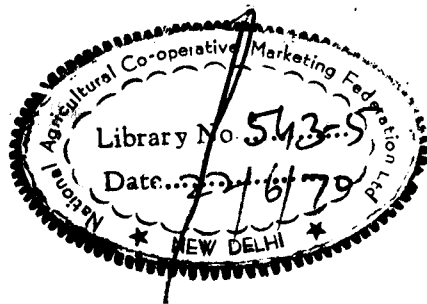


REPORT OF THE REGIONAL SEMINAR ON
**FARM GUIDANCE
ACTIVITIES OF
AGRICULTURAL COOPERATIVES**

SEOUL, REPUBLIC OF KOREA
SEPTEMBER 29 — OCTOBER 17, 1969



INTERNATIONAL COOPERATIVE ALLIANCE

Regional Office & Education Centre for South-East Asia
Post Box 3021, 43 Friends Colony, New Delhi-14. India

REPORT OF THE

REGIONAL SEMINAR ON FARM GUIDANCE
ACTIVITIES OF AGRICULTURAL COOPERATIVES

29th September - 17th October, 1969

Ambassador Hotel, Seoul - Republic of Korea.

Seminar Leader : Dr. Dharm Vir
Joint Director, Education Centre
ICA Regional Office &
Education Centre,
New Delhi-14

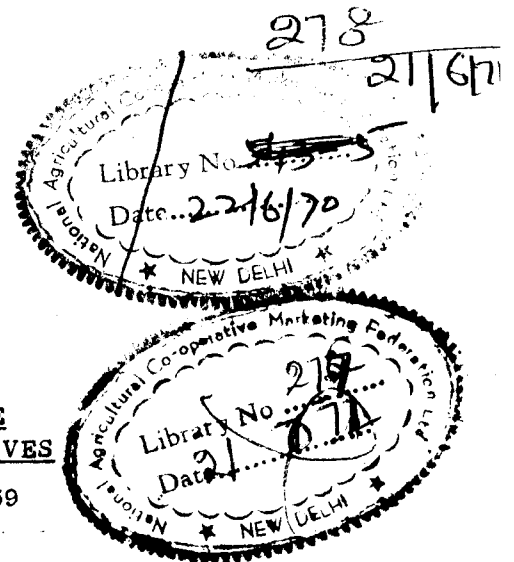
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gs/11th Feb.1970

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R E P O R T

I. INTRODUCTION

The Regional Seminar on Farm Guidance Activities of Agricultural Cooperatives was held from 29th September to 17th October, 1969 in the Ambassador Hotel, Seoul, Republic of Korea. The Regional Office and Education Centre for South-East Asia, of the International Cooperative Alliance, organised the Seminar in collaboration with the National Agricultural Cooperative Federation, Republic of Korea and (for Study Visits in Japan) with the Central Union of Agricultural Cooperatives, Japan. The seminar started with the study visits in Japan. The objects of the Seminar were, to determine the role of agricultural cooperatives in Farm Guidance activities, to discuss how to plan and implement Farm Guidance activities through Agricultural Cooperatives and to examine the existing arrangements of training and research in the field of farm guidance.

2. The Seminar was attended by 28 delegates and observers. Countries which participated from South-East Asia were : Ceylon, India, Iran, Japan, Republic of Korea, Mal, the Philippines and Thailand. International organizations viz., ILO, F.A.O. of the United Nations and U.S.AID, Republic of Korea, were represented by resource persons and observers. Dr Dharm Vir, Joint Director (Education Centre) of the ICA directed the Seminar. He was assisted by his colleague

Mr Shiro Futagami, Deputy Director and the Korean counterparts. A list of participants, observers and resource persons is attached to this report as Annexure 'D'.

3. The Seminar was formally inaugurated on 4th October 1969 in the main hall of N.A.C.F. at Seoul. The congratulatory address was read by the Vice-Minister of Agriculture and Forestry on behalf of the His Excellency Shi Hyung Cho, Minister of Agriculture and Forestry, Republic of Korea. A number of local cooperative organisations including the President of the N.A.C.F., played host to the Seminar at a number of socials and extended numerous hospitalities.

4. The final Seminar programme is enclosed to this report as Annexure 'C'. Three main case studies indicating approaches used in Japan, Republic of Korea and India and emphasizing different aspects of farm guidance were presented in the Seminar. These case studies were prepared by resource persons from the countries concerned. Two of the agricultural cooperatives in Japan and Korea on which case studies were presented, were visited by the Seminar participants for detailed studies.

II. THE OBJECTIVES AND SCOPE OF FARM GUIDANCE:

Concept of Farm Guidance

5.1 Farm Guidance is agricultural advisory services through cooperatives integrated with credit, supply, marketing and other activities of cooperatives. The concept of farm guidance was conceived from the experiences of Japanese agricultural cooperatives. Farm guidance is indispensable to an integrated approach of multi-purpose cooperatives.

5.2 In most of the countries, agricultural advisory services are undertaken by the government through its agricultural extension offices and the contents of such government agricultural extension works may vary from country to country. However, it may be mentioned that most of these governmental extension works are rather confined to the

technical aspect of agricultural production such as improved production techniques, use of improved inputs etc. with a view to increasing agricultural production. However, it was often found that such extension work had not made desired impact on the improvement of agriculture or farmers' economy. The important thing is that there will be no positive response from the farmers who are the persons to decide on the practical application of new production techniques unless more attention is paid, along with extension work on such techniques to the economic aspects of their application with proper provision of facilities such as credit, supply, marketing etc. so that the farmers may be ensured of better economic return out of their increased produce.

5.3 In pre-war Japan agricultural advisory service was undertaken by separate organisation supported financially by the government. But after the World War II, agricultural cooperatives re-started under the new Agricultural Cooperative Act with an objective of increasing agricultural productivity as well as economic and social standard of farmers. Hence, guidance service was newly added to the traditional activities of agricultural cooperatives. Such services are to give advice to the farmers in order to raise the economic and social conditions of farm household, which may include both production and living aspects of farmers. Therefore, guidance services of agricultural cooperatives in Japan are divided into two: guidance on farm management improvement and guidance on home-life improvement, and the former is called as farm guidance. In multi-purpose cooperatives in Japan, agricultural services are well integrated with their economic activities through farm guidance service. This has enabled the cooperatives to formulate and implement their business programmes.

5.4 Thus the farm guidance is used in the context of cooperative agricultural advisory service for the improvement of farm management of individual farmers with an emphasis on its economic aspects while the agricultural extension service is referred to governmental agricultural advisory service on production techniques.

Objectives and Scope

6. Cooperative leaders in many countries are becoming increasingly interested in combining agricultural advisory services with the traditional cooperative services of credit, farm supply and marketing either through closer collaboration with the governmental extension service or by supporting a corps of farm guidance advisors within the cooperative structure itself. This trend is accentuated by the degree to which agricultural cooperatives are becoming more broad based, with emphasis on a "package approach" to serving the farmer members. Under these conditions farm guidance services are seen to be a vital component which must be effectively integrated with credit, supply and marketing, etc.

7. Cooperatives are becoming more on-the-farm production minded. The farm unit is indeed the unit of concern to which all cooperative activity must be directed. The success or failure of cooperatives must necessarily be judged by the success or failure of the farm units being served. The typical cooperative operating statement and balance sheet does not necessarily reflect this condition and can therefore be quite misleading in terms of the true measure of success of a cooperative in serving its members effectively.

8. It goes without saying that the provision of agricultural advisory services within a cooperative programme adds a new and welcome dimension to the task of economic and social development. This approach also gives to extension personnel greater opportunities for more effective service by working with an already organized and identifiable clientele - a clientele organized specifically to have access to the inputs and auxiliary services which can make extension activities really meaningful.

9. Where cooperative organizations engage and pay their own farm guidance personnel, as is the case with the Agricultural Cooperatives of Japan and the Republic of Korea, it is necessary for the latter to work closely with the national extension service and also have access to the results of the agricultural research and experimental stations. In some

countries, e.g. in Uganda, on the other hand, the Ministry of Agriculture, has deputized certain extension officers to work exclusively with the cooperatives.

10. The objectives of farm guidance with a cooperative programme should be considered at two levels :

(1) General objectives:

- Improve the level of living of the farming community.
- Improve the performance of the cooperatives.
- Contribute to the improvement of the national economy.

(2) Specific objectives: These give direction to the day-to-day activities of the cooperatives and the agricultural advisory service in achieving the general objectives:

(a) Increase the efficiency of the farm units through farm planning and the provision of inputs and services through cooperatives and other agencies. This calls for (i) an assessment of the actual and potential on-the-farm resources (physical, financial and human) and of production capacity in relation to the price structure and the effective market demand; (ii) an estimate of additional requirements and services and the extent to which these can be provided through cooperatives and other agencies; and (iii) formulation of a farm plan and budget based on the repaying capacity of the farm unit.

(b) Improve the performance of the individual farmers in terms of increased knowledge, new skills, and changed attitudes.

This implies an educational process involving the farmer:

(i) On a group basis: Here the onus is on the extension agent to create the learning situation which may be in a meeting hall or in a field. The content of the group learning experience may be:

- principles and techniques of farm planning
- on-the-farm demonstration of improved practices and the use of farm tools and equipment
- the role of the cooperative in improving farm operations through the provision of inputs, credit, marketing services, etc.
- benefits and limitations of joint farming activities.

In addition to the foregoing the farmer members can be influenced through attendance at cooperative business meetings where they can acquire new and useful knowledge, develop skills in democratic participation, and develop leadership qualities.

(ii) On an individual basis:

- participation with the extension agent in drawing up the individual farm plan and budget.
- learning about the market through radio & other media
- learning about the cooperative through specialized media for members (newsletters, special broadcasts, etc.)
- development of skill in money management (especially where loans are involved).

(iii) On a reciprocal basis:

Communication in the extension educational process is a two-way channel. Not only does the farmer learn and improve his skills, etc., but he provides a "feedback" to those who are in the role of teachers. This two-way communication helps to identify the real needs of the farmers and indicates their capacity for follow-up action. The process is vital in giving direction to the work of agricultural researchers whose activities must be oriented to solving the problems of the farmers. The "feedback" is also vital to successful cooperative management in terms of providing the kind of services the farmers can use effectively.

11. Organisational Patterns of Agricultural and Farming Guidance Services

(1) Guidance provided to farmers exclusively by the National Extension Service to farmers in general with no special relationship or reference to the cooperatives, e.g. in U.S.A.

(2) Guidance provided by the National Extension Service to cooperative members by special arrangement, e.g. in India, Pakistan, Canada and some countries in Africa.

(3) Farm Guidance provided by specialized cooperative personnel, employed directly by the cooperatives, and supported by the personnel of the National Extension Service and the National Research and Experimental stations, e.g. in Japan and the Republic of Korea.

(4) Guidance provided exclusively by cooperative personnel - including research and experimentation, e.g. in Norway.

12. Conditions for the Success of Farm Guidance

- (1) Enlightened "support" by government - e.g. support from the National Extension Service, experimental and research stations, etc.
- (2) A rational agrarian structure - land and water use and tenure arrangements conducive to farmer interest, risk taking, investment.
- (3) Potential expanding markets at home and/or abroad.
- (4) A dynamic cooperative marketing organisations (e.g. in Scandinavia, Japan).
- (5) A cooperative structure which can:
 - (a) Effectively mobilize capital
 - (b) Concentrate capital and direct it into the most profitable lines of production
 - (c) Integrate the various services - credit, supply, marketing and farm guidance.
- (6) Well trained and adequately paid cooperative personnel at all levels - general cooperative services staff as well as farm guidance officers.
- (7) Dedicated leadership.

13. The Seminar participants discussed all aspects of impediments and their findings were as follows :-

(1) All Farm Guidance has to be integrated in the National Agricultural Plan without which any Farm Guidance can not be successfully carried out. Whenever there are plans they must be executed effectively at all levels.

(2) It was also felt that one of the basic impediments towards introduction of Farm Guidance would be the lack of dedicated leadership in the cooperative structure itself.

(3) Restrictive features of Cooperative Legislation have retarded accumulation of sufficient financial reserves in the institution itself to sponsor an activity such as Farm Guidance which will not pay for

itself immediately and moreover it was felt that there would be hesitance on the part of lending institutions to finance this activity. It was also felt that in region the primary societies were not sufficiently economically viable to be able to allot funds for educational activities including farm guidance.

(4) It was felt that in some countries in the Region, Land Reforms would have to be carried out in respect of security of tenure prevention of fragmentation of lands and consolidation of already fragmented lands, **wherever necessary.**

(5) Conservativeness of the farmers would prove to be a great impediment to his receiving advice and thereby tending to **increase** the application cycles and consequently delaying the guidance activity paying for itself.

(6) It was felt that stabilization of prices is the important factor in the smooth working of production Plan. It would be an impediment for the farmers to adopt farm production plan if there is no stabilization of prices for their produce.

(7) Non-availability of trained personnel for the execution of Farm Guidance.

(8) Weaknesses of cooperative organizations to undertake the marketing and supply business.

(9) **Disseension** amongst members **arising from social barriers,** political factions etc, will resist cooperation in the implementation of the Plans drawn up by Farm Guidance personnel.

(10) Lack of proper communications in rural areas.

(11) Lack of inter-departmental coordination at all levels.

(12) Lack of coordination between technical extension and farm management guidance as it has tended to overlap each other since the introduction of extension services.

(13) The non-availability of statistics necessary for farm guidance plans, e.g., market surveys, data on production and different produce, etc.

(14) Lack of continuity in Farm Guidance activities. Lack of close touch with farmers by way of audio-visual aids and press.

III. PRE-REQUISITES FOR COOPERATIVE UNDERTAKING FARM GUIDANCE ACTIVITIES.

14. The main objective of farm guidance activities of agricultural cooperatives is to create an interest and willingness among farmers to improve their farm management and for this purpose the society has to extend assistance to farmers in an integrated way in the field of finance, material, supply, production and marketing techniques. Farm guidance activities may include various aspects of agricultural management. Agricultural cooperative should decide the priority areas and establish closer collaboration and coordination with all other institutions concerned. An important pre-requisite for successful farm guidance is the existence of a common policy on farm management improvement. On the basis of such a common policy, better integration and coordination will be established.

15. Farm guidance should be an integral part of the whole cooperative activities. In view of this the society must analyze the factors affecting farm management, make long-term production and management plans of member farmers, and work out the business programme of the society accordingly. The steps to be taken by a cooperative at the initial stage of farm guidance will be as follows:

- (1) Consideration of basic factors affecting farm management.
- (2) Classification of farmers according to the extent of willingness of farmers.
- (3) Setting up of income target for each member which will be a basis to decide pattern of farming.
- (4) Formulation of long-term farm management programme of individual farmers.
- (5) Standardization of farming patterns.
- (6) Commodity-wise consideration of these farm management programmes in the area of the society.

- (7) Planning of production and marketing facilities by the society.
- (8) Marketing, supply and financial programme to meet the requirements of members for effective implementation of their farm management programme.

16. The important task of agricultural cooperatives is to change simple reproduction process of agriculture into dynamic expansive production. Therefore, farm guidance activities of such a cooperative must be a process of implementation of programmes for agricultural modernization and positive educational programme. It is neither to preach nor dictate farmers, but to generate the interests and willingness among farmers towards farm management improvement and to show them the scientific facts in order to induce them to take initiative for action.

17. Major elements of farm guidance through cooperatives considered are given below:

- (1) Suitable agricultural policy of the government.
- (2) Land improvement schemes.
- (3) Research and socio-economic surveys.
- (4) Selection of Crops to be produced and bulk production.
- (5) Production and management programme of the whole village and that of individual farmers.
- (6) Standardisation of quality of agricultural produce and agricultural inputs.
- (7) Formation of commodity groups.
- (8) Joint utilisation of machinery and labour.
- (9) Planned production and protection and joint marketing techniques.
- (10) Improvement of production techniques of farmers and reduction in cost production.
- (11) Joint cost production, grading and checking facilities.
- (12) A plan for farm management and life improvement.

(13) Cooperative Member Education and information.

(14) Trained personnel.

18. The following basic information would be needed for formulation of guidance programme and its successful implementation.

(1) Change in demand for agricultural products with special reference to the commodities produced in the area. The changes in demand may call for changing the pattern of farm management from small individual production to large sized production so as to ensure economic advantages and to increase the commercial value of the products.

(2) Trends of processing industries of agricultural products and changes of consumption patterns. They may make it necessary to improve the quality to that of standardized products to reduce production cost and to supply continuously sufficient quantity of products. For this purpose production programme for wider areas will be more effective.

(3) Changes in distribution system; cold chain, super markets, stores, etc., which may necessitate the establishment of an effective organizational system with a view to integrate various functions such as credit, supply of inputs, farm guidance and marketing so that agricultural cooperatives may play a more important role in the field of production and marketing and may strengthen their bargaining power.

(4) Development of agricultural production techniques and mechanisation of agriculture which might require the promotion of joint effort among farmers who are engaged in production of the same line of commodities to attain maximum economic benefit.

(5) Trends of agricultural policy at national and secondary level which may sometimes make it necessary for the society to adjust their activities so that the society can play a more important role in the total agricultural development programme.

(6) Agricultural land should be surveyed to bring about the the pattern of land ownership and utilisation, effect of industrialisation

or urbanisation which will effect the pattern of farm management and the scope of mechanisation in the future, land consolidation, farm roads, irrigation and drainage facilities.

(7) Changes of farm labour resources and the major factors responsible for the changes.

(8) Machinery, credit and facilities needed for long range improvement of farm management, assessment of capital owned by farmers taking into considerations the crops they produce and farm labour available.

(9) Types of crops grown in area, their production and marketing facilities, profitability and adaptability to trends in the market and the feasibility of farm management, improvement with a view to determine crops in future, and facilities for storage.

(10) Facilities such as workshop, centre for utilising and maintaining machinery, land consolidation facilities, joint insecticides facilities, mixing plant for fertilisers and feed stuffs, transportation and communications.

(11) Joint seed bed, joint breeding facilities, hatchery, artificial insemination centre, sillo, pond, irrigation and draining facilities, green-house etc.

(12) Processing facilities.

(13) Facilities for assembling storage, processing and marketing of products.

19. It was decided that cooperatives should obtain information and data at appropriate levels and preferably in joint collaboration with national organisations. (These organisations should be strengthened so as to expedite the task of collecting information and data.)

20. After some deliberation the participants were of the opinion that all countries in South-East Asian Region should carry out these functions through cooperatives in varying degrees. There is, however, need of collecting all relevant information and use it for effective farm guidance work.

21. The Seminar was of the opinion that the following steps should be taken by a society for formulating Regional production plans:

- (1) Survey regarding the capability of the society, prevailing conditions about sub-soil water, nature of soil, kinds of crops grown in the area, existing yield, marketing position, size of land holding, lands whether fragmented or consolidated, family structure, nature of mixed farming concerning livestock etc., etc.
- (2) To convey the results of survey to the Members.
- (3) Selection of crops, which are possible to be grown to the best benefit of the farmers.
- (4) To arrange for the improvement of land;
- (5) Management of the farm production plans of the farmers.
- (6) Arrangements for the supply of agricultural inputs and provision of other services.
- (7) Arrangements for common services like Tractors, Tubewells, Combiners, Threshers, Bulldozers etc., if necessary.
- (8) To assess the future expenditure of each farmer and to advise him about the crops to be sown and about other subsidiary works, to be undertaken by keeping in view the survey relating to the particular farmer, so as to increase his income for meeting future expenses.
- (9) Installation of processing plants to be arranged.
- (10) Selection of appropriate marketing places.
- (11) To arrange for proper communications to facilitate supply and marketing.
- (12) To arrange for trained farm guidance Advisers.
- (13) Education of farmers.
- (14) Formation of commodity groups and selection of leaders of each group.
- (15) To arrange for financial resources.
- (16) Demonstrations to create interest and willingness.
- (17) Storage facilities.

- (18) Standardization of techniques.
 - (19) To arrange for coordination amongst the Extension Officers of the Government and of the society.
 - (20) To arrange for the continuation or stay of young farmers on land.
 - (21) To plan for the purchase of young livestock and other things
 - (22) To assist the farmer in planning for family and hired labour, for feed production or acquisition; for repayment of loans and for income - expenditure of each farmer.
22. Steps that Cooperatives should undertake in the field of farm guidance in increasing the income of farmers :
- (1) There should be planning prepared on the basis of survey. The planning should include improved practices to be undertaken, the time during which such practices will be undertaken, the value of inputs, the credit requirements, the land appropriate for a particular crop, area to be undertaken for particular crops according to survey etc.
 - (2) Setting up of long-term management programme, minimum price fixation and announcement thereof, etc.
 - (3) Proper education of the farmers to understand the farm guidance programme of their cooperatives.
 - (4) To provide experts for different crops, soil, sub-soil water etc.
 - (5) Demonstration of Agricultural Machines, high yielding varieties of seeds, fertilizers etc. so as to arrange that the farmer takes up farming on improved lines.
 - (6) To provide storage and marketing facilities.
 - (7) To arrange mixed farming.
 - (8) To provide common sources, such as Tractors, Bulldozers, pumping sets, transportation etc.
 - (9) To assist by installing processing plants.
 - (10) Supply of information about new techniques, market conditions, diseases and their remedies.

(11) To arrange for the purchase of young livestock, to plan for feed production.

(12) To make out financial plan of production.

(13) To plan for repayment of loans.

(14) To assist farmers in planning their income and expenditure to enable them to switch over to new techniques and to proposed plan of production.

(15) To plan the utilization and improvement of land.

IV. ORGANIZATIONAL STRUCTURE AND FUNDS REQUIRED FOR FARM GUIDANCE THROUGH COOPERATIVES.

23. Farm guidance is not a theory but action programme. Continuous efforts of the society regarding production and management will be the basis of better integration and coordination between marketing, supply, credit, education and facilities. Systematic and effective linking between farm guidance and other activities of the society will enable the society to carry out farm guidance successfully. On the other hand it is also very necessary to define the functions and responsibilities of cooperatives and government agencies in implementing farm management improvement programme. While the role of government extension office is to extend new production techniques, to train young farmers, to improve soil conditions and to promote mechanization of farming, that of the society is to look after the economic aspects of production and home-life.

24. To maintain the maximum efficiency of activities of the cooperatives, responsibility for farm guidance at national level is attached to the Central Union of Agricultural Cooperatives, while other economic activities are undertaken by national business federations. At prefectural level these functions and responsibilities are similarly divided among prefectural union and other federations.

25. At primary level it has been promoted to set up commodity-wise production groups for effective promotion of farm guidance programme.

Primary objectives of such groups are to promote systematic production and marketing, to reflect views of farmers in the business programme of the society, and to establish effective linking between various activities of the society. The expenses of the group are met by the members' contribution and the subsidy from the society. A cooperative farm advisor is appointed to serve as a secretary of such group.

26. Agriculture, farmers and rural community can not get rid of the effects of rapidly changing socio-economic conditions. Agricultural cooperatives are confronted with so many problems. However, there will be no alternative way to overcome these problems other than the creation of strong solidarity among the members. Only when the society performs its activities on the basis of farm guidance programme, it may create a confidence of members and solidarity among them.

V. ORGANISATIONAL STRUCTURE:

27. The Seminar discussed the existing organizational structures of each participating country in detail and unanimously decided to adopt a model organisational structure subject to slight changes if necessary for a country, in fixing the number and working of members of committees at different levels. Such type of chart is given as Annexure 'A'.

28. The Farm Guidance activities should start from the bottom and in the beginning there should be an exhaustive survey to make the whole programme of Farm Guidance activities a success and practical. There shall be a complete plan prepared on the basis of facts and figures available after survey. The Multi-purpose Cooperative Society will send all datas of survey for research to the District Committee and if necessary to the Provincial Committee. The results of research shall be known to farmers for their knowledge and they should be implemented through trained personnel and experts.

29. In short it is suggested that in order to make the programme of Farm Guidance successful the planning should be prepared from the level of Multi-purpose Cooperative Societies which shall prepare after thorough study made by Commodity Groups, physical survey of the

area and after knowing the needs of the farmers and shall be got implemented through trained **personnel and experts** of Farm Guidance. Necessary legislations will also be required to adopt these suggestions.

30. Instead of the governments' direct involvement in all aspects of farm guidance activities (as mentioned in para 16) the cooperative should be increasingly concerned and should take the initiative and leadership along this particular endeavour. Government should give more leeway for the cooperatives to **shape** their own destiny that is the governmental system should provide the necessary enlightened support to the cooperative movement to enhance viable growth and development.

VI. METHODS AND TECHNIQUES:

31. Farm guidance is an educational process for the member farmers who participate in a business programme to improve their economy. The selection of methods of guidance depends on several factors, such as the objectives of the programme, quantity and quality of participants, contents to be conveyed and resources available including the trained teachers, suitable study material and audio-visual aids. As we already know the teacher is one of the most important factors in the effective use of methods, he should be given choice and facilities in his work. Nevertheless, important methods have been classified according to the size of audience and the level of participants' development. These are listed below under the Mass Teaching Methods, Group Teaching Methods and Individual Teaching Methods. Emphasis has been laid on the methods which are effective with **small** groups of adult participants and emphasise self-help.

Mass Educational Methods:

32. These are mainly for the purpose of getting awareness and interest of people in some new ideas. They include the following mass media of communication :

- (a) Radio.
- (b) Television (would be supported by satellite communication system).

- (c) Wire-communication system as in Japan.
- (d) Visual-aids, such as posters, charts, film shows, slide-shows etc.
- (e) Press & publicity material such as, News Stories, Feature stories, Newspaper columns, Special news pages, Bulletins, Leaflets and circulars, reaching people by direct mail, through magazines, study material of various types and campaigns.

Group Educational Methods:

33. Group methods assist people from awareness stage to the interest and sometimes to the trial stages of accepting new practices. They include the following methods. It is possible for the participants to ask questions, exchange ideas and stimulate each other to action, whenever a new idea is presented to them as a group.

Group Educational Methods (large groups)

- (a) Method Demonstration.
- (b) Result Demonstration.
- (c) Meetings of farmers, combined with method demonstration or result demonstrations, lectures, panel discussion, symposium, colloquy, etc.
- (d) Exhibitions, models, fairs and festivals.
- (e) Study tours and Field Days.
- (f) Seminars and Workshops.
- (g) Training courses, functional literacy classes,
- (h) Residential courses, e.g. folk high schools in Denmark, Vidyapeeths in India.
- (i) Contests and achievement days.
- (j) Dramas, group songs.

Group Educational Methods (small groups)

34. It has been found effective to serve in local cooperatives, through Advisory Groups,

Short courses.

Local leadership (model farmers).

Clinics, role playing, creative dramatics and other group development techniques.

Study Groups, Study Circles, Group Discussions.

Commodity groups e.g. in Japan.

Tele-clubs and Radio Farm Forums as in India and other countries.

Voluntary and local leadership.

4-H and Young Farmers' Clubs.

Home Demonstrations.

Individual Educational Methods:

35. Although much of extension teaching is done in groups, learning is an individual process. In many instances individual contacts with farmers are necessary to study the local situation and to get farmers to adopt a new practice. Individual methods include the following :

- (a) Visit of Guidance Workers to farms and homes;
- (b) Assistance in preparation of individual production plans;
- (c) Supervised credit programmes;
- (d) Correspondence courses;
- (e) Farmers' calls, to the offices of guidance agencies.

Local Leadership Method:

36. This method is the use of leader-follower pattern existent in any community. Local leadership is utilised to reach a large number of farmers. The method involves locating, developing and utilising the local functional and voluntary leadership. The local study groups, study circles and discussion group and audio-visual techniques, combined with problem solving can help in developing local leadership and contribute to effective farm guidance work and member education programmes. Commodity groups in Japan which have been described later, have significantly contributed toward development of local leadership.

It is obvious that no single method or technique can reach all people nor it can influence all if it does. Farm guidance workers must be proficient in the use of various methods of education and guidance. To achieve desired objectives they should be able to select, adapt and use a suitable combination of methods and techniques. In general, people are influenced to make changes on their farms, in their homes and in their community in proportion to the number of exposures they experience in extension education. However, some people may respond quickly and while others may react slowly. This is because their background is different, so they are in the different stages of adoption. This calls for a continuous and practical type of extension education using a variety of methods, suitable to meet the educational objectives and

contents set for different groups. The resources locally available should also be kept in mind while selecting educational methods and techniques.

Commodity Groups within the Cooperative System

37. The Commodity group method:

- (1) is an answer to the perpetual conflict of single-purpose vs. multipurpose cooperatives - avoids the necessity of a farmer joining several societies;
- (2) encourages member involvement - interest maintained throughout the year - radio programmes can be tailored to suit the special interests of the various groups;
- (3) polarizes leadership and at the same time disperses leadership tasks among many;
- (4) facilitates the propagation of new ideas and the adoption of new practices;
- (5) simplifies record keeping by the farmers themselves;
- (6) Leads to joint-action at farm level, and also the development of specialized services which aid production - e.g., controlled raising of chicks up to 120 days;
- (7) facilitates specialization by the cooperative farm guidance staff;
- (8) rationalizes the use of credit (supervised credit) and facilitates the recovery of loans. Concentrates capital in profitable lines of production rather than dispersing limited resources;
- (9) facilitates the work of National Marketing Boards and Cooperative Federations;
- (10) makes possible price stabilization over several years of the production cycle - (In Japan this is achieved through the monthly salary or long-term average payment system).

Commodity groups in Japan:

- (1) Commodity groups were considered as informal units under the cooperative societies in Japan. In a group it was assumed that the pattern of farming of each member of a group is similar.
- (2) That commodity groups are actual partners of the cooperatives to increase the production of specialized commodities in areas where cooperatives operate.

(3) Commodity groups provide avenues for training of local voluntary leaders for cooperative development.

(4) Commodity groups make possible systematic marketing, effective and practical financial projections and full utilization of facilities and equipment of the cooperative society.

(5) Assistance should be provided by the cooperative society to commodity groups to level up in terms of credit and supply commodities.

(6) Commodity groups should support the cooperative society and the cooperatives in turn cater the needs of its members.

(7) Processing facilities and marketing, equipment be provided and made available to commodity groups to enhance efficiency and effectiveness.

(8) Commodity should organize education and information activities for individual members in specialized project undertakings.

(9) Cooperatives should provide the essential and necessary guidance to raise the standards and quality of the farmers and its production capacity.

(10) Development programme evolved by the commodity groups should be submitted to cooperatives and sent to local government to invite its support.

VII. EDUCATIONAL MATERIAL AND AUDIO-VISUAL AIDS

38. In the cooperative movement, the owners and users are the members who exercise ultimate control over both the policies and operations of their cooperative societies and movement as a whole. Accordingly, it is of the utmost importance that the greatest possible efforts should be made for the development of member education and it is obvious that much of the success of farm guidance programmes depends upon the study material produced and its proper use.

39. In preparing study material, the following factors should be observed:

- (1) It should be written in simple language, style and be adequately illustrated;
- (2) proper selection of contents preferably related to practical problems of farmer members;
- (3) needs of the target groups, e.g. commodity groups;
- (4) percentage of literacy in the group;
- (5) funds available.

40. The most commonly used study materials are leaflets, pamphlets, posters, booklets, instruction manuals, and audio-visual aids such as films, film strips, flannelgraphs, slides, broadcasting, etc.

41. It has been proved that proper use of audio-visual aids brings better results in communicating ideas, developing interest because of the following advantages;

- (1) It stimulates one's feeling and emotion.
- (2) It helps much to eliminate monotonous fatigue.
- (3) It easily attracts one's attention.
- (4) It makes one's memory stay long and clear.

42. The N.A.C.F. in Korea has understood and recognized the importance of audio-visual education. It has been equipped with a camera-car, 10 mobile units, 2 movie camera, 2 projectors, 163 slide-projectors, etc., and many kinds of audio-visual aids are produced and utilized for member education.

43. As the cooperative movement undertakes more complex and difficult businesses, the movement must recognize the growing needs of systematization and continuous improvement of cooperative education, particularly, the production of varieties of audio-visual aids.

44. The Seminar noted that F.A.O. has recently produced a manual on production and use of audio-visual aids for cooperative education. It also appreciated that the I.C.A. Regional Office and Education Centre for South-East Asia has produced a manual for Study Circle Leaders and

some material for member education work. However, it was strongly recommended that model material, audio-visual aids and manuals for use of farm guidance workers should increasingly be produced by the I.C.A. These materials may be adopted to local conditions by the national cooperative movements in the Region.

VIII. EVALUATION OF FARM GUIDANCE PROGRAMMES:

45. In the field of education and farm guidance, evaluation is a systematic and objective assessment of activities and programmes as a whole in terms of objectives laid down in advance and against a set of criteria.

46. Educational evaluation can be compared with action or programme research and may lead to deeper research studies. However, it is more than psychological measurements, examinations, testing, record keeping for purpose of grading the trainees. Evaluative studies are also conducted from organisational, administrative and economic points of view.

47. The main purposes of evaluation may be described as follows:

- (a) to keep the programme on right lines;
- (b) to bring improvements in a programme;
- (c) to collect evidences for convincing oneself and others about the utility of programme.

Some Characteristics of an Evaluation are :

- (a) Evaluations can be both qualitative and quantitative.
- (b) It can be internal or external or both. Educational evaluation are internally conducted for bringing improvement in teachers' performance, trainees achievements, and in the utility of training material and facilities. The results of evaluation are used to change syllabi and curricula.
- (c) Sometimes though concurrent evaluation is conducted as a part of educational programme, it is generally conducted periodically and at the final stage of the programme.
- (d) It tends to be comprehensive. However, different aspects of the programme can be assessed separately.
- (e) It should be simple and economical.

48. It was considered necessary to determine the needs and objectives of the programme, and conduct a bench mark survey for the effective implementation and evaluation of a farm guidance programme. Other steps to be followed in evaluation are as follows :-

- (1) Defining the needs and objectives of the programmes.
- (2) Setting up of a committee to develop the frame of reference and determination of scope, criteria, methods of evaluation etc.
- (3) Collection of data (facts and figures) from direct and indirect sources in different stages of the programme implementation.
- (4) Analysis and interpretation of data (to ensure that causes of deviation from objectives are detected).
- (5) Reporting of results, suggesting ways and means of improving the programme.
- (6) Application of results and recommendations.
- (7) Further research and evaluation.

Research and Farm Guidance:

49. The experience of planners in agricultural development shows that there are several problems of technological, social and economic character to be faced before any success is expected. The research, education of personnel and extension work for farmers are to be geared to the solution of these problems. In addition, a better climate for farm guidance should be created through land reforms and other legislation and movements like community development and Cooperation.

50. Recently inter-disciplinary approach in research and evaluation has been emphasized to get practical results in the field of agricultural development; compartmentalisation of knowledge under different subjects would lead to only theoretical results. Specialists from such organisations as academic and research institutions, public administration institutions and cooperative organisations should form teams and conduct applied research to solve farmers' problems.

51. Agencies which have undertaken research, education and extension for rural areas have succeeded in making effective contribution to agricultural development. Land Grant Colleges in the U.S.A., rural or agricultural universities in India and Japan are some of good examples of such institutions for agricultural development and rural uplift. Cooperatives can act as agencies for agricultural extension and undertake farm guidance. They can also contribute to research, and education of guidance personnel. The evaluation report (1960-68) on India's Intensive Agricultural Development Programmes (I.A.D.P), has highlighted the key role that research technological, administrative as well as economic, has to play in modernizing agriculture. It has also emphasized effective coordination between research and extension, if farmers' problems are to be effectively solved.

INTEGRATED AND COORDINATED APPROACHES TO FARM GUIDANCE.

VIII. A CASE STUDY FROM JAPAN:

52. To present an integrated approach to farm guidance through agricultural cooperatives, a case study of a primary multi-purpose cooperative society situated in Ibaragi Prefecture of Japan was presented. The most important achievement of the Society was integration of farm guidance services in its business activities. This integration brought dynamic changes in behaviour and economies of the members, and thus enabled the Society in substantially improving its business. It may be mentioned that the Society was running in loss before undertaking the farm guidance activities. A brief description of the society and its farm guidance activities are given below :-

(1) In the area of the cooperative named Ogawamachi Agricultural Cooperative Society, it was not possible to expand the size of land holding of members in order to increase agricultural production because of the limitation of land. Only alternative was to increase agricultural income by expanding size of farming which does not

require much land. Then agricultural cooperative society worked out regional production programme keeping government regional agricultural development programme in mind. In consultation with other institutions concerned, the society selected major items for increased production and set up a certain pattern of farming, e.g. rice and poultry farming, rice and pig rearing, rice and dairy farming, etc.

(2) The society has established commodity-wise production groups. Conditions of eligibility for the membership of groups are as follows:

Poultry - Those farmers who are breeding more than 300 chickens.

Pig rearing - Those farmers who are breeding more than 25 pigs.

Dairy Farming - Those farmers who are breeding more than 5 cattle.

Those farmers who are not eligible are grouped in a part-time farming group according to the type of farming.

(3) The society has worked out their business programme in order to meet the requirements of these groups. The departments of the society were divided into planning and administration, business and guidance. Subject-matter specialists were also appointed by the society. The society has made funds available to farmers according to special scale formulated by the society. Expansion of facilities was also made. As a result of these measures, achievements have been made in the field of (a) systematic production, (b) expansion of farming, (c) standardization of variety of produce (d) quantitative and systematic marketing.

(4) Next step which was taken by the society was to cope with the price problems. The society worked out long-term Equal Payment System for pig-rearing and monthly payment system for chicken rearing. Together with these measures, a Five Year Plan has been implemented whereby, to considerable extent, expansion and stabilization of production have been brought about.

(5) In 1968, the society made long-term Farm Management

Improvement Programme in which home-life improvement was included. The problems with which the society is confronted are (a) further improvement of land conditions (b) contract farming and (c) housing for members.

IX. PROGRAMMING OF FARM GUIDANCE

53. Based on the experience gained by the Ogawa-machi Agricultural Cooperative Society in Japan, the procedures involved in the programming of farm guidance activities were discussed in the Seminar.

54. The most important task of agricultural cooperatives is to help farmers in increasing agricultural production and in improving marketing conditions for them. Successful implementation of such function will result in ensuring better income and improvement of farmers' life. The guidance activities of the agricultural cooperatives are for both farm management and life improvement which are the two wheels of a cart. In 1962, the Ogawamachi Agricultural Cooperative Society made a Five Year Plan to promote livestock industry in the area. But by the end of the plan, the society could achieve only 50% of the **target**. The causes of the failure were lack of basic information on farming and less attention to the interests of members on farm management. On the basis of this experience, the society has conducted a survey on agricultural conditions in the area with a view to collect necessary information and data for formulation of an effective farm guidance programme.

55. After the survey, the society has organized group meetings throughout the village to inform the findings to farmers and to discuss **measures** to be followed. Then the society worked out its regional agricultural development programme with unanimous support of the members.

56. In formulating this programme, the society has selected major items to be produced more, taking into consideration the future trends of prices and consumption of agricultural products. For

effective implementation of the programme the society organized its members into small groups according to the pattern of farming shown in the survey, and the society decided the minimum size of farm management in consultation with such small groups to standardize the management. Then each member of the group worked out individual production programme and on that basis the society formulated regional production programmes of major items.

57. The society selected the major items for increased production to get shift the traditional agricultural management towards the profitable and commercial agriculture, and to strengthen its bargaining power in the market. For this purpose the detailed improvement programme was considered essential. An example of improvement programme of rice production is given in the following account. At the time of compilation of basic data, the cultivated area of paddy was 436 hectares and the volume of production was 1,829 tons. The possibility of expanding paddy production in this area was only through the reclamation of swampy land forestry. The target of the improvement programme is to produce 2,501 tons of rice with 576 hectares of land by 1972. However, as it is presumed that the shortage of farming labour will be more acute, the society has decided to put the primary importance in promotion of mechanization and joint farming in collaboration with the village administration, Prefectural Government, Extension Office and Prefectural Union of Agricultural Cooperatives. The society has also made a programme to increase the productivity by means of selecting better variety of rice, better fertilization plan and soil improvement.

X. COORDINATED APPROACH TO FARM GUIDANCE:

58. A case study of a primary cooperative from the Republic of Korea was presented to show how can a cooperative succeed in bringing coordination among different factors and help farmers through farm guidance. A brief description of the farm guidance activities of the society is given below.

59. In the area of Yongheung-Ri Agricultural Cooperative, agricultural production pattern is being switched from the predominant food grains production to a combined suburban style - the cultivation of rice and truck crops plus livestock raising. The most affective factor for this growth is the easy access of the village to the big consuming cities like Seoul and Suwon.

60. In order to cope up with such transition of agricultural pattern, the Cooperative has formulated a farm development plan which was motivated by the following factors :

- (a) Transition of agricultural production pattern from the production for self-consumption to that of surplus chiefly for sales.
- (b) Geographically favourable conditions for the introduction of new farming pattern which is suburban agriculture-livestock raising and the cultivation of truck crops.
- (c) Sharp rise of land prices resulting in the relative disadvantage of the traditional farming pattern.
- (d) Encouragement measures of the government and the N.A.C.F.

61. In compliance with this plan, eight project or commodity-wise production groups have been established. Each group has a leader and a subject-matter technician who are all on a voluntary basis. The activities of these groups are centred on the joint control of blights and insects, cooperative procurement of required materials, joint sales of their products, hatchery service, etc.

62. The Cooperative plays a function of coordinating the activities of the project groups. It makes arrangement for the provision of fund, material, marketing information, and others.

63. As a result of the plan, much increased income has been made. In 1968, each farm household acquired an additional income of ₩ 15,000 to ₩ 28,000 on an average.

64. The problems encountered in implementing the farm guidance programmes were indicated as follows :

- (a) Excessive dependency on support from outside.
- (b) Inadequate adaptability to fluctuations in farm prices.
- (c) Inefficiency of marketing.
- (d) Rise of land price and lack of farm labour.

65. The case study concluded with the remark that the farm guidance means a series of integrated approach to harmonize and coordinate all the activities of agricultural cooperatives in favour of producer-farmers. In this sense, the farm guidance activities in agricultural cooperatives are considered to be a prerequisite for the rural development in the developing countries.

XI. FARM GUIDANCE IN INDIA:

66. A case study of two Districts in India where the Intensive Agricultural District Programme has been in operation for the last 8 years was presented to the Seminar. The study **highlighted the need** of trained personnel required for effective farm guidance work. The Intensive Agricultural District Programme (IADP) was introduced in India in 1960 on the recommendations of a team of agricultural experts, sponsored by the Ford Foundation that visited India in 1959. The **essence of the Programme is that instead of spreading the efforts** on a uniform basis throughout the vast area of the country, intensive efforts for agricultural production should be made with combination of manpower and resources, in selected district areas which had the optimum conditions for stepping up agricultural production. The Ten Point Pilot Programme for increasing food production contains the essential pre-requisites for implementation of the IADP Programme.

67. In the IADP Programme, extension is an integral part of the planning both at the Central and State levels. As an educational process, it has necessarily to be supported by the technical guidance, supplies and services. In addition to the specialists, subject matter specialists, extra extension officers and village level workers provided

in the district, block and village levels respectively, the employees of cooperative institutions e.g., service cooperatives, cooperative banks, marketing societies are also directly involved in agricultural development programme. The participation of farm leaders is ensured through direct involvement of progressive farmers and through their voluntary organisations. The contribution of the Rural Agricultural University and its staff for extension work in one of the districts under study has been found excellent. The U.P. Agricultural University, Pant Nagar, has started organising programmes in this direction in the districts under study and also in other selected areas.

68. The case study has revealed that the farmers have, by and large, adopted in both the districts new methods and techniques. The cooperative societies have contributed to the outstanding results in agricultural production, adoption of high yielding variety and consumption of fertilizer has increased. The study has further revealed that the problems of the farmers in regard to the agricultural technology, farm management, economics of crops and marketing of produce among others, need to be studied along with the farmers and their organisations by the agricultural universities and government departments and timely remedial measures suggested.

69. One of the several important results of this case study is that farm management and water utilisation should be accorded high priority in the districts under study. Institutions like Co-operative Societies at various levels required to be strengthened elsewhere has been done in the two districts, in order to provide extension services with a view to gradually reduce dependence on governmental machinery. Mere increased agricultural production has been found not to be the panacea for the problems of raising the level of farmers' income. The storage, marketing, communication and processing arrangements

must be effectively improved if the farmer is to be benefited by the adoption of agricultural innovation.

70. The training and orientation programmes are essential for all categories of functionaries in the government and the cooperative movement. These should be organised at regular intervals. The institutional training arrangements need also to be oriented to meet the emerging problems. Radio as mass communication medium is playing a useful role in farmers' education, and requires therefore to be adopted extensively in all other areas. Demonstration of improved practices may be conducted on a more scientific and planned basis. The problems of small but viable farmers deserve special attention.

71. The case study has confirmed the view expressed by the Experts' Committee that evaluated recently the IADP Programme in India; that the Intensive Agricultural District Programme in the two Districts under reference, have undoubtedly acted as "path finders" and "pace setters" and together with high yielding variety programme throughout the country have ushered a breakthrough in agriculture. This has generated a huge demand of tractors, electric tubewells and pumping sets, mixed fertilizers, high yielding latest varieties of seeds, plant protection measures, production based credit from various agencies, research etc. The role of agricultural cooperatives in providing the essential services of farm guidance is crucial to the success of any programme of increasing the farmers' economy and in turn that of the nation.

XII COORDINATION AMONG AGENCIES IN THE FIELD OF FARM GUIDANCE:

72. There are generally several agencies concerned with the planning and implementation and research and evaluation in the field of farm guidance in a country. Some of these agencies are :

- (a) Farmers' Organisations, such as Cooperative Federations, Land Improvement Associations.
- (b) Government Agriculture and Extension Departments.
- (c) Radio and T.V. broadcasting stations.

- (d) Publishing agencies bringing out simple literature for farmers, e.g. the Ie-no Hikari Association in Japan
- (e) Agricultural Academic institutions, such as in India and Japan, Rural or Agricultural Universities, experimental Stations and Land Grant Colleges in United States.
- (f) Specialised Research & Evaluation Agencies in the field of agriculture and rural development e.g. Programme Evaluation Organisation in India and Pakistan Academy for Rural Development in Pakistan.

73. Basically, the farm guidance activities at the farm level are designed to motivate individual farmers to improve their own economic and social welfare, which has an important bearing on the development of agriculture and balanced growth of the economy.

74. The core of the Cooperative Farm Guidance is a comprehensive independent self-help programme on the basis of cooperative system of production and marketing among farmers.

75. Therefore, actual farm management guidance activities with regard to optimum combination of available management, financial and technical resources, should be performed by the agricultural cooperatives and their member farmers.

76. So far as the role of government department is concerned, their major contribution should be in providing favourable environment for farm guidance and basic information on agricultural development. The agricultural academic and research institutions should contribute by training of farm guidance personnel, development, dissemination of new techniques of production and conducting experimental projects in the field of farm guidance and rural development. These institutions can also provide technical consultancy service for farmers and their cooperatives.

77. An effective coordination among the agencies is needed to plan and implement farm guidance programmes. Cooperatives should undertake such a coordination and provide farm guidance to its members in an integrated manner.

78. To achieve coordination among the various agencies, particularly with the movement at all levels, it was suggested that there should be coordination committees at the Provincial/Prefectural, District/ County and Block level of representatives of the government, and cooperative organisations, these coordination committees should not only be advisory but, in order to be effective, should be vested with administrative powers with a view to minimise friction and bring the advantages of technology and research to the farmer. A pattern for organisation and coordination among various agencies has been indicated in Annexure 'A'.

XIII. THE ROLE OF INTERNATIONAL ORGANISATIONS:

79. The following international organisations are concerned with training, research, evaluation and technical assistance in the field of farm guidance and rural development.

- (a) U.N. Agencies, such as F.A.O., I.L.C., UNESCO, U.N.D.P., ECAFE.
- (b) International Development Bank, Asian Development Bank.
- (c) International Cooperative Alliance (I.C.A.) International Federation of Agricultural Producers (IFAP).
- (d) International Educational Institutions, such as St. Xavier University, Canada and Institute for Development of Agricultural Cooperation in Asia, Tokyo.

80. There is a need of closer coordination among these agencies in the field of financial and technical assistance for cooperative development. In addition, all the agencies implementing agricultural or rural development should have departments for research and evaluation to assist planning, implementing and constant evaluation of their programmes.

81. Assistance (technical or financial) needed from international organisations in planning and implementing the projects on Farm Guidance is indicated below: Technical Assistance from international organisations may concentrate in the following areas:

- (1) Supply of equipment like audio-visual aids, books for the library etc. Preparation and publication of manuals, model material and audio-visual aids.

(2) Grant of Fellowships for (a) deputation of the personnel to countries for training where the movement has made significant programme (b) participation of senior persons in seminars, conferences, workshops etc. abroad for exchange and sharing of experiences.

(3) Assistance in research and preparation of case studies on the systems of farms guidance through cooperatives in selected countries.

(4) Securing of experts should be limited to the extent of the actual needs of the agricultural cooperatives and, in the view of the Seminar, this form of assistance needs to be kept to the minimum. The international experts and advisers should be given local counterparts who will undertake the full responsibility in due course.

82. Financial Assistance:

Grants, loans and subsidies for specific businesses (farm mechanisation, land improvement, processing and marketing of farm produce, etc.

83. The international organisations should also assist in collecting market and supply information and marketing of farm produce at reasonable prices.

84. The Seminar is of the view that the role of ICA should be more effective in the formulation of the requirements of technical assistance of the agricultural cooperatives in the Region, and channelising of the available assistance of the various international organisations to the movement.

85. While formulating any legislative measure, the respective governments should take into consideration the principles of cooperatives, as laid down by ICA. This is with a view to promote the growth of genuine cooperatives which should receive technical assistance from the international and other agencies.

86. It was further suggested that the I.C.A. should act as a coordinating agency in the field of farm guidance through cooperatives. The T.A. projects in this field may be channelised and processed through the I.C.A. Regional Office and Education Centre and adequate facilities and funds should be provided for the purpose.

87. The international agencies should pool their funds and other resources to conduct experimental projects, research and evaluation programmes of common interest. Recently the F.A.O., I.L.O., I.C.A., and I.F.A.P., have agreed to have a joint committee and a coordinated programme in the field of technical assistance to agriculture. The committee has initiated a research study on guarantee funds for international financing of cooperatives. It may also promote some projects in the field of agricultural education and consultancy work, particularly in management of cooperative enterprises.

88. It was recommended by the Seminar that after assessing the working of the above Liaison Committee at international level, a similar committee for the South-East Asian Region should be formed by the organisations concerned. The I.C.A. Regional Office and Education Centre should take initiative in this direction.

89. It was mentioned that the I.C.A. Agricultural Committee and its Sub-Committee for South-East Asia are deeply interested in the promotion of farm guidance through agricultural cooperatives. The committee will seriously consider the recommendations of Seminar and will explore possibilities of further training and research in the field of farm guidance and agricultural cooperation. As the training and incentives for cooperative management and farm guidance personnel was considered essential for successful cooperative development and it was recommended that the I.C.A. should explore possibilities of developing training programmes for different types of farm guidance personnel.

90. Some suggestions for research:

There are quite a few research studies of applied type conducted for solving farmers' problems. The main problem before guidance

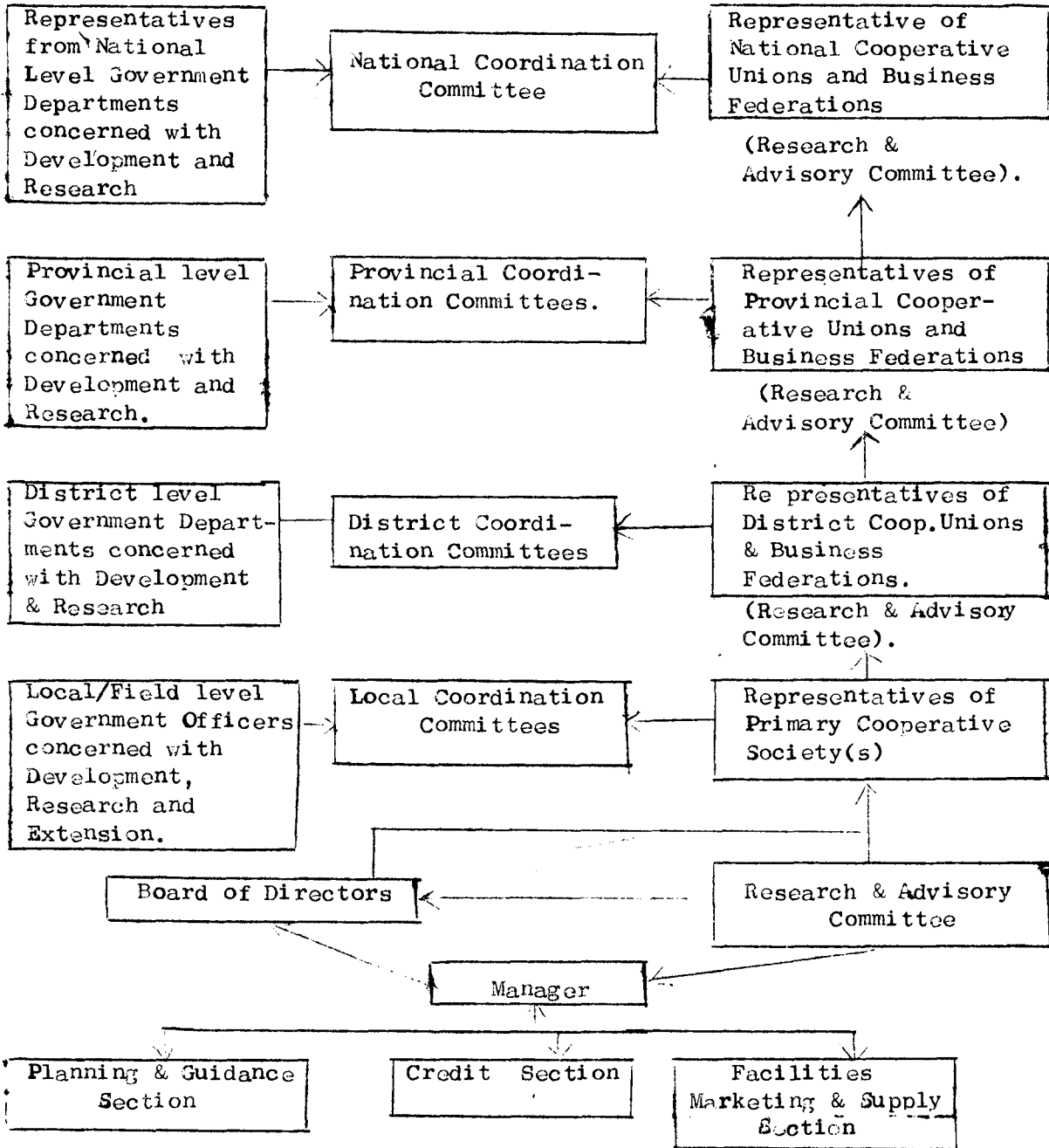
personnel is to understand farmers' problems. The main problem before guidance personnel is to understand farmers' psychology and their reaction to new ideas. There is also a need of inter-disciplinary approach to research and evaluation. Therefore, practical research studies in the field of rural psychology and sociology and other subjects should be increasingly undertaken, to assist farmers' guidance personnel in their work. They should also be trained, in simple techniques of action research and evaluation. The United Nations Research Institute for Social Development, Geneva is engaged in meaningful motivational research work in collaboration with the U.N. specialized agencies.

91. In different countries of South-East Asia some pilot projects on farm guidance activities through agricultural cooperatives should be undertaken. Research and evaluation must be made integral part of such projects. Analytical case studies on cooperatives successfully undertaking farm guidance activities should be made. Some case studies on farm guidance of agricultural cooperatives in Japan, Republic of Korea, and India have already been prepared and made use of in the Seminar.

92. An outline of the Cooperative Enterprise Development Centre (CEDC) was discussed. The seminar was of the opinion that the idea of C.E.D.C. can suitably be adapted to specific conditions prevailing in South-East Asia. It should be implemented on an experimental basis with the help of cooperative organisations, the I.C.A. and the governments of the countries concerned. Promotion of farm guidance should be one of the important activities of CEDC. It was indicated that properly formulated projects on the line of CEDC have the possibilities of receiving support and aid from the I.L.O. and UNDP.

Annexure 'A'

ORGANISATIONAL STRUCTURE FOR
FARM GUIDANCE



COMMODITY GROUPS

An outline for the experimental project on FARM GUIDANCE through Agricultural Cooperatives in South-East Asia is indicated below:

A. Objectives

1. General objectives:

- (a) Improve the performance of the agricultural cooperatives.
- (b) Promote improvement of the standard of living of the farming community.
- (c) Contribute to the growth of the national economy.

2. Specific objectives:

- (a) Increase efficiency of the farm units by involving the members of the community in farm planning and, for the purpose, provide inputs and services through cooperatives and other agencies.

This would include (i) conducting survey to assess the actual and **potential** resources i.e. physical, human and financial, and assessment of production capacity as related is the price structure and market demand, (ii) and estimate of additional requirements and facilities can be provided through cooperatives and other agencies; and (iii) relating to the commodity interest of farmers, formulate a farm plan and a budget based on the repaying capacity of the farm unit.

- (b) Improve the performance of the individual farmers in terms of increased knowledge, new skills and changed attitudes.
- (c) To provide essential leadership training at different levels.

B. Organisation (indicated in Annexure A)

A suitable number of primary cooperatives may be involved in the experimental projects. The sample of these cooperatives should be drawn from a compact area or economic region.

C. Functions of the Cooperatives

1. Survey and business planning and evaluation.
2. Credit-Loaning saving and recovery.
3. Supply: Production material and consumer goods.
4. Marketing: Cereals, livestock etc.
5. Education and farm guidance - guidance on farm management and home life improvement as well as member education.
6. Formation of servicing to commodity groups.
7. Coordination with relevant agencies.

D. Personnel

1. Manager of an agricultural cooperative:

He should possess fair degree of cooperative knowledge and business administration with a view to implement successfully the day-to-day programme of the society under the general guidance of the Board of Directors.

2. Experts on specialised subjects: The Manager shall be assisted by a team of experts who should be well qualified preferably graduates and trained in their various branches of work i.e. production, marketing, supply including farm guidance. The number of experts will vary according to the size and viability of each society. Each multipurpose society to be involved in the experiment should appoint atleast one farm advisor.

The Seminar is of the view that training of the personnel of the society should be given due importance. A cadre of cooperative personnel should be formed, wherever it does not exist, so that the farm guidance programme with its allied activities is implemented by the personnel of the movement itself. The practice of taking persons from the government department, wherever in vogue should progressively be restricted. Legislation, if any, in the matter requires to be liberalised.

Annexure B

E. Funds

The funds should be raised from the following sources:

1. Share capital of the cooperatives.
2. Contribution of members for farm guidance activity.
3. Raising of rural deposits.
4. Loans from financing agencies.
5. Financial assistance in form of grants or subsidies from the government till such time that the agricultural cooperative societies become financially self-reliant.

F. Evaluation

Evaluation should form an integral part of the pilot project with a view to assess the achievement and failures of the objectives set forth in advance. The lessons learned should be brought into the planning process of action programmes at an early stage.

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office & Education Centre
for South-East Asia, P.O.Box 3021,
43, Friends' Colony, New Delhi-14
India.

Annexure - C

REGIONAL SEMINAR ON

FARM GUIDANCE ACTIVITIES OF AGRICULTURAL COOPERATIVES

Seoul, Republic of Korea

29th September - 17th October, 1969

P R O G R A M M E

| | | <u>Session No.</u> | |
|---------------------|------------------|--------------------|--|
| <u>September 28</u> | <u>Sunday</u> | | Arrival in Japan (Tokyo) |
| <u>September 29</u> | <u>Monday</u> | | Orientation of Participants in the Japanese Agricultural Cooperative Movement and its Farm Guidance Activities. |
| | Forenoon | | |
| | Afternoon | | Visits in Tokyo |
| <u>September 30</u> | <u>Tuesday</u> | | Study visits in Japan |
| | and | | |
| <u>October 1</u> | <u>Wednesday</u> | | |
| <u>October 2</u> | <u>Thursday</u> | | Arrival at Seoul. |
| <u>October 3</u> | <u>Friday</u> | | Free (National Holiday: The Foundation Day). |
| <u>October 4</u> | <u>Saturday</u> | | |
| 1000 - 1140 | a.m. | 1 | <u>Inauguration of the Seminar in Auditorium of NACF.</u> |
| 1040 - 1100 | a.m. | | Tea Break. |
| 1100 - 1120 | a.m. | | Introduction to I.C.A.'s activities in South-East Asia. Dr. Dharm Vir, Joint Director (E.C), ICA RO&EC |
| 1120 - 1230 | noon | 2 | <u>Working methods of the Seminar</u> Mr. Shiro Futagami, Deputy Director (E.C). ICA RO&EC. |
| 1230 - 0230 | p.m. | | Lunch Break. |
| 0230 - 0315 | p.m. | 3 | <u>The Objectives and Scope of Farm Guidance</u> Dr A.F. Braid, Acting Chief, Cooperatives, Credit & Rural Sociology Branch FAO, Rome. Introduction by: Dr. F.A. Braid |

0315 - 0330 p.m. Questions and observations.

0330 - 0400 p.m. Tea Break.

0400 - 0500 p.m. Group Discussion.

0700 p.m. Dinner by the President of the NACF.

October 5 Sunday Free for sightseeing

October 6 Monday

0900 - 1100 a.m. 4 Review of Farm Guidance in South-East Asia
(Presentation of the country background papers by the participants).
Chairman - Dr. Dharm Vir.

1100 - 1115 a.m. Tea Break.

1115 - 1230 noon Session 4 continues.
Remarks by Dr A.F. Braid.

1230 - 0230 p.m. Lunch Break.

0230 - 0315 p.m. 5 Co-ordinated Approach Towards Farm Guidance
A case study from the Republic of Korea.
Introduction by Mr. Hyo Chul Jhn
Manager, Research Department
NACF, Seoul.
Chairman Dr A.F. Braid, F.A.O.

0315 - 0330 p.m. Questions and observations

0330 - 0345 p.m. Tea Break.

0345 - 0445 p.m. 6 Integrated Approach Towards Farm Guidance
A case study from Japan.
Introduction by: Mr M.Hasegawa, Chief,
Farm Guidance Division,
Ogawacho Agril.Coop.Society,
Ibaragi Prefecture, Japan.
Chairman Mr Shiro Futagami

0445 - 0500 p.m. Questions and observations.

October 7 Tuesday 7 Cooperative Farm Guidance in the U.S.A.,
Canada, Pakistan and India.
Panel Discussion.

Chairman: Mr. M.A. Quraishi,
Additional Secretary, Ministry of
Food, Agriculture, Community
Development & Cooperation,
Government of India, New Delhi.

Members Mr Allan W. Sudholt,
Rural Development Division,
US AID, Korea.

Dr. A.F. Braid

Dr. Dharm Vir

Mr J.N. Chaku
Deputy Director (Coop. Training)
Ministry of Food, Agr. C.D. & Coop.
Department of Cooperation,
Government of India, New Delhi.

1100 - 1130 a.m.

Tea Break.

1130 - 1215 noon

8

Pre-requisites for Cooperatives
Undertaking Farm Guidance Activities.

Analysis of local socio-economic conditions
Determination of farmers' needs - Planning of
farm production and cooperative business
planning - Organisation for implementation
of the plan and facilities to be given to
farmers - Technical innovation required in
farming - Improvement in farm management -
Technical information to and education of
farmers- Assistance in marketing.

Introduction by: Mr Shiro Futagami,
Deputy Director (EC)
ICA RO&EC

Chairman: Mr Poo Young Lee, Deputy Manager,
Education & Public Relations Dept.
NACF, Seoul, Korea.

1215 - 1230 p.m.

Questions and observations.

1230 - 0230 p.m.

Lunch Break.

0230 - 0500 p.m.

Group Discussion.

- October 8 Wednesday 9** **Programming of Farm Guidance)**
(Based on Experience from Japan)
- 0900 - 1000 a.m. How to determine the contents of farm guidance; how to formulate, implement and assess the effectiveness of farm guidance programme (Mass media such as, Radio, T.V., Wire-Communication, Films, Press etc., will be kept in view).
- Introduction: Mr M.Hasegawa, Chief Farm Guidance Div. Ibaragi Prefecture, Japan.
- Chairman: Mr Hyo Chul Ahn.
- 1000 - 1015 a.m. Questions and observations.
- 1015 - 1030 a.m. Tea Break.
- 1030 - 1130 a.m. 10 **Personnel for Farm Guidance**
- Requirement at different stages of development, qualifications of farm guidance workers, training of farm guidance personnel. Institutional training, on-the-job training, contents, methods, etc.
- Introduction by: Mr M.A. Quraishi Additional Secy. Government of India, New Delhi.
- Chairman: Mr Edgar Tilly, Regional Advisor on Coop. Management, ILO, Bangkok.
- 1130 - 1200 noon Questions & observations.
- 1200 - 0200 p.m. Lunch Break.
- 0200 - 0400 p.m. Group Discussion.
- 0400 - 0530 p.m. 11 Plenary Session.
- October 9 Thursday** Study visits in Seoul Area.
- October 10 Friday**
- 0900 - 1000 a.m. 12 **Organisational Structure and funds required for farm guidance through cooperatives - Vertical and horizontal.**
- Introduction by: Mr Y.Mogami, Manager, Agricultural Policy & Farm Guidance Department, Prefectural Union of Agrl. Cooperatives, Ibaragi Pref. Japan.

- 1000 - 1015 a.m. Questions and observations
Chairman: Mr Shiro Futagami,
Deputy Director (EC) ICA, RO&EC.
- 1015 - 1030 a.m. Tea Break.
- 1030 - 1130 a.m. 13 Education Material and Audio-Visual Aids:
Use of study material, pamphlets, manuals, non-projected visual aids, etc. (demonstration of some of the material is use for the farm guidance work).
Introduction by: Mr Poo Young Lee, Deputy Manager, Education & Public Relations Dept. NACF, Seoul.
Chairman: Mr C.S. Amaratunga, Director Cooperative Federation of Ceylon Colombo.
- 1130 - 1200 noon Questions and Observations.
- 1200 - 0200 p.m. Lunch Break.
- 0200 - 0245 p.m. 14 Methods and Techniques of Farm Guidance. (in terms of objectives, contents, audience and resources available.)
Introduction by: Dr Dharm Vir, Joint Director (EC) ICA RO&EC.
Chairman: Mr Poo Young Lee.
- 0245 - 0300 p.m. Questions and observations
- 0300 - 0330 p.m. Tea Break.
- 0330 - 0500 p.m. Group Discussion
- October 11 Saturday
- 0900 - 1000 a.m. 16 Role of Different agencies in cooperative farm guidance work. Coordination among different agencies (Vertical & Horizontal
Government departments, cooperatives, experimental stations, other extension agencies, Universities and Research Institutions etc.
Introduction by: Dr Nam Kyu Chung,
Executive Vice President
NACF, Seoul, Rep. of Korea.
Chairman: Mr M.A. Quraishi.
- 1000 - 1030 a.m. Questions and observations.
- 1030 - 1100 a.m. Tea Break.

STUDY VISITS PROGRAMME IN TOKYO

29th September - 1st October, 1969.

September 29, Monday

- 1000 - 1200 noon
a.m. Visit to the Central Union of Agricultural Cooperatives.
- General Introduction on Farm Guidance activities of Agricultural Cooperatives in Japan.
- 0130 - 0500 p.m. Visit in Tokyo

September 30, Tuesday. Visit to Ibaragi Prefectural Union of Agricultural Cooperatives, Cooperative College and Ibaragi-cho Primary Agricultural Cooperative.

October 1, Wednesday Visit to Agriculture Extension Office, Ogawacho Agri.Cooperative, Farmer's House, Cooperative Feedstuff Processing Factory and Fruits & Vegetables Grading Centre.

STUDY VISITS PROGRAMME IN KOREA

(October 9 and 14-16, 1969)

October 9, Thursday

- 0830 Depart Ambassador Hotel
0900 - 0940 Visit Seoul Dairy Cooperative
1040 - 1110 Visit Agricultural Cooperative College
1110 - 1120 Visit Artificial Insemination Centre
1120 - 1200 Visit Suesamneung Pilot Dairy Farm
1240 arrive at Hotel.

October 14, Tuesday

- 0900 Depart Ambassador Hotel for Inchon
1030 - 1130 Visit Inchon Horticulture Cooperative
1130 - 1230 Luncheon by Manager of Kyunggi Provincial Branch Office of N.A.C.F. at Olympos Hotel
1400 - 1500 Visit Kyunggi Provincial Branch Office of N.A.C.F.
1500 - 1630 Visit Yongheung-Ri Agricultural Cooperative
1830 - Arrive at Onyang Admiral Hotel
1900 - 2100 Dinner

October 15, Wednesday

- 0930 - 1030 Visit Asan-Gun Agricultural Cooperative
1030 - 1230 Sightseeing at Hyunchoong-Sa (Memorial Area of Admiral Lee)

STUDY VISITS PROGRAMME IN KOREA

(contd...)

1230 - 1400 Lunch Break at Onyang Hotel
1400 Depart Onyang Hotel
1600 Arrive at Mannyunjang Hotel, Yusung.
1900 - 2100 Reception by Manager of Choongnam
Provincial Branch Office, NACF

October 16, Thursday

1000 Depart Mannyunjang Hotel
1030 - 1130 Visit Choongnam Provincial Branch Office
of NACF.
1130 - 1300 Lunch Break
1300 Depart Taejun for Suwon
1530 - 1700 Visit Office of Rural Development in Suwon
1830 Arrive in Seoul

INTERNATIONAL COOPERATIVE ALLIANCE
Regional Office & Education Centre
for South-East Asia, P.O.Box 3021.
43, Friends' Colony, New Delhi-14.

Annexure - D

REGIONAL SEMINAR ON FARM GUIDANCE ACTIVITIES OF AGRICULTURAL COOPERATIVES

Seoul, Republic of Korea
29th September - 17th October 1969

PARTICIPANTS

CEYLON

1. Mr C.S.Amaratunga,
Director, Cooperative Federation of Ceylon,
455, Galle Road, Colombo-3.
2. Mr Thuairajah Ganesh, Secretary
Northern Division Agrl.Producers' Coop. Union,
Jaffna.

INDIA

3. Mr Ram Mukut Singh
Director, U.P.Cooperative Federation, Lucknow.
4. Mr Daljit Singh, Secretary,
Punjab State Cooperative Land Mortgage Bank Ltd.
Chandigarh.
- 5.. Mr J.N.Chaku, Deputy Director (Coop.Training),
Ministry of Food, Agr. Community Devp. & Cooperation,
Department of Cooperation, Krishi Bhavan, New Delhi.

IRAN

6. Mr Abdolhadi Moghaddas,
Chief Technical Services Officer,
Central Organization for Rural Cooperatives of Iran,
357, Panlavi Avenue, Teheran, Iran.

JAPAN

7. Mr Yoshio Mogami, Manager, Agricultural Policy &
Farm Guidance Department, Prefectural Union of
Agricultural Cooperatives, Ibaragi Prefecture.
8. Mr. Yoshiharu Fujishiro, Chief, General Planning Sec.
(Sogoka) Farm Management Department,
Central Union of Agricultural Cooperatives,
5, 1-chome, Gtemachi, Chiyoda ku, Tokyo.

KOREA

9. Mr Jung Soo Han, Chief of Farm Management Section,
National Agricultural Cooperative Federation,
75, 1st-Ka, Choongjung Ro, Sudaemoon Ku, Seoul.
10. Mr Sung Hyon Paik, Asstt. Chief of Education & Public
Relations Section, NACF, Seoul.

NEPAL

11. Mr Ram Hari Bhattarai, District Cooperative Officer, Cooperative Department, Ministry of Agriculture & Food, His Majesty's Government, Singha Durbar, Kathmandu.

PHILIPPINES

12. Mr Delfin C/Gorospe, Senior Agricultural Cooperative Agent, Agricultural Productivity Commission, Diliman, Lungsod NG Quezon, Philippines.

THAILAND

13. Mr Kasian Noileou, 2nd Grade Cooperative Officer, Department of Land Cooperatives, Ministry of National Development, Taraj-Varadit, Bangkok-2.
14. Mr Amphorn Na Fombejra, Member, Board of Directors, Cooperative League of Thailand, 4, Pichai Road, Dusit, Bangkok.

SPECIAL PARTICIPANTS-CUM- OBSERVERS

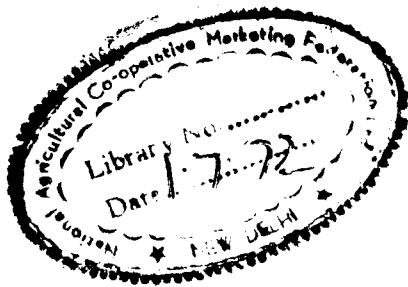
15. Dr A.F.Braid, Acting Chief, Cooperatives, Credit & Rural Sociology Branch, Rural Institutions Division, FAO of the U.N. Via Delle Terme di Caracalla, Rome, Italy.
16. Mr Edgar Tilly, Regional Advisor on Cooperative Management, I.L.O. Bangkok, Thailand.
17. Mr Yong Chan Paik, Vice President, National Agricultural Cooperative Federation, Seoul and Member of ICA Advisory Council.
18. Mr Tilak Raj Kapoor, Asstt. Cooperative Education Officer, Himachal Pradesh State Cooperative Union, Lakkar Bazar, Simla, India (ICA Fellow, 1969).
19. Mr Kyu Suck Choi, Administrative & Planning Officer, Agricultural Cooperative College, National Agricultural Cooperative Federation, 75, 1st Ka, Choongjung Ro, Sudaemoon Ku, Seoul, Republic of Korea (ICA Fellow, 1969).
20. Mr J.A.Dayaratna, Executive Secretary, Matale Cooperative District Union, 607-609, Trincomalee Street, Matale, Ceylon (ICA Fellow, 1969).

OBSERVERS

21. Mr H.C. Brown,
Department of Agriculture,
Monrovia, Liberia.
22. Mr J. Ndinisa,
Ministry of Agriculture,
Mbabane, Swaziland.
23. Mr Kim Jung Ho
(USAID),
Seoul, Republic of Korea.

RESOURCE PERSONS

24. Mr M.A. Quraishi,
Additional Secretary, Government of India,
Ministry of Food, Agriculture, Community
Development and Cooperation,
Department of Cooperation, Krishi Bhavan,
New Delhi, India.
25. Mr Makoto Hasegawa,
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26. Dr Nam Kyu Chung,
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30. Mr P.E. Weeraman,
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31. Dr Dharm Vir, Seminar Leader,
Joint Director, Education Centre,
International Cooperative Alliance
Regional Office & Education Centre for SE Asia

32. Mr Shiro Futagami,
Deputy Director, Education Centre,
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