

SEIICHI MIYAKAWA

**FARMING GUIDANCE IN THE
COOPERATIVE MOVEMENT
IN JAPAN**

COOPERATIVE SERIES-3



INTERNATIONAL COOPERATIVE ALLIANCE

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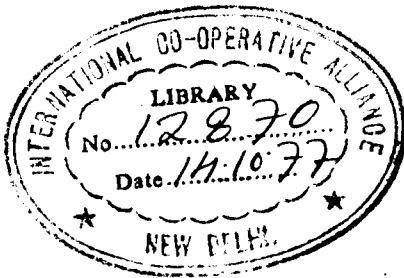
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Seiichi Miyakawa

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CONTENTS

	PAGE
1. Necessity of Farming Guidance in the Cooperative Movement	
1.1 Growth of Multipurpose Agricultural Cooperatives	... 1
1.2 Need for Change in Regional Farming	... 1
2. Outline of Farming Guidance Mechanism	
2.1 Agricultural Improvement & Extension Projects	... 3
2.2 Farming Guidance and Agricultural Cooperatives	... 4
2.3 Relationship between Agricultural Improvement Project and Farming Guidance Project	... 5
3. Recent Changes in Farming Management and the Policy of Agricultural Cooperatives Concerning Farming Guidance	... 7
4. Actual Situation of Farming Guidance Activities Conducted by Agricultural Cooperatives	
4.1 Policy Followed	... 8
4.2 Formulation of Plans	... 9
4.3 Classification of Farmers	... 11
4.4 Guidance in Farming Improvement and Management	... 12
4.5 Funds for Agricultural Improvement	... 27
4.6 Provision of Facilities by Agricultural Cooperatives	... 29
5. Agricultural Cooperatives and Farming Management Guidance	
5.1 Farm Advisors	... 31
5.2 Office-in-charge of Agricultural Management Guidance	... 31

6. Cooperative Farming Complex	
6.1 Changing Agricultural Environments	... 34
6.2 The Significance of Forming Cooperative Farming Complex	... 34
6.3 How to Establish A Cooperative Farming Complex	... 35
6.4 Criteria of a Cooperative Farming Complex	... 36
6.5 Organic Composition of a Farming Complex	... 36
6.6 Development of Farming Techniques and Consolidation of Farming Guidance	... 37
6.7 The Optimum Scales of Farming Complex	... 37
7. Education and Training of Staff Members of Agricultural Cooperatives	... 42
8. Guidelines for Farm Advisors	... 44

1

NECESSITY OF FARMING GUIDANCE IN THE COOPERATIVE MOVEMENT

The history of agricultural cooperative movement in Japan could be traced back to the enactment of the Industrial Cooperative Association Law of 1900, although in the traditional form it existed even earlier. The movement is at present undergoing a period of transformation. It is trying to bring about a change in agricultural structure in the context of world wide trend in trade liberalisation. These are intended to benefit the farm household economy and to protect the farmer from the clutches of unscrupulous merchants. In the following pages an attempt will be made to explain the background behind this transformation.

1.1 Growth of Multipurpose Agricultural Cooperatives

As is well-known, the agricultural cooperatives in post-War Japan have developed as multipurpose cooperatives. In other words, farmers' cooperatives do not merely deal with credit to their members, but also with the supply of production requisites, consumer goods, sale of members' produce, life and building insurance, etc. as well.

They have come to occupy such an important place in the country's economy, specially the one concerned with rural development, that no farming or agricultural policy can be formulated for the nation, without their support and active collaboration.

In post-War Japan, agricultural cooperatives took up the function of guidance and instruction in improved farming on the part of their members. In other words, they came to have a direct bearing upon the promotion of farm productivity. In pre-War days, this function was discharged by "Agricultural Associations" which were a separate mechanism, apart from "Agricultural Cooperatives".

1.2 Need for Change in Regional Farming

Post-War Japan experienced a high-pitched growth of its national economy. Agriculture was faced with a similar challenge. It had to be

changed from a cereal dominant economy to one taking up the production of food-stuffs rich in protein and vitamins. It had also to face keen competition from other countries where productivity was higher and production costs were consequently low.

The methodology followed to achieve this end was that the change of shift to be achieved should be gradual, not revolutionary. Also that the same should be brought about by changing the pattern of agriculture for a whole area, not merely for a few individual farmers.

In pre-War Japan, the Government helped and subsidised village institutions to promote agricultural improvement and enable farmers to participate in those measures. These, however, remained only paper plans without registering any direct bearing upon the farm household economy. They did not take note of farmers' psychology. After the War, the administration came to realise that the cooperation of agricultural cooperatives which are closely connected with every farming family and each aspect of farming technique, was necessary to promote agricultural reform. The farmers also realised that in order to increase their earnings they should collaborate with agricultural cooperatives for working out targets of increased output flowing from assured supplies of quality inputs by cooperatives and improved farm management.

The cooperatives formulated regional plans for agricultural improvement in their areas based on assured and adequate supply of farm credit, production requisites, sale of farm production, guidance regarding farming techniques and management, etc. This programme known as creation of consolidated production area has been carried out by agricultural cooperatives in Japan ever since 1961.

In the following sections an attempt will be made to describe the achievements of this programme of agricultural cooperatives.

2

OUTLINE OF FARMING GUIDANCE MECHANISM

The mechanism of farming guidance, evolved in Japan after World War II, could be roughly divided into two parts—one concerning agricultural improvement undertaken by government and local public bodies, and the other, dealing with “Farming Guidance” provided by agricultural cooperative. Of course, both these parts were fully coordinated in the formation of local plans for the improvement of farming techniques and raising agricultural production.

2.1 Agricultural Improvement and Extension Projects

This project is based on the Agricultural Improvement Assistance Law of Japan enacted in July 1948. The outlines of this project are as follows :

- a. Each prefectural administrative institution concerned bears the responsibility of providing experts and extension officers for farming improvement.
- b. These experts and extension officers educate farmers in the techniques of improved farming by means of itinerant guidance, farm exhibits, distribution of printed materials and training courses.
- c. The experts and extension officers belong to the administrative institutions of the prefecture concerned. However, a certain portion of expenditure on their salaries and programme is subsidized by the government each year.

The experts and extension officers mentioned above are those who possess the requisite qualifications for the job prescribed by the central government. The extension officers are usually allocated to agricultural extension offices in each province or municipality in the prefecture. They maintain direct contact with farmers for farm guidance. The experts on the other hand are posted at the headquarters of administrative institutions of each prefecture to assist extension officers in their activities. They deal with special subjects such as rice production, livestock impro-

vement, horticulture, etc. In 1976 there are 775 Experts and 9997 Extension Officers in the country.

The agricultural improvement programme is designed chiefly for diffusion to farmers of new scientific knowledge and techniques emanating from agricultural research and experimental stations in the country. For this purpose farmers are grouped together. Emphasis is laid on collective guidance through these groups. Agricultural cooperatives being voluntary organisations of farmers for securing agricultural inputs and for farm improvement, they *per se* form the base from which the extension officers operate.

2.2 *Farming Guidance and Agricultural Cooperatives*

Agricultural cooperatives, which are voluntary associations of farmers for improvement of the farm household economy, exist all over rural Japan. They were formed in a year or so after the enactment of the Agricultural Cooperative Law in November 1947. This law provided that the functions of agricultural cooperatives would include supply of funds, materials and equipment to meet farmers' needs, acceptance of deposits from member farmers, sale and processing of farm products, and education and guidance of members in the improvement of farming. The Act lays down that farming guidance by cooperatives would mean :

- a. Projects for the benefit of farmers, meaning the improvement of farming management and provision of necessary facilities for the purpose.
- b. Coordination of farm labour and provision of other facilities for the promotion of farm labour efficiency.
- c. Reclamation, improvement and management of farm land and provision of irrigation facilities.
- d. Education concerning improvement of farming techniques and facilities for the improvement of rural life and culture.

This shows that educational activities for improvement of farm management form the corner stone of the activities of agricultural cooperatives in Japan. They do not merely deal with supply of credit or other requisites for agricultural production, or sale of farm and livestock produce, but play an active and sustained role in agricultural improvement programmes. For this reason, activities of agricultural cooperatives

are popularly described as "Farm Management Guidance". They recruit special staff to handle problems of farm management and provide intensive and extensive education to farmers in this respect. These staff members are known as "Farm Advisors". They number in 1975 about 16,000 and are employed by about 5,000 multipurpose agricultural cooperatives. The Farm Advisors are assisted by "Farm Experts" who function at the headquarters of the prefectural unions of agricultural cooperatives, the guidance body of agricultural cooperatives and each prefectural federation of agricultural cooperatives.

All expenditure on this programme is met by agricultural cooperatives concerned. No subsidy is provided by the central government.

2.3 Relationship between Agricultural Improvement Project and Farming Guidance Project Undertaken by Agricultural Cooperatives

It may be felt that there is a certain amount of duplication in the work of the agricultural improvement undertaken by the government and local public bodies, and the farming guidance provided by agricultural cooperatives. It may further be felt that agricultural cooperatives in Japan do not concentrate on economic activities for the benefit of farmers, leaving the educational guidance for the improvement and promotion of farming management to government's agricultural improvement projects. These impressions are not justified because there is perfect coordination between the extension officers of the government and farm advisors of cooperatives. Their functions are also distinct.

The government's agricultural improvement project aim at systematising, diffusing and popularising high level scientific techniques in agriculture developed at research institutions run by government or local bodies. They also transmit to research stations problems faced by farmers in the field and try to find their solutions. In this way, extension officers act as a bridge between farmers and researchers in farming techniques.

On the other hand, the farming guidance projects of agricultural cooperatives aim at advising the farmers regarding the actual application of scientific techniques evolved by agricultural research institutions to individual holdings of farmers, according to the particular needs and resources of each farmer and the land under his cultivation. In other words, the staff members in charge of farm guidance try to provide individual solutions to the problems faced by farmers, in accordance with

the latest available scientific techniques, and try to see that the farm operations carried out by them are economical and justifiable in terms of investment made on the farm. They attempt at seeing that the expenses of farming management are minimum and that the earnings from agriculture are maximum, so that agricultural income of each farmer can be as high as possible.

How is this brought about ? The farm guidance workers realise that in order to increase farmer's incomes it is necessary to produce more of farm products and sell them high at the markets. To produce more, it is necessary to manage farms with scientific techniques, and at the same time to make best use of available funds and materials. This function of providing guidance regarding the choice of techniques and optimum use of available funds and materials by individual farmers is done by staff members of agricultural cooperatives in charge of farming guidance projects.

Therefore, while extension officers of government are experts in farming techniques, the farm advisors of agricultural cooperatives are instructors who are not only familiar with farming techniques but also with farming management, and various activities of agricultural cooperatives.

Agricultural techniques are taken care of by the government and local public institutions. The farming guidance projects of agricultural cooperatives aim at putting into practical use the scientific techniques evolved by governmental research stations etc., on individual farms of their members so as to assist them in getting highest yield from their land and maximum price for the same.

It will thus be seen that the functionaries of the government and the agricultural cooperatives perform complementary roles. They both aim at the improvement of farming management on the part of farmers. Accordingly, every attempt is made to see that there is no contradiction or conflict in their activities. In fact, every opportunity is made use of to see that the extension officers of the government and the farm advisors of cooperatives get together regularly in each locality and develop close contact with each other to adjust their guidance principles, and to avoid conveying to the farmers any conflicting guide lines.

3

RECENT CHANGES IN FARMING MANAGEMENT AND THE POLICY OF AGRICULTURAL COOPERATIVES CONCERNING FARMING GUIDANCE

Before explaining further the policy of agricultural cooperatives in Japan regarding farming guidance, it would be advisable to dwell here on a recent change in farming technique and management and its future prospects.

The first thing to remember is that the farming technique and management in Japan is no longer an individualistic, isolated, traditional or labour intensive phenomenon. It is a scientific, modern, progressive and capital intensive practice. This trend is expected to intensify as agricultural techniques advance and farmers' capacity improves in modern farming management.

Also, it would be useful to note that the change in agricultural techniques in Japan started taking shape only around 1955. Before this, Japanese agriculture was rice-dominated, and farmers aimed at raising maximum yield through intensive application of fertilisers and use of improved seeds. The use of labour saving devices and diversification in agricultural products (apart from rice) came into vogue only during the last decade. Once scientific techniques of agriculture demonstrated their usefulness to farmers, they were adopted with enthusiasm by all sections of agriculturists, changing the shape of agriculture from being an individual's own concern to one of the society's essential functions at giving it a scientific base.

The agricultural cooperatives assumed the leadership of educating the farmers in improved scientific techniques and of saving them from exploitation of crafty merchants by undertaking the sale of their products directly in the best markets and at the most remunerative prices.

4

ACTUAL SITUATION OF FARMING GUIDANCE ACTIVITIES CONDUCTED BY AGRICULTURAL COOPERATIVES

4.1 Policy Followed

The following is an account of the policy followed by agricultural cooperatives in this respect :

- a. They encouraged the farmer to give up the old notion of agriculture which largely aimed at producing what he needed for his family's requirements. If any surplus was left over, he sold it in the market to satisfy his other needs. The agricultural cooperatives educated him about the advantages of large-scale commercial farming with modern scientific techniques. In other words, they told the farmers that they should take to agriculture as a business enterprise and not as a subsistence occupation.
- b. They explained to the farmers that they should aim at securing a targetted income, and for that end they should plan to raise the most suitable crop or livestock on their land with modern scientific techniques.
- c. They provided the necessary guidance to the farmers in the selection of proper crop or livestock on their fields and the most suitable farming technique to achieve the maximum yield, and indicated to him the sources from where he could get the best seed, fertilisers and other inputs for maximum production.
- d. They classified the farmers into rice growing, poultry, and horticultural groups, and advised them to voluntarily join respective organised group.
- e. For all these groups, they provided the needed guidance in agricultural technique and management. While they continued to give individual advice to farmers to maximise their agricultural production, in accordance with the needs of their farm

land, they laid stress on group guidance so that some common practices could be popularised and tried management techniques explained.

- f. For the use of extensive machines, such as tractors, combines, seed-sowing machines, drillers, etc. they advised the farmers to purchase and use them jointly, as it is neither economical nor possible within the limited means of an individual farmer to go in for such costly equipment. In other words, they advised the farmers to practise joint cultivation in bigger plots of land by pooling their resources, specially for projects such as joint henneries for poultry, joint fruit grading etc.
- g. Specially trained instructors were employed by agricultural cooperatives to provide guidance to farmers in specific crops and for special subjects, such as livestock, horticulture, etc.

Economy with Efficiency : The agricultural cooperatives in Japan. are also fully conscious of the fact that, however excellent the techniques of farming may be, they are of little use to farmers till they are economical. Accordingly, good farming management advocated by them covers both production and sales aspects of agriculture. Farm advisors of agricultural cooperatives, therefore, do not merely confine themselves to guidance in production techniques, but also in modern salesmanship. They explain to the farmers what crops or agriculture based occupations can secure them the maximum return in the market and at what places they could market that produce to the best advantage. In giving this guidance to the farmers they do not impose their will on them, but spur their voluntary desires.

The Methodology : Having explained the policy followed by agricultural cooperatives for the improvement of farm production, we will now deal with methods followed by them for their farming guidance activities.

4.2 Formulation of Plans for Regional Farming Management Improvement

Many agricultural cooperatives start with the formulation of regional agricultural improvement plans. They survey the suitability of each area for particular items of production and advise the farmers to select the best crops suiting their land in accordance with the regional plan. Such plans are drawn up with utmost caution, so that they are not merely paper plans, but those which can be translated into action. Each farmer

in the region is individually consulted about his reaction to the plan, and administrative agencies of the region are also fully involved in its formulation and implementation.

The following is an excellent example. The Tamagawa Agricultural Cooperative in Ibaragi Prefecture formulated a five-year regional plan for agriculture in 1956. The plan was very successful and had a strong support of the members, so the cooperative initiated in 1962 the second plan, larger in scale, and the third one in 1967. The fourth plan is now going on. On the basis of these plans each farmer was advised to adopt a mixed pattern in farming. Previously, he used to grow only rice from his field. He was now induced to adopt a phased programme of combining rice cultivation with dairy, poultry, horticulture and hog raising. An income target at the end of the year was set out for him, and he was advised as to how he could attain it by gradually supplementing his income from rice cultivation with other activities.

Model Agricultural Pattern by Cooperative and Expected Income (target) of Farm-family.

—Tamagawa Cooperative—

Pattern	Scale at end of 1956	1st Plan (at end of 1961)	2nd Plan (at end of 1966)	3rd Plan (at end of 1971)
Rice and Dairy	4.2 Cows	5	10	13
Rice and Hog	42.5 Pigs	75	120	180
Rice and Poultry	50 Chickens	500	1,000	2,500
Rice and Horticulture	0.1 Hectares	0.2	0.6	0.7
Income Expected	...	500,000 Yen	700,000	1,000,000
(Except rice)	...	300,000 Yen	500,000	700,000

(Rice growing area of a farmer.. 0.7 hectares)

Plans such as these prove highly useful both from the point of view of the individual farmer who supplements his income and acquires a planning habit and from the point of view of the agricultural cooperative which is able to render effective service and guidance to its members.

Procedure : Generally speaking, the Central Union of Agricultural Cooperatives in Japan adopts the following procedure for the formulation of such regional agricultural improvement plans.

a. Decision on Crops Suitable to the Region

The Central Union considers what are the farm and livestock products for which consumption can be stable in the area, whether the natural or social conditions in the region are suitable for the selection of such desirable products, and whether they are feasible, considering the farming management ability of farmers in the region, etc.

b. Decision on Plan to Establish the Region as a Production Centre

The Union in deciding on farm products and livestock raising, etc., in a region considers whether it can ensure continuous and bulk supply of such products to the market.

c. Plan for Management Improvement for Each Item

The Union considers whether the region possesses the necessary management skill and expertise to secure maximum production of selected farm products at minimum cost, and if not, makes available the necessary training facilities for the purpose.

d. Decision on Processing

Since processed goods fetch much better price to farmers than the raw materials produced on the farm, the Union decides what processing facilities are necessary and can be provided in the region to process goods and raise the income of the farmers.

4.3 Classification of Farmers

Farmers are classified into different groups according to major items handled by them, for example, rice growing, fruit growing, vegetable growing, livestock or hog raising, etc. They are provided specialised guidance according to these group requirements. But, since many farmers produce more than one commodity, they are also given guidance in more items to suit their needs.

This kind of arrangement helps farmers not only to pool individual experiences in the growing of common crops and in farm management, but also helps them in undertaking joint marketing of their produce through their cooperative, at the best price. It also saves them from economic exploitation by merchants.

Organisation : The following points are stressed upon by the Central Union of Agricultural Cooperatives in the organisation of farmers in specialised groups :

- a. The unit of the group should be small, preferably not exceeding 10 to 15 people. The communication between members in such a group is closer and more effective. Any number of such groups may be organised where the membership of agricultural cooperatives is large.
- b. Each group should have a team leader selected out of farmers who excels others in agricultural techniques. Such a leader should maintain close contact with the agricultural cooperative concerned. The latter should meet different groups at regular intervals so that individual problems can be sorted out and experiences pooled.
- c. Proper and adequate honorarium should be paid by the agricultural cooperative to leaders of groups so that they may take real interest in guiding the activities of their group.
- d. The agricultural cooperative should provide its members not only farming guidance, but also the necessary agricultural inputs, and undertake to sell their produce at the best price.

4.4 Guidance in Farming Improvement and Management

Education and guidance regarding improvement in farming techniques and management includes the following :

- a. Guidance concerning the selection of more suitable crops or livestock for individual members and for drawing up their production plans.
- b. Guidance in techniques of modern methods of cultivation or breeding.
- c. Guidance into the matter of securing the necessary funds and resources for cultivation.
- d. Guidance regarding the availability of production requisites and agricultural inputs.
- e. Guidance regarding the availability of labour for different farming operations.
- f. Guidance regarding marketing plans.

g. Guidance regarding saving plans.

In other words, guidance provided by agricultural cooperatives covers every aspect of agriculture from the time of planning a crop, to its actual sowing, harvesting, processing and sale in the market.

Method of Guidance : Actual guidance to farmers by agricultural cooperatives takes two forms: (i) individual guidance to farmers at their homestead or in the field, and (ii) group guidance to members by farming instructors at the time when they visit the agricultural cooperative or by calling their special meetings. It is felt that the guidance proves far more effective in the latter case. Accordingly, greater stress is laid on collective guidance to promote better appreciation of improved farming techniques and management practices.

Various teaching aids and techniques are adopted in offering guidance to members. Not only talks and lectures but also exhibitions, cinemas, slides, projectors, film-strips, flash cards, etc. are made use of for teaching improved farming techniques to members.

Incidentally, guidance cannot attain its goal unless farmers who receive it have a planning bent of mind regarding management. The following are examples of what agricultural cooperatives in Japan have been able to do to infuse plan consciousness in the minds of farmers.

Example 1

Starting in 1951, agricultural cooperatives in Japan have been carrying out a campaign to induce all farming households to prepare plans for farm management. An outline of this plan is prepared by the Central Union of Agricultural Cooperatives under the title "My Home's Management Plan." Each farming household is requested to prepare his own plan with adjustment in the "My Home's Management Plan" prepared by the Central Union, according to his particular requirements. All such individual plans put together make the total plan for the area under agricultural cooperatives. On the basis of this total plan, the cooperative draws up estimates of the requirements of funds and agricultural inputs required by its members, and makes arrangements for their supply. The form of "My Home's Management Plan" is given on page 14.

My Home's Management Plan

Community :	Name :
-------------	--------

Memorandum regarding land and domestic animals

Kind		Managed land			Land loaned	Remarks
		Own land	Rented land	Total		
		a.	a.	a.	a.	
Paddy	Single crop					
	Double crop					
	Sub-total					
Field	Ordinary field					
	Mulberry gardens					
	Orchards					
	Others					
	Sub-total					
Total arable land						
Forest						
Plain field						
Residential land						
Domestic animals		Kind	Number	Kind	Number	

CHART I
Planned production and sales of farm and livestock products

Kind of products, farm and livestock	Land area or number of animals	P R O D U C T S					
		Production		Sales		Amount	
		Yield per 10 a.	Volume	Volume	at		
Unit		kg.	kg.				
Rice	a.		kg.	kg.			
Wheat							
Barley							
Total							

Per 10a = 1/10 hectare

CHART I (Contd.)

Volume of Consumption	Quarterly sales volume				Volume to be sold through agricultural cooperative
	April-June	July-September	October-December	January-March	
kg.	kg.	kg.	kg.	kg.	kg.

CHART II
Planned Consumption and Purchase of Production Materials and Daily Necessities

(1) Fertilizing and fertilizer purchase plans.

Kind of crop		Paddy rice					
Land area		a.		a.			
Items		per 10a	Volume Needed	per 10a	Volume Needed	per 10a	Volume Needed
		kg.	kg.	kg.	kg.	kg.	kg.
Self-supplied fertilizers	Branyard manure						
	Green manure						
Nitric	Ammonium sulphate						
	Urea						
	Ammonium chlorate						
Phosphoric acid	Super-phosphate of lime						
	Soluble phospher						
Potassic	Potassium chloride						
	Potassium Sulphate						
Chemical compounds							
Assorted fertilizers							
Total							

CHART II (Contd.)

Total		Volume to be purchased from agricultural cooperative	Quarterly purchase volume			
Volume	Amount		April-June	July-September	October-December	Jan. March
kg.	yens.	kg.	kg.	kg.	kg.	kg.

CHART II (Contd.)

(2) Planned purchase of farm machines, animals, farm chemicals and other materials

Farm Machines and Animals	Kind	Brand or breed	Number	Amount	Time of purchase	Source
	Total					

Procurement of Funds for Purchase of Farm Machines and Animals

	Kind	Amount	Funds		Borrowings and sources
			Own	Borrowings	

	Item	Use for crops or animals	Unit	Volume	Amount	Quarterly purchase Volume				Volume to be pur- chased from agri. coop.
						Apr- June	July- Sept.	Oct- Dec.	Jan- March	
						Farm chemical				
Other materials										
Total										

CHART III
Planned Incomes and Expenditures

Items	Month	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Total
Incomes	Agriculture (a)													
	Others (b)													
Expenditure	Agriculture (c)													
	Taxes (d)													
	Others (e)													
Balance (f) (a) + (b) - (c) - (d) - (e)														
Living expenses	Monthly (g)													
	Extra (h)													
Balance (i) (f) - (g) - (h)														
Deposits (j)														
Borrowings (k)														
Drawings (l)														
Repayments (m)														
Cash at hand (i) - (j) + (k) + (l) - (m)														
Original cash at hand (yens)														

Difficulties in formulation of household plans : Though the forms prescribed for "My Home's Management Plan" are simple enough, many farmers, because of lack of planning habit are not able to comprehend or complete them correctly. For this, it is necessary that they are given proper guidance by farm advisors and officials of the agricultural cooperative. Such guidance should not only include filling in of entries in the form, but also education of farmers in improved farming practices, such as proper selection and use of fertilisers, seeds and insecticides, rotation of crops and use of proper tools, etc.

Example 2

Further, in order that agricultural cooperatives can give proper guidance to farmers and make a correct analysis of production techniques and farming management practices of individual farmers, their staff should have a full grasp over the subject.

Accordingly, in parallel with the campaign for the formulation of household management plans, the Central Union of Agricultural Cooperatives has proposed to its affiliated agricultural cooperatives that they provide themselves with and complete a card-type farming ledger for each farm household. Where farming operations are specialised, such as livestock raising or horticulture, special forms are prescribed for the purpose.

Many agricultural cooperatives in Japan, accepting this suggestion, have prepared such forms with the help of farm advisors and in accordance with the needs of the actual situation of the regions concerned, and made use of them in providing necessary farming guidance to their members. The following are the examples of a farm household ledger made by the Central Union of Agricultural Cooperatives and a hog raising farm household ledger presently used by Kagoshima Prefectural Union of Agricultural Cooperatives.

Farm Household Ledger (sample)

(Front)

Code No.		Group :			Name :			
1. Family composition	Name	Sex	Relation-ship	Age	Work-ing capacity	Agriculture		Other Hired Works labour
						Full-time	Assist	
	1							
	2							
	3							
4								
Total (average)								
2. Land area	Cate-gory	Area	Condi-tions	Category	Area	Remarks		
Arable land	Single crop			Pasture				
	Double crop			Forest				
	Fields			Residential land				
	Orchards			Compounds				
	Others			Others				
	Sub-total				Total			
3. Animals	Pur- pose	Scale	Annual output	Cash in- come	4. Facilities	Scale	Procured amount	
Cows					Workshop			
Cattle or horses					Barn			
Swine					Manure bran			
Chickens					Pigstry			
Goats					Hennery			
Sheep					Green house			
Silk worms					Silkworm raising room			

Notes: 1. 'Working capacity' to be adjusted to sex and age based on adult male=10

2. 'Full time' for agriculture are those who work over 200 days a year, and 'assisting' less than that. Mark the applicable column.

Farm Household Ledger (Sample) Contd.

(Back)

5. Farm machines	Farm machines	Model (H.P.)	Number	Days used	Farm machines	Number	Days used				
Powered	Electric motor										
	Oil motor										
	Tractors										
6. Crops	Purpose	Land category	Planted area	Period	Planting order early late	Planting area during past 5 years					Yield per 10 a.
						1	2	3	4	5	
	Rice										
	Others										
7. Income by category	Rice	Wheat	Other crops	Vegetable	Fruits	Total					
	<i>(in yens)</i>										
	Amount										
	Percentage										
8. Funds	Savings	Loans	Others	<i>(in yens)</i>							
9. Incomes	Earning	Wages	Salaries	Others	Total						
	<i>(in yens)</i>										
	Amount										
	Percentage										

Advisor's Remarks

(Front) **Hog raising Farm Household Ledger (sample)**

Code number		Group :				Name :					
Management structure	Family		Available labour		Managed land						
	Male	Female	M	F	Paddy	Field	Orchards	Mulberry gardens	Tea gardens	Others	Total

Hog raising facilities

	Pigstry		Related facilities	Feeding capacity	Common facilities		Others
	Scale	No. of partitions			Silos		
Breeding swine	m ²		m ²				
Slaughter swine	m ²		m ²				

Feeding & sales plans & records (records entered by agricultural cooperative)

Detail	Carried over	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Total	Bal- ance	Self- supply
Breed- ing swine																
Induction	Plan															
Record	Record															
Production	Plan															
Record	Record															
Sales	Plan															
Record	Record															
Slaugh- ter Swine	Plan															
Introduc- tion	Record															
Sales	Plan															
Record	Record															

Facilities expansion plans and records (records entered by agricultural cooperative)

Detail	Period	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Total	Total facilities
Pigstries	Plan	m ²	m ²	m ²	m ²	m ²	m ²
Records	Records						
Silos	Plan						
Records	Records						
Farm machines etc.	Plan						
Records	Records						

Hog raising Farm Household Ledger (sample)

(Back)

grazing area	Domestic Animals			Swine			
	Horses	Cattle	Goats	Breeding			
				To be produced	presently feeding	Young pigs yet to be sold	Slaughter swine

Farm Machines

Item	Type	Cart Culti vator	Motor Cutter	Chopper	Mixer	Thresher	Sprayer
Model Number							

Swine feedstuffs purchase plans

Kind	Period	April- June	July- Sept	Oct.- Dec.	Jan.- March	Total
Assorted feedstuffs						
Bean dregs						
Bran						

Funds and procurement

Items	Period	Apr- June	July- Sept	Oct- Dec	Jan- Mar	Total	Own funds	Borrowings	
Breeding swine		<i>(in yens)</i>							
Meat swine									
Facilities									
Feedstuffs									

Self-supplied feedstuffs production plans

Kind	Plant- ing area	For feed- ing	Period	Kind	Plant- ing area	For Feed- ing
Sweet Potato				Wheat &		
-do- (summer)				Barley		
Potato (spring)				Oats		
-do- (autumn)				Strach dregs		
Cabbage				Runner meals		
Radish						

Example 3

The following is an example of increased production and income secured by farmers of Saga Prefecture in 1964 by adopting improved farming techniques in the production of rice as suggested by their agricultural cooperative.

Under this programme member-farmers were organised in groups made up of 20 to 30 households, on the basis of the irrigation facilities enjoyed by them. Each group selected a competent leader to guide them, because of his specialised knowledge in the use of fertilisers, insecticides, machines or irrigation facilities. Under the guidance of farm advisors, the group leaders educated their members in the proper selection of seed, fertiliser, insecticides, dose of irrigation required, time of sowing, harvesting, etc., thereby reducing the cost of production of the crop and maximising its yield.

The agricultural cooperatives, with the cooperation of extension officers and experts from agricultural research institutions, also provided the farmers with a calendar showing the time when the crop is to be sown, seed disinfected, fertilisers applied, insecticides used, and produce harvested and marketed.

All this help enabled the farmers to concentrate on actual production jobs. The job of the selection of most suitable crops, the time of sowing, the use of suitable fertilizers and insecticides at the correct time, the time-table for harvesting of crop and processing it, etc. was performed for him, and with his consultation, by the agricultural cooperative under the guidance of the farm advisors and the group leader. This enabled the farmers to reduce their cost of production and increase efficiency. It also enabled advisors to provide guidance to farmers in groups, thus providing them enough leisure for further study and research.

The group guidance campaign resulted in an increase of about 20 per cent in a year in the yield of rice in Saga Prefecture. In other words, rice production per hectare rose to 512 kg. which was the highest in Japan. Naturally, it resulted in pushing up the income of farmers and increasing the total national product.

The example of Saga is now being followed in other prefectures, thus demonstrating the great benefit of the farming guidance activities of the agricultural cooperatives.

4.5 Funds for Agricultural Improvement

Agricultural cooperatives in Japan are multipurpose cooperative societies. They do not merely provide farming guidance, but partake in various activities connected with actual agricultural production. Thus they accept deposits, lend funds, supply production requisites, deal in consumer articles, arrange sale of farm products, and also partake in educational activities. This mechanism proves highly useful for assisting farmers in all phases of farming management.

The most important problem faced by farmers in Japan, as in other countries, for raising their agricultural output was "how to secure adequate and timely funds for the purpose." If they tried to get these funds from merchants or money-lenders, they had to pay very heavy interest and were mercilessly exploited by them. Even the agricultural cooperatives in the beginning lent money on the basis of the repayment capacity of farmers. This criterion helped only the bigger farmers, while the real need for resources was of the smaller peasants. These peasants needed money not only for farming, but also for other supplementary occupations such as swine raising, dairy farming, poultry-keeping, etc.

The Central Union of Agricultural Cooperatives, therefore, evolved a new policy to help these small farmers, and urged all its member-organisations to implement it. The broad outlines of this policy are as follows :

- a.* Plans for the improvement of farming management in each locality should be drawn up by the agricultural cooperative. These plans should suggest technical improvements required on each farm, the cost involved on the same, and the need for funds by the farmer for raising his normal crop so that adequate and timely supply of funds for the purpose may be arranged.
- b.* Agricultural cooperatives should educate the farmers in the correct and proper use of their limited resources, avoiding wasteful expenditure or excessive capital investment by utilising the common services provided by it or a group of farmers.
- c.* They should also educate the farmers in the proper selection and use of agricultural inputs such as seeds, fertilisers, insecticides, etc., so that excessive investment on them is avoided.
- d.* In lending funds to the farmers, their status or land-holding should not be the consideration for determining the quantum of

loans, but their capacity to raise crops in accordance with the improved farming technique and management skill to be imparted to them. In this connection, the views of farm advisors should be given prominence, in addition to the staff in charge of lending.

- e. After the loan has been granted, the farm advisors should carry out a strict supervision on their use so that such funds are utilised only for the purpose they are meant.

The following is an example of cooperative financing by Ugusu Agricultural Cooperative in Shizuoka Prefecture. Till 1957 the area of operation of this society largely comprised a poor fishing village, which did not grow any worthy farm product. In that year the society, through a project, promoted poultry farming by its members in order to raise their income. In the beginning, only such members were included in the project as had the capacity of raising at least 2,000 chickens, and were specially interested in the job.

A loan of 3 million Yen per household was offered to each member of the project for the construction of poultry farm and pans. This scale of lending, in comparison with normal cooperative financing standards, was quite exceptional.

The agricultural cooperative itself provided facilities such as joint breeding, egg screening, chicken processing, etc., to cut costs of members in undertaking such specialised jobs.

Further, it provided a number of advisors for chicken raising to ensure that members followed correct methods in poultry raising and to solve their difficulties.

Finally, in return for its assistance and guidance in the project, the agricultural cooperative concluded a contract with chicken-raisers that they would purchase from it all poultry feed and that they would also sell all their eggs through it.

This linking up of finance and management guidance with the contracted purchase of poultry feed and sale of eggs by members to the agricultural cooperative proved a double blessing. It improved the earnings of members and at the same time modernised their poultry management.

4.6 Provision of Common Facilities by Agricultural Cooperatives

In order to promote farm and livestock productivity and reduce production costs, better utilisation of machines and common facilities is necessary. The agricultural cooperatives in Japan have, therefore, undertaken to provide costly machines such as tractors, combines, harvestors, etc. and other such facilities for the use of their members. They do so either by themselves, if their resources permit, or in combination with other agricultural cooperatives in the region or in collaboration with their federation.

In fact the Central Union of Agricultural Cooperatives in Japan, since 1961, has been urging its member-organisations to set up collective production centres for farm and livestock products. It has been suggested that such centres undertake all functions of agricultural cooperatives such as guidance in agricultural management, supply of funds and materials, processing of farm and livestock products and their sale, to raise earnings from agriculture.

Cooperatives and their federations provide many common facilities to their members to enable them to reduce their investment and cost of production, secure better sales and increase their income. An account of such common facilities provided either by the agricultural cooperatives or their federations is given below :

	Production Facilities	Marketing Facilities
Cultivation	Joint nursery of seedling Large size machinery, Machinery repairing facilities	Warehouse Country elevation
Poultry	Joint nursery of chicks	Selection and grading facilities of eggs Dressing plant
Hog	Breeding and nursery facilities	Slaughter house. Pork processing facilities
Dairy	Artificial insemination Nursery	Milk collection facilities Cooling station, Tank-lorry, Milk processing plants
Horticulture	Joint nursery of seedling Insecticiding machinery	Grading facilities, Storage Processing facilities

In this connection, it is important to note that since these facilities for production and distribution require big investment, it is necessary that prior consultation is held with farmers to ensure their fullest and optimum utilisation, and if feasible, under a contracted arrangement.

5

AGRICULTURAL COOPERATIVES AND FARMING MANAGEMENT GUIDANCE

We have explained before the importance and role of farming management guidance in increasing agricultural production. How this guidance is provided and the personnel for the purpose recruited and trained is explained below :

5.1 Farm Advisors

The farm advisors are needed for the survey, grasp and analysis of the actual situations faced by member-farmers of agricultural cooperatives in the course of their agricultural operations. Naturally enough, such advisors need to be fully oriented and trained in modern agricultural techniques. However, some staff members of the agricultural cooperatives, with a certain aptitude for this type of work, can also be trained for the job.

Till 1956, there were only about 6,000 such advisors in agricultural cooperatives in Japan or 0.5 advisors per cooperative. However, by 1975 their number had increased to about 16,000 or 4.1 per cooperative. This increase was the result of the realisation on the part of senior officers of agricultural cooperatives, including presidents, that farming management guidance was one of their essential functions. The Central Union of Agricultural Cooperatives in Japan has been providing the necessary training facilities for the purpose, both for advisors, and for the general education of the officers of agricultural cooperatives so as to initiate them into the importance of farming management.

5.2 Office-in-charge of Agricultural Management Guidance in Agricultural Cooperatives

In order that farm advisors can fully demonstrate their usefulness and their activities can be coordinated and supervised, an office-in-charge of farming management is set up in the business wing of the agricultural cooperative. It is known as the Guidance Department.

However, since the guidance activity cannot prove effective if it does not go hand in hand with business activities, such as the supply of funds and materials, processing and sale of products, etc., officers of agricultural cooperatives, exercise care to ensure such coordination. In the case of agricultural cooperatives in areas where agriculture regarding “merchandise production” is fairly advanced, and consequently the farming management pattern on the part of farmers is simplified, guidance and business activities can be taken care of in the same department. There are, in fact, an increasing number of agricultural cooperatives in Japan which combine both functions. For example, the livestock department of an agricultural cooperative takes care not only of guidance regarding livestock production, but of the supply of foodstuffs and production materials, processing of livestock products, etc. as well.

Example : The following are typical examples of business organisations of some general and integrated types of agricultural cooperatives in Japan. In the former, the guidance department is organised as a separate wing of the agricultural cooperative; in the latter it is integrated with business activities :

General Type

Guidance Department : It undertakes guidance in agricultural techniques and management.

Sales Department : It undertakes processing and sale of farm and livestock products.

Purchasing Department : It supplies production requisites to farmers as also the goods required for their consumption.

Finance Department : Its main function is to accept deposits and lend money, as also to undertake insurance business.

Integrated Type

In such agricultural cooperatives, guidance is combined with each business activity, for example :

Farming Department : undertakes guidance regarding rice, wheat-growing; etc. and all other phases of cultivational agriculture; supply of production materials; sale of products.

Livestock Department : undertakes guidance regarding livestock production; supply of materials; sale of products.

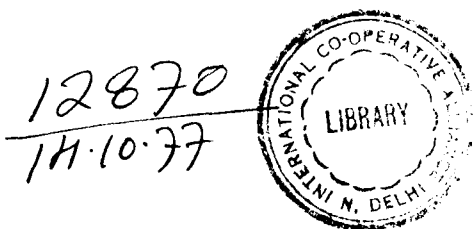
Horticultural Department : undertakes guidance regarding horticulture; supply of materials; sale of products.

Livelihood Department : undertakes guidance regarding consumption and supply of daily necessities.

Finance Department : undertakes acceptance of deposits; lending of funds and insurance business.

Expenses incurred on farming management guidance are either collected from member-farmers in proportion to the benefit they receive from this service or met out of profits of business activities of the cooperative concerned. The cooperatives in Japan do not accept subsidy from the government to preserve their autonomous working. However, subsidies from local administrative agencies such as city, town, village, prefecture, etc., are accepted subject to the scale of service provided by the society.

According to some statistics the cooperatives spent 27,459 million yen or 5.5 million yen per cooperative for guidance services. The figure does not include personal expenses of farm advisors, but it does include some 30 per cent as expenses for better living and cultural activities. About a third of revenue relating to farm guidance is fees collected from the member-farmers.



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6

COOPERATIVE FARMING COMPLEX

Since 1961, the Central Union of Agricultural Cooperatives in Japan has been urging the formation of Cooperative Farming Complexes.

6.1 Changing Agricultural Environments

Great changes in the environments of agricultural industry are taking place as seen by the technological progress in farming, the continued outflow of rural working population, the increase in the cost of production and living, the shifts of demand in agricultural products and the corresponding changes in the agricultural market.

Member farmers of agricultural cooperatives are making endeavours to suitably respond and to adapt themselves to the changed and changing conditions in the hope of protecting their livelihood under new circumstances.

Farmers are aiming at increasing their income by producing new commodities, introducing new production techniques and mechanization, expansion of the size of unit holding expected to result in improved productivity.

Yet all the efforts of the farmers to improve their farming position within the framework of each individual management cannot be expected to create conditions which ensure proper choice of varieties according to the trend of market, timely supply of production requisites including seeds and breeding stocks and instruction on production techniques, installation of large facilities, processing and marketing of products on a regularized basis, attainment of an influential position in the market and finally realization of larger incomes.

6.2 The Significance of Forming Cooperative Farming Complex

To attain a better marketing position it is necessary to intensify production of commodities selected after a careful study of economic

geography and natural conditions of the area as well as trends of demand in the market.

However, when the size of the area does not warrant economical installation and operation of production and distribution facilities or in case cooperative consolidation of farming is pushed in an isolated fashion, steady supply of production requisites, processing and marketing of products become difficult. In a sense, it will only end up at big capitalistic concerns concluding direct transaction contact with the producers.

In order to prevent developments in undesired directions and to increase the farm income and stabilize farm management the area has to be formed into an economic unit of optimum size from the view point of economical operation of production and distribution facilities and adequate provision of guidance services. It becomes increasingly necessary for agricultural cooperatives to provide services of farm guidance, credit facilities, supply of production requisites and marketing of products in a well planned and systematic fashion. The area formed for each commodity at the initiative of agricultural cooperative organizations in such a way that the overall functions of cooperation is fully displayed, is called a cooperative farming complex.

Formation of a cooperative farming complex is expected to pave the way for increased returns and for strengthening bargaining position of farmers and to help in stabilizing farming occupation.

In order to increase the farm income, stabilization of prices of farm products and a smooth supply of production requisites at low prices should be pursued by adopting relevant measures. The effects of such measures can be fully realised by formation of cooperative farming complexes in which production, marketing and input supply are conducted on a thoroughly planned basis.

6.3 How to Establish a Cooperative Farming Complex ?

Before initiating the work of establishing a cooperative farming complex, business structure of unit cooperative societies must be reformed and the way must be paved for closer collaboration among unit societies. Preparation must be made at secondary and tertiary organisations also so that all the parties concerned can take joint action for successful implementation of the project. On the basis of such preparation or consolidation of operational structure at all levels of the move-

ment, the project should be implemented according to an annual plan for each commodity and area.

The idea of cooperative farming complexes points to the basic direction of measures to be taken by agricultural cooperatives concerning agricultural production and distribution. This idea has already been put into practice in various places. It is necessary to spread farming complexes all over the country, and seek adjustment of demand and supply on a national scale and also make inroads into the processing and distribution sectors.

6.4 Criteria of a Cooperative Farming Complex

A farming complex cannot be considered an ideal one if it only satisfies one condition namely the scale requisite. A farming complex would be an ideal one when all its functions ranging from production through distribution are carried out in a coordinated manner. In this sense, there are five basic requirements to qualify as an ideal complex. They are :

- a. Management standard of farming is followed at the member's farm.
- b. Producers are organized into respective commodity groups.
- c. The agricultural cooperatives should have a system of guidance with adequate number of farm advisers.
- d. A systematic installation of facilities covering all activities from production to distribution.
- e. Availability of measures concerning farming financial management, such as a system of long-term pooled accounting.

6.5 Organic Composition of a Farming Complex

The full-time farmers organized in a farming complex should be guided to set a farming pattern so as to make possible an year-round engagement for attaining a set income target.

In order to upgrade the productivity of a production unit it is necessary to reform it into a scale capable of introducing modern techniques. For this, a joint farming unit of full-time farmers should be nurtured to grow into a highly efficient production system.

Farming complexes are formed commoditywise. In practice, however, due to multiplicity of farming patterns, with several commodities, plural complexes are formed on the same area. Then this farming complex becomes a compound farming complex. Accordingly, measures of regional development should be systematically incorporated into compound farming complexes, so that these complexes, are led into a direction in which they can as agricultural economic zones, be well organised and operated.

6.6 Development of Farming Techniques and Consolidation of Farming Guidance.

In the formation of farming complexes it is essential to develop new agricultural techniques by means of tie-ups with state and prefectural research and experiment institutions, and to standardize without delay these new techniques so that they can be applied to the joint production system of these complexes, and popularize them under proper technical management.

Also, in anticipation of further progress of specialization of farm management patterns, highly advanced techniques for each crop or item will be needed. Thus, farming guidance in the future should branch off into two categories, first, technical instruction including seed and stock improvement and mechanization of farming operations, disinfection, etc., and secondly management guidance including planning the formation of farming complexes, organization of production system and farming management, etc.

Therefore, the affiliated agricultural cooperatives should positively train and assign experts and farm advisors who are instrumental in promoting farming complexes. They should also give due consideration to the treatment of these experts and advisors so that they develop within themselves a strong sense of mission.

6.7 The Optimum Scales of Farming Complex

The optimum scales presented before cooperatives by the Central Union varies by the kind of areas as follows :-

Structural Outline of the Movement

National Level	Prefectural level	Local Level
--National Marketing & Purchasing Federation	Pref. Economic Federation (48)	
--National Mutual Insurance Federation	Pref. Mutual Insurance Federation (47)	
Central Union		Prefectural Union (47)
...Central Cooperative Bank for Agriculture & Forestry	Pref. Credit Federation (47)	--Multipurpose Cooperatives (4,803)
..National Association of Prefectural Credit Federation		
..IENO-HIKARI Publishing Association		
--Agricultural Cooperative Press & Information Service		
--National Welfare Federation	Pref. Welfare Federation (21)	
...UNICOOP JAPAN		
--Other National Federations (17)	Other Pref. Federations (128)	--Single-Purpose Cooperatives (6,227)

Figures in the parentheses indicate the number of organizations in 1976.
 ...Associate Membership

Statement 2

Multi-Purpose Cooperatives Classified by Membership Scale (1975)

Membership scale	Number	%
less than 100	82	1.6
100-299	709	14.2
300-499	991	19.9
500-999	1,561	30.3
1,000—1,999	1,011	20.3
2,000—2,999	372	7.5
3,000—4,999	237	4.7
Over 5,000	73	1.5
Total	4,991	100.0

Statement 3

Number of Farm Advisors

Year-end	No. of Farm Advisors	No. of other staff	No. of Cooperatives
1970	15,512	227,834	5,996
1971	15,469	232,483	5,799
1972	15,770	237,201	5,485
1973	15,768	241,632	5,267
1974	15,963	247,922	4,991

Statement 4

Assignment of Advisors (Percentage-wise)

Year	Grain	Livestock	Assignment of Advisors (Percentage-wise)			Farm management	Others	Total
			Vegetables	Fruits	Sericulture			
1962	18.9	19.0	13.6	11.0	3.7	19.1	14.4	100.0
1967	23.8	24.5	11.7	17.0	3.7	17.0	2.3	100.0
1975	23.9	24.0	15.1	18.0	2.0	16.0	1.0	100.0

Statement 5

Year	Percentage of Farmers by Farming Scale					
	0.3 hectare or less	0.3—0.5	0.5—1.0	1.0—1.5	1.5—2.0	2.0 or more
1960	22.0	17.0	32.8	17.2	6.9	4.1
1965	20.9	17.4	32.3	17.3	7.4	4.7
1970	21.2	17.4	31.0	16.8	7.8	5.8
1975	23.5	18.0	29.8	15.1	7.2	6.4

Statement 6

Year	Importance of Major Commodity Groups in Overall Output Value								
	Rice	Other Grains and Potatoes	Vegetables	Fruits	Industrial Crops	Seri-culture	Livestock products	Others	Total
1960	47.9	12.9	9.0	5.8	4.4	3.1	14.3	2.6	100.0
1965	43.5	8.1	12.4	6.8	5.1	2.4	19.7	2.0	100.0
1970	37.2	4.7	15.4	7.9	4.3	2.7	24.5	3.3	100.0
1975	36.7	4.1	15.7	6.9	4.5	1.8	26.9	3.4	100.0

EDUCATION AND TRAINING OF STAFF MEMBERS OF AGRICULTURAL COOPERATIVES

In order that agricultural cooperatives can fully assist and guide members regarding agricultural techniques and farming management, all staff members of agricultural cooperatives, in addition to farm advisors, are fully oriented and trained in this task. In fact, one of the important tasks of prefectural unions and the Central Union of Agricultural Cooperatives is to educate such people.

This task is performed in several ways. The study and use of bulletins and reference material published by the Central Union is one way. The Japan Agricultural Newspaper, published by Agricultural Cooperative Press Information Service, places particular emphasis on the publication of articles on new agricultural techniques and farming management. The "Good Earth", a monthly magazine published by the Je-No-Hikari Association, and other numerous publications on agriculture serve as other sources of material for the education of members of staff. Also, the National Marketing and Purchasing Federation and Economic (Marketing and Purchasing) Federations on the prefectural level regularly supply staff members of agricultural cooperatives with information on agricultural techniques related to the activities of agricultural cooperatives. But in addition to all these, formal training courses are also prescribed for members of the staff and advisors. The contents of this training course are :

For general staff members : Principles of business activities of agricultural cooperatives, such as marketing, purchasing, financing, etc.; agricultural management; trend of farm household economy; guidance regarding farm household, book-keeping, etc.

For farm advisors: New production and feeding techniques classified by crops and kind of livestock; guidance regarding book-keeping by speciality and management analysis; management of production and distribution facilities by speciality; knowledge of production materials by use; situations regarding marketing and distribution by products; organi-

sation of member-farmers; business activities of agricultural cooperatives, etc.

Most courses are small and last only three days to a week. However, in recent years, longer courses, lasting a month or more have also been offered for specialised agricultural guidance.

Lecturers to the above courses are invited from agricultural colleges, governmental and prefectural agricultural research institutions, the Central Union of Agricultural Cooperatives, federations, agricultural improvement expert groups, etc.

Field studies at places where agricultural cooperative guidance is fairly advanced, and, group discussions and seminars among participants, are also gaining increasing importance in training.

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GUIDELINES FOR FARM ADVISORS

The following advice is offered to advisors to discharge their functions in a competent manner :

- 8.1 Advisors should have full faith in their mission and their task. They should not be bothered by temptation or interference, and offer unbiased guidance to member-farmers.
- 8.2 They should constantly continue research and study, and prepare themselves fully before offering guidance to member-farmers. They should never teach what they are not sure about.
- 8.3 They should always assist member-farmers in their development of management skill voluntarily. They should not impose their will on them.
- 8.4 They should try to level up farmers *en masse* through group activities. They should improve the competence of those who are better farmers and encourage others who are a little behind by offering them special incentives and advice.
- 8.5 They should avoid easy compromises in teaching methods. They should teach what they firmly believe is right and pursue their mission with courage and persistence.

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