

MEMBER PARTICIPATION IN AGRICULTURAL
COOPERATIVES AND ITS METHODS WITH SPECIAL
REFERENCE TO JAPANESE EXPERIENCE

REPORT



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REPORT OF THE ICA/CUAC/IDACA REGIONAL
SEMINAR
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PART I

PART I

1. INTRODUCTION

Many developing countries in the Asian Region have faced problems of mobilising their members to achieve optimum productivity in their cooperative efforts. The Agricultural cooperative movements in many countries in the Region have been attempting to involve members in the management of their cooperatives through cooperative member education programmes traditionally designed as institutional training programmes. Although some isolated projects have been launched in certain instances, the results again were marginal. In addition, some of the agricultural cooperative movements have been subjected to integration into multi-purpose cooperative movements, which resulted in the formation of enterprises with an unmanageable membership in ensuring direct democratic control. Unlike other type of cooperatives the agricultural cooperatives essentially have to depend on the participation of members in order to ensure the viability of enterprise. Credit operations and also the marketing operations are very much integrated into the management of such cooperatives. Therefore, the active participation by the members have become a vital importance for the existence of agricultural cooperative movements in the Region.

The ICA Sub-committee on Agricultural Cooperative Development identified the subject of member participation as a high priority at the meeting held in 1986. This decision is also in keeping with the policy priority of the ICA as indicated in its document titled "ICA Policy for Cooperative Development" and also the document on "ICA Strategy for Cooperative Development". The Sub-committee sought assistance from Japan, being one of the most developed countries in the Region in the field of agricultural cooperatives, to draw upon their experience and to learn from the practices the agricultural cooperative movement in Japan has introduced for agricultural cooperative development. The Central Union of Agricultural Cooperatives (CUAC), Japan and the Institute for the Development of Agricultural Cooperatives in Asia (IDACA) in collaboration with the ICA ROA undertook to train selected participants from the Asian Region. The Agricultural cooperative movement in Japan agreed to finance the seminar. The seminar on member participation in agricultural cooperatives is scheduled to continue for 3 years from 1987. In the meantime, the ICA would take follow-up action on the project evaluation and carry out such action in consultation with CUAC and IDACA.

The main focus of the member participation seminar is the study of the Japanese experience in business planning in Agricultural cooperatives through member participation. The resource persons have been drawn from the Japanese Agricultural Cooperative movement as well as ICA.

2. OBJECTIVES

The objectives of the seminar are as follows:

- a) To learn about business planning and management of agricultural cooperatives based on the needs of member farmers and about strategies and methods of member participation programmes of agricultural cooperatives of Japan;
- b) To discuss applicability of the Japanese experience on member participation to agricultural cooperatives of the participants' countries;

- c) To identify strategies and methods which would be most effective in member participation in participants' countries on the basis of study of (a) and (b);
- d) To formulate action proposals for the organisations/ movements of the participants, keeping in view the experience gained at the seminar.

3. METHODOLOGY AND PROGRAMME

In order to achieve the objectives as indicated above, a training/teaching methodology and strategy has been worked out by the IDACA and ICA ROA jointly.

At the very beginning of the Seminar, the participants would present a situation study of the agricultural cooperative movements with special reference to member participation. They would also high-light the draw backs of their movements.

Based on the conditions highlighted in the presentations, the ICA has drawn up a preliminary session to enter into the field of member participation in agricultural cooperatives to clarify the meaning and the importance of members' involvement in the management of their cooperatives.

The participants would then be exposed to an overview of the agricultural development in Japan in a general way and then would enter into the subject of agricultural cooperative movement in Japan during the next few sessions. These presentations take the form of lecture-cum-discussions and also visual presentations through slide projectors, video programmes and also films on the institutional aspects of agricultural cooperative development. The participants are supplied with carefully selected reading material written by experts of Agricultural Cooperatives in Japan.

In order to provide the participants with a type of cooperative societies they would study, some case studies of selected cooperatives are presented. The presentation normally integrates the practical aspects of member participation in selected cooperatives. The participants groups are taken to the cooperative societies on which the case studies are presented and allowed to study the operations as well as problems confronted by them through discussions with the leaders and staff of cooperatives and also meet individual members in the cooperatives. These experiences are again presented at a review session at the end of the field studies and normally matched with their own experience and the problems in their countries.

In order to give the participants an experience of creating a business plan for a cooperative society, they are given an exercise on business planning. Individual farm plans are prepared and integrated with the society plans as well as regional plans.

One of the most important methods added during the 1988 seminar was the action commitment on the part of the participants. The participants are required to match the experience gained in Japan with their country situation and commit to an action plan to solve atleast one or two problems of their own organisations based on the experiences in Japan. The action plans attached to this report demonstrate the quality of such commitments shown by the participants. The programme evaluation is given importance in terms of contents and methodology of the seminar in order to improve upon the performance for future.

The seminar programme followed, appears as an appendix to the report as Annex 2.

4. PARTICIPANTS

In keeping with the objectives to be achieved at the Seminar, the participants have been selected from the persons who have been actively involved in business planning and management of agricultural cooperatives and member education work at primary, secondary or national level organisations in selected countries. Preference was given to the candidates who are responsible for business planning based on the needs of members in agricultural cooperatives.

16 participants from Bangladesh, China, India, Korea, Malaysia, Philippines, Sri Lanka and Thailand participated at the seminar. Two (2) observers from Japan also participated at the seminar.

A complete list of participants and observers with their personal details has been annexed to this report as Annex 3.

5. SEMINAR ORGANISATION

The seminar has been jointly organised by the International Cooperative Alliance (ICA) and IDACA in collaboration with CUAC (Central Union of Agricultural Cooperatives). Messrs. Yukio Abe from the IDACA and W U Herath from the ICA functioned as coordinators.

Following resource persons helped to conduct the seminar:

- i) Mr. Sten H. Dahl, Coop Dev Adviser, ICA ROA
- ii) Mr. Shiro Futagami, Managing Director, IDACA
- iii) Mr. Takeshikai, Head, Coop Research Centre, Japan
- iv) Mr. Isamu Sugioka, Gen. Manager, IDACA
- v) Mr. Hiroshi Terunama, Programme Coordinator, IDACA

In addition, there were several presentations by executives from Tsukuigun Primary Agricultural Cooperative Society, Nasucho Primary Cooperative Society, Tochigi Prefectural Union of Agricultural Cooperatives, Nasu Municipality Office and Imaichi Distt. Primary Cooperative society. Several women's leaders too participated and shared their experiences with the group.

PART II

PART II

1. INAUGURAL SESSION

The ICA/CUAC/IDACA Seminar on Member Participation in Agricultural Cooperatives and its Methods with Special Reference to the Japanese Experience was inaugurated on the 18th July, 1988 at the IDACA auditorium. Mr. Y. Abe, Programme Coordinator from the ICA welcomed the participants and the guests and gave a description of the IDACA, its inception in 1964 and its association with international agencies such as ICA, Colombo Plan, Afro Asian Rural Reconstruction Organisation (AARRO) and also its training programmes directed towards other national agencies such as National Agricultural Cooperative Federation (NACF), Republic of Korea and Agricultural cooperatives in Brazil.

Mr. Sten Dahl, Cooperative Development Adviser at the ICA ROA welcomed the participants on behalf of the ICA and explained the structure of the ICA with special reference to the ICA ROA and emphasized the need to observe basic values in cooperative as resolved by the Congress held in July, 1988. He compared the relevance of the resolutions with the focus of the seminar.

Mr. Shiro Futagami, Managing Director of the IDACA inaugurated the seminar. He, while welcoming the guests and participants of the seminar, noted that the collaboration with the ICA is a tradition in the IDACA. He mentioned that the Agricultural cooperatives in Japan has played a major role in improving the standard of living of farmers in Japan. However, the agricultural cooperative movement has faced the challenge of competition with liberalised imports from other countries. The tasks at present is to cut down the costs of production. He said the topic would be discussed at length during the forthcoming national congress of agricultural cooperatives. He wished the participants a pleasant stay and successful seminar. Mr. Sugiyoka, the General Manager and Mr. Terunama, Programme Coordinator too participated at the inaugural session.

2. REGIONAL SITUATION OF AGRICULTURAL COOPERATIVE MOVEMENT WITH SPECIAL REFERENCE TO MEMBER PARTICIPATION

The participants from each country presented position papers on the agricultural cooperative movements and their problems in their respective countries.

Bangladesh Since the introduction of Cooperative movement in 1904, the cooperatives have played an important role in rural development in Bangladesh. After the liberation of Bangladesh in 1971, 12 cooperative development projects have come into existence. The number of cooperatives have increased from 5586 in 1959-60 to 0.12 million in 1987. The Bangladesh Jatiya Samabaya Union (BJSU) has undertaken member education function in collaboration with the Department of Cooperative Development.

Of late, international agencies and certain national authorities have found it convenient to form and utilise informal groups in the field of cooperation without registration with the government authorities.

The Department of Cooperative Development has an Extension Section which has a Cooperative College, Zonal Institutes and Regional units under its supervision. As a parallel, the BJSU conducts training programmes for individual members with 46 district cooperative unions. There is another model by the name of Comilla model (Bangladesh Rural Development Board) which conducts member education programmes. There is a parallel structure functioning on the basis of this model.

Mr.Sarder, who presented the report, emphasized the fact that there are several agencies functioning in Bangladesh in the field of agricultural cooperative development and member education, which resulted in duplication and competition among the agencies themselves.

Bangladesh was a part of British India till August 1947 when it gained independence as a part of Pakistan. The present Bangladesh was formed after liberation from Pakistan in 1971. It has a total area of 55,598 sq.miles. 98% of the total population live in 68,018 villages, whose main occupation is agriculture. The total cultivable land is 31.1 million hectares for a population of 102.9 million. About 85% of the total population in the country depend directly or indirectly for their living on agriculture. Agriculture contributes 52% of the GDP.

Bangladesh has an apex federation (BJSU) and 8 other national level federations dealing with credit, dairy, agriculture, marketing, jute manufacturing, etc. At the secondary level, there are 666 unions in Bangladesh. The total number of primary cooperatives in Bangladesh is 95,722. Individual membership of the cooperative sector is approx. 3,700,000. The BJSU has been established in 1981. The Union is administered by elected representatives of cooperatives since 1972. The main objectives of the Union are to promote, extent and implementation of training and extension services and also to serve as exponent of the cooperative information of the country.

The Union prepares and implement annual programmes of education and training for apex and secondary level cooperatives in the filed of development of cooperatives. The Department of Cooperative development assists and collaborates in these training activities. The BJSU also organise and conduct cooperative leadership training programme for leaders of cooperatives as well as government employees.

The Union also has a consultancy service which provides technical guidance to cooperatives in management and other fields.

The Cooperative movement in Bangladesh was established in 1904 with the introduction of credit cooperatives popularly known as SBs at the village level. During the 1950s, the concept of cooperative multi-purpose societies came into link up credit with marketing and also make the primary cooperatives viable. The Banks have been federated into Bangladesh Samabaya Bank, which provides finances through production credit, through the CCBs and the Bangladesh Samabaya marketing society.

However, with the changes in the political system, the government propagated a new structure of cooperatives with a two-tier concept and organised village based agricultural cooperatives under the umbrella of integrated rural development programme (IRDP). This contradiction created problems at the village level and consequently many of the cooperatives have become non-viable due to competition and duplication of business operations.

After the liberation in 1971, there are several agencies functioning for the promotion of agricultural cooperatives. As a result, so much money has been pumped into the village level institutions with a long history of bad debts. This also has resulted in the formation of self-help groups and institutions, outside the cooperative sectors, which are also functioning in the line of a cooperative society.

In this background, the major problems faced by the agricultural cooperatives are as follows:

- i) Lack of coordination among financial institutions.
- ii) Dominance of commercial banks in credit disbursement.
- iii) Lack of proper marketing arrangements for the products of the members which has affected the repayment capacity of the members.
- iv) Lack of professional management in credit operations and also cooperative enterprises.
- v) National calamities.

The government has taken steps to solve the problems in the following manner:

- a) Organisation of Bangladesh Samabaya Bank Ltd (BSBL) as the single agency for cooperative credit at all levels,
- b) Unification of traditional village cooperatives at the grass roots level,
- c) Introduction of branch banking by Bangladesh Samabaya bank,
- d) Use of Central cooperative banks as the branches of BSBL,
- e) Introduction of credit for project finance including processing and marketing,
- f) Organisation of a Cooperative Department.

In regard to the Cooperative education system in Bangladesh, the Cooperative Department runs the Cooperative college and 8 cooperative zonal institutions mostly for the officials of the Cooperative Department. BJSU in collaboration with other federations, organises and conducts education and training courses at village level and district level for both board members of cooperative organisations. Apart from this, 64 district cooperative unions organises and conducts member education programmes for the members of primary cooperatives at the village level.

The problems of cooperative education could be summarised as follows:

- i) Duplication of member education programmes by the cooperative organisations as well as the government agencies such as Bangladesh Rural Development Board and the Department of Cooperative development.
- ii) Lack of coordination among the agencies in identifying the areas in which they are competent to handle education and training.
- iii) The theoretical nature of education programmes which has limited relevance to the field situations.
- v) Lack of conceptual training and extension programmes.

China : At present China is under reform politically as well as socially. The cooperative system as well as its educational systems are also subject to changes. The cooperatives have started business relations in the international market from 1985. They have collaboration with foreign investors and are in the process of negotiating to set up more joint ventures. The production and processing industries of the Chinese cooperatives have a new market oriented policy. Therefore, it appears that the entire management process and also human resource development system would have to be changed in accordance with the present trend.

At present, the educational system is guided by All China Federation of Supply and Marketing Cooperatives. There is a bureau of education established in the All China Federation and also 29 Federations at provincial level which have established education divisions. The provincial level federations run their own cadre schools or staff schools. There are also 4 universities belonging to some provincial level federations. The regional federations have 232 cadre schools and 83 secondary schools. At the county level, there are 1369 staff schools.

The courses conducted in these educational institutions could be divided into two main categories:

- a) Cooperative theory, accounting and management systems, and
- b) Technical courses.

The role of the All China Federation is to prepare national level plans for the development of education and to solve the practical problems such as teaching material and teachers' training. The Federation also undertakes the training of employees. The federations at the provincial level prepare their own regional plans for the training of employees. They also have on-the-job training programmes under each business department.

However, All China federation has over all authority to determine the training policies, recruitment procedures and also the standards that should be maintained by the institutions at the provincial and regional level.

The target groups for the training programmes could be classified as follows:

- i) Members,
- ii) Employees, and
- iii) Reserve forces.

Generally, members training programmes consist of the theory and practice of cooperatives and also the services rendered by the cooperatives for the members and also techniques of farming and usage of agricultural implements.

Staff training is confined to the management of cooperative societies, accounting and also some technical courses relevant to the employees.

The education of reserve force is directed towards prospective employees from the community at large and they are given academic training on full-time basis in secondary schools and other few selected institutions.

The major problems of member education and staff training are as follows:

- i) Many of the training programmes do not relate to the actual needs of the members,

- ii) Lack of competent trainers,
- iii) The structure of cooperative education has to undergo changes on the basis of present trends,
- iv) The learning strategies and methods used in the training institutions are traditional, and
- v) New courses have to be introduced for newly introduced business enterprises, such as export and import business.

India Agriculture is the main source of income in the rural sector in India. About 70% of the total population depends on agriculture. There are about 300,000 cooperative organisations, with a membership of 145 million people in India. The movement, since its inception in 1904, has spread to all spheres of socio-economic activities and diversified its operations. The working capital of the cooperative movement exceed 3800 crores (1 crore = 10,000,000) and during the year 1985-86, the cooperatives disbursed 3200 crores as agricultural credit, marketed produce to the tune of 4100 crores, distributed 3,800,000 tonnes of fertilizers which constitute 38% of the total fertilizer distributed in the country.

The 25 states and 6 Union territories in India differ from each other in terms of their levels of development and also the operations of agricultural cooperatives. The states in Western India such as Gujarat are more advanced than the Eastern states such as Bihar. However, India maintains a well organised training system with state level and district level cooperative colleges, supervised by the National Council of Cooperative Training (NCCT). India has a national level cooperative college and also a national level cooperative centre for leadership training. The average primary agricultural societies cover an area of 500 to 750 households. These societies mainly deal with credit and around 60% of them handle multi-purpose functions. The primary cooperative societies have formed district level cooperative unions which have federated into state level cooperative federations. The NCUI, being a national level organisation for cooperatives, has 27 state cooperative unions affiliated to it. The state cooperative unions are state level spokesmen and the training organisation for the federations and cooperatives at the state level. There are several business federations formed at the national level, such as National Agricultural Cooperative Federation, National Cooperative Consumers Federation, National Cooperative Fisheries Federation, National Federation of State Cooperative banks, etc. NCDC (National Cooperative Development Corporation) which is a government agency, provides financial as well as consultancy services to the cooperative sector in addition to the services provided by cooperative commercial banks.

Training and education function for cooperatives has been organised under the four-tier levels; village, district, state and national. At the national level, the NCUI (National Cooperative Union of India) is the key institution charged with organising and funding member education and extension programmes. It also functions as the spokesman for the cooperative movement. NCCT, which is an affiliated body to the NCUI, which receive funding from the Government, has a chain of cooperative training colleges. The NCUI also runs pilot projects in member education and leadership training for selected categories of cooperatives.

These programmes are conducted with the finances obtained from the contribution of 2% of net profit of the cooperatives. In addition, many state governments fund education programmes as well as contributes to the share capital of cooperatives. They also deploy executives for the cooperative organisations.

However, member education has problems as follows:

- i) The low priority given by the agencies concerned.
- ii) The hierarchical system maintained in the educational structure, which has resulted in complications in planning and implementation of training programmes.
- iii) Lack of properly integrated national policies and plans for cooperative education.
- iv) Inadequacy of a finances for training and education activities.
- v) Use of conventional methods of education and training.
- vi) Education and training is not considered as integrated components of Human Resource Development in cooperatives.
- vii) Lack of competent educators at the village level.

Republic of Korea The number of primary agricultural cooperatives in the Republic of Korea stood at 1463 and provincial agricultural cooperatives at 41 at the end of 1987. More than 90% of the farmers in the country are affiliated to the agricultural cooperatives. The Korean agricultural cooperatives are organised into a two-tier system; the primary cooperatives at the township level and their Federation (National Agricultural Cooperative Federation-NACF) at the national level.

The national level agricultural cooperative federation (NACF) at 14 provincial level branch offices including 5 city branches, 141 primary branches and 285 banking branches through out the country. The NACF also had 8 training institutions, including two cooperative leaders training institutes, 18 agricultural marketing centres, 9 agricultural supermarkets and farmers' handicrafts sales centres as of 1987.

Inter-linkages between primary cooperatives and its boards have taken place through various organisations established by them. Some of them are Saemoul Farming Society, Saemoul Women's Club, Saemoul Youth Club, Farming group, Farm Machinery joint utilisation group and Joint Work group. The member farmers express their needs to primary agricultural cooperatives through these organisations and business planning is undertaken on the basis of such needs.

Generally the primary cooperatives have strict democratic control by the membership. However, there are primaries which are managed by representative bodies. The business plan and the budget is approved by the general body before the implementation. The Board of Directors is empowered to execute the plan for its approval.

A recent change in business planning is the integration between the farm production and the marketing system, which resulted in the amalgamation of some cooperative organisations. Farm produce and living guidance activities have become part and parcel of the business plan of the cooperative society. In addition, the agricultural cooperatives provide guidance on the rationalisation of consumption and daily practice of savings through several women's clubs organized at the village level.

The agricultural cooperative sector also has been undertaking the training of atleast 20000 prospective farmers who would play important roles in the establishment of rural communities in the year 2000.

Education and training of leaders and staff members has been a major activity undertaken by NACF. The leaders' training institute in Ansong and Jeongu have undertaken training of leading farmers in the cooperatives. Provincial staff training institutes and agricultural cooperative junior colleges have undertaken training of staff members. These institutions conduct training programmes, not only on cooperative management and practice but also technical aspects of farming.

The Agricultural primary cooperatives also engage in the supply of consumer goods as well as the marketing of agricultural produce.

The member credit scheme operated in the agricultural cooperatives provide credit to the farmers and also there is a credit guarantee service operated to assist credit. The agricultural cooperatives also have been implementing various insurance business, including Life insurance and farmers Medical insurance.

Although some attempts have been made to integrate the changes in the agricultural cooperative education systems, there are problems confronted by trainers. For an example, merger of agriculture with education system was to familiarise the members on the changes of modern agricultural business but achieved limited success. The educational promotion bureau has made efforts which could be summarised that the attempts made to improve the behaviour and attitude of trainees to become model farmers has been marginally successful. Farmers' disinterest and negative image of agricultural cooperatives have not completely disappeared. The two cooperative leaders training institutes are trying to conduct leaders' training programmes to achieve this end.

Malaysia Malaysian agricultural cooperative system consists of several government sponsored agencies such as Rubber Industry Small Holders Development Authority (RISDA), Federal Land Development Authority (FELDA), Federal Land Consolidation and Rehabilitation Authority (FELCRA). In addition, other agencies such as Malaysian Cooperative Insurance Society, Farmers Organising Authority and Multi-purpose cooperatives of Malaysia also contribute towards agricultural development.

Cooperative Development Department oversees the function of the entire cooperative movement in Malaysia. It also has its own education unit to help the cooperative societies to conduct education and training activities. Other government agencies too have their own education sections for the cooperatives under their supervision.

ANGKASA, being the national cooperative union, undertake education and training activities in the field. They conduct member education programmes as well as leadership training programmes. The ANGKASA maintains a close collaboration with other government agencies as well as the Cooperative College of Malaysia.

The Cooperative College of Malaysia undertake specialised training in various areas like accounting and business activities for staff members as well as selected leaders. The College was established in 1956 and governed by a governing council.

Cooperative training programmes are normally directed towards staff members, board of directors, members and also prospective members of their organisation.

However, a major problem of training programmes is the traditional nature of courses and also the conventional methods used. There is also a need for the central body for undertaking educational activities.

Philippines The cooperative movement in the Philippines was introduced in 1906 when the agricultural credit cooperatives and marketing cooperatives were first established. However, a primitive form of cooperation existed among farmers in several islands such as Visayas and Mindanao. The cooperatives gained the formal recognition in 1915 with the enactment of the Rural Credit Law. Since then, the cooperative legislation in the Philippines was subjected to several changes on the basis of political changes. The most drastic change introduced was in 1973 under Presidential Decree 175. The decree promoted the idea of having a Government Bureau of Cooperative Development (BACOD) under the Ministry of Local Government and Community Development, to initiate, promote, organize, supervise and develop cooperatives. Under this programme the village level organisations called 'Samahang Nayons' were formed. These organisations were strictly governed by the policies of the government. However, the drive initiated to form 'Samahang Nayons' was not successful as anticipated.

As a parallel, many of the village level cooperatives, which were successful in their operations, dissociated with the new legislation and formed as private cooperatives under a separate legislation which was meant for the registration of companies.

However, with the change of political climate in 1987, new attempts are being made to rationalize the cooperative legal system and also to bring back the cooperatives under a more open and democratic legislation.

A recent attempt was made to prepare a Perspective Plan for the Agricultural Cooperative development in the Philippines for the years starting from 1988 to 2003. Under this programme, the agricultural cooperative structure would be reviewed and also the cooperative development policies would be re-assessed. A National Farmers' Cooperative Promotion and Development Council has already been formed.

There will also have sub-sectoral development projects that would be initiated under the plan headed by several working groups.

Education and training system prevailing at present in agricultural cooperatives too is subject to several changes. An attempt has already been made to rationalize the existing system and to streamline the course conducted by several agencies such as the Agricultural Credit Cooperative Institute (ACCSI) and Cooperative Union of the Philippines (CUP). A Perspective Plan for Cooperative Education and Training has also been prepared recently. Under this programme, ACCI would undertake advance training of staff members of cooperatives as well as undertake post graduate programmes for senior executives of cooperatives.

However, a proper system of involving the members in planning their cooperative business operations will have to be introduced. There are certain agricultural cooperatives such as Davavo Fibre Producers Cooperative which have attempted to introduce some form of member participation in business planning.

Some of the Credit cooperative societies too have gone forward in this respect.

Sri Lanka Out of the 16.1 million population in Sri Lanka, approximately 73% live in rural areas and 53% of the economically active population is engaged in agriculture. Approximately 50% of the land holding in the paddy cultivating sector, which provides employment to the largest percentage of population, are under 3 acres in extent. In the circumstances, raising the quality of life of the people depend, to a great extent, on those who are engaged in

agriculture.

The problems faced by the cooperatives have been the shortage of capital for cultivation. The credit cooperative movement started in 1911 with the enactment of Cooperative Credit Societies Ordinance.

However with the introduction of multi-purpose cooperative societies in 1957, a major share of supply of agricultural credits and inputs has been transferred to the newly organised societies.

Although there are single purpose agricultural cooperatives functioning in Sri Lanka, the major agricultural marketing activities are undertaken by the multi-purpose societies. They also have credit and saving schemes through rural banks. Supply of inputs is also accounted to the credit activities to a great extent. There are nearly 300 multi-purpose cooperative societies in Sri Lanka at present.

Other types of agricultural cooperatives are listed as follows:

Type	No.	Membership
Coconut Producers Coops	13	5,000
Rubber Producers Coops	56	2,870
Milk Producers Coops	56	27,500
Young Farmers Coops	10	1,107
Tobacco Growers Coops	21	1,950
Other Agricultural Coops	22	3,000

Coconut Producers cooperatives engage in large scale coconut processing industries such as desiccated coconut production, coconut oil and fibre. They also engage in export of coconut products.

Rubber producers cooperatives serve the small holders in obtaining better prices by undertaking processing centrally and also by providing technical know-how with the assistance of relevant authorities.

Milk producers cooperatives have been able to collect more than 50% of the entire milk production of the country.

Although member education in agricultural cooperative societies in Sri Lanka has been recognised as a vital aspect of total management development, the strategies and methodologies used have been traditional. However, the milk producers cooperative societies have shown better results in their member education programmes due to the integration of technical aspects of dairying with the member education activities and also due to better coordination among the agencies dealing with production and marketing.

Multi-purpose cooperative societies have organised education section in their cooperatives under a Member Relations and Education Officer. However, programmes are more or less confined to the cooperative ideology and legislation.

Some of the constraints in member education programmes are as follows:

- a) Apathy on the part of boards of management for member education programmes.

- b) Inadequate facilities at society level to carry out comprehensive member education programmes.
- c) Lack of technical know-how in the preparation of education programmes in a systematic way.
- d) Inadequacy of finances available for member education activities.

At present, attempts are being made to have a different focus on member education programmes in order to make them result-oriented and to achieve more member involvement and participation in the activities of cooperatives.

Thailand The cooperative movement in Thailand was introduced in 1916 as a credit movement. There are 2548 cooperatives at present, having 2,684,774 members. The agricultural cooperatives form a major force in the movement, having the largest membership. The Cooperative Promotion Department (CPD) and National Agricultural Cooperative Training Institute (NACTI) conducts training in agricultural cooperatives.

The CPD conducts training activities through Agricultural Promotion Officers and Cooperative technicians. The methods used are training in groups, training for new members and training of committee members.

The NACTI concentrates on employees' training.

The problems of conducting member education programmes are inadequacy of finances and shortage of personnel. Problems faced by agricultural cooperatives are inadequacy of working capital, skilled managers, agricultural machinery and equipment and problem of marketing.

It is necessary that the government coordinates with foreign agencies for funding and provide subsidies to agricultural cooperatives to employ competent personnel. It was also noted that JICA has been providing assistance to agricultural cooperatives for some time.

The two participants from Thailand presented two case studies in respect of Hua Hing Agricultural Cooperative Society Ltd and Muang Khlung Agricultural Cooperative Society Ltd.

Summary From the presentations made by participants from 8 countries, it was evident that the agricultural cooperative movements in developing countries in the Region have had different levels of development and also different levels of member education activities. However, countries such as Philippines and Bangladesh have faced initial setbacks in organising strong agricultural cooperatives due to the reasons beyond the capacity of the movement. It was also evident that the agricultural cooperative movements in the Region have been, to a great extent, influenced by the governmental agricultural development programmes and subsidies provided. The movements also have been subjected for structural changes with political developments in many countries.

Except in the case of South Korea, other developing countries in the Region have not been able to integrate business planning activities into their member participation programmes. As revealed by the participants, generally the member education programmes have been confined themselves to educating the members on the ideological aspects of the movement and also the legal provisions of cooperatives. Member participation has not been introduced as a concept which integrates business participation by the members. There are also other constraints faced by several cooperative movements in developing membership, apathy of the management for the development of member education, limitations of finances, lack of technical know-how in the

field of educational planning and programming and the methods and aids used for the member education programmes.

One positive factor emphasized by the participants was that member participation activities are of vital importance to agricultural cooperatives and also member education is a vital force which would mobilize members into a collective business planning exercise and the implementation of such a plan.

3. AGRICULTURAL COOPERATIVE MOVEMENT IN JAPAN

Japan is located at the north-eastern end of monsoon Asia. There are 4 (four) major islands viz. Hokaido, Honshu, Shikoku and Kyushu and about 3900 other small islands.

Japan has a total land area of 372,805 sq. Kms for a 121,049,000 population. The population density has increased from 146.6 in 1920 to 320 per oneKm in 1985.

The number of full-time farm households have been reduced from 2,078,000 in 1960 to 631,000 in 1987.

The share of agriculture in the GPD is 20%. The share of farm population in working population is 7.1% The average holding in Japan is less than 1 hectare, except Hokaido. The land area also has decreased,

A major part of the agricultural population has been transferred to industries every year. Japan is generally self-sufficient in agricultural produce. The country had introduced farm machinery. Most of the households have their own farm machinery.

The rice production has more or less become a monopoly of farm crops. The joint use of machinery has become difficult. Part-time farmers in agriculture is approx 15,000.

Land consolidation was introduced to facilitate machinery operations. Farmers receive subsidies for land consolidation.

Share of agriculture in the national budget in 1988 is 4.3%. Farmers pay annually 20% for farm land improvement projects. There is price stabilization risk. The price varies from commodity to commodity. There is also a compensation scheme for natural calamities. The government provides for low interest rate for agriculture. It is 3% below the average commercial rate. The farmers pay premiums for pension and are benefited when they become 60 years old. (They pay 50% of the pension whereas the government pays 50%)

90% of fruits and vegetables are imported from European countries. High prices are only due to the decreased rice consumption. Eating habits have changed much. Rice cultivating area has been reduced by 25% and diversified for other crops. The government also gives payment for other crops. 70% of the paddy fields are irrigated.

The government maintains supervision on the quality of the rice through an Inspector who comes for grading of rice. Agricultural Cooperative Union and private buyers could buy rice.

Retail dealership is mainly with the private sectors. Government allocates the quantity for each prefecture for rice production. The government control prices for high quality rice which consist of 70% of the rice markets. Semi-government controlled rice is 30% and of low quality. The purchasing price of government controlled rice is determined by the government. Marketing prices of semi-controlled rice is decided through negotiations between Zenchu and wholesalers for each variety or grade.

A national level Agricultural Congress is held once in 3 years. The theme of the congress to be held in August 1988 is "How to cut down the cost of Production to meet the pressure from US to

import beef and oranges". It is hoped that concentrating on core (full time) farmers who are highly productive, the cost of production may be lowered and be popularised with other farmers.

Key events in Cooperatives in Japan

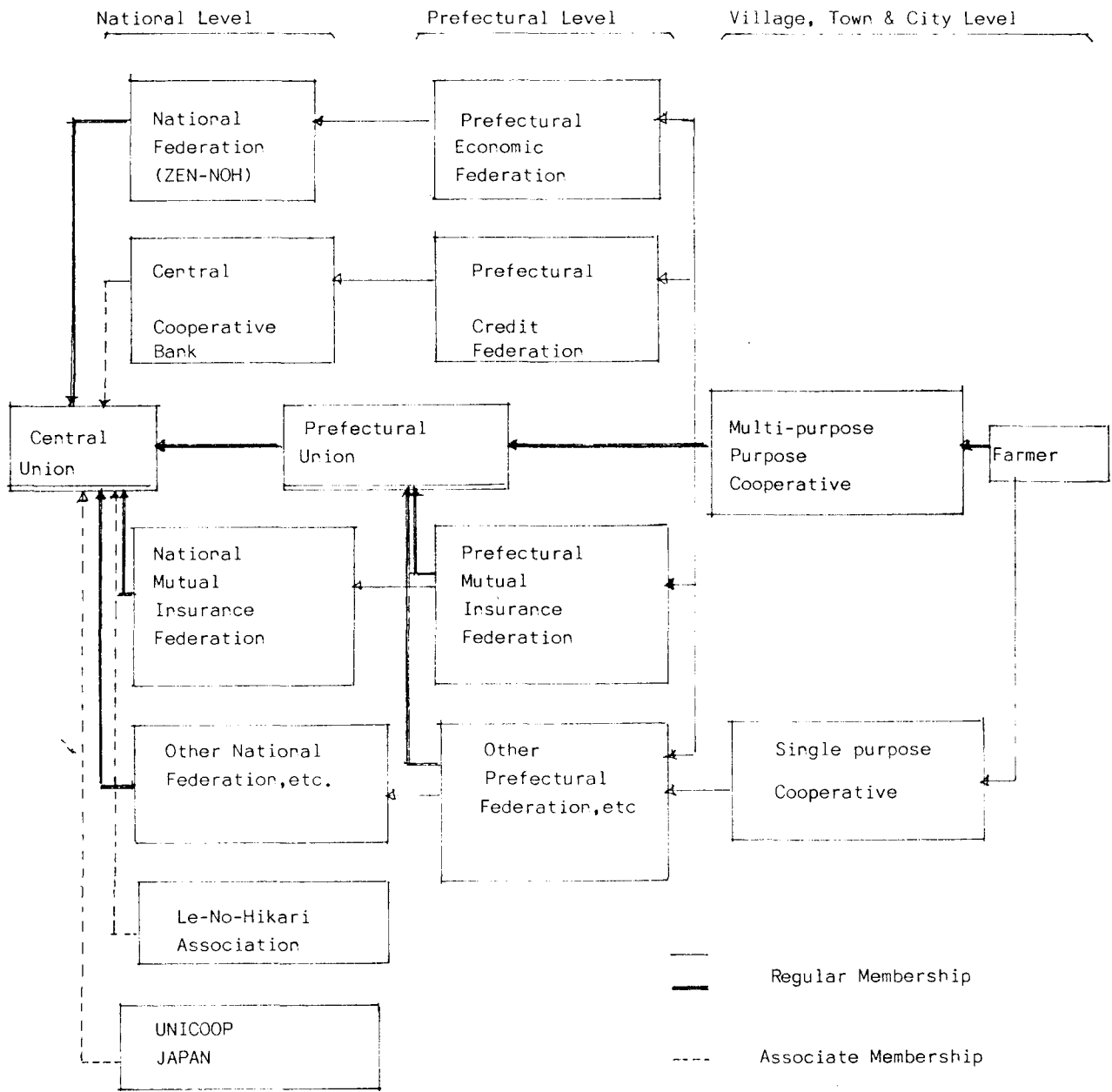
Year	Event
1900	Cooperative Law enacted and marketing, purchasing, processing and credit cooperatives formed.
1905	National Agricultural Cooperative Union established.
1923	Central Cooperative Bank and National Federation of processing societies established.
1931	National Federation of Grain Marketing Cooperatives established.
1943-47	Cooperatives ceased to exist due to war.
1947	Agricultural Cooperative Law enacted.
1949	Small and Medium Enterprises Cooperative Law enacted by the Ministry of Industries.
1950	Consumer Cooperative Law and Fisheries Cooperative Law enacted by the Ministry of Welfare.
1951	Forrest Owners' Cooperative Law enacted.

Structural Outline Of Agricultural Coop Movement in Japan

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Mr. Shiro Futagami, Managing Director of IDACA gave a presentation on the structure and activities of agricultural cooperatives in Japan.

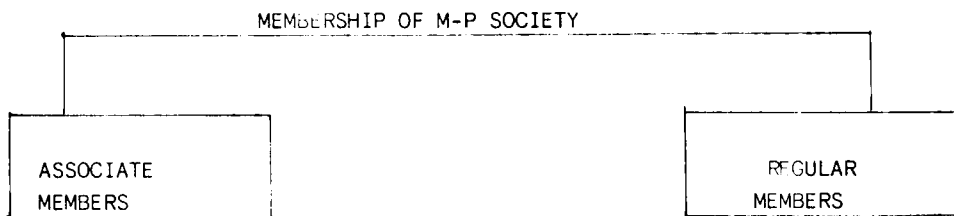
Agricultural Cooperative movement in Japan has a three-tier structure i.e. village level, prefectural level and national level. The structure could be illustrated as follows:



All the agricultural cooperatives have been registered under the cooperative law except UNICOOP, JAPAN which has been registered under the Companies Law.

There are two types of membership of agricultural multi-purpose cooperative societies, which is the main type of agricultural cooperatives. Full time farmers who cultivate more than 1/10th of a hectare or work more than 90 days a year are eligible to become regular members. Farming associations are also entitled to regular membership.

The second category of membership is called 'associate membership'. Non-farmer residents who want to utilize agricultural cooperative facilities and also organisations formed by farmers and non-farmers are eligible for associate membership.



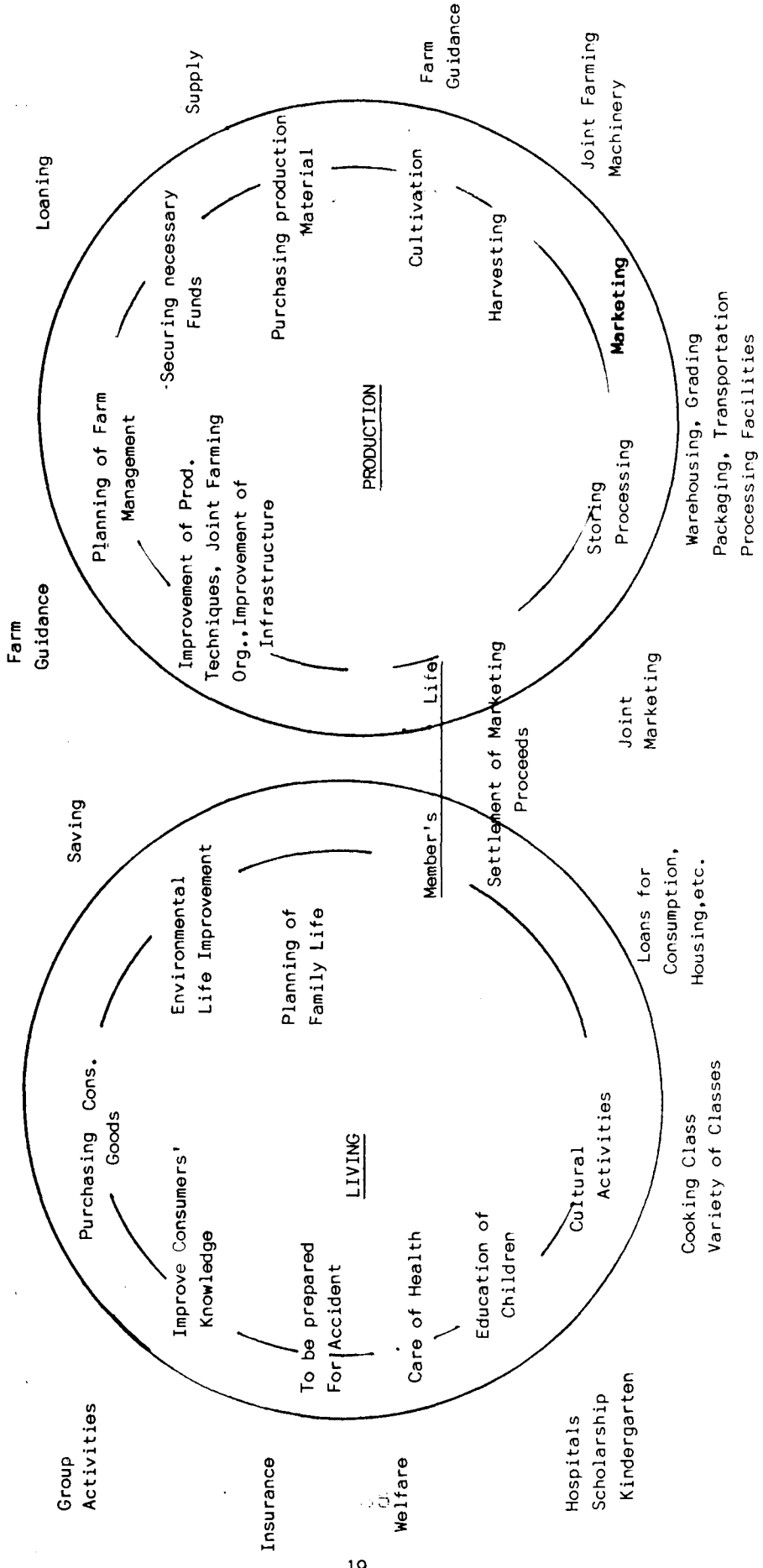
The present trend of membership is the increasing number of associate members.

It has been evident during the recent times that full time farming occupation has become less popular in general. The number of multi-purpose cooperative societies in Japan has got reduced from 12050 in 1960 to 4205 in 1986 through voluntary amalgamations.

There is a distinction between multiple services cooperatives and multi-purpose cooperative societies. In multi-purpose cooperative societies, the activities are integrated. They are normally related to members' life. The activities of multi-purpose cooperative societies relate to member's life is illustrated as follows:

Consumer Goods Store

Guidance on Better Living



There is a distinction between government agricultural extension officers and cooperative farm guidance workers. The government agricultural extension officers are production oriented technicians, whereas the farm guidance advisers are more economy oriented. Wherever necessary, they invite agricultural extension officers for advice on production techniques. Living activities and production activities are integrated through farm guidance services.

The individual farmers undertake perspective planning for their families including production and living expenditure with the help of farm guidance advisers.

There were 18983 farm guidance advisers in 2824 multi-purpose cooperative societies in 1985.

The average number of members per Multi-purpose Cooperative society (MPCS) in 1986 was 1874.9 (regular members 1298.8 and associate members 576.1). The average number of employees per society was 69.6. The average share capital for one member was 114,000 Yen. The average turnover in terms of activities in 1986 per society were as follows:

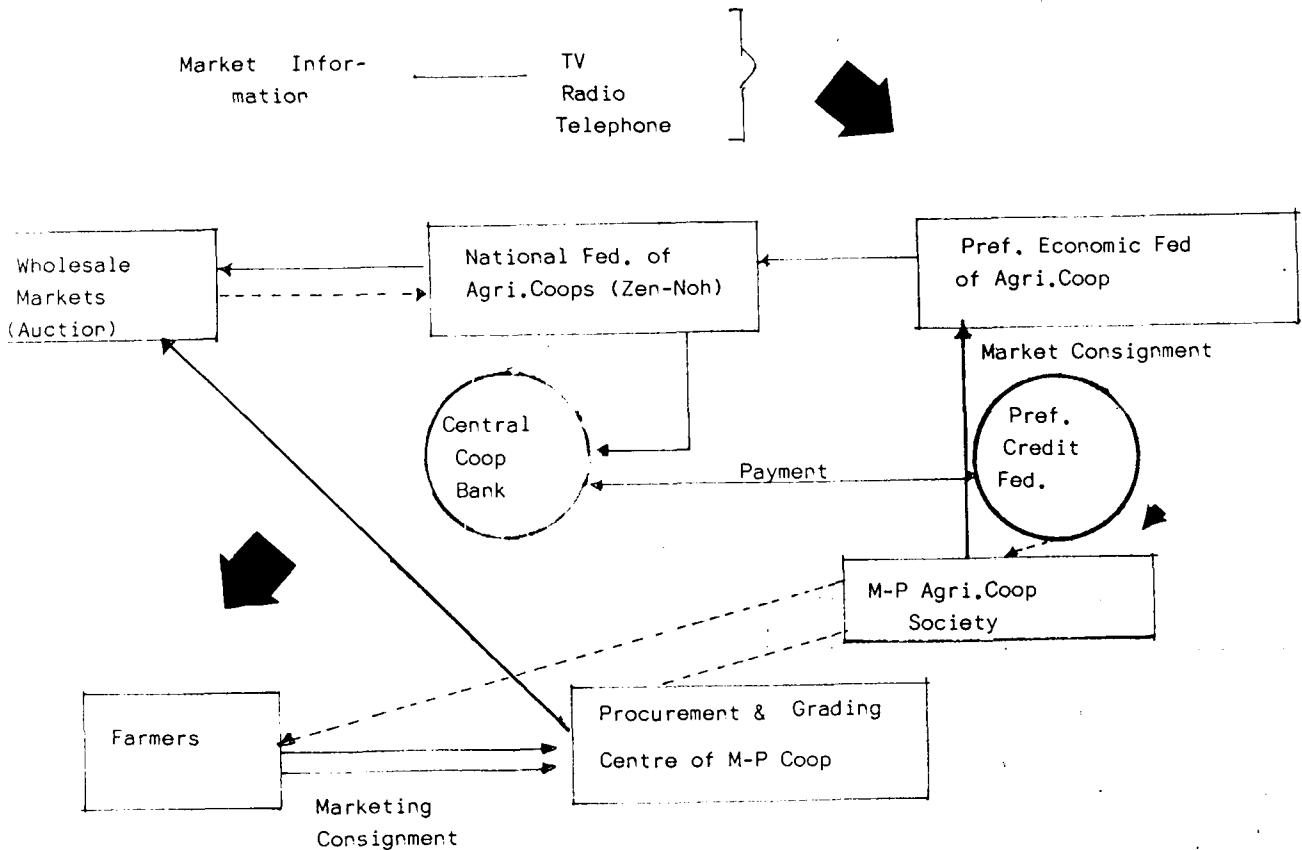
Marketing	1569 Million Yen
Supply	1275 " "
Credit turnover	2857 " "
Savings turnover	8691 " "

96.5% of the MPCSS were running at profit in 1985-86.

The Cooperative societies adopt distinct marketing principles in their marketing services. They are as follows:

- i) Unconditional consignment - farmers do not know as to where to sell, how to sell and to whom.
- ii) Commission basis
- iii) Pooling account system (average price per commodity is paid per week)
- iv) Full patronization.

The marketing system adopted by MPCSS in Japan can be illustrated as follows:



MPCSs' share in members sale of farm products in 1985

Rice	95.9%
Wheat	96.0%
Barley	93.9%
Vegetables	49.5%
Fruits	50.9%
Beef Cattle	46.7%
Hogs	36.7%
Milk	58.2%
Eggs	20.9%
Broiler Chicken	18.1%

The cooperatives maintain the following general purchasing principles:

- i) Year end advance
- ii) Commission
- iii) Pooling account system (e.g. transport is pooled)

MPCSs share in members savings and loans

Members' Savings	Share (%)	Members' Loan	Share (%)
M-P Coops	52.7	Government Fund	19.2
Post Office	13.6	Agri.Coops	47.2
Banks	33.7	Banks	20.4
		Others	13.2
Total	100.0	Total	100.0

Multi-purpose Cooperatives' share in members purchases in 1984

Foodstuff	41.6%
Fertilizer	94.4%
Agro-Chemicals	70.0%
Packing materials	78.0%
Green House Materials	64.1%
Farm machinery	45.9%
Automobiles	20.9%
Petroleum products	56.8%
LP Gas	46.08%
Consumer goods	14.9%

The MPCSS provide many facilities for joint use. The farmers have found it more economical to borrow the facilities from the cooperatives due to their limited land holdings. The following facilities are provided by the cooperatives to the farmers:

Large size Tractors	Meeting Hall
Combines	Living Improvement Centre
Power Sprayer	Consumer Goods Store
Rice Centre	LPG Service Facilities
Country Elevator	Petrol Station
Grading Centre	Rice Polishing Facility
Farm Machinery Workshop	Flour Mill
Fertilizer Mixing Plant	Noodle Processing Plant
Joint Nursing House	Simple Food Processing Plant
Livestock Breeding Centre	Baking Plant
Joint Transportation Facility	Joint Cooking Facilities
Warehouse	Wire Broadcasting Studio
Chicken Processing Centre	Barber Shop & Beauty Parlor
Meat Processing Centre	Resort Facilities
	Sports & Recreation Facility
	Library
	Wedding/Funeral Facility
	Mobile Clinics, Hospitals
	Rehabilitation Centres

In every MPCSS members are organized into various groups in relation to their specialized production activities. They are called commodity groups. Normally the average MPCSS have the following commodity groups:

- Rice Growers group
- Horticultural group
- Citrus growers group
- Pig Raising group
- Poultry farmers group
- Dairy farmers group

In addition, there are also functional groups functioning within the organisation of an MPCSS such as cooperative store management group and insurance policy holders group. Women and Youth are also organized into the special associations or groups.

Democratic Control

MPCSSs which have membership below 500 normally organize individual members meetings. Unmanageable meetings above 500 members normally encourage representative meetings but minimum membership should be 500 or more. Special meetings shall require atleast 2/3rd of members'

presence. Otherwise quorum of 1/5th of total regular members.

The MPCSS has a board of directors consisting of 5 members. In addition they have a board of auditors consisting of more than two members. They have to be elected at annual meetings. Their term of office is 3 years. There is no restriction for re-election of a board member.

Structure and functions of the Central Union of Agricultural Cooperatives (CUAC)

The Central Union of Agricultural Cooperatives (CUAC) is the national organisation for cooperative societies in the agricultural sector in Japan. Its members are primary cooperatives, prefectural federations, prefectural unions of agricultural cooperatives and various agricultural federations.

Its main functions are as follows:

- i) Guidance on cooperative management of organisations, farm management and better living activities.
- ii) Education
- iii) Auditing
- iv) Publications
- v) Research and surveys
- vi) Making recommendations to administrative authorities on agricultural cooperative policies and act as spokesmen for the agricultural sector.
- vii) Any other activity necessary for attaining the objectives of the CUAC.

The CUAC has promoted a distinct checking system for the agricultural cooperatives which can be classified as follows:

- i) Auditing by elected auditors (they submit their report to the general meetings)
- ii) Auditing by licensed auditors of agricultural cooperatives (they also undertake advice on managerial aspects for cooperatives).
- iii) Inspection by government Inspectors (they check whether there has been any violation by the cooperatives).

96% of the income of the CUAC derive from members' subscriptions. Others are government subsidies (2.3%), business income (3.2%) and miscellaneous sources (0.8%). Out of members' subscriptions, 25% is from prefectural unions and 75% from national organisations.

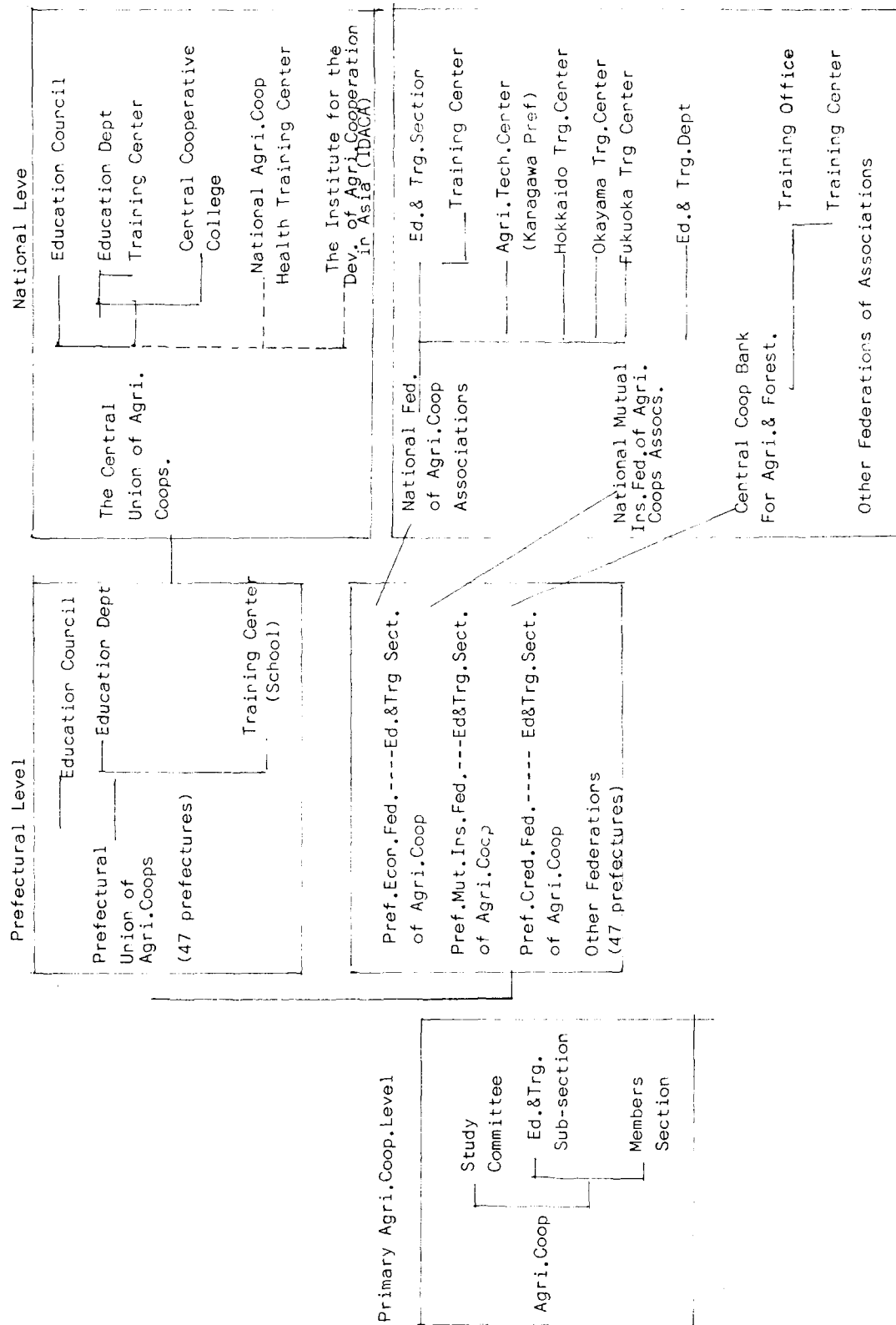
Planning process

The planning process starts from the indication of the government about the targets of production and emphasis on certain commodities. Accordingly, the national level organisation supply information to individual members through prefectural level organisations, regional

farming complexes and also through primary cooperative societies. The primary cooperative society consult their individual members and help them to prepare their farm plans. In turn, the individual farm plans get consolidated at primary, prefectural and national levels. The plans indicate volume of production as well as time schedules.

Education and training facilities are provided by the CUAC at the national level and also there is an elaborate structure of training at prefectural and primary level cooperatives. The following chart illustrates the education and training system:

STRUCTURE AND FACILITIES OF AGRICULTURAL COOPERATIVE EDUCATION



Technical training is provided by the national level federations through their training centres.

However, the Japanese agriculture is facing a crisis due to the proposed liberalization of import of certain agricultural commodities by the government. In addition, the number of regular farmers are decreasing. The present task of the cooperatives would be to cut down the cost of production to meet the challenge of imported goods. The group farming is desirable but individual ownership should remain as it is. It is also necessary to be conscious about the increasing demands by the consumers on non-chemicalised agricultural products and also the awareness created on the consideration of environment.

4. MEMBER PARTICIPATION STRATEGIES IN AGRICULTURAL COOPS IN JAPAN

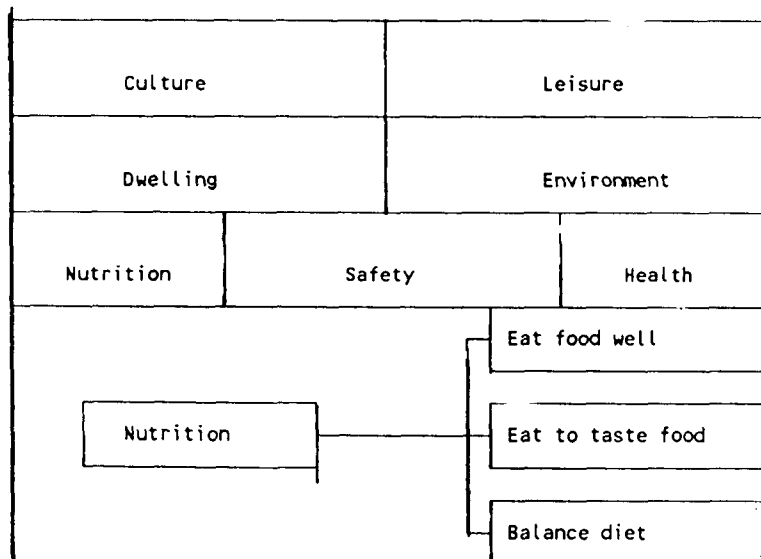
Mr. Takeshi Kai, Managing Director of the Cooperative Research Centre, Japan made a presentation on member participation strategies in relation to farm management planning process and also business planning of agricultural cooperatives on 22 July 1988 followed by group exercises on how to prepare a farm management plan using the participants' experiences and also the formats used in the agricultural multi-purpose cooperatives in Japan.

Mr. Isamu Sugioka, General Manager of IDACA also made a presentation on better living activities along with Mr. Yukio Abe, Programme coordinator at IDACA.

a) CONCEPTS

The United Nations has introduced a set of welfare indicators which can be shown in a graph below:

WELFARE INDICATORS



Balanced diet is the first stage of nutrition. Even in Japan, one could notice obesity. One has to control his eating habits for his own physical health. Safety is protection of life. Agro-chemicals such as herbicides, BIC and Parathion harm the farmers' lives and therefore it is necessary to be cautious of these hazards. Improper use of farm machine too causes farm accidents. Safety in this sense is a prerogative for farm life. Residues is another aspect to be considered after harvesting. Chemicals are used to preserve grains etc., which cause bad effects for farm life and therefore safety of farmer could also be considered as safety of consumer.

The basic condition for happiness is good health. Agricultural farming is an industry which provides good health.

Dwelling is meant good air, good lighting and air-conditioning. Environment in Europe is a subject for lively discussion. The acid rain is being talked about. Environment is being polluted by industrial waste. In contrast, farming recycles the earth. Slash and burn farming and other primitive styles of farming affect ecological balance. In such a place day temperature reaches 300 centigrade. In such a temperature, slash and burn farming leads to desertification. 20% of the oxygen supply for 5 billion people come from Amazon forests. In 20 years' time, these forests will be reduced to 20% of the present level at the rate of the rape of environment we have. The result would be the increase of CO₂. The temperature will go up and ice bergs would melt. Sea level would go up. During the last 20 years, there is a 2% increase of temperature. Use of chemicals would cause bad soil. In that process earth worms would die. Insects disappeared in Japan during the last 3 years. Therefore, environment has become an essential subject for talk. Tilling brought character to human life formerly as only related to daily life. It should bring results. The type of farming we should pursue is that gives pleasure. It should not be for happiness for landlords or traders. Human beings need leisure. The life is not repetitive. Therefore voluntary activities other than routine jobs are must in human life. The objectives of undertaking farming is to fulfill happiness. Individual farmers can do it themselves. The question is how to plan, when, where, why and by whom.

All the farming techniques were directed towards attaining self sufficiency for the farmer. Earlier he had turtle type farming to achieve his target.

During recent times, modernization of farming had indicated 4 factors:

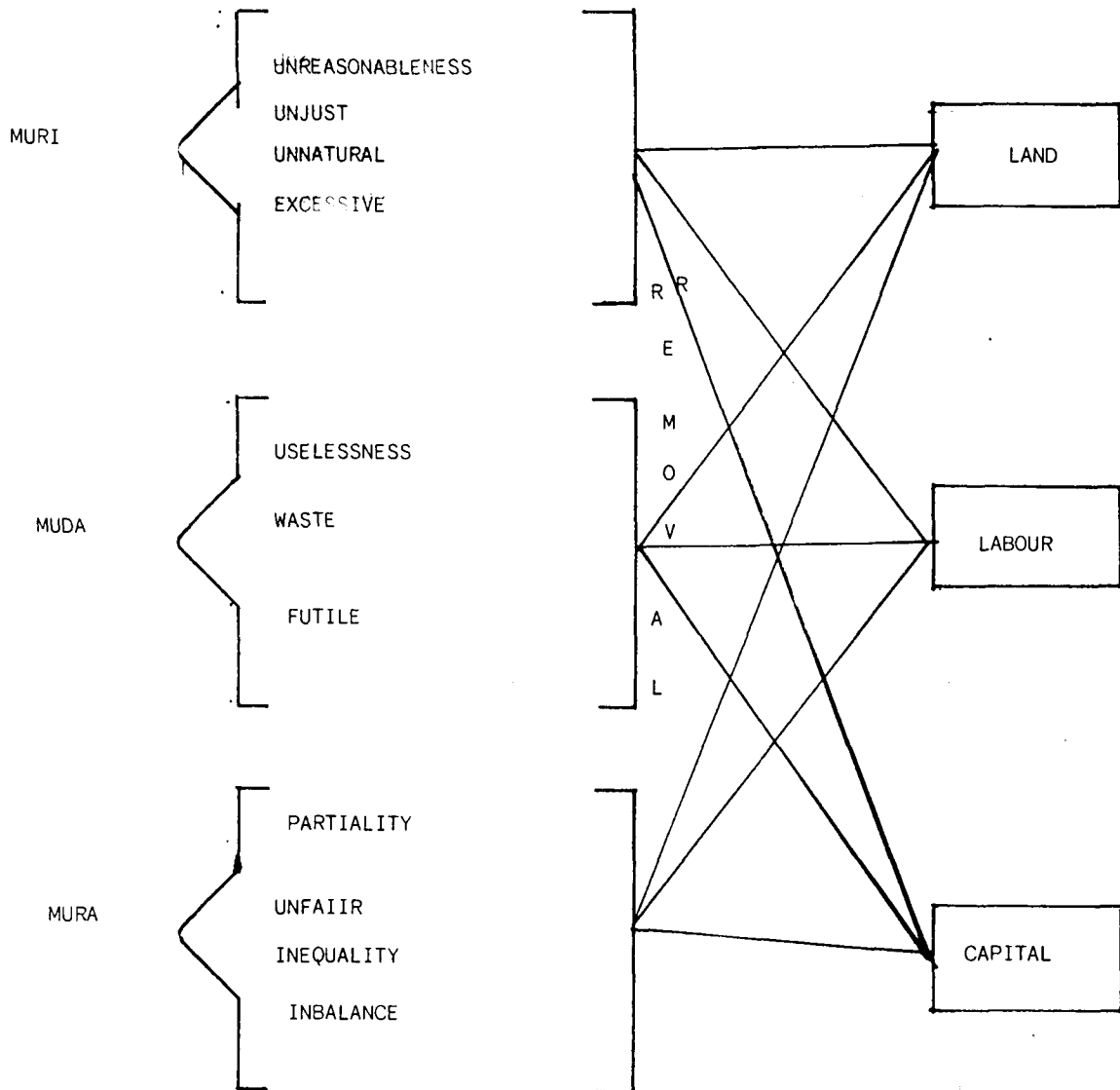
- i) Introduction of farm machinery.
- ii) Introduction of the use of chemicals.
- iii) Specialising in any single group/commodity.
- iv) Constructing of facilities such as green houses.

The key factors in management are land, labour and capital. They are also abbreviated as the 3 Ms. They are money, materials and men.

In Japan, we have developed identical aspects of management in keeping with the factors indicated above.

This can be illustrated as follows:

JAPANESE CONCEPT OF MANAGEMENT



In this model, negative factors will have to be removed in order to bring about efficiency in farm management. The belief that science itself would bring efficiency has been proved a fallacy in Japan. Import of demand commodities by the cooperatives and farmers would result in disharmony in farm life. Therefore negation of the above factors is essential for farm planning.

What the cooperative should be interested in this direction is to consolidate the individual farm plans made by individual farmers leaving individual planning to individual farmers. Management plan of cooperatives is completed by the individual farmer at the beginning. Therefore, the cooperatives cannot and should not exist without member participation.

The Japanese proverb is "no target- nobody to work; no planning-nobody to manage".

30% of Japanese cooperatives make perspective plans but all farmers make their plans.

Plans are made in advance to the general meeting of the society. At present, there are constraints for planning such as liberalization of imports, over production, etc.

Farm management plan is divided into two sections:

- i) Plan for personnel consumption.
- ii) Plan for importing.

To deal with the glut of the commodities, the consumer needs and demands have to be taken into consideration. The lead taken by Japanese Consumers Cooperative Union (JCCU) is the increasing demands of consumer and trying to deal with all demands. In European countries, the consumer cooperatives have faced bankruptcy but Japan has been the other way round. One reason for this is that the Japanese consumer is conscious of safety. The Japanese house wife is conscious of safety and health. They want cheap goods of better quality. Therefore, the Japanese farmer has to meet such demands. As the consumer motto is safety, the farmers are forced to use safety on production.

Management planning starts from the smallest group. Parkinson thought it is 3 to 20 depending on the purpose. One chief can control 3 persons, may be 15 to 20 persons by using same strategies. Depending on the kind of work it may take place. HAN groups which are very efficient in Japan have nine persons in each group. Homogeneity is necessary- may be they could be neighbourhood groups. One reason for the success of consumer cooperatives in Japan is this. There is a direct link between the consumer cooperatives and agricultural cooperatives.

Planning starts with a long term living plan. It involves housing, food, clothing and education of children, etc. In order to obtain capital for this, the revenue plan is made, new targets are set, sources of income are decided. The percentages to be earned through farming etc are prepared. Use of resources available is decided. Standard table of management system is used for this purpose, as illustrated below:

- Standard table of management system -

		10s	20s	30s	40s	50s	60s	70s
rice	gross							
	yield							
	investment							
	necessary labor							
	gross income (A)							
	operating costs (B)							
	material cost							
	labor cost							
	total cost							
	income (A) - (B)							
hog	scale							
	number of sows							
	investment							
	ordinary breeding							
	annual marketing							
	necessary labor							
	gross income (A)							
	operating costs (B)							
	material cost							
	labor cost							
total cost								
income (A) - (B)								
total income (C)								
household expense per-capita x number of a family (D)								
overs or shorts of income (C) - (D)								

3 year faming plan for income and expenditures of my family

(Unit: ten thousand yen)

Year Item	1982				1983				1984				1985			
	Scale of production A	2	3 B	4 AXB	Scale of production A	1	2	3 B	4 AXB	Scale of production A	1	2	3 B	4 AXB		
Rice																
Names of items																
Sub-total																
Bounty for crop conversion																
Non-agri. income																
Total income target)																
Priority on improvement																
Facilities																
Plan for the introduction of machines																
Other notes or any requests																

Note: 1 = Total production turnover
 2 = Marketing turnover of agri. coop.
 3 = Income ratio
 4 = Agri. income.

Data on production and equipments owned by member farmers

Marketing plan				11) Constructions and Facilities				12) Durable Goods				14) Farm Machineryes			
Commodity	1979	1985	Type	No. Area	Plan for Construction Year	Type	Type	Check the goods you are going to buy. Year you bought	Intention	Type	No. Year of purchase	Future Plan	Type	No. Year of purchase	Future Plan
Early Mikan			Citrus Storage			1. Laundry Machine				1. Tiller	123	P.J.	1. Tiller	123	P.J.
House Mikan			1. Specified			2. Refrigerator				2. Carrier	123	P.J.	2. Carrier	123	P.J.
Osama Mikan			2. With Warehouse			3. Electric Oven				3. Power Carrier	123	P.J.	3. Power Carrier	123	P.J.
Ordinary Mikan			3. With Housing			4. Air Conditioner				4. Power Sprayer	123	P.J.	4. Power Sprayer	123	P.J.
Navel Orange			4. Simple Storage			5. T.V. Set				5. Sprinkler	123	P.J.	5. Sprinkler	123	P.J.
Iyokan			5. Cattle shed			6. V.T.R.				6. Grass Cutter	123	P.J.	6. Grass Cutter	123	P.J.
Other Citrus			6. Pig House			7. Stereo Set				7. Power Generator	123	P.J.	7. Power Generator	123	P.J.
Persimon			7. Hen laver H			8. Piano				8. Power Cutter	123	P.J.	8. Power Cutter	123	P.J.
Other fruits			8. Broiler H			9. Organ				9. Transplanter	123	P.J.	9. Transplanter	123	P.J.
Kiwi			9. Manure plant			10. Electone				10. Binder	123	P.J.	10. Binder	123	P.J.
IVESTOCK			10. Manure Storage			11. Hot Water Supplier				11. Dryer	123	P.J.	11. Dryer	123	P.J.
1. Wagyu			11. Monorail			12. Plates Washer				12. House Heater	123	P.J.	12. House Heater	123	P.J.
2. Holstein			12. Sprinkler			13. Hot Water Supplier (Solar Svstem)				13. Tractor	123	P.J.	13. Tractor	123	P.J.
4. Calves			13. Housing			14. Flush Toilet				14. Shovel Loader	123	P.J.	14. Shovel Loader	123	P.J.
5. Piglets			10) Present Scale of Cultivation and Future plan for Cultivation			15. Central Heating				15. Fork Lift	123	P.J.	15. Fork Lift	123	P.J.
6. Pig			1980							16. Caterpillar Carrier	123	P.J.	16. Caterpillar Carrier	123	P.J.
7. Breeding Pig			1985							17. Back hoe	123	P.J.	17. Back hoe	123	P.J.
8. Broiler			Cultivation Area							18. Trencher	123	P.J.	18. Trencher	123	P.J.
9. Hen layer Egg			21. Letuce							13) Number of Cars Held and Future Intention					
0. Other Livestock			22. Celery							1. No change			(Notes) Future Plan		
House Horticulture			23. Parsley							2. Increase			1. No change		
1. Letuce			24. Strawberry							3. Decrease			2. Increase		
2. Celery			25. Garden pea							Intention			3. Decrease		
3. Parsley			26. Cucumber							Type			P. Privately owned		
4. Strawberry			27. Tomato							1. Ordinary Truck	123		J. Joint use		
5. Garden pea			28. Melon							2. Ordinary Vehicle	123				
6. Cucumber			29. Others							3. Light Van	123				
7. Tomato										4. Wagon Car	123				
8. Melon										5. Light Car	123				
9. Others										6. Light Van	123				
										7. 3 Wheel Truck	123				
										8. Damping Car	123				
										9. Light Car	123				
SPECIAL PRODUCTS										10. Mini-bus	123				
30. Tea										11. Motor Bike	123				
31. Flower										12. Bicycle	123				
32. Orchid											123				
33. Mushroom											123				
34. Citron											123				
35. Others											123				
36. Rice											123				

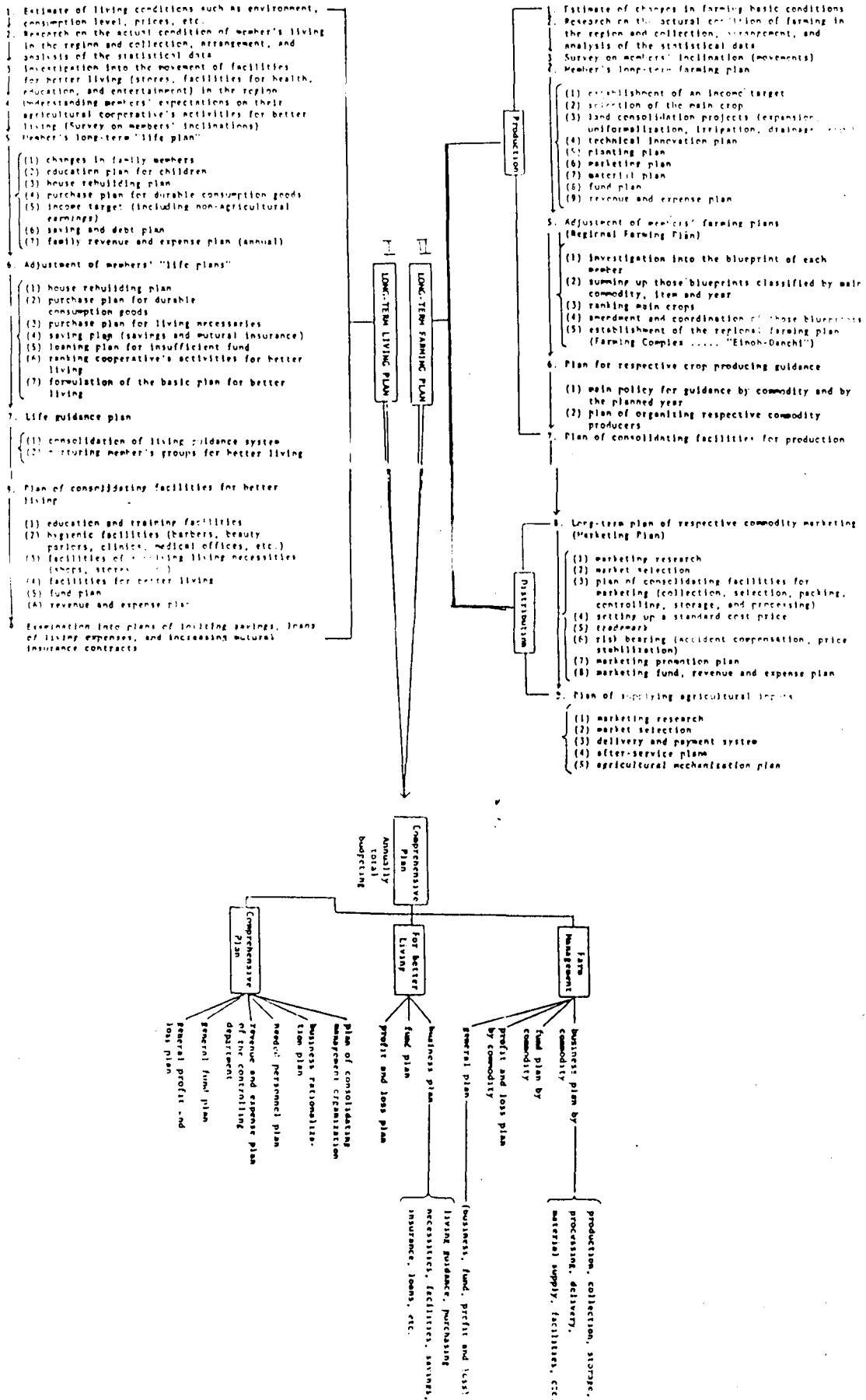
15) You Request for renting and leasing far .and through Farmland Utilization Promotion Project.

1. Farmland area to rent are

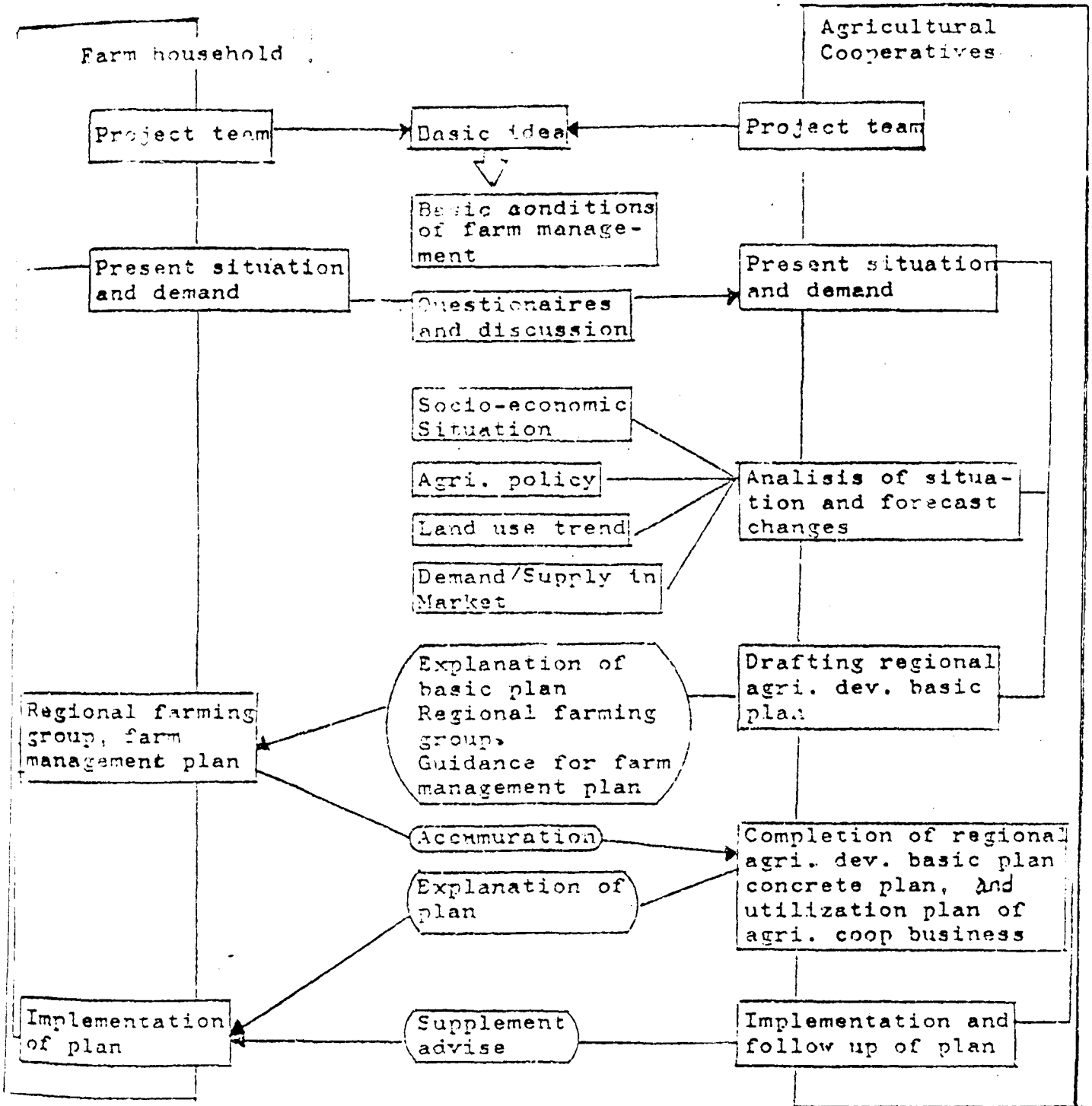
2. Farmland area to lease are

3. None.

2. The System of the Agricultural Cooperative Long-term Plan



Flow chart of drafting regional agricultural promotion plan and its implementation



Regional Agriculture Development
Basic Plan

Agricultural problems of the Region	
Basic Directions for Agriculture development	
Income Target	
Key Commodities and reduction of production costs	
Farm management types	
Basic directions of households for land utilization and agriculture development	
Strengthening producers organizations such as regional farm management group, commodity wise group and so on	

Regional farm management Group: farm management plan in farm house-holds

Income target	
Key commodities	
Farm management types	
Plans for production and marketing of agri. products	
Farm land utilization plan	
Plan for entrustment of works and management	
Plan for obtaining and utilization of farm machinery and facilities	
Plan for funds	
Plan for subsidize risks for agricultural management	

Concrete plan for regional agriculture development

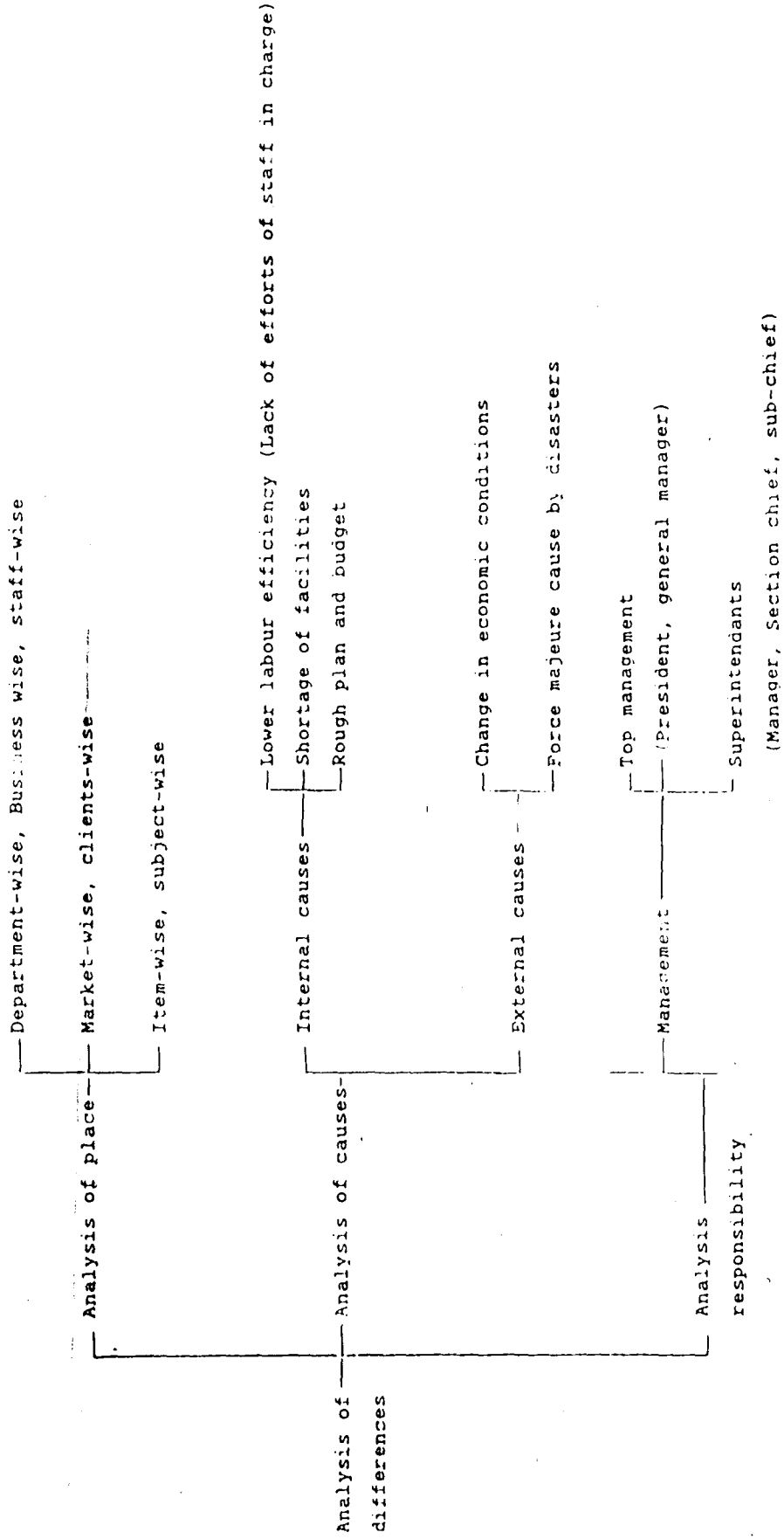
Plan for promotion of regional as a whole	
Production plan	
Plan for conversion of paddy fields	
Farm land utilization plan	
Plan for preparation and utilization of farm machineries and facilities	
Mutual aid plan	
Plan for strengthening regional farm management groups	
Plan for establishment of producer's groups	

Plan for utilization of agricultural cooperative business

Marketing plan	
Plan for purchasing input materials	
Plan for introduction of farm machineries and facilities	
Plan for funds	

Limitation in Management Plan

1) Difference between plan and results



The assumption of this model is that the farmer is mainly a rice producer. If other products are involved plus Alpha method is used, calculations are done using past experience. As an example,

01 hectare of rice yields maximum of 800 Kg
Average yield of 01 hectare is 580 Kgs.
However, there no double cropping in Japan.

Farmers decide what they want to grow. When government indicates targets, they get together and decide on it. Japan has four seasons. Only 45 days are there to transplant. It starts in March. By April snow falls. Otherwise they start after April. The types of rice used are normally 4-month varieties. Some times 6 months variety is also used. In Hokaido, transplanting takes place in June. Deciding factors in farm management are the effects of multiple cropping, the transport and demand.

Once the individual farm plans are prepared, such plans are integrated into business plans of agricultural cooperatives. Accordingly, agricultural cooperatives prepare their business plans for supply of inputs, services and also marketing facilities.

Better Living Activities

50 Years ago, Japan did not have mechanization in the village. Agriculture was manually operated. Main transport was bicycles. People went to town by Train. Goods were transported by horses and horse carts. Only rich farmers had cars. Then the war with China and Korea. Soldiers were young persons from the villages. By 1945 the second world war ended. During the war, women faced several difficulties. They however had 100% literacy rates. Therefore they educated their children. their encouragement was for the children to become army officers. In the village the neighbourhood relations were a tradition for 700 years. They met very often and helped each other in commodity activities. It was a uniform activity. Although the women's position during the feudal times were not so high, after modernization in late 50s and 60s, the situation has been radically changed.

After the new constitution was enacted by the parliament after the war, equal rights including voting rights were given to women. This included the heritage of property. Thereafter, the Lords were also succeeded by new leaders.

Family system prevailed in Japan all through out. During pre-war days, women did not have right to own property when they were married. According to a new law passed after the war, when there is one daughter who is an only child, could own parents' properties. In addition, according to the post war constitution, the wife could own 50% of her husband's properties. Other children, male and female, have equal rights for the balance of 50%. The law requires the farm land to be owned by actual farmers, since daughters who are actual farmers own such farm property. Women receive their rights as a result of land reform but still there is a discrimination to a certain extent.

Housewives in families manage the economy of the family.

First women's organisation after the war was the Regional Women's committee. This is the largest system of women's organisation in Japan. They also engage in economic activity. During the early post war period, many families did not have proper sanitary conditions. After some time, government appointed house improvement officers who carried out the modernization

programme. Accordingly, cooperatives meanwhile undertook economic aspect of household improvement and started better living activities. They set up women's associations which are the second largest women's organisation. After setting up women's organisations, agricultural cooperation union engaged in joint purchasing scheme. First they started with detergents and shoes. After this period HAN groups were established. Due to their efforts, consumer cooperative shops of agricultural cooperatives were also set up.

Accordingly, cooperatives promoted saving schemes too. Women's groups undertook book keeping activities. HAN groups were able to cut down expenses on book keeping. They started tills made from bamboo and piggy banks which later developed into saving boxes.

Women's organisations also undertook family planning activities.

Meanwhile, cooperatives promoted mutual insurance activities. At present membership of women's associations has increased to 1.5 million. Not only the female groups promote better living activities but also male groups.

Furthermore, cooperatives provide medical check-up activities to their members. Hospitals and clinics have also been established. At present 117 such hospitals and 62 clinics are available in the country. The number of beds available are 36,000. Earlier, there were many villages which did not have a single doctor. Later, agricultural cooperatives set up clinics to overcome the situation. They also introduced health insurance schemes.

HAN groups organised film shows and village festivals in relation to their activities. Better living activities are financed by the CUAC. But later the trend has been to transfer them to perfectural unions. The perfectural unions undertook the following better living activities:

- i) Joint purchasing schemes
- ii) Food, nutrition and health.

Accordingly, primary cooperatives undertook group promotion activities.

In 1988, a course on better living activities was organised during the Agricultural Congress. During the sessions to be held in October, 88, a discussion would take place on better living activities until the year 2000.

Although the annual growth rate is 10% in Japan, industrial, mechanization and modernization have led to the problems in ecological plans. The traditional farm life has also changed. Cattle rearing has become difficult. At the same time improved telecommunication and transport brought people together, due to which human relations too got diversified. However, the small cooperatives got amalgamated which resulted in widening the gap between members and the society. After this amalgamation, the scale of economy has become larger. Earlier, closeness between cooperatives and members was adhered to, but at present the younger generation has become distant to cooperatives.

There are new measures suggested to overcome these through better living activities:

- i) Consultation services on farm maintenance
- ii) Pension schemes (over 65 years)
- iii) Insurance
- iv) Family consultation services

- v) Health activities
- vi) Consumer activities
- vii) Home Economics
- viii) Environmental activities
- ix) Better living guidance and life guidance
- x) Development of Human Resources Bank
- xi) Consultation on housing programmes
- xii) Repairs and services for vehicles
- xiii) Inter-cooperative relations
- xiv) Agricultural processing facilities.

The possible problems expected in promoting better living activities are:

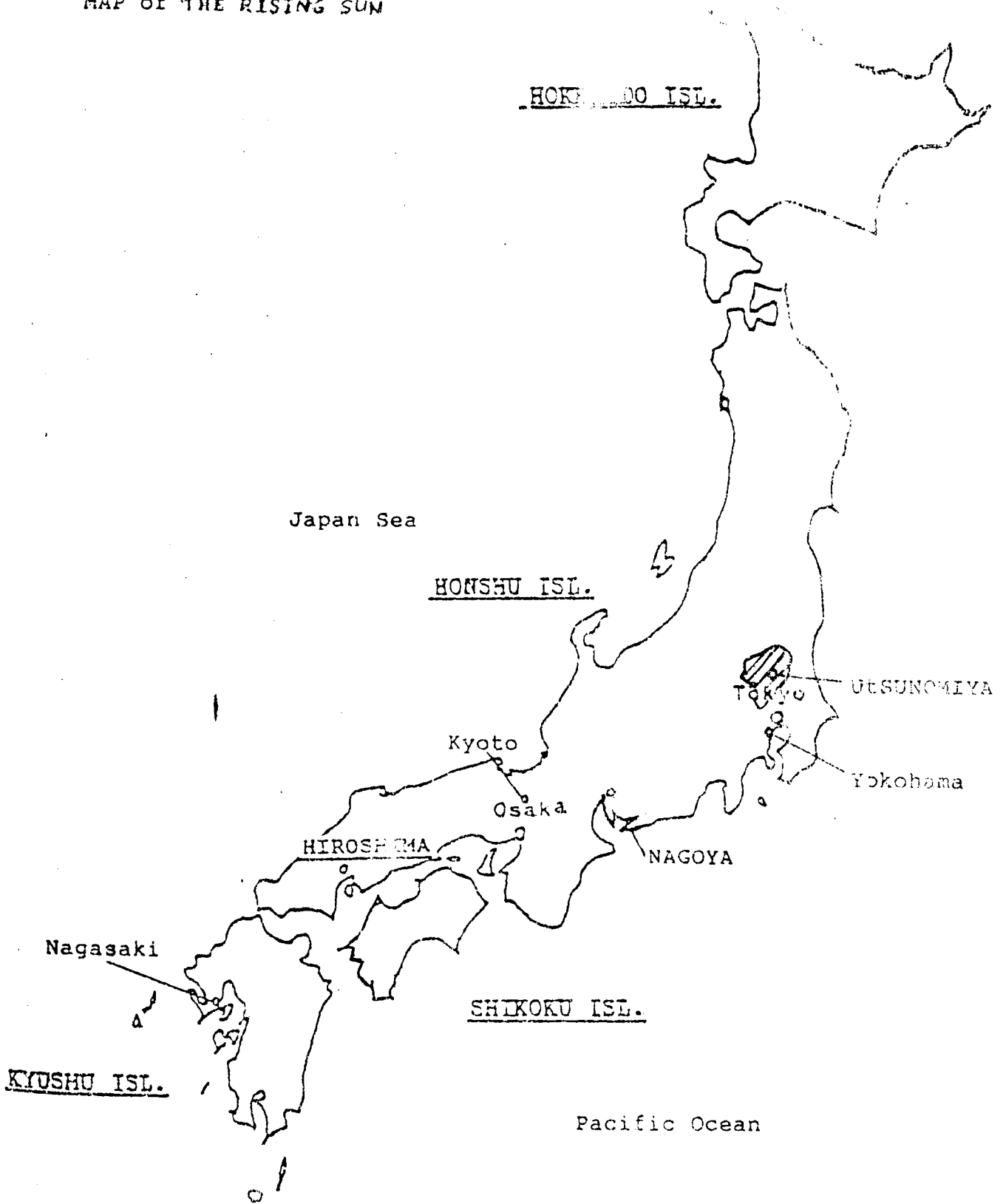
- a) Many agricultural primary cooperatives are unable to employ competent persons,
- b) Funding problems,
- c) Management of varieties of facilities
- d) Leadership management
- e) Cooperation with other institutions such as consumer cooperatives.

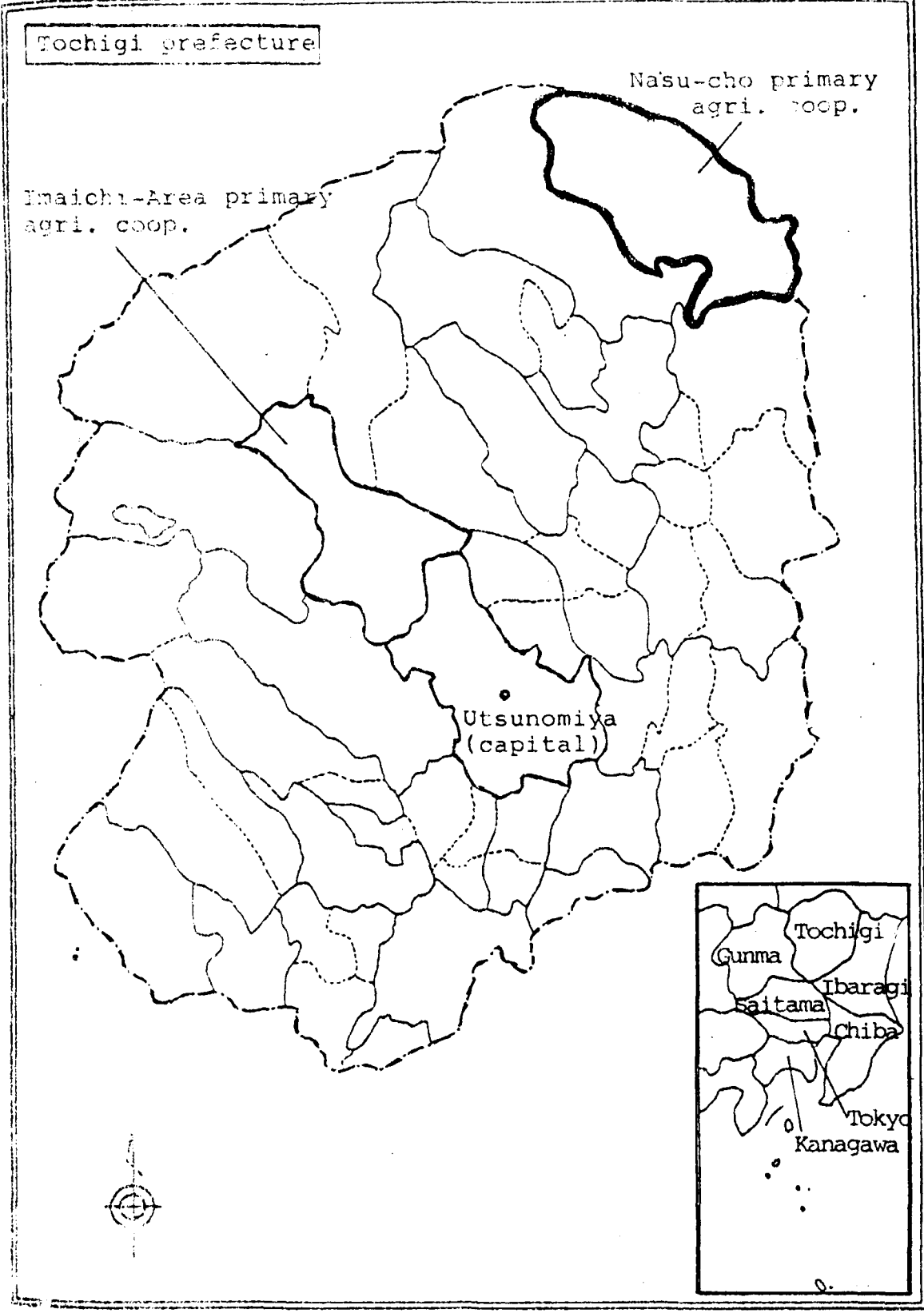
5. FIELD STUDIES IN TOCHIGI PERFECTURE

The seminar group undertook a five-day study visit to Tochigi prefecture covering Tochigi Prefectural Union, Nasucho Primary Agricultural Cooperative society, ranches of Nasu Municipality office and Imaichi District primary cooperative society. They covered not only the management of these organisations but also various activities of various organisation and some selected individual members.

Tochigi Prefecture

MAP OF THE RISING SUN





Tochigi Prefecture lies in the northern part of Kanto plains. It is one of the 7 prefectures in the Honshu island, belonging to a temperate humid zone which has an average temperature of 12.5o c.

The population of the prefecture is 1,890,784 persons in 1987 which is 1.56% of the national population. It has an area of 6414 sq.kms., which is about 1.7% of the total area of the country. The prefectural government is located at Utsunomiya city, which has a population of 400,000 residents. The prefecture has 12 cities and 33 villages. The number of farmers in this prefecture was 9985 in 1985.

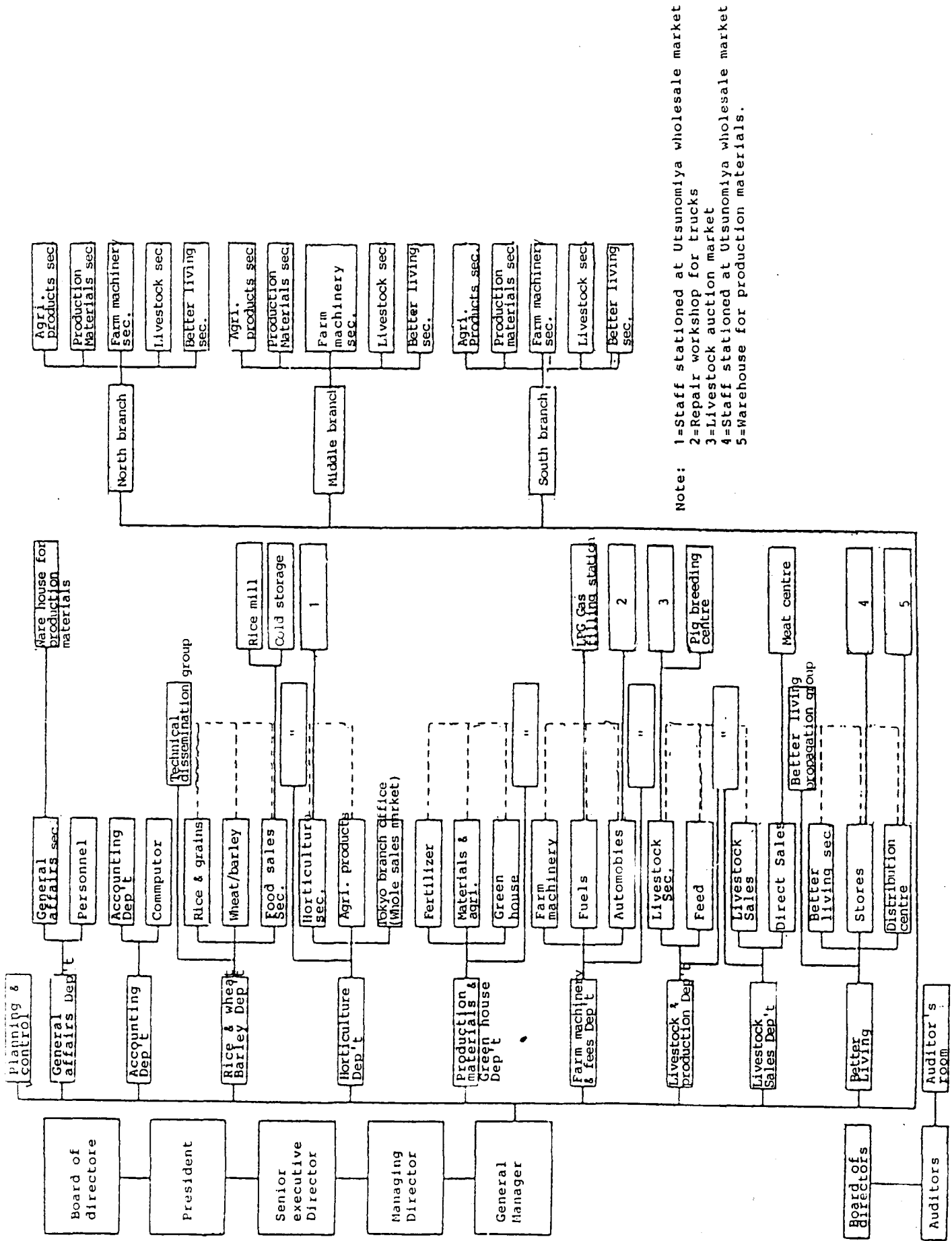
The main agricultural commodities produced are rice, vegetables and livestock. In 1985, the number of agricultural cooperative membership was 10,805 full time farmer households and 87,379 part time households.

◊Tochigi prefectural Economic Federation of Agricultural
◊Cooperatives

The Tochigi Prefectural Economic Federation Agricultural Cooperative was established in 1899, which had several changes with the amalgamation of marketing federation and purchasing federation in 1955.

The Federation has 64 primary agricultural cooperative societies and 11 Special Cooperative Associations. It has a share capital of 1632 million yen and a business turnover of 249.2 billion yen. The number of employees the Federation has is 393. The organizational set up of the Tochigi Prefectural Economic Federation is as follows:

Organizational set-up of the Tochigi Pref. Economic Fed.



Note: 1-Staff stationed at Utsunomiya wholesale market
 2-Repair workshop for trucks
 3-Livestock auction market
 4-Staff stationed at Utsunomiya wholesale market
 5-Warehouse for production materials.

The group observed the rice milling plant of the Federation. One of the most important features of the mill was the grading of rice and the preparations made for sale of rice.

The group also visited farm machinery and spare parts control centre of the federation. The centre maintains its inventory control through computer operations. The centre helps its members to receive training in the maintenance of farm machinery and purchase of spares whenever necessary. The centre also maintains a repair facility for farm machinery.

The Nasu-cho Primary Agricultural Cooperative Society

The society has 2617 regular members and 6 regular group members. The number of associated members are 430 individuals and 17 group members. It has 4 branches functioning in the area of operations.

The main agricultural produce in the society are rice, silkworm and livestock.

The society also has some horticulture and mix vegetable production.

Women and youth associations in the society are very active.

The society maintains following facilities for members:

- Car and farm machinery repair workshop.
- Petroleum station
- Cocoon raising centre
- Fuel storage house
- Warehouse and inspection place for farm products
- Warehouse for consumer goods
- Electrical appliance sales centre
- Material stock house.

The society maintains following business activities:

- * Purchasing
- * Marketing
- * Credit
- * Savings
- * Mutual Insurance

The society has undertaken the following measures to promote their business plan to achieve the targets given in the plan:

- i) Promoting flower raising farm groups
- ii) Promoting land use type agriculture
- iii) Following 1,2,3 movement
- iv) Making intensive use of farm land
- v) Securing farm success

This strategy was adopted due to the problems faced by the society such as defective farm land use, aged land owners, increase and change in farm machinery and also the changes in the mode of living in rural areas.

It has been observed that the society takes maximum benefit of the information made available to them by the Federation and Central Union of Agricultural Cooperatives (CUAC) on the present trend of agriculture and consumer behaviour and agri-business targets of the government. The society has promoted several agricultural products by intensifying farm guidance activities within the society. Flower cultivation has been one of the recent introduction into this.

The group had a discussion with some commodity group leaders in the society. These groups were particularly in the field of paddy growers, flower growers and vegetable growers.

Paddy growers group has 1500 members with study groups in each hamlet. The main task that they try to achieve is better quality rice. They also discuss better farm management practices to be adopted.

The number of flower growers are small but they have been very active in marketing their flowers. There had been problems for flower growing in the area due to the over growing of paddy, which resulted in market setbacks.

There are 52 vegetable growers who are members of the vegetable growers group.

The strategy adopted in the formation of commodity groups is to divide the society membership into members groups in their specialization. The society would provide technical guidance and credit facilities to the group. The groups get together and decide on their business plans which are again integrated into the society plans. Once the plan is approved, monthly activity schedules are prepared and carried out. The leaders of the group would advise the society and maintain communication channels with the management.

The groups in this society were started in 1960. Initially various types of groups were started. Finally they were systematized to have single purposes. Mr. Yamaguchi was the pioneer in the formation of commodity groups. Groups were getting extended upto 1970 and proper bye-laws were first introduced in Kanagawa group. These commodity groups have their own regulations. They have atleast monthly meetings where they discuss the plans and progress made on the plans. The members are not forced to join groups. Each commodity group has the right to recruit the members considering their qualifications. They also levy a subscription fee from the members.

oImaichi Primary Agricultural Cooperative Society

The Imaichi Area Primary Agricultural Cooperative Society was formed in 1966 through the amalgamation of 7 agricultural MPCSS. The society has a special focus on better living activities.

The society is producing paddy mainly which has become an over production. The area covered by paddy is 5456 hectares.

The classification of membership is as follows:

- Regular members	3602
- Groups	2
- Associate members	2656
- Groups	18

The society has 8 branches and the number of representatives are 540.

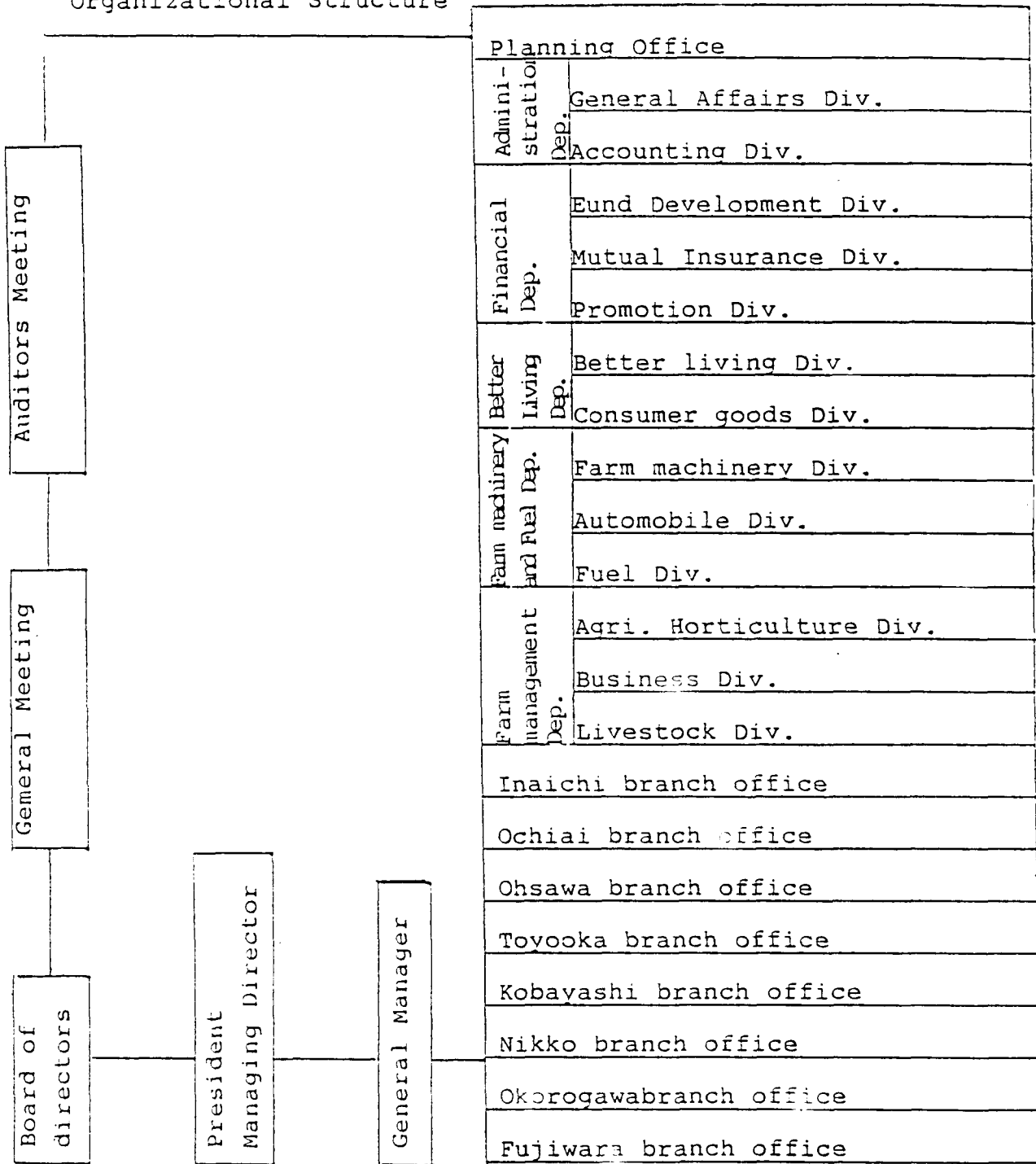
The society has the following member organisations:

- # Fruit and Vegetable Council
- # Livestock Council
- # Sericultural groups
- # Paddy Farming groups
- # Ornament plants and horticulture groups
- # Fruit producers groups
- # Autumn Bell flower growing groups
- # Youth Association
- # Women's Association
- # Young wives groups
- # Home life groups
- # Cooperative friendship groups
- # Rice Inspection Receivers' Council
- # Imaichi Area Farm machinery bank
- # Study groups for farm mechanisation
- # Study groups for assets maintenance
- # Blue Return forms membership
- # Pension Receivers' groups
- # Mutual Insurance friendship groups

There are two full time directors and 25 part time directors and 5 auditors, who constitute the board of the society. The society has 255 employees including a General Manager.

The organization structure of the society is as follows:

Organizational Structure



The society has following business operations:

- a) Farm management : Promoting measures for re-organisation of paddy field utilization,
- b) Marketing Business: Promotion of rice, wheat and soya bean and strengthening of measures for distribution of agricultural products and management of stock raising,
- c) Purchasing Business: Purchase of agro-chemicals, farm machinery, automobiles, fertilizer, feed stuff and consumer goods,
- d) Financial business: Savings, provision of loans and contribution towards living fund, business fund, farm management fund, housing fund and other funds,
- e) Mutual Insurance Business: Short term and long term,
- f) Better living activities: Strengthening of supply systems of consumer goods, health care, consumption and promotion of agricultural activities,
- g) Education and Publicity Activities: Educating officials, employees and also publishing periodical bulletins and making other cooperative publications available to members,
- h) Utility Business: Wedding halls, lending of farm machinery, automobiles and electrical appliances and also funeral services,
- i) Warehousing business, and
- j) Rural development business: Supplying housing land, etc.

The society has an elaborate 3-tier plan for strengthening the capability of the society. The basic targets are to tackle the new regional agricultural and rural development, producing high quality and low cost food items and improved better living activities. One special feature in the society is the active women's group who influence the society in consumer and better living services. The participants of the seminar had the opportunity to meet the leaders of several branch women's groups and discuss the future programmes they have in the groups. It was also observed that these women's groups had collaboration with other women's groups in other countries such as Philippines. It was also noticed that each family has a savings account with the society which has gone into several billions of yen. Women's groups especially are interested in savings programmes, health care activities, better living activities and farming activities. 59 such women's groups functioned in the society. They organized an annual women's festival within the society. They also organized contest programmes in collaboration with Ino-Hikari Association of Japan. The groups are financed through the fees (Yen 1000) and the contributions made by the cooperative society.

The Seminar participants undertook an evaluation of the study visit when they came back to IDACA on the 1st of August, 1988.

Many participants have unanimously appreciated the study visits to the agricultural multi-purpose societies and the interviews they had with board members, staff members, women's groups and commodity groups. They specially appreciated the rice milling facilities, agricultural machinery inventory control systems and women's participation activities.

They also observed that there are also problems faced by the primary cooperatives, such as high cost of production, aging farming community and also the comparatively low income earned by the regular farmers. However, the group noted that there are several features they could adapt into their country situations such as :

- Business planning systems in the cooperatives
- Member relations activities
- Savings activities.

PART III

PART III

1.ACTION COMMITMENTS

The individual participants from each country subsequently engaged in the formulation of Action Plans on the basis of the academic input and also the practical experience gained during the field visits. They also presented these plans at a plenary session held on the 4th August, 1988. They also undertook to improve them on the basis of the feedback received at the plenary session. They ensured the follow-up implementation to be carried out in their respective countries.

BANGLADESH

Action Plan on Member Participation activities in Bangladesh

Based on Japanese Experienced - by Md.Hasan Ali Sarder

1. Assessment of Present Situation of Cooperatives in Bangladesh

1.1 Member Participation activities in Bangladesh are very limited due to the following factors:

- a) The support and assistance provided by the government for member education programme are not channelled through the cooperative movement.
- b) Cooperative societies do not have sufficient funds for cooperative member education activities.
- c) Generally many cooperative societies are incompetent to manage their development activities.
- d) Lack of competent leadership.

1.2 Cooperative societies in Bangladesh have following positive factors as peoples' organisations:

- a) Majority of the societies have elected leadership.
- b) Structurally majority of the cooperative societies are economically viable.
- c) Societies have clear demarcation of activities to avoid competition with other societies.

1.3 Considering the problems and potentialities of the Cooperative movement, I think that there are possibilities of achieving better results through systematic member participation programmes.

2. Justification of the Suggested Programme

2.1 At present, Union cooperative multi-purpose societies are having elected committees which is the best for democratic control of the cooperative organisations. Although these societies do not have sufficient funds, by support of government or any other agency, they could be made to function effectively with marginal help from promotional organisations. In addition the societies which will be selected will not have much liabilities such as over due loans, etc.

2.2 Membership of these societies consists of farmers and small holders who are in need of assistance in economic activities. Therefore, they are motivated to work for betterment of their living condition on self-reliant basis, even with the limited help by the sponsoring agency. The only draw-back is lack of proper leadership and technical know-how in the development process.

2.3 The few societies which will be selected will have demonstrative effect on the other societies in the area providing good model to follow. It is also expected that the experience to be extended to other areas along with the successes made at the pilot societies.

3. Project

3.1 Objectives

3.1.1 To enable atleast 50% of the existing membership of the selected societies to participate in integrated economic activities of the societies.

3.1.2 To enable the selected societies to become economically viable in their operations.

3.2 Strategy

Rajshahi Central Cooperative Bank will provide finances to the selected Union Cooperative multi-purpose societies on the basis of business plan prepared by them, integrating the members' needs as shown by their individual economic plan. The societies in-turn will carry out the activities in accordance with the plan and repay the loans taken from the Bank. The Bank will provide supervision and guidance to enable the societies to obtain necessary facilities from the government and also to supervise the utilization of credit facilities to the membership.

The planning process will be based on the experience of Japanese Multi-purpose cooperative societies. The forms and procedures will be adapted to suit local conditions in Bangladesh.

3.3 Activities

Following activities will be undertaken to carry out the proposed projects:

- i) Identification of the societies to be included in the project.
- ii) Set up a joint Committee consisting of representatives of the selected societies, cooperative departments and Central Cooperative Bank (financing bank).
- iii) Adaptation of the integrated business planning system from Japanese experience to local conditions.
- iv) Selections and training of the society advisers to prepare business plan and to help the individual members in preparation of their plans.
- v) Educating members on the new system.
- vi) Carry out short-term and long-term planning at the individual members level.

- vii) Integration of individual members plan into society business plans.
- viii) Assessment of credit requirement of Cooperative societies.
- ix) Provision of credit facilities to the societies by the Central Cooperative Bank.
- x) Provision of credit facilities to the members of the cooperative societies.
- xi) Supervision of the utilization of credit facilities by the members and coordinate extension services from the government agencies.
- xii) Undertake provision of inputs to the members by the societies.
- xiii) Undertake marketing of the members' products by the cooperative societies.
- xiv) Recovery of loans from the individual members in the process of marketing their products.
- xv) Pay back the loans obtained from the Bank.
- xvi) Evaluate the performance of the project and modify the systems if necessary.

3.4 Work organisation and methods

- i) I shall initiate discussions with the Managing Committee of the Central Cooperative Bank and select a few societies which are viable to be included in the project.
- ii) A committee consisting of representatives from the selected societies, government authorities and the Central Cooperative Bank will be set-up to implement the project.
- iii) The Central Cooperative Bank will undertake an active role in guiding the societies in the utilization of funds.
- iv) The Committee will receive constant feed-back on the progress of the project.
- v) The societies will have their mechanism to ensure the smooth functioning of the project.

3.5 Project Management

The Committee which will be established as mentioned above would manage the project.

4. Monitoring & Evaluation

The project direction committee will monitor the activities of the project. The evaluation will be undertaken monthly on the basis of indicator as decided by the committee.

Terminal evaluation of the project will be undertaken at the end of the project period by an independent team of evaluators in terms of the objectives and targets of the project.

5. Time Plan

Serial No.	Activities	Time Schedules																							
		First Year												Second Year											
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
01	Identification of the societies to be included for the project																								
02	To set up a Joint Committee consisting of representatives of the selected societies, coop dept and Central Coop Bank (financing Bank)																								
03	Adaptation of the integrated business planning system from Japanese experience to local conditions																								
04	Selection and training of the societies advisers to prepare business plan and to help the indl members in preparation of their plans.																								
05	Educating members on the new system																								
06	Carry out short-term and long-term planning at the indl members level.																								
07	Integration of indl members plans into society's business plans.																								
08	Assessment of credit requirement of the coops																								
09	Provision of credit facilities to societies by the Central Coop Bank																								
10	Provision of credit facilities to the members of the coop societies																								
11	Supervision of the utilization of credit facilities by the members and coordinate extension services from the government agencies																								

CHINA

Action Plan on Member Participation Activities in China
by Mr. Shi Xuming

The leaders of All China Federation of Supply and Marketing Cooperatives attach a great importance to the Japanese experience of agricultural-cooperatives, having sent many expert groups to Japan to study it. I read or heard many reports about the agricultural cooperatives of Japan, but to be frank, I had not known why and never believed it before I came here. Seeing is believing. Through the introduction by our Japanese friends and observations with my own eyes, I am deeply convinced that it lives up to its reputation that the agricultural cooperatives of Japan as one of the bright models in the World cooperative movement and the best example in the Asian Cooperative movement.

I greatly appreciate the experience of Japan, which includes "suitable products from suitable land, selective expansion of crops and 1 2 3 movement". At present, the major problems faced by our cooperatives are how to make the management of the cooperatives efficient, member education and employees' training. I think there are a lot of experiences from the other countries especially from the agricultural cooperatives of Japan, which can be applied in our country to help us solve the above mentioned problems.

What and how am I going to do this after this seminar? This is the problem which I have consider for a very long time.

Actually, even if ICA and IDACA did not ask me to make an action plan, I would have to make such plan. But my action plan probably does a bit against the requirements of ICA and IDACA, for which I request ICA, IDACA and all other participants to forgive my crude presentation.

The following is my Action Plan:

Due to the nature of my job, what I am planning to do will be the utilization and popularisation of the Japanese Experience, which I have learned from this seminar in the whole of China after I return to Beijing.

The striving objectives which I am trying to reach are to improve the management of supply and marketing cooperative. In other words, it is to make the management of the Cooperatives more efficient and to increase the economic strength of the cooperative organisations at all levels. My strategy is to promote the whole cooperative movement with one's exemplary behaviour and entrench its position at every turn according to the local conditions of China.

In order to ensure the realization of the objectives, I shall request the departments concerned to take the following corrective measures:

- to strengthen member education and employees' training.
- to make business plans according to the methods of the Japanese Agricultural cooperatives, including 1.2.3 movement.
- to set up suitable new enterprises in accordance with the Japanese experience of "selective expansion of crops".
- to encourage the members to participate in the management of Supply & Marketing Cooperatives.

- to propagate the Japanese experience of agricultural cooperatives through the bulletin or magazines published by the cooperative organisations.

The following are the steps that are needed to implement this Action Plan:

- i) to make and submit a report about this significant seminar and my positive proposal concerning the utilization of Japanese experience in China to the Board of Directors of our Federation within two weeks.
- ii) to translate all the important materials obtained at the seminar into Chinese language, print and distribute them to the cooperative organisations at all levels and other departments concerned.
- iii) to persuade the leaders of the All China Federation and the federations at provincial level into accepting my proposal regarding the utilization of Japanese experience in China.
- iv) to request the leaders of the All China Federation and Zhejiang Federation to allow me to choose Xingchiang Federation of Supply and Marketing Cooperatives (Xingchang is the place where I was born) as a first trial model in using the Japanese experience of agricultural cooperatives.
- v) If it is successful, the Japanese experience of agricultural cooperatives can be applied in all the Zhejiang Cooperative organisations in 1991 and I estimate that the Japanese experience of agricultural cooperatives which will be popularized in the whole supply and marketing cooperative movement of our country in 1993.

The last thing but not the least is to keep in touch with ICA ROA and IDACA . Surely, I shall be pleased to report on progress of the programme to ICA ROA and IDACA and even consult the instructors and specialists of ICA and IDACA if I meet with big difficulties in the implementation of the Plan. To my mind, it is one of the most important things to me because I am short of experience in the management of cooperatives and I shall need more help from ICA and IDACA than the other participants need.

CHINA

Action Commitment for Two years' Plan for Strengthening information and education activities to vitalize country cooperatives- by Mr.Yang Bao Guo (China)

1. Promotion of competition in the market through strengthening information guiding function.
 - 1.1 Establishing an organization responsible for conveying and analyzing marketing situations.
2. Forming an information exchange meeting system among primary cooperatives.
 - 2.1 Convene a meeting once or twice a month to provide information and exchange views.
 - 2.2 Conduct a meeting once a month for discussions on the marketing situation of country cooperatives.
3. Promotion of primary cooperatives making or adjusting more viable business plan through analysis and study of the marketing situation, on the information provided by the information and guidance cells.
4. Helping farmers make or adjust their farming plans through the information/guidance cells.
5. Strengthening education activities to vitalise primary cooperatives.
 - 5.1 Strengthening education of young members.
 - 5.2 Strengthening education of cadres.
 - 5.3 Strengthening education of medium-level technicians and executives.
 - 5.4 Implementation of cultural education of young members.
 - 5.5 Implementation of education about management knowledge of cadres.
6. Budget for strengthening of information/guidance activities and education:

Expenses	Budget Amount (Yuan)
i. Information/guidance expense	30,000
ii. Education Expense	15,000
iii. Information/guidance cell for farmers	5,000

INDIA

Action Plan for Increasing Member Participation in Primary Agricultural Credit Societies (PACS)- by Mr.K.Jairaj

1. A distinguishing feature of the Japanese primary Agricultural Cooperative system is the almost total member participation in all activities. The activities themselves range from collection of savings, extension of loans, organisation of producers groups, marketing of produce to better living programmes including community service. The members of the primary cooperative involve themselves in a whole hearted manner and there is a two way interaction evident. Each member contributes to the success of the Cooperative in the same way as he derives economic and other benefits. The relationship is thus symbolic and worthy of emulation by other countries.

2. Background

This position is to be contrasted with the State of Affairs in India. Although there are over 300,000 primary cooperatives boasting of a membership of over 50 million, still member participation is dismally low and, in any case, the mutually strengthening relationship noticed in Japan is wholly absent. Primary cooperatives in India are bedevilled by many problems, each of which may be quite complex with economic and or social overtones. It is impossible to even list exhaustively the problems confronting the primaries. These differ indeed from Region to Region and, at times, from cooperative to cooperative, depending on the functions. However, what is common enough in most cases is the absence of a vigorous and evident member involvement in the affairs of the primary society. This, in turn, leads to the poor state of affairs and the low level of activity witnessed in most areas.

In this exercise, an attempt is made to analyse the problem of member participation in the context of credit cooperatives. This class of cooperatives is chosen as it is widely prevalent in all parts of the country and discharges a very vital function of providing short, medium and long term credit to farmer members. There are over 100,000 such societies spread throughout the land and the total extent of short term credit provided annually is over Rs.3000 crores (1986). Of the total membership in the credit cooperatives, it is estimated that the percentage of borrowing members is less than 30% for the country as a whole. This provides an index of the participation of members in the primary cooperative, since loaning is the major activity of this class of societies. While it is likely that not all members may want to borrow from the society, in the context of the increasing demand for credit, the low percentage of borrowers poses a crucial question. Why is the participation rate so low? This is the main concern of this exercise. Some important reasons are discussed and a framework for action is then suggested. Experiences and generalisations are drawn heavily from the State of Karnataka, with which the author is familiar. To make the exercise quite specific a time plan of 3 years is envisaged.

Credit coverage of cooperatives is poor on account of the following reasons:

- a) Low turnover and hence unviable position of the society.
- b) Heavy defaults on the part of members and their ineligibility to borrow.
- c) Limited funds at the society level, including restricted refinance from central banks.
- d) Undemocratic character of the society itself, restricted access to borrowers.

Listed above are some of the major reasons impeding comprehensive credit cover for all members. As can be seen, the reasons are inter-connected and there is no clear dividing line between where one begins and the other ends. At the same time, not all the other causes have been listed since this will make the exercise bulky. Our purpose is served in that the four sets of reasons indicated characterise the situation prevalent in most states of the country.

The main reason for poor credit coverage, or limited member participation, is the severely diminished level of operations of an average society. It is estimated that nationwide the annual turnover of primary credit societies is Rs.2,50,000 while the minimum level envisaged for even breaking even, is upwards of Rs.7,50,000. Ofcourse this position differs from state to state and the better developed ones (Maharashtra and Gujarat) boast of societies which have record turnover. But in a majority of states the position is described as above. When a primary society operates at such a low level of activity, a number of repercussions become evident. First, even if it wanted to, there are real constraints on the amount of loaning it can do and this block off several members who may be genuinely wanting credit. Second, even more disturbing is that such societies are wholly unprofitable and unable even to meet their establishment and regular charges. They exist by encroaching into their share capital and reserves, or as commonly witnesses in India, by appropriating the recoveries made from members towards the administrative expenses. It is estimated that nearly 2/3rd of the credit societies in the country suffer from this malaise.

When a society is unable to increase loan turnover, it bleeds itself and turns weak in the process. The weakness, in its walk, makes the society more unviable and this becomes a vicious circle. The consequence is that from the view point of member participation, the society is simply unable to meet the credit requirements of constituents.

Overdues are high in the financial portfolio of primary credit societies and accounts for nearly 50% of their outstandings. Over the years, partly as a result of adverse seasonal conditions in most states of the country, as also generous political abettment for non-payment, borrowers have simply forgotten to redeem their loan obligations. The conventional methods for enforcing loan recoveries, including coercive measures, are of little or no avail. In many cases, societies are implicitly discouraged from resorting to drastic measures for undertaking recoveries.

When overdues begin to mount, two consequences follow. First, eligibility of members to borrow funds becomes restricted as defaulters are prohibited from fresh loaning. Thus, an increasing portion of the membership are barred from credit. Second, the amount of loans which a society can advance to its members begins to decline as its funds are locked up in overdues. When this persists over time, the society begins to receive lesser amount of refinance from the central cooperative bank as well. The upshot of all this is a decline in member participation- this time owing to the incapacity of the society to meet the loan requirements of either fresh members who are not ineligible in any respect, or provision of limited loan amounts to borrowers- far less than their requirements- owing to poor funds availability. Primary societies are severely criticised for not meeting the full requirements of their eligible members as well partly because of their constrained funding. This is a half-way house as these borrowers by being starved of funds become potential default cases.

Finally, limited member participation is also due to the denial of access to particular groups and economically weaker sections by the landed gentry or the power brokers. In any respects, the primary society is a microcosm of society at large. The power arrangements at the society level, reflecting as it does the prevalent trends, aim at keeping particular groups dominant all the time. This domination is exercised through control over elections. over the general body and the management of the society itself. Credit is construed as a means of patronage and hence

usurped by the cohorts of the ruling group. The poor and the landless are the worst sufferers. They may nominally be enrolled as members of the primary society to fulfil some government stipulation. However, they are effectively kept out of the activities of the society.

3. Objectives

In such a context as the one described above, our objective is to enhance and improve the level of participation of members in the activities of the societies. For a starting point, we may assume that the percentage of borrowing members should be doubled to 60% of the total membership within a period of 3 years. This task has important financial, organisational and administrative components which are enunciated below. The break the logjam in which societies find themselves is far from easy. Even if a coherent plan of action is drawn up, it may not effectively answer all the ills leading to poor member participation. For instance, short of a total overhaul of the political structure and the mass awakening of the poor, the problem of dominance by the landed groups over the cooperatives is likely to continue. Therefore, in this exercise a rational plan is enunciated to the extent of addressing itself to the principal financial and managerial inadequacies.

4. Strategies

First, the viability of societies must be improved. Business turnover, in addition to credit, should expand and reach Rs.7.5 million by the end of the third year. For this, the following steps are essential:

- i. Additional share capital contribution to the society from the government for expanding its capital base.
- ii. Creation of storage and processing facilities in the society to facilitate new lines of business.
- iii. Training to staff and employees to generate a higher level of commitment and service.
- iv. Establishing employment and tenure conditions for society employees.
- v. Member education programmes to inculcate cooperative knowledge and spirit among members.
- vi. Promotion of a responsible and motivated leadership from among the members.
- vii. Emphasis on the creation of marketing facilities for members and the formation of commodity groups for producer members.
- viii. Better living and farm management practices to be promoted among members.
- ix. Embarking on a membership verification and, if necessary, fresh enrollment drive to ensure that only responsible and willing individuals are part of the cooperative.

The basic to improving viability is the establishment of the multi-purpose character of the society, coupled with member involvement and the right leadership. Obviously, this can be accomplished over a period of time alone and we require to operationalise the steps listed earlier over the 3 year time frame.

The troublesome issue of increasing overdues and defaults can be redressed only by a mix of various measures involving member education to highlight the adverse effects on the primary society and making the leadership responsive to the task. To start with, there is no escape from strict coercive action against wilful defaulters so that the erring can be brought to book. Simultaneously, the society management must ensure that the total (and not partial) credit requirement of every eligible member be met by the society. For this, funds need to be obtained from the District Central Bank. The availability of funds should not pose to be an unsurmountable problem. If recoveries of overdues are made, the society's funds begin to circulate and, in turn, refinance from the district bank will also be stepped up. Evidently, to make this situation come about the right political climate is necessary to create a conducive external environment. Internally, the single most important factor is the involvement of the society level leadership in the task of promoting recovery consciousness and a 'no default' climate. To list some other steps:

- a. Analysis of all loan accounts and writing off overdues of undient and incapacitated borrowers.
- b. Preparation of the annual credit plan for the society on the basis of the production requirements of each member.
- c. Estimating the sources for meeting the total credit requirements and liaising with the District Cooperative Bank to obtain greater refinance.

It is anticipated that the short-term disbursement will double in the three year period in order to cover 50% of the membership. Quantitative calculations will be difficult to make in the abstract, but there should not be any major impediment in getting the funds provided all other steps are implemented.

In this action commitment to increase member participation, it is difficult to evolve a direct strategy for improving the access of the underprivileged members. This is because a step of the kind would run counter to the political and economic power groups who would most certainly scuttle it. Instead, with increasing member education and extension and regular elections, as well as elimination of spurious members, the distortions in the management of the cooperative will be corrected to some extent. This is, therefore, an endogenous process.

5. Tasks

To implement the strategies outlined above, a partnership of various agencies and individuals is called for. Government is a key player since there are several expectations made by way of increasing share capital and the like. It would be difficult for the primary cooperative to get started on its own. It may not have the administrative wherewithal or the planning expertise to get it going. Therefore, for a start, the responsibility of implementing the plan may be entrusted to the State Level Federation- in this case the State Cooperative Bank. This is well suited for the task on account of its pivotal position in the credit structure and the close relationship it enjoys with the primary societies.

The operational features of the Plan are summarised below:

Activity	Time Required
1. Preparation of situational reports and assessment of each primary cooperative in the region.	4 weeks
2. Assessment of credit requirements for members on the verification of their needs and eligibility.	8 weeks
3. Analysis of bad and doubtful debts and estimating the write off, as also preparing action plan for recovering willful debts.	12 weeks
4. Action programme for recovery of wilful debts in the region	24 weeks
5. Planning and meeting the funds requirements of the primary society keeping point 2 in mind	16 weeks
6. Training of primary staff, member education programmes and leadership orientation campts.	Once a quarter 2 days duration each.
7. Revamping the management and administrative system of the primary society	12 weeks.
8. Implementation of the economic plan for the primary society	52 weeks.
9. Turnover Enhancement:	
Year 1	30%
Year 2	50%
Year 3	100 %

A final point remains and this is the calculation of the requirement of funds and project management details.

6. Finance & Project Administration

The extent of funds required depends upon the number of societies to be covered. In the State of Karnataka, which comprises of 19 districts, there are nearly 5000 primary agricultural societies. It is unrealistic to have all 5000 societies in the project since the demands by way of funds and administrative requirements would be quite enormous. Therefore, in the first instance, backward district with about 250 societies may be selected as the project area for increasing member participation and credit coverage.

Funds are required for:

Activity	Amount (Rs)
a) Share capital assistance to societies (at the rate of Rs.100,000 per society)	25.0 M
b) Infrastructure support- godowns etc. @ 50% subsidy per society of Rs.50,000	12.5 M
c) Member Training and education for better participation- materials and staff support (10 supervisors and materials required)	1.0 M 1.0 M
d) Training for employees and regularisation of service conditions (provide employment to secretaries @ Rs.1000/PM and Office expenses of Rs.500/PM totalling Rs.1500/PM Training Support Rs.2500/Per year)	13.5 M 1.8 M
e) Project Management (Admn.expenses)	0.5 M
	----- Rs.55.3 M -----

The phasing of this amount of Rs.55.3 M over each of the 3 years is to be worked out. In the first year, the expenditure is likely to be 40% and 30% each in the remaining two years. The State Cooperative Bank will be the model agency for implementing the project. It will establish a project monitoring cell in its office, which will have the total responsibility for all aspects of the project. Its functions will include:

- i) Recruiting field supervisors for conducting situation studies and training.
- ii) Prepare a blue print for the business operations of each society and recovery of overdues.
- iii) Monitor the implementation of the business plan, recoveries and member enrolment drives on a monthly basis.
- iv) Organise education and training camps for members through the supervisors including preparation of the materials.
- v) Monitor expenditure as per activity and time budgets.
- vi) Present quarterly reports to the project sponsor and organise bi-annual comprehensive project reviews.

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INDIA

Action Commitment - By Mr.I.S.Chandiok

01. Objectives

- a) Introduction of Marketing Business through Cooperatives to fetch remunerative price and linking of recovery of loan with marketing of produce to reduce overdues of cooperatives.
- b) To enable the Cooperative banks to work economically, viable interest subsidy may be given by the Government as is being done by the Japanese Government.

02. Strategy

- a) In the Punjab State, Rice and Wheat, the two main crops are produced after every six months' time. Both the crops are produced in abundance. Government procure the foodgrains. If the procurement stops, there is no other agency to purchase such huge stocks. Therefore, State Government can help by making procurement of the grains from the farmers through the cooperatives. A lobby will be created to influence the government to adopt this policy.
- b) Registrar of Cooperative Societies alongwith the Punjab State Cooperative bank may approach the Central/State governments to grant interest subsidy to Cooperative banks in lieu of reducing the lending rate of interest by the RBI. Moreover, State Cooperative Banks Federation can persuade the RBI and the Governments in this regard.

03. Activities

- a) For Marketing of produce and linking of recovery with marketing, the staff at the PACs level will have to be given training and sufficient managerial staff will have to be provided/ At the Central and State Banks level, necessary guidance to PACs will have to be provided alongwith necessary funds.
- b) At the State Coop Bank level, a case study will be prepared for interest subsidy from the Government, to be moved through the Registrar of Cooperative societies. A copy of the same will be sent to State Coop Banks Federation for help.

04. Work Organisation and Methods

- a) At the Society level, collecting points for produce are to be provided and storage facilities are to be made available either by owning godowns or using godowns of other agencies. Farmers will bring their produce to society's marketing centre themselves by tractor-trolleys.
- b) State Cooperative Banks will prepare the case study.

05. Project Management

- a) Offices of the Registrar and State and Central Cooperative Banks will manage the project. The local management of PACs will be ultimately responsible for the project management.
- b) State Cooperative Banks.

06. Monitoring and Evaluation

- a) Review of the project will be made on monthly basis at the Registrar and State Coop Banks level to persuade the government to adopt the policy. After adoption, meetings will be held at PACs, Distt. Central Coop Banks and State Coop Banks levels will be held to consider providing necessary staff and training to members. Secondly, necessary funds will be provided at the different levels.

- b) A fortnightly review will be made at the State Coop Banks level.

INDIA

1.0 An Action Plan to Increase Member Participation in the Primary Agriculture Credit Societies of Rajasthan State, India by Mr.K.S.Money

1.1 Objectives

- a) Increase the productivity and thus incomes of the members.
- b) Increase the viability of the Society so that members get the required assistance from the Society.
- c) Improve the quality of life of the members.

1.2 Participating Organisations

- i) National Bank for Agriculture and Rural Development.
- ii) Government of India/ National Cooperative Union of India.
- iii) Government of Rajasthan/Registrar of Coops/ State Coop Union.
- iv) The State Cooperative Bank.
- v) The Central Cooperative Bank.
- vi) The concerned Primary Agriculture Credit Society.

1.3 Administration of the Project

The Registrar of Cooperatives, Rajasthan.

1.4 Location : Jaipur

1.5 Duration of the Project : 1988-89 and 1989-90

1.6 Cost Components : Please See 5.6

2.0 Assessment of Current Situation in regard to Member Participation

2.1 Introduction

Agriculture has always been the most important sector of the Indian economy and rural areas have always accounted for the bulk of the country's population. Even today, agriculture contributes about 50% of the national income and rural areas account for about 80% of the total population. Poverty, low incomes and low standard of living have been the chronic features of the Indian agriculture and our rural areas for a very long time. The cooperative movement was started in our country in the beginning of this century for ameliorating the conditions of the rural poor and bettering their standard of living. Among the major ills of the rural society was the exploitation of the poor farmer by the village money lender. Therefore, provision of adequate, timely and cheap credit has always been an important aspect of the cooperative movement in our country. In fact, it is a matter of gratification that the role of the cooperatives in the agricultural progress registered by the nation has been significant in as much as the entire crop finance used to be the exclusive prerogative of the Cooperative Credit institutions. Even today, cooperative credit institutions enjoy a predominant role in agricultural financing.

- 2.2 Cooperative sector of the country has developed separate institutional structures for short term and medium-term agricultural credit and long term agricultural credit. The former consists of village level primary agricultural credit (PAC) cooperative societies. PACs affiliated with Central Cooperative Banks (CCBs) at district level which, in turn, are affiliated with State level State Cooperative Banks (SCBs). Institutional framework of long-term agricultural finance consists of Primary Land Development Banks (PLDBs) affiliated with State Land Development Bank at the State level.

The Cooperative movement in the State of Rajasthan has also made inroads into almost every sphere of economic activity from agricultural credit to manufacturing, marketing and sale of consumer products. There are more than 20,000 cooperative societies with a total membership of over 6,100,000. These include among others 5300 Primary Agriculture Credit Societies with a total membership of over 4,300,000. The primary agriculture credit society (PAC) being the pivot or cornerstone of the entire cooperative movement in agriculture, I would confine myself to the examination of member participation in these primary societies of Rajasthan.

The loans advanced to the members in a particular year can be taken as an index of the participation of members in the activities of the primary society. Going by this index, it is seen that only 33% of the total membership of 4,300,000 participated in the activities of the PACs in Rajasthan last year. The total loans was only 1,560,314,000 or 156 crores which was availed by only 1,435,000 members. Thus it is evident that member participation is rather poor, i.e. only about 1/3rd. One third of the societies are in losses. Moreover out of the 26 CCBs, 12 are not eligible for refinance.

3.0 Problems of Member Participation in Priority Order

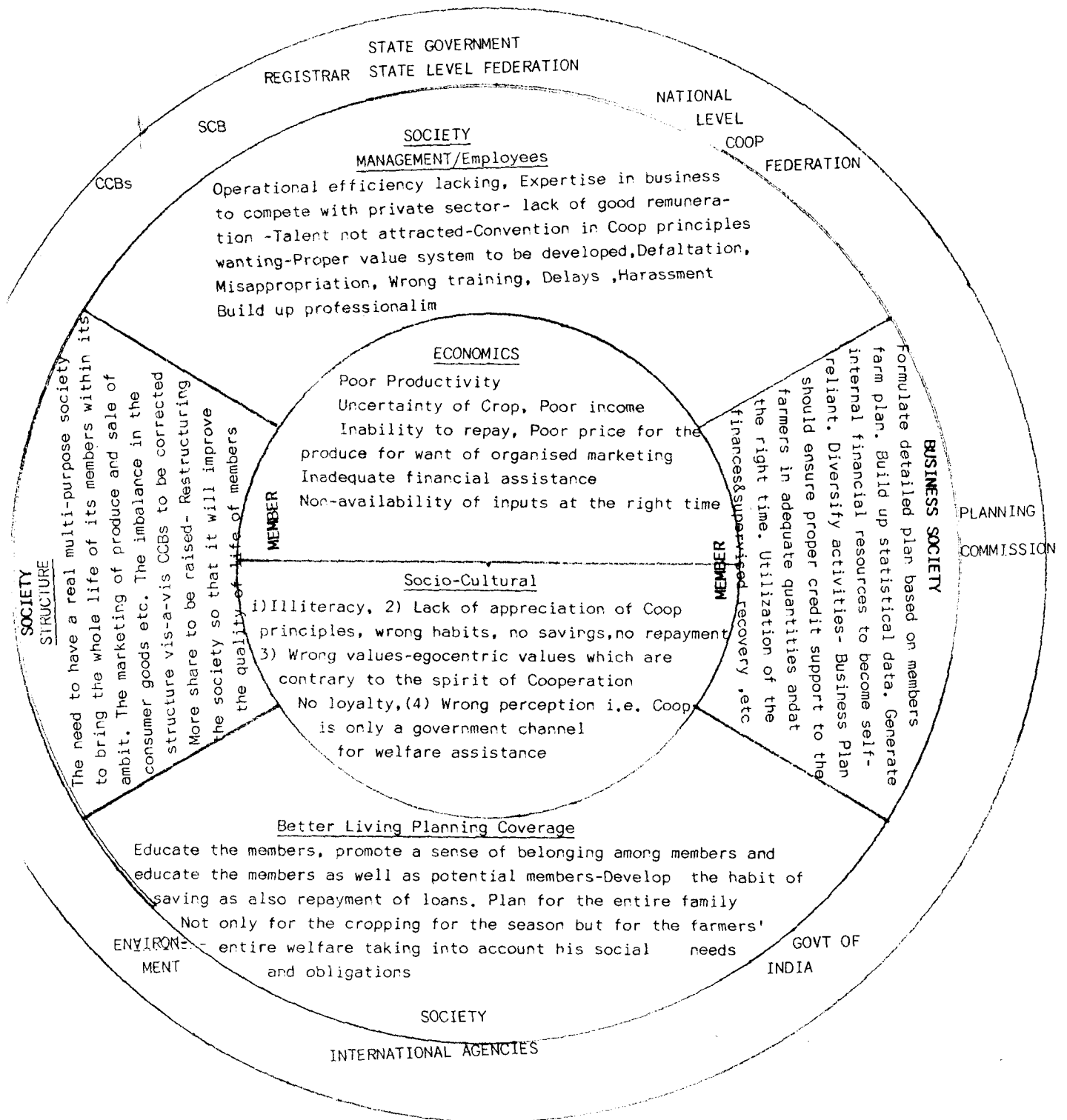
Let me call it perceived problems of member participation or the symptoms of the disease. There are many such symptoms, some of which are :

- i) Non-viability of a society and consequently its non-eligibility for refinance. This, in turn, could be due to the poor capital base, either due to poor recovery, losses or misappropriation or due to non-finalisation of accounts and audit and not calling the general body meeting and thus forfeiting the claim for share capital assistance.
- ii) Non-eligibility of a large number of members due to default of old loans either due to their inability to pay in time, due to successive crop failures or due to their unwillingness to pay for want of proper cooperative spirit or wrong perception or egocentric values instead of the community oriented values.
- iii) The indifference of a large number of members - their not taking loans even if eligible either due to their ignorance or illiteracy or due to the wrong psychology that cooperatives cannot do any good but harass him later for repayment when is not sure of his income from that investment. Another reason for non-participation can be local politics or group rivalry due to factionism based on party, caste or religion- in short due to the heterogeneous perception of the members.
- iv) The single discernible factor in all these cases would be a general lack of faith of the members in their cooperative and a lack of sense of belonging to the society.

Technically the problems of eligibility of the member for further loaning or viability of the society can be re-established through external assistance either by writing off the overdues or

injecting more share capital assistance to the society. However, that will only remove these symptoms for a while but the disease will reappear again in one form or the other unless real diagnosis is made after studying the anatomy and the functioning of the being, called the cooperative society, and the 'life force' of the society is awakened to resist the disease germs.

I would attempt a simple model of a society to understand the anatomy and the functioning of its various systems with the diagram given on the next page. At the centre of the system is the member. He is the heart one may say. The second concentric circle represents the society and the management of the society including the employees. At the outer circle are represented the minor and major environment including the CCB,SCB, State level federation, National level Federation, State Government, Central Government, International Agencies,etc.



Thus we have seen that problems of member participation can be identified at the level of the member, the society and the environment. While at the member level, they are illiteracy, poor income, poor saving, wrong attitudes and values, etc. at the society level, they are managerial, structural, commercial and those relating to span or coverage of the society. To identify the more important among them: (1) Some of the societies are not eligible for refinance so that the member is deprived of the benefits from the society, (2) Overdues have been built up over time due to bad planning and lack of discipline, (3) Cumbersome and complex loaning procedure results in delays and frighten the members away, (4) Lack of qualified expert staff to operate efficiently, (5) Marketing not taken care of, (6) Practice of interest accounting differences visa-a-vis the CCBs result in the imbalance to the detriment of the society, (7) the Operation of the multi-purpose societies also handicapped in marketing due to their insistence on their handling of produce on commission basis as also the heavy overhead charges which drive the members to the trader, (8) Even cooperative agricultural processing units not buying their raw material from the member farmers, (9) The Wrong concept that cooperatives can be inefficient and survive with protection afforded by Government, thus operating as a monopoly, etc. etc. The environmental factors affecting membership participation are providing necessary infrastructure like irrigation projects, roads, electricity, etc. for better production and productivity and income, providing insurance cover against successive crop failures, providing relief to those defaulters who are not eligible due to the common drought in the past and building a strong share capital base which not only infuses self reliance and injects confidence in the creditors but also acts as a shock-absorbing cushion to the societies who are implementing the plan targets of elimination of poverty and equitable growth.

Thus we come to the conclusion that problems of member participation in the long run can be effectively tackled only through proper member education and inculcation of right values in them based on exo-centric development or community oriented development rather than ego-centric development. However, in the short run the problem of member participation can be solved by making the members eligible for credit, improving the viability of the society through fresh injection of share capital and through diversification of their activities, increasing the managerial efficiency, covering all aspects of the members life, increasing his income and improving his standard of life and thus ensuring his loyalty.

4.0 Rationale of the Project

Rationale of the project lies in the fact that the action proposed to be taken will lead to better member participation in societies, better viability of the societies, increase the income of farmers and improve their standard of living. The actions proposed are at three levels. The agency for implementation is the existing department of cooperatives or say the Registrar. The financial implication will be there only in five of the various actions listed i.e. (1) building up a National Relief Fund to provide relief to the members who had to default due to successive droughts in the past, (2) introducing a crop insurance scheme as a cover against the risk of crop failure in future, (3) Strengthening the share capital base of the societies, (4) managerial subsidy to the society for engaging qualified personnel with expertise in business, (7) Strengthening of the Cooperative education through mobile guides.

5.0 Project

5.1 Objectives

Increase member participation by :

- a) increasing the productivity and income of the member.

- b) increasing the viability of the society,
- c) improving the quality of life of the members.

5.2 ☉Strategy

To attract the members through better service and to inculcate the right values and attitudes for the future. To increase the viability of the society so that it can serve the member effectively.

5.3 ☉Activities

☉Increasing Income

- i) Provision of investment support through short term, medium term and long term agricultural credit.
- ii) Supply of agricultural inputs, e.g. fertilizers, seeds, pesticides, etc. at the right time.
- iii) Harnessing irrigation potential, particularly minor irrigation.
- iv) Provision of processing and marketing support for ensuring better process to the farmers.
- v) Provision of consumer services at reasonable prices.

☉Increasing the Quality of Life

- i) Generation of subsidiary occupations and employment organising the members to earn additional income.
- ii) Consumer protection, consumer articles supply.
- iii) Public distribution system.
- iv) Housing Cooperatives.
- v) Health and family welfare programmes.
- vi) Planning for better living of the member and his family.

☉Making the Society Viable

- i) Provide more share capital to increase the capital base for enlarged activities.
- ii) Build up a National Debt Relief Fund (NDRF) for giving relief to those defaulters who are defaulting on account of crop failures.
- iii) Establishment of a Crop Insurance Scheme.
- iv) Provision of managerial subsidy.

- v) Building up mechanisms to formulate its own plan of development at micro and macro level.
- vi) Developing a data collection compilation system.
- vii) Diversifying to cover all aspects of members' lives.
- viii) Building up professionalism by strengthening the education/training programme.
- ix) Democratisation.

5.4 Work Organisation and Methods

Work organisation and methods will be through the regular channels of SCB, CCB, Society.

5.5 Monitoring and Evaluation

Monitoring and evaluation will be by the Registrar of Cooperatives.

5.6 Budget

Budget will be required for the following items:

- | | |
|--|---------------|
| a) Setting up a Relief Fund
(to be shared 50:30:20 by NABARD,
Govt. of India & Govt. of Rajasthan) | Rs.40,000,000 |
| b) Introducing Crop Insurance Scheme
(to be shared 50:50 by Govt of India
and Govt. of Rajasthan) | Rs.20,000,000 |
| c) Strengthening Share Capital Base of
CCBs and PACs
(over a period of two years from
Govt. of Rajasthan) | Rs.10,000,000 |
| d) Managerial Subsidy (for two years) | Rs. 5,000,000 |
| e) Strengthening education and training
(to be shared by Govt. of India and
Govt. of Rajasthan) | Rs.20,000,000 |

5.7 Time Plan

The Project will be implemented over a period of 2 years i.e. 1988-89 and 1989-90.

KOREA

Education Programme for Activating Women's Club by Mr.II-Ko JUNG

1. Objectives

- a) Cultivation of patriotic spirit.
- b) Inspiring the members of the Cooperatives to think of them as their own.
- c) Enhancement of leadership.
- d) Increase of Member Participation.

2. Participating Organisations

National Agricultural Cooperative Federation (NACF), Primary Cooperatives, Agricultural Cooperative Leaders' Training Institute.

3. Project Management Organisation

Guidance Department.

4. Administration Plan of the Project.

a) Selection of Trainees

Number of trainees are 300 persons per session.

The participating cooperatives are selected by the county office of the NACF in consideration of the regional distribution, developmental level and type of cooperative. The number of participants to be trained in each county and province is decided according to the annual training master plan. The selected cooperative nominates 10 trainees among the women's club members. e

b) Period of training

5 days and 4 nights.

c) Methods of training

The course is composed of lectures, presentation of successful cases of women's club, group discussions and field trips.

d) Training Material

Training materials are prepared by the teaching staff and are distributed to trainees at the registration of the course.

e) Contents of the training

- The role of agricultural cooperatives in rural development.
- The need of the women's club.
- The role of the women's club in agricultural cooperative movement.
- Role of a leader.
- Economy and women.

5. Budget

The financial support for the women's club education comes from two sources. The NACF is responsible for the salaries of staff members and general management expenses. The primary cooperatives take responsibility for direct expenses for the training. These include travel expenses, food costs and teaching material costs.

Classification

	Amount (In million Won)
Salary and Wages	450
Management expenses	338
Training Expenses	142
Travel Expenses	459

Total	1,389

6. Time Plan

Activities	1989											
	1	2	3	4	5	6	7	8	9	10	11	12
- Survey of Education Demand	--											
- Establishment of education Plan		---										
- Preparation of education material			-----									
- Selection of trainees				---								
- Education					-----							
- Evaluation of Education						----				----		
- Follow-up guidance											-----	

MALAYSIA

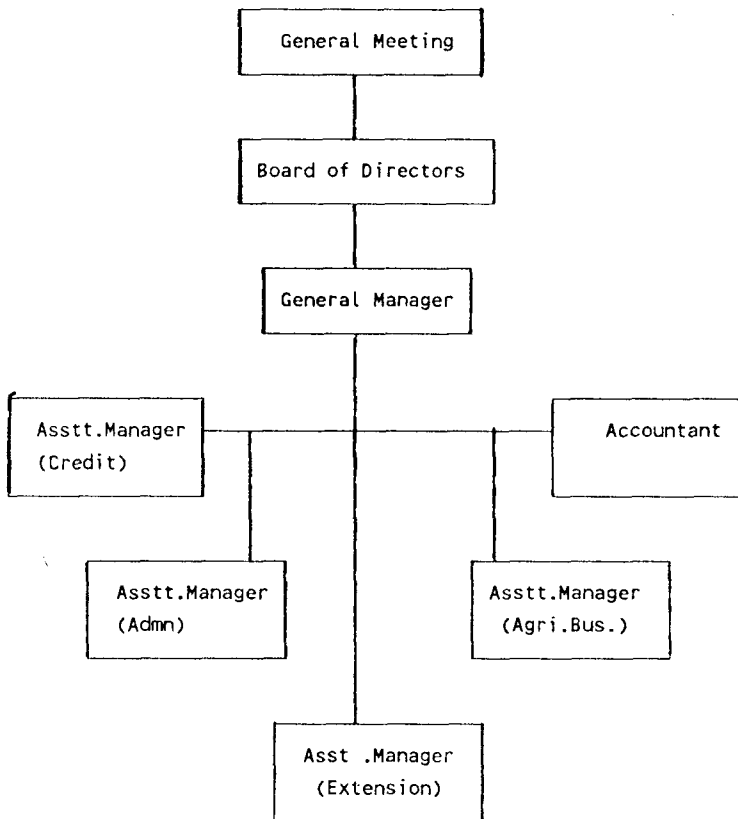
ACTION COMMITMENT FOR FARMERS' ORGANISATION BY MR.NAYAN BABA

1. Title : (1) Farmers' Organisation.

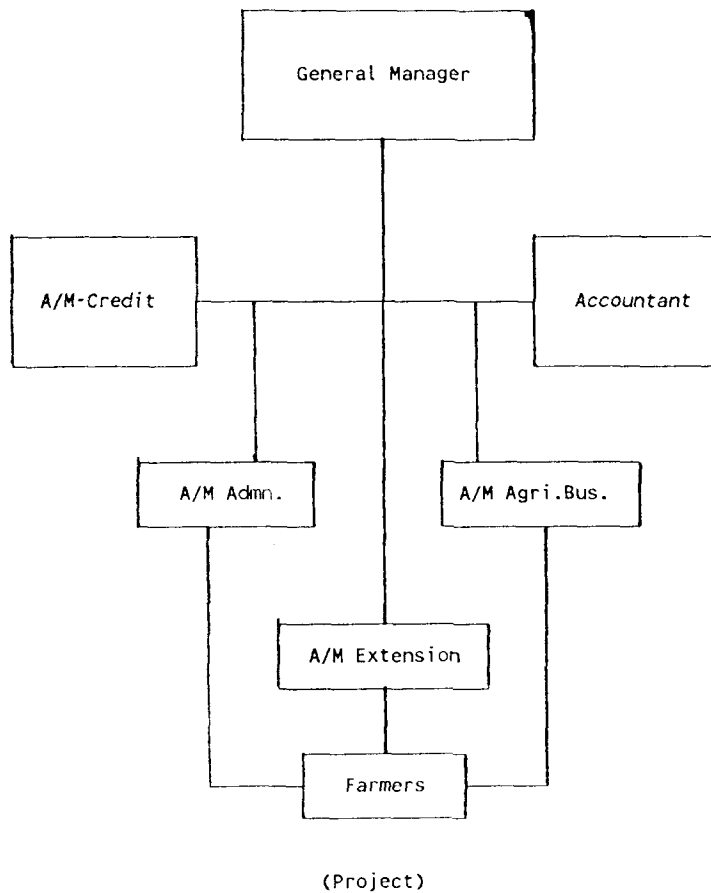
2. Objectives

- a) To expand agricultural production amongst farmers and small holders so as to promote greater diversification and commercialisation of agriculture and to expand and promote agricultural business.
- b) To provide credit facilities and services and to promote greater investment in agricultural and economic pursuits.

3. PARTICIPATING ORGANISATIONS



4. ADMINISTRATION OF PROJECT



5. Location : Renbav N.Senbilan, Malaysia

6. Duration of the Project

- Two terms - First 6 months (January-June)
- Next 6 months (July - Dec)

7. Cost Components

Inputs by organisation involved \$ 36,900.00

8. Assessment of current situation in regard to Member Participation

- i. Very difficult to influence any member to join the farmers cooperative organization.
- ii. Participation of members in administration of farmer units not satisfactory.
- iii. Participation and support from all members of cooperative in running the business is very slow.

By Nayan Baba/Malaysia

1. Title : (2) Duck Breeding.

2. No. of Ducks : 4000

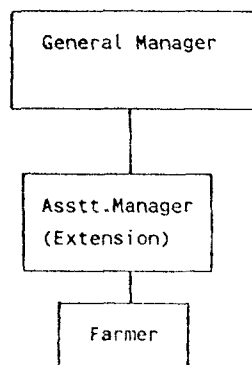
3. Objective

- a) To promote participation of members in economic activities.
- b) To encourage member participation and involvement in agricultural business.

4. Participating Organisation

Farmers' Association to provide credit facilities and extension services. Farmers must be paid all the loans including 4% interest after production.

5. Project Management



(Project)

6. Budget

Unit: Malaysia Ringgit

Expenses

Activities	Unit Price	Expenses		
		1st 6 months	2nd 6 months	Total
1. Building	1	\$ 2,500.0	-	\$ 2,500.00
2. Small Duck	2000x0.704	\$ 1,400.00	\$ 1400.00	\$ 2,800.00
3. Feeding	0.04x30x6x2000	\$14,400.00	\$14,400.00	\$ 28,800.00
4. Chemicals		\$ 400.00	\$ 400.00	\$ 800.00
5. Other Expenses		\$ 1,000.00	\$ 1,000.00	\$ 2,000.00
Total Cost		\$19,700.00	\$17,200.00	\$ 36,900.00

Income

No. of produce	Av. weight	Price	Amount		Total
			1st 6 months	2nd 6 months	
1800	2.5 Kg	\$ 5.00/Kg	\$ 22,500.00	\$ 22,500.00	\$45,000.00
Total Income			\$ 22,500.00	\$ 22,500.00	\$45,000.00
Total Cost			\$ 19,700.00	\$ 17,200.00	\$36,900.00
Interest at 4%					\$ 1,476.00
Net Income					\$ 6,624.00

Total Income per year \$ 6,624.00

Total Income per month \$ 552.00

7. Conclusion

The success of the project encourage member participation and involvement to the activities of t cooperative. Its activities are performed for the benefit of its members and its social impact depends on i economic success.

MALAYSIA

☉Action Commitment by Mr.Mohd.Nor Talib

1. ☉Title : To construct a Petrol Station for the FELCRA Seri Bandi Settlers' Cooperative.
2. ☉Objective : To increase economic activities of the cooperative which will enhance member participation.
To make available the continuous supply of fuel at low cost to members. This will also benefit the community and the nearby rural villages.
Get the market share of the industry's fuel demand.
Activities can be derived like selling of spare parts, tyres, auto service/repair accessories and other related items.
3. ☉Participating ☉FELCRA Seri Bandi Settlers Cooperative.
☉Organisations
4. ☉Location Seri Bandi New Town
Kenaman, Terengganu
Malaysia.
5. ☉Duration of ☉Project September 1988 to February 1989.
6. ☉Members During the recent annual general meeting in
☉Participation May,1988, they appeared and adopted general assembly resolution to construct the petrol station.
7. ☉Rationale Seri Bandi New Twon is 30 KMs from the big and the nearest town, where petrol is available. The population in Seri Bandi Town is about 5000 and about 8000 of the neighbouring villages.
The results of the survey conducted by our Cooperative in June 1988 are as follows:

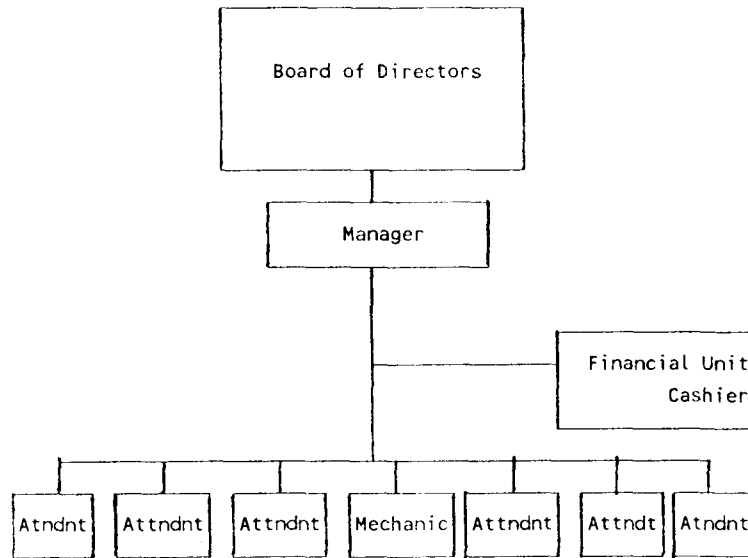
☉Diesel

Lorry/Tractor : 400
Daily Consumption : 40 ltrs.
Total per day : 16,000 ltrs.

☉Petrol

Motor Cars : 150
Motor Cycles : 950
Daily Consumption : 20 ltrs/4 ltrs.
Total per day : 6,800 ltrs.
3. ☉Strategy The cost of the construction and operation is \$180,000. Out of the total amount, our Cooperative can supply \$150,000 from the surplus accumulated as at 1987 and the balance of \$30,000 can be financially assistance from Shell Co.
To disseminate the information to members and non-members for awareness of the project.

9. Project Management



10. Budget

1.	Land	\$	22,000
2.	Construction	\$	60,000
3.	Telephone/Electricity	\$	2,000
4.	Furniture	\$	1,000
5.	Government Fees	\$	5,000
6.	Operation Cost	\$	90,000

	Total	\$	180,000
			=====

PHILIPPINES

☉Action Plan by Mr. Glicerio E. Lorejo, Jr.

1. ☉Title : Conversion of Davao Fiber Producers' Cooperative Inc. into a "Multipurpose Cooperative".
2. ☉Objectives
 - i. To provide a continuing and systematic programme of services for the enhancement of Davao Fiber Primary Cooperative Society as a potent vehicle for channelling the movements' socio-economic assistance to depressed small farmers and producers akin to Japanese Agricultural Cooperatives.
 - ii. To enhance a good level of "better living conditions" of officials, members and employees of Davfiber.
 - iii. To benefit the members and help solve their problems of not only over production of ramie fibres but also their for consumer goods requirements by responding and supplying their basic needs and farm inputs.
 - iv. To create an atmosphere of awareness by information dissemination. Once their "felt-needs" are served and met, this will usher to inculcate the members' participation, involvement and loyalty to Davfiber.
3. ☉Participating Organisations:

Davao Fiber Producers; Coop, Inc. and some banking and financial institutions.
4. ☉Administration of the Project.

Davfiber Board of Directors through the General Manager.
5. ☉Location

Doors # 15-16, Ebro-Pelayo Bldg., Juan Luna St
Davao City -8000, Philippines.
6. ☉Duration of Project

One (1) Year
7. ☉Cost Component

P.2.5 M (U.S.\$138,000)
8. ☉Assessment of Current situation in regard to Member Participation and their problems

The current situation in regard to the above subject is very low because of the following reasons:

 - a. Over-production/supply of ramie fibers. Many members are disgruntled because they cannot deliver feely all their produce to Davfiber due to high level of stock inventory amounting to P.8.0 million at the newly constructed warehouse.

- b. Because of over supply, the demand is very low as well as the buying price cannot make the farmer members' operation break-even.
- c. Davfiber can no longer sustain giving cash advances (credits) to farmer members as a result of huge stock inventory and the export shipments are very much limited, each month.

9. Rationale of the Project

The Agricultural Multipurpose Cooperatives are used primarily as instruments for improving the economic, social and cultural situation of people with limited means, increasing income and employment by further utilization of available resources and improving social conditions and supplementing community and social services as keenly observed by this participant during this three-weeks seminar jointly sponsored by IDACA/ICA/CUAC with Special Reference to the Japanese Experience can be duplicated in the primary society of his home country, the Philippines, particularly in Davao City with lots of pains and sacrifices in the process.

The Cooperative Union of the Philippines, in coordination with the ICA, will launch the 15 years' Perspective Plan for Agricultural Cooperative Development in the Philippines (1988-2003) on Aug 5, 1988 to be attended by the International support agencies in Manila with the following objectives:

- i. To improve incomes and living standards of small farmers.
- ii. To increase membership coverage and participation of small farmers.
- iii. To strengthen the cooperative structure for self reliance and efficient services to small farmers, and
- iv. To enhance capital formation at member and institutional level.

The enhancement of participation by members in the work of the cooperative and in setting goals and policies and in business planning is a vital necessity for its success.

A small farmer is unable to have much strength by himself but by joining his efforts with others in similar situation, he can acquire the much needed strength through group efforts and pooling of resources.

In this connection, therefore, the plan to establish a Community Multipurpose Cooperative Society (COMCOOP) as envisaged covering a larger geographical area would be timely for Davao Fiber Producers' Cooperative, Inc. to amend its Articles of Incorporation and Bye-laws and be converted into a Multipurpose Cooperative, in terms of hectares per member as it would give an adequate supply of agricultural produce to set up an integrated processing facility so that the farmers have greater control over the market for either raw material or semi-processed materials.

10. Strategy

As it is now Davfiber is well functioning and providing some of the package of services to the farmers. As conditions change, the relative weightage of the services may be changed and even now services may be added:

- 1. Credit and Savings;
- 2. Warehousing (newly built);
- 3. Agri-processing facilities (Degunning, carding and combed top manufacturing);
- 4. Supply of consumer goods;
- 5. Insurance, Health and Nutrition;

6. Funeral and Marriage services;
7. Input supply;
8. Education and training of offices, members and employees;
9. Other income generating activities for members (diversified farming);
10. Constant visits of officials and employees to members' households or farms;
11. Introduction of better living conditions of members; and
12. Maximised usage and visits of Field Technicians.

11. Evaluation

Evaluation and Monitoring of the above is essentially vital for the success or failure of this tangible undertaking.

SRI LANKA

A scheme to promote Member Participation through business activities of Multi-purpose Cooperatives in Sri Lanka presented by Mr.W.M.R.B.Wanninayaka

1. The intention of the reorganisation of the Multipurpose Cooperative societies in the 1970s by legislation was to make them function as efficient and viable economic units, thereby serving the members in their consumer and credit requirements and also help develop their means of livelihood.

These targets could not be achieved during the past, due to various reasons, the major one being the lack of involvement of the members in the activities of the societies. The cause for this is the lack of healthy relations between the member and the society. This can be remedied by promoting member participation in the activities of the societies and member education. To meet the above conditions, the following project proposals are submitted for implementation during a period of 3 years.

2. Assessment of Current Situation

i. Societies cannot compete with the private sector due to the price difference in commodities and their standards.

ii. Unawareness of the members of the services available to him which he could make use for his benefits.

iii. Lack of interest on the part of employees to promote sales. This is mainly due to the low salaries that the employees are paid.

iv. Lack of funds.

3. Objectives

To ensure active participation of members in economic activities of a few selected MPCSSs.

4. Activities of the Project

i. Promote Member Participation

ii. Supply of goods according to consumer needs.

iii. Training of employees.

iv. Provision of incentives for employees.

4.1 Description of Activities

a) Activities of Members

The members would be organised into commodity groups on the basis of their economic activities. These groups are expected to assess their needs and assist the society in supplying them. They are also expected to advise the society on consumer needs.

b) Member Education

The available resources for member education at the National Cooperative Council would be made use of first to educate the members of the Board of Directors in the supervision and taking of policy decisions. An intensive campaign for member education at branch level should be formulated and carried out by the society. The Member Relations Officer of the society should be trained for this purpose.

c) Supply of Goods

- i) The members of the Branch committees and Women's organisations should be consulted in identifying the goods that the consumers in the area need when requisitions are made by the Branch Managers.
- ii) Purchasing of goods should be done on a group purchasing basis. This means that societies should group themselves when purchases are made. Purchasing of local goods should, as far as possible, be made direct from the producer.

d) Training of Employees

An intensive programme to train the employees, especially those employees who deal with members, should be carried out with special emphasis on public relations. This would enable the societies to promote their sales.

e) Incentives for Employees

A scheme to remunerate the employees on the turnover and gross profit should be formulated.

5. Work Organisation and Methods

An MPCS will be selected by the Department of Cooperative Development for the pilot scheme. Board of Directors will function as the direction committee, with representatives of the Department of Cooperative Development to carry out the proposed activities. The Member Relations Officers of the MPCSS would function as the proper officers who will report on the progress of the project of the society.

6. Project Management

The Project Direction Committee consisting of board members of the MPCSS and the Department of Cooperative Development will manage the project.

7. Monitoring and Evaluation

The Member Relations Officer of the selected MPCS would undertake monitoring the activities of the project. Project Direction Committee would review progress monthly on the basis of reports received by them. Final evaluation of the Project would be undertaken by a committee consisting of representatives from the MPCSS and the Department of Cooperative Development.

SRI LANKA

Project Proposal for the Sri Lanka Rubber Cooperative Societies Union presented by Mr. Jayatissa Samarasinghe

1. Justification of Project

The rubber industry plays an important role in the economy of Sri Lanka. The income from the export of rubber amounts to 14% of the country's foreign exchange earnings. Of 170,000 holdings of rubber in the country, the number owned by the small holders (i.e. holders of rubber plots of below 10 acres in area) is 163,000. These holdings produce 1/3rd of the country's entire produce. Thus the contribution of the rubber small holder to the country's foreign exchange earnings is about 5%. Due to the non-application of fertilizers and various other factors, the average yield per hectare per year of the small holder is around 600 Kgs as against the yield of 1000 Kgs per hectare of the state owned holdings.

2. Objectives and Nature of Project

The Sri Lanka Rubber Cooperative Societies Union, which is the national level organisation of the small holder growers of rubber, is formed to help the small holder to improve the quality and quantity of his produce and also to help him in getting the best possible price for his produce by handling sales. To achieve these objectives, the following project is proposed to be implemented during a period of three years. In the implementation of this project, the collaboration and assistance of the following Departments and organizations would be solicited:

- i. The Department of Cooperative Development,
- ii. The Advisory Services Department and the Rubber Research Institute of the Rubber Research Board,
- iii. The Export Development Board,
- iv. The Rubber Control Department,
- v. National Cooperative Council of Sri Lanka, and
- vi. Sri Lanka Cooperative Industries Union.

3. Project Activity

a) Supply of Rubber Seedlings

The Union is to start a nursery of budded rubber clones. Land is to be obtained from the State Plantation Corporation on long term lease or transfer. This would be in one of the three major rubber growing districts.

b) Supply of Fertilizer

Intensify the supply of fertilizer to the small holder through the MPCs and GPCs and Union's own District Purchasing Centres. The fertilizer is purchased on credit from the Fertilizer Corporation.

c) ☉Supply of Chemicals

Cogulents (formic acid), insecticides and weedicides and other necessary chemicals to be supplied efficiently as above.

d) ☉Supply of Machinery and Equipment

Rubber rollers are supplied to the Union by the Export Development Board at a subsidised price under an FAO project. The member societies could purchase these equipment from the Union. Coagulating pans are also supplied to the member societies at subsidised rates under the same project scheme.

4. ☉Member Participating Activity

Member participation of Group Processing Centres (i.e. Rubber Smallholder Organisations) would be direct as they are single purpose cooperatives involved in the production of rubber. Participation of members of the MPCSSs would be organised as commodity groups. As there is provision in the MPCSSs by-laws for commodity-wise representation in their Boards, the rubber small holders groups could have one of their members as representative in the Board of Directors. The Union would get the MPCSSs to organise the small holders in their areas of operation as commodity groups and these groups could have their interests and needs looked after by the Union through their MPCSS.

5. ☉Work Organisation

The Union is to organise the Project and coordinate all agencies and institutions involved and see that the set targets are achieved.

6. ☉Project Management

By the Board of Directors of the Union.

7. ☉Evaluation

Evaluation is to be made on the basis of the targets set by the Union in the areas of plant management, production and marketing of rubber.

SRI LANKA

A Project to Promote Credit Activities of the Gampaha Multipurpose Cooperative Society presented by Mr. Lionel Samarasinghe

1. Assessment of Current Situation

Gampaha MPCs is one of the 283 MPCs that function as primary level cooperative organisations engaged mainly in consumer and credit activities in Sri Lanka. The society is situated in a semi-urban area close to the capital city of Colombo. It covers an area of approximately 40 square kilometres. Although it is close to Colombo, the majority of the population can be categorised as a rural community. Majority of them are farmers mainly engaged in paddy, pineapples and betel cultivation. There is also a significant section of the people who are middle class government and private sector employees.

These two categories of the community require credit facilities in their livelihood activities.

However, they do not have the awareness of the facilities available from the society. They are only not active in the affairs of the society.

The society has a history of long overdue credits.

- i. Producers not organised as groups.
- ii. Elected Board of Directors could activate members.

2. Justification of Project

- i. No other organisation to look after them.
- ii. Has the potential structure to organise the producers.
- iii. Financial stability.

3. Objectives

- To bring about optimum participation by members in the economic activities of the society.
- To ensure integration of producers groups into the democratic structure of the society.

4. Strategy

The society would undertake to categorise producer members according to their productive activities and integrate the groups into the structure of the cooperative society through formal and informal methods. The society would undertake to provide them with inputs and also undertake marketing of their produce. The society would also maintain constant communication with the commodity groups to ensure their participation in the society's activities.

5. Activities

The following activities would be undertaken to implement the project proposal:

- i) Categorisation of members into community groups.
- ii) Formulation of commodity groups within the society under the guidance of the Board of Directors.
- iii) Orientation of the commodity groups in the constitution and activities of the groups.
- iv) Selection and appointment of suitable staff members to work with the commodity groups.
- v) Election of suitable members to represent the commodity groups at the Board of Directors.
- vi) Adoption of planning systems based on the Japanese experience into commodity groups.
- vii) Preparation of business plans of individual members.
- viii) Integration of individual business plans into commodity groups and also to prepare society's plans accordingly.
- ix) Procurement and supply of credit facilities and other inputs to individual members through commodity groups.
- x) Supervise and guide the utilization of credit and other input facilities at the village level.
- xi) Coordinate and provide extension and advisory services from the government agencies involved in agricultural extension.
- xii) Prepare working arrangements to receive and market the members produce through commodity groups.
- xiii) Recover the loans provided and also make arrangements to introduce saving schemes to members.
- xiv) To evaluate the progress of the project and modify the scheme, if necessary.

6. Work Organisation and Methods

As the project is mainly undertaken by the society itself, the Board of Directors will make arrangements to organise activities through a sub-committee appointed for the purpose. The Member Relations Officer and the Credit Manager would function as members of the committee and one of them would function as Secretary to the Committee. The Board will decide on the policies and broad plans of the society whenever the committee would concentrate on the organisations and functioning of the commodity groups. The commodity groups would have their leaders who will represent individual members at the Board level and the sub-committee level. A system of reporting will be devised by the society to review the progress from time to time.

7. Project Management

The immediate responsibility of managing the project will be on the sub-committee appointed for the purpose. This committee will consist of the following members:

- i. Directors from the Board,

- ii. Leaders of the Commodity Groups,
- iii. Credit Manager of the Society, and
- iv. Member Relations Officer of the Society.

8. Monitoring and Evaluation

Monitoring of Project activities would be based on the schedule of activities prepared according to a time plan. This is to be undertaken by the Project Direction Committee. The Board of Directors will undertake evaluation of the progress of the project monthly, on the basis of reporting by the Secretary to the committee. The final evaluation of the project will be undertaken by an independent team appointed by the Board of Directors.

THAILAND

Action Plan by Ms.Kanittha Boothong

1. Title : Use of Computers in Hua-Hin Agricultural Cooperative.

2. Present Situation

My cooperative does not use computers at present. We have employees and many staff for accounting and stock control. We have experienced many difficulties in purchasing our stock due to delay in getting information of available stock and needs of members. Therefore, I think it is desirable to use computer for these activities as in Japan.

3. Objectives

- i. To enable the Hua-Hin Agricultural Cooperative to keep up-to-date information and records for stock control and accounting.
- ii. To enable the society to supply agricultural inputs in Thailand to the farmers.

4. Strategy

I will explain the advantages of using computer in society to the committee and get approval to install a computer in our cooperative. I also will help to buy a computer and to prepare a data system for the society. Thereafter, the staff will be trained to do the computer operations. For this purpose, a computer specialist would be hired.

5. Activities

- i) Explain the computer usage as found in Japan to the committee of the society.
- ii) Obtain approval for installing computer system in the cooperative.
- iii) Select a suitable computer.
- iv) Purchase a computer and other software necessary for the purpose.
- v) Hire a consultant to prepare an information system and train the staff.
- vi) Prepare an information system.
- vii) Train staff to use the computer and the information system.
- viii) Implement computer based stock control system and accounting system.
- ix) Evaluate the project.

6. Work Organisation

The project will be initiated by me with the support of the committee. The purchase and installation of the computer will be undertaken by the consultant with my assistance.

7. Finance

Computer purchase will cost Baht 5,000,000 and consultancy and training will be Baht 1,000,000; financed by my cooperative.

8. Monitoring and Evaluation

The monitoring of the project will be undertaken by me. The progress reports will be submitted to the committee on a monthly basis.

The final evaluation will be undertaken by a special committee appointed by the committee of the society.

THAILAND

Action Plan by Ms.Chittima Chavanathit.

1. Title : Use of computers in Meaung Khlung Cooperative Society.

2. Present Situation

My society does not use computers at present. We have employees and many staff for accounting and stock control. We have experienced many difficulties in purchasing our stock due to delay in getting information of available stock and needs of members. Therefore, I think it desirable to use computer for these activities as in Japan.

3. Objectives

3.1 To enable the Meaung Khlung cooperative society to keep up-to-date information and records for stock control and accounting.

3.2 To enable the society to supply agricultural inputs to the farmers in Thailand.

4. Strategy

I will explain the advantages of using computer in society to the Manager and the Committee and get approval to install a computer in our society. I also will help to buy a computer and to prepare a data system for the society. Thereafter, the staff will be trained to do the computer operations, by a specialised hired for this purpose.

5. Activities

5.1 Explain the computer usage as found in Japan to the Manager and the committee of the society.

5.2 Obtain approval for installing computer system in the society.

5.3 Select a suitable computer.

5.4 Purchase a computer and other software necessary for the purpose.

5.5 Hire a Consultant to prepare an information system and train the staff.

5.6 Prepare an information system.

5.7 Train staff to use the computer and the information system.

5.8 Implement computer based stock control system and accounting system.

5.9 Evaluate the project.

6. Work Organisation

The project will be initiated by me with the support of the Manager. The purchase and installation of the computer will be undertaken by the Consultant with my assistance.

7. Finance

Computer purchase will cost Baht 5 million. Consultancy and training will be another 1 million baht. These will be financed by my society.

8. Monitoring and Evaluation

The monitoring of the project will be undertaken by me and the manager. The progress reports will be submitted to the committee on monthly basis.

The final evaluation will be undertaken by a special committee appointed by the Committee of the Society.

2. EVALUATION AND CLOSING SESSION

The evaluation and closing session was held on the 5th August 1988, attended by Mr. Shiro Futagami, Managing Director of IDACA, Mr. Sugioka, General Manager, IDACA, Mr. Yukio Abe, Programme Coordinator from IDACA and Mr. W. U. Herath, Programme Coordinator from ICA ROA.

Firstly the participants engaged in the evaluation of the programmes as per the format given by the ICA. The summary of evaluation appears as an appendix to this report.

The closing session also invited open remarks on the programme from the participants.

Mr. Jaime Asuncion from Philippines said that there had been some problems in obtaining visas from the Japanese Embassy in the Philippines due to the shortage of time.

Mr. Jairaj from India also said that there had been some problems faced by the participants in receiving information on the selection through the National Cooperative Union of India (NCUI).

Many participants also felt that the selection procedures took time which demands more advance preparations.

Mr. Jairaj from India felt that the third week was more relaxing and he wanted the organizers to put in more work during the 3rd week as the programme is of intensive nature. He also felt that as participants rarely get the opportunity of visiting and participating in such programmes in Japan, they should be given more materials and more night assignments.

Some participants wanted the group to associate policy making institutions such as CUAC in a more closer way during the programme in order to get more information about the activities at the policy making level.

Many participants noted that the programme was well organized and they had a worth while experience from their visit as revealed in the technical evaluations as reflected in the forms.

Mr. Herath from the ICA ROA, while opening the evaluation and closing session, thanked the CUAC and IDACA for their kind collaboration with the ICA ROA on the seminar on member participation. He said that Japan responded to a request made by the Agricultural Sub-Committee of the ICA ROA to share their experiences in the field of Member Participation with other countries and agreed to bear the major costs of the seminar. He also thanked the Managing Director, the General Manager and staff of IDACA for organizing a very systematic programme for the seminar. He also thanked Mr. Yukio Abe for the brotherhood he has shown in conducting the seminar.

Mr. Herath also mentioned that this seminar is the beginning of a long term activity in the Region in terms of applying the Japanese experiences at the national level and village level agricultural cooperatives in the participants' countries. The participants have shown eagerness to learn from the developed agricultural cooperative system in Japan and made their own commitments for application in their home countries while preparing their Action Commitments. Therefore, it is an obligation on the part of the participants to share the rare experiences they received in Japan with their own co-operators in the country by applying whatever they could, in their system. The ICA and IDACA would always be prepared to support such activities in any form they can.

He also thanked the sponsoring cooperative organisations in the countries participated for their willingness to release the participants and also undertaking to bear some costs of their travel. He also appreciated the cohesiveness of the group which was homogenous in comparison to some groups who normally have inter-personal problems. The participants were keen to learn and to share their experiences in the session. He wished them good luck in their future follow-up activities.

Mr. Shiro Futagami thanked the ICA ROA for their kind collaboration and active coordination shown during the programme. He said the IDACA has done its best to organize systematic programmes in collaboration with the CUAC and some selected agricultural cooperatives in Japan. He appreciated the active participation on the part of the participants and the collaboration shown.

He said that it is upto the participating countries to see the possibility of applying the experiences they have gained during the seminar and he has no doubt in such an application of experiences as the participants were keen on presenting their Action Commitments during the session. He noted that the ICA is the proper authority, ofcourse with the collaboration of IDACA and CUAC, to follow up the progress made in respect of the application in the participating countries.

Mr. Futagami wished all participants many successes in their careers.

A certificate of participation was awarded to each participant subsequently.

Mr. Jayatissa Samarasinghe from Sri Lanka spoke on behalf of the participants. He thanked the ICA ROA for providing an opportunity for them to gain experiences in the member participation activities in Japan. He said that the Managing Director and the staff of IDACA have shown real cooperative spirit during the seminar through their kind hospitality and sharing of experiences and ideas they have in developing agricultural cooperatives. He also thanked Mr. Abe and Mr. Herath for their competent coordination shown during the seminar. He also said that the participants will definitely take steps to adapt atleast some features of agricultural cooperatives in Japan to the agricultural systems in their respective countries. Mr. Samarasinghe also thanked all the cooperators whom they have met during their study visits in many cooperatives who showed warm hospitality wherever they visited. Finally he thanked all the members of the group for bringing their experience together and also showing cooperative brotherhood during the seminar.

ANNEXURES

ANNEXURE I

ICA/CUAC/IDACA Regional Seminar on Member Participation in Agricultural Cooperatives and its Methods - with special reference to Japanese Experience, Tokyo : 17 July to 6 Aug.1988

MEMORANDUM

1. Organiser
International Cooperative Alliance,
Regional Office for Asia,
"Bonow House", 43 Friends Colony (East)
New Delhi-110065.
2. Collaborating Organisations
Central Union of Agricultural Cooperatives
8-3, 1-chome, Otemachi
Chiyoda-ku, Tokyo, Japan.

The Institute for the Development of Agricultural Cooperation
in Asia (IDACA)
4771, Aihara-cho, Machida-shi, Tokyo.
3. Objectives
(a) To learn about business planning and management of agricultural cooperatives based on the needs of member farmers and about strategies and methods of member participation programmes of agricultural cooperatives of Japan;
(b) to discuss applicability of the Japanese experience on member participation to agricultural cooperatives of the participants' countries;
(c) to identify strategies and methods which would be most effective in member participation in participants' countries on the basis of study of (a) and (b);
(d) to formulate action proposals for the organisations/ movements of the participants, keeping in view the experience gained at the seminar.
4. Venue
IDACA, 4771 Aihara-cho, Machida-shi, Tokyo.
Cable : IDACAINASIA, Tokyo.
Telephone : 0427-82-4331
Telex : 2872205 IDACA J.
5. Contact Persons
from IDACA

Mr Shiro Futagami
Managing Director, IDACA

Mr Hiroshi Terunuma,
Faculty Member, IDACA

6. Contact persons
- o from ICA
 - o The following persons from the ICA RO will be responsible for conduct of the seminar along with IDACA personnel:
 - Mr Sten H Dahl
 - Mr W U Herath
7. Dates
- o 17th July to 6th August 1988.
- Study Visits for about 4-5 days will be arranged in Japan during the seminar.
- The participants should arrive in Tokyo on 17th July 1988. Similarly participants should ensure that their departure is fixed for 6th August 1988. IDACA will not be able to provide accommodation after 6th August 1988.
8. Countries Invited
- Bangladesh, China, India, Indonesia, Rep. of Korea, Malaysia, Nepal, Pakistan, Philippines, Sri Lanka and Thailand.
9. Qualifications of
- Nominated participants should:
- (a) not be above 50 years of age;
 - (b) be proficient in the English language,
 - (c) possess a minimum of five years experience in cooperative work,
 - (d) be actively involved in:
 - (i) business planning and management of agricultural cooperatives, and
 - (ii) member education work, at primary, secondary or national level organisations.
- Candidates who are responsible for business planning based on needs of members would be given preference.
- The nominated participant should specify in the Personal History Proforma as to how he fulfils the above qualifications.
10. Method of
- o Nomination
 - o Full background information of participants nominated for the seminar should be furnished in the enclosed proforma (2).
11. Late date of
- o Nomination
 - o 15th May 1988
 - o If no nominations are received by this date, the offer should be considered withdrawn.
12. Medical Certificate
- Nominations should be accompanied by a Certificate of medical fitness from a recognised medical practitioner or institution.

13. ☐Travel The ICA Regional Office will pay half the return airfare, economy class, by the shortest route, from the international airport nearest to the participants' place of work to Tokyo. Detailed instructions regarding travel arrangements will be sent to the selected participants.
14. ☐Board & Lodging The CUAC/IDACA will take care of the board and lodging expenses of the participants during the seminar period. The participants will be accommodated in IDACA Hostel. Please note that no accommodation facilities can be provided for anybody other than the participants (viz. spouses, etc.) in IDACA.
- (i) The selected Participants from each country should prepare a joint comprehensive paper on Member Education in Agricultural Cooperative Movement in their respective countries.
- (ii) Participants are also requested to bring with them additional relevant material on member education in their respective countries.
- These papers will form important basic documentation for the seminar. The participants are requested to send three copies of the papers to the ICA Regional Office, New Delhi by 30th June 1988. The length of each paper should not exceed 4000 words.
- The participants should bring with them 40 copies of the papers to the seminar.
- The papers should be typed in double space on quarter size paper.
15. ☐Passport and
☐Health Regulations Participants are requested to ensure that they hold valid passports and visas for Japan as well as for other countries they may have to pass through during their journey (especially Hong Kong).
- Participants are expected to ascertain health regulations of Japan, Hong Kong and other countries through which they will be passing, and should secure such vaccinations as may be necessary in good time prior to their departure from their home countries.
16. ☐Accident/Ill health It is suggested that participants take adequate insurance or other cover on their own to meet any eventualities arising out of accidents or ill health during the period covered by this activity.
- The ICA RO regrets that it will not be possible for it or the collaborating organisations in Japan to incur any costs in respect of accidents or illness.
17. ☐Luggage ☐In order to avoid paying excess charges on luggage, participants are advised to start their journey with less than the minimum weight of luggage permitted for economy class travel (20 kgs) so as to allow for additional items they may acquire during their stay abroad. The ICA RO will not pay any amount for excess baggage.
18. ☐Climate & Clothing ☐The temperature in Tokyo during the month of July is between 24 to 30 Deg Centigrade. Humidity is around 75 per cent.

19. Other matters

The ICA RO and the collaborating organisations will not be responsible for any financial or other liability excepting those set out in this Memorandum.

J.M.Rana
Deputy Regional Director &
Head, Development Coordination Unit

ANNEXURE 2

ICA/CUAC/IDACA Regional Seminar on Member Participation in
Agricultural Cooperatives and its Methods - with special
reference to Japanese Experience, Tokyo : 17 July to 6 Aug.1988

PROGRAMME

Annexure 2(1)

July 16 (Sat) Arrival of Participants at IDACA

17 (Sun) Free

18 (Mon) Forenoon

IDACA Orientation/Opening Ceremony

Afternoon

Presentation of Country Reports

19 (Tues) Forenoon

Presentation of country Reports

Afternoon

Case Study Report by ICA Resource Person and Explanation on ways to draft various Reports for submission to ICA/IDACA

20 (Wed) Forenoon

Agriculture & Rural Community Development in Japan
(Mr.Hiroshi Terunuma, IDACA)

Afternoon

Visit to the Tsukui-gun Primary Agricultural Cooperative Society.

21 (Aug) Forenoon

Organization and Business operation of Agricultural Cooperatives of Japan
(Mr.Shiro Futagami, IDACA)

Afternoon

Contd.

22 (Fri) Roles of Farm Guidance by Agricultural Cooperative to link Farm Management Plan of Member Farm Household with various cooperative business activities.
(Mr.Takeshi Kai, C.R.C.)

☉Afternoon

Introduction of methods for operation of commodity-wise group, agricultural production and etc.
(Mr.Takeshi Kai, C.R.C.)

23 (Sat) ☉Forenoon

Better Living Activities, Members' organizations, Women's Association of Agricultural Cooperatives and Youth Association of Agricultural Cooperatives of Japan.
(Mr.Isamu Sugioka, IDACA)

☉Afternoon

Contd.

24 (Sun) ☉Forenoon

Sightseeing in Tokyo

☉Afternoon

Contd.

25 (Mon) ☉Forenoon

Exercise on the Formulation of Farm Management Plan

☉Afternoon

Contd. Briefing on the agriculture and agricultural cooperatives in Tochigi Prefecture.

26 (Tues) ☉Forenoon

Leave IDACA for Tochigi for Study Visit

☉Afternoon

Visit to the Tochigi PUAC and Pref.Economic Fed.

27 (Wed) ☉Forenoon

Visit to the Nasucho Primary Agricultural Coop Society.

☉Afternoon

Observation of its facilities and visit to farm families.

28 (Thurs)☉Forenoon

Observation of volcanic Mountain Park and Ranches operated by Nasu Municipality Office.

☺Afternoon

Visit to the Nasucho Primary Society for discussion with Leaders of Commodity-wise groups.

29 (Fri) ☺Forenoon

Visit to the Imaichi-Area primary agricultural cooperative society.

☺Afternoon

Observation of its facilities, visit to farm families and discussion with its representative members of the Women's Association.

30 (Sat) ☺Forenoon

Sightseeing in Nikko.

☺Afternoon

Contd.

31 (Sun) ☺Forenoon

Leave Nikko for Tokyo

Aug 01 (Mon) ☺Forenoon

Drafting of Farm management plan
(Mr.Takeshi Kai, CRC)

☺Afternoon

Contd.

02 (Tues) ☺Forenoon

Review of study visit

☺Afternoon

Contd. review

03 (Wed) ☺Forenoon

Presentation of Farm Management Plan drafted.

☺Afternoon

Drafting of Cooperative Society Business Plan.

04 (Thurs) Forenoon

Drafting of National Action commitment plan.

Afternoon

Contd.

05 (Fri) Forenoon

Evaluation Meeting & Closing Ceremony

Afternoon

Preparation for departure of participants for home country.

06 (Sat) Departure of Participants for Home Country.

Note: C.R.C. stands for Coop Research Centre

PUAC stands for Prefectural Union of Agri.Coops.

ITINERARY OF STUDY VISITS
IN TOCHIGI PREFECTURE

Annexure 2(2)

July 26 (Tues)

08.00 - 10.30 Lv IDACA for Ueno station (Bus)
11.00 - 11.47 Lv Ueno for Utsunomiya (Yamabiko Train.No.41)
12.00 - 12.30 Lv the station for the hotel (Bus)
12.30 - 13.30 Lunch
13.20 - 13.25 Lv the Hotel for the Tochigi Prefectural Union of Agricultural Cooperatives (Bus)
13.25 - 14.50 Briefing on the general situation of agricultural cooperatives in Tochigi prefecture.
15.00 - 18.00 Observation of Facilities of Economic Federation (Bus)
1) Rice Milling Centre
2) Farm Machinery & Spare-parts Control Centre
18.00 Av. Hotel Maruji

(Stay at Hotel Maruji)

July 27 (Wed)

08.50 Lv the Hotel for Nasu (Bus)
09.55 Av The Nasucho Primary Agri. Coop Society
10.00 - 12.00 Lecture on the present situation of its agriculture and the agricultural cooperatives with special reference to its Regional Agricultural Promotion Plan.
12.00 - 13.00 Lunch & Rest
13.00 - 16.00 Observation of Facilities of the Society (Paddy Nursery Centre, etc) and visit to stock farming farm families.
16.00 - 17.00 Lv. the society for the Hotel

(Stay at Hotel Maruji)

July 28 (Thurs)

08.50 Lv hotel for Nasu (Bus)
08.50 - 12.00 Observation of Borkeno Mountain Park and Ranches operated by Nasu Municipality office.
12.00 - 13.00 Lunch & Rest
13.00 - 15.00 Discussion Meeting with Leaders of commodity-wise groups of the Nasucho Primary Society.
15.00 - 16.00 Lv the Society for the Hotel

(Stay at Hotel Maruji)

July 29 (Fri)

09.00 Lv Hotel for Imaichi
09.55 Av The Imaichi District Primary Society
10.00 - 12.00 Lecture on the present situation of its agriculture and agricultural cooperatives.
12.00 - 13.00 Lunch & Rest
13.00 - 14.30 Discussion meeting with the representative members of the Women's Association of the Society.

14.30 - 15.30 Observation of facilities of the society:

- 1) Car Repair workshop
- 2) Cooperative store
- 3) Tomato Grading Centre

16.00 - 17.00 Visit to vegetable growing farm families

17.00 - 18.00 Lv Imaichi for the Hotel

(Stay at Hotel Maruji)

July 30 (Sat)

09.00 Lv Hotel for Nikko (Bus)

10.15 - 16.30 Sightseeing of Nikko

- 1) East illuminating Palace of Tokugawa Shougun
- 2) Kegon Falls
- 3) Lake Chuzenji, etc.

(Stay at Nikko Lakeside Hotel)

July 31 (Sun)

09.30 - 10.30 Lv Hotel for Tobu Station (Bus)

10.45 - 12.30 Lv Tobu for Asakusa (Train)

12.40 - 13.30 Lunch & Rest

15.00 - 16.30 Lv Asakusa for IDACA

Notes: Telephone Nos. of Hotels:

Hotel Maruji 0286-21-2211

Hotel Nikko Lakeside 0288-55-0321

ANNEXURE 3

ICA/CUAC/IDACA Regional Seminar on Member Participation in Agricultural Cooperatives and its Methods - with special reference to Japanese Experience, Tokyo : 17 July to 6 Aug.198

LIST OF PARTICIPANTS

- | | | |
|-----------------|---|---|
| 1. Bangladesh | Mr.Mohd.Hasan Ali Sarder
Chairman
Rajshahi District Coop Bank
Master Para, Rajshahi | House No.11, Housing Estate
Sobuna Seetoa -2,
P O Rajshahi Contonment
Rajshahi, Bangladesh |
| 2. China | Mr.Yang Bao Guo
Foreign Economic Relation
& Trade Division
Shanghai Supplying & Market-
ing Cooperatives. | No.36, Lane 709
DA TONG Road
Shanghai (China) |
| 3. China | Mr.Shi Xuming
Chief of Section
Dept for Int'l Relations
All China Federation of
Supply & Marketing Coops | 202, Second Entrance
12th TH Building
Shuiduidong Road
Chaoyang District
Beijing, China |
| 4. India | Mr.K.Jairaj
Managing Director
Karnataka State Coop Apex
Bank, Bangalore | 79/A, Nandidurg Road
Bangalore 560 046 (India) |
| 5. India | Mr.I.S.Chandiok
General Manager
Punjab State Coop Bank Ltd
Chandigarh | 343,Sector 30-A
Chandigarh
India |
| 6. India | Mr.K.S.Money
Registrar of Cooperatives
Rajasthan State,
Jaipur (India) | Brindavan,
Chermammukku
Pattathanam
Quilon, Kerala State, India |
| 7. Rep of Korea | Mr.Il-Ok Jung
Assistant Chief
Research Department
National Agricultural
Cooperative Federation. | 7-603, Hansin Apt
451,Sanggye Dong, Nowon-ku
Seoul (Rep of Korea) |
| 8. Malaysia | Mr.Nayan Baba
Staff, Farmers' Organi-
zation Authority (FOA) | Pertubohan Peladang,
Rembau, 71300
Rembau,71300, Rembau N.S., Malaysia |

9. Malaysia	Mr.Mohd.Nor Abd Talib Chairman, FELCRA Settlers Cooperative	FELCRA Seri Bandi PO Box 25, Kemasik 24207, Kemaman, Terengganu (Malaysia)
10. Philippines	Mr.Jaime P.Asuncion Managing Director, Roxas Credit Coop Inc. (now President Cooperative Union of Philippines Inc.)	5,H.Kundiman Street Delmorte Ave, Frisco Quezon City, Philippines
11. Philippines	Mr.Glicerio E.Lorejo, Sr. Director, Davao Fiber Producers' Coop Inc.	34, Mercury St GSIS Heights, Matina Davao City, 8000 Philippines
12. Sri Lanka	Mr.Somee Lionel Samarasinghe Chairman, Gampaha Multi- purpose Coop Society Ltd	'Happy Land' Kandy Road, Yakkala, Sri Lanka
13. Sri Lanka	Mr.Jayatissa Samarasinghe President,Sri Lanka Rubber Coop Societies Union Ltd.	Ranala, SriLanka
14. Sri Lanka	Mr.W.M.R.B.Wanninayake Senior Asstt,Commissioner Depart of Coop Development Govt. of Sri Lanka	No.9, Housing Scheme, Gannoruwa Peradeniya, Sri Lanka
15. Thailand	Ms.Boothong Kanittha Manager, Hua-Hin Agri. Cooperative Limited	Hua-Hin Agriculturla Cooperative Ltd. 81 K/3, Chomsun Road, Hua-Hin Prachuabkhirikhan 77110 (Thailand)
16. Thailand	Mr.Chavanathit Chittima Vice-Manager, Maung-Khlung Agricultural Coop Ltd	11 Sukhumuit Road, Maung Khlung Agricultural Coop Ltd Chantaburi Province, 22110 Thailand
17. Japan	Mr.Keiji Hiraoka Senior Staff, Int'l Deptt of the CUAC	Zenchu, Nokyō Building 1-8-3 Otemachi, Chiyoda-ku Tokyo (Japan)
18. Japan	Mr.Shinji Sakane Senior Staff, Int'l Deptt of the CUAC	"
19. ICA ROA	Mr.Sten Dahl Cooperative Dev.Adviser	ICA ROA in India, or Malandsvagen 1621 S-87026 Bjartra, Sweden
20. ICA ROA	Mr.W.U.Herath Human Resource Development Officer	ICA ROA in New Delhi or B-40, Sector 20 NOIDA, India

21. IDACA Mr.Yukio Abe IDACA, Japan
 Programme Coordinator, IDACA
 (Programme Coordinator of
 the Seminar)

☉Resource Persons

01 Mr.Shiro Futagami Managing Director, IDACA

02 Mr.Hiroshi Terunama Programme Coordinator, IDACA

03 Mr.Isamu Sugioka General Manager, IDACA

04 Mr.Takeshi Kai Managing Director, Cooperative
 Research Centre

05 Mr.Sten Dahl Cooperative Development Adviser
 ICA ROA, New Delhi.

ANNEXURE 4

ICA/CUAC/IDACA Regional Seminar on Member Participation in Agricultural Cooperatives and its Methods - with special reference to Japanese Experience, Tokyo : 17 July to 6 Aug.1988

SUMMARY OF EVALUATION

I. PRE-COURSE INFORMATION

1. How was the introducing information you received in your home country about? (Please mark _/ in the suitable column)

o Sufficient o Not sufficient o Missing

-Aim of the Seminar	15	-
-Content of the Seminar	13	3
-Level of the seminar	14	1

Comment:

- 1) I was informed by the letter of ICA that I have been selected as one of the participants to join in the seminar from 18 July to 5 August 1988 to be introduced with Japanese experience on Cooperative developments. I got this information only one week before the seminar.
- 2) Hoping this kind of seminar be held twice a year to give other cooperators of respective countries to attend this fruitful seminar.
- 3) I think the aim of the seminar has been realized. It looks that content of the seminar is not sufficient but level of the seminar is OK.
- 4) The materials were received in time from ICA and provided adequate background information about Japanese agriculture, cooperatives and members participation.
- 5) Excellent.
- 6) Aim of the seminar has been fulfilled by arranging participants from different countries and exchanging their views with each other. Japanese agricultural cooperative and its methods have been added to the knowledge of participants and they may adopt the same in their respective countries, if so, there would be drastic change in the agricultural cooperatives.

2. How many weeks before the beginning of the seminar did you receive the following information?

- Announcement of the seminar

1) 10 weeks	3
2) 8 weeks	5
3) 7 weeks	2
4) 6 weeks	2
5) 5 weeks	2
6) 4 weeks	1
7) 1 week	1

- Letter of acceptance and general seminar information

1) 4 weeks	2
2) 2 weeks	7
3) 1 week	4
4) 2 days	2
5) 4 days	1

II. CONTENT OF THE SEMINAR

3. What is your opinion of the duration of the seminar?

Much too long	-
Too long	1
Just right	14
Too short	2
Much too short	-

If not "just right" which do you think would be an adequate duration?

1) 4 weeks	3
2) 3 weeks	
3) 2 weeks	

Comments:

1) Suggest to add one week of discussion about what we learned from lectures.

- 2) Suggest that letter of acceptance and general seminar information be received by the participant at least one month before so as to give him ample time to prepare his country paper report as embodied in the memo of agreement and can schedule his time before coming here. This will also ease up problems in securing visa at the Japanese Embassy.
- 3) Generally speaking, the content of the seminar is sufficient from my own point of view. I should learn more about Japan, especially management of Japanese Agricultural Cooperatives. I think the content and the duration of the seminar is not sufficient.
- 4) Long duration makes participants get bored and think of getting them lose interest in the course.
- 5) Duration of the seminar is quite justified. It had covered field study as well as class covering all subjects regarding development of agricultural cooperatives in Japan.

4. State your opinion about the daily schedule of sessions:

- | | |
|--------------|----|
| - Too heavy | - |
| - Just right | 12 |
| - Too light | 1 |

Comments

- 1) After the lecture we have no time to review it or prepare next project.
- 2) Time should be included in the daily schedule in order that the participants will know in advance the time each day per subject matter.
- 3) Excellent.
- 4) More content could have been packed into the seminar. There were large gaps in the program, particularly in the last week. Also, the seminar ought to start at 9.00 a.m. and go on till at least 5.00 p.m. each day.
- 5) Gives participants enough time to certainly participate and react.
- 6) Daily schedule is worthwhile, one can have sufficient time to repeat it in his room.

5. Would you suggest any changes in the general nature of the seminar?

- 1) More field visits will be more helpful.
- 2) Not for the moment.
- 3) No.

- 4) The seminar ought to have had sessions on the nature of Japanese society and culture. This is an important ingredient in member participation. Secondly, the consequences and efforts of internationalising agriculture on Japanese cooperatives required high lighting.
- 5) Not needed.
- 6) Suggest group discussion. 2
- 7) Suggest group work more.
- 8) Theoretical input and study visit are sufficient except most of national level study visit which may be added. Further at night one video film may be arranged on a daily basis.

6. Do you feel that the theoretical input corresponded to your needs in the member participation activities?

- | | |
|--------------------------|---|
| - To a very large extent | 2 |
| - To a large extent | 9 |
| - To a sufficient extent | 5 |
| - To a small extent | - |
| - To a very small extent | - |

Please comment:

- 1) We may have the same problems as Japan has which have been solved in this country.
- 2) Member participation is the very problem of my primary cooperative but does not exist in the Japanese situation. With this exposure I had for 3 weeks, I will try to adopt some means to increase this member participation which to my mind was taken for granted by our officers, members and employees.
- 3) I am happy with the theoretical inputs provided. This established a very coherent framework in my mind.
- 4) Experience is the best teachers. Resource persons speaking in their own specialized field is 100% accepted unquestionably.
- 5) Materials given to study was too bulky when compared to the time limit that was available to study same.

7. Please give your opinion about the study visits:

- 1) Many experiences achieved by the prefectural level cooperatives are useful to the developing countries.
- 2) We have got the opportunity to be introduced with the farmers directly and come to know about the better living through farming by their own hand.
- 3) The participants should have lived very near to the farms to be visited, so that they can actually observe at the early mornings activities of a typical Japanese farmer as well as the closing of the day.
- 4) It was successful, fruitful and helpful.
- 5) Good.

- 6) Give many knowledge and many interesting ideas.
- 7) Excellent. I greatly enjoyed the study visit to Tochigi prefecture. In addition to what we saw, I would have also liked visits to the prefectural credit federation and spending half day individually with a farmer and his family.
- 8) Very fascinating and educational, only it is taken too short, especially to that (Rice Mill) at Tochigi.
- 9) It is very useful to understand the agricultural cooperatives in Japan. It is a good chance to compare to the agricultural cooperative in our country.
- 10) I was under a good impression for the visit because I gained more experience during the visit and enable me to apply the experience to my country.
- 11) Very good.
- 12) Study visit to the Tochigi Prefectural Union and two primary societies were very informative. The participants, I believe, were able to gather lots of knowledge and information from the Japanese experience in the agricultural sector from these visits.
- 13) It is very useful to me.
- 14) Study visits to improve experiences.
- 15) Very useful.
- 16) Very nice. The coordinator planned the study visits in such a good manner that we could visit not only prefectural level cooperatives but even primary and farmer level. Further sight-seeing arrangement was good.

Please suggest other study visits that might have been valuable:

- 1) More field visits will be more helpful to us for gathering more experience directly other than books.
- 2) The time for observation should have been longer not just an hour or two especially in observing a rice milling facility. The operation and processing should have been given in advance to the participants especially if the operation process is already translated in to English.
- 3) Visits in Tokyo to Zenno and the Norinchukin Bank. The strength of the cooperative system is also reflected in the stature and esteem enjoyed by these national bodies. Discussion with them would have stimulated professional interest greatly.
- 4) Visit to the Ministry of Agriculture, Forestry and Fisheries. Government is intimately involved in supporting agriculture directly and the cooperatives indirectly. The process by which policies are formed and responses formulated, the basis for budgetary allocations could have been important subjects for discussion.
- 5) Study visits, especially to places of great importance to experience and training particularly processing of foods, like rice especially should be observed in longer period to enable participants to learn more about such a good experience.
- 6) To visit CUAC.

- 7) Yes, valuable.
- 8) Study visit at national level institution and management may add to the knowledge of participants. Very fascinating and education, only it is taken too short, especially to that (Rice Mill) at Tochigi.
- 9) It would have been of use to the participants if arrangements were made for them to visit industrial ventures (even private or state). This would have helped them to gain knowledge to start industrializing in their own country with local raw materials.
- 10) Study visit to agricultural research stations, some more farmers' fields and houses where modern technology of agriculture has been adopted would be useful.

8. What did you think of the general level of the seminar?

- | | |
|-----------------|----|
| - Much too high | - |
| - Too high | - |
| - Adequate | 13 |
| - Too low | 2 |
| - Much too low | - |

Comments:

- 1) Given the composition of all participants and our various professional interests, the level of the seminar was adequate. The speakers made strenuous attempts to get their view points across and this must be appreciated. Discussions were also facilitated by all.
 - 2) Selection of participants should be done more accurately considering proficiency in the English language though he is the best in his country, if he is not proficient in English, participation will be futile. These participants for country is a good member but it should be selected on the basis of their cooperative experience and positions, coupled with their respective educational background and age. Age is a factor.
9. Give whatever comments you may have on the composition of the group of participants (e.g. number, distribution of countries represented, educational background, language problems, size of the group, number of participants from each country,etc.)
- 1) At least two from each country who are directly or has knowledge or background of the subject matter so that he/she can contribute or share his/her experience or increase if he has than groping in the dark.
 - 2) Language problems (2)

- 3) This was a splendidly international and cosmopolitan group. It was marked by friendship, cordiality and good will. Living with such a mix provided valuable lessons about other countries and their systems. The size of the group was just right. The language handicap of the participants did not hinder our friendship or learning, the learning in the least. Since English is not our mother tongue, we cannot expect proficiency in it, to the same degree, by all participants.
 - 4) Increase the number of participants from each country.
 - 5) Because of the language problem that faced a good number of participants which resulted in their inadequate participation in the deliberation. It was difficult to gauge their standards.
 - 6) It would be better to have equal number of representatives from each country. Moreover it would be better if the level of participants is more or less the same.
 - 7) Some time the coordinator is not in a position to understand the participants although they are talking in English.
10. Which subjects of the seminar did you find most valuable? (Please state reason: e.g. new subject, good lecturer, my speciality, relevant to my work, new information, etc.)
- o oSubjects
- 1) Presentation of country reports.
 - i) Valuable information
 - ii) New information (3)
 - iii) Relevant to my work
 - iv) Knowing how, what, why cooperative activities in other country is learning interaction in a way of learning.
 - v) Not present.
 - 2) Agriculture and rural community development in Japan
 - i) Relevant to my work
 - ii) New information (2)
 - iii) New subject
 - iv) Enrich my cooperative knowledge in rural community building
 - v) Good lecturer (3)
 - 3) Organization and business operation of agricultural cooperatives in Japan.
 - i) New information
 - ii) Relevant to my work (4)
 - iii) new subject (4)
 - iv) Teach me effectiveness of control monitoring
 - 4) Tsukui-gun primary agricultural cooperative society.
 - i) An eye opener for me
 - ii) New information (3)
 - iii) Valuable field exposure

- iv) Very well managed
 - v) Relevant to my work.
- 5) Case study on member participation.
- i) New information
 - ii) Relevant to my work
 - iii) Generation of ideas
 - iv) My speciality (2)
- 6) Role of farm guidance by agricultural cooperatives in farm management plan.
- i) Relevant to my work (2)
 - ii) New information (2)
 - iii) New subject (3)
 - iv) Farmers develop cohesiveness
 - v) Good lecturer (2)
 - vi) Good lecturer
- 7) Better living activities of agricultural cooperatives in Japan.
- i) This is vital because our country has not taken steps on this matter.
 - ii) Relevant to my work (2)
 - iii) New subject (3)
 - iv) Very active participation of women members
 - v) Good lecturer.
- 8) Visit to Tochigi Prefecture.
- i) New information (2)
 - ii) Relevant to my work
 - iii) Field experience & grass-roots knowledge
 - iv) Good experience (2)
- 9) Action Planning.
- i) Very vital because this is our felt needs
 - ii) Relevant to work (4)
 - iii) To prepare a plan on the basis of information and experience gathered in the seminar.
 - iv) Learning is seeing and seeing is learning
 - v) New subject (2)

Comments:

- 1) We come here for we want to learn experiences from Japan.
- 2) Almost all the subjects were valuable, because every subject gave me much knowledge for the development of cooperative movements in my country, especially the responsibility, honesty and hard work of the Japanese peoples attracted me very much. It is the only reason for the development of cooperative movement in Japan.

- 3) The visits to the societies and to the farmers' houses throw a lot of light on the various aspects of the Japanese life, culture, the activities of the cooperatives and their role in the lives of farmers.
- 4) Better living activities of agricultural cooperatives in Japan is new for me and I liked it too much. This is the real service which is being rendered to the rural masses through agricultural coops. I valued it to a great extent. Although I am not sure to introduce it in my country but definitely I shall try for the same. If it is adapted in my country through cooperatives, I shall feel that really I benefited to have attended this seminar.

11. Which subjects of the seminar did you find least valuable? State why (e.g. too elementary, inadequate information, irrelevant to my work, etc.)

Subjects

- 1) Presentation of country reports.
 - i) None or no comments at all. All are valuable.
- 2) Agriculture rural community development in Japan.
 - i) Too elementary, inadequate information.
- 3) Organization and business operation of agricultural cooperatives in Japan.
 - i) Too elementary, inadequate information (2)
- 4) Tsukui-gun primary agricultural cooperative society.
- 5) Case study on member participation.
 - i) Too elementary, inadequate information.
- 6) Role of farm guidance by agricultural cooperatives in farm management plan.
 - i) Too elementary, inadequate information.
- 7) Better living activities of agricultural coops in Japan.
 - i) Too elementary, inadequate information.
- 8) Visits to Tochigi Prefecture
 - i) Too elementary, inadequate information.
- 9) Action Planning.
 - i) Too elementary, inadequate information.

Comments:

- 1) Action planning has little value. I don't think that the problems mentioned in the activities plan by the participants and solution thereof would be feasible.

12. Were there in your opinion any relevant subjects that were not adequately covered in the course?

Yes	1
No	14

If Yes, what did you miss?

- i) Role of National Federations in cooperative system,
- ii) The future of cooperatives in Japan,
- iii) How agricultural cooperatives operate thier insurance network?
- iv) The marketing of agricultural produce more details could have been included.

13. Which changes would you have preferred in the methods of instructions?

	•	•No Changes	•More	•Less
Lectures		2	8	4
Group Works		6	6	4
Case studies		2	7	4
Business planning exercise		8	4	3
Individual work (action commitments)		4	7	-
Study tours		8	7	-

Comments:

1. Participants come here in order to l earn and not on vacation.
2. More lectures coupled with study and discussion visits are recommended.
3. Reactions and comments in country paper reports should be spent more than group work. Case studies are relevant to higher management course only.

14. Did you benefit from the exchange of views with?

	◊Lecturers	◊Observers	◊Society ◊officials	◊Fellow ◊partcpnts
A great deal	10	7	9	4
Much	5	2	5	6
Some what	-	4	-	4
Little	-	-	-	-
Total	15	13	14	14

III. ◊RELEVANCE AND APPLICABILITY

15. Did you find the content of the seminar relevant to conditions in your country?

- To a very great extent -
- To a greater extent 9
- To a sufficient extent 3
- To a small extent 1
- To a very small extent -

Please state why:

- 1) Japan has solved many problems which we are now facing in the development of cooperatives.
- 2) Government is very indifferent to the cooperative movement and the financial conditions of the farmers are not good enough.
- 3) The exposure of the Japanese Agricultural Multi-purpose cooperatives is a very thing to be reckoned.
- 4) There are outstanding cultural and economic differences between my country and Japan. For this reason, the lesson of the seminar cannot be implemented directly. Still, the lesson learnt by way of organization, management and practices of Japanese cooperatives are worthy of implementation.
- 5) Yes, Philippines being an agricultural country and a rice producing country in this part of the region.
- 6) In Japan, people were sincere to cooperative movement and also patriotic. Here national character is very high.

16. Did you feel that your participation in this seminar has benefitted you professionally?

- To a very great extent 7
- To a great extent 8
- To a sufficient extent 3
- To a small extent 1
- To a very small extent -

Please state why:

- 1) Because of my 4 years' exposure to cooperative movement, I have experienced in this seminar and apply to my primary and regional level of cooperative union.
- 2) It has given me a new framework for analysing old and worrying problems.
- 3) Widened my knowledge in an effective planning and control.
- 4) In Japan through agricultural cooperative service is being extended not only to the Nation but even into individual level. the health service being given to the farmers and his family members is fantastic.

17. Do you think you will have an opportunity to apply your acquired knowledge and experience in your home country?

- To a very great extent 3
- To a great extent 8
- To a sufficient extent 3
- To a small extent 1
- To a very small extent -

What difficulties, if any, would you expect to meet?

- 1) I would not get enough money and adequate help from the concerned agencies. In spite of that I shall lay to exercise my efforts to apply the Japanese experience in my country.
- 2) Personal interest of some members of the board of directors and general membership.
- 3) First, there will be resistance to change from within the system itself and the various factors involved (Govt etc). Second, I will be in a conspicuous minority and may not have the stamina or mental strength to carry it out. Third, I may be transferred out very soon.
- 4) Government assistance in cooperative education nation-wide is questionable.

5) It will take a long time to apply the Japanese knowledge and experience. People and government are sincere to each other. Even though I will follow "Try again", "try again" and hope to get success in extending and applying the knowledge I have acquired.

18. Will you be able to transfer your acquired knowledge to other peoples in your country?

- To a very great extent 2
- To a great extent 5 (To my primary, yes)
- To a sufficient extent 6
- To a small extent -
- To a very small extent -

What difficulties, if any, would you expect to meet?

- 1) Japanese attitude is very much different with filippinos because they are on the wait and see attitude and very individualistic, self-interest first before others.
- 2) Scepticism and cynicism there usually are present in our system.
- 3) Financial aspects.
- 4) Yes, I will be successful in transferring acquired knowledge at least in management level.

19. What activites would you suggest to follow up the course?

(a) By organizers:

- i) Reminding the participants semi-annually or annually on the progress of his project.
- ii) Regular meetings (2).
- iii) To organize reunions frequently.
- iv) To send literature and materials for updating your knowledge about Japan.
- v) Sending out communications as reading materials to those who have participated.
- vi) Regular meetings (2)
- vii) It is better if an organization take follow-up action on the proposals submitted by the participants with their action committment plan, so that further guidance could be given.
- viii) May keep in touch with the participants to get feedback on the progress of the implementation of the action plan.
- ix) Some library may be arranged. These should be indoor and outdoor playing grounds. Some video films be arranged on a daily bais.

b) By Participants

1) Should give feed-backs to IDACA and communicate what help he needs to solve his problems in pursuing such an undertaking.

ii) Personal contact (2)

iii) Keep in touch with IDACA and inform them about our past seminar experiences.

iv) Try to implement in a planned manner, the lesson learnt in Japan.

v) Determination and loyalty to the cooperative work is a step to achieve a goal in order to impart to others what we have learned.

vi) Personal contact (2)

vii) They should take actions to implement the proposals submitted with their action commitment plan in their own countries. In implementing these proposals, they should be guided by the Japanese experience. Further advice and suggestions should be sought from IDACA if and when necessary.

xiii) May inform the organizers about the progress of implementation of the action plan.

20. As a whole how do you assess the seminar in terms of achieve of objectives?

- Completely attained	-
- Satisfactorily attained	14
- Some what attained	-
- Not attained	-

ANNEXURE 5.

ICA/CUAC/IDACA REGIONAL SEMINAR ON MEMBER PARTICIPATION IN AGRICULTURAL COOPERATIVES AND ITS METHODS WITH SPECIAL REFERENCE TO JAPANESE EXPERIENCE

◊WORKING PAPERS AND OTHER DOCUMENTS USED
◊FOR THE SEMINAR SESSIONS

01. Statistical Hand Book of Japan 1988
02. Cooperatives and Basic Values-Lars Marcus
03. Development of Agricultural Cooperation in Japan-H.Togawa
04. ZENCHU- Central Union of Agricultural Cooperatives Information Book.
05. IDACA Information Book.
06. Activities of Agricultural Cooperatives in Japan
-Shiro Futagami.
07. Farm Management Plan of Farm Households and Business Planning of Agricultural Cooperatives-Takashi Kai
08. From Management Plan to Management Plan of Agricultural Cooperatives-Takashi Kai
09. Better Living Activities pushed on by the Agricultural Cooperative Organizations-Isamu Sugioka
10. Limited Peoples Participation (Case Study)-Sten Dahl
11. Background Information Paper on the Tsukuiguin Primary Agricultural Cooperative Society.
12. Past Development and Present State of Japanese Agriculture-Economic Growth and agriculture.
13. Introduction to Agriculture in Japan-H.Terunama
14. Outline of Tochigi Prefecture Agriculture.
15. Tochigi Prefecture-Japan
16. Background Information on Agriculture and Agricultural Cooperative movement in Tochigi Prefecture.
17. Guidelines for Action Commitment- W U Herath
18. An outline of Credit activities of Agricultural Cooperatives-T.Tashiro
19. Regional Agriculture Promotion through Agricultural Cooperation-1986
20. Prospects for Japanese Agriculture and Agricultural Cooperative measures for its development.
21. Basic Direction of Agricultural Policy in 1980's.

22. Education Activities of the Agricultural Cooperative Movement in Japan.
23. Introduction to the Cooperative Member Participation Programme.
24. Japanese Agriculture in Brief.
25. Rural Credit in Japan.
26. Agricultural Cooperative Youth Organization in Japan-Activities and Organization.
27. Country Papers:
 - Bangladesh
 - Peoples Republic of China
 - India
 - Republic of Korea
 - Malaysia
 - Philippines
 - Sri Lanka
 - Thailand

