

**INTERNATIONAL
CO-OPERATIVE ALLIANCE**

Regional Office for East and Central Africa



**REPORT ON THE PROCEEDINGS
OF THE**

ICA REGIONAL CONFERENCE ON

**CO-OPERATIVE RESEARCH
AND PLANNING**

ARUSHA, 23rd - 27th April, 1974.

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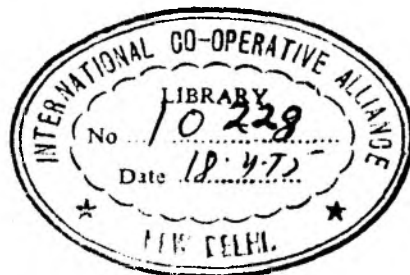
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C O - O P E R A T I V E R E S E A R C H A N D P L A N N I N G



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Report of the Proceedings of the ICA Regional
Conference on Co-operative Research and Planning
held at Hotel Tanzanite, Arusha, 23 - 27 April, 1974.

ICA Regional Office for East and Central Africa
P.O. Box 946, MOSHI, TANZANIA.



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P R E F A C E

The International Co-operative Alliance Regional Office for East and Central Africa has held a five days' Conference on Co-operative Research and Planning from April 23 - 27, 1974, at Arusha, Tanzania.

It brought together top officials of the Co-operative movements, government planners and university researchers from four different countries, e.g. Kenya, Tanzania, Uganda and Zambia, 25 persons in all.

During the conference, the participants elaborated upon new systems for the organisation of co-operative research, with a view of making research useful instrument in co-operative policy making and planning. Moreover, areas of research priority were determined, and some pertinent recommendations formulated pertaining to the recruitment and training of local researchers.

The list of participants shows that the Conference was high-powered. Justification for the time invested can only find its grounds in follow-up action along the lines discussed at the Conference and laid down in the Resolutions.

One of the most outstanding recommendations of this Conference is, undoubtedly, the establishment of national "Co-operative Research Committees", one in each country, which as indicated by paragraph 2 of the Resolutions "should be based at the National Apex Organisation".

Thereafter, the ICA Regional Office should take the initiative of creating a Standing Committee on Co-operative Research, whose main task would be co-ordination of the activities of the national committees.

Regarding the undertaking of research projects the research unit at the ICA Regional Office has embarked recently on the first two priorities items (mentioned under Resolutions, paragraph 6) i.e., a survey of "high level manpower training needs" and, in collaboration with the Co-operative College, Moshi, a study of "Co-operative/Government relationships with respect to Supervision and Efficiency of co-operative performance".

Also, the same donor source has been approached with a request to finance the ICA Research Project expansion along the lines suggested under Resolution paragraph 7, i.e. the provision of training facilities at the ICA Regional Office, Moshi.

At the end of the Conference, the participants seemed all confident that in future practitioners and researchers will be able to collaborate more closely in the same spirit of mutual understanding and companionship as manifested at the Arusha Conference.

If this proves to be true, research findings will certainly be contributive to the solution of some of those problems which our policy makers and planners have to face. Thereby, in this indirect manner, research will have a significant impact on co-operative effectiveness and, eventually, on the well-being of our fellow co-operators.

K.C.W. Verhagen

Moshi,
May, 1974.

CHAPTER I

OPENING ADDRESS
and
VOTE OF THANKS ADDRESS

I. OPENING ADDRESS

By: Hon. Robert Ouko, Minister for Common Market
Market and Economic Affairs, East African
Community.

I am very pleased to have been invited to open this Conference on Co-operative Research and Planning. The Co-operative Movement in East Africa is an important aspect of the development of the Region, and it affects the daily lives of most East African very tangibly.

I have put together a few thoughts which I want to share with you in the course of performing my role, which is a very simple one. It is that of pushing you, as it were, into the orbit of your own discussions, so that you can come out with certain positive and definite ideas, views and resolutions as to what can be done in the field you have chosen to talk about, that is Co-operative Research and Planning.

I am happy that ICA has responded to this felt need for a seminar of top ranking people on this subject of Co-operative Research. I would like to refer to what H.E. the President of the United Republic of Tanzania, Mwalimu Julius Nyerere, has said about Development, and I want to do this because I believe that Co-operative Movement is one aspect, very useful, very important, but only one aspect of the totality of the development effort which we in East Africa are making. Mwalimu Nyerere has said that development is about people, not about things. Since development is about people and not about things, the purpose of this meeting here, which is to design research priorities to assist in the process of development through the co-operative effort, is timely. It is even perhaps overdue.

The co-operative movement in East Africa affects intimately the lives of so many people. I saw from published statistics that in the year 1973 the Co-operative Movement in Kenya involved some 3 million people and that the annual turnover was about one thousand million shillings. In Tanzania, the figure was 4.5 million people and the turnover was eight hundred million shillings in the same year, while in Uganda the figure was in the region of 3.5 million people and the turnover nine hundred million shillings. Although figures do not always tell the whole story, the turnover rate in each of the three countries quoted above is quite considerable. It is important for our Governments to strengthen the co-operative movement by providing adequate financial and manpower resources. I am happy to observe that this is just

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what the Governments are doing. But it is not enough for us to express satisfaction with government support. It is up to you to assess as precisely as possible the effect of such inputs on the co-operative movement, and on the lives of individual members of each co-operative society.

A conference of this kind attended by top researchers and top directors is in a position to go seriously into the question of the kind of research required for the co-operative movement. By its nature, research is unglamorous. It usually takes long and does not always hit the headlines. Research workers derive personal satisfaction only from the knowledge that the outcome of the research work they do behind the screen, away from the glare of publicity could mean an improvement in the way the co-operative movement is run, and therefore an improvement in the quality of life for millions of people in the area. It is gratifying that under the aegis of the ICA, you have come here to design research priorities and to find out the best method of planning. The figures I quoted at the beginning of my address demonstrate the importance of the co-operative movement. What they do not reveal is the qualitative importance of co-operatives in so far as they promote unity, co-operation and sense of togetherness in our approaches to our social and economic problems.

The importance of your seminar cannot be underestimated and particularly at this juncture of economic development affecting not only East Africa but many other African countries as well. A seminar of this kind is necessary to bring together knowledgeable and experienced people and this is precisely what ICA has done, to bring extremely knowledgeable and experienced people together, to identify the problems facing co-operative enterprises and to find solutions to these problems, some of which are very vexing indeed. I am convinced that you are the people in a position to cause the necessary changes to take place, once you are clear in your collective judgement about the nature of the problems and the needs of the co-operative movement today.

OPENING ADDRESS

The present state of co-operative research and planning in the entire region which you represent, require in my view some re-thinking, given a certain number of problems that could be identified. For example, notwithstanding the importance of co-operative movement, it has not received a relatively significant emphasis in research programmes of universities and Government Ministries, and I am glad that you represent both. This comparative lack of research has also resulted in less comprehensive planning than would have been useful to the development of the co-operative movement.

I am not suggesting that no research has been done. I am aware of the fact that some very valuable university research has been conducted in particular aspects of co-operative development, but it does not appear to have had a significant impact on co-operative policies and planning. The research and planning gaps which have characterized co-operative development in the past mean, in my view, that decisions are taken on unreliable data bases and the growth of co-operatives have often been somewhat uncontrolled, leading to sub-optimal development paths in many cases. Close co-ordination between policy makers, planners and researchers is necessary for a harmonious and sensible development process.

That is why you are all assembled here today to elaborate a common policy towards the organisation of co-operative research and planning to determine priorities and to discuss research programmes. I do hope that the co-operative movement itself will become very active in its own research and planning given its specialised knowledge of the problems and needs in this area.

In this respect, it is good to see that your seminar programme has included important areas of discussion such as the role of co-operatives in national development programmes, the organisation of co-operative research, research priorities and the recruitment and training of co-operative researchers and planners. This last area is of particular importance to assure that at some reasonable time in the future, Eastern Africa will be largely self-reliant in its ability to produce high quality researchers and planners for the co-operative movement.

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At this point, I would like to stress the importance of your undertaking in the general context of the present East African agricultural situation and some of the more important "down to earth" problems that seriously affect many of our co-operatives. As I said in Nairobi yesterday in my opening address to the Co-operative Management Seminar, there is in East Africa today a general crisis with respect to the production and distribution of essential and basic foodstuff. Scarcity, exorbitant import bills, inadequacy of mass nutrition, and press allegations of irregularities in the supply and distribution of what is available, have become quite common throughout the region.

Yesterday's issue of the East African Standard reported a case of somebody who was taken to court for corruption in this connection. The governments are doing what they can to combat these malpractices. But I think a lot depends on the people themselves, and the co-operative organisations in the rural areas can be of great help to the government in government's efforts to help the people. The sufferers are the producers and consumers. I understand that both can be organised into co-operatives. If producers find that they get less and less returns from what they produce because of the malpractices of a few people they, the producers are in a better position to assist the government in uprooting the causes of such problems.

The shortages have been attributed to the recent drought. Indeed, drought is part of the reason, but some observers consider that drought does not constitute the whole explanation because these problems started arising long before the drought really set on. In fact some people still believe that the effects of the long drought have still to come.

But we do have structural, social, administrative and economic difficulties besetting our approaches towards agricultural organisation and production; and at this very time, the co-operative movement has a particularly vital challenge is to do its best at contributing to the solution of the problems at hand. They can do this in many ways including improvement of collective efforts, organisation of production, increase of productivity, incentives to producers and equitable distribution to the consumers. Your research and planning must be geared towards these goals as well as those others which I have not mentioned.

OPENING ADDRESS

However, to meet this challenge the co-operatives must be seen to be healthy, viable units. We all want them to be, but like all other human organisations, they have their own faults, their own weaknesses, their own shortcomings. There has been a considerable amount of publicity given to the poor state of finances in many co-operative societies. Also, there is an uncomfortable number of reports emerging concerning societies whose book-keeping is inadequate, out of date, or out of order. One also hears of considerable slackness in management and control over many societies. As is the case with other important national institutions, it is necessary to rectify these deficiencies, so that the co-operative movement can be truly effective in contributing to the solution of our most pressing regional agricultural problems.

We do not expect researchers to write songs of praise where none is necessary. We expect from you a critical analysis of past performance, a sober evaluation of present obstacles, and a comprehensive projection of future needs, objectives and strategy. We know that however much we are doing, and we are doing an awful lot, there is always room for improvement, there is always room for adaptation. You adapt to new circumstances as they arise, to new situations as they come to light. This is because of the very nature of development; which is change from one state to another. Since development is change from one state to another, it gives rise almost by definition, to some additional problems. I would like to refer to the analogy of a cross-country race.* As soon as you overcome one obstacle, another one immediately unfolds before you. I like this analogy so much that I keep repeating it.

Development is like that. You try new ways of doing old things. These new ways are designed through research. By carrying out research you are carving up a new path for development to follow. If that path is successful you go ahead. If it is not successful you should be courageous enough and say: We made a mistake. For example the groundnut scheme in Kongwa. Somebody made a mistake somewhere. Failure sometimes provides us with a stimulus for finding the right solution.

* First used by Dr. G. Hyden in a paper presented to a Management Seminar in Dar es Salaam - February, 1974.

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So let it be with research in the co-operative movement. Honesty, discipline, and effectiveness are essential aptitudes. They are aptitudes towards which we must all strive.

I am hopeful that your seminar will determine how research and planning activities in the co-operative movement can achieve the objectives of forging co-operative institutions into healthy and effective units of production and of distribution. I would like to draw to a close these few introductory remarks by emphasising that what matters most is the follow through after these sessions are over.

The usefulness of this seminar depends on the measures that you take once the seminar is over, and the vigour with which you persue its recommendations.

It is now my pleasure, Mr. Chairman, to declare this seminar formally open.

VOTE OF THANKS ADDRESS TO DR. OUKO'S
OPENING SPEECH

By: Mr. R. Edyangu, Ag. Deputy Commissioner
Department of Co-operative Development,
UGANDA.

I would like to thank Dr. Ouko very much for the few remarks he has given in connection with the seminar. These few remarks are really eye openers and are going to help us to look through the question of research not just for the purpose of producing a report but actually to think seriously about what should be done to improve Co-operatives in East and Central Africa. The results should not be theoretical but should be to improve the life of a real person. To improve the life of an individual.

There are so many seminars which take place, so many reports that are produced and books written, but nothing effective is really done. We hope that this group will not follow those same lines and their report will not find its place as a cushion under a Secretary's chair as Dr. Ouko has pointed out in his remarks. New ways of doing things which have been happening before need to be investigated.

I think generally, if you take the question of East and Central Africa - and here I would like to praise co-operatives a bit - you find that a Co-operative Society has actually penetrated the rural areas where you find that a store for marketing produce has come up and along with that a butchery has also come up: and not only that, also a beer place comes nearer. A better road is also made to the area of the store. You will also find that money which would have stopped at a town like Arusha or at a main trading centre goes right to the rural areas. These I think, are important side-effects of a co-operative society - often they are not seen but researchers perhaps may bring them out more clearly so that Governments and other people may see them. I do not want to make a long speech, Dr. Ouko has other duties and we should not keep him here too long. Thank you very much Dr. Ouko for coming and for bringing out clearly salient points, about research work. These points will very much guide us in our deliberations.

THANK YOU.

CHAPTER II

INTRODUCTORY STATEMENT

II. THE ROLE OF CO-OPERATIVES IN NATIONAL DEVELOPMENT PROGRAMMES

By: Mr. D.J. Nyanjom, Regional Director,
ICA Office, Moshi.

During British Colonial rule in Eastern Africa, Co-operation first began to be promoted as Government policy only after the Second World War. Even then, it was given half-hearted treatment, with initiative in the rural areas being taken to promote agricultural Co-operatives to handle the processing and marketing of those cash crops which Africans were permitted and encouraged to grow. In those countries where there was large-scale farming by European settlers such as was the case in Kenya and Tanzania, large country-wide Co-operatives were established exclusively for white membership.

From the time of political Independence in the early sixties, the newly emerging African governments in Eastern Africa were quick to recognise the vital role of co-operatives as a tool for channelling the efforts of the masses, especially among the rural peasantry, and also of passing development assistance to them to contribute more effectively to the respective national development policy, specific Ministries have been created to look after Co-operative development in each of the East African countries, immediately following Independence.

Comprehensive Co-operative development plans have been drawn up which aim basically at embracing all aspects of the movement, and at providing increased services to members on a multi-functional basis. This has entailed in many cases a reorganisation exercise, in which the structure of the movements has had to be re-shaped to fit in with the growing needs of the members in the rapidly changing and expanding economic life and the various countries.

Another important aspect in the development of the Movements of the Region has been the urgent need to shape the Co-operatives into efficient and effective tools. The widespread lack of basic honesty and business "know-how" in the management of Co-operative Societies has manifested itself through various malpractices which have unfortunately hindered the progressive growth of Co-operatives, and even tended to create doubts in the minds of the authorities as to their ability to effectively fulfill the role. As a result, various measures of disciplinary action involving stricter supervision and control have had to be introduced in the legislation. Also, a long-term solution to the lack of managerial efficiency, ambitious programmes of Co-operative education and training have been launched by each country, with a national college providing top level training skills.

INTRODUCTORY STATEMENT

Yet, as the Movements have continued to grow and expand, certain problems of development have arisen from time to time, which those responsible for planning and policy formulation have not been able to solve readily. Consequently, it has been necessary to conduct studies, surveys and even comprehensive research into certain aspects of Co-operative development in the region from time to time, in an effort to find accurate information as well as possible solutions which can further guide the planners in their work.

As a result of continued emphasis in recent years on the need for organised research programmes to assist with development planning, the ICA Regional Office has recently set up a service under the sponsorship of the Netherlands Government. It is hoped that this first Research Conference to be organised under the Project will come out with the necessary broad guidelines under which and through which it will be possible to develop a satisfactory problem-oriented service for the region in this rather specialised field.

CHAPTER III

COUNTRY STATEMENTS ON CO-OPERATIVE RESEARCH
AND DEVELOPMENT PLANNING

III. 1. COUNTRY STATEMENT - ZAMBIA

Prepared by Mr. K.S.D. Ndongwe, Ag. Head of the Departmental Research and Planning Team, Co-operative Department.

INTRODUCTION

The history of the Co-operative Movement in Zambia starts from about 1948 when the Department of Co-operative Societies was established and the first Co-operative Law enacted. Between then and 1964, the year Zambia attained its independence, the Co-operative Movement, for the Zambian, meant a few producer marketing societies, thrift and loan, and, to some extent, a few consumer co-operatives. To-day, the Co-operative Movement comprises Farming, Producer Marketing, Building and Building Material Supply, Savings and Credit, Consumer, Arts and Theatre and several others. These owe their existence to the government which, a year after independence, called on the people to form co-operatives. The invaluable support, encouragement and advice given to the co-operative movement in Zambia by government imply a perfect and ripe situation for the development of the movement.

Research and Planning within the present context did not exist in the Co-operative movement in Zambia until the formation of a Co-operative Research and Planning Team by the Department of Co-operatives in 1972. This was made possible by the advent of personnel from Sweden who, together with Zambian Officers formed the Co-operative Research and Planning Team.

1. PRESENT SITUATION:

Research and Planning as applied to Zambia, has to date been carried out in:-

(a) Producer Marketing Societies	117
(b) Farming/Farm Settlements	536
(c) Consumer	36

1. (a) PRODUCER MARKETING SOCIETIES

There are three Provincial Marketing Unions in Zambia to which the producer societies are affiliated. Research carried out includes:-

- (i) Existing communication channels between primary societies and their unions.
- (ii) Marketing of produce by the primary societies through/by the Unions.

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- (iii) Pricing policy by primaries and unions.
- (iv) Improved services to member societies by unions including supply of agricultural requisites and provision of a simplified credit system and savings facilities.
- (v) Improved accounting and statistical records,
- (vi) Establishment of administrative contacts between the Departments concerned with co-operative development on the one hand, and Unions and their affiliated societies on the other.

1. (b) FARMING/FARM SETTLEMENTS:

These were formed between 1965/70 period after the call by government to the people to form co-operatives. Viability of the majority of these was not sufficiently established during formation. The majority of these are affiliated to about 60 service unions at district level. Research carried out in these includes:-

- 1. i to (vi) in 1(a) above;
- 2. Viability of some primary societies and their unions in their present forms.
- 3. Possible amalgamations and dissolutions for establishment of larger units.
- 4. Provision of agricultural seasonal credit.

1. (c) CONSUMER SOCIETIES:

The majority of these operated briefly and are either heading for dissolution or may become moribund. Research in this field has just started and details are therefore not available yet. It is intended, however, that research will include:-

- (i) Organisational Structure of societies,
- (ii) Control of goods and finance
- (iii) Staffing,
- (iv) Accounting and Statistical records
- (v) Possible amalgamations/affiliations to form larger and more viable units.
- (vi) Field of coverage per society.

ZAMBIA COUNTRY STATEMENT

2. (1) PLANNING:

Planning and Policy making are the tasks of the Director of Co-operative Societies. Plans and Policy as arrived at by the Director of Co-operative Societies are then absorbed in the Ministry of Rural Development's plans and policy. Recommendations made by the Co-operative Research and Planning Team to the Director of Co-operative Societies, once accepted, become the departmental plans and policy.

- (a) In the field of producer marketing societies, plans include provision of improvement of services to farmer members of the societies by changing these from mono to Multi-purpose. The multi-purpose concept includes supply of agricultural requisites to farmer members, provision of agricultural credit, operation of shops for consumer goods and, in some cases, offering savings facilities to members.
- (b) Plans by the C.R.P.T. for turning rural agricultural co-operatives into multi-purpose societies include farming societies. In this field it is intended that farming services offered to members by their primary societies or unions become varied. In this way it is hoped to solicit more members' interest and loyalty to their societies. Farming societies therefore will also be multi-purpose. In view of the importance placed on viability of this concept, it is intended that through amalgamations and/or affiliations, farming societies form unions at provincial level in those provinces where such unions did not exist.
- (c) For consumer co-operatives, although research has just begun, it is intended that they be reorganised into larger viable units able to stand competition from the private sector and give better service to members. A co-operative wholesale is envisaged but it's establish-ment will depend on the results of the present investigations.

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3. IMPLEMENTATION OF PLANS:

As has already been indicated, the C.R.P.T. carries out Research and on its findings, it recommends plans of action and Policy to the Director of Co-operatives who accepts or rejects such recommendation. Once accepted the CRPT guides implementation of the plans within the departmental policy guidelines and ultimately, government policy. Already, implementation of plans for rural co-operatives has been started in three provinces of Zambia where a number of societies are turning multi-purpose.

4. ADMINISTRATION:

A field that has constantly been looked into is that of administration, particularly now that new plans for the development of the co-operative movement are being implemented. Co-ordination of action in the implementation of plans should be improved by the Department of Co-operatives on the one hand and societies and their unions on the other. The administrative machinery must necessarily be in line with the government's decentralisation policy so that departmental representation at provincial and district levels must be geared for the two way communication in the implementation plans. This implies that departmental policy must be explained constantly to departmental representatives in provinces and districts.

These are the field staff who are constantly in touch with the people and should therefore be in a position to explain policy as the need arises.

Research and planning in Zambia have had a good introduction and it is intended that the department will establish a permanent research and planning section to continue with the good work that has been started.

III. 2. COUNTRY STATEMENT - TANZANIA.

Prepared by Mr. S.A. Bulegi, Ujamaa and Co-operative Development Officer, Rural Development Division, Prime Minister's Office.

1. POLICY GUIDELINES:

- 1.1. The country's overall development objective is to build a society in which all members of the community have equal rights and equal opportunities and in which all have a gradually increasing basic level of material welfare before any individual lives in luxury. However, despite our proclaimed Socialism and our emphasis on the rural areas, where the vast majority of our people now live and work and will certainly continue to live and work in the future; and despite the existence of a large number of co-operative societies, which now approximate 4,000 in number (and mainly marketing), and a few state farms; an accurate description of Tanzania today would be that it is a Nation of peasant farmers. Our ultimate objective is to make the description "TANZANIA IS A NATION OF CO-OPERATIVE FARMERS" a more true statement. We believe that when this is done our people will definitely be able to enjoy a reasonable standard of living and the social benefits of living in the Twentieth Century.
- 1.2. Ujamaa Villages (self-reliant socialist communities) and Co-operative Societies are **Party** instruments for the implementation of the country's ujamaa ideology. Presently however, it is to be building of ujamaa villages that the government has decided to turn its attention. We have to shift the emphasis of the co-operative movement from marketing to producer co-operatives. We look upon co-operative farming and co-operative production as being the main source of economic growth in the rural areas and our objective has since been the development of Ujamaa Villages throughout the country, buttressed by co-operative service units and marketing centres which are controlled by the Ujamaa themselves.

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2. FUNCTIONAL PLACE OF THE RURAL DEVELOPMENT DIVISION:

- 2.1. The role of the Prime Minister's Office on Co-operative development is mainly a co-ordinating and control one, for the successful initiation and consolidation of the Ujamaa Villages and Co-operative Societies depend upon the full co-operation of the technical cadres of the Regional Development Directorates and the movement people themselves. In order to enable the Prime Minister's Office to do its co-ordinating and control functions effectively, it was decided that a Rural Development Division be established in this Office. This Division was then given the general responsibility for the development of Ujamaa Villages and other forms of co-operatives and it has to it the added responsibility of ensuring that all activities in the rural areas are based on the principles of Ujamaa.
- 2.2. The Rural Development Division has two main Sections: an Ujamaa and Co-operative Development Section; and a Rural Development Section.
- 2.3. The main functions of the Ujamaa and Co-operative Development Section are:-
- 2.3.1. To provide clear policy direction to the Regions on all aspects of planning and implementing socialist rural development **through the concept of Multi-purpose Co-operatives;**
- 2.3.2. To prepare operating criteria for the economic growth and development of Ujamaa Villages into fully fledged multi-purpose co-operatives;
- 2.3.3. To provide criteria for the registration of Ujamaa Villages and all other forms of co-operatives that are receiving emphasis.
- 2.3.4. To provide staff support to the Co-operative Unions in the development and implementation of their plans;
- 2.3.5. To ensure that Government Ministries/Parastatals provide their specialist support to Ujamaa and co-operative development programmes.

TANZANIA COUNTRY STATEMENT

- 2.4. The main functions of the Rural Development Section Are:-
- 2.4.1. To draw up specific planning guidelines for the acceleration of socialist rural development;
 - 2.4.2. To initiate and formulate practical policy proposals for consideration by the Commissioner, Principal Secretary, and the Prime Minister;
 - 2.4.3. To study the strengths and shortcomings of Ujamaa Villages and co-operative societies and suggest solutions;
 - 2.4.4. Generally to advise the Ujamaa and Co-operative Development Section in all aspects of Ujamaa development.
- 2.5. The Rural Development Division is headed by a Commissioner, and each of the two Sections of the Division is headed by an Assistant Commissioner. Each of the Assistant Commissioners is supported by a staff of approximately 10 Officers. Under the new decentralisation structure of government, the Ujamaa and Co-operative Development cadre at Regional/District level are now part of the respective Regional/District Directorates.

3. POLICY AND PLANNING:

- 3.1. According to Party Resolution No. 8 of the 15th Biennial Conference of TANU, the fountain of new ideas on ujamaa and co-operative development policies and the highest authority in matters of policy for the whole country is the National Executive Committee. And under the Decentralisation of Government programme, Ministries have been given the responsibility for their respective sectoral policies; while the Regional Development Directorates have been given the general responsibility for formulating regional policies. However, since the development of Ujamaa Villages and co-operative societies is central to the growth of Socialism and Democracy in Tanzania, it is the TANU Party itself which has the general responsibility for the development of their policies.

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3.2. It has been stated earlier on that the role of the Prime Minister's Office is mainly a co-ordinating one. Now then, in matters of policy issues on Ujamaa Vijijini, the Office works very closely with the Party Headquarters. And to ensure consistency in all other development policies, all government Ministries and Regions have got to work through the Prime Minister's Office. (The Prime Minister has set himself an institution known as "BARAZA LA KAZI" for this purpose). To ensure participation of policy makers in the elaboration and formulation of rural development plans, the New Planning process in Tanzania directs for planning to be done by development committees to which the policy makers are members. The planning process is as follows:

Ward Development Committee → District Management Team → District Development and Planning Committee → District Development Council → TANU District Executive Committee → Regional Management Team → Regional Development Committee → TANU Regional Executive Committee → Prime Minister's Office → DEVPLAN → (Planning Commission) → Economic Committee of the Cabinet → National Executive Committee → National Assembly (BUNGE).

3.3. Tanzania's policy of Socialism and Rural Development is not a policy which demands a once-and-for all effort by a few people. Rather it is a policy which demands for the establishment of an Organisation and Programme which will develop its own momentum and carry the policy forward to continued growth and development. The establishment of the organisation, we can say, has been achieved through the decentralisation of the government administrative machinery. The formulation of a programme to ensure that all government policies, and the activities and decisions of all public officials is geared towards emphasizing the advantages of living together and working together for the good of all, has only recently been directed by the Party. (Ref. Resolution No. 7 of the 16th Biennial Conference of TANU).

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- 3.4. The call for co-operative development in Tanzania is now an All-out-Effort. "In order to make good progress towards this goal, there must be a broad-based attack involving all agencies of Government and TANU. No department of TANU and no Ministry of Government is exempt from the requirement to participate and contribute to the success of this policy. In the Capital, in the Regional and District Headquarters, and right down to the 10-cell unit of TANU and the most junior grades of agricultural, industrial, co-operative and community development workers, every official of Government and the Party has a function to perform". (Presidential Circular No. 1 of 1969). Planning of co-operative development is therefore the work of all development agencies/institutions in the country and the approach to co-operative development is definitely Frontal in Attack. This is supported and evidenced by the fact that within a short span of time of 5 years, it has been possible to establish approximately 6,000 ujamaa villages with a total population of approximately 3 million people.
- 3.5. The Rural Development Division approach to research had of necessity to adapt itself to this trend of developments. We know very well that the long-term development of ujamaa policy requires a great deal of technical and organisational innovation, and a constant re-energisation by new ideas worked out in the light of our own experience and that of other countries. Therefore a considerable part of the Division's research effort is directed at studying the strength and weakness in developments as they take place; travelling widely and organising on-going evaluation work; and reading widely about experiences elsewhere and to think about the application of other people's experience to our own conditions. Detailed baseline research studies are carried out only very rarely and is preferred to leave such studies to be undertaken by other national research institutions like the Economic Research Bureau of the University of Dar es Salaam.

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4. OVERALL PLANNING:

4.1. The New Planning System for Tanzania gives greater emphasis to Planning-Fron-Below. The Prime Minister's Office in consultation with DEVPLAN issues guidelines and estimate ceilings to the Regional Development Directorates. The guidelines specify priority areas for each Region and resources which will be available from the Central Government. Regions then prepare their plans in a way which is consistent with these guidelines. The task of identifying and proposing projects rests with every one in the Region. Functional Managers and/or Field Officers help in this process by providing technical expertise and ideas for projects, but the prime determinant of which projects will finally be submitted are the people themselves in the various forms charged with these responsibilities - e.g. Ward Development Committees; Ujamaa Village Management Committees; Co-operative Management Committees; and District Development Councils.

4.2. Consolidated regional plans are then submitted to the Prime Minister's Office where they are jointly reviewed by the Prime Minister's Office, DEVPLAN, Treasury, and other Development Ministries together with the respective Region. If all the regional projects properly comply with the guidelines and the budget ceiling, then they are accepted. And if there are considerable deviations or if a project seems to be inconsistent with the national priorities, then some changes to the regional plan will be effected.

5. PROJECT MANAGEMENT AND IMPLEMENTATION:

5.1. The present organisation and operating procedure of government for development is based on the following four major concepts on how rural development should be managed in Tanzania:

- 5.1.1. Rural Development should be effectively planned and controlled;
- 5.1.2. Rural Development should be managed in the Regions;
- 5.1.3. The involvement of the people is essential to the success of rural development programme;
- 5.1.4. Rural development should be co-ordinated centrally.

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5.2. The regional organisation for management and implementation of regional plans provides for the Regional Commissioner as Co-ordinator of all political and executive functions of the government; and the Regional Development Director as Management head for the development of the Region. The Development Director provides overall leadership to rural development in the region; and in managing the region he is assisted by a small team of about 10 Specialists:

Regional Planning Officer;
 Regional Financial Controller;
 Regional Personnel Officer;
 Regional Agricultural Officer;
 Regional Commercial/Industrial Officer;
 Regional Education Officer;
 Regional Health Officer;
 Regional Engineer;
 Regional Land Development Officer;
 Regional Natural Resources Officer;
 Regional Ujamaa and Co-op. Dev. Officer;
 Regional Livestock Dev. Officer.

5.3. At the District level the regional structure is repeated with an Area Commissioner and a District Development Director at the top, assisted by the respective specialist Officers.

5.4. The Prime Minister's Office is responsible for co-ordinating the regional plans, offering technical and policy guidance to Regional Development Directors, and controlling the work of the regions against approved plans. The responsibility of the other Development Ministries is mainly on the provision of guidance (through the Prime Minister's Office) on technical/professional management issues related to their sectors. The Economic Committee of the Cabinet has the overall responsibility of controlling Ministry and regional performance in implementing approved plans.

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6. MANPOWER REQUIREMENTS

- 6.1. The Research Unit of the Rural Development Division requires Tanzanians who are committed to socialist principles; who are of good intellectual ability; who have shown great interest in rural development work; and who are conversant with conditions in different parts of Tanzania. Selected expatriates with the necessary commitment to Socialism and knowledge could also be included in the research unit.
- 6.2. Like elsewhere, it has not been very easy to get all the necessary qualified personnel for the research team. This can partly be explained by the general shortage for Tanzanian University graduates; and partly due to the recent high demand for qualified people to go to the regions and districts to take up posts created under the country's decentralisation programme. Recruitment of expatriates has also not been very easy because as it has been pointed out earlier on, the selection is not only done on the basis of energy, ability, and interest for rural development research work, but also requires for some considerable degree of commitment to ujamaa principles.

7. EQUIPMENT AND FINANCIAL PROBLEMS:

- 7.1. The nature of work for the Division's research team calls for constant and generally extensive travels into the country's rural areas. For the team to be able to carry out its research activities properly it certainly needs some amount of equipment and finances to be placed at its disposal. Acquisition of the necessary equipment and also adequate finances cannot be said to have been very satisfactory. However, when regard is taken of the co-operation the research team is getting from the regions and villages, the aforesaid problems are considerably alleviated.

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8. FINAL CONCLUSION:

- 8.1. Tanzania's policy of Ujamaa is both an Ideology of Development, and an Ethic of Distribution. Ujamaa Villages (multi-purpose producer co-operatives) and co-operative societies have been chosen to be the principal Party instruments for achieving the necessary socio-economic transformation - the development of self-reliant socialist communities in which the majority of our Tanzanian people will live and work and experience their well-being. Because of the leading role given to these institutions in our socialist drive, their development, while being mainly the responsibility of the people themselves, the government is duty-bound to provide them with the necessary policy direction and technical leadership.
- 8.2. The research being undertaken by the Rural Development Division is largely Operational Research (i.e. systematic investigation to discover how the different tactics and/or strategies being used in different parts of our country to implement the overall policy of Ujamaa Vijijini can be altered where necessary to give better results). Planning for co-operative development is being done in the regions and only being co-ordinated by the Prime Minister's Office. To strengthen the research unit proposals have already been submitted to a team of consultants which are studying the whole office with a view to making recommendations for strengthening it and therefore make it more effective in its research and planning co-ordination role.

III. 3. COUNTRY STATEMENT - UGANDA

Prepared by the Management and Planning Section, Co-operative Department, Kampala, presented by Mr. R. Edyangu, Ag. Deputy Commissioner for Co-operative Development, Department of Co-operative Development.

CO-OPERATIVE RESEARCH AND PLANNING IN UGANDA

Presently the Co-operative Movement in Uganda is handling 100% of the cotton and nearly 100% of the dry processed coffee industries. Diversification and double production in all sectors of the economy especially in agriculture has meant that the Co-operative Movement must continue increasing its role in production and distribution and other related activities and it must continue to face new challenges of management planning and development. Hence the involvement of co-operative in many sectors of the economy of the country, as well as the magnitude and complexity of the operations of the movement as a whole, the need for centralized control over research, planning and development has become a matter of prime importance. In order to cope with this expansion in co-operative activities, the Department of Co-operative Development embarked on a process of strengthening the Management, Planning and Development Section so as to function, inter-alia as the provider of experienced advice and guidance over the management structure of Unions; reorganize the ginning and coffee processing industries, initiate development projects and integrate co-operative development with the overall perspective of the national development strategy.

This has been achieved to a certain extent. The responsibility for planning for the co-operative in the fields of production and distribution has been undertaken by both the Ministries of Co-operatives and Marketing and Agriculture and Animal Resources. In other sectors of Co-operative activity, e.g. credit to farmers through co-operatives, planning is done in consultation with the Ministry of Finance. Research is done where there is a real need as is often the case when instituting new projects, re-examining the old, or with commissions of inquiry matters.

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2. THE PLANNING DIVISION, MAIN FUNCTION AND STRUCTURE:

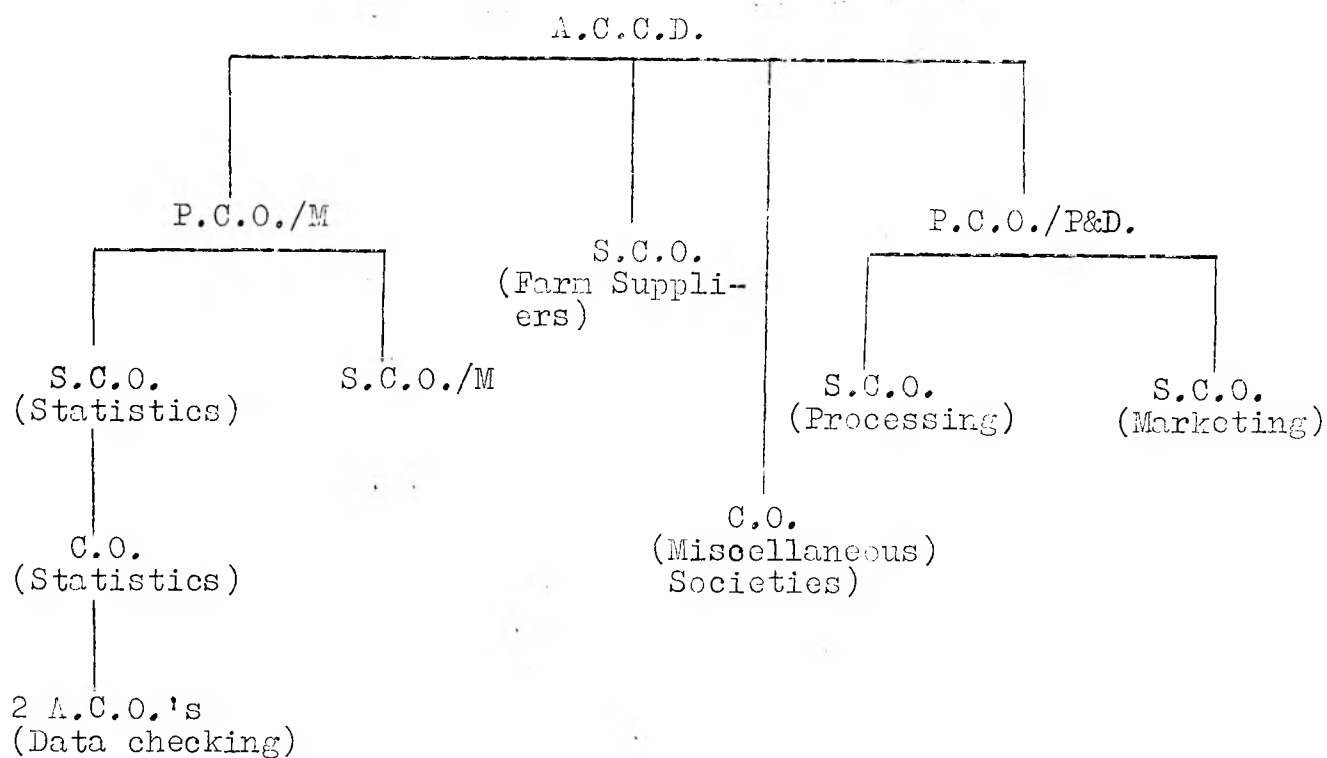
2.1. The Functional Place of the Planning Division:

2.1.1. Management and Development Section.

The Management and Development Section of the Co-operative Development carries out various management and development functions but emphasis is placed on the following:

- (a) Assessment of the operations of individual unions, analysing their defects and suggest ways and means of improvement.
- (b) Development planning for all Co-operative Unions.
- (c) Initiate new projects e.g.
 - (i) Cotton ginning industry rehabilitation and expansion project, including storage and transport.
 - (ii) Oil Mill Project in the Northern Region of the country.
 - (iii) Kinyara Sugar Cane Project, including co-operative outgrowers sugar scheme.
 - (iv) Establishment of transport and fuel co-operatives.
 - (v) Drawing up development scheme to improve dry and wet coffee processing.
- (d) Unions crop and capital finance.
- (e) Lint premium and discount schemes.
- (f) Crop price formulas.
- (g) Establishment of Research and Planning Unit for the Co-operative Movement of the Ministry.
- (h) Co-operative Statistics.

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ORGANISATIONAL STRUCTURE

- (a) A.C.C.D. - Assistant Commissioner for Co-operative Development
- (b) P.C.O. - Principal Co-operative Officer
- (c) S.C.O. - Senior Co-operative Officer
- (d) C.O. - Co-operative Officer
- (e) A.C.O. - Assistant Co-operative Officer
- (f) M - Management
- (g) P. & D. - Planning and Development.

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2.2. POLICY AND PLANNING:2.2.1. Policy Making.

Basically the Cabinet (Ministers) is the policy making organ in Uganda although policies can be initiated at the grassroot level, e.g. Co-operative Unions, and then be channelled up to the Cabinet level where they are discussed.

With regard to how the Cabinet is involved in policy making, the Ministers invariably discuss policy proposals and alternatives at Cabinet meetings. This is done before the actual policies are decided upon for implementation on a national level.

On the whole, policy making in Uganda is a two-way decision, implementation and diffusion of policies in that policies can be initiated from below and also from above. Primary Societies and Co-operative Unions make their policy decisions at general meetings of members.

2.2.2. Interaction between Policy Makers and the Ministry:

It is the duty of civil servants to execute the policies of the Government. In Uganda this cardinal principle is no exception and planners who are usually civil servants are informed of new policies of the Government through the normal Government machinery i.e. Ministers inform their respective Permanent Secretaries who in turn make known Government policies to their subordinates below for execution and implementation.

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2.2.3. Exclusivity of Planning:

The Ministry of Agriculture and Animal Resources together with the Management and Development Section of the Ministry of Co-operatives and Marketing jointly draw up plans on specialised schemes, e.g. tobacco, tea, sugar, cotton, ginning and storage project for the Co-operative Movement in Uganda. In planning for the Co-operative Development Bank and the Co-operative Credit and Savings Scheme liaison is also made with the Ministry of Finance and Economic Planning. This is done in order to ensure that the formulated plans fit in the whole framework of national development strategy.

2.2.4. Researchable Problems - Priorities:

The need for Research in Co-operative Movement, as a business and social organization cannot be over-emphasized. In fact there are various aspects of the Co-operative Movement and priorities which are researchable such as:

- (a) General efficiency of the Co-operative Movement embracing:
 - (i) Management
 - (ii) Transport
 - (iii) Marketing
 - (iv) Processing
 - (v) Financing
- (b) Co-operative Credit and Savings operations both in urban and rural areas.
- (c) Services versus bonus especially at Primary society level.
- (d) Personnel recruitment and training.
- (e) The buying and processing of crops.
- (f) Data collection processing.
- (g) Structural organisation of the Co-operative Movement - Primary Societies and Unions.

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- (h) Terms and conditions for employment.
- (i) Consumers Societies operations,
- (j) Co-operative Farming
- (k) Member education
- (l) Unified accounting system for the Co-operative Movement.

To date in Uganda research in the Co-operative Movement has been sporadic and unorganized. This has been done by various organizations such as: Makerere Institute of Social Research, the Co-operative College at Bukalasa, the Ministry of Agriculture and Animal Resources, the Co-operative Alliance, the Co-operative Department itself and to a limited extent the National Research Council.

We feel that there should be an organized Research Unit for the Co-operative Movement in Uganda. In this case the most suitable organization is the Co-operative Alliance. This is so because the Co-operative Alliance is the:

- (a) Members' organization who are the backbone of the Co-operative Movement.
- (b) Voice of the movement and therefore it should be its watchdog and custodian of its interests and aspirations.
- (c) The Alliance in one way is expected to be a place of reference for the Movement on co-operative matters.

However, until such a time as the Alliance is able to cope with this, the Ministerial Planning Unit of the Ministry of Co-operatives and Marketing should continue shouldering the responsibility of research and planning for co-operative activities in the country.

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If research results are not acceptable to political leaders for various reasons it is only fitting that such reasons be elaborate upon. Then should such reasons be beyond the control of the Co-operative Movement, one way of tackling such obstructive reasons is to analyse those very reasons and then try to convince the leaders that Co-operative Research can produce concrete results for the benefit of all. On the other hand it is our observation that if such research is carried out in consultation with various bodies, closely associated with co-operative activities, including the political leaders there should be less problems arising.

2.2.5. Research and Policy Making:

For political, economical or social reasons, decision making, planning and implementation cannot always wait for the outcomes of research. Such a case will usually depend on the urgency of the situation. But even then a feasibility study must first be conducted to direct the decision-makers into making a correct decision in spite of the urgency. An example of the above was the formation and registration of the Transport Co-operative Union. Transport at primary and secondary level was inadequate and to meet the urgent demand for transportation of farmers' produce a quick decision was necessary.

2.3. OVERALL PLANNING:

2.3.1. Co-operative Development Planning:

The Co-operative Department through its Management and Development Section prepares both annual and medium term development plans. An example of medium term development plan is the cotton ginning and storage project whose objective is to expand and modernise the cotton industry and to reduce storage and congestion problems at primary, secondary and national levels of co-operative organisations.

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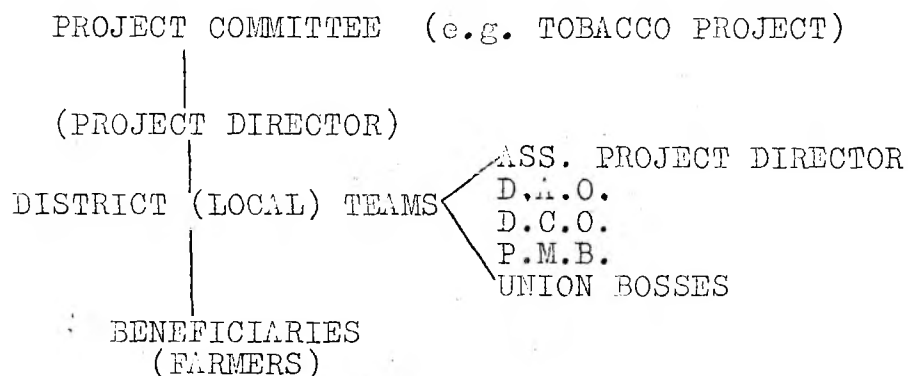
As has been mentioned earlier on, the Co-operative Movement plans are subjected to the careful scrutiny and approval of the Department of Co-operative Development. As a stage further, the approved plans are then sent to the ministry of Economic Planning (development planning agency) which incorporates them in the overall development plan - the ultimate objective being to ensure that the Co-operative Movement plans fit in the whole national development strategy.

The statistics submitted by primary societies and their unions on coffee and cotton marketing and processing are fairly accurate. In order to improve preparation and submission of statistics short courses of between one and two weeks are organised and run for personnel who are engaged on that work.

2.3.2. Budgeting of Government Expenditure:

The Management and Development Section of the Co-operative Department together with the Planning Unit of the Ministry of Agriculture and Animal Resources jointly plan and budget expenditure on specialised projects such as the Small-holders Tobacco Project, Cotton Ginning and Storage Project etc.

2.3.3. Interaction between Planners and Field Officers:



D.A.O. = District Agricultural Officer
 D.C.O. = District Co-operative Officer
 P.M.B. = Produce Marketing Board.

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The participation of field officers in allocation of resources and determination of priorities and modes of Government intervention is illustrated in the above chart.

A Project Committee is set up to manage the whole project under the direction of the Project Director. Some of his duties include:-

- (a) Executing the project in accordance with a plan of operations agreed to by the Government and IDA; and with policies and procedures agreed to by the Project Committee in particular:
 - (i) Advising and Supervising the Union Managers on their duties and responsibilities and co-ordinating their activities and proposals;
 - (ii) Approving, disapproving and recommending requests for loans made by Unions, and Produce Marketing Board;
 - (iii) Maintaining liaison with the Department of Agriculture and Co-operatives in prescribing duties and responsibilities for supervisors and extension staff and making recommendations for selection, appointment, promotion, demotion, supervision, remuneration and other compensations and
 - (iv) providing training for staff and tobacco growers.
- (b) Preparing annual and quarterly investment programmes and budgets for the project,
- (c) Preparing Annual and quarterly Progressive Reports for submission to the Project Committee for transmittal to the Association.
- (d) Preparing quarterly reimbursement requests to I.D.A.; and
- (e) Preparing financial accounts and statements and submitting audited accounts to the Project Committee for transmittal to the Association.

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- 2.4. After the formulation of the project, it is discussed with other Ministries or organizations concerned. After approval by the Ministry of Finance and Cabinet a project is then handed back to the Ministry of Co-operatives and Marketing, as it enters the operational phase from where its direction is controlled. Usually a project committee is appointed to direct the operation of the project.

In Uganda, the establishment of Inter-divisional project management committees has been a reality in order to study the returns about the management of projects. This process whereby reporting on a project's progress for checking the effectiveness of the implementation of the project on a weekly or monthly basis is a key feature in the operational phase of the project.

2.4.1. Implementation.

As pointed out above, once the project is formulated, its direction in the operational phase is handed over to the Ministry of Co-operatives and Marketing. A Project Director is appointed by the Ministry and he must run the project in co-ordination with a Project Committee consisting of officers from departments directly connected with a project.

With respect to the composition and recruitment of implementation teams, the Co-operative Department and other departments directly connected with a project second their officers to the project for a period of time. A project director is appointed to supervise the day to day operations of the project, assisted by the seconded officers.

For information of and co-ordination with other field officers co-ordinating committees are formed consisting of officers executing the project. Other field officers may be invited to these committees. Also progress reports on the project are copied to other field officers directly connected

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with it. Progress reports, regular meetings of implementers to review successes or failures of the project and consultations between all concerned provide a system of feed-back throughout the project's life.

2.4.2. Research:

Feasibility studies and explorative evaluation should usually form an integral part of project formulation. By itself, project formulation should not be done without a survey to assess the viability of the project.

In Uganda the development of the management models is a work of which when developed by the experts cannot be overlooked. If management models are deemed to be of great benefit to the movement then the department of Co-operative Development will, in most cases, not hesitate to recommend them.

Along the same lines, there is usually arranged competitions for the best managed Co-operative Society. The best winning societies are usually recommended as models of good societies for the areas in which they operate.

2.5. MANPOWER PROBLEMS.

2.5.1. Availability of Manpower and Skill:

As already stated elsewhere the Co-operative Department and other departments directly connected with a project send staff thereto. The middle cadre of these officers working in the field are usually diplomates e.g. Assistant Co-operative Officer, Assistant Agricultural Officer, Foresters, Animal Husbandry Officers, etc. These officers, are supervised by senior officers, who are in-charge of project area or areas who in turn are responsible to a Project Director. These officers carry out project management and implementation. Generally speaking there has been no

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difficulty in recruiting field officers. Filling the more senior posts sometimes presents a problem and it is here that the donor countries usually assist by providing experienced and skilled officers for a period of time.

Uganda has adequate institutions for training diplomates such as Assistant Co-operative Officers, Assistant Agricultural Officers, Animal Husbandry Officers, Foresters etc. These institutions cater for the training needs of extension workers. Makerere University and other Institutions of Higher learning as the Institute of Public Administration and Management Training and Advisory Centre cater for the training needs of the more senior posts.

2.6. EQUIPMENT AND FINANCIAL PROBLEMS:

2.6.1. Availability of equipment - cars, calculators etc. These are available in limited numbers consequently more are needed. Funds for the project and implementation teams are budgeted for during planning of the project so that when funds are made available, usually locally and through borrowing, current expenditure of implementation teams is covered.

2.7. FINAL CONCLUSION:

Co-operative Development is certainly dependent on planning. This planning is both a Government and Co-operative Movement task i.e. some development plans are initiated, planned and financed by Government, while others are initiated, and planned by Co-operative Societies so as to meet the needs of their particular areas e.g. store building etc. But those plans which are initiated by the Co-operative Movement have to be approved by the Co-operative Department which ensures that they conform to the national plans.

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The Ministry of Co-operatives and Marketing as earlier on stated has no Research and Planning Unit of its own. This came about when the Ministry of Agriculture, Forestry and Co-operatives was split and the Planning Unit which was shared by the three Departments went with the Department of Agriculture in the Ministry of Agriculture and Animal Resources. This then means that in addition to the Management and Development Section of the Department of Co-operative Development there has to set up a new section responsible for Research and Planning or strengthen the Management and Development Section with a creation of a Research and Planning Unit within itself.

So far, the limiting factor to effective co-operative planning has been lack of the Co-operative Research and Planning Unit . . . of its own and the insufficiency of skilled manpower - also to a certain extent finance.

III. 4. COUNTRY STATEMENT - KENYA

Prepared by Mr. J.L. Murungi, Assistant Commissioner for Co-operative Development, Development Planning Division, Department of Co-operative Development.

I. INTRODUCTION

1.1. Functionally, Kenya's Department of Co-operative Development comprises five (5) divisions namely:

- Audit and Accounts
- Education and Training
- Credit and Finance
- Settlement Co-operatives
- Development Planning.

1.2. Each division has two (2) or more specialized sections. Development Planning division is the smallest and youngest among them. It was established in late 1970, and became fully operational the following year.

2. STRUCTURE OF THE DIVISION:

2.1. The Development Planning Division is comprised of two functional sections, these are:-

- Surveys and Projects
- Statistics and Market Research.

2.2. Currently the Division is manned by seven (7) Kenyan Officers and three (3) Nordic Specialists.

- 1 (one) Assistant Commissioner
- 3 (three) Co-operative Officers
- 2 (two) Co-operative Assistants and
- 1 (one) Building Works Inspector.

2.3. Essentially the Head of the Division, who is an Assistant Commissioner is responsible to the Commissioner for Co-operative Development on all the functional activities and operations of the Division. The other officers in the Division are directly responsible to the divisions head in all their daily functions. Since its inception the Division has not had any representation in the field due to lack of manpower principally. Nevertheless we have executed our programmes fairly satisfactorily by utilizing

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Provincial and District Co-operative Officers, and do anticipate to have Divisional representatives on permanent basis stationed either at provincial or district headquarters for the purpose of monitoring development projects.

3. DEVELOPMENT POLICY AND PLANNING:

3.1. Co-operative development policy in Kenya is contained in a Government Sessional Paper No. 8 of 1970. Other policy decisions are contained in the National Development Plan, while other policy decisions may be caused by a variety of circumstances:-

- (a) They may originate from the field in form of proposals or recommendations. These may variably go up a number of stages along the administrative hierarchy before they are adapted as part of the National Co-operative Development policy.
- (b) Co-operative development policies could also originate from local leaders and members of Parliament who, as they present various development schemes arouse national interest.
- (c) They could also originate from the Minister responsible for co-operative development, his Permanent Secretary or the Commissioner for Co-operative Development in form of outright directives.
- (d) The day-to-day development policies for unions and societies are made by their respective management committees with the guidance of co-operative development officials and in accordance with the general principles of the National Co-operative development policies, most of which are spelt out in the Sessional Paper No. 8 of 1970 on "Co-operative Development Policy for Kenya".

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3.2. It has already been pointed out that many co-operative policies actually originate from the bottom and that only sanctioning is required from the higher authorities. This being the case the Division is usually aware of many eventual policy changes long before they become official policies and ultimately adopted. The Department often holds senior staff meetings at which matters of vital importance to co-operative development are discussed and or communicated to and from the field officers. Facilities it can be concluded therefore, are provided for adequate interaction of the policy makers, planners and the implementers.

4. RESEARCH AND POLICY MAKING:

- 4.1. It is a well known fact that research is an excessive time consuming activity, and as such, plans and projects must be made regardless of the eventualities of the ongoing research programmes. In many instances there are issues which cannot await the research outcome. These could have either immediate economic or social bearing, or they could be politically sensitive in nature and demanding action.
- 4.2. We need not emphasise here that there are numerous easily identifiable research problems facing each research and planning agency dealing with co-operative development. In our case research problems or priorities are readily available, however, we do not have adequate research capacity to cope up with the needs.
- 4.3. Though our research and planning capacity is inadequate we have made substantial impact in decision and policy making machinery through formulation of numerous alternative proposals and project guidelines for action at various decision making levels.

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4.4. Besides the Development Planning Division there are many other Planning Agencies which in one way or other affect the planning of the Movement in Kenya, among the most important are:-

- (a) Kenya National Federation of Co-operatives.
- (b) The Co-operative College of Kenya.
- (c) The Co-operative Bank of Kenya Ltd. and other countrywide Co-operatives.
- (d) Statutory Boards such as the Cotton Board, Coffee Board and others as long as they deal principally with co-operatively produced or processed commodities.
- (e) Planning Division of the Ministry of Agriculture, and other such units in other relevant operating ministries.

4.5. Normally there is adequate consultation and co-ordination between each individual planning agency and the Department of Co-operative Development and this is the responsibility of the Development Planning Division. We check to see that no significant contradictions do arise at any stage and that results are compatible to the department's own strategies.

5. OVERALL DEVELOPMENT PLANNING:

5.1. In conformity with the National Development Plans and the Co-operative Development Policy for Kenya, the Division prepares Medium Term Plans which normally translate the policy decisions into action-oriented operational guidelines for use of the departmental staff, other government ministries and the co-operative movement's staff. In accomplishing the interpretation task, we utilize statistical information from various sources. We employ various procedures in getting these statistics which include:-

- (i) utilization of questionnaires which we occasionally send out to the field officers and the Movement staff for completion.
- (ii) utilization of annual reports from our Field Officers.

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- (iii) utilization of Balance Sheets and audited final accounts.
- (iv) utilization of relevant publications from various Ministries and Statutory Boards etc.

5.2. The Division is further involved in preparation of Development estimates for the Department and both Development and recurrent expenditure for the co-operative component of the Special Rural Development Programme.

5.3. Field Officers are very much involved in determining development priorities and in the development and utilization of the allocated resources in their respective areas. The half-yearly departmental conferences for the senior departmental officers provide for feed-back facilities.

6. PROJECT MANAGEMENT AND IMPLEMENTATION:

6.1. Project formulation is handled by the Division until such a time when it is ready for implementation. It is then handed over to the appropriate bodies for implementation. The Division has a duty later on to follow-up and evaluate the progress of the implementation process.

6.2. Whereas we have not yet established an Inter-Division Project Management Committee, all functional division heads hold regular monthly meetings where progress and/or project bottle-necks are discussed under the guidance of the Commissioner.

6.3. Feed-back on the implementation process is usually through progress reports and evaluation of a particular project after the same has been under implementation for some time.

7. MANPOWER PROBLEMS:

7.1. It was mentioned in the introductory part of this paper that our Development Division was established only a few years back and that it is the smallest Division in the Department. This being the case no doubt we have manpower problems though the situation of late has improved considerably. In the recent past there has been frequent changes of staff but this seems to have ceased. When the Division was created most of the staff recruited were

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University graduates with little practical experience but to-date the number that stayed on have acquired sufficient experience. Fortunately the Division has all along been headed by one person, a thing which has ensured continuity of the Division's plans and strategies.

7.2. The terms and conditions of employment for all officers deployed in the Planning Division are no different from those applicable to all other civil servants in Kenya. Officers are normally appointed on temporary terms for a certain period, which may vary considerably from officer to another, they are then placed on probation for at least 2 years. If they prove suitable in their particular function... they are finally placed under permanent and pensionable terms of the civil service.

7.3. In respect to training, the division's officers have been well catered for. Two have had post-graduate training in project evaluation in Canada and a third one is due to proceed to Britain for a post-graduate diploma course. Most important however, is the continuous internal, on the job training.

8. EQUIPMENT AND FINANCIAL PROBLEMS:

8.1. The Division has access to most equipment required for its day to day functions. Likewise transport facilities are provided from the departmental transport pool on request.

8.2. The Division has no funds of its own and as such we are catered for centrally as is the case with the other functional divisions at the headquarters. There are no funds allocated or voted for research purposes per se.

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9. CONCLUSION:

- 9.1. Subsequent to what has hitherto been stated it is obvious that co-operative development does not solely depend on planning, it however tends to accelerate the rate of development and equitable distribution of productive resources between regions.
- 9.2. In our case planning cannot be considered as an exclusive task of the government or the movement. In order to achieve the desired objective however, co-operative planning definitely requires the participation of the movement, government and other institutions, such as the University.

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16th April, 1974.

CHAPTER IV

OTHER BACKGROUND PAPERS ON THE ORGANISATION OF
CO-OPERATIVE RESEARCH AND PLANNING

IV.1. THE ORGANIZATION OF PRODUCTION AND
UTILIZATION OF CO-OPERATIVE RESEARCH

By: Koenraad C.W. Verhagen, ICA Research
Officer.

1.1. The Statement of the Problem

The Seminar on "Efficiency in the Performance of Co-operatives" also known as "Co-operative Research Seminar", held at Langata, end 1971* has revealed the magnitude of the efficiency problem not only for co-operatives but also for co-operative research.

The Seminar Work Group "External Aid and Efficiency" produced on that occasion the following recommendations on "Planning Research and Statistics"**.

"The group observed the importance of research as an instrument for detecting failures and weaknesses in the co-operative movements. It was therefore agreed that research was necessary and should be undertaken".

The group also recommended that:

- (i) Research Units be formed in the Co-operative movements, in the Department of Co-operative Development and in co-operative institutions.
- (ii) Research priorities should be worked out by the Co-operatives themselves.
- (iii) Research must be problem-oriented and must produce results which must be implemented in helping to solve problems.
- (iv) Local researchers should as far as possible be people who are already familiar with problems within the co-operative institutions and should therefore be co-operators.
- (v) Technical aid should assist in training local researchers in the techniques of carrying out research and thereby helping to reduce the dependence on foreign researchers.***

* The seminar on "Efficiency in the Performance of Co-operatives" was a joint undertaking of the Scandinavian Institute of African Studies, Uppsala, and the International Co-operative Alliance, Regional Office for East and Central Africa. It was held at the Co-operative College, Langata, Kenya from 29th November - 4th December, 1971.

** "Efficiency in the Performance of Co-operatives" Seminar Report, Scandinavian Institute for African Studies, Uppsala, p. 17.

*** Ibid, p. 19.

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Although the newly established ICA Research Unit at the Regional Office in Moshi hopes to contribute substantially to the implementation of these recommendations, we have to admit that now, two years after the Langata Seminar, such recommendations are still waiting for implementation. Furthermore, the silence of the group report on the role to be played by the University based researchers is both striking and significant. This was not the case in the final report, produced by the ICA Rapporteur Mrs. L. Stettner, where she concluded:

"All in all, there is a good reason to believe that a major consequence of the seminar will be continuing collaboration between co-operators and academicians in terms of mutual reporting of research activities, identifying research priorities, joint research projects, mutual vetting of research results and consultation on ways of implementing recommendations arising from research."

During my familiarisation working tours throughout the region, I have tried through personal contacts to find out what were the views of the participants concerning the progress that might have been made during the past years in improving relations between "academicians" and "implementers", in making research "more relevant and useful to the solution of problems" and in developing research capabilities inside the movements.

It was the unanimous feeling everywhere that little had changed since the time of the seminar.

This should not discourage us: industry has struggled for many years with problems of developing adequate research implementation networks and social scientists have taken the opportunity to develop a new discipline "the science of knowledge utilisation".*

*See N. Roling and J. Ascroft in "Production, Dissemination and Utilization of Research Findings": Concepts, Models and Other background information" in "Harnessing Research". Occasional paper No. 5, Institute for Development Studies, University of Nairobi, pp. 25 - 51.

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At the same time, there are some hopeful developments:

University staff as well as students show an increased interest in co-operative development problems. Moreover, policy makers as well as planners seem more convinced than ever of the crucial role of co-operative research. It is clear that the pressures under which they work leave little time for thorough investigations, while the problems have become more and more intricate.

The time has now come to devise a comprehensive system for continuous collaboration between researchers and practitioners, the identification of research priorities and the absorption of research outcomes in policy making, planning and implementation processes.

The experience of past years has taught that a consensus of views shared between the parties involved and formulated in broad terms alone does not suffice. Therefore, during this conference we have to evolve a suitable mechanism and to come to an agreement on how it should function so that at the end we should be able to answer the following questions:

Who should do research on what, for whom, at what moment and to what effect.

1.2. Purpose of this Paper

It is intended to contribute towards solving the problem of organisation and utilisation of co-operative research through the presentation of two complementary models, which can serve as a framework for the set-up of a research and planning machinery (section II).

Then in the following sections, we shall comment upon: "Who should do research", "what procedures to follow in determining the subjects of study", "how to reach the potential users of research outcomes" and "to what effect research should be undertaken".

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1.3 Basic assumptions

Before presentation of suggested solutions, it seems appropriate to formulate explicitly the assumptions underlying the usefulness of the models.

It is assumed:

- (a) That research is a vital instrument in co-operative development administration and planning (Conclusion of the Langata Seminar).
- (b) That without a machinery and more concrete guidelines, co-operative research is not likely to become more relevant for practitioners during the coming years (the lesson of the past).
- (c) That for many years to come the co-operative sector will be financially too weak to have all the needed research carried out by its own researchers and that therefore outside assistance, whether University-based or elsewhere, will be essential for its production.

ORGANIZATION OF CO-OPERATIVE RESEARCH

II. Two Complementary Models for the Organisation and Utilisation of Co-operative Research

2.1. Major Characteristics of the two Models:

Some resistance of practitioners to act upon research recommendations may be due to the fact that the researcher, once his findings are written down, starts immediately looking out for a new research project, giving someone else the follow-up work to do. To be effective, research should carry on much further. Researcher(s) should be implicated in transforming recommendations into plans, projects and methods of implementation (model 1); or they should be actively involved in the implementation process itself (model 2).

These two models are developed for those types of research for which there seems to be the greatest need and demand.

The first type of research, exposed in model 1, should be helpful to decision making on matters of co-operative policy and formulation of action-programmes. Here research should serve as a tool for decision making and planning. The second type, showed in model 2, is meant as a tool for project management. It comes in at a later stage and should be undertaken in support of the implementation process, and, more in particular, of the feed-back system, when programmes have come into their operational phase.

Other types of research, with no particular practical aim in view, are for our purposes to be considered as having lower priority, however valuable they may be for teaching or training purposes.

2.2. Comment on Model No. 1 (See page 12)

2.2.1. The National Co-operative Research Committee (NCRC):

Model 1 gives a central place to a National Co-operative Research Committee to be established, as the name indicates, on a national level. The NCRC will function as a clearing house of co-operative research and as a medium between researchers and potential users. It should develop a national co-operative research policy and monitor the production and utilisation of research.

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2.2.2. Composition of NCRC

Its membership should consist of:

- 1 Representative of the Co-operative Department, preferably the head of the Research and Planning Division.
- 1 Representative of the Co-operative Movement, e.g. the head of Research Unit of the Co-operative Federation (if any).
- 1 Representative of the University and affiliated Research Institutes, preferably an experienced researcher who has shown interest in co-operative development problems.
- 1 Representative of the Co-operative College, e.g. the head of its Research and Planning Section or team.(if any).

One of these committee members should act as Secretary. In assembling Committees one should keep in mind that a small Committee of four, three or even two members, with an active Secretary, is preferable to a larger one: large committees are difficult to convene and, rarely, are all members able to be present.

2.2.3. Main tasks of the NCRC

- Timely identification of areas for research
- Assessment of research priorities (in collaboration with policy makers and planners)
- Marketing of research demands (to research institutions) and support in marketing of research outcomes (to policy makers and planners)
- Guidance to researchers on research design, methods and presentation of outcomes.
- Assessment of research training needs on a national level
- Liaison with National Research Councils (if any)
- Liaison with research sponsoring organisations.

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2.2.4. Policy makers and Planners

Research outcomes and subsequent project proposals are to be scrutinized by policy makers and planners to be either approved, modified or rejected. In case of a positive reaction, the researcher(s) could now be asked to assist in preparing a plan of operation for implementation of the new policy. One of the most difficult tasks of the planner in this stage could be to assemble an implementation team and to assess its modus operandi.

2.2.5. Project Committee and Implementation

Effective implementation of important action-programmes will require, in most cases, the creation of an implementation team having its own management and organizational structure.

Project managers and field implementors should be full-timers. One cannot expect a head of a functional division to manage adequately an important project alongside his regular duties.

Moreover, project management is recognized to be a "specialized executive art" different in character from more routine-like work in the permanent structures of Ministries of Co-operative Organizations.*

The "task force" approach e.g. assembling a group to work on a specific task until its completion seems also applicable to the co-operative sector as regards the organization of the implementation process.

Project management committee and implementors are to be considered as one, or depending on the project, as several interacting task force units, which will be dissolved after the project, or a part of it, has come to its end. As a result of the temporary character of its structures, one can often see expatriates operating in projects as manager or implementors while working under the overall supervision of the Co-operative Department or a similar permanent administrative unit.

*See Alvin Toffler: "Future Shock", p. 133, Random House, Inc. New York, 1971 .

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But the assembling of project teams whether to serve for some weeks or several years, should be envisaged, first of all, for its obvious efficiency in achieving policy objectives, and not because of the ease which may exist in attracting funds or temporary staff.

Coming back at the researcher and his tasks at this stage we can say that it would be asked too much from the researcher to become a full-time project management committee member, if the project is due to last for several years. But, still, he could be useful as a consultant of the project director and be invited to meetings when the committee reports to policymakers and planners.

However, in the ideal case, the researcher could become fully operational during the implementation process in his own capacity as researcher such as illustrated in model II.

2.2.6. Research institutions

Research can be undertaken by researchers affiliated to:

1. Specialized research sections linked to the government institution in charge of co-operative development (co-operative department).
2. Research Units attached to a National Co-operative Federation or other nationwide co-operative organizations.
3. Departments or Specialised Research Institutes linked to the national University.
4. Research Units, established on an Interstate or Regional level.
5. Other institutions e.g. United Nations Agencies, Bilateral Aid Agencies, Foundations, Universities outside the Region, Voluntary Agencies and Overseas Co-operative Organizations.

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2.2.7. ICA Standing Committee on Co-operative Research.

This Committee should be considered as a logic extension of the National Committees with a view to co-ordinating research training programmes, especially of those set up on a Regional or Interstate level.

The head of the ICA Research Unit seems most suitable situated to act as the Secretary of this co-ordinating body.

2.2.8. Composition of the ICA Standing Committee

One Representative per country, designated by the National Co-operative Research Committee (preferably its Secretary).

One ICA Representative

One Representative of the East African Community (?).

2.2.9. Main tasks of the ICA Standing Committee

- Assessment of priorities of research to be undertaken by those Research Institutions which operate on Regional or Inter-state level, and assistance in dissemination of their research outcomes.
- Co-ordination of the activities of national research institutions which participate in research projects which cover more than one country (cross-national research projects).
- Dissemination of information on research activities and outcomes between member countries.
- Collaboration with the ICA Research Unit in keeping the ICA Register on Co-operative Research and Planning up-to-date.
- Elaboration of training programmes for local researchers.
- Organization of Conferences on Co-operative Research and Planning (if there is a need for).

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2.2.10. Units of analysis

Units of analyses of co-operative research can be either co-operative organizations or persons working in them (staff), with them (co-operators) or for them (government officials, committee members).

It is indicated in the diagram that the representatives of the analysed organizations or the individuals, whose behaviour and attitudes have been investigated, should participate in the elaboration and formulation of recommendations. This is to be regarded as a characteristic of "co-operative" research.

2.3. Comments on Model 2 (See page 13),

2.3.1. The Second organizational model can be looked upon as an extension to the first, as well as one capable of functioning independently. It illustrates the place of co-operative research during the implementation process.

Problem-solving research and the evaluation of effects occurring throughout the process are not to be considered as separate issues. On the contrary, they are integral parts of the implementation machinery to develop and of vital importance for the success of the whole operation. For, the effect a given project may have, is a thing to be evaluated in its early stages of implementation when there is still time to revise plans and working procedures, and not after the project's completion when it is easy to say what "should have been done".

It is a well known fact that information reaching the top on ongoing projects by means of progress reports, official meetings, etc., is often filtered or incomplete. Project committees can not rely, exclusively, on the flow up and down the functional lines of execution to become informed of obstacles, conflicts of undesired side effects.

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The directing committee needs additional sources of information. One has been demonstrated in the model through a direct feed-back line between "the top" and "the bottom" when project directors undertake field missions to get directly in touch with the supposed beneficiaries of the project. The other is research which traces causes of inefficiencies or negative side-effects and indicates adequate remedies.

- 2.3.2. From these considerations can be deduced the following three main functions of co-operative research at the implementation stage:
- (a) It should detect imperfections in lines of communication up and down the organisational structure.
 - (b) It should be instrumental in channelling additional information to the top on positive or negative effects of the operation on the co-operators' well-being or their environment.
 - (c) It should test the validity of the assumptions from which the project has originated and the correctness of recommendations based on earlier undertaken research.

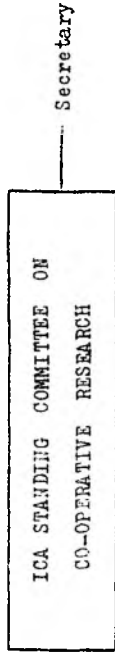
Composition Committees

(ICA Standing Committee)
 One representative per country.
 One representative ICA Regional Office
 One representative E.A.C. (?)
 Total 5 (6) members

Functions Committees

(ICA Standing Committee)
 - Co-ordination of National Research and Training Programmes
 - Organisation of cross-national Research Projects

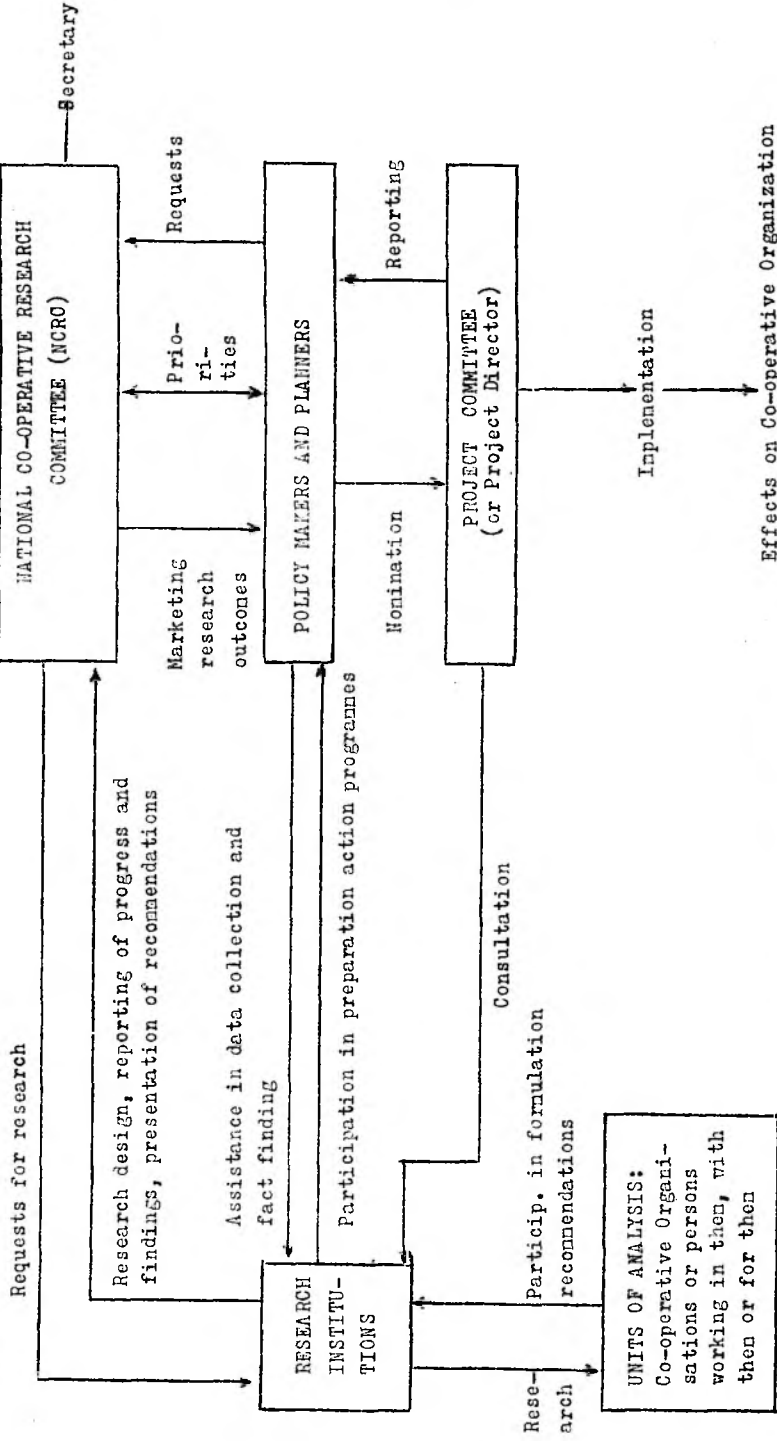
REGIONAL



(NCRC)

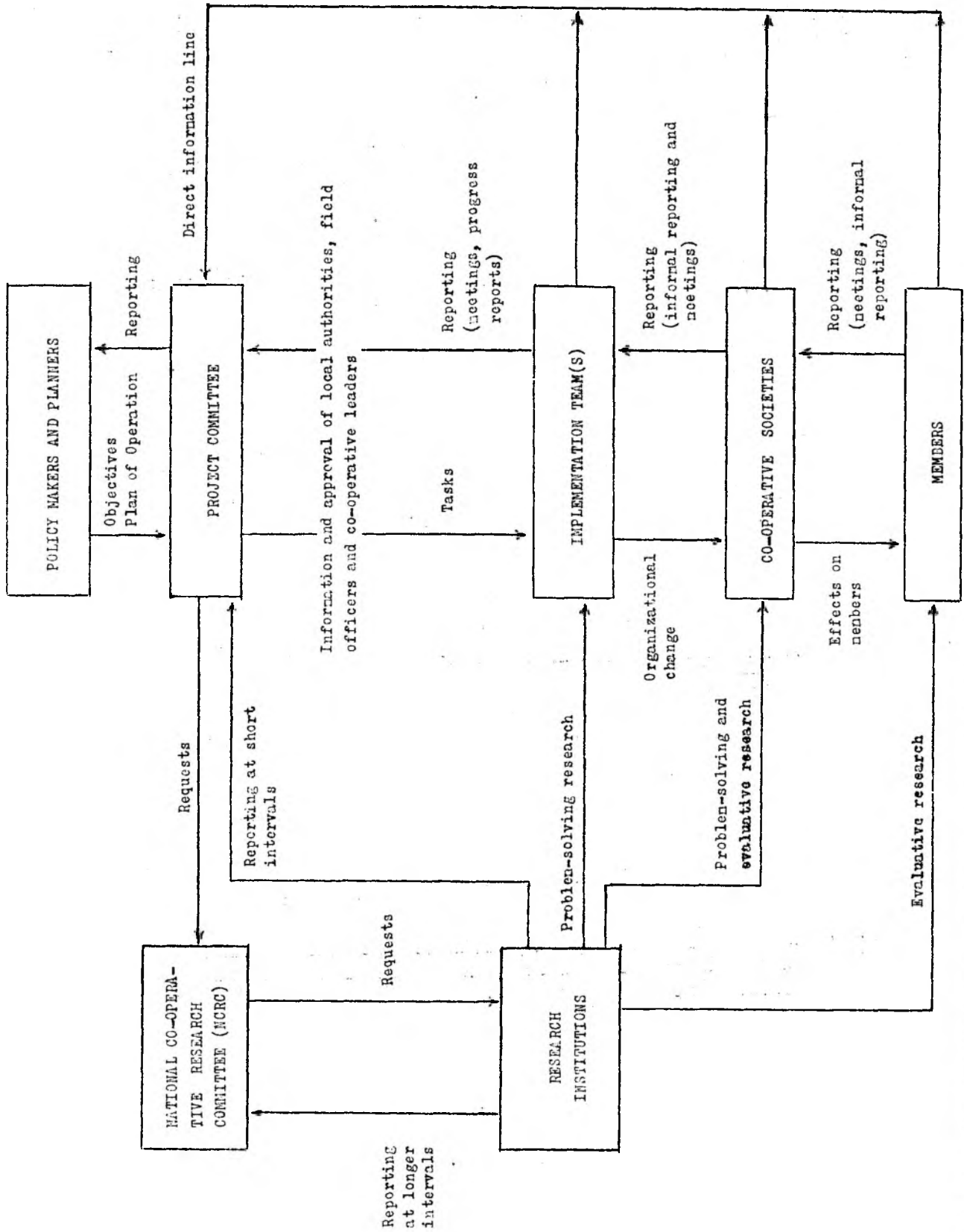
One representative Co-op. Department
 One representative Co-op. Movement
 One representative Co-op. College
 One representative University

NATIONAL



(Project Comm.)
 Varies according to circumstances

(Project Committee)
 - Management of development Projects.



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III. WHO SHOULD DO RESEARCH

- 3.1. One of the tasks to be allotted to the National Co-operative Research Committees is to be helpful in finding researchers and funds to carry out research projects.

What has been said under 2.2.5 about the desirability of assembling task force units (project management committees) applies also to the organization of research.

Research tasks can be assigned to a research team, formed on an ad-hoc basis, especially organized to carry out one piece of research and comprising researchers of several disciplines or from different institutions.

For example, the active participation of a government official in a team of university based researchers can alleviate considerably the problem of data gathering, transport problems for field safaris, collaboration of local authorities and, later on, the implementation of research outcomes.

The choice of institution or researcher should not, however, be influenced too much by financial considerations. Many sponsoring organisations have difficulties in finding suitable outlets for funds set aside for research or training purposes. Here again a Regional co-ordinating Committee or a NCRC could play an important role in bringing together people requesting research, researchers, as well as research funding organizations.

We will comment shortly on the research institutions mentioned under 2.2.6.:

- 3.2. Specialized research sections linked to the government institution in charge of Co-operative development (Co-operative Department or Rural Development Division)

The question is, whether a Co-operative Department should have a research unit on a continuing basis and develop their own separate machinery of production and utilization of research findings or not.

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Since governments administrations in East Africa and Zambia are the main planning and executive agencies for co-operative development, there is certainly a need for a well-staffed departmental research unit. But a government institution should not be the only one to cater for research needs. Research outcomes tend to be influenced by character and objectives of the organization the researcher is working for and a formal or informal government research monopoly could therefore be harmful to the development of an autonomous co-operative movement. Co-operative policymakers and planners cannot do without the research input from different sources, e.g. researchers which are not government based, but linked to the movement, university or other institutions. In order to instaurate collaboration instead of rivalry between research institutions the assignment of research tasks to inter-institutional teams could be the solution in many instances.

3.3. Research Units attached to a National Co-operative Federation or other nation-wide co-operative organizations

A priority should be given to the establishment of research units in the Co-operative movements. It is not possible for the movement policymakers to participate effectively in decision making if some fact finding is not carried out by the movement itself. If the movement can not yet afford the recruitment and financing of its own researchers, the NCRC should give particular attention to requests formulated by the movement.

3.4. Departments or Specialized Research Units linked to the national Universities.

Universities could become essential partners of the movement and government in the field of co-operative research. This is not universally recognized by co-operative policy makers and planners. Some of them have expressed to me strong doubts as to whether university researchers should be involved at all in co-operative research. But more regular contact with movement and government officials through an NCRC could certainly give a more practical, problem-solving orientation to research carried out by university staff or students.

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University researchers are becoming more and more aware they have an obligation to policy-makers* and seem eager to change the present state of affairs, already described in the Introduction. Yet, they may be hampered in their efforts by the "traditional values" proper to the University sub-culture. A social scientist will be respected and esteemed by his fellow researchers according to the scientific value of his research production rather than for effective marketing of his ideas and findings outside the academic world. In particular, for the status and career perspectives of young researchers, it is more important to be valued by members of his own group than by planners or policy makers concerning the relevance and ease of absorption of his research outcomes.

However, there is now a growing tendency among researchers towards a more practical commitment to development problems. Co-operative organizations should grasp this opportunity and draw maximum profit from the reservoir of research capabilities available at university institutions.

* Making research more useful to policymakers and planners was not only the main preoccupation of the participants attending the Langata Seminar, already quoted, but also the main subject of discussion at two other conferences recently held in East Africa. First at the Workshop on "Co-ordination of Production, Dissemination and Utilization of Social Science Research Findings" held at Kikuyu, January 20th - 22nd 1972, the proceedings of which have been published as Occasional Paper No. 5, Institute for Development Studies, Nairobi and again at the workshop on "Socio-Economic Research Priorities in Agriculture," held at Nairobi, February 25th - 28th 1974, organised by the Eastern Africa Agricultural Economics Society and sponsored by the Ford Foundation.

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3.5. Research Units established on a Interstate or Regional level.

Cross national research projects can be very useful in developing prototypes of co-operative development strategies in the field of marketing, education, training, credit etc. They could be undertaken by institutions linked to an inter-governmental organisation e.g. the East African Community or a non-governmental organisation like the ICA.

Those organisations could also act as project co-ordinators for research projects which, subdivided into several country projects, have a single focus of study. The sub-projects are to be carried out by the various national research institutions and their results could be discussed with policy-makers and planners during regional conferences or seminars.

ICA experience with Conferences, Seminars, Workshops etc., has shown that too often country representatives try to convince each other that the unique solution has been found in their own country and that others should do the same. Research preceding these discussions could make them more fruitful.

3.6. Other institutions.

Other institutions which could be asked to undertake co-operative research activities are United Nations Agencies, Bilateral Aid Agencies, Foundations, Universities outside the Region, Voluntary Agencies and Overseas Co-operative Organisations.

These institutions can also act as research sponsors leaving the research work to other institutions or seconding their own researchers to one of these.

Regarding assistance from U.N. Agencies, bilateral Development Agencies or University Foundations most of their research activities will be carried out at the request of government institutions or on their own demand nor should we expect otherwise.

On the other hand, voluntary organisations, co-operative organisations or foundations with a higher degree of autonomy seem particularly indicated to undertake research on behalf of the movement.

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3.7. Local researchers and training needs.

Now that more and more graduates are trained and leaving African National Universities, local scholars should accomplish the major part of co-operative research. Their involvement could already take place during their time of studies, as demonstrated by the Political Science Department of the University of Dar es Salaam.

A list of research priorities per country distributed by the NCRC could also be of inestimable value to all those "graduate students, who currently waste a great deal of their time searching for suitable research topics"(*).

Postgraduate training in an African research institution and/or a temporary field assignment could complete the University training while the National Co-operative Research Committees in collaboration with Universities or other Research Institutions should endeavour to elaborate a system of training and subsequent recruitment by research institutions of co-operative researchers.

It should be kept in mind that local researchers have two important assets compared to researchers from outside: familiarity with the environment and longevity of stay in the country. While expatriates have to squeeze in their research in the contract period, local scientists are in a much better position to ensure and effective follow-up of their research activities.

(*) Prof. D.P. Ghai "Some thoughts on priorities, dissemination and utilization of applied Social Science Research" in Harnessing Research, Occasional Paper No. 5, Institute for Development Studies, Nairobi.

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IV. PROCEDURES IN DETERMINING THE SUBJECTS OF STUDY4.1. Determining research priorities.

A prerequisite for a smooth working of the research and planning machinery is that problem areas are identified through mutual consultation of policy-makers and researchers. This needs to be followed by further articulation of research topics, formulation of research projects, and creation of favourable conditions for continuous consultation and collaboration throughout the whole research exercise.

It is difficult to see how this could be achieved without a co-ordinating body such as the NCRC at the national level or a similar institution on a Regional level for multi-national research projects. The organisation of the production of research along these lines could have far reaching implications on research programmes carried out in the Region. The approach may turn out to be cumbersome at times, but on the other hand it could make research answer the very real problems the movement is confronted with, and all the parties involved more willing to listen to each other.

This approach will demand from the researcher that, during the preparatory phase, he discusses in broad terms with movement and government representatives the objectives and scope of the study, hypotheses, research methods, units of analysis, timing of the study and, that the same subjects, but more in detail, are discussed with the NCRC. Also, the final draft of the research design should mention explicitly the persons or institutions consulted, and which ones support the relevance and set-up of the study.

A shift in the topics to be investigated may also occur later on during the operational phase of the project. Since one cannot know beforehand what one is going to discover a change of direction or emphasis may be thought necessary with a view to finding solutions to more urgent problems, thereby strengthening the relevance of research outcomes.

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4.2. Two considerations on how co-operative research should be done.

The choice of research methods is beyond the scope of this paper. Co-operative development is a complex system asking for participation of researchers of a great variety of social sciences disciplines which all have their own set of methods and techniques of investigation.

However, as far as co-operative research is concerned, it can be said, that to whatever discipline the researcher belongs, he should keep in touch, throughout the whole research process, with the final users of its outcomes or their representatives (NCRC).

Another aspect of co-operative research, the participation of co-operators in the final formulation of recommendations, has already been referred to under 2.2.10. But even if the researcher and those "researched" cannot fully agree on recommendations, the views of the latter should at least be mentioned, as they have to be taken in consideration for effective decision taking.

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V. HOW TO REACH THE POTENTIAL USERS OF RESEARCH OUTCOMES.

5.1. As demonstrated in the models, the persons whom the researcher is producing for, are either the policy makers and planners (model 1) or the project director and his team (model 2). As far as the marketing of their products is concerned, researchers have certainly a lot to learn from the principles valid in commercial selling. High quality and potentially useful products which cannot be sold are considered valueless, whatever ingenuity be employed in their fabrication. To achieve optimal "consumption" of research findings the marketing side cannot be neglected. This means that the product should be well presented (packaged), disseminated to the relevant people and be able to satisfy their needs.

5.2. Presentation

Research findings contained in voluminous reports are not easy to consume. One should realise that policy makers, planners or project managers are mostly working under high pressure. Each day seems to produce new emergencies calling for their attention and action without delay. Under these conditions little time is left for relaxed reading, let alone for the perusal of lengthy reports, couched in technical jargon. Consequently, most of them are never read by policy makers. Research findings should therefore be made "ready for consumption" by means of their presentation through simplified summaries of not more than five to ten pages, including the outlines of an action-programme and an estimate of manpower and costs involved.

Throughout the summary reference can be made to the corresponding chapters of the extended version for readers who want to study certain problems more in detail.

5.3. Dissemination.

Dissemination of research findings is a delicate issue. There is a certain reluctance on the part of practitioners to appeal to researchers. This can be explained by the fact that they question the degree of control they have over research outcomes.

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It should be put plainly from the very beginning that the research results will first of all be submitted to the persons or institutions, having asked for it. Then, if they do not object, the researcher can envisage wider dissemination.

Consequently, we can distinguish two phases in the dissemination process and the researcher should only embark on the second phase after consultation and with the consent of the main consumers.

Such an agreement restricts seriously the researcher's freedom to publicize whatever he thinks relevant. Our first concern however should be with the preservation of a climate of mutual confidence, between all the parties concerned, without which co-operative research can never become instrumental in the solution of development problems.

5.4. To avoid: An overdose of criticism

The product may be well packed, but it will not be widely consumed if it tastes badly. If the report contains more criticism than constructive concrete proposals to remedy the discovered deficiencies, the study will be of little use to the consumers. The correctness of the views expressed may even be disputed for the simple reason that their acceptance works depressing and demoralizing. This is a logical reaction of self-defence. In fact, there is little use in demonstrating the shortcomings of the co-operative system at its present stage of development, if the analysis does not lead up to realistic recommendations. But practical "ways out" can only be found if the researcher has a good understanding of the day-to-day problems the decision makers and field officers have to face. This stresses again the need of a sincere dialogue between all the parties throughout the whole process and a more decided commitment of the researcher to the solution of practical problems of planning and implementation, which either they neglect or are not asked to consider.

ORGANIZATION OF CO-OPERATIVE RESEARCH

5.5. Support from NCRC.

In consideration of the importance and the delicacy of the undertaking producers, belonging to whatever institution, should not be left to their own devices when it comes to market their findings but receive guidance and support from the NCRC.

ICA RESEARCH AND PLANNING CONFERENCE

VI. THE TIMING OF RESEARCH ACTIVITIES.

- 6.1. There is no doubt that the organisation and production of Co-operative Research along the lines suggested in the previous sections will prolong the duration of the research project.

Many researchers are already struggling with their time schedules, often too tight to carry out all the research tasks. But the inclusion of frequent consultations and other marketing activities during the preparatory, operational and implementation phases will make research an even more time-consuming affair.

This has to be taken into account in the planning of research activities.

- 6.2. It is equally true, however, that the potential users may lose interest in the study if it carries on for too long a time before its results become available. By then, it may be also too late to take action as circumstances may have changed considerably since the time of data collecting.
- 6.3. The way out of the dilemma posed by the need for earlier availability of research outcomes versus more time investment required from the researcher, can only be found through limiting the scope of the study or splitting up a project into smaller ones which can more easily be completed in a five or six months time schedule. This approach may also facilitate a review of the main topics to study under the project, a possibility already mentioned under section IV.

ORGANIZATION OF CO-OPERATIVE RESEARCH

VII. TO WHAT EFFECT CO-OPERATIVE RESEARCH SHOULD BE UNDERTAKEN.

- 7.1. It is stated that research should not be an end in itself. This is also true for development schemes and plans using research results. Our concern should not be limited to the impact of co-operative research on planning and implementation, but should also bear on the effects which these schemes produce on the solution of problems of the individuals dealing with co-operatives, in terms of: higher returns for their crops; timely pay-outs; supply of essential commodities for consumption or production at relatively low prices; access to savings and credit facilities (if needed); offering new opportunities for participation in decision making and effective control over staff and committee members; reducing inequalities in local communities; and finally, as mentioned under 2.3.2, the effect on the general well-being of the co-operator, his (or her) dependants and their environment.
- 7.2. More attention to the ultimate effects underlines the importance of the type of research, schematically demonstrated in model II, shown on page 13, (research as a tool in project management); while the considerations and recommendations put forward under sections III to V are more relevant to the first model (research as a tool for decision making on policy matters and planning).

ICA RESEARCH AND PLANNING CONFERENCE

VIII. CONCLUSIONS.

- 8.1. This Conference aims at producing a catalytic effect on the generation of research projects related to co-operative development.

However, we thought that the elaboration of a machinery for the assessment of priorities and the absorption of its outcomes, is a necessary prerequisite for making co-operative research functional in the development process.

- 8.2. In an attempt to solve the major problems relative to the organization of co-operative research, we have suggested the establishment of a co-ordinating body in each country, namely: a National Co-operative Research Committee; and on the Regional level, an ICA Standing Committee on Co-operative Research. Key positions have been imparted to these Committees in a comprehensive system of co-operative research and planning which extends from the preparation phase of a research project up to the evaluation of the effects of implementation schemes.

This system has been schematically represented in section II by means of two complementary models; while in the succeeding chapters an effort has been made to formulate some practical rules which, like the proposed machinery, need further discussion and examination.

- 8.3. However, the functioning of the system, or of any system that aims to streamline interactions between different groups of people, depends heavily on the inter-personal relationships.

Therefore, whatever comes out of the Conference concerning decisions, recommendations or research programmes, the spirit in which they are elaborated is more important than the shape of the machinery and the rules themselves.

ORGANIZATION OF CO-OPERATIVE RESEARCH

What is required from all of us, is the performance of a co-operative effort in a co-operative spirit, so that the deliberations we are going to take will not remain statements on paper, but can **be** put into practice for the benefit of the co-operative movements in East Africa and Zambia.

IV. 2. ROLE OF RESEARCH INSTITUTES

By Dr. Edward Karanja, Research Fellow,
Institute for Development Studies, Nairobi.

The role that could be played by research institutes in the process of a country's development is a very important one. This is regardless of where such institutes are based - University or completely autonomous. Such institutes are usually concerned with the significant problems of development in respective countries. The role they come to play then is that of contributing deeper understanding and relevant knowledge to help in the solution of such problems. How they go about in accomplishing that task is both complex and delicate.

This paper therefore, sets out to very briefly raise some questions about whether research institutes have any role to play in co-operative research. If so, what working relationship should exist between them and the government departments concerned with co-operative development? For the purpose of our discussion, we can look at research institutes in terms of three functions that they perform and then examine their role in co-operative research in that light. Those functions are:-

1. Research - To develop new knowledge, to provide information for operational guidance and to produce teaching materials. Such research may be conducted either as an "institutional" responsibility or by staff members acting in an individual capacity.
2. Advisory Services - Institutes also occasionally do assist government agencies in solving operating problems, in developing and installing administrative improvements, and in executing development programs. These services would range in scope from informal consultations between a staff member and an inquiring official to major surveys or installations.
3. Publications - Institutes also have an obligation to disseminate knowledge and stimulate administrative and managerial improvement through the issuance of journal, books, research reports, and other publications of informational and educational value.

ROLE RESEARCH INSTITUTES

Role in Co-operative Research.

The important role that the research institutes can and do play in the field of co-operative research can not be over-emphasized. Evidence of their impact in this field is the research work already completed by various members of respective institutes either through their own initiative or that of the institute. In recent years as those concerned with co-operatives especially in the East African region know, the Scandinavian Institute of African Studies and the International Co-operative Alliance have brought together various members of research institutes and University scholars to discuss co-operative problems. The results of such discussions have been published in book form. These materials have proved to be very helpful teaching materials both in Co-operative Colleges and Universities. They have also laid the foundation on which future co-operative research could be based.

It is possible for one to argue (as has been argued already) that such research is usually initiated by institute individuals on the basis of their personal interests or that of the institute, and therefore does not go right down to the heart of the daily co-operative problems. Another related problem in this regard is the constant blame placed on the institute's co-operative research because of its theoretical orientation and content. The argument here is that institute research is too theoretical to be of any practical value to the movement. The underlying assumption here is that the most important research is that which would lead to the formulation of general principles which can be used as a guide to help in the solution of practical problems.

An other related issue in such criticisms is the whole question of co-operative research determination. In this respect, it is often felt that the kind of research to be carried out by institutes should be determined by the institutes themselves in collaboration with functional government departments. Such collaboration it is assumed would facilitate the exchange of ideas between research workers and those in the field. It would also help in identifying relevant research priorities based on pressing current problems. While such a working arrangement is possible, it also raises serious problems about the freedom of research institutes in carrying out research that is consistent with the personal interest and independence of the researcher and that of the institute.

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In comparison to other educational institutions and functional departments, research institutes by their nature and organisation are in most cases in a better position to carry out important research which would be beneficial in dealing with co-operative problems both in the short run and long run if not immediately. For instance, institute members can and are in a position to devote full time on the co-operative problems since they are not involved in many other administrative tasks. They have the capacity and quite often the facilities and aptitude for gathering and analysing data about various problems, developing and testing appropriate measures for dealing with such problems. It can be argued also that their recommendations based on their findings are more independent relatively speaking and not unduly influenced by outside pressures. Hopefully, they are not liable to jump to conclusions without going through the slow, painful and time and energy consuming processes of collecting data and comprehensive analysis. In this case, they could render very significant service to the government and co-operative movement in particular.

Of course the functional departments themselves could carry out important research as well, including the co-operative colleges in respective countries. However, there is a wide feeling that teachers in co-operative colleges usually have so heavy teaching load (as often is the case in University teaching departments), that carrying out research becomes an impossibility.

General Experience

Experiences show that another problem related to those referred to above has to do with implementation of research findings. While the functional departments might contend that institute research findings are not in readily usable form, institute researchers themselves quite often do not follow up their recent research recommendations or propositions. Once a staff member completes his research project, he goes on to another one. It is appropriate that at least some follow up should be done so as to usefully utilize available research resources. The functional departments also could strive more to see how such research recommendations could be implemented to benefit the co-operatives.

ROLE RESEARCH INSTITUTES

Related to the implementation problem is the process of disseminating or communicating research findings to the departments most closely related to the problems investigated. Once a research project is completed, it is appropriate that the knowledge gained or insights should be widely shared if something useful is to come out of such research. This can be done through well publicized seminars and conferences or directly to the departments concerned. It is this way that completed research could become effective tools for development and become instrumental in shaping co-operative legislation, organization and structures relevant to the pressing needs of members.

Questions for Discussion

1. What kind of mechanism or working arrangement should be set up to enable co-operative departments, co-operative colleges and research institutes have initial consultations for the purpose of listing research priorities? Should such consultations be formal or informal and how binding should the identified research priorities be on each party?
2. How could research carried out by research institutes be made more useful in terms of its applicability to help solve current and future co-operative problems?
3. Implementation responsibility. What part should the functional departments and the research institutes play in implementing useful research recommendations?

CHAPTER V

GROUP REPORTS ON THE ORGANISATION OF CO-OPERATIVE
RESEARCH & PLANNING AND SUMMARY

V. 1. ORGANISATION OF RESEARCH - GROUP I REPORT

GROUP REPORT1. PROCEDURE FOR THE DISCUSSION:

As suggested by the Secretariat to the Conference.

2. COMMENTS ON "THE ORGANIZATIONAL SET-UP OF A MACHINERY FOR THE PRODUCTION AND UTILIZATION OF CO-OPERATIVE RESEARCH" (Chapter II of ICA Paper).

2.1. The resistance of practitioners to act upon research recommendations has no direct connection with the observable fact that once a researcher has his findings written down then he immediately starts to look out for a new research project, thus giving someone else the follow-up work. The problem lies with the lack of adequate synthesis of the research findings to enable them to be easily digestible to the planners and implementors.

Therefore what is required here is to have a synthesis in the form of an Operations Manager perhaps rather than calling upon the original researcher to actively take part in the formulation of programmes and plans resulting from his research findings. Researchers will certainly remain on call during the implementation process.

2.2. Model I type of research in which researchers are implicated in transforming recommendations into plans, projects and methods of implementation has been accepted to be very proper.

2.2.1. There is need to establish a National Co-operative Research Committee, especially in the ICA member countries which have no statutory National Research bodies. In member countries which have a National Research Council, there is every need to see to it that the position of co-operative research is enhanced in these research bodies or a National Agency for the Co-ordination of Research on Co-operatives should be formed to cater for the interests of co-operative research in collaboration with the National Research Council.

ORGANISATION OF RESEARCH GROUP I REPORT

- 2.2.2. Composition: The National Co-operative Research Committee should consist of the Heads of the Research Units/Institutes or their representatives. In the absence of a research unit, the head of the co-operative organisation should be represented in the National Co-operative Research Committee. And the ruling political party should be represented to this Committee as much as it is deemed fit.
- 2.2.3. Main tasks of the NCRC were all agreed upon.
- 2.2.4. Research outcomes and project proposals as it has been suggested earlier on, need to be synthesised by an operations committee consisting of a movement personnel and a government personnel. The synthesis will then be presented to the policy makers and planners who are either the Commissioners for Co-operative Development; the Co-operative Executive Committees; the District Development and Planning Committee (in Tanzania); depending on the nature of the project. Assembling of an implementation team is not viewed to be a major constraint and/or problem.
- 2.2.5. The distinction between a Project Committee and an Implementation Team is not very clear. There is certainly a need for an Implementation Team but this team should be established from within the organisation concerned rather than creating a team separate from the organisation and having its own management. The creation of separate implementation team should only rarely be preferred and only in the case of specialised projects. The task force approach for specific task should also be employed as much as it is thought fit; however the task force does not have necessarily to be dissolved at the completion of the initial project but could be employed in other similar projects if there are any. The services of researchers during the implementation process should only be employed on a consultancy basis not for the researchers to actually execute the project.

ICA RESEARCH AND PLANNING CONFERENCE

- 2.2.6. The research institutes to which researchers could be affiliated are agreeable. The research unit for the Apex organisation should be part of the organisation machinery and not only remained attached as it is suggested in the ICA Paper. Research Units in Co-operative Colleges and Co-operative Institutions mentioned should work through the existing national institutions rather than operating separately.
- 2.2.7. The idea of having an ICA Standing Committee on Co-operative Research is agreeable.
- 2.2.8. The composition of the ICA Committee is also agreeable. The following could be added to it: East Africa Agricultural Economic Society; and the East Africa Research Academy. The Representative from the E.A. Community should specifically come from a research institution of the Community.
- 2.2.9. The main tasks of the ICA Standing Committee are agreeable with one modification - i.e. instead of elaborating training programmes it should be sponsoring of training programmes for local researchers and co-operative managers in the use of co-operative research findings.
- 2.2.10. Was agreed without comment
- 2.3. Was agreed without comment.

N.B. It was felt that consideration for the organisational set up of a Machinery for the Production of Utilisation of Co-operative Research should go hand in hand with a consideration on the possible sources of funds. Suggested possible sources of funds are: Governments; External Donor Groups/Agencies; Co-operative Organisations; Co-operative Colleges/Institutions; Research Institutes; Marketing Boards; Foundations and Bilateral Agencies.

ORGANISATION OF RESEARCH GROUP I REPORT

3. COMMENTS ON "WHO SHOULD DO RESEARCH"

(Chapter III of ICA Paper)

- 3.1. Agreed without comment.
- 3.2. Research Units within Government Department to carry out research on:-
- Efficiency studies in procurement, storage, transport, credit facilities, marketing, recording and accounting methods.
 - Linkages between Parastatals and Co-operative Organisations.
 - Co-operative Farming
 - Crop Financing.
 - Insurance
 - Distribution System.
- 3.3. Research Units within Apex Co-operative Organisation to carry on research on:-
- Organisational structure of co-operative movement;
 - Member education programmes;
 - Trade.
- 3.4. Research Units in Universities/Institutes to conduct research on:-
- Relationship between Statutory Marketing Boards and Co-operatives.
 - Government policies and programmes pertaining to co-operative development.
 - Co-operative legislation
 - Taxation policies
 - Licencing.
 - Rules and Regulations affecting the Co-operative Movement.
 - Management techniques.
 - Functions of Co-operative Management Committees.
 - Communications techniques for promoting members' interests in the movement.

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- Relationship between primary societies, Co-operative Unions and Apex Co-operative Organisations.
- Accounting and reporting systems to co-operative management.
- Staff relationship between movement personnel and seconded governmental personnel.
- Curricula development

3.5. Research Units at Interstate or Regional level to carry on research in:-

- Areas where they could be requested to supplement local efforts.
- Personnel policies pertaining to grading, incentives, supervisory techniques, etc.

3.6. Other Institutions:

- Responsible national research institutes will lay down the long-term research programme and these institutes would be invited to participate in selected researchable fields.

3.7. Local researchers and training needs:

- Considerable encouragement should be put on local researchers.
- Expatriate researchers will continue to be needed especially to work closely with available local researchers to enable them acquire the necessary skills.
- Every effort should be made to get the personnel with special research aptitudes and help them maintain and develop their interest in co-operative research.
- Better conditions of service for local researchers is vital.

ORGANISATION OF RESEARCH GROUP I REPORT

4. COMMENTS ON THE ROLE OF RESEARCH INSTITUTES.

4.1. General Comment:

- The paper can be said to be a good objective statement from the point of view of the Research Institutes.

4.2. Foundations to be performed:

- Research
- Advisory services
- Publication

N.B. The functions to be performed by the Research Institutes should not be limited to directly benefiting the co-operative management only; but they should go to the extent of being directly useful to co-operative members too.

4.3. Role in Co-operative Research:

- The Research Institutes are certainly not better suited and able to do all types of research for co-operative development. Therefore sufficient co-ordination between the institutes and co-operative departments/ Co-operative organisations is vital.
- There is every need to have the Research Units of the Institutes adequately staffed.
- Without prejudice to the academic freedom of the institutes, their areas of researching should correspond with the research priorities laid down for co-operative development by the relevant national research bodies. Again the research to be done should not be primarily aimed at establishing the validity of certain theories but rather should aim at improving co-operative management and co-operative development as a whole.
- The area to be researched upon at any one particular time should be identified in consultation with the Co-operative Department and Apex Co-operative Organisation.
- There is every need for follow-up on the implementation of research findings. The researcher would remain on call for consultancy services.

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4.4. Questions for Discussion:

- (i) The mechanism of co-ordinating research priorities for all interested parties will be the suggested National Co-operative Research Committee or any other body holding a similar role.
- (ii) Research findings will be made useful through publications, extension services, and pilot projects.
- (iii) Implementation responsibility for all research findings lies primarily with the Co-operative Department and the Apex Co-operative Organisation.

5. COMMENTS ON PROCEDURES TO FOLLOW IN DETERMINING THE SUBJECTS OF STUDY:

- (i) Co-operative Organisations; Co-operative Developments; Co-operative Colleges/Institutes; and Research Institutes will put forward their subjects of study to the National Co-operative Research Committee which would then process them and produce a priority list.
- (ii) Reconnaissance survey from co-operative members can also provide subjects of study.
- (iii) Development Ministries, e.g. Agriculture, Economic Planning, Finance, Commerce, Industry, can also indicate major areas for co-operative research.

6. COMMENTS ON HOW TO REACH THE POTENTIAL USERS OF RESEARCH OUTCOMES:

- (i) Research outcomes will be synthesised for use by policy makers and planners.
- (ii) Research outcomes for direct consumption by movement people could be distributed through Apex Organisations; Co-operative Education Centres, Co-operative Department and Party machinery.

ORGANISATION OF RESEARCH GROUP I REPORT

7. COMMENTS ON TIMING OF RESEARCH ACTIVITIES:

- (i) In the first place, it will depend on the dimension of the research to be undertaken.
- (ii) A communication system should be laid down to ensure lack of a time lag between the completion of the study and putting into effect of the research outcomes.
- (iii) Research studies which need phasing out, should produce memorandum at the end of each phase directly for action to be taken during the course of the study.

8. COMMENTS ON TO WHAT EFFECT SHOULD RESEARCH BE UNDERTAKEN?

- (i) First and foremost is the development of MAN.
- (ii) The other effect will have to be laid down in the terms of reference of each particular case of study.
- (iii) Research should be aimed at construction; improvement of efficiency; identification of new areas; and determination of investment needs.

J.J. Musundi	(K)	- Chairman
S.A. Bulegi	(T)	- Rapporteur
K.E.D. Ndongwe	(Z)	- Member
J. Tuhunwire	(U)	- "
H.C. Kriesel	(R)	- "

V.2. ORGANISATION OF RESEARCH GROUP II REPORT

GROUP REPORT.

Topics discussed were:

1. THE ORGANISATIONAL SET-UP OF A MACHINERY FOR THE PRODUCTION AND UTILISATION OF CO-OPERATIVE RESEARCH:

It was agreed that Research Units should be formed in the Co-operative Departments, in the Co-operative Movement, Apex Organisations and in Co-operative Colleges. Each country should have a National Co-operative Research Committee (NRCR) to serve as a Co-ordinating Body, to guide on priorities and to help in avoiding duplications which could occur. A Research Unit in the Department would assist in digesting research information from researchers and passing it on in a summary form to higher authorities for their consumption.

At the Regional level the ICA Standing Committee should be formed for advisory work, for compilation of research publications and for the training of the movement and the departmental research workers. One representative per country and one from the ICA Regional Office were considered enough.

Considering the Implementation Committee, it was agreed that the existing set up in the Department or Movement should be used although knowledge could be co-opted to such committees. The idea of creating new implementation committees was considered out of place.

It was considered that each country should have its own implementation set-up to take care of differences in the countries.

It was also agreed that a policy maker, before implementation, should consult the organisation which is the subject matter of the research. This would give him an opportunity to clear any points with the organisation before implementation.

ORGANISATION OF RESEARCH GROUP .II .REPORT

2. OTHER TOPICS(1) Who should do Research:

As already agreed these were:-

- (a) ICA at Regional level;
- (b) NCRC to co-ordinate national activities;
- (c) Co-operative Department Research Unit;
- (d) Co-operative Apex Organisation Research Unit;
- (e) Co-operative College Research Unit
- (f) University Research Unit

It was noted that all the Research Units would have value. The outside research units would be better placed to see more nearly long range policy questions in an organisation. On the other hand, an internal research would be a better position to identify internal operational problems. The ICA Regional Research Unit would be better placed to deal with issues of general nature, e.g. democracy, service versus monetary rewards, etc. The national units would be better placed to deal with issues of a specific nature. The University research units could well deal with national issues of long range policies.

(2) Procedures to follow in determining the Subjects of Study:

Where a problems has arisen or is anticipated it should be communicated to the NCRC for consideration and guidance. Criteria of determining priorities was discussed at length and it was agreed that Operational Problems should have first priority followed by economic and social problems and then by questions of long range policy.

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(3) How to Reach the Potential Users of Research Outcomes:

It was agreed that it was necessary to make clear summaries and keep in touch with the persons who are in a position to implement the research findings.

Where research was a matter of specific nature the researcher should keep in touch with those concerned with the implementation right from the start in order to interest them all along. An internal research unit of the organisation concerned should prepare **clear summaries** for the use of the policy makers. Local papers and Radio, if seen fit, should be used. Each research unit should keep a list of potential users of its research findings.

(4) Timing of Research Activities.

Often when problems start to hurt then research work would be started. It was felt that it should be possible to anticipate problems and to carry out research in anticipation. This could be done on major topics, e.g. accounting, labour and new activities. Information should be gathered all along and trends detected. Where of course, a problem could arise suddenly, then research work should also start immediately. The users should be kept informed so they would know what could be going on all along. Because of the urgency of the problem, work would have to be done as quickly as possible.

(5) To what Effect should Research be Undertaken:

Operational problems must of necessity have the top priority. Services to members and monetary rewards are important matters which should be re-examined now and again having in mind the objects of the society.

ORGANIZATION OF RESEARCH GROUP II REPORT

ADDITIONAL GROUP REPORT

1. It was agreed that at Co-operative College level, it would be better to have a Research Committee rather than a research officer permanently put on the job. The Director or Principal would be Chairman of the research committee. A lecturer who has some research to do could be given some months to do his research. All lecturers would have an opportunity to do research in their subject. A permanent research officer would only be competent to deal with his area of teaching. The Research Committee idea, it was agreed, is more suitable. The Research Committee was also agreed as a suitable establishment in the Co-operative Ministry. This could consist of Department Leader and a full time research staff. The purpose of the internal Research Committee at the College and in the Ministry would be to plan and initiate research proposals.
2. On planning, it was agreed that co-operative organisations should be given an opportunity in making plans on co-operative development. This would motivate co-operative organisations to get plans fulfilled. Plans should not be just imposed on co-operative organisations. It was considered important to involve co-operative organisations in making plans right from the ground level.

Dr. V. Anann (U) - Chairman
 Mr. R. Edyangu (U) - Rapporteur
 Mr. J.T. Budakila (T) - Member
 Mr. B. Genberg (K) - "
 Mr. P. Ojermark (T) - "

ORGANIZATION OF RESEARCH GROUP III REPORT

Tanzania.

The structure in Tanzania is fairly well established and is integrated within the decentralised planning Committees, from the Ward development Committee to National Assembly (Bunge) - please see page 4 of country report. From the movement, a need for research could emerge and be discussed from the primary society, Union and Co-operative Union of Tanganyika (CUT). From the government side, the need could be discussed within the Committees concerned with development. A co-ordinating office for such research needs is established in the Prime Minister's Office.

There is also a close co-ordination between CUT, Co-operative College, University of Dar es Salaam, and the Prime Minister's Office in as far as research programmes are concerned. The present research is rather based on follow ups as against originating Co-operative programmes.

Uganda.

The Department of Co-operative Development is seriously thinking of establishing a research unit within the Department. Although no structure is yet available, research programmes have been carried out on ad hoc basis. Following problems in Uganda Co-operative Alliance in 1966-71, the Department of Co-operative Development seconded some of its Officers to the movement, and this brought the Alliance's activities to merely Departmental. However, the UCA is thinking of establishing a research and statistics section as soon as staff position has improved.

There has not been very much co-ordination between the Department of Co-operative Development and Makerere University.

Kenya.

The sections of Statistics and Market research, and Project and Service are responsible to the Assistant Commissioner for Co-operative Development. Although the research section is very short of members of staff; the few who are there take advantage of advisory services from other local and Nordic Officers.

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Although the movement has no specific research section, the research needs of the apex organisation are well looked after through the existing close co-ordination with the Department of Co-operative Development. Like in Uganda, research programmes are carried out on ad hoc basis.

The Department of Co-operative Development, Apex Organisation, Co-operative College and the Institute for Development Studies are developing a working relationship.

ICA Research Paper:

The members discussed the ICA paper and agreed that the models be something to be recommended in our countries. It was observed that for more effectiveness, there was a need to formalise the informal and unofficial research contacts available at the moment. It is important that a National Co-operative Research Committee be formed because it will remove barriers which at the moment make it difficult to carry out effective research programmes. Though the NCRC will be an increased participation of several bodies carrying out Co-operative research programmes.

As a booster to the Co-operative movement, it was felt that the research Committees be based in national apex organizations which will provide the necessary secretaries. Funding of certain research programmes by other organizations like ICA will conveniently be done through apex organizations. When operational regulations are worked out, it should be mentioned that the NCRC(s) should regularly meet to avoid delays for urgent researchs. ICA Standing Committee should also ensure regular reports from the national Committees,

TOPIC II: HOW TO REACH THE POTENTIAL USERS OF
RESEARCH OUTCOMES

The members of the group wished to associate themselves with Mr. Verhagen's paper from page 21 to 23 but also wished to observe the following:

* In this report page 69 to 71.

ORGANIZATION OF RESEARCH GROUP III REPORT

Consumers of several Co-operative research programmes will normally be among the co-operators, Co-operative Societies, Departments of Co-operative Development (policy makers and project managers) and students who are to learn and use the information.

It was observed that when an initiator of a research programme is not the potential Consumer, there is usually a danger of less effectiveness. Therefore it is necessary for the initiator to identify the need for research with the final consumer before initiating the research. The Consumer should participate in identifying the need for research. While the initiator should understand the problem, it is important that the researcher should know the background to the problem.

Ideally the potential consumers should be the initiators of the research programmes. But it is realised that many consumers do not necessarily see the value of research, or even if they see it the outcome of research does not measure to their expectations. It is therefore very important that the researchers should legitimise their activities and prove the research's usefulness to the potential consumers.

Provided there is a genuine reason for the research the problem of marketing should not arise (ICA's paper - 5.1).

Unless it is essentially useful to make a summary, it should not be a general method of reporting because the summaries may miss the most important points, and the reader may get into the habit of not caring to read reports. (ICA's paper - 5.3). If research is of a long nature, progress reports should be submitted to keep the people concerned informed about the latest, instead of waiting until the final report is compiled.

ICA RESEARCH AND PLANNING CONFERENCE

The researcher should be familiar with the context within which he should carry out his research to avoid avoidable antagonism. While this is appreciated, the researcher's report should have a degree **of frankness** - should avoid personal considerations but substantiveness of the matter. To avoid more problems, the researcher should refrain from trivialities, and should be able to distinguish between symptoms and roots of the problems.

P.K. Batarinyebwa	(U)	Chairman
V.M. Lubasi	(Z)	Rapporteur
M.J. Sizya	(T)	Member
G. Hyden	(T)	"
J. Murungi	(K)	"

V.4. ORGANIZATION OF RESEARCH GROUP IV REPORT

GROUP REPORT

Procedure: The group discussed all the topics I and II and in our deliberations we tried to keep in mind the material content of Dr. Karanja's paper.

I. THE ORGANISATIONAL SET UP OF MACHINERY FOR THE PRODUCTION AND UTILISATION OF CO-OPERATIVE RESEARCH.

Observations:

(1) Organisational Structure.

In our discussion we studied the organisational structure as given on pages 12 and 13* of the ICA Paper and we came to an agreement that model one on page 12 was O.K. except:-

- (a) the arrow from Policy Makers and Planners to National Co-operative Research Committee which says requests - this word should be amended to read inform.
- (b) The arrow from Policy Makers and Planners to Research Institutions should be amended to read "Request for Research and assist in data collection and fact finding" - the group felt that policy makers should have the flexibility of directly dealing with the Research Institution to avoid delay in doing the required research and at the same time keep the National Co-operative Research Committee informed of what research the policy makers want carried out. Research Institutions should report back to Policy Makers the results of their findings on the specific requested research.

(2) Composition of the National Research Committee.

The group felt that in order to have fair representation, a clause which allows for the co-optation of some representatives from other co-operative Organisations who are not represented in the present set up must be included.

*In this report pages 60 and 61.

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2.2.8 (ICA Paper) - The E.A. Community could be invited if they have a research unit which was be of benefit to co-operative research.

Model 2 on page 13. - Was accepted by the group with the following observations:-

1. The arrow from the Project Committee to National Co-operative Research Committee should be removed and instead a new one from Project Committee to Research Institutions be placed - The word Request there is maintained.
2. The words along the arrow from Research Institutions to National Co-operative Research Committee be amended to read "inform and report at longer intervals".

Points for Clarification.

2.2.9. - The group felt that the following items were not well understood and required some clarification:-

- After the assessment of the research training needs on a national level by National Co-operative Research Committee and elaboration of training programmes for local researchers by ICA Standing Committee - Who then does the training?
- If the ICA does the training the group felt that the ICA Standing Committee considers each individual country's needs on individual basis.

II. OTHER TOPICS.

1. Who should do Research?

The group felt that this was fairly well covered in the ICA Paper - but felt that the individual research institutions should do that type of research that must fit in with the institution e.g. Co-operative College research may be more related to education materials research while the movement could be oriented to solving problems of the movement. This need not be a hard and fast rule.

ORGANIZATION OF RESEARCH GROUP IV REPORT

- (2) Procedures to follow in determining the subjects of study:

On this we discussed it in detail and came to a conclusion that there should actually be a body composed of the policy makers and planners and the National Co-operative Research Committee to sit and determine Research Priorities.

- (3) How to reach the potential users of Research Outcomes:

- After a thorough discussion the group felt that at this juncture the materials contained in the ICA Paper on this subject matter was OK save the following observations:-

(a) Non-requested research:

Some research institutions may carry out research on their own i.e. non-requested research in such cases it becomes the responsibility of such institutes to present their findings to the National Co-operative Research Committee for their possible implementation or whatever action, the committee deems fit.

- (4) Timing of Research Activities:

Here the group felt that there was no real formula but the Researchers should be guided by their own judgement to have adequate time to allow them tackle the whole dimension of the research project.

- (5) To what effect should Research be undertaken?

The group felt that the ultimate effect of any Co-operative research should be of benefit to a member of a co-operative organisation and policy makers at all levels.

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Observation:

It is the group's observation that at least in all the countries of East Africa and Zambia there is already some form of Co-operative Planning and in others Research units. The group feels that the ICA model one and two could co-ordinate the co-operative research activities in the respective countries and the Region at large.

Dr. E. Karanja	(K)	Chairman
Mr. J. Kabuubi	(U)	Rapporteur
Mr. G. Halwindi	(Z)	Member
Mr. P. Petersson	(T)	"
Dr. B. Mwansasu	(T)	"

V. 5. SUMMARY OF THE PLENARY SESSION ON ORGANISATION
OF RESEARCH IN EAST AND CENTRAL AFRICA

By Dr. G. Hyden, Chairman of the Plenary
Session.

Gentlemen:

In my capacity as Chairman of this Plenary Session, I have been asked to make a summary of today's Plenary Session. I hope that I will be doing justice both to individual country papers as well as the paper of Mr. Verhagen, that of Dr. Karanja and individual contributions expressed in today's session.

I should like to start by making the following observation about the research situation in the co-operative field in the East African countries. It is quite clear from the Country Papers and what has been stated in the Group Reports that the situation varies from country to country. If we first take Zambia, we will find that almost all research done on co-operatives has been concentrated to the co-operative Research and Planning Team located in the office of the Director of Co-operatives. There has been little other research either in the Movement or by any other institution with the exception of some case studies that has been written by members of staff at the National Institute of Public Administration. This means therefore that in this particular case, research and planning is concentrated to the Director's Office.

The pattern in Uganda is different. Here, we find that there has not been much formalised research but references have been made to ad hoc or informal kinds of research efforts carried out both by the Movement and the Department. We are also told about the individual studies made by the Makerere Institute of Social Research as well as some other individual members of staff at the same university. Here we find that research and planning is also officially located in the Commissioner's Office but here we have come across a problem which is not unique to Uganda namely that of scarcity of manpower for research and planning.

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Looking at Tanzania, we find that the pattern again differs. First of all, it must be recognised that in the case of Tanzania planning of co-operative development efforts are closely integrated with the task of planning general development within the new decentralised administrative structure. This means that planning itself is perhaps more separated from research but it does not mean that the role of research is unimportant. We find first that research has been done at the University, by individual members of staff as well as by the Economic Research Bureau. Also a new Research and Planning Team has been set up at the Co-operative College in Moshi and similar embryonic research and planning units have been established in both the Prime Minister's Office, notably the Commissioner of Rural Development's Office and the C.U.T., the apex organisation of the Movement.

Finally, taking Kenya, we find there are some features that are peculiar to that country. In Kenya, we have research carried out primarily by the Institute for Development Studies but since 1970, there exists a Planning and Development Section within the Commissioner's Office and in that section some important research efforts have also been carried out, and as is pointed out in the Kenya Paper, with some degree of success. We also have the Co-operative College where most of the training efforts are concentrated and a certain amount of research is being done even there.

What all this leads up to is clearly the need of some kind of co-ordination of research efforts in the East and Central African countries. We find that research is going on and whether it is a question as for instance in the case of Zambia to encourage the Movement and other institutions to participate in the ongoing research efforts already carried out by the CRPT, or to overcome institutional barriers that may have been raised as a result of different institutions being involved in research each one of them at its own end, or it is a problem of trying to overcome the problem of communication between researchers and policy makers and thereby encourage participation by as many as possible, this National Co-operative Research Committee that has been proposed in Mr. Verhagen's paper is well supported by the experience in each country.

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The same thing goes for the ICA Standing Committee which has also been proposed and where I find that a few additional recommendations have been made namely that the representative of the planning and research section of the East African Community should be a member of that Committee as well as a representative of the East African Agricultural Economics Society.

Now coming back to the National Co-operative Research Committee, or whatever we like to call it, all groups have indicated the need for having such a Committee and it is clear that they have agreed on the composition. There seems to have been more controversy about where this should be located. I think it was Group Three that recommended that it should be located in the Movement, i.e. the task of convening and administering the committee should be permanently in the Movement. This proposal has caused some comments from the floor in the course of our plenary session and I only want to summarise here, as I understand it, namely that there is a majority opinion in favour of having it located in the Movement. But if there is any disagreement on this, this ought to be discussed later on in the Resolutions Committee.

I also find that in the case of Tanzania, a recommendation has been made that this particular Research Committee should be part of the National Scientific Research Council. This is a specific proposal from Tanzania given the situation in that country where the National Scientific Research Council is the overall co-ordinator of scientific research. There has also been some controversy over the issue of what power this particular committee should have and I think the general consensus is that it should not be a very powerful one which can control research but primarily serve co-ordinating purposes. It is true that in the Report of Group Three there was a reference to this committee as allocating research funds but perhaps in view of subsequent comments this particular point should not be exaggerated and certainly not to the extent that it bias the establishment of such a committee.

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I also notice that on the models proposed by Mr. Verhagen, the notion of a task force has been supported in the Groups where this was particularly scrutinised and no objection has been raised in the plenary which means that the idea of a task force for successful monitoring of the progress in implementing a given project has been given full support.

In this context, we should also remember the **suggestion** by Mr. Genberg in this session that the actual conduction of a research project may involve individuals from several research institutions.

We are also faced with the problems of communicating research results. This is a very tricky and sensitive area where a lot of misunderstanding can arise. I think it was Group One that referred to the problem of synthesising research results and that a specific operations manager in a given project is needed to actually facilitate the implementation of research findings that have been approved by a given project committee or project manager. No particular objection has been raised against this but this seems to be one of several ways of trying to overcome this problem of integrating research findings into the policy making process. Again Group Three devoted some time to this and pointed out that if research is the result of a genuine request by policy makers and it enjoys official support then many of the problems of communicating the research findings may be overcome. But it is true of course as Mr. Verhagen has pointed out in his paper that it is not always the case, i.e. sometimes you find that it is somewhat difficult to get across the message - the research findings to the policy makers. We do not seem to support the idea that we should be polite for the sake of politeness but we should be diplomatic or careful in our presentation of research findings so that trivialities or other minor issues by being given a prominent position do not bias the acceptance of the most significant research findings. This seems to be something that has wide support in this seminar.

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Finally I note also that some comments have been made on training and on types of research, but since both these topics will be discussed further tomorrow, when we are talking about the training of the researchers as well as research priorities, I assume that we will have occasion to come back to these. I only want to take up one point which is partly my own observation namely that the ICA does have a very important role to play in encouraging research efforts as well as in helping us to train not only researchers but also people who are the receivers or consumers of research findings. Here I think the ICA has an increasing role to play if the proposed research efforts of the seminar are going to be successfully disseminated.

At the very end, I would only like to thank all the contributors to these sessions and of course particularly Mr. Verhagen, who has written the paper and also responded to some of the points that were raised in the groups, and to the group rapporteurs for their very detailed and conscientious reporting of the proceedings in each of the groups, and finally all others who have contributed in their individual capacity in this plenary session

THANK YOU.

CHAPTER VI

RESEARCH PRIORITIES PROPOSALS

VI. RESEARCH PRIORITIES PROPOSALS

Research topic proposed by Miss E. Maro, Co-operative College, Moshi, Tanzania.

The need for research into the various aspects of Co-operative Legislation and their impact on development.

When considering the effectiveness of Co-operatives in economic and social development in the countries of the region, one cannot lose sight of the important role which Co-operative legislation plays in shaping up their performance. It is the law that spells out the extent to which Co-operatives may carry out their various operations, as well as the control measures to be applied to Co-operatives. While the law plays a useful role in contributing towards the smooth running of Co-operatives, it can also have its bad effect, especially where it is not effectively enforced and the desired results achieved in good time. Thus it is right to state that the existence of certain legislation in our Statutes may indeed constitute part of the problems confronting us in Co-operative development.

The need therefore exists for an early critical analysis of existing Co-operative legislation presently operative in the region, with a view to determining the effectiveness with which it is being enforced, and the resulting impact on Co-operative development generally. It is a general belief in the region that such a review could result in suggestions for modifications and improvements which would make Co-operative legislation more relevant to the present stage of development in the various movements. It is therefore suggested that the above exercise be given a high priority on the list of research activities to be undertaken in the region.

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Brief Note on priority research topics, prepared by Koenraad Verhagen, ICA Research Officer.

INTRODUCTION

The purpose of this brief note on research topics is to submit for the consideration of the conference participants a list of priority research items which seem particularly appropriate for the undertaking of cross-national research projects.

The topics are classified corresponding to areas of research where the need seems the most pressing. Although we are perfectly aware that the situations are not all the same in the four countries, we still think that there are enough resemblances to permit the drawing up of a single list, even if the order of precedence may slightly differ from one country to another.*

Most of the substance of this note has been provided by suggestions from movement and government officials, while we have also drawn considerably, as will be shown, on the deliberations of the Lagata Research Seminar held at the end of 1971.

* May be exception should be made for Zambia, where Co-operative Organisation has not yet taken the same dimension as in the East African countries.

RESEARCH PRIORITIES PROPOSALS

RESEARCH TOPICS1. A Regional Study of High Level Manpower Training Needs:

Although the concept of high level manpower may admit of various interpretations, the need for adequate high level manpower training for staffing key positions in government and movement seems generally felt.

The high level training courses already organised by the National Co-operative Colleges to cater for the need of high level manpower (in particular the Diploma Courses) vary in content, duration and degrees awarded. There seems to be a need for more uniformity in courses offered by the respective colleges, with a view of facilitating the exchange of teaching material, lecturers and the organisation of follow-up training in - or outside the Region.

The formulation of recommendations how a greater harmony and uniformity could be achieved, would constitute the first part of the study.

The second part should comprise the identification of the need for high level trained officers, taking into account the growing complexity of co-operative development problems and the expected movement's expansion in the years to come.

By relating the demand for high level manpower to the number of officials already available in the various categories, "the unsatisfied demand"* for training needs could be deduced.

As far as the required training facilities cannot be found within the Region, a survey of training facilities abroad (International Co-operative Training Centres) should lead the way to regionally pooled requests to donor and/or teaching institutions for training overseas; or for special training courses organised abroad or in the region, to meet the particular needs of the movements and governments of East Africa and Zambia.

* See R. Forsberg: "Some notes on a proposed study of high level manpower training", International Co-operative Alliance, Regional Office for East and Central Africa, Moshi, Tanzania.

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2. A Comparative Study of Terms and Conditions of Service for Employees of Co-operative Societies and their Impact on Job Performance

When a Co-operative Society (Union or Primary Society) does not function up to expectations, poor management appears in many instances, to be the main cause of failure.

Efforts to remedy the situation by replacement of staff, additional training, more assistance or control from outside, can bring only temporary relief if conditions of service do not allow the recruitment and employment of competent persons, stimulated to act in accordance with the Society's goals.

In early 1970, the Unified Co-operative Service Regulations came into operation in Tanzania. A study should try to assess their implications on alleviating problems of recruitment, motivation, job fidelity and career perspectives of Union staff and how these are correlated to job performance.

Similar studies of ongoing formal and informal systems prevailing in other countries could lead to the development of a model system of personnel management, which in its outlines, should be applicable to all the four countries.*

3. Government Supervision and Co-operative Efficiency

This study should look into the controversial problem of government supervision and control versus co-operative efficiency.

The tutelary powers vested in Government Administration under the present co-operative legislation and, in particular, the enforcement of its disciplinary sections controlling the societies' operations are to be studied for their effects upon co-operative management, decision making and total efficiency.

* - Langata Seminar Report, op.cit. p. 23: "Having observed that there is no uniform scheme of service for co-operative employees in various countries, the group recommends that a working party be set (Sic) to examine critically the establishment of a model scheme of service for the co-operative personnel"

RESEARCH PRIORITIES PROPOSALS

The first step towards the accomplishment of this research project should be the undertaking of a comparative study of co-operative legislation in the four member countries. Follow-up research in the field should study how effectively supervisory powers are carried out and how they influence such basic issues as the elimination of misappropriation of funds and the efficiency of co-operative movement.

Data on the implications of the various patterns of government control should be collected in the form of case studies. This would involve the selection of several Co-operative Societies chosen for comparability of activities and scale of operations.

As a result, of investigations, a formula of Government assistance and control should be designed, which seems the most suitable to achieve efficiency of co-operative enterprise and relieves the Government as far as possible of over-burdening responsibilities.

4. A Comparative Study of Marketing Systems and Price Structures of one of the Main Export Crops

The starting point of the study is the assumption that there is an intimate relation between the performance of co-operatives and marketing boards, as they are both operating in the same single-channel marketing system.

A comparison should be made between marketing costs (and profits or losses) per marketing function in the various countries. Differences in gross margins could be indications for different technical efficiencies, which should be detected and analysed by follow-up research.

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Comparisons should also be made with marketing systems which are completely co-operatively operated including the export function (such as is the case for example in former East Cameroon, where arabica coffee is exported directly by a Co-operative Union, the UCCAO)*

The results of the study should be usable, particularly for ICA member organisations in formulating proposals for pricing and marketing policies to government authorities.

5. The Development of New Systems for Providing Members with up-to-date Information

This research exercise, experimental development in nature, should tackle the old problem of uninformed membership by developing new ways and methods for continuous information of co-operators through-out the year and timely presentation of annual reports and accounts.

The exercise would require close collaboration of specialists in co-operative education, audio-visual techniques and accountancy, and last but not least, of the co-operators themselves.

It could be carried out in one country but methods and prototypes to be developed should be transferable or adaptable to situations in neighbouring countries.

* On the relation between Marketing Boards and Co-operatives the group No. 2 on "External Aid and Efficiency" at the Langata Seminar observed that "no thorough study had been undertaken prior to this seminar" and further that "while appreciating the existence of Marketing Boards in handling agricultural produce it was the view of the group that:

- (a) Areas of operation between Marketing Boards and Co-operatives had to be streamlined.
- (b) Co-operatives are very much concerned with the profit margin returned to the producers.
- (c) A study should be undertaken in the countries concerned to establish relations between co-operatives and Marketing Boards and how the efficiency of the Co-operatives should be improved."

RESEARCH PRIORITIES PROPOSALS

6. A Comparative Study of Ongoing Rural Credit and Savings Schemes in East Africa

In certain instances "Credit may do more harm than good"* while on the other hand the educative value inherent in the act of saving is not disputed. In fact, development theories vary in the importance attached to the availability of credit as a basic limiting factor for accelerating the pace of rural development.

Another justification for the undertaking of this study can be found in the consideration that an increase of the self-financing capacity of the co-operative sector through collective or accumulated individual savings will further co-operative self-sufficiency and, thereby, its autonomy.

Besides a comparative examination of the organisational set-up and functioning of the schemes, the study should include a thorough analysis of effects on farm management and households through selection at random of a number of cases in areas where a Credit and Savings Scheme has already been operating for a certain time (two to three years).

7. A Comparative Study of Marketing Systems and Price Structures of one of the Main Food Crops

Unsuitable marketing and pricing policies can hamper an increase or even cause a drop in agricultural production. When this occurs on a large scale, relative to locally consumed food crops, and is worsened by unfavourable climatic conditions, it can lead to dramatic food shortages.

An exploratory survey should assess the present role of co-operatives in marketing systems and lead up to more detailed studies in buying, storing, processing and transport services, which in specific areas could be provided by co-operatives.

* See Langata Seminar Report op.cit., p. 24

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Miss A.O. Pala, too, of the Institute of Development Studies, Nairobi, in a Paper on "the Role of Women in Rural Development: Research Priorities"* emphasises the need for research on marketing of food crops through co-operatives, which could "provide an avenue for women to market their produce" and offer new opportunities for their participation in co-operative societies.

8. A Study of External Factors and Co-operative Efficiency

Efficiency of co-operative enterprise has appeared to be heavily dependent on external factors. Its day to day operations and investment policies are both effected by factors from outside the Co-operative on which it has little or no control. (e.g. national, regional or local policies; marketing, price or transport regulations). These can be the cause of heavy financial losses for which no compensation is given and which may also endanger the good reputation of co-operative enterprise, management and leaders.

The study should be divided in a number of sub-projects, each focussing on one important factor, and eventually produce practical suggestions for consideration by policy makers.

9. A Study on the Development of Rural Small Scale Industries through Co-operatives as a Source of Supplementary Employment and Income to Peasant Farmers

By providing a suitable organisational framework for processing and marketing, co-operatives could be helpful in alleviating the problem of rural un- or underemployment. The study should focus on labour intensive, small scale industries, capable to create new employment opportunities in the countryside, without requiring heavy investments or sophisticated marketing systems.

* Achola O. Pala "The Role of Women in Rural Development: Research Priorities", paper prepared for the "Workshop on Socio-Economic Research Priorities in Agriculture", Nairobi, February 24 - 28, 1974, p. 22 - 23.

RESEARCH PRIORITIES PROPOSALS

Research topics proposed by Mr. P. Ojermark, CUT, Tanzania.

1. Co-operatives and the National Planning Process.

The country statements prepared for this conference, to a large extent dealing with policy making and planning, are conspicuously similar with respect to one aspect of planning. In East Africa and Zambia the co-operative parts of the National Development Plans are almost entirely formulated by Government Authorities and passed on to the Co-operative Movements for supervised implementation. A study carried out in Tanzania on the Co-operative Development Plan 1969 - 74 shows conclusively that the Co-operative Movement did not use these Plans as a guiding instrument for short term planning and operations, and it is quite conceivable that this is partly a result of the planning method used.

While it should be clearly recognised that the Governments must be heavily involved in the planning of this vital sector of the economy of East Africa and Zambia, the extent to which the Co-operative Movements themselves can be engaged in the planning process deserves to be studied. The aim of this research could be to devise methods for increased Co-operative planning and participation with the purpose of: satisfying basic co-operative democratic principles; utilising co-operative expertise in making the plans more effective through co-ordination within the Co-operative Movements before Plan adoption; and creation of motivation to use the Plans as guidelines for long and short term development within the Co-operatives.

2. Government Supervision and Co-operative Democracy

This research should deal with the effects on co-operative democracy, primarily on the local level, of the guided or directed type of co-operative development practised in East Africa and Zambia. Through case studies and comparative research ways and means could be devised, by which the needed Government guidance should be combined with educational efforts creating sustained co-operative motivation on the part of the members, similar to attitudes that elsewhere have resulted in spontaneous formation of co-operative societies.

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Research topics proposed by Mr. J.J. Musundi,
KNFC, Kenya.

1. Housing Co-operatives
 2. Analgamation of Co-operative Unions and Societies.
 3. Farm Purchase Co-operatives in Kenya.
 4. Co-operatives versus Parastatal Marketing Boards.
 5. Ranching Co-operatives.
 6. Industrial and Producer Co-operatives.
-

Research topics proposed by Mr. K. Ndongwe, Co-
operative Department, Zambia.

1. Preferential treatments by governments in
Marketing of agricultural crops by Co-operatives.
 2. Training requirements for functional depart-
ment researchers.
 3. Training requirements for Consumer Co-operative
staff.
 4. Training requirements for local trainers.
 5. Rural agricultural credit and finance.
-

Research topics proposed by Mr. P. Peterson, CUT,
Dar es Salaam, Tanzania.

1. The role of research during the implementation
of a project.
2. A comparison between marketing through co-
operatives and through other forms of marketing
institutions.
3. The optimal structure of co-operative organizations:
 - How should responsibilities be divided
between society
 - union - apex - government?
3. Agricultural inputs - distribution, extension
services.

RESEARCH PRIORITIES PROPOSALS

Research topics proposed by Dr. E. Karanja,
University of Nairobi.

1. The development of Co-operative executive Capacity.
 2. Ways and means of increasing Co-operative members loyalty and commitment.
 3. The functional relationship between the Managing Committee and the Secretary Manager for innovation purposes.
 4. Installation of new management techniques so as to achieve the desired goals and objectives.
-

Research topics proposed by Dr. G. Hyden, University
of Dar es Salaam.

1. Effects of diversification, i.e. move from single to multi-purpose societies.
2. Modes of establishment and effects on subsequent performance.
3. Effects of government inspection.
4. Real costs of marketing agricultural produce; present and past and in different countries.
5. Causes of success and failure in consumer co-operative societies.
6. Effects of Co-operative education.
7. Effects of size of Co-operative Society.
8. Baseline profile of existing Co-operative Societies in each country (of Westergaard)
9. Problems of integrating research findings into policy making process.
10. Co-operative as mobilizers of Savings.

CHAPTER VII

GROUP REPORTS ON RESEARCH PRIORITIES

VII. 1. RESEARCH PRIORITIES GROUP I REPORT.

GROUP REPORT:

We analysed all the topics listed as researchable priorities by several members point by point and in the end we agreed to the following topics as ideal for research:

1. Mode of establishment and effects of diversification, i.e. move from single to multi-purpose societies.
2. Real costs of marketing agricultural produce, present and past in four different countries.
3. Effects of Government inspection.
4. Causes of success and failure in Consumer Co-operative Societies.
5. Effects of Co-operative Education.
6. Problems of integrating research findings into policy making process.
7. Co-operatives as mobilizers of savings.
8. A Regional Study of High Level Manpower Training needs.
9. Study of Terms and Conditions of Service for Co-operative Officers.
10. Study of Marketing Systems and Price Structures of Main Crops.
11. Development of New Systems for providing members with up-to-date information
12. Study of Ongoing Rural Credit and Savings Schemes in the Region.
13. Study of External Factors and Co-operative Efficiency.
14. Study on the Development of Rural Small Scale Industries through Co-operatives
15. Agricultural Inputs - distribution extension services.
16. Housing Co-operatives.
17. Farm Purchase Co-operatives in Kenya,
18. Ranching Co-operatives
19. Industrial and Producer Co-operatives.

However, we found it quite difficult to commit ourselves on the specific issue of earmarking Research Priorities and we felt that this should be left to the Plenary Session.

Mr. K.S.D. Ndongwe (Z) - Chairman
 Mr. J. Tuhunwire (U) - Rapporteur
 Mr. S.A. Bulegi (T) - Member
 Mr. O. Odede (K) - Observer

VII. 2. RESEARCH PRIORITIES GROUP II REPORT

GROUP REPORT

Procedure: The group discussed and scrutinised all the proposed topics in turn as listed by Mr. K. Verhagen, Dr. Hyden, P. Ojermark, P. Petersson, Mr. J. Musundi, Mr. K. Ndongwe, Dr. Karanja and Miss E. Maro. Point system was adopted in identifying the Research Priorities namely: 3, 2, 1 and 0.

Observations and Recommendations:

By eliminations the group came out with the following research priorities:-

(a) These scored 3 points:

1. Government Control and Co-operative Efficiency.
2. Government Control and Co-operative Democracy (including devising new systems for member information).

(b) These scored 2 points:

1. Terms and conditions of services for employees of co-operative societies and their impact on job performance.
2. Study of marketing systems and price structures of one of the main export crops.
3. Study of marketing system and prices of one of the main food crops.

(c) These scored 1 point:

1. Farm purchase Co-operatives in Kenya.
2. Effect of size of co-operative societies.
3. Effects of co-operative education
4. Effect of diversification i.e. move from single to multi-purpose societies.
5. Optimal structure of Co-operative Organisation, Union, Apex, Government.

(d) These scored 0:

The group felt that each of the not suggested topics for study would not be regarded as research priorities though they were also important.

Mr. B. Genberg (K) - Chairman
 Mr. J. Budakila (U) - Rapporteur
 Mr. P. Ojermark (T) - Member.

VII. 3. RESEARCH PRIORITIES GROUP III REPORT

GROUP REPORT:

Research Priorities:

The ultimate objective of co-operative research is to improve efficiency.

Research is aimed at providing data which facilitate decision making, as well as for evaluative information.

The group therefore did identify the following fields in order of priority.

1. High level manpower training needs (as per 2.1 - Mr. Verhagen's Paper).
2. Opportunities and limitations of diversification in terms of moving from single-purpose to multi-purpose co-operative in relation to:
 - Staff deployment as it affects:
 - (i) The Co-operative Societies;
 - (ii) Government Inspectorate/Supervisory.
3. What share in the marketing of agricultural produce should the co-operatives have, and what are the main factors inhibiting efficiency in the handling of produce, e.g. payment terms; transport organisation.
4. The reasons for success and/or failure of co-operatives in the mobilisation of savings and administration of production credit -
 - e.g. (a) Comparison of Group farms vis-a-vis Co-operative credit in Uganda;
 - (b) C.P.C.S. vis-a-vis IDA loans in Kenya.
5. Causes of success and failure in consumer co-operatives:
 - organisation of consumer function; separate or part of multi-functional society;
 - location of shops, urban vis-a-vis rural;
 - price and dividends;
 - manpower and training;
 - stores control, stock assortment and control.

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6. Government supervision and co-operative performance:

Thus - Money as a perishable commodity requires great protection from embezzlement. Although provision is there in the law to cater for that, mechanism to enforce it is ineffective, e.g. unimaginative co-operative inspectors, and slowness in the execution of court rulings. Present experience indicate the importance of research into the question of at what level and what type of control should be exercised by Government for purpose of improving co-operative performance.

7. The optimal size of co-operative organisations; as may be determined by either amalgamation or division - bearing in mind both social and economic aspects.
8. 2.2. in Mr. Verhagen's paper. (Terms and Conditions of service for Co-operative Employment).
9. 2.9 in Mr. Verhagen's paper. (A study on Co-operative small scale Rural industries).
10. Problems of integrating research findings into policy making process to save research findings from being wasted.

Mr. P.K. Batarinyebwa (U) - Chairman
Mr. J. Murungi (K) - Rapporteur
Dr. G. Hyden (T) - Member

VII. 4. RESEARCH PRIORITIES GROUP IV REPORT

GROUP REPORT:Procedure:

The group discussed all the lists at ago; first of all by eliminating items which were in more than one list to arrive at one list; then we arranged the list that evolved into researchable priorities.

Research priorities:1. Co-operative Education.

A regional study of manpower and training needs and effective methods of carrying it out with respect to:

- (a) Members education;
- (b) Departmental staff;
- (c) Employees of the Movements;
- (d) Non-members.

2. Co-operative/Government Relationship with respect to:

- (a) Supervision and inspection;
- (b) Legal relationships;
- (c) Co-operative principles, e.g. democratic principle;
- (d) Planning and development policies.

3. Efficiency of different systems of marketing Agricultural products.

4. Effects of diversification i.e. move from single to multi-purpose societies.

5. Integration of Research, Policy making and Implementation.

6. Mode of establishment of Co-operative Societies and Effects on subsequent performance.

7. A comparative study of Terms and Conditions of Service for employees of Co-operative societies and their impact on job performance.

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8. Baseline profile of existing co-operative societies in each country.
9. Role of Co-operative savings and credit in Rural and Urban areas of East and Central Africa.
10. Causes of success and failure in consumer co-operative societies.
11. A study on the Development of Rural small scale industries through Co-operatives as a source of supplementing Employment and income of peasant farmers.

Dr. B. Mwansasu	(T)	- Chairman
Mr. J. Kabubi	(U)	- Rapporteur
Mr. G. Malwindi	(Z)	- Member
Mr. P. Petersson	(T)	- Member.

Note:

See for final list of topics agreed upon by the Conference Chapter VII Resolutions, Heading 6.

CHAPTER VIII

R E S O L U T I O N S

As drawn up by the Resolutions Committee
and adopted by the Conference

VIII. RESOLUTIONS

HEADINGS

1. Importance of Co-operative Research
2. Creation of Country Co-operative Research Committees and Apex Co-operative Research Units
3. Creation of an ICA Standing Committee on Co-operative Research
4. Creation of Co-operative Departments' and Co-operative Colleges' Research Units
5. Organisations which could undertake Co-operative Research
6. A list of important Research Topics for Priority Consideration
7. Recruitment of Researchers and Training Needs
8. The Timing of Research Activities
9. To What effect Co-operative Research should be Undertaken

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1. Importance of Co-operative Research

The Conference felt very strongly that Co-operative Research was important in order to encourage a healthy development of the Co-operative Movement in the Region and endorsed the view of the seminar on "Efficiency in the Performance of Co-operatives" held at Langata, Kenya, end of 1971, that research was important as an instrument for detecting failures and weaknesses in the Co-operative Movement. It was agreed that Research was vital and should be given full support by all bodies concerned. Where necessary, new research units and co-ordinating forums should be started without further delays.

2. Creation of Country Co-operative Research Committees and Apex Co-operative Research Units

It was agreed that a National Research Committee should be formed as soon as possible in each country of the Region. In order not to cause any confusion with the existing National Research Organisations,* (where they exist) the Co-operative Research Committees should have the name of the country followed by the words "Co-operative Research Committee". When formed, the Co-operative Research Committee should seek recognition with a view to being recognised as a sub-committee for the purpose of Co-operative Research. The Committee, it was agreed, should be composed of:-

- (a) One Representative of the Co-operative Department, preferably the head of the Research and Planning Division.
- (b) One Representative of the Co-operative Movement, e.g. the head of Research Unit of the Co-operative Apex Organisation in the country.
- (c) One Representative of the University and affiliated Research Institutes, preferably an experienced researcher who has shown interest in Co-operative development problems.

* e.g. National Research Councils (note of the editor)

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One Representative of the Co-operative College. As the need arises it could co-opt any other member.

A representative of the Apex Co-operative Organisation should act as Secretary to the Committee.

- (b) The country Research Committee should be based at the Apex Co-operative Organisation and should meet at least once every three months.
- (c) The main tasks of the Country Co-operative Research Committee should be:
- Timely identification of areas for research.
 - Assessment of research priorities (in collaboration with policy makers and planners).
 - Marketing of research demands (to research institutions) and support in marketing of research outcomes (to policy makers and planners).
 - Guidance to researchers on research design, methods and presentation of outcomes.
 - Assessment of research training needs on a national level.
 - Liaison with National Research Councils (if any).
 - Liaison with research sponsoring organisations.
 - Setting up and maintaining its Country Research Register.
 - Any other business connected with Co-operative Research.

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- (d) Since it is a fact that the Co-operative Apex Organisations in the countries of the Region are still financially too weak to set up properly their Co-operative Research Units, we strongly recommend that the ICA should help initially the Country Co-operative Apex Organisation to set up their research units.

3. Creation of an ICA Standing Committee on Co-operative Research

- (a) It was agreed that ICA Standing Committee on Co-operative Research should be established as soon as possible.
- (b) The Standing Committee should be composed of:-
- One Representative per country, designated by the Country Co-operative Research Committee (preferably its Secretary).
 - One ICA Representative.
 - According to need, an outsider could be co-opted as a member.
 - The head of the ICA Research Unit should act as the Secretary of the ICA Standing Committee on Co-operative Research.
- (c) The main tasks of the ICA Standing Committee should be: -
- Assessment of priorities of research to be undertaken by those Research Institutions which operate on Regional or Inter-State level, and assistance in dissemination of their research outcomes.
 - Co-ordination of the activities of national research institutions which participate in research projects which cover more than one country (cross-national research projects).

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- Dissemination of information on research activities and outcomes between member countries.
- Collaboration with the ICA Research Unit in keeping the ICA Register on Co-operative Research and Planning up-to-date.
- Sponsoring training programmes for local researchers, managers of Co-operatives, Co-operative Department Officers, and other implementors and users of Co-operative research materials.
- Organisation of Conferences on Co-operative Research and Planning (if there is a need for).
- Consideration of financial, staff and research needs of the individual countries in the Region with a view to presenting them to the ICA authorities for their consideration and action.
- The Standing Committee should ensure that reports are received from the countries' Co-operative Research Committees on time.
- The Secretary of the ICA Standing Research Committee should assist each country to set up a country research register.
- The ICA Standing Committee should endeavour to establish working relationship with International Co-operative Centres engaged in co-operative research. It is further recommended that the Committee would be responsible for nominating delegates from the Region to attend seminars/conferences organised by the ICA itself and/or its affiliates.

4. Creation of Co-operative Departments' and Co-operative Colleges' Research Units

Besides the Research Units based at the Co-operative Apex Organisations and the ICA Regional Office, it was agreed that:-

- (a) A research unit should be established at Co-operative Department (if not existent). The Planning and Management Section would be a logical place for it.

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- (b) A research unit (if not already existent) should be established at the Co-operative College or institution where co-operative education is given.
- (c) It was agreed that the departmental research unit would help in briefing Ministry officials about Co-operative research work. The Co-operative College research unit would help in compiling materials for educational purposes.

5. Organisations which could undertake Co-operative Research

It was agreed that researchers attached to the following Research Institutions could undertake Co-operative Research:

- (a) Specialised research sections linked to the Government institution in charge of Co-operative development (Co-operative Department).
- (b) Research units attached to an Apex Co-operative Organisation or other nationwide Co-operative organisations.
- (c) Departments or specialised Research Institutes linked to the national University.
- (d) Research units, established on an interstate or regional level.
- (e) Co-operative Colleges or institutions responsible for Co-operative education and training.
- (f) Other institutions e.g. United Nations Agencies, Bilateral Aid Agencies, Foundations, Universities outside the region, Voluntary Agencies and Overseas Co-operative Organisations.

RESOLUTIONS

6. A List of Important Research Topics for
Priority Consideration

It was the opinion of the committee that the following Research topics were of great relevance to the current co-operative problems in the region and should be given priority consideration:

- (a) High level manpower training needs and co-operative education in the region.
- (b) Co-operative/Government relationship with respect to: Supervision and Efficiency of co-operative performance.
- (c) Efficiency of different systems of marketing of agricultural products and price structure.
- (d) Success or failure of co-operatives in the mobilisation of savings and administration of credit in rural and urban co-operative societies.
- (e) Elements that cause both success and failure in consumer co-operatives.
- (f) Effects of diversification, i.e. move from single to multi-purpose societies.
- (g) Terms of conditions of service for employees of co-operative societies at all levels and their impact on job performance.
- (h) Integration of Research, Policy making and Implementation.
- (i) Agricultural inputs - distribution and the extension service.
- (j) The optimal size of co-operative organisations, as may be determined by either amalgamation or division bearing in mind both social and economic aspects.
- (k) A study on the development of rural small scale industries through co-operatives.
- (l) Mode of establishment of co-operative societies and effect on subsequent performance.

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7. Recruitment of Researchers and Training Needs

- (a) In order to establish Co-operative research work in the Region it was agreed that local personnel would have to be recruited and trained. First, it was agreed, it was essential for the ICA to recruit a counterpart to the ICA Research Officer as soon as possible. The Counterpart would learn from the ICA experienced Research Officer. The Counterpart would continue research work when the specialist left.
- (b) It was agreed that ICA should assist the Co-operative Apex organisations to recruit and train their research officers. The committee strongly appealed to ICA to assist the apex co-operative organisations to meet salaries and expenses of research officers for the first two years. The ICA could pay basic salaries, housing and office equipment and the co-operative Apex organisations could top up the salaries, pay allowances and meet cost of travel. The initial assistance would enable the apex co-operative organisations to make a good start with their research projects.
- (c) ICA in collaboration with other research institutions should give the necessary training to newly recruited research officers from both the movement and Department. Where the newly recruited research officers were persons with a good co-operative background, then they would need to learn techniques of doing research work. That could be done in short courses and on the job. A prospective researcher without co-operative experience could be put on the job first to gain co-operative experience, after which he would be given a chance to learn techniques of doing research.
- (d) ICA should organise research seminars once or twice a year for researchers and planners. This would enable these two groups to exchange ideas and to explore now and again better ways of doing research and of using research materials.

RESOLUTIONS

8. The Timing of Research Activities

Since many research projects may span over a long period of time, it is desirable in these circumstances to ensure that potential users of research findings are provided with progress reports, or alternatively a research project could be split up into sub-projects which can be completed in a shorter period.

9. To What Effect Co-operative Research Should be Undertaken

It was agreed that co-operative research should not be undertaken for prestige purposes or just for the sake of research. The value of research will be measured by how much it has assisted Co-operatives to help co-operators and others in the region to work harder and live better. It should be aimed at improving efficiency in co-operatives in order to give better services and better returns. Terms of reference should be drawn up in conjunction with this proviso.

A P P E N D I C E S

APPENDIX (a)

List of participants

KENYA :

1. Mr. J.J. Musundi - Secretary General,
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of Co-operatives,
P.O. Box 49768,
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2. Mr. J.L. Murungi - Assistant Commissioner
for Co-op. Development,
Head Development Planning
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3. Dr. E. Karanja - Research Fellow,
Institute of Dev. Studies,
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P.O. Box 30197,
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4. Mr. B. Genberg - Director of Studies,
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P.O. Box 24814,
NAIROBI.
5. Mr. O. Odede - Provincial Co-operative
Officer,
NYANZA.
(Part-time Observer).

TANZANIA :

6. Mr. P. Ojermark - Economics, head Planning
and Research Section,
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P.O. Box 2567,
DAR ES SALAAM.
7. Mr. J.T. Budakila - Research and Planning
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TANZANIA (Cont'd).

8. Mr. P. Petersson - Economist,
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9. Mr. S.A. Bulegi - Ujamaa & Co-operative
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10. Mr. M.J. Sizya - Head of Research Team,
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11. Dr. G. Hyden - Senior Lecturer,
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12. Dr. B. Mwansasu - Kivukoni College,
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UGANDA:

13. Mr. P.K. Batarinyebwa - General Secretary,
Uganda Co-op. Alliance,
P.O. Box 2215,
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14. Mr. R. Edyangu - Ag. Deputy Commissioner
for Co-op. Development,
Department of Co-op.
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P.O. Box 3585,
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15. Mr. J. Tuhumwire - Co-operative Officer,
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APPENDIX (a)

UGANDA (Cont'd).

16. Mr. J. Kabuubi - Lecturer, (C.O.),
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17. Dr. V.F. Amann - Executive Director,
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ZAMBIA:

18. Mr. G. Halwindi - Secretary General,
Zambia Co-op. Federation,
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19. Mr. K.S.D. Ndongwe - Ag. Head of the Depart-
mental Research and
Planning Team,
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20. Mr. V.M. Lubasi - Ag. Assistant Director
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FORD FOUNDATION:

21. Dr. H.C. Kriesel - Agricultural Program,
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ICA STAFF:

22. Mr. D.J. Nyanjon - Regional Director,
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MOSHI, Tanzania.
23. Mr. K.C.W. Verhagen - Research Officer,
Office for East and
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P.O. Box 946,
MOSHI, Tanzania.
24. Mrs. D.H. Opondo - Training Officer,
Office for East and
Central Africa,
P.O. Box 946,
MOSHI, Tanzania.

APPENDIX (b)

Composition of Resolutions Committee,
 Research Priorities Sub-Committee and Working
 Groups and Chairmen of Plenary Sessions.

RESOLUTIONS COMMITTEE.

J.J. Musundi	- Chairman	(K)	(Apex)	(Group One)
R. Edyangu	- Secretary	(U)	(Govt.)	(Group Two)
V.M. Lubasi	- Member	(Z)	(Govt.)	(Group Three)
M.J. Sizya	- Member	(T)	(College)	(Group Three)
E. Karanja	- Member	(K)	(University)	(Group Four)

RESEARCH PRIORITIES COMMITTEE.

J. Murungi	- Chairman	((K)	(Govt.)	(Group Three)
J. Kabuubi	- Secretary	(U)	(College)	(Group Four)
J. Budakila	- Member	(T)	(Apex)	(Group Two)
J. Tuhunwire	- Member	(U)	(Govt.)	(Group One)

WORKING GROUPSGroup One:

1. J.J. Musundi	(K)
2. S.A. Bulegi	(T)
3. K.E.D. Ndongwe	(Z)
4. J. Tuhunwire	(U)
5. O. Odede (Obs.)	(K)
6. H.C. Kriesel	(Reg.)

Group Two:

1. J.T. Budakila	(T)
2. R. Edyangu	(U)
3. B. Genberg	(K)
4. V. Amann	(U)
5. P. Ojermark	(T)

Group Three:

1. P.K. Batarinyebwa	(U)
2. V.M. Lubasi	(Z)
3. M.J. Sizya	(T)
4. G. Hyden	(T)
5. J. Murungi	(K)

Group Four:

1. G. Halwindi	(Z)
2. E. Karanja	(K)
3. J. Kabuubi	(U)
4. P. Petersson	(T)
5. B. Mwansasu	(T)

ICA RESEARCH AND PLANNING CONFERENCE

CHAIRMEN OF THE PLENARY SESSIONS.

- 23rd April - Country Statements -
- | | |
|----------|-----------------------|
| Zambia | - Mr. J.J. Musundi |
| Tanzania | - Mr. P. Batarinyebwa |
| Uganda | - Mr. G. Halwindi |
| Kenya | - Mr. P. Ojemark |
- Plenary Session
Country Statements - Dr. V. Amann
- 24th April - Presentation ICA and
University Paper - Mr. J.J. Murungi
- Plenary Discussion - Mr. D.J. Nyanjom
- 25th April - Plenary Discussion
Organisation of
Research - Dr. G. Hyden
- 26th April - Plenary Research
Priorities - Mr. M.J. Sizya
- Plenary on Recruit-
ment and Training,
introduced by
Dr. Karanja - Dr. B. Mwansasu
- 27th April - Plenary on Resolutions
presented by
Mr. R. Edyangu - Mr. J.J. Musundi

**PROGRAMME OF THE ICA REGIO MAL CONFERENCE ON CO-OPERATIVE RESEARCH AND PLANNING,
HELD AT TANZANITE HOTEL, ARUSHA, FROM 23RD TO 27TH APRIL, 1974.**

APPENDIX (c).

	Monday 22nd	Tuesday 23rd	Wednesday 24th	Thursday 25th	Friday 26th	Saturday 27th
8.30		Official Opening (Dr. R.J. Ouko) (E.A.C.) (9.00 a.m.)	The Organisation of Co-op. Research (ICA Paper). ----- Role of Universities in Co-op. Research (Dr. E. Karanja)	Plenary on progress with group work. ----- Group Work (Continued)	Group Work (Research Priorities)	Final Presentation of Resolutions at 9.00 a.m. ----- Closing at 11.00 a.m.
10.00						
10.30	Arrival of Kenyan, Ugandan and Zambian delegates	Presentation of ICA Register of Co-op. Research & Dev. Plan. Documents. ----- The Role of Co-ops. in National Dev. Programmes. (D.J. Nyanjom)	Group Work (Organisation of Co-op. Research and Planning).	Plenary (Organisation of Co-op. Research and Planning)	Plenary (Research Priorities)	
12.30						
14.30	Arrival of Tanzanian delegates	Country Papers:- Zambia, Tanzania ----- Country Reports:- Uganda, Kenya	Group Work (Continued)	Research Priorities in East Africa and Zambia	Plenary discussion on the Need for Recruitment and Training of Co-op. Researchers and Planners.	
16.00						
16.30*		Plenary on Co-operative Planning	Group Work (Continued) ----- Meeting of Resolutions Committee	Excursion to Moshi visit to KNCU, Co-op. College, Moshi District Consumers Society	Meeting of the Resolutions Committee and Research Priority Committee ----- Social evening	

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APPENDIX (d)

Definition of concepts

Although not thoroughly discussed during the Conference, the following definitions, which were issued by the ICA Office as an annex to the country statements guidelines, have served in preparing the various background papers.

- Policy - The statement of objectives which are to be achieved through co-operative planning, promotion and education and/or the autonomous development of the co-operative sector.
- Planning - The formulation of strategies, projects or action programmes in an attempt to achieve the objectives as defined or indicated by the policy makers.
- Implementation - A process which consists of carrying out "in the field" the planned strategies and actions as formulated and indicated by the planners.
- Feed Back - A built-in system of control of the effectiveness of the policy making, planning and, in particular, the implementation procedures, during the operational phase of projects or action-programmes.
- Evaluation - Determination and appraisal of the relevance and effectiveness of the whole policy making, planning and implementation process.

As far as evaluation is concerned, it seems appropriate to distinguish the evaluation carried out concurrently with operations being an integral part of the feed-back system, and the evaluation as above defined, mostly post-project evaluation.