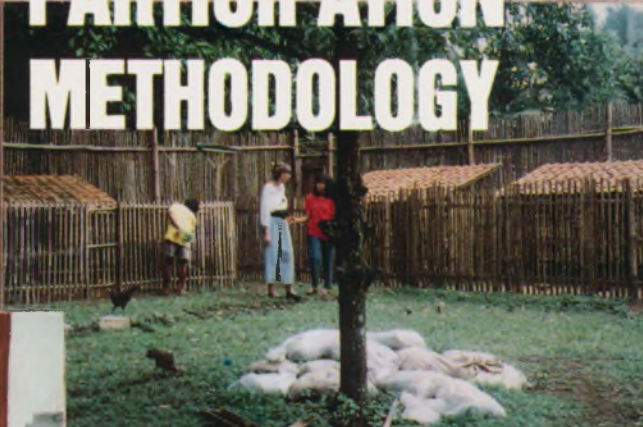


MANUAL ON CO-OPERATIVE MEMBER PARTICIPATION METHODOLOGY

COMMON PLANNING	SOCIAL CONFIDENCE SOCIAL VALUES	MEMBERS CONTROL	ECONOMIC BENEFIT & RISK	DECISION MAKING	WELFARE OF CO-OP.
INTERNALISM PROBLEM SOLVING	CONFIDENCE IN SOCIETY	ENERGIC VIGILANCE (Active control)	SHARING OF BENEFIT	ELECTED A SYSTEM FOR ALL DECISIONS	WELFARE OF ALL
PLANNING CONTRIBUTION	SINCERE DEVOTION	WELFARE OF INDIVIDUAL MEMBER	CONTINUING IMPROVEMENT	WELFARE OF ALL	WELFARE OF ALL



1. MEMBERS KENDERAAN (3 BAHAGI 100%)
2. PERMATAAN MELAKUKAN LANCAR BERKUALITI (MELAKUKAN KUALITI KUALITI)
3. MEMBERS KENDERAAN MELAKUKAN (3 BAHAGI 100%)
4. PERMATAAN MELAKUKAN LANCAR (3 BAHAGI 100%)
5. MEMBERS KENDERAAN MELAKUKAN (3 BAHAGI 100%)

METHODOLOGY FOR YOUTH SELF-HELP GROUPS
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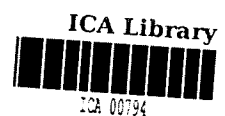
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International Co-operative Alliance
Regional Office for Asia and the Pacific

MANUAL
ON
CO-OPERATIVE MEMBER PARTICIPATION
METHODOLOGY

HUMAN RESOURCE DEVELOPMENT SERIES - 02 (REVISED)



**FACILITATORS MANUAL
ON
CO-OPERATIVE MEMBER PARTICIPATION
METHODOLOGY**

**W U Herath
Advisor - Human Resource Development
ICA Regional Office for Asia and the Pacific**

**FACILITATORS MANUAL
ON
CO-OPERATIVE MEMBER PARTICIPATION METHODOLOGY**

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PREFACE TO SECOND EDITION

PREFACE TO SECOND EDITION

Experiences from 5 countries in Asia through implementation of CMPP Projects compelled me to further improve the manual on Co-operative Member Participation Methodology, since its validation in 1989 at Manila, Philippines. In addition to participants of CMPP seminars, many academicians, community development workers and CMPP facilitators provided valuable suggestions for refinement of the CMPP process.

By and large the concept and CMPP process remain the same. The experiences during the last five years has proved the practicality and the effectiveness of the method in achieving self-reliance in thinking and action by the self-help groups irrespective of their level of education. Some country adoptions (5) in local languages add their local context into the manual but the process remains the same. Some countries, as in the case of Indonesia, have difficulties of adjusting certain terminologies due to cultural traditions. During the seminars held in Jogjakarta, facilitators had difficulty in explaining 'negative participation or negative expressions' as there was no appropriate word in Javanese. The people had the polite tradition of not saying no!, instead they use 'not yet'!

I have also found that there is an imbalance between economic and social projects and the session has a social bias. Therefore, this edition has added a step on economic appraisal of project without losing the decision on the part of the group. The group could decide on selecting a project even if it is not highly profitable, but would consciously do it.

Some explanatory notes of certain steps has been added in order to fill the gaps.

As the manual is essentially a working guide for CMPP Facilitators, who would be trained for the purpose, I did not go to details of psychological foundation of the concept.

A time schedule for CMPP seminar has also been added as an example. Orientation of traditional trainers to believe in and practice of empowerment techniques is essential if they are to become CMPP facilitators. Therefore, at least 2 days' experience in learning the concepts, participation methods and team building techniques needs to be added. Even if the participating trainers are familiar with these, this experiences is always refreshing and re-assuring.

As you would notice, the time schedule for the seminar has the same village seminar process. This was intentionally done as the experience is transferred through simulation. When the participants undergo training through practising the same process by using their own visions, etc. on their own lives and careers, the difficulty of self-appropriating the process would be very much eased. At least I have this experience from the training seminars I conducted.

Many participants indicated the need to add an evaluation format for the CMPP facilitators seminar.

I acknowledge with gratitude the use of some of the simple ways of project appraisals from 'Doing a Feasibility Study' edited by Suzanne Kindervatter of OEP International. The authors of the evaluation form titled 'Reflections of the CMPP...' are the directors of Forum for Co-operative Development (FORMASI), Indonesia. They used this form independently at a seminar conducted by me in Indonesia. I should note my gratitude to them.

Finally I thank the hundreds of seminar participants through whom I learnt to master the skills. Their contributions are reflected in this edition.

09 October, 1994
New Delhi

W U Herath

FOREWORD

FOREWORD

Isolation of members from the activities of their co-operatives has been a matter of serious concern, particularly in developing countries. This phenomenon has been a major focus in several co-operative seminars conducted by the ICA ROAP and ILO. The ICA gives high priority to the enhancement of member participation in co-operatives in their activities.

The lack of member participation is a common phenomenon in developed co-operatives as well as developing co-operative movements. This has also become important in view of co-operative mergers taking place in many countries. In order to achieve the viability and competitiveness, the strategies adopted earlier to involve members in the working of the co-operatives thus need change. Similarly, where the co-operatives are no longer able to face the growing economic pressures from other sectors and meet the challenges of development, the governments become actively involved in administering the co-operatives on the ground of providing support.

In these changed circumstances, the traditional member education programmes are often inadequate to meet the new challenges and thus more systematic strategies and methodologies have to be found to address the new situations.

The methodology presented in this manual which has been attempted by our Human Resource Development Advisor, Mr. Upali Herath, is different from mere member education methods normally practised in the Region. I do see the potentiality of CMPP methodology as an alternative approach to the programme of member participation. The ICA ROAP will be happy to support in adopting the manual into country situations and bring about a change towards more self-reliant and member supported co-operatives through the CMPP process.

New Delhi

G.K.Sharma
Regional Director

INTRODUCTION

INTRODUCTION

Co-operative Member Participation Programme, popularly known as CMPP introduces a new methodology for co-operative members' active participation in their society activities. One more improvement is the inclusion of prospective members in the village.

Traditionally, individual members in many primary co-operatives have been passive onlookers in decision making. They come for general meetings and by and large agree with the plans presented by the committee or the staff members. They rarely participate actively in planning and implementation of society development activities or economic activities.

One of the major problems faced by facilitators of co-operative development programmes has been the absence of effective and appropriate methodology which could be used as an integral planning strategy in co-operation to activate members. Except in the case of some country specific methodologies as in the case of Japan, the Region confined to traditional academic member education programmes aimed at improving knowledge on co-operative ideology and practices. Some of the pilot projects undertaken to introduce concepts such as Field Education Development (FED) programme, study circle systems and Indore model had a marginal effect only.

Co-operative member participation methodology introduced here has been first introduced in Kenya in rural development programmes by the Institute of Cultural Affairs (ICA) and later adopted to suit co-operatives. Subsequently, the methodology was introduced in Tanzania and Zambia. Swedish Co-operative Centre helped to establish a special project in Zambia. The programme has shown tangible results in terms of village development in these countries.

The CMPP manual for facilitators has been prepared on the basis of a manual specially prepared for Tanzania. I acknowledge with gratitude the ideas I obtained from this manual authored by Terry Bergdall, CMPP Co-ordinator, MAP Project, Lusaka, Zambia. I also acknowledge with gratitude the use of some documents on the CMPP concept written by Dr.Hans Hedlund for the MAP project in Zambia. My association with these two friends in some of the CMPP workshops and field studies in Zambia and Tanzania helped me to get an insight into the concept and methodology of CMPP.

The format for baseline information and the illustrations in the manual have been prepared keeping in view the structure and systems of Asian co-operatives.

The manual has been tested and validated at a field seminar conducted in Philippines from 14 to 21 March, 1990, in collaboration with National Confederation of Co-operatives (NATCCO). 38 village level development workers participated in the seminar. They conducted a village seminar at Sitio Veterans Voluntary Association just outside Metro Manila. I would like to thank all the facilitators and villagers who participated in the exercise. This manual, however, remains as a universal version.

I hope that this manual will serve as a guide for CMPP facilitators. They are at liberty to change the illustrations or baseline information formats to suit the co-operative system in a given country.

W U Herath

**SUGGESTED PROGRAMME FOR CMPP FACILITATORS' SEMINAR
ON MEMBER PARTICIPATION METHODOLOGY**

Time	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8
08.30	Opening Introduction to CMPP	Vision (Simulation) Workshop	Recommen- dations (Simulation) Workshop	Implemen- tation (Simulation) Workshop	Discussion on Monitor- ing visits	CMPP Village (Test) Seminar		Reflections on Village CMPP CMPP Seminar
10.00						Opening & Introduction to CMPP	Self-help Project Workshop	
10.00 10.30	T E A B R E A K							
10.30 12.30	Discussion on set-up Visit	Vision (Simulation) Workshop	Recommen- dations (Simulation) Workshop	Implemen- tations (Simulation) Workshop	Discussion on Follow-up Meeting	Vision Workshop	Self-help Projects workshop	Adaptation of CMPP Manual
12.30 14.00	L U N C H B R E A K							
14.00 15.00	Discussion on Baseline Survey	Obstacles (Simularion) Workshop	Self-help (Simulation) Workshop	Discussion On Orienta- tion work- shop	Discussion Follow-up Meeting	Obstacles Workshop	Implementa- tion Work- shop	Adaptation of CMPP Manual
15.00 15.30	T E A B R E A K							
15.30 17.00	Set-up Visit to Village	Obstacles (Simulation) Workshop	Self-help (Simulation) Wrokshop	Discussion on Village CMPP	Preliminary Preparations for Village CMPP semi- nar report	Recommen- dations workshop	Implementa- tions work- shop Seminar	Reflections on the facil- itators'
							Conclusion of Village Seminar	Conclusion

SECTION

1

THE SET-UP VISIT

THE SET-UP VISIT

Objectives To enable village leaders, government officials and co-operative society committee members:

- to assess the appropriateness of CMPP approach for self-reliance in co-operatives,
- to encourage and support CMPP activities in the villages and co-operatives,
- to make preparations for CMPP seminars.

Time Two hours

Participants Co-operative society committee members, village leaders, government officials and society managers.

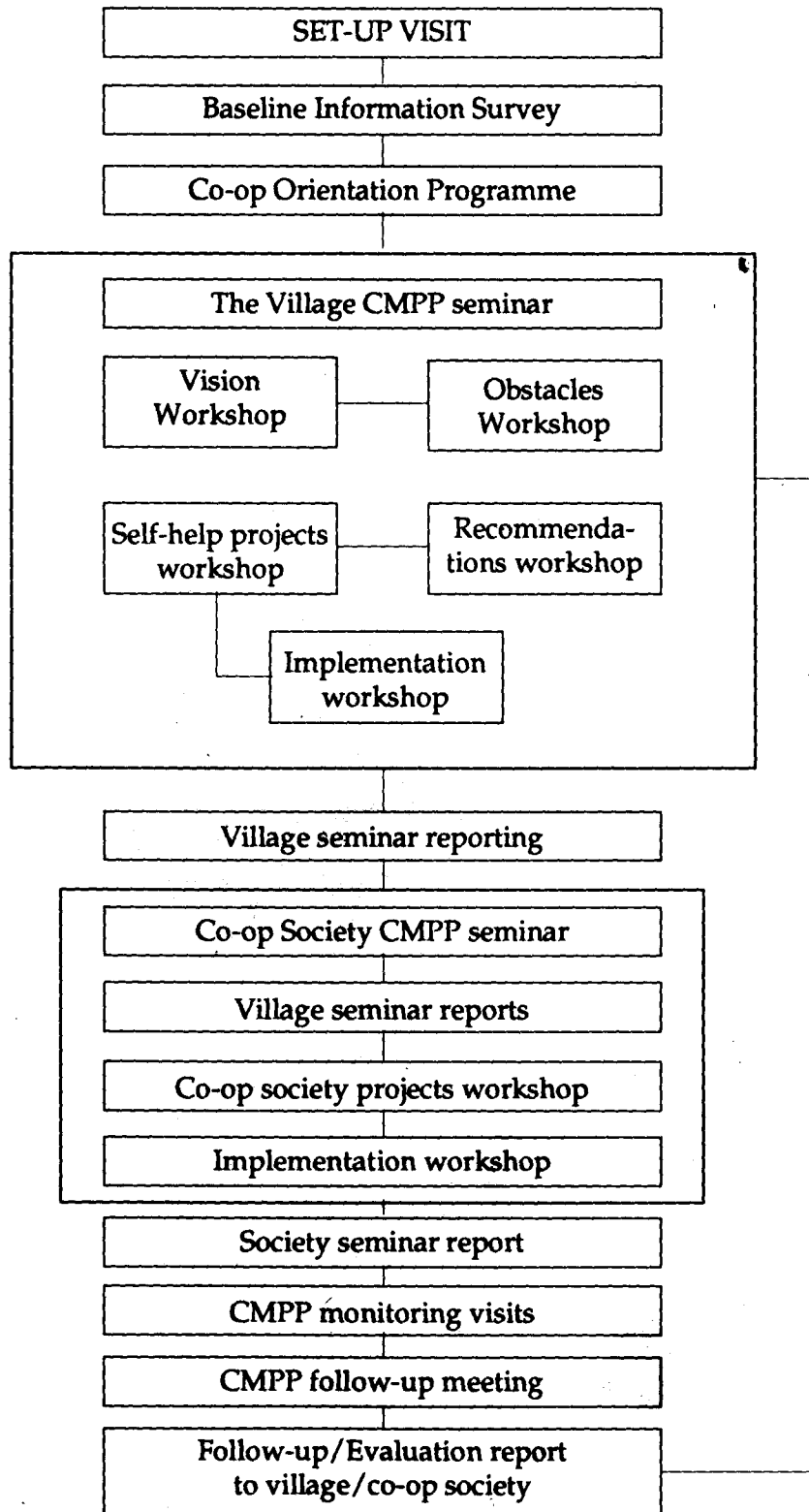
Materials

- CMPP brochure
- Baseline information forms.

Steps

1. Select a co-operative society for the introduction of CMPP methodology using following criteria:
 - The society should have an elected committee,
 - Medium sized or a small co-operative would be ideal. The society should not have more than 15 branches or villages to cover.
 - The society should not have government officers as managers or executives.
2. Get the co-operative chairman to convene the meeting at a convenient place and time for the participants.
3. After formal welcome by the co-operative chairman, and introducing each other, introduce the CMPP approach to member participation using following ideas. Distribute the brochure:
 - Co-operatives fail very often due to inactivity of members in the activities of the co-operatives. Give examples from local experience.
 - Therefore CMPP programme has been designed to encourage local initiative by village people. In the absence of such an initiative, the needs of people cannot be met through co-operative effort.
 - Therefore, the CMPP approach demands self-reliance.
 - No external assistance will be brought into the village or society by CMPP programme.

4. Briefly explain the work process of CMPP methodology:



5. Indicate that orientation programme be undertaken only when the committee members and members have not undergone by training about their duties and responsibilities according to bye-laws.

6. Discuss any issues or questions raised by the participants by using the brochure. Stress that equal participation by men, youth and women is important to achieve objectives of CMPP seminar. The importance of preparing co-operative society projects and plans on the basis of village(branch) seminars should be emphasized. The reason being the society is organised by members in order to achieve their common goals.
7. Analyse the relationship between CMPP approach and co-operative ideology.
8. Invite the participants of the set-up meeting to attend the orientation programme.

**CO-OPERATIVE MEMBER
PARTICIPATION PROGRAMME**

- A WAY FOR SELF-RELIANCE

Why Co-operative Member Participation?

Co-operative form of organisation is purely a voluntary exercise. Whenever a group of people find that they have similar economic and social interests or needs to be achieved and also find that they cannot achieve them individually, they come together to form such an organization for mutual benefit through self-help and mutual help practices. They have the option to join or withdraw when they want. If they do not participate in the efforts of achieving of their goals, the organisation tends to fail and collapse.

The fundamentality of members' participation in co-operatives has been ignored in many countries over a period of time, when the co-operative system established firmly. When many co-operatives grew into large economic establishments, the decision making was transferred from individual members to management committees and professional managers. As a result, the members have become passive recipients of their services. Many co-operatives look after interests of non-members as well as members and have become companies in the open market.

Lack of active member participation has also given encouragement to have increased control over the society affairs by local administration and politicians. The membership ultimately become neutralized by this bureaucrats, managers or locally powerful political groups, reducing the possibility of ordinary members to influence the organisation. The consequence is the dependency on government support or external support for the activities of the co-operatives. In the process, small primary co-operatives at the village level suffer for want of capital and other resources, rather than working on the members' group resources.

One of the other features of such a dependency is the lack of participation by women and youth groups. In a society dominated by beaurocrats or powerful groups, only their interests are represented. Marginalised groups are neglected.

In the above circumstances, primary objective of forming a co-operative society is negated. The society may be used for representing the interests of power groups for achieving their goals. Therefore, it is necessary for the individual members to gain control over the directions of their society so as to enable them to achieve their common goals.

How to Activate Co-operative Members?

The question is *'how to activate the members, for them to gain control over their society'*

The present strategy followed by promoters of co-operative ideology is to educate members on co-opeative principles, practices, rights and privileges of members at general meetings. Sometimes, the general meetings are also used for these purposes. Even with this education, the members remain passive and the decisions are taken by the power groups or managers.

Then how to empower the members?

Decision making should be the primary concern of members. They should decide on the future directions of the society - what development activities it should undertake on the basis of the common needs of the members. They also should be in a position to decide on the future visions of their community in which these dvelopmental activities are planned and implemented. They will decide how to make use of the resources of the society and their own resources to achieve their common goals. For this purpose, it is essential for them to

provide means and opportunities for individual members to express their realistic needs and to involve themselves in the planning and implementation process in the co-operative society. After all, they should have the ultimate say in their affairs as they are the owners of the institution.

It is vital to eliminate passivity of members if we are to achieve dynamic leadership by the members. They should be mobilized at any cost. They should be given opportunities to develop their own planning procedures, set priorities and decide on implementation strategies and schedules. In this process, they will get hold of future directions of the society and direct their own destiny by themselves.

Success of co-operative societies do not depend on mere financial management or business management to achieve more profits, but the achievements of common goals through participation by individual members.

What is CMPP Methodology?

The CMPP methodology is based on participation by the persons involved in the process. They will not become objects for planning and implementation of projects but they will become planners and evaluators themselves.

The CMPP participants would become militant observers of their socio-economic environment. They become conscious, through dialogue, about their problems and needs. They will analyse causes and effects of the happenings around them and become existential to the situation.

One of the basic principles maintained in the communication process within the group is the equality of all participants, including women and youth. The discussion should reflect on issues concerning everybody.

The other principle maintained is the negation of all external help. All discussions on activities would be based on self-reliance. The group relies only on their own resources within the group. They would decide what they could achieve by using these resources in order to solve their common problems. In this process, they will eliminate all dependancies and become liberated. This exercise will bring confidence among the members as to their own strength and dignity of labour.

The CMPP process is the synthesis between the local socio-cultural tradition and formalised and structured management process. Planning premises are thoroughly discussed and agreed upon among groups and also the alternative strategies for achieving common goals. The members critically discuss obstacles or constraints in order to decide on realistic projects.

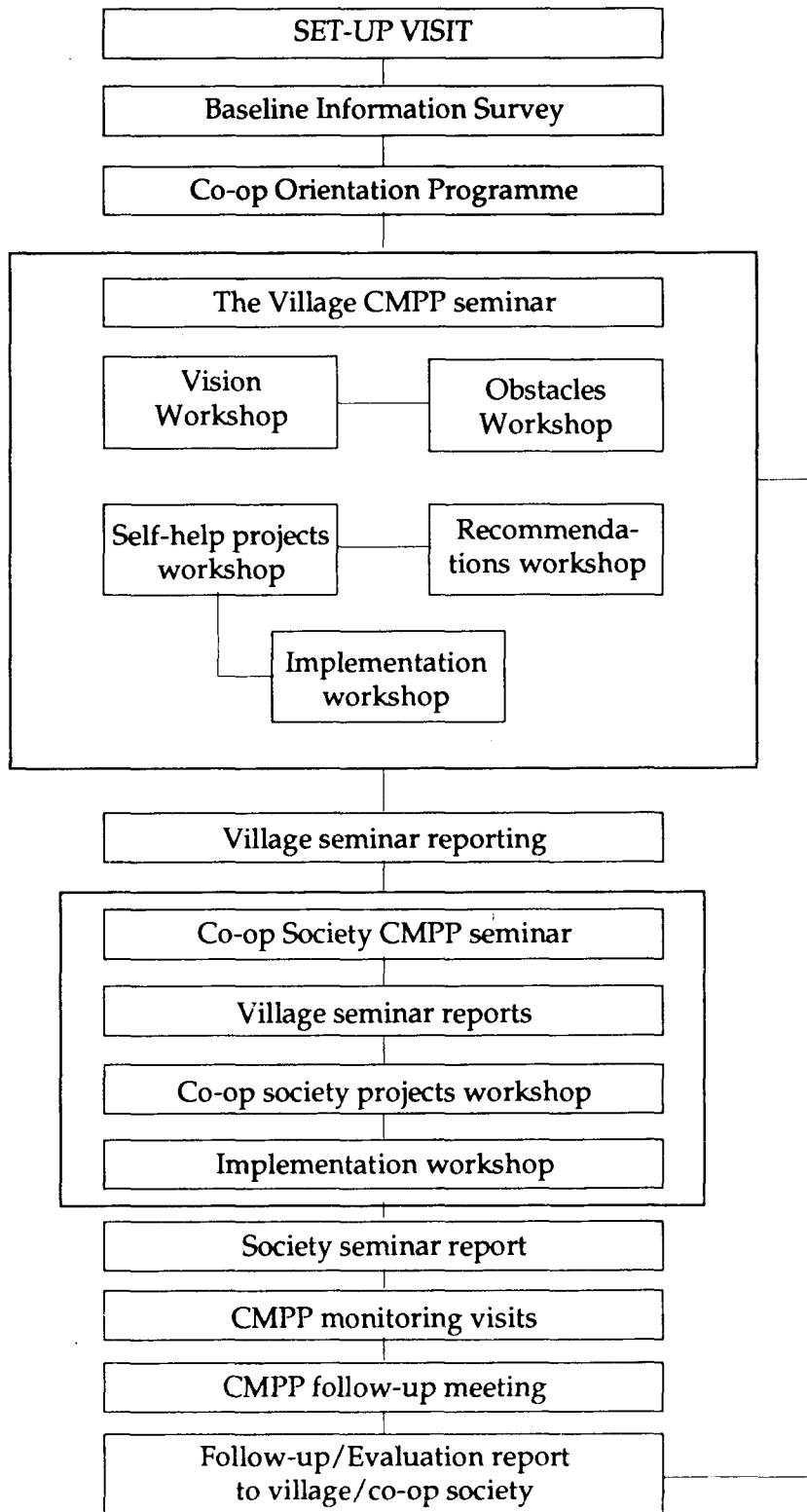
One of the aspects of the CMPP approach is to bring the local leadership and administration to help the group to take decisions and to bring about an understanding between the two groups. This would definitely facilitate the development process in the village. The leaders are allowed to freely participate in discussions and exchange ideas. Will it not at least attempt to bring harmony in the village?

Once the self-help projects are decided, the group commits for action. The tasks delegated are to be carried out according to the schedule coordinated by the members appointed for the purpose. In this process, the managers and committee members could become operators rather than decision makers. Primary decisions are made by the

members as a group. Progress is reviewed at the follow-up meetings and then planning cycle continues accordingly.

How the CMPP Process is carried out?

The CMPP seminar methodology is the basic foundation of CMPP programme. The methodology is illustrated in the following chart:



The first step is to select a co-operative society for co-operative member participation programme. The society can be either a single village primary society or a large primary society covering several villages. In such a case, the strategy would be to hold village seminars in each village and conduct a society seminar attended by representatives from the villages.

One basic factor in the selection of a co-operative society for the programme is to ensure that the society has an elected committee. It would be better they have the motivation to participate in the programme. It may be useful to invite CMPP facilitators to visit the society and discuss the concept with them.

If they agree with the idea, the facilitator would visit again and conduct a baseline survey on the socio-economic aspects of the community which will be useful for your village seminar and follow-up evaluation.

Orientation of all members on the theory and practice of co-operation is a pre-requisite for the seminar. This may help to understand the functioning of the co-operative society. You would also know about your rights and obligations as members of the society. If you have not had any such training before, why not get the CMPP facilitator to get such an orientation programme organised for you on a day suitable for you. If you are familiar with these concepts and procedures, you could enter the village CMPP seminar direct.

The ideal number of participants for the village seminar would be 45 in equal groups of 15 each for men, women and youth. In co-operatives, all these groups have equal rights and equal opportunities to participate. The facilitator would help to organise material for work such as cards and papers, markers and masking tapes.

During the seminar, the participants are the experts who would decide on their visions, identity problems and find solutions. The facilitator would help only by facilitating discussions and synthesising ideas.

The participants will be divided into 3 sub-groups - men, women and youth. They would meet separately, discuss the visions and come to plenary session with other groups to consolidate them into one integrated exercise. The groups will document their findings in cards using codified action words. The reporters will present their ideas at the plenary, facilitated by the CMPP facilitator.

A village seminar normally takes 2 full days. If you are unable to be away from your work for 2 full days, you could take each workshop in the evening spending 2-3 hours spreading for 5 days. However, why not stay together for 2 days in a camp socialising with each other in cooking, eating and staying together as a community?

The first workshop of the seminar is called Vision Workshop. Here you will reflect on the future vision in your community in terms of better living conditions and welfare. Here the groups will discuss the question 'What do you hope to see five years hence in your community as a result of co-operative activities?', not necessarily economic gains but social gains. Each group may have its own visions which may or may not be similar.

When the visions are consolidated, each group has to consider the Obstacles in a workshop. They will discuss the question 'What prevents us realising our vision ideas?'. Each team identifies 5 biggest problems. The groups re-assemble and the obstacles identified are presented at the plenary session. Clarifications are made.

The next workshop is the Recommendations workshop, where each group discusses the question '*What could we and the society do to solve these problems?*'. The recommendations are again made at the plenary session.

More time is taken to the other workshop, titled 'Self-help Projects Workshop'. Your facilitator would provide examples of such projects planned and succeeded from some other location. Accordingly you will get ideas of what kind of projects you could evolve to achieve your vision through overcoming obstacles identified. You will at least identify one or two self-help projects on priority basis. The important factor here is that you will not expect any grant or aid from any source but depend on your own resources. You will bring self-reliance and dignity into the organisation in this manner.

After completion of the self-help project as other workshops, you will discuss the ways and means of implementing your projects in the next implementation workshop. Key steps are identified, the time schedules are made and the coordinators are selected to coordinate the activities involved. Not only that; responsibilities of carrying out activities are also fixed up for relevant individuals.

At the end of the Seminar, the entire group will celebrate the achievements and commit for group action in future for the betterment of the community.

The CMPP programme does not end here. It is the beginning of the process only. If your co-operative society is very large and has several villages to cover, each village will have such seminars conducted. The projects decided in these seminars would have to be brought by the delegates to a society seminar, where the priorities are fixed on the basis of urgent and common needs. Implementation at the society level is carried out accordingly.

Follow-up meetings are vital for the smooth operations of the projects. Normally, these meetings should be held within 3 months. Some members attend and reflect on the progress made. The coordinators report the progress, assisted by the facilitator, who undertake monitoring visits. Discussions are held as to why some parts of the implementation programme were successful, while others lag behind or not done. New decisions are made accordingly.

One more word; the role of CMPP facilitators are expected to be terminated after completion of one project cycle. With the experience gained by the society and village leaders and members, you will be able to manage your own CMPP cycle in future, without help from anybody.

What do you gain out of CMPP Experience?

Now you will be in a position to visualise the process of CMPP. Unless you cannot gain any tangible benefit, we do not recommend you to follow CMPP or any other method. Therefore, we may have to consider the benefits you will realise when you use CMPP approach in your village and the co-operative society. Let us reflect on the situation before CMPP, present and after the CMPP:

- * The members are able to critically evaluate their own socio-economic environment and identify areas for improvement.
- * The members are now able to decide on future vision for which they could work for.
- * The members can take command of planning their own future in the society without passing it to any expert or a power group.

- * The co-operative society can pool resources within the co-operative as well as within the scope of individual members for the realisation of a common goal.
- * In the process of workshops and implementation of projects, the members can gain experience in rationalisation, analysis of situation and identify proper and realistic strategies for a better life.
- * Consequently they become individual leaders who could work on equal basis.
- * The village and the co-operative society will accomplish their tasks and projects as they do not depend on outside assistance which will be the actual base for self-reliance.
- * In this process you will build up a cohesive and integrated community.

Don't you think it will be worthwhile trying the CMPP experience?

SECTION

2

**BASELINE INFORMATION
SURVEY**

BASELINE INFORMATION SURVEY

Objectives To enable CMPP facilitators and co-operative leaders, staff and members to:

- Assess the social and economic conditions of the villages and the area of operation of the co-operative society.
- Use as a basis for evaluating the outcome of CMPP based self-help projects in terms of improvements in living conditions of the village.
- Use as a tool for planning self-help projects during village seminars and co-operative society seminars.

Time One day

Materials Baseline information forms

Steps

Note: Collection of baseline information can be undertaken after the set-up meeting or orientation programme or as a separate event at the convenience of all participants. Village data and co-operative society data to be obtained separately.

01. Introduce the baseline information forms/questionnaire explaining the objectives and the data needed.
02. Emphasise the need to receive true data.
03. Use any updated written or printed statistics in addition to information received through interviews. These two types of data should be cross checked.

To Facilitator:

It is very important that these data should be collected. It's primary value is educational. CMPP facilitators should know basic information about the villages and co-operative societies where they hold seminars. The process of collecting the baseline information deepens their understanding about the problems and achievements of the villages and prepares you for facilitating seminars in a way that can enable villagers themselves to grasp the deeper implications of their situation. Such familiarity with the real issues is a critical factor for ensuring that CMPP seminars become quality events rather than superficial discussions composed of empty rhetoric.

04. Use open ended questions for obtaining information. Vague answers should be clarified by the giver. Quantification is one way of getting correct information.

Remarks: Answering questions for the baseline study is an educational process for the village and society leadership as well. Though the information is known by the leaders, it is seldom considered as a whole. The baseline information sets the stage for a CMPP seminar which will be of serious substance.

18

05. Bring the completed forms to your office.
06. Open files for each village/branch and co-operative society separately.
07. File the forms in respective files. These will be first entries into individual files opened for each village and co-operative society.
08. Ensure that subsequent reports of seminars and follow-up meetings for each village and society are added to the files. The information collected in the baseline information will provide data for future computerised tracking of society activities, if required.

Remarks: The baseline information also offers other benefits to the co-operative union and the government. The data collected will be useful in formulating new courses of action to be undertaken in the future for strengthening the co-operative movement.

Finally, the baseline information will enable a better understanding about the positive and negative impact of CMPP activities and will allow for future improvements and modifications of the programme. The baseline information will provide the facilitators with important material for on-going self-evaluation and project refinement.

BASELINE INFORMATION FOR PRIMARY CO-OPERATIVE SOCIETIES
--

- This questionnaire will only be used during the *baseline information* meeting of the CMPP on *society level*. It should be answered by the Society Chairman and/or Secretary/Manager;
- If the survey is conducted at a single village co-operative, this can be undertaken in the presence of members. If it is a large primary co-operative, village representatives can be present;
- The questionnaire serves as a means of collecting information to CMPP, the Union and the Dept/Ministry. It serves also as a way of making members and new members *aware and conscious* of the problems and achievements as a preparation for the CMPP seminars;
- It is important for the facilitator not to be in a hurry. Ask the respondent to be as exact as possible. Give room for discussions;
- The facilitator must also carry out physical inspection when this is required/mentioned in the questionnaire.

Date: _____

01. *Name of primary society:*02. *Names/area of the villages that comprise the co-operative society:*

<i>Name</i>	<i>Area</i>	<i>Name</i>	<i>Area</i>
a)		b)	
c)		d)	
e)		f)	
g)		h)	
i)		j)	

03. *Name of the Town Centre:*04. *District:*

05. a) Name of CMPP facilitator(s):

b) Name of respondent 1:

Position of respondent 1:

c) Name of respondent 2:

Position of respondent 2:

06. Economic activities of the co-operative society:

<i>Nature of activity</i>	<i>Annual income from business</i>
- Wholesaling consumer commodities	
- Retail business	
- Marketing of agricultural products	
- Transport	
- Agro-processing	
- Milling	
- Credit	
- Supply of agricultural inputs	

20

07. No. of members:

08. No. of committee members:

09. No. of staff of the co-operative society:

Male *Female*

- Operational level
- Supervisory level
- Managerial level

10. Assets and liabilities of the co-operative society:
(Attach balance sheet of the latest year, if possible)

11. How much money does the co-operative society have in its bank accounts?

Type of account *Amount*

12. Which of the following facilities does the co-operative society have and what is the condition of each equipment (1=good condition;2=fair condition;3=not working; if not working, record the time in months it has not been working)

Co-op Facilities *Number* *Condition* *Time not working
(months)*

1. Tractor
2. Trailer
3. Milling machine
4. Shop
5. Lorry
6. Store/godown
7. Safe
8. Others (specify)

13. Non-farm economic activities in the co-operative society area:

- Wholesale/retail trade
- Printing
- Carpentry
- Garments
- Weaving
- Small industries
- Others.

14. Checklist for handling of stores and inputs (circle either yes or no)

- | | |
|--|--------|
| a) Is there a secure store? | Yes/No |
| b) Use of a ledger book? | Yes/No |
| c) Use of loan register? | Yes/No |
| d) Existence of members' register? | Yes/No |
| e) Are inputs stored appropriately? | Yes/No |
| f) Are safety precautions for harmful inputs observed? | Yes/No |

15. Have farmers in the co-operative society area received inputs (including livestock, tractor, service) on credit during the last season?

Yes/No

<i>Type of input</i>	<i>No. of farmers who received loans</i>	<i>No. of farmers who have repaid</i>
----------------------	--	---

Total:

16. When was the last Annual General Meeting held?

Year _____ Month _____ No. of participants _____

17. List last three meetings of the co-operative:

<i>Year/month</i>	<i>Approx.No. of participants</i>	<i>Topics</i>
-------------------	-----------------------------------	---------------

- i.
- ii.
- iii.

18. What kind of meetings/discussions do the *members* most often demand?

Topics

- i.
- ii.
- iii.

19. What kind of meetings/discussions do the *board members* most often demand?

Topics

- i.
- ii.
- iii.

20. What do you think are the *main difficulties/problems experienced in your co-operative in organizing and conducting co-operative society meetings?*

- i.
- ii.
- iii.

21. What do the *committee members* consider to be the co-operative society's three main concerns/problems?

- i.
- ii.
- iii.

22

22. What do the *members* consider to be the co-operative society's three main concerns/problems?

- i.
- ii.
- iii.

23. What does the *society management* consider to be the co-operative society's three main concerns/problems?

- i.
- ii.
- iii.

24. Give detailed answers on all development projects in your co-operative society during the last year:

<i>Type of project</i>	<i>Anticipated project period</i>	<i>No. of participants</i>
------------------------	-----------------------------------	----------------------------

Project A:

Project B:

Project C:

Project D:

<i>Type of participation/ contribution by whom</i>	<i>Institution (s) initiating/ helping the project</i>
--	--

Project A:

Project B:

Project C:

Project D:

Main Constraints:

Project A:

Project B:

Project C:

Project D:

Main Achievements:

Project A:

Project B:

Project C:

Project D:

25. How has the project accomplished?(1=successfully accomplished;2=moderately successful;3=a failure)

Project A:

Project B:

Project C:

Project D:

26. Projects discussed/conceived but not initiated during the last season by the co-operative society.

<i>Type of project</i>	<i>Anticipated project period</i>	<i>No. of participants</i>
Project A:		
Project B:		
Project C:		
Project D:		

<i>Type of anticipated participation/contribution</i>	<i>Institution(s) initiating/helping the project</i>
Project A:	A:
Project B:	B:
Project C:	C:
Project D:	D:

Main constraints

Project A:
Project B:
Project C:
Project D:

27. Were there any direct contacts this season between the co-operative society and the representatives from the Regional Co-operative Union?

Yes/No.

If yes, number of contacts/meetings?

When and where were these contacts initiated (months)?

What were the topics discussed?

What have these contacts resulted in?

PROFILE OF VILLAGES

*(This questionnaire should be presented to a random group of members, inclusive of leaders.
The leaders could be given a chance to reply but subject to correction by villagers)*

Name of Village:

01. a) Total number of people living in this village? Men _____ Women _____
- b) Age range 0-14 years No. %
 15-34 years No. %
 35-60 years No. %
 61 & above No. %
- c) No. of households:
- d) Literacy rate:
02. Landholdings:
- | | | |
|------------------|-------|------------|
| Landless | _____ | households |
| Less than 1 acre | _____ | " |
| 01-03 acres | _____ | " |
| 04-07 acres | _____ | " |
| 08 and above | _____ | " |
03. a) Major crops:
- | <i>Crop</i> | <i>No. of farmers</i> | <i>Total area covered (acres)</i> |
|-----------------|-----------------------|-----------------------------------|
| i. Paddy | | |
| ii. Coconut | | |
| iii. Vegetables | | |
| iv. Others | | |
- b) Animal husbandry:
- | <i>Animals</i> | <i>No. of farmers</i> | <i>Average per farmer</i> |
|----------------|-----------------------|---------------------------|
| i. Cows | | |
| ii. Buffaloes | | |
| iii. Pigs | | |
| iv. Goats | | |
| v. Chicken | | |
| vi. Duck | | |
| vii. Others | | |

04. Is there in this village (tick)
- | | |
|---------------------------------------|--------|
| a) an agricultural extension officer? | Yes/No |
| b) a community development officer? | Yes/No |
| c) a health officer | Yes/No |
| d) a livestock officer? | Yes/No |
| e) any other extension officers? | Yes/No |
- If yes, specify:
05. Are the following extension services readily available? (tick)
- | | |
|--------------------------|--------|
| a. Agriculture | Yes/No |
| b. Community development | Yes/No |
| c. Co-operatives | Yes/No |
| d. Health | Yes/No |
| e. Livestock | Yes/No |
| f. Adult education | Yes/No |
| g. Others, specify | Yes/No |
06. What extension services are mainly *needed and demanded* in the village?
- | Extension Officer | Subject/topics (to be exact) |
|-------------------|------------------------------|
| a) | |
| b) | |
| c) | |
| d) | |
| e) | |
07. a) How many in the village are members of the co-operative society this year?
 Adult Men _____ Adult Women _____ Youth _____
- b) How many in the village were members of the co-operative last year?
 Adult men _____ Adult Women _____ Youth _____
08. When were the last two meetings held in the village regarding co-operative issues?
- | Month | Topics | No. of participants |
|-------|--------|---------------------|
| i. | | |
| ii. | | |
09. What of the following services did your co-operative society offer your village?
 What was the number of households served?
- | (tick if available) | No. of households served |
|-----------------------------------|--------------------------|
| i. Tractor hire | |
| ii. Milling facilities | |
| iii. Transport of produce | |
| iv. Savings and credit facilities | |
| v. Transport of inputs to village | |
| vi. Rebates/dividends | |
| vii. Credit | |
| viii. Other services | |

10. Did your village receive any *farm inputs* from the co-operative society or the union last season?

Yes/No.

11. If yes, what were these *farm inputs* (e.g. seeds, fertilizers, pesticides, etc)

<i>Input</i>	<i>Were these sufficient for the village demand? Yes/No</i>	<i>What was lacking</i>
a)	a)	a)
b)	b)	b)
c)	c)	c)
d)	d)	d)
e)	e)	e)
f)	f)	f)
g)	g)	g)

12. Was the input received in time for the last season?

<i>Input</i>	<i>Yes/No</i>	<i>If no, which month was it actually received?</i>
a)	a)	a)
b)	b)	b)
c)	c)	c)
d)	d)	d)
e)	e)	e)
f)	f)	f)
g)	g)	g)

13. Have all village farmers been paid for the crops they delivered last season?

Which crops have not been fully paid

*How many are still awaiting payment?
(all, many, half, a few?)*

Crop a)	a)
Crop b)	b)
Crop c)	c)
Crop d)	d)
Crop e)	e)

14. When were village farmers paid for last season's crops sold to the co-operative society/union?

<i>Crops</i>	<i>Period of payment</i>		<i>Was payment delayed? Yes/No</i>	<i>If yes, by how many months?</i>
	<i>Months</i>	<i>Year</i>		
a)				
b)				
c)				
d)				
e)				
f)				

15. Give detailed answers on all development projects within your village during last year.

<i>Type of project</i>	<i>Anticipated project period</i>	<i>No. of participants</i>
Project A:		
Project B:		
Project C:		
Project D:		
Project E:		

<i>Type of participation/contribution</i>	<i>Instituion starting the projects</i>
Project A:	
Project B:	
Project C:	
Project D:	
Project E:	

Main constraints

Project A:
Project B:
Project C:
Project D:
Project E:

Main achievements

Project A:
Project B:
Project C:
Project D:
Project E:

16. How has the project accomplished?(1-successfully accomplished; 2=moderately successful;3=a failure)

<i>Project A</i>	<i>Project B</i>	<i>Project C</i>	<i>Project D</i>	<i>Project E</i>	<i>Project F</i>

17. Give detailed answers on all development projects within your village during this year.

<i>Type of project</i>	<i>Anticipated project period</i>	<i>No. of participants</i>
Project A:		
Project B:		
Project C:		
Project D:		
Project E:		
Project F:		
Project G:		

<i>Type of participation/contribution</i>	<i>Institution initiating/helping the project</i>
Project A:	A)
Project B:	B)
Project C:	C)
Project D:	D)
Project E:	E)
Project F:	F)
Project G:	G)

Main constraints

Project A:
 Project B:
 Project C:
 Project D:
 Project E:
 Project F:
 Project G:

Main achievements

Project A:
 Project B:
 Project C:
 Project D:
 Project E:
 Project F:
 Project G:

18. How has the project accomplished?(1=successfully accomplished;2=moderately successful;3=a failure)

Project A Project B Project C Project D Project E Project F Project G

19. Projects discussed/conceived but not initiated during last season:

<i>Type of project</i>	<i>Anticipated project period</i>	<i>No. of participants</i>
Project A:		
Project B:		
Project C:		
Project D:		

<i>Type of participation/contribution</i>	<i>Institution initiating/helping the project</i>
Project A:	
Project B:	
Project C:	
Project D:	

Main constraints

Project A:

Project B:

Project C:

Project D:

20. Projects discussed/conceived within your village but not initiated during this season

<i>Type of project</i>	<i>Anticipated project period</i>	<i>No. of participants</i>
------------------------	-----------------------------------	----------------------------

Project A:

Project B:

Project C:

Project D:

<i>Type of participation/contribution</i>	<i>Institution initiating/helping the project</i>
---	---

Project A:

A)

Project B:

B)

Project C:

C)

Project D:

D)

Main constraints

Project A:

Project B:

Project C:

Project D:

21. Were there any direct contacts last season between village/society and the projects representatives from the regional co-operative union?

Yes/No

If yes, number of contacts/meetings?

When were these contacts initiated (months)?:

What were the topics discussed?

What have these contacts resulted in?

22. Have there been any direct contacts this season between village co-operative society and the projects representatives from the regional co-operative union?

Yes/No

If yes, number of contacts/meetings?:

When were these contacts initiated (months)?

What were the topics discussed?

What have these contacts resulted in?

23. Which of the following facilities does your village have? What is the condition and ownership of these facilities?

(Note: Give time for discussions. If encouraged, go and inspect relevant facility) Condition: 1=good conditions;2=fair condition;3=not working. If 2 or 3, give details what is lacking)

Facility	Ownership		Details	
	No.	Private village	Condition	What is lacking
Tractor				
Milling machine				
Shop				
Lorry				
Godown/depot				
Bus Service				
Water tap				
School				
Clinic				
Village access road				
Others(specify)				

24. What are the *four main problems* that your village is currently facing?

- i.
- ii.
- iii.
- iv.

SECTION

3

THE ORIENTATION MEETING

THE ORIENTATION MEETING

Objectives To enable participants to:

- Describe the purpose of primary co-operative and how it is formed.
- Analyse the duties and responsibilities of members and committee members.
- Identify the relationship between the government and co-operative society and the role of government in promoting co-operative activities.
- Compare the objectives of CMPP with that of the society.
- Assess the relevance of CMPP in achieving goals of their society.

Time 8 hours

Participants Committee members of the society.

Members of the co-operatives in the village.

Government officers involved in promoting co-operative activities at the village level.

Materials CMPP brochure.

Society bye-laws.

Co-operative society act and rules.

Any pamphlet correctly explaining co-operative principles as per ICA Commission Report on Co-operative Principles.

Steps

1. Welcome the participants and allow them to introduce themselves.
2. Explain the objectives of the meeting and the methodology followed.
3. Distribute the CMPP brochure, bye-laws and co-operative act and rules among the participants.
4. Divide the group into 3 groups, i.e. committee members, government officials and members. As the members group is normally large, they could be further divided into sub-groups.
5. Ask the respective groups to identify their duties and responsibilities in the society as explained in the documents and list them.
6. Get the group leaders to present the reports at the plenary session.
7. Make a brief presentation of the CMPP approach as explained in the set-up meeting session.
8. Elicit the relevance of the CMPP approach to achieve the objects of a co-operative society through participation of all concerned as identified in the group discussions. Lead a discussion in the group by asking questions such as:

- What are the objectives of the co-operative society?
 - Who has to work for the realisation of such objectives?
 - How they should go about it?
 - What strategies are explained in the CMPP brochure?
 - What are the similarities between co-operative ideology and CMPP approach?
9. List all the points given by the group members.

SUMMARY: The simple message of the presentation is that the CMPP is supporting the spirit of self-reliance and practical experience in co-operation while opening up a channel of communication between members and the society and between society and the secondary and apex unions.

10. Explain that CMPP does not bring any financial resources or material aid. The purpose of the programme is to empower village people to take a more active role in the development process by utilizing the resources that are already available to them.
11. Finally discuss the procedures and arrangements for the forthcoming village level CMPP seminar, i.e. time, venue, meals, stay (if applicable), number of participants, selection of participants, etc.
12. Thank every one and conclude the meeting.

SECTION

4

**THE VILLAGE CO-OPERATIVE
MEMBER PARTICIPATION SEMINAR**

THE VILLAGE CMPP SEMINAR

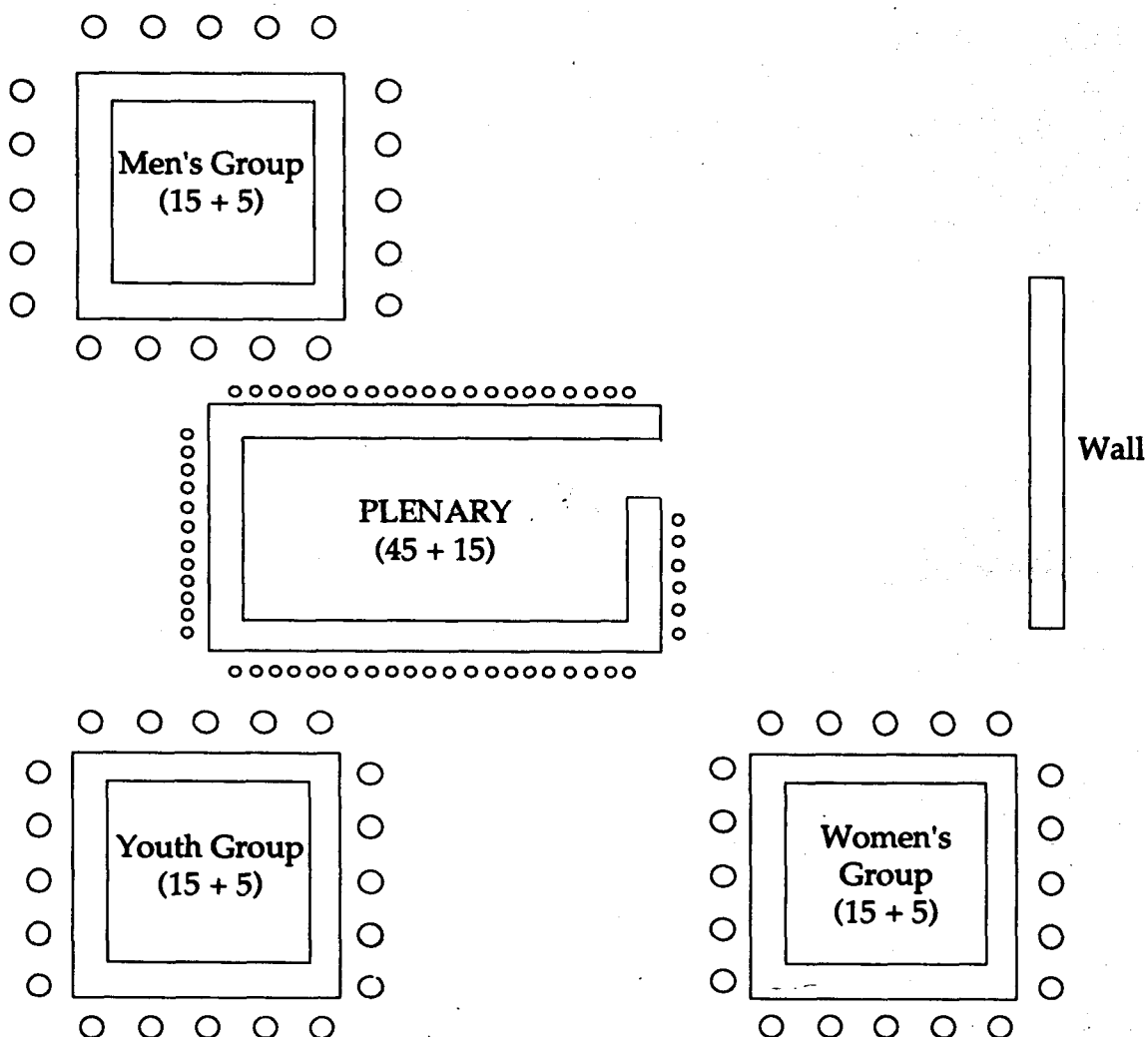
Objectives To enable seminar participants and facilitators to:

- Identify self-help projects that would improve socio-economic conditions of the village and plan them.
- Prepare an implementation programme and evaluation indicators for the projects.

Time Two days with 8 hours working time per day. Meeting schedules to be adjusted for the convenience of the participants.

Venue Sitting space for at least 45 participants is needed. Tables (or desks) and chairs are essential for writing. The room should have at least one clean and bare wall suitable for taping papers for easy viewing by participants. Additional space in the room itself or separate rooms is necessary for group work. The sitting arrangements should be made in such a way that all participants face each other.

Illustration



Participants No more than 45 plus 10 observers. Out of the 45 participants, 15 in each group is an ideal balance. The 10 observers could consist of village leaders and government officers, promoting co-operatives whereas 45 participants should be members of co-operative society or prospective members.

Materials

- Large pieces of paper (30" x 40")
- A4 size paper (thick)
- Masking tape
- Markers
- Blackboard with chalk.

INTRODUCTION TO CMPP SEMINAR

- Steps**
- i. Introduce the concept of CMPP explaining that CMPP enables people to discuss issues related to co-operative movement and to plan their own projects to be implemented utilising their own resources.
 - ii. Emphasize that all adults who are gathered are experts having experience in life and the environment in which they live. When people come together with experience and creativity, many goals could be achieved through self-reliance. Therefore, they are required to take their own decisions through their own initiatives.
 - iii. Explain the seminar procedure and agenda for two days:

<i>First day</i>	<i>Second day</i>
Arrival of participants	Self-help projects workshop
Welcome and opening	Implementation workshop
What constitutes an effective co-operative? Discussion	
Introduction to CMPP & its process	
Vision workshop	
Obstacles Workshop	Reflection on the seminar
Recommendations Workshop	Concluding session

- iv. Get concurrence of participants on time schedules for meals, etc.
- v. Display the time table agreed upon.

VISION WORKSHOP

Steps

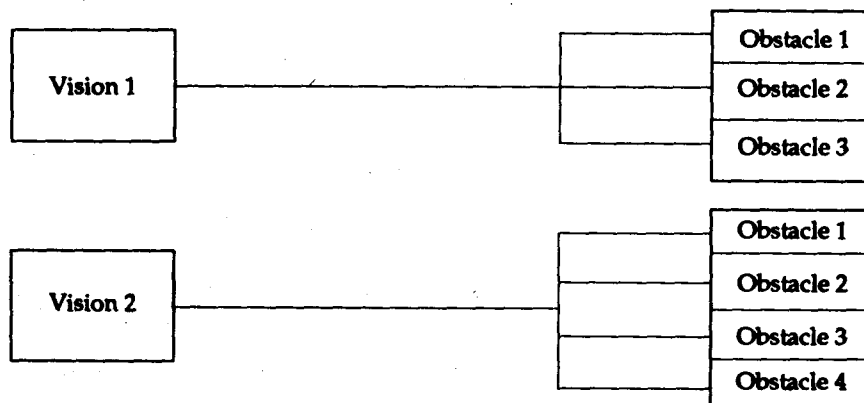
01. Generate a discussion on the meaning of vision - what is the difference between dream and vision?
(Vision is a realistic and ultimate goal. Dream is unrealistic, fantasy or hallucination)
02. Provide illustration to elicit the meaning of vision, e.g. : A vision of village for the near future; Eradicate malnutrition among children.
(A vision is a realistic and ultimate goal which can be achieved)
03. Discuss the difference between vision and projects or strategies. Projects are means to achieve a vision; e.g. co-operative dairy farm which will provide 1 litre of milk per day per household to eradicate malnutrition among children..
04. Ask the group 'what improvement do we hope to see in 5 years in the living conditions of the people through the activities of co-operative society?'
Provide examples, if necessary such as:
 - the society members should be able to achieve 20% increase in agricultural production.
05. Allow every participant to brain storm for few minutes and ask them to write down the 5 visions and keep with them.
06. Divide the group into 3 sub-groups:
 - adult men
 - adult women
 - youth*(Provide reasons as to the groupings, if asked, i.e. these 3 categories have specific needs of their own, in addition to the needs as a society)*
07. Ask the group to meet separately and present their visions to each other. Ask them to select their group reporter.
08. Let each group to decide on 5 visions. You have to visit the group and help them in clarifications. If you have more facilitators, divide them among groups to facilitate. Ask them not to impose ideas of their own.
09. Ask the groups to write visions in action words only. No need to explain. Writing to be done on cards in large letters.
10. When group work is over get them to assemble together and ask reporters to report.
11. See context : only read the cards - do not give a speech.
12. Have the women's team report first, then the youth and men. Display the cards on the wall using masking tape. This may look like the following:

VISION		
<i>Women</i>	<i>Youth</i>	<i>Men</i>

13. Allow groups to ask questions from each other for clarifications on the visions presented.
14. After all reports are given and all questions answered, lead a discussion reflecting on all reports:
 - How are the 3 lists similar?
 - How are they different?
 - (Ask women) What do you think made the men mention the things that they did?
 - (As men) What do you think made the women mention the things that they did?
 - (Ask youth) What made other groups mention the things that they did?
15. Conclude by saying that these lists represent the vision. Refer to the next step of the CMPP, which is the Obstacles Workshop and invite the next facilitator to come forward. You could use diagram below to show the integration of the 2 workshops:

Vision Workshop

Obstacles Workshop



OBSTACLES WORKSHOP

Steps

01. Discuss the meaning of obstacles with the group. List the interpretations on the board, i.e. something which prevents achieving goals, constraints, resistance, etc.
 - External
 - Internal (within persons and groups)
02. Ask the group to reflect on their visions identified and think about the issue: 'What is stopping us from realising the vision?'. Allow some minutes for every one to brainstorm.
03. Divide the group into 3 groups as before:
i.e. men's group, women's group, and youth's group.
04. Get every one in the groups to contribute from his/her thinking. The group then discuss and agree on 5 obstacles; if possible.
05. The facilitator helping the group should lead a discussion on the list in order to elicit the underlying obstacle properly. The group is persuaded to think deeply. This is done through asking questions such as 'what is stopping you', e.g. if the group said 'lack of education' was an obstacle in the first discussion, the facilitator might ask a series of questions like this for the second discussion:

*Facilitator's question**The teams' answer*

What kind of education you need?

Agricultural training

What is stopping you from having agricultural training?

No training days are ever scheduled in this village.

What is stopping you from scheduling training days?

The instructor never visits us in this village.

What is stopping the instructor from making visits to this village?

She is afraid she will be robbed when walking on the road through the forest.

Following such a discussion, underlying obstacle might be written on a sheet of paper for the group reporting as:

Lack of Education
Instructor never visits Fears robbery

REMARKS : Though the question of 'what is stopping you?' is usually a good one to ask, it is not always appropriate. This is particularly true if the team identifies 'poor leadership' as an obstacle in the first discussion. A better question to ask regarding the problems of leadership might be 'what are indicators of poor leadership?'. This allows the team to come with less subjective, more objective obstacles for this sensitive subject; eg:

Facilitator's question

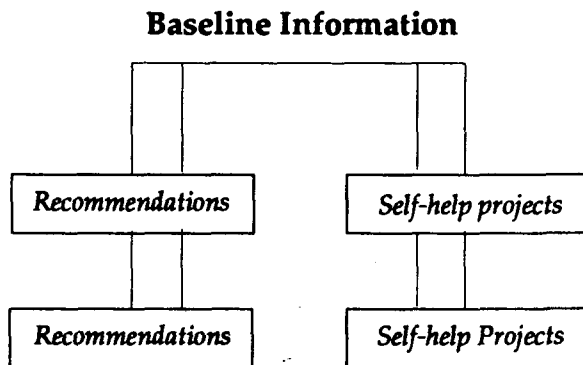
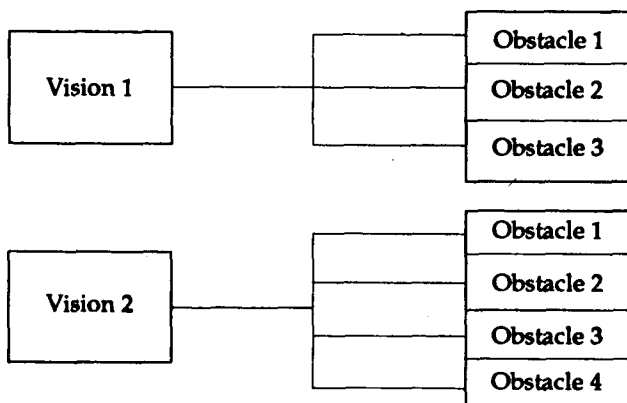
The teams' answer

What are indicators of poor leadership?

- The management committee never reports to the members.
- Fertilizers and pesticides are never ordered properly, etc.

These obstacles reveal problems of leadership that were objective than merely calling a leader lazy, or a drunkard, thereby creating a much more conducive atmosphere for future working relationship.

06. Let the group reporter read the list of obstacles and fix the cards on the wall within the group.
07. After the second discussions are over, get the reporter to write obstacles on sheets of paper and return to the larger group for the reporting session.
08. Follow the procedure of presentation as the vision workshop.
09. After each report has been presented, the groups should be allowed to ask questions for clarity.
10. Reflect on the reporting of 3 temas and ask questions such as:
 - How are the 3 lists of obstacles similar to each other?
 - How are they different?
 - Which of these obstacles is the biggest problem for us?
 - Which will be the easiest for us to solve?
11. Summarise the discussions and inform the group about the next workshop, which will focus on recommendations for solving these obstacles. You could use the following diagram in order to show the integration of workshops:



RECOMMENDATIONS WORKSHOP

Steps

01. Remind the proceedings of vision workshop and obstacles workshop and allow groups to take note of them.
02. Explain to the group that this workshop would consider the question 'What can we do to resolve these obstacles?'
03. Indicate the following guidelines to be used in searching for solutions and decide on recommendations:
 - The recommendations to be based purely on the basis of your own resources,
 - Baseline information would be a useful basis for evaluating alternative solutions,
 - The recommendations should indicate what you are going to do and not what the government or the co-operative union is going to do.
04. Take an example and try to work out recommendations with the group.
E.g.

Vision Eradicate malnutrition within the next 2 years.

- Obstacles*
- People don't know the nutritional content of food they eat.
 - Mothers do not have enough breast milk.
 - Food is scarce.
 - Families have many children to feed.
 - Members not having enough capital to buy cows for supplementing food.

Baseline information reveal that average land holding per member is 1 hectare; village has 75 households, number of milching cows 10; land is mainly coconut cultivation; average per capita income is US\$ 10 per month; average family members per household is 6; co-operative society earns a surplus of US\$ 2000 per year, it supplies farm inputs, credit to members, etc.

Recommendations:

- Each household to have 2 cows
 - Co-operative society to provide credit facilities to buy cows.
 - Introduce guinea grass under coconut cultivation for cows.
 - Introduce preparation of cattle feed from coconut and rice bran,
 - Successful dairy farmer to provide training to others on dairying.
 - Provide knowledge to women to prepare balanced diet from the food items available.
05. Divide the group into 3 groups as before and ask them to discuss each obstacle and provide solutions considering the information available and the resources available. After considering each, they should write agreed recommendations in A4 size cards provided.

06. They should be asked to repeat the process in regard to all five obstacles.
07. Get the teams to come together and ask them to present the recommendations and explain them.
08. Allow questions from the participants for clarifications.
09. After all presentations and discussions, have the groups reflect on all of them by raising questions like:
 - Which of these recommendations are more realistic?
 - Which will be very difficult to do?
 - If you follow these recommendations, how could our situation improve?
 - Which of these proposals do you feel a strong personal commitment to try to be brought to fruition?
10. Summarise the discussions and indicate about tomorrow's workshop - Self-help Projects workshop. You could use the diagram shown in the obstacles workshop for illustrating the process.

SELF-HELP PROJECTS WORKSHOP

Steps

01. Ask the group 'what is a self-help project'.
 - A group of activities with a specific goal which has no external grants and purely built on resources within the group.
02. Introduce the self-help projects with following types of examples of successful self-help projects:
 - Some examples of successful self-help projects from other villages.
 - Some examples of difficulties that have been overcome in other villages as they worked with their own resources to accomplish their self-help projects.
 - Some examples of 'traps' that have caused self-help projects to fail and therefore be avoided.
 - Differentiate genuine self-help projects from the so-called 'self-help projects' promoted and funded by external agencies.
03. Allow participants to draw upon their experiences and narrate such instances from their environment.
04. Divide the group into 3 groups: women, men and youth, and ask them to evolve self-help projects on the basis of the recommendations made. Before division, provide an example from the previous example of dairy cattle for economic projects. Possible self-help projects could be like the achievement of 2 cows per household for 40 households which have manpower and land, who would receive training from an experienced dairy farmer member and credit facilities and extension services through their co-operatives. The project could be undertaken by all family members. The other alternative would be to have a central dairy owned and managed by members. Youth could gain employment on the project.
05. Ask each group to present one or two projects each which will be reported at the group reporting following framework. Ask them to use baseline information to conceive projects with more rationalisation.
 - Title
 - Outputs
 - Activities
 - Inputs
 - Cost
 - Indicators for Evaluation

06. Help the group to consider following steps and factors in formulating income generating projects:

a) Choose a product or service to sell

- What people buy or want to buy.
- What you can do and how you want to work.
- What benefits you want to gain.

b) Find out if people will buy your product or services

- Where do the customers live?
- What age are they?
- How much income they have?
- How might they find out about your produce or service?
- Will they still want to buy your product or services in one year? two years?

c) Determine how the business will operate

- Who will do what to make the produce or service? What will be your production schedule?
- Who will keep the accounts and how will profits be shared?
- Who will take care of ordering of supplies, filling any required papers, making contracts, etc.

d) Calculate business expenses (what we do we need?, where can we get it? how much it will cost?)

- Start up expenses: materials, transport, facilities, workers, training, packaging, promotions, etc.
- Operating expenses: yearly/one cycle costs of above items

e) Estimate Sales Income

- How much can you sell and for how much?

f) Is the Business a good idea?

- Calculate profit and cash flow.

Profit: Price x No. of units = sales income - expenses = Profit.

Cashflow:

<i>Item</i> \ <i>Months</i>	<i>Jan</i>	<i>Feb.</i>	<i>March</i>
Sales Income			
Expenses			
Accumulated profit or loss			

f) Should we pursue this business?

- It is necessary to consider many factors in deciding to go for a particular business. These could be evaluated using a decision-making checklist:

*Decision-making checklist:*Positive NegativeEconomic factors:

- Will there be a profit
- Can you get credit?
- Is the market steady?

Social Factors:

- Do you provide a needed product/service?
- Will this business help your community progress?
- Will you make your own decisions?
- Do you have sufficient time to dedicate to the business?
- Do your families support the idea?

Intuition Factors:

- What are the risks?
- What are your feelings about the business?

07. Ask every one in the teams to think individually about the possible self-help projects which they would think feasible on the basis of their recommendations.

Projects should be a logical results of visions-obstacles and recommendations.

- Refer the goals to visions.
- See whether the activities overcome the obstacles identified.
- Check whether the activities are an expansion of recommendations.

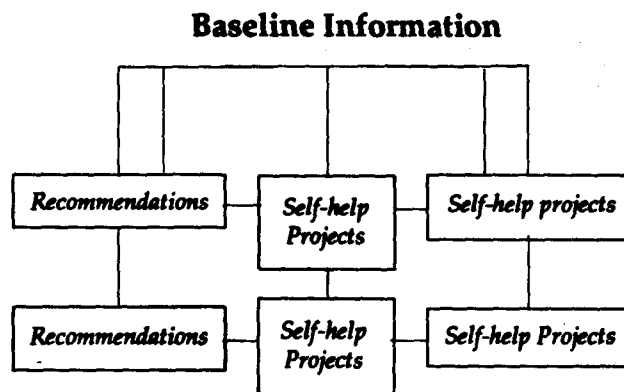
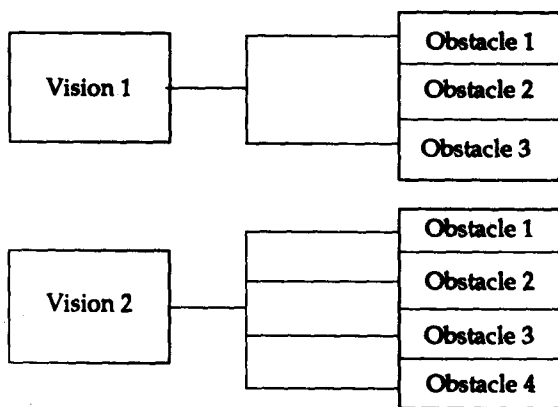
08. Thereafter, let the participants share their individual ideas with the team members. Then help them to discuss ideas by asking following questions:

- Which projects were mentioned by more than one person?
- Which projects seemed to you to be very interesting? Explain.
- Which projects would be easy to implement?
- Which projects would be very difficult to do?
- Which projects would benefit the most people in the village?
- Which projects would be nice to do, but they are unrealistic and only dreams?
- Given this discussion, which two projects we can agree upon?

09. When the projects are agreed upon, give the specific title and an anticipated accomplished target in quantitative terms.

NOTE : *If this is an education project, it must include the specific subject of the desired training as well as the number of people involved, e.g. a training day for 50 people on the proper methods for storing pesticides or 75 people attend demonstration of proper terracing techniques. You may have to help teams to think deeply.*

10. After presentation of projects of the groups, check whether they are a logical result of the previous workshop as given in Sec.06.
11. Get the team reporters to report the projects to the group at plenary session and lead a discussion using the following questions:
 - What resources are required to do the project?
 - How can these resources be obtained?
 - Can we do the project without any money? If not, ask how can the money be obtained?
 - What has been the past experience in this village with this type of projects? Why did it fail or succeed in the past?
 - If there is any income to come from the project, who will be in control of the money? (co-operative society?, branch shop?, commodity group?). Be sure that the group agree to the arrangement.
 - How do you need to organise yourselves to do this project?
 - What coordination will be required with other groups in order to succeed? i.e. agricultural extension officers, etc.?
12. After detailed discussions, make sure that projects are realistic and feasible.
13. Finally conclude the workshop saying that the next would be implementation workshop.



IMPLEMENTATION, WORKSHOP

Steps

01. Remind the groups about the self-help projects identified.
02. Ask the 3 teams to decide on key implementation steps for the projects.
This could be done as an entire group or as separate teams.
03. Lead the discussion using the following questions:
 - What resources are going to be required?
 - What equipment?
 - What people?
 - What inputs?
 - What raw materials?
 - How will these resources be gathered?
 - What kind of time schedule need be created?
 - What coordination is required?
04. Determine 5 setps and list them:
 - Time schedule.
 - Persons coordinating.
 - Organisation involved and how.
 - Indicators for evaluation.
 - Cost estimates.
05. Get the groups to select 2 coordinators for the project implementation.
They would be responsible for coordinating activities, institutions and services, in order to ensure successful completion of the projects.
06. Get the reporters to present the reports. Allow others to raise issues for clarification. Ask each group as to how they can help each other to bring sucess to the projects.
07. Thereafter lead a discussion with the entire group to schedule the projects over the next one year. Consider the seasons, festivals, financial year, etc.
You can use a simple GANTT chart for the purpose

Activity/Time Schedule	Year		
	1st month	2nd month	3rd month
i.	_____		
ii.			
iii.			_____
iv.		_____	
v.			_____

08. Get the groups to prepare cost estimates on their social projects according to the following chart. If necessary, illustrate the examples by taking one of the projects produced.

Project:

COST ESTIMATES

Activity	Cost for first year												Cost for second year							Total
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	
1.																				
2.																				
Grand Total																				

09. Get the groups to prepare time plans for information and publicity of the projects in order to inform relevant people and institutions. These time plans and cost estimates to be presented at the plenary by each group.
10. Present the completed implementation charts for every one's clarification.
11. Lead an evaluation session asking following questions in order to review the two days' seminar:
- Which sessions did you, as individuals, find to be most interest?
 - Which were the difficult sessions?
 - In which sessions did you learn the most?
 - How has CMPP methodology been beneficial to you as a person?
 - How has CMPP approach been beneficial to the village?
 - If you carry out all these projects, how will things be different in this village?
 - What is going to be the key to successful implementation of these projects?
 - What is going to be the biggest difficulty that you must overcome in doing these projects?
11. Fix a date and venue for the follow-up meeting.
12. Chairman of the co-operative society will officially close the seminar.

SECTION

5

**THE VILLAGE CMPP SEMINAR
REPORT**

THE VILLAGE CMPP SEMINAR REPORT
--

Objective To enable seminar facilitators /participants to:

- Summerise the experience of the seminar.
- Assist in conducting more successful seminars.
- Assist in monitoring the implementation of projects.

Time 8 hours immediately after the seminar.

Undertaken by Facilitators of Seminar

Material Seminar documents and report form.

Steps

01. Collect all reports and summaries on the blackboard during the seminar.
02. File them in chronological order in the village file opened during the set-up visit.
03. Prepare a summary report containing following items:
 - List of all seminar participants with their addresses,
 - List off all officials who attended the seminar as observers, with their addresses,
 - Outcome of vision, obstacles, recommendations, self-help projects and implementation workshops of the seminar.
04. Reproduce the report and send it to participants, village, society and other appropriate officials.
05. Add a copy of the document to the file.

SEMINAR REPORT FOR CMPP VILLAGES

Name of village or society _____
(underline which)

Seminar date _____ **Scheduled date** _____

Name of facilitators

- 1.
- 2.
- 3.
- 4.

Name of seminar Chairman _____ **Title** _____

Name of village/society chairman _____

1. **No. of participants, the first day:**
Men: _____ **Women:** _____ **Youth:** _____ **Total:** _____
Co-op members: _____ **Non-members:** _____

2. **No. of participants the second day:**
Men: _____ **Women:** _____ **Youth:** _____ **Total:** _____
Co-op members: _____ **Non-members:** _____
Number of newcomers:
Men: _____ **Women:** _____ **Youth:** _____ **Total:** _____

3. **Extension officers participated in seminar:**

Name	Ministry/Department
i.	
ii.	
iii.	
iv.	

4. **What are the visions of the participants?**
Men _____ **Women** _____ **Youth** _____

5. **What are the obstacles identified by the participants?**
Men _____ **Women** _____ **Youth** _____

6. **What were the projects identified by the participants?**
Men's projects _____ **Time span** _____

- a)
- b)
- c)
- d)

Women's projects *Time span*

- a)
- b)
- c)
- d)

Youth's projects *Time span*

- a)
- b)
- c)
- d)

7. Were you able to discuss the results of the CMPP baseline/monitoring results?
Yes/No.
8. Did this discussion have any effect on the result of the workshops?
Yes/No.
In what way?
9. How did the local leaders participate in the seminar?
Positive
Negative
10. How did the ordinary participants participate in the seminar?
Positive
Negative
11. How did the women participate in the seminar?
Positive
Negative
12. How did the youth participate in the seminar?
Positive
Negative
13. General remarks of the facilitators on the seminar (participation, projects, domination of special groups, general interest, etc.)
Positive
Negative
14. Date for next local CMPP follow-up?
15. Date for next facilitators follow-up?

SECTION

6

**THE CO-OPERATIVE SOCIETY
CMPP SEMINAR**

THE CO-OPERATIVE SOCIETY CMPP SEMINAR

Rationale When a co-operative society consisting of many villages or branches, it is necessary to conduct a co-operative society seminar to identify and prioritize the projects to be undertaken/supported by the co-operative. This event takes place after the completion of village seminars.

Objectives To enable the co-operative society/participants to:

- Identify the self-help projects that need support from the co-operative society,
- Prioritise the self-help projects that need to be carried out and match with the resources available in the society.
- Prepare an implementation programme to carry out the projects.

Time One day with 8 hours' work immediately after the completion of the village level seminars, in the area served by the co-operative society.

Participants Approximately 3-40 participants, consisting of the following:

- Management committee of the society,
- Society executive staff,
- Reasonable number of members who attended the village seminars, inclusive of at least one from each of the 3 groups, i.e. women, men and youth,
- Co-operative development officers (4 Nos.)
- Village seminar facilitators.

Venue As given in the village CMPP seminar guide and decided in consultation with the co-operative officials and the representatives from the villages.

Materials In addition to what has been given in the village CMPP seminar guide, documents from each of the village seminars.

INTRODUCTION

Steps

01. Start with a welcome by the chairman of the co-operative society.
02. Introduce participants of the seminar by themselves.

Note: It is assumed that the co-operative society officials and government officials are familiar with the CMPP approach as introduced at the set-up meeting. If not a brief introduction should be provided by the facilitator supplementing with the brochure.

03. Explain the objectives of the meeting as given above and the time schedule of the day.

TIME SCHEDULE

- 1st hour: Arrival, welcome, introducing each other, explaining the objectives and time schedule.
- 2nd hour: Visions and obstacles from the village seminars, discussions and consensus.
- 3rd hour: Presentation of village self-help projects, discussions and consensus.
- 4th hour: Planning the society projects, team work and plenary session
- 5th hour: Planning the society projects, team work and plenary session.
- 6th hour: Implementation planning for the co-operative society projects team work and plenary session.
- 7th hour: Implementation planning for the co-operative society projects, team work and plenary session.
- 8th hour: Reflection on the seminar and closing.

REVIEW OF VILLAGE SEMINARS : VISIONS AND OBSTACLES

04. Let the representatives of the village present their visions and obstacles.
05. Raise the following issues for discussions:
- What were some common vision items in many villages?
 - What were vision items that were unique to a particular village?
 - What obstacles were the same in many villages?
 - Were any of the obstacles unique to a single village?
 - What were the visions and obstacles that would need help from the co-operative society?
 - What can the society do to help solve any of these obstacles?

REVIEW OF VILLAGE SEMINARS : PRESENTATION OF SELF-HELP PROJECTS
--

06. Let the representatives of the villages present their self-help project proposals.
07. After each village report invite questions on clarity and allow a discussion.
08. Undertake a reflective conversation which could consider following questions?
- What seem to be the most common type of project across the villages?
 - What were some of the most unique projects?
 - **WHAT CAN THE CO-OPERATIVE SOCIETY DO TO PROVIDE SERVICES THAT SUPPORT THE VILLAGE PROJECTS?**
 - What would the society need to do in order to better prepare itself for providing those services?
 - What changes might be necessary in the society if it is to provide high quality service to the members?

PLANNING THE CO-OPERATIVE SOCIETY PROJECTS

NOTE : *The co-operative society seminar can select any project form the village seminar for implementation by the co-operative directly, depending on the objectives of the co-operative and the resources available at the co-operative. The seminar can also identify the village projects that can be supported by the co-operative from their services (credit, etc.) and the projects solely undertaken by the village groups.*

09. Break the group into teams in manageable mix teams.
10. Allow team members to think individually about the kind of projects that need to be planned by the co-operative society. The presentation by village representatives and subsequent discussions may help on this. Following criteria could be used in selecting such projects:
 - The projects that had involvement by the society,
 - Projects confined to utilisation of local resources,
 - Projects that could be undertaken within the limits of resources available in the society,
 - The projects that come within the purview of the bye-law of the society.
 - The projects which are mentioned most by village coordinators.
11. Allow team members to share their ideas.

REMARKS : *Normally, the co-operatives have their own work plans and projects. The ideal would be to hold village/branch seminars before the planning cycle and for the co-operative to base its work plans and the budget on the basis of village project planned. Otherwise, the co-operative society seminar would identify such co-operative society projects to be undertaken from the successive years.*

12. Ask each group to select the project that could be most popular among the groups. State that each group will get marks according to number of groups who made the same choice, e.g. if 3 groups have selected the same project, each such group will get 3 marks each.
13. Get the team reporters to report at the plenary session. Rank the most popular project accordingly and take away the highest scored project from the next round.
14. Get the small groups to go through the same process and select most popular project from the remaining ones. Marking procedure is the same.
15. Go through the list of projects until the last two. Now you will have ranked projects as democratically selected.

- The scoring can be done as following chart:

<i>Group \ Round</i>	<i>1st round</i>	<i>2nd round</i>	<i>3rd round</i>	<i>Total</i>
Group 1				
Group 2				
Group 3				
Group 4				

- The co-operative can give token prize to the highest scored group.
15. Discuss the economic, managerial and organizational capacity of the co-operative and get them to decide on few most popular projects.

IMPLEMENTATION PLANNING FOR THE CO-OPERATIVE SOCIETY PROJECTS
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16. Break the group into same teams before and allocate the projects agreed equally.
17. Ask each team to examine the projects suggested. In order to facilitate pose questions such as:
 - What kind of people need to be involved in implementing this project?
 - What could be the resource inputs required by the co-operative society?
 - What kind of services should be provided by the co-operative society?
 - What coordination is required with people outside the co-operative society?
 - What kind of changes in the corporate structure are needed to undertake the projects?
 - What time schedule should be kept?
18. Get the team to decide on the key steps in implementing the project. Let the team suggest mechanisms and people for coordinating the projects. In certain cases, the people could be from the team itself. Get the team to choose a reporter for the reporting.
19. Get the reporters to present the team reports. Let the others ask any questions for clarity.
20. After presentation of all reports, lead a discussion to schedule the projects over the next twelve months. Some times, it may be practical to go by the financial year of the society, consider the realities of seasons, the time taken for the completion of each activity and resource allocations.

21. Another facilitator could help to prepare a simple Gantt chart on a large new print to enable the group to get an overview of the schedules:

<i>Sl.No.</i>	<i>Project</i>	<i>Activity</i>	<i>Time Schedule</i>				
			<i>1m</i>	<i>2m</i>	<i>3m</i>	<i>4m</i>	<i>5m</i>
01.	Project 01	1.01					
		1.02					
		1.03					
02.	Project 02	2.01					
		2.02					
		2.03					

REFLECTION AND CLOSING

22. Reflect on the seminar by posing following question for discussion:
- How do you evaluate the events of the day?
 - Which was the most interesting session?
 - How all these projects improve the co-operative society?
 - What is going to be the key to successful implementation of these projects?
 - What is going to be the biggest difficulty that the society must overcome in doing the projects?
23. Schedule the follow-up meeting.
24. Let the chairman make closing remarks and close the seminar.

SECTION

7

**THE CO-OPERATIVE SOCIETY
CMPP SEMINAR REPORT**

THE CO-OPERATIVE SOCIETY CMPP SEMINAR REPORT

- Objective** To enable seminar facilitators/co-operative society leaders/participants to:
- Summarize the experience of the seminar
 - Assist in monitoring the implementation of projects.
- Time** Within 8 hours immediately after the seminar.
- Undertaken by** Facilitators/ chief executive of the co-operative society
- Material** Seminar documents
Report formats.
- Steps**
01. Collect all reports and summaries on the black/ white board during the seminar.
 02. File them in chronological order in the village file opened during the set-up visit.
 03. Prepare a summary report containing following items:
 - List of all seminar participants with their addresses,
 - List of all officials who attended the seminar as observers with their addresses,
 - Outcome of village reports, society projects workshop and the implementation workshop.
 04. Reproduce the report and send it to participants, village, co-operative society and other relevant officials.
 05. Add a copy of the document to the file.

SEMINAR REPORT FOR CMPP PRIMARY CO-OPERATIVE SOCIETIES

Name of the co-operative society _____

Seminar date

Scheduled date

Name of facilitators: 1.

2.

3.

4.

Name of seminar chairman

Position

Name of co-operative society chairman

1. Number of participants on the first day:

Men _____ Women _____ Youth _____ Total _____

Co-op members _____ Non-members _____

2. Number of participants on the second day:

Men _____ Women _____ Youth _____ Total _____

Co-op members _____ Non-members _____

Number of new comers:

Men _____ Women _____ Youth _____ Total _____

3. Extension officers participated in the seminar?

Name _____ Ministry/Deptt.

i.

ii.

iii.

iv.

4. What were the VISIONS of the participants?

Men _____ Women _____ Youth _____

5. What were the OBSTACLES identified by the participants?

Men _____ Women _____ Youth _____

6. What were the PROJECTS identified by the participants?

Men's projects _____ Time span _____

a)

b)

c)

d)

Women's projects

Time span

a)

b)

c)

d)

Youth's projects

Time span

a)

b)

c)

d)

7. Were you able to discuss the results of the CMPP baseline/monitoring results?

Yes/No

8. Did this discussion have any effect on the result of the workshops?

Yes/No

In what way?

9. How did the local leaders participate in the seminar?:

Positive

Negative

10. How did the 'ordinary participants' participate in the seminar?:

Positive

Negative

11. How did the women participate in the seminar?:

Positive

Negative

12. How did the youth participate in the seminar?

Positive

Negative

13. General remarks of the facilitators on the seminar (participation, projects, domination of special groups, general interest, etc):

Positive

Negative

14. Date for next local CMPP follow-up

15. Date for next facilitators' follow-up.

SECTION

8

THE MONITORING VISIT

THE MONITORING VISIT

- Objective** To enable facilitators to:
- Nurture the spirit of self-reliance that has emerged during the CMPP seminars.
 - Monitor the activities of CMPP projects in accordance with time schedules.
 - Help projects in coordination with other people and institutions whenever necessary.

Time Monthly visits one day each.

Material Village(branch)/co-operative project files.

Steps

1. The facilitator should inform relevant parties in advance and make it a point to visit them at their convenience. Normally, you have to meet the project coordinators at the village level and society level. You may also need to meet others whenever necessary.
2. You may ask following questions:
 - What progress has been made on the CMPP projects?
 - What difficulties are currently blocking the progress of the projects?
 - How might these difficulties be overcome?
3. Following procedures could be included for monitoring visits:
 - A visit with the village chairman discuss progress
 - Visit to all project coordinators
 - Visit to see the physical progress that has been made in regard to the projects (site visits).

Remarks : The facilitator must keep in mind at all times that these monitoring activities are being done for the sake of encouraging village people to overcome their problems. Questions should not be asked in a mechanical way. Facilitators enter into conversation trying to think together with the people with whom they talk about the real nature of difficulties.

4. You could ask open questions without an element of criticism in order to seek information.
5. You might also ask: 'Whether they have thought of something you think feasible without trying to improve anything'.
6. Look for potential obstacles that might not have been perceived by villages. In such an occasion, generate a discussion as to help them to understand the underlying issues hindering project implementation.

To the Facilitator : You too will grow in this process by sharpening your own analytical skills for discerning the real obstacles which prevent self-reliant development.

07. Be positive in your remarks on the progress made genuinely encourage them to overcome the obstacles.

SECTION

9

THE CMPP FOLLOW-UP MEETING

THE CMPP FOLLOW-UP MEETING

Objective To enable CMPP facilitators/ seminar participants to:

- Review progress of the projects undertaken,
- Identify problems/obstacles faced and determine course of action,
- Decide on future activities wherever necessary.

Time 3 hours' duration every three months after the CMPP seminar.

Participants: CMPP Facilitators

CMPP Seminar participants (if a participant cannot attend he/she could send a representative)

Venue A large room or a hall which could accommodate 30-40 people. Circular or rectangular sitting arrangements with chairs and desks/tables.

Materials A4 size paper, tape, markers, project documents.

Steps

01. Welcome every one. Clarify the objectives of the meeting as given above. Explain the agenda.
02. Get the coordinators of the projects to present progress reports of the projects. When the projects are to be undertaken later than the meeting, progress on the preparations could be reported.
03. After each report, lead the group to discuss progress by using questions such as:
 - Are there any questions of clarity about this report?
 - What steps did we hear in the report that have already been taken?
 - What have been the biggest difficulties that have slowed progress on this project?
 - What could be done to overcome these difficulties?
 - What have we learned in doing this project about organising ourselves?
 - What should we do in the future to ensure that this project is completed?
04. After all presentations are made, divide the group into 3 teams - women, youth and men as done in the original CMPP seminar.
05. Get the teams to discuss one next most important step which must be undertaken to complete the project. Let them select a reporter for the team.
06. Let the reporter report the steps for implementing the projects.
07. After presentations, allow questions to be asked for clarifications.
08. After discussions, get the original implementation schedule reviews in terms of the progress and obstacles and get the group to make necessary adjustments in the schedule.

09. In conclusion, emphasize the next steps for self-reliance by provoking questions such as given below and generating a discussion:
- Why is it important that co-operatives should look for self-reliance?
 - Why self-reliance is important for members?
 - What are some of the biggest problems for recovering the spirit of self-reliance in the villages?
 - What have you learned through your CMPP experience that would be valuable to other villages that want to recover a sense of self-reliance?
 - What can you do to sustain and nurture that spirit so that it is not lost?
 - What can you do to increase the spirit of self-reliance?
10. Conclude the meeting by thanking every one present and request them to keep up with the good work in the future too.

SECTION

10

FOLLOW-UP MEETING REPORT

FOLLOW-UP MEETING REPORT

- Obejctives*** To enable CMPP facilitators/ seminar participants to:
- Assess the progress made by each CMPP project,
 - Assist in monitoring the progress of the projects.
- Time*** 4 hours immediately after the meeting.
- Undertaken by*** CMPP facilitatotrs.
- Material*** Meeting documents
Report form
Project files.
- Steps***
01. Collect all reports presented at the meeting and notes written on the black board.
 02. File them in chronological order inthe village/branch files opened during set up visit.
 03. Prepare a summary report containing following items:
 - List of participants
 - Progress reports by each project
 - Summary of discussions
 - Conclusions and adjustments made in proejects.
 04. Reproduce the report and send it to all participants and relevant institutions.
 05. Add a copy of the report to the relevant file.

**FOLLOW-UP MEETING REPORT
FOR CMPP VILLAGES/CMPP PRIMARY CO-OPERATIVE SOCIETIES**

(To be used on follow-up meetings)

Name of village or society _____
(underline which)

District _____

Date of follow up _____ **Date of CMPP seminar** _____

Date of last local informal follow up _____ **No. of participants at follow-up** _____

Which follow-up visit is this? 1st _____ 2nd _____ 3rd _____ 4th _____

Name of facilitator _____

Name of respondent(s) _____ **Position of respondent(s)** _____

1. **No. of participants in this follow-up meeting**

Men _____ Women _____ Youth _____ Total _____

2. **No. of previous CMPP seminar participants** _____

3. **No. of co-operative members** _____ **Non-members** _____

(ONLY FOR CO-OPERATIVE SOCIETY SEMINAR)

Have all the participants in this society seminar actually participated in the village seminar? Yes/No

If not, how many did not participate in previous CMPP seminars?)

4. **How many extension officers participated in this society/village follow-up?** No. _____

Which ministry/department did they belong to?:

i.

ii.

iii.

iv.

v.

5. **List the original CMPP projects for the village/society:**

Name of project

Underline : Plan/Begin/End

i.

Men/Women/Youth

ii.

Men/Women/Youth

iii.

Men/Women/Youth

iv.

Men/Women/Youth

v.

Men/Women/Youth

vi.

Men/Women/Youth

vii.

Men/Women/Youth

viii.

Men/Women/Youth

6. *What was the quantitative objective for each CMPP project?*

Project

- i.
- ii.
- iii.
- iv.
- v.
- vi.
- vii.
- viii.

7. *What is the current position of the CMPP projects? (circle one per project)*

Project

No.1 No.2 No.3 No.4 No.5 No.6 No.7 No.8

a) Completed	a	a	a	a	a	a	a	a
b) Continuing as "mature"	b	b	b	b	b	b	b	
c) Ongoing	c	c	c	c	c	c	c	c
d) Preparation underway to initiate (on schedule)	d	d	d	d	d	d	d	
e) The project has halted because of problems	e	e	e	e	e	e	e	
f) Some preparations have been made	f	f	f	f	f	f	f	f
g) No action taken	g	g	g	g	g	g	g	

8. *Quantitative results have so far been achieved through the CMPP projects? Give detailed and precise information:*

Project:

- i.
- ii.
- iii.
- iv.
- v.
- vi.
- vii.
- viii.

9. *How many people were/are involved in the implementation of each CMPP project?*

Project 1	_____	Project 2	_____	Project 3	_____	Project 4	_____
Project 5	_____	Project 6	_____	Project 7	_____	Project 8	_____

10. *How many involved in the CMPP projects were non-members, women and youth? (indicate 'few', 'half' or 'many')*

	<i>Projects</i>							
	<i>No.1</i>	<i>No.2</i>	<i>No.3</i>	<i>No.4</i>	<i>No.5</i>	<i>No.6</i>	<i>No.7</i>	<i>No.8</i>
Non-society members								
Women								
Youth								

11. *List the two main constraints in the implementation of the CMPP projects:*

<i>Project</i>	
i.	i.
ii.	ii.
iii.	iii.
iv.	iv.
v.	v.
vi.	vi.
vii.	vii.
viii.	viii.

12. *What have been the changes in the number of people participation in the CMPP projects from the beginning and now (or at the time of completion of the projects)? Circle the right alternative*

	<i>Project</i>							
	<i>No.1</i>	<i>No.2</i>	<i>No.3</i>	<i>No.4</i>	<i>No.5</i>	<i>No.6</i>	<i>No.7</i>	<i>No.8</i>
a) More now(or at the time of completion)	a	a	a	a	a	a	a	a
b) Less now (or at the time of completion)	b	b	b	b	b	b	b	b
c) About the same (as when the project began)	c	c	c	c	c	c	c	c
d) More women	d	d	d	d	d	d	d	d
e) More non-members	e	e	e	e	e	e	e	e
f) Less women	f	f	f	f	f	f	f	f
g) Less non-members	g	g	g	g	g	g	g	g
h) More youth	h	h	h	h	h	h	h	h
i) Less youth	i	i	i	i	i	i	i	i

13. *Have there been any changes in the original contents of the CMPP project?*

<i>Projects</i>	<i>If yes, what kind of changes?</i>
No.i	Yes/No
No.ii	Yes/No
No.iii	Yes/No
No.iv	Yes/No
No.v	Yes/No
No.vi	Yes/No
No.vii	Yes/No
No.viii	Yes/No

14. *What is the new/current time schedule for the CMPP projects? (tick)*

- | | |
|-------|------------|
| i. | No changes |
| ii. | No changes |
| iii. | No changes |
| iv. | No changes |
| v. | No changes |
| vi. | No changes |
| vii. | No changes |
| viii. | No changes |

15. *Has the introduction of CMPP changed the attendance at local meetings?*

<i>In the village</i>	<i>In the co-operative society</i>
Yes/No	Yes/No

16. *If yes, in what way?*

<i>Village</i>	<i>Co-operative</i>
Attendance increased	Attendance increased
Attendance decreased	Attendance decreased.

17. *Have CMPP been attracting any members to your society?*

Yes/No

If yes, Number of men _____ No. of women _____ No. of youth _____

18. *What has been the two major attractions of CMPP that made people join the society? (tick only two)*

- i. CMPP gave greater influence in society affairs
- ii. Encouragement from officers.
- iii. Positive effects of CMPP projects.
- iv. Expectations of special benefits: specify

19. *Are there any new projects that have developed as a result of CMPP?*

<i>In the village</i>	<i>In the co-operative society</i>
Yes/No	Yes/No

If yes, what projects are these?

<i>Village projects</i>	<i>No. of people participating</i>
-------------------------	------------------------------------

- i.
- ii.
- iii.

<i>Co-operative Society projects</i>	<i>No. of people participating</i>
--------------------------------------	------------------------------------

- i.
- ii.
- iii.

20. *How many of these involved non-members, youth and women? (indicate 'few', 'half' or 'many')*

Projects

No.1 No.2 No.3 No.4 No.5 No.6 No.7 No.8

Non-society members

Women

Youth

21. *What projects have been stated in your village/society that have no connection with the CMPP since the original CMPP seminar?*

Village Projects

No. of people involved in the project

i.

ii.

iii.

Society projects

No. of people involved in the project

i.

ii.

iii.

22. *Have there been any direct contacts between village/society and the project representatives from the Regional Co-operative Union?*

Yes/No

If yes, number of contacts/meetings?

When were these contacts initiated? (months)

What were the topics discussed?

What have these contacts resulted in?

23. *Facilitators' comments on this follow-up:*

Main achievements

Main difficulties

Suggestions for changes/improvements

Date of next follow-up _____

SECTION

11

**TIME SCHEDULE
FOR CMPP ACTIVITIES**

CMPP CYCLE - CALENDAR

(Assumption: The projects would have one year's duration. If more, the cycle may be prolonged)

- | | |
|-----------------|--|
| Month 1 | Confirm targeted societies with the co-operative union/federation and district officials.
Set-up visits to societies. |
| Month 2 | Orientation meetings in each village
CMPP seminars in each village/co-operative society. |
| Month 3 | Monitoring visits to each village/co-operative society |
| Month 4 | Monitoring visits to each village/co-operative society |
| Month 5 | Follow-up meetings |
| Month 6 | Monitoring visits to each village/co-operative society |
| Month 7 | Monitoring visits to each village/co-operative society |
| Month 8 | Internal follow-up meetings (initiated by chairman of the co-operative society) |
| Month 9 | Monitoring visits to each village/co-operative society |
| Month 10 | Monitoring visits to each village/co-operative society |
| Month 11 | Follow-up meetings |
| Month 12 | Final evaluation/new plan |

Note : *This calendar provides a guideline for planning CMPP activities and implementation of projects. The time span calculated for projects is approximately one year. Using this calendar, the facilitator will be able to plan his/her time schedules accordingly.*

CMPP CYCLE - TRACKING CHART

Cycle society (name)	Confirm target groups/ society	Set-up visit/ Baseline survey date)	Orienta- tion Dates	Monitor- ing visits Dates	Follow-up visits Dates	Internal follow-up Dates	Monitor- ing visits meetings Date	Follow-up Meetings Dates	Final Follow-up meetings/ Evaluation

NOTE TO FACILITATORS

When you are dealing with many societies, you may need to keep track of all steps followed in each society. The chart given above provide you with a tool to plan each event in advance by indicating the time schedule with details in each case.

SECTION

12

EVALUATION OF TEST SEMINAR

**EVALUATION OF TEST SEMINAR
A CHECK LIST**

NOTE TO FACILITATOR

This evaluation is meant for testing the validation of the manual at a test seminar. This check list will help you to evaluate yourself and by the group of facilitators who participate in the seminar. The questions should be used as guidelines for self-evaluation and discussion among facilitators only.

One the achievements would be that you will plan actual CMPP seminar properly and also will conduct them in accordance with the steps given in the manual.

EVALUATION OF TEST SEMINAR

Seating arrangements

- Whether sitting arrangements were conducive for better discussion as a group and represent equality among group members?
- Whether the arrangements were feasible?

Time scheduling

- Whether the seminar was convened at the convenience of members of the village to suit their work?

Food, Stay, etc.

- Whether the food was arranged to the convenience of the group?
- How was the stay facilities for members (if necessary)?
- Whether they stayed as a community living (cooking and eating together, etc.)?

Arrangements for the Seminar

- Whether enough publicity given? Enough information given?
- Dates, venue has been fixed in consultation with the members/office bearers?
- Physical arrangements, venue, meals, arrangements for stay have been made in advance?
- Materials for the seminar has been prepared and brought to seminar? (A4 size thick paper, markets, scissors, masking tapes, etc.)
- Facilitators were arranged and prepared for the seminar.

Introduction to CMPP

- Did the facilitator introduce the concept to suit the level of seminar group using their own language?
- Did he/she try to elicit ideas from the group as the need to self-reliance and members initiatives?
- What was the response of the group? Whether they tried to involve in discussions or were passive listeners?
- How many minutes the facilitator took to introduce the concept and the process?
- Were there any contradiction with the concept and what strategy the facilitators followed in reconciling the contradictions?
- How was the behaviour of the facilitator? Was he/she acted as a teacher or a facilitator sharing ideas with members of group?

Vision workshop

- How did the facilitator introduce the subject of vision? Was the interpretation in terms of the environment of the group? Was it clear and correct?
- Did he/she manage to inculcate in the group the feeling of the experts who could take their own initiative to manage their own affairs.
- How much time the facilitator took to introduce the concept? Was there any individual brain-storming?
- Did he/she divide the group properly - i.e. women, youth and men and clarify the reasons?
- Was there any brainstorming individually on visions?
- How was the discussions in the groups? Were they democratic, participatory and undominated by few leaders?
- What was the role played by the leaders and government officials? Were they active and helpful?
- How did the facilitator help the group? Did he/she use opportunity to force his/her ideas?
- Did he/she bring back the group to the topic when they strayed?
- How did the facilitator facilitate the group reports?
- How was his/her summarizing?
- Did the vision represent aspirations of the people?
- Were they realistic and not dreams?

Obstacles Workshop

- How did the facilitator clarify the term 'obstacles'?
- How many minutes did he/she take to introduce the subject?
- Was there any reference to vision as the basis of identifying obstacles?
- Was there any individual brainstorming?
- How did the group discuss the subject in relation to their visions, etc.?

- Did the obstacles represent the aspect of their own environment?
- Did the facilitator lead the discussion to identify common obstacles and how they differed from each other?
- Was he/she able to lead the discussions to identify easy to solve obstacles from difficult ones?
- How did he/she summarize the workshop? How did he/she relate to next workshop? (Recommendations workshop)
- Were the group members able to identify actual underlying obstacles for visions and not symptoms?
- How was the reporting of group reporters? Were they clear?

Recommendations Workshop

- Did the facilitator relate recommendations to obstacles?
- Did he/she clarify the nature of recommendations by taking examples relevant to facilitation?
- How was the performance of facilitators in helping the group to identify realistic recommendations?
- Were the recommendations relevant to the situation?
- Did the recommendations represent people's initiatives and self-reliance?
- Did the facilitator summarize the workshop and relate it to the next workshop?
- Were the groups able to come out with alternative recommendations?
- Did the facilitator prevent himself from suggesting his/her own recommendations?

Self-help Projects Workshop

- Did the facilitator present the concept of self-help projects properly by examples?
- Did he/she make difference between genuine self-help projects undertaken by members without any outside assistance with their mutual help alone and the so-called self-help projects undertaken with either government assistance programme or a donor source?
- Did the facilitator clarify the effect and rationale behind self-help concept (external assistance is temporary and sometimes with conditions that involved groups to become dependent)?
- Did he/she help the group to identify feasible projects through using baseline information and indicators for income generating projects?
- Did the group involve in brainstorming on the feasibility of the project proposals?
- Was the group dependent on identifying projects?
- In the case of income generating projects, did the facilitators help the group to identify profitable products/services by using business feasibility methods?

Implementation Workshop

- Whether group was able to identify sources of inputs and services for the self-help projects?

- What was the time frame for implementation? Was it long or short?
- Does the time schedule look realistic?
- How did they identify coordinators? Through unanimous decision or election?

CMPP : PARTICIPANT'S REFLECTION
--

(To complete your answers, please use additional space, if needed)

1. Can CMPP be categorized as a new method/approach in promoting participation of members of a co-operative/self-reliant group? (a) yes, (b) no. If yes, specify the section that is considered new - section 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12)
2. According to you, who are the most relevant person to be the participant of the CMPP workshop (the answer can be more than one).
 - (a) Heads of training section
 - (b) Field workers
 - (c) Co-operative/self-reliant group managers
 - (d) Co-operative/self-reliant group members.
3. Are all material contents of CMPP package adequate to achieve the objective (viz. increased participation and involvement of co-operatives/self-reliant group members in decision making process, planning process, implementation, monitoring and evaluation) (a) adequate (b) not adequate. If not adequate, mention three main reasons)
 - (a)
 - (b)
 - (c)
4. Or perhaps there are some sections which are completely not needed to achieve the above objective? If any, specify the section and give the argumentation!
5. How far is the possibility of application of CMPP method in the field (Indonesian case)?
 - (a) Can be wholly applied
 - (b) Can be applied with adoption/modification
 - (b) Difficult/impossible to apply
6. If adaptaion/modification is needed, which sections?
(Section 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12)
If difficult/impossible to apply, what are the reasons?
7. How is the performance, structure/systematics, steps guide, media and language of the CMPP manual? (a) perfect, (b) not completely perfect. If not completely perfect, in what subject? (give note/comment/suggestion)!
 - (a) performance
 - (b) structure/systematic
 - (c) steps guide
 - d) media
 - e) language

8. What are your comments and suggestions as to the performance and credibility of the facilitator?
9. What do you get after following the CMPP workshop?
 - (a) increased motivation,
 - (b) increased knowledge
 - (c) increased skill,
 - (d) (a) and (b)
 - (e) (b) and (c)
 - (f) (a), (b) and (c)
10. Are you interested:
 - (a) in using, (b) to become the facilitator, or (c) to adapt/modify the CMPP method (the answer can be more than one) and if yes, what are your action commitments?
 - short-term
 - long-term
11. In the following empty space/overleaf, please feel free to express your impression/criticism/suggestion/recommendation/follow-up action that cross your mind as to all aspects of this workshop.

Thank you very much for your 'participatory' answers