The Role of Cooperative Agency in Promoting Agricultural Cooperatives in a Country
(A Case Of In Gog Woreda, Southern Gambella, Ethiopia)

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Abstract
The study was conducted in Gog woreda, southern Gambella, Ethiopia with the objectives to assess the roles of regional cooperative promotion agency in promoting the sustainability of agricultural cooperatives and to examine the challenges of members’ participation in agricultural cooperatives. To address the objectives of the study, both quantitative and qualitative methodologies were used through primary and secondary data source. The primary data were collected through face to face interviews using structured interview schedule and focus group discussion. The study used a multi-stage sampling. Descriptive statistical tools such as mean, minimum, maximum, percentage and standard deviations were used to analyze the data. Therefore, the general findings of this study reveal that, the major factors that challenged the roles played by the regional cooperative agency and members participation in agricultural cooperatives in the study area were inability of cooperative promotion agency to play its roles appropriately resulted from failure to implement cooperative laws failure to conduct timely auditing and inspections, less budget allocation by the regional government and inadequate trained manpower, inadequate members’ awareness about cooperatives, poor participation of members, poor members’ involvement in decision making, unwillingness of members to involve in conflict resolution, inadequate managerial skills of the leaders, absence of training, interference of local leaders in the decisions and managerial affairs of the cooperatives, unavailability of financial institutions, inadequate infrastructures, inaccessibility to improved seeds and inadequate agriculture extension services.

Keywords: Agriculture, Challenges, Cooperatives, Gog woreda, Sustainability

Introduction
Background
Ethiopia is mainly agrarian economy based country where the agricultural sector plays an important role in the national economy, livelihood and socio-cultural system of the country. Agriculture is the foundation for the Ethiopian economy, and the overall economic growth of the country is highly correlated to the success of the agriculture sector. Agriculture accounts for about 43% of the country’s Gross Domestic Product (GDP), 90% of exports, and 85% of employment (ACSDS, 2012).

Smallholder farmers in particular face uncertain production environment and enormous constraints and higher cost in accessing markets. Moreover, there is a high level of uncertainty surrounding the agricultural activities of peasants in developing countries. This uncertainty is the reflection of climatic factors, which are more extreme in the tropics, unstable markets, the paucity of information, low social and economic participation are the main problems of agricultural marketing. Intervention to reduce uncertainty and other marketing problems and to bring the rural households in to profit maximizing category may be realized through the establishment of members based agricultural cooperatives (Berhane, 2008).

In Ethiopia, the government has demonstrated a strong commitment to agriculture and rural development through allocations of 15% of the total budget to enhance agricultural production and support service (EATA, 2014). Cooperatives, as economic enterprises and as self-help organizations, play a meaningful role in uplifting the socio-economic condition of their members and their communities. In connection with this, the government of Ethiopia has identified the cooperative form of business organizations as instrumental to socio-economic development in the country by creating the legal basis and expansion of human resource development at higher institution levels (ACSDS, 2012).

Performance analyses of the sector indicate that at present there are 53,982 active cooperatives in the country with the total membership of 8.23 million and a saving amount of 3.5 billion birr. The cooperative sector is operating in both urban and rural areas (FCA, 2014).

This study mainly focuses on the role of cooperative promotion agency in promoting agricultural cooperatives in Southern Gambella region. In the region, there are 305 cooperatives with the total membership of 9371 and a saving amount of 12.2 million birr. The cooperative sector is operating in both urban and rural areas (FCA, 2014).

According to Federal Cooperative Agency (FCA) (2013), there were no strong primary cooperatives in
Gamella region. But what is the reason for these cooperatives to be less active; was not really known. Therefore, this research is designed to study the role of cooperative agency in promoting agricultural cooperatives in Gog woreda, Southern Gambella Region, Ethiopia.

Objectives Of The Study

General objective; The objective of this study is to investigate the role of cooperative agency in promoting agricultural cooperatives in Gog woreda, Southern Gambella, Ethiopia.

Specific objectives; The specific objectives of the thesis include:

a) To assess the roles of cooperative promotion agency in promoting the sustainability of agricultural cooperatives.

b) To examine the challenges of members participation in agricultural cooperatives.

c) To suggest measures for improving the functions of agricultural cooperatives in the region.

Research question; Given the above objectives of the research, the study will attempt to explain the following research questions.

a) What are the roles played by the regional cooperative promotion agency in promoting the sustainability of agricultural cooperatives?

b) What are the challenges of members’ participation in agricultural cooperatives?

Significance of the study; Researchers in the world conduct studies purposefully. Research is not conducted to be used only by the researcher alone. There will be others who are supposed to use the conducted studies. Cooperative societies and other forms of farmer controlled businesses are major players in the agricultural sectors and economic activity. As far as this study is concerned, it will be important and used as a reference for decision makers, Gambella regional cooperative promotion agency, other researchers as secondary data for further studies, and members of agricultural cooperatives in the study area as well as the entire region.

Scope and limitations of the study; This study was conducted only in agricultural cooperatives found in Gog woreda, southern part of Gambella, Ethiopia. It was devised only to study the role of cooperative promotion agency in promoting agricultural cooperatives and challenges of members participation in agricultural cooperatives by taking 126 members as a sample size from a population of 345 members in the selected cooperatives and six cooperative leaders and six experts from cooperative promotion agency to conduct focus group discussion for their constructive opinions on the sustainability’s problems of the existing agricultural cooperatives in the study area and became effective.

Literature Review

The modern cooperative originated in Europe and spread to other industrializing countries during the late 19th Century as a self-help method to counter extreme conditions of poverty (Hoyt, 1989). The development of cooperatives over time has been shaped by many factors and influences. Ingalsbe and Groves (1989), group these in to three main types: (i) economic conditions, (ii) farmers organizations, and (iii) public policy.

According to Van Niekerk (1988), the failures of cooperatives in the former homelands of South Africa were due to lack of management experience and knowledge, lack of capital resources, and disloyalty of members due to ignorance.

Currently, the economies of many countries are undergoing transformation to adjust to market oriented reforms. The involvement of governments in the national economies has been harmful in many ways and as a result they are called upon to intervene less, and to let markets work. In a number of countries, government policy has consisted of approaches that resulted in less rather than more effective operation of cooperative organizations. Cooperative organizations have often been created from above without the genuine participation of members. As a result the members have in many cases, become alienated from what should have been their own organizations with little or no influence on issues that should be of direct concern to them such as the marketing and pricing of their products. The potential of genuine cooperative organization to contribute to rural development based on popular participation has to a large extent been wasted and the very concept of cooperative self-help has fallen into widespread disrepute (ACD, 1998).

Thus, in many countries a review of policy concerning cooperatives is needed with a revised approach being based on the principles of participation and consultancy rather than intervention which does not necessarily mean that existing policies need to be completely abandoned, in many cases, they can be adapted to suit a more participation and market oriented approach. While the restructuring process taking place in many countries results in a more favorable environment for the development of cooperative organizations and at the same time expose them to tougher competition with other commercial firms. Through participatory activities, it is possible to mobilize local resources and local knowledge for self-reliant development. That is the way towards developing a genuine cooperative movement, a small scale farmer owned business organization, one which has successfully been adopted by farmers in many countries throughout the world (ACD, 1998).
Classifications Of Cooperatives

Different scholars have adopted different criteria of classifying cooperatives. According to Chukwu (1990), the types of cooperatives are summarized based on different criteria. One of the classifying criteria used is their area of operation like housing, credit and saving cooperatives operating in the urban area of our country. Rural cooperatives are those operating in the rural areas. Majority of the cooperatives in Ethiopia are under this category.

The second criterion is based on their organizational level. The smallest individuals’ setups in the cooperative organizational level are primary cooperatives. They usually cover a limited area of operation. They have individual persons as a member. The working capital is obtained from paid up shares of each member. The other organizational form is secondary cooperatives that strive to meet the interest of member cooperatives. The third organizational set up is the tertiary cooperatives. These types of cooperatives are usually formed by the secondary cooperatives and the working capital obtained from paid up shares of the constituent secondary cooperatives.

The third classification criterion of cooperatives is the sector in which the cooperatives engaged. Cooperatives that engaged in the agriculture sector are classified as agricultural cooperatives. There are many agricultural cooperatives operating in the different sub-sectors of the agricultural economy: dairy, fishery, coffee and grain, input purchasing. Industrial cooperatives (small scale industry) engaged in the industry sector. These types of cooperatives include handicraft cooperatives and other metal and woodwork cooperatives. Service cooperatives are those engaged in the service sector of the economy. They usually engaged in the banking, transport, and insurance. And the last criterion for the classification of cooperatives is number of operation in which the cooperatives engaged. These are single purpose cooperatives, which have only one field of activity and multipurpose cooperatives, which have more than one field of activity (Chukwu, 1990).

Agricultural cooperatives; Agricultural cooperatives play significant role in the economic growth of communities and the country in large. Cooperatives have been established to offset the problems of market failure, particularly all small scale farmers all over the world. As cited in Agnes (2011), cooperatives help to grant farmers with access to markets and build up their bargaining power. The following are some of the definitions given for agriculture and agricultural cooperatives by different authors:

RUWA (1968), defines agriculture as farming in all its branches and among other things includes the cultivation and tillage of the soil, dairying, production, cultivation, growing, and harvesting of any agricultural or horticultural commodities, the raising of livestock or poultry, and any practices performed by a farmer on a farm as an incident to or in conjunction with some farming operations, but does not include the farm products.

According to Vienney (1980), agricultural cooperatives are defined as groups of farmers mutually linked in the corporation, which they form and whose services they reward themselves of, in a double relationship of active participation and full membership. Their principal activity is not agriculture, as might be predicted from their title, but it is the farmers’ concerted use of the means at their disposal to accelerate and improve their economic activities.

According to Chieochan et al (2000), the cooperatives promotion department of the Thai Ministry of Agriculture and Cooperatives, agricultural cooperatives perform the four main functions for members:

a) Provision of credit for the purchase of agricultural supplies and farm machinery.

b) Supply and sale of agricultural necessities and consumer goods.

c) Marketing of agricultural produce through local markets, provincial and national.

d) Provision of agricultural extension services.

Benefits of agricultural cooperatives; Cooperative as a form of social organization, established with economic and business objectives. Its basic belief is that there must be a need to be satisfied for the members to form a cooperative or join an existing one. The end results of cooperative benefits are broadly categorized as economic, social and moral, educational, and political. The tangibility and intangibility nature of benefits makes cooperative benefits difficult to measure. Barton (2000) stated that farmers organize cooperatives with the objective to make greater profits, (i) by obtaining inputs and services at lower costs than they could get elsewhere or that were not available, and (ii) by marketing their products at better prices or in markets that were previously not accessible.

Overview Of Agricultural Cooperatives In Ethiopia; Cooperative is a worldwide movement that prevails in both developed and developing nations, and viewed as change agents in terms of social and economic developments. The change supposed to be brought by the cooperatives is not simple rather it needs rigorous work. Improved performance of agricultural cooperatives is assumed to have a role in fostering agricultural production activities and better resources allocation (Berhane, 2008).

Agriculture in most developing countries is the most important economic activity providing food, employment, foreign exchange and raw materials for industries. In the absence of an efficient agricultural sector, such
countries will be severely suffering from the inability of feeding themselves and are likely to depend on food imports and food aid (Renee et al, 2000).

Ethiopia is an agrarian economy based country where the agricultural sector plays an important role in the national economy, livelihood and socio-cultural system of the country. Agriculture is the foundation for the Ethiopian economy, and the overall economic growth of the country is highly correlated to the success of the agriculture sector. Agriculture accounts for about 43% of the country’s Gross Domestic Product (GDP), 90% of exports and 85% of employment (ACSDS, 2012).

Modern form of cooperatives started in Ethiopia during the reign of Emperor Haileselassie in 1960 and it was during this time that the modern cooperatives came in to existence in agriculture sector mainly to undertake commercial agricultural production for export purposes. Alemayehu (2002) cited that the first cooperative legal action known as Decree number 44/1960 was enacted for the establishment of agricultural cooperatives in the country. However, the overall performance of cooperatives was poor because of the undesirable conditions of the cooperatives to different limiting factors that include: requirements of land ownership and minimization of capital, insufficient supply of trained manpower, lack of access to market, dearth of membership training and education, and excessive government intervention.

In 1974, Derg came to power and drafted and implemented different strategies including the expansion of cooperative societies. For the execution of this program, cooperative proclamation No. 138/1978 was declared with the aims of bringing socialist agriculture transformation and expansion of socialist marketing system in both urban and rural areas. The cooperative established under this proclamation were failed again because of wrong proclamation, problems encountered in implementing the proclamation, members wrong understanding on cooperatives and government interference in the functions of cooperatives (Birhanu, 2011).

In Ethiopia, the cooperative movement is functioning through important sectors like saving and credit, coffee, beekeeping, seed multiplication, sugarcane, livestock, dairy, mining, marketing, consumer, fisheries and construction. Thus, multipurpose cooperatives in Ethiopia are playing multi-functional roles both in rural and urban areas by performing the following activities:

a) Making arrangement for credit services for its members in order to help them improve their agriculture and other trade and business.

b) Provision of various types of facilities for their members to improve their standard of living by carrying out different programs like cooperative education and training.

c) Acting as saving agencies and encourage their members to save part of their income for their future needs.

d) Engaging in purchase, process, value addition and sale of agricultural produce.

e) Linking of consumer cooperative stores with marketing cooperatives to procure the farmers’ produce, process it and sell it to the cooperative wholesale stores.

f) Supplying members with improved seeds, fertilizers, agriculture implements so that the members may be able to have higher agricultural yields (Tesfaye, 2003).

Factors Affecting The Sustainability Of Agricultural Cooperatives:

Different definitions have been applied to the sustainability in order to understand some of the measurements for the success or failures of agricultural cooperatives. Sexton and Iskow (1988), as cited in Agnes, 2011), identified three essential key factors necessary for the success of agricultural cooperatives, as financial, organizational and operational. After great survey conducted by the authors in US agricultural cooperatives, they identified factors such as (i) open membership, (ii) accepting non-membership business and (iii) employing full time management, connected with self-understood success.

The study conducted by the Philippines Cooperative Development Authority (2003), revealed that the institutional deficiencies within agricultural cooperatives are the results of weak enabling policy environment, absence of government funding support, poor capability building systems, dearth of strong centralized agricultural cooperative financial, and marketing systems. The following are some of the factors affecting the sustainability of agricultural cooperatives that categorized as either internal or external factor to agricultural cooperatives.

a) Government policies; In developing countries where most of the population is poor, governments may come up with policies to tackle consumer needs that harm cooperative. According to Meyer and Larson (1997), the government policies that may affect the price of products include price ceilings, uniform pricing, seasonal pricing, marketing margin controls, high import and export taxes and parastatals marketing monopolies.

b) Dorward et al (2008) stated that the implementation of a pricing policy in most of the developing countries has been undertaken with various contradictory motives aimed at protecting consumers as well as producers from price instabilities. Another point of criticism the author added is that, government failure to set efficient prices due to lack of adequate in-
formation, may negatively affect producers of agricultural cooperatives.

c) Governance structure of cooperative; Depending on the context, governance has been defined differently. For instance, Rhodes (2007) revealed governance from the viewpoint of public administration, as governing with and through networks. Cooperative governance is defined as the involvement of members in decision-making processes and the ability to implement decisions which should represent the interests of the group of people (Chibanda et al., 2009).

d) Cornforth (2004), by using various theories, he examined the conflicting roles of board-members and argued that the governance of cooperatives is complex, fundamentally difficult and problematic activity. He stated that the boards of cooperatives face conflicting roles in trying to control and give direction to the functioning of their organization. In addition, Cook (1995) indicates that these conflicts can be worsened by other wider contextual factors, such as agricultural industrialization and government policies.

e) The challenges within cooperatives that established with a traditional structure, which is still a familiar cooperative form in developing countries, is that they suffer from a number of problems including free-riders, horizon, control and influence cost problems. These problems have given rise to have doubt about the sustainability of cooperative (Cook, 1994). The decision makers in a cooperative need to be aware of these problems and an analysis of the competitive role of the cooperative should be undertaken, in order to make some long term strategic decisions.

f) Leadership; Leadership in any organization plays a crucial role in influencing the direction of an organization. According to Banaszk and Beckmann (2006), leadership involves interpersonal relationships between the leaders and the employees and it seeks to motivate group of people to act towards achieving a common goal. In a cooperative, leadership involves a process of reaching to an agreement and then following through with the group’s decision. Leadership is very important in the implementation of policies and activities which continually boost the operations of the cooperative. Though cooperatives are democratic organizations, they may go through leadership problems that can lead to organizational failure (Fulton, 2001). He defined organizational failure as a time when organization fails to adopt the most efficient policies for its members.

g) Managerial skills; Managerial skills of management are important factors for the success or failure of agricultural cooperatives. According to Stringfellow et al (1997), the NGO projects that promote farmer’s cooperation do not always create viable cooperatives because the level of organization and managerial capacity of these cooperatives do not match the skills of management required. Cook (1994) recognized the major reasons for the difficulties in managing agricultural cooperatives known as the challenge to bring the conflicting membership interest into line and being reactive to the market. Managerial motivation and skills are very important for the effectiveness of leaders. Yukl (1989) pointed out that leadership roles need persons with the technical, conceptual and interpersonal skills since the management of cooperatives heavily depends on their capabilities.

h) Members’ participation; The activities that integrate member participation in cooperative include attending meetings, serving on committees, participate in decision making, involvement in recruiting others and patronage. According to Unite Nations Organization (1979), participation means sharing by people the benefits of development, active contribution by people to development and involvement of people in decision making at all levels of society. On the other hand, World Health Organization (1982) defined participation as the process by which individuals, families or communities take responsibility for their own health, welfare and develop the capacity to contribute to their own and community development. Greater participation by farmer members of cooperative and farmers group of agricultural services increase the coverage dramatically.

i) Communication; Communication involves the transmission of information through different means, including speech, writing and behavior. An efficient communication process would encourage member participation and ensure that the members are informed about what is going on in the cooperative and feel that they are part of the organization. Competent leadership ensures an efficient transfer of information from the cooperative organization to its members. Borgen (2001), revealed that the more the farmers identified themselves with their cooperative, the more confidence they had in the management of their cooperative. An efficient communication process enhances leadership accountability which is an essential factor for the establishment of a strong and independent cooperative.

j) External assistance; In developing countries, cooperatives are comprised of resource poor farmers, which make external assistance indispensable, specifically in the formation process, for the group to
attain any economic gains. The external intervention in the organization’s management can have a substantial impact on the sustainability of cooperatives. The cooperative policy and legislation in Africa is not participative since the state by and large the promoter of cooperatives (Agnes, 2011). This situation results in a small amount of ownership with minimal share contribution from the members and it is seen as being state controlled. The author also added that external assistance can create a dependency syndrome which can affect the success and sustainability of the cooperatives.

Research Methodology

The study was undertaken in Gog woreda, southern part of Gambella National Regional State. The area is selected purposively since no study has been conducted earlier on the role of cooperative agency in promoting agricultural cooperatives.

Gambella Regional State, which is found in the south western part of Ethiopia, is one of the four emerging regions in the country located between 7°00’–8°17’N of latitude and 33°00’–35°02’E of longitude. It is bounded by Oromia to the North and East, the Southern Nations, Nationalities & Peoples Regional State to the South and the Republic of South Sudan to the West. Administratively, the region has three zones (Anywaa, Nuer and Mejang); which further divided in to 12 Woredas and one town administration “Gambella” (GARDB, 2010).

Gog is one of the administrative Woreda of Anywaa Zone, which is located in the south part of the region at about 111km from Gambella town. The total area of the woreda is estimated as 9,626.73km² of the 34,063km² total area of the region. The topographic feature of the woreda is characterized by undulating plain, swamp and/or marshy flat lands usually covered with forests, scattered trees and savannah grasses (GARDB, 2010).

The inhabitants of the area are mostly the Anywaa ethnic group and others who settled there for business activities with the total population of 16,823, which accounts 7,742 male and 9,081 female (CSA, 2007). The total urban and rural population of the district was estimated as 5,610 and 11,213 respectively.

Sampling techniques and procedures; According to the regional cooperative promotion agency, in Gog woreda, there are 16 agricultural cooperatives functioning currently. For the purpose of this study, purposively Gog woreda was selected because of more number of agricultural cooperatives and six cooperatives from 16 have been operating for five years and above since their establishment. This is because only six cooperatives have fulfilled the criteria of cooperatives that were in operation at least for five years and more. And to select the respondents, individual members selected randomly from 345 members of all the selected cooperatives based on the probability proportionate to size. Thus, to determine the sample size, the researcher applied Kothari, 2003 as cited in Kijak, 2013 formula given below.

\[
\frac{z^2 \cdot p \cdot q \cdot N}{n \cdot e^2 (N-1) + z^2 \cdot p \cdot q}
\]

Where: 
- \(N\) = size of population
- \(p\) = sample proportion of successes
- \(n\) = size of sample
- \(q\) = 1 – \(p\)
- \(z\) = the value of the standard variety at a given confidence level
- \(e\) = acceptable error (the precision)

Thus, \(N = 345\) \(p = 0.02\) \(z = 2.005\) \(e = 0.02\)

Therefore, 

\[
\frac{(2.005)^2 (0.02)(1−0.02)(345)}{(0.02)^2 (345−1)+(2.005)^2 (0.02)(1−0.02)}
\]

\[
\frac{(4.020025)(0.02)(0.98)(345)}{(0.0004)(344)+(4.020025)(0.02)(0.98)}
\]

\[
27.18340905
\]

\[
0.21639249
= 126 Members
\]
Sampling frame
-Sample of the selected agricultural cooperative societies and their members.

<table>
<thead>
<tr>
<th>Name of Cooperative</th>
<th>Male</th>
<th>Female</th>
<th>Total members/cooperative</th>
<th>No. of member sample/Cooperative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kutto Beer</td>
<td>28</td>
<td>11</td>
<td>39</td>
<td>(39*126)/345=14</td>
</tr>
<tr>
<td>Jwok Okunyi</td>
<td>14</td>
<td>14</td>
<td>28</td>
<td>(28*126)/345=10</td>
</tr>
<tr>
<td>Kutto</td>
<td>20</td>
<td>17</td>
<td>37</td>
<td>(37*126)/345=14</td>
</tr>
<tr>
<td>Chatta Nyime</td>
<td>18</td>
<td>4</td>
<td>22</td>
<td>(22*126)/345=8</td>
</tr>
<tr>
<td>Marwa</td>
<td>29</td>
<td>8</td>
<td>37</td>
<td>(37*126)/345=14</td>
</tr>
<tr>
<td>Wakwow H.I.V/AIDS</td>
<td>46</td>
<td>136</td>
<td>182</td>
<td>(182*126)/345=66</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>155</td>
<td>190</td>
<td>345</td>
<td>* = 126</td>
</tr>
</tbody>
</table>

Source: Membership Profile Sheet, February 2014.

In addition to the 126 sample members selected for the study, other 12 individuals that include cooperative leaders and experts were selected for the focus group discussion of this study. Hence, the total sample size was 138 members.

Data collection methods: In this study, both primary and secondary data were used. The primary data were collected from members of agricultural cooperatives and experts of cooperative by using structured questionnaires and focus group discussions. The secondary data were collected through reviewing relevant literatures that include books and the internet. For the collection of the primary data, the researcher selected two enumerators and collected data through structured questionnaires. The focus group discussion used to ascertain the results of the structure questionnaires. The focus group discussion consists of 12 individuals of cooperative leaders and experts. It conducted for two days at the office of the regional agency facilitated by the researcher and supported by the agency.

Methods of data analysis: Depending on the objectives of a given study and nature of the data available, both quantitative and qualitative methodologies used to analyze the data. In this study, descriptive statistical tools such as mean, minimum, maximum, percentage, frequencies and standard deviations used to analyze the collected data for quantitative and comparative analysis used for the results of the focus group discussions.

Results And Discussions:
This chapter specifically deals with the discussion of the results of field survey and focus group discussions with key informant from the selected cooperatives and experts of cooperatives to address the objectives of the research.

Socio-economic characteristics of the members: The socio-economic characteristics of the sample members selected for the study are: sex, age, marital status, occupation, educational status, family size, farm land size, annual income, membership duration and distance of farm land. Hence, an attempt is made in this section to analyze the socio-economic characteristics of the members.

Survey results:
a) 53% are males and the remaining 47% are females.
b) 86% of the sample members are married and the remaining 14% are unmarried.
c) The age of sample members who participated in the study ranged from 18 to 54 years. The average age of the members was 36 years with the standard deviation of 8.57 and minimum and maximum of 18 and 54 years respectively.
d) The mean annual income of the members was birr 2146.49 and the minimum and maximum annual income was birr 600.00 and 6750.00 respectively with the standard deviation of birr 1369.47.
e) the average size of landholding of the total members is about 1.35 hectares with the standard deviation of 0.59 and minimum and maximum of 0.5 and 3.0 hectares of lands respectively.
f) To travel from members’ home to their farm lands was 17.58 minutes with standard deviation of 7.28 minutes. The minimum and maximum times used to travel by the

g) The average years of membership duration was 4.22 with the standard deviation of 1.25. The minimum and maximum years of membership duration were 2 and 8 respectively.
h) Family size of the members: higher number of members 44.4% fall under the range between 5-7 persons, followed by 27% who were in the range between 2-4 persons. The remaining two ranges of members who were below 2 persons and above 7 persons have the same results of 14.3%.
i) Educational level of the members: 37.3% of the sample members were found having attended ele-
mentary school grades (1\textsuperscript{st} to 8\textsuperscript{th}) followed by 28.6% who are illiterates. 22.2% of them had completed secondary school grades and the remaining 11.9% were found having certificate and above. It can be observed from the above result that over 65% of the sample members were found in elementary schools and illiterate level which are the lowest levels of education.

j) Members’ occupation; members were categorized in to farming, off-farming and both (farming and off-farm activities) with different off-farm activities such as trading, civil servant, fishing and other activities (such as daily labor, beekeeping, hunting).

k) Thus, the result reveals that majority of members 94.4% were engaged in both farming and off-farm activities and 5.6% engaged only in farming. From off-farm activities, majority of the members 42.9% engaged in other activities that include daily labor, bee keeping and hunting. Though majority of them are farmers, they do different activities besides farming to make a better living since farming is a seasonal activities.

l) Main types of crops produced by the members; 90.5% of the members produce maize which is the principal crop produced and consumed in the area followed by 8.7% and 0.8% that produce ground nuts and sesame respectively.

m) Reasons for membership; 46% of members joined their agricultural cooperatives as additional sources of income, followed by 22.2% who join cooperatives to increase their farm productivity. The remaining 17.5% and 14.3% join to get market access and agricultural input supply respectively. Here, to keep members stay in their cooperatives, members should get things they joined cooperatives for. If members do not get what they expect from cooperative, they will immediately leave the societies that challenge the sustainability of the cooperatives.

n) Members’ communication with the cooperative officials; only 9.5% were having communication with officials of cooperatives and the remaining 90.5% never had any communication with the cooperative officials. From the above results, it can be observed that there is poor (inefficient) communication process between/among cooperative members and cooperative officials.

The Roles Played By Regional Cooperative Promotion Agency;

As it was proposed, to examine the roles of regional cooperative promotion agency in promoting the sustainability of agricultural cooperatives in the study area, a group of six chair persons from each agricultural cooperative and six experts from cooperative promotion agency including core process owner and head of the agency were selected and a two days discussions was conducted on the sustainability problems of agricultural cooperatives and the roles played by the regional cooperative promotion agency towards improving the sustainability of agricultural cooperatives.

For results of Focus Group Discussion (FGD), the data were directly recorded in the form of Minute so as to simplify it for the analysis. Before the beginning of the discussion, everyone introduced himself and then the discussion began by asking experts with their educational background and fields they studied. Two of them were graduates of BA degree in cooperative and the other two had diploma in agriculture. Core process owner added that from 46 employees working in the agency, only 16 had cooperative background. While discussing the issues of sustainability’s problem in agricultural cooperatives, head of the agency (who assigned there since December, 2013) tried to defend as there were no problems with the sustainability of agriculture cooperatives as he was appointed by the regional political party.

Comparison of roles expected to be played by the cooperative promotion agency and their applications (implementations), are presented below to understand the roles that regional cooperative promotion agency is playing towards improving the sustainability of agricultural cooperatives.

When we see the regional cooperative promotion agency of Gambella, they are doing nothing to ensure the autonomous and independence of agricultural cooperatives in the study area. In 2011, two of the six selected agricultural cooperatives, forced by the local government’s leaders to share their daily income generated from boat transportation that NGO bought for them equally as 50% for the whole year. No action was taken by the agency even though the case was reported many times. Therefore, unless cooperatives are free from the interferences of external organs including government, one cannot imagine the success of these cooperatives.

a) Issuance of certificate of registration

“According to Ethiopian Cooperative Societies (Amendment) Proclamation No. 402/2004, added Sub Article (7) under Article 9 of proclamation No. 47/1998 states, where appropriate authority ensures that requirements indicated under sub article (2) are met, it shall grant temporary certificate which may serve not more than a year and shall cause the rest requirements to be observed within a specified period of time.”

Cooperatives Department of Gambella A.T.V.E.T. College conducted inspection on 30 cooperative societies in October, 2011. Accordingly, nine of them were found doing their cooperative businesses with temporary certificate granted for them three years ago and two certificates were found in the hands of individuals who were
Doing their personal businesses in the name of cooperatives where such cooperatives were dissolved by their members. This implies that failure to follow the registration process according to proclamation was violated the identity of cooperatives as some individuals do their own business with the license of cooperatives.

b) **Audit and inspection:** “Regarding cooperative auditing and inspection, Ethiopian Cooperative Societies Proclamation No. 147/1998, stated in Articles 36(1) that, the appropriate authority shall audit or causes to be audited by a person assigned by it, the accounts of any society at least once in a year; and in Articles 37(1) stated that, the appropriate authority may, make or cause to be made by such person to be assigned by it an inspection to the organization, work execution, documents and financial condition of a society.”

Gambella cooperative promotion agency is the only authorized body to audit and inspect the established cooperatives in the region. Coming across what it did regarding audit and inspection, the selected agricultural cooperatives had never been audited and inspected since 2010 due to less budget allocation and inadequate trained manpower. As a result, no dividend received by the members and many of their pioneers left the cooperatives. So, to know the performance of cooperatives, the appropriate organ, should conduct audit and inspection in order to identify their weaknesses and strengths.

c) **Formation of cooperative societies:** “Article 6(2) of Proclamation No. 147/1998 stated that, a primary society shall be established by persons who live or work within a given area.”

The above article is not applicable in Gambella region. There are many individuals who become members of cooperatives that are not working in areas they live. For instance, many political leaders who live in Gambella town are members of gold cooperatives found in Dimma woreda which located at a distance of 450 kilometers. In 2010, the accounts of four cooperatives were blocked in Commercial Bank of Ethiopia, Mizan branch by the order of these political leaders who were competitors in the area and regional cooperative promotion agency could not solve the problems.

Most of the agricultural cooperatives in the area were formed by Pact Ethiopia and ACCORD rather than cooperative desk office. When these NGOs face out, it brings these cooperatives to an end since they depend on them. It can be concluded that if cooperatives are formed by external bodies, members hardly participate in the activities that needed to grow and sustain the cooperatives.

**Education and training:** “Provision of training in financial and accounting aspects for cooperatives and farmer associations’ members, staff and board members is one of the major role of cooperative department as education, training and information is one of the ICA principles.”

For the last three years, regional cooperative promotion agency did not conduct any training for members of cooperatives including agricultural cooperatives. Therefore, unless members get training on how to manage their cooperatives and other related activities that improve the performance of cooperatives, it is very difficult to imagine the sustainability of these agricultural cooperatives organized and registered by the authorized body.

The experts and core process owner of the agency added that, inadequate number of trained manpower and low budget used to be allocated by the regional government for the agency, were some of the problems which faced by the regional cooperative promotion agency toward improving the sustainability of agricultural cooperatives. It can be understood that education and training is highly essential for the development of cooperative since members learn and know more about their cooperatives through education and training. Since its establishment, at least two heads were used to manage the agency every year. In addition, head of cooperative promotion agency was given to one tribe (Majenger) till 2012, due to political structure of the region.

**Internal challenges of agricultural cooperatives:**

The internal challenges of cooperative are factors which arise internally within the cooperative or organization that would negatively affect its sustainability. These internal challenges of agricultural cooperatives include members’ awareness, participation, involvement in decision making, managerial skills and involvement in conflict resolution that are presented below in the forms of tables.

a) **Members’ awareness about cooperatives:** Awareness about cooperatives is an important cooperation indicator that results after awareness has been created. It defined as the level of awareness and knowhow of the members towards the principles, values, bylaws and importance of agricultural cooperatives. It plays a great role in cooperative societies by doing things pursuant to the knowledge that is built about cooperatives.

The result shows that majority of the members did not have awareness about cooperative’s principles and values, bylaws, objectives and rights and duties of members and BoD. On the other hand, over 65% of members have awareness about the functions of their agricultural cooperatives. Therefore, when members lack awareness about the activities of their cooperatives, they will fail to achieve their stated goals and objectives.

b) **Members’ participation:** Members’ participation refers to the tendency of members to actively take
part in attending the general assembly meeting, involvement in the development of business plan, election process, decision making, exercising leadership responsibilities, monitoring and evaluation of activities related to cooperatives. Active participation of members maintains the sustainability of their cooperatives. Members were asked agree and disagree questions regarding their participation in the cooperatives and always, sometimes and never were used to know their participations in different activities.

61.9% of the members replied that they were participating in the activities of their cooperatives while the remaining 38.1% had never participated in any activities of their cooperatives. Even though 61.9% participated, there level of participation varies among them. The result shows that the majority of members always participated in attending the general body meeting and electing board of directors of their cooperatives.

more than half of the members sometimes participated in setting the objectives and approving the by-law/Amendment of cooperatives. 38.1% of the members were not participated in the activities of their cooperatives due to lack of awareness about their duties and responsibilities, limitation of the BoD to notify the annual meeting, lack of willingness to involve in exercising their rights and being busy with own works. This implies that poor participation of members in their cooperatives can directly lead to poor performance of the cooperatives when Osterberg and Nilsson stated that the more members participate in their cooperative, the more they will be committed to their cooperatives.

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38.1% of the members replied that they were involving in the conflict resolution mechanism. Only 27.8% of the members replied that they were involving in any conflict resolution processes of their cooperatives. over 50% of them believed that leaders sometimes lead group meetings and discussions, guide members in taking decision and convincing members of the societies. This implies that the sustainability of cooperatives is highly depends on leaders with good managerial skills as Fulton (2001) stated in his study that leadership problems occur when the cooperative fails to select the leader that has proposed the most efficient policy for their organization and where efficiency is defined in terms of what is best for the members. This would lead to poor performance and the cooperative in this case, is more likely to be pushed out of the market.

c) **Conflict resolution**: Conflict is a situational variable that refers to the arising of disagreement among or between the members within the organization. Conflict resolution involves the techniques/methods of resolving disagreements, disputes and differences of opinions on agricultural cooperative activities that sometimes arise between or among members within the societies by means of arbitration or any resolution mechanism. Only 27.8% of the members replied that they were involving in the conflict resolution of their cooperatives while the remaining 72.2% were not involving in any conflict resolution taking place in their cooperatives. It can be seen from the same table that members’ perception about conflict resolution procedures varies within their cooperatives. The result shows that over 58.7% of the sample members replied that important decisions are not taken by arriving at a consensus, personal issues are not separated from group issues for discussions and meetings and members do not follow the group norms to enforce discipline.

d) **Managerial skills**: Managerial skills stand for the ability of a cooperative manager/leader to perform his/her duties and responsibilities expertly. When leaders of cooperatives have the required managerial skills, they will direct their cooperatives towards their objectives and goals. Members were asked agree and disagree questions regarding their perception about managerial skills of their leaders. only 34.1% believed that their leaders have good managerial skills regarding agricultural cooperatives where as majority of 65.9% believed that their leaders lack good managerial skills about cooperatives. As far as members’ perception about good managerial skills of their leaders is concerned, the result described in the table above reveals that 69% never believed that leaders follow the principles of cooperatives and over 50% of them believed that leaders sometimes lead group meetings and discussions, guide members in taking decision and convincing members of the societies. This implies that the sustainability of cooperatives is highly depends on leaders with good managerial skills as Fulton (2001) stated in his study that leadership problems occur when the cooperative fails to select the leader that has proposed the most efficient policy for their organization and where efficiency is defined in terms of what is best for the members. This would lead to poor performance and the cooperative in this case, is more likely to be pushed out of the market.

f) **External challenges of agricultural cooperatives**: External challenges are factors that exist outside the boundary of the organizations. The external challenges of agricultural cooperatives include access to training, government interference, access to market, availability of financial institutions, availability of infrastructure, access to improved seeds and access to agricultural services that are presented below as follow:
g) **Access to training:** Access to training refers to the probability of getting training for the members of the cooperatives by participating in order to acquire the knowledge and skills needed to build up their capacity. Cooperative trainings defined as those training activities that are organized to improve job performance of the cooperative staffs and of government employees engaged in supporting and supervision of cooperatives. Members were asked agree and disagree questions regarding the training they undergone. Only 13.5% of the members have got training whereas the remaining 86.5% never got any training regarding cooperatives. The natures of trainings that only few members got were awareness creation and management of cooperatives which were conducted by Pact Ethiopia. Therefore, lack of training for members of cooperatives is a threat to the success and sustainability of cooperatives since members need knowledge on how to perform their activities as according to their plans.

h) **Government interferences:** Government interference is a situational factor that stands for the involvement of government in the administrative affairs of the cooperatives especially in decision making that may discourage members’ morale in the agricultural cooperatives’ business operation since in principle; cooperatives are autonomous and free from politics and government interferences. Members were asked agree and disagree questions regarding government interferences in the activities of their cooperatives and the results of the field survey are presented in the table below. 70.6% agreed that there is government interference in the activities of cooperatives where as the remaining 29.4% disagreed with the government interference in the activities of cooperatives. As far as the areas of government interferences are concerned, result of the same table shows that, out of 89 members, 48.3% and 51.7% of them disagreed. Even though availability of infrastructures (roads and other rural services) and 57.1% of them disagreed. Even though availability of infrastructures required a plan, in which incentives, institutions and infrastructures are aligned. Therefore, lack of access to market infers that farmers of cooperatives will not have alternative sources to sell their products and make them lose trust from the cooperatives.

j) **Availability of financial institutions:** This represents the availability of financial institutions that provide credit services to the farmers or members of agricultural cooperatives. Availability of financial institutions such as Micro Finance Institutions, RUSACCOs and others, will have a positive impact on the sustainability of agricultural cooperatives when they provide members of cooperatives with credits. Only 24.6% of the members agreed the availability of financial institutions in their areas whereas the remaining 75.4% disagreed with the availability of financial institutions. Results of the same table also reveal that, only 16.7% of members had been given credit and 83.3% had never been given any credit. From the same table, the only alternative sources of credit for members who had never been given any credit were relatives, friends and private money lenders.

k) **Availability of infrastructures:** This variable implies the availability of infrastructures such as roads and other rural services through the areas where farms of agricultural cooperatives are found. Inadequate infrastructures assumed to have negative influence on the sustainability of agricultural cooperatives since members of cooperatives could not bring their products to the market areas. Members were asked agree and disagree questions regarding the availability of infrastructures. 42.9% agreed with the availability of infrastructures (roads and other rural services) and 57.1% of them disagreed. Even though 54 members agreed that there is available infrastructures such as roads, 94.4% of them believed that the available roads are not good and only 5.6% believed in good roads.

l) **Access to improved seeds:** It refers to the probability of obtaining improved seeds during farming seasons. When improved seeds are accessible to members of agricultural cooperatives at the right time, they will increase their productivity. Members were asked agree and disagree questions to know if they have access to improved seeds. From the table 4.18 above, the result depicts that only 6.3% of members were found having access to improved seeds and majority of 93.7% never have any access to improved seeds. Therefore, it can be concluded that majority of the sample members use their own local
seeds that yield less output but few of them got improved seed from regional agriculture and research institute.

m) Availability of agriculture extension services: This section presents only the frequency and percentage of access to get agriculture extension service of the interviewed respondents. As indicated in the table 4.19 above, the result reveals that, only 22.2% of the sample members have got a chance of getting agriculture extension services whereas the remaining 77.8% never got a chance of getting agriculture extension services. Therefore, it can be understood from the above table that majority of members were using traditional ways of farming system that is very difficult to have large farmlands that required for members to increase their productivity.

Opportunities Perceived By Members Of Agricultural Cooperatives

Legal framework: Cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative and principles which are used by members to safeguard cooperative character and to promote genuine cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative laws are sets of rules and principles which are used by members to safeguard cooperative character and to promote genuine cooperative.

According to Birhanu (2011), the existence of clear government policy and supportive legal framework are essential pre-requisites for creating conducive environment for cooperatives including agricultural cooperatives to facilitate the development of sustainable, efficient and effective rural organizations. A true policy that is supportive and responsive to the interest of rural organizations such as agricultural cooperatives is very vital. Appropriate legal framework formulated by the government for cooperatives in general and an agricultural cooperative in particular, is one of the satisfactory opportunities. Proclamation No. 147/1998 is believed as a far-reaching and relatively democratic to potentially address the needs and desires of members of agricultural cooperatives.

Therefore, as a result of cooperative proclamation No. 147/1998, cooperative experts and the NGOs working on the development of cooperatives found that the legal framework is conducive for the provision of any support (including: technical, financial and materials) for the established agricultural cooperatives. However, there are problems created by local authorities, cooperative officers and cooperative management bodies in implementing the proclamation (cooperative law) accordingly.

Access to professional assistance: Few small producers of agricultural cooperatives benefited from professional services offered by the Regional Agriculture and Research Institutes in attending training conducted on the use of irrigation and modern farming systems.

The Supports Ngos Provide To Agricultural Cooperatives

According to Stringfellow et al (1997), they stated that the NGO projects that promote farmers’ cooperatives do not always create viable cooperatives because of the level of organization and managerial capacities of these cooperatives do not match the skills of management required. But, there are scholars who believed that the involvement of NGOs in supporting farmers’ (agricultural) cooperatives is very essential.

In Gambella region, there are many NGOs working on development, peace and security, capacity building and health services. Pact Ethiopia and ACORD were the leading NGOs in supporting members and organizing agricultural cooperatives in the study area. The following are areas that Pact Ethiopia and ACORD were involved to support the members of agricultural cooperatives.

Training and Development - The two mentioned NGOs conducted different training to the management bodies of agricultural cooperatives and community leaders on how to improve the living conditions of the rural poor with the believe that they will further teach the general bodies of agricultural cooperatives and the whole community.

Capacity Building - To build up the capacity of cooperatives’ members, Pact Ethiopia bought grinding mills and motor boats for cooperatives established in the area as additional sources of income for the members.

Health Services - There are NGOs that are working on health care of the communities and members of cooperatives. With the support of NGOs, there are cooperatives of HIV/AIDS infected people established in Gog woreda that are getting medicines for free and other financial support to fulfill the basic needs of their children.

Women Empowerment and Participation – To secure the gender equality by making women active participants through exercising leadership in any society including cooperatives. Pact Ethiopia and ACORD organized women’s cooperatives and sent their leaders to India for experience sharing.

Working and Pooling Resources Together – working together, pooling resources, exemption from income tax and limited liabilities are some of the opportunities that members gained from their cooperative.

Suggestions for improving the sustainability of agricultural cooperatives

The suggestions which members thought as helpful for improving the sustainability of agricultural cooperatives were given during the time of collecting primary data from members and presented in the table 4.20 below
with their scores and ranks followed by the discussion of the results.

Among the six suggestions, members replied that introducing modern farming system and the use of irrigation is the most important for improving the sustainability of agricultural cooperatives in the area and it was given first for its highest scores, followed by educating members frequently about cooperative’s laws for awareness creation, increasing access to market and infrastructures and giving financial incentives for those who actively participate in the managerial affairs and activities of their cooperatives, ranking from second to fourth respectively. The fifth and sixth ranks were given for election of loyal (honest) members for the management committees and requesting cooperative agency to facilitate credit services and other technical and materials supports.

Part V
Conclusions and Recommendations

Conclusions:

Basically, cooperatives have different natures when they are established by the individuals who need to make use of their services depending on their willingness and strength to stay sustainable in the business environment. In the business environment, different factors are must to enter in to the working environment of the cooperatives that test the sustainability nature of these cooperative societies, either to become weak or completely to scatter the members and dissolve without any gain. Therefore, what to be known by the business runners is that when planning to engage into the business environment, first of all, they must conduct SWOT analysis to forecast the future tests and to set strategies for the challenges that may happen.

So far, there has not been any adequate study conducted in Gambella regional state and Gog woreda in particular, on the roles of cooperative agency in promoting agricultural cooperatives.

To address the objective of the study, both quantitative and qualitative methodologies were used through primary and secondary data sources using structured questionnaires, focus group discussion and reviewing relevant literatures.

The study uses a multi-stage sampling procedure in which Gog woreda and sample cooperatives were selected purposively and then, random sampling technique used to select the sample members. Descriptive statistical tools such as mean, minimum, maximum, percentage, frequency and standard deviation were used to analyze the quantitative data and comparative analysis used for the result of the focus group discussion.

The result for the socio-economic characteristics of the members shows that the average age, annual income, size of farm landholding, distance of the farm lands and duration of membership were found to be 36 years, 2146.49 birr, 1.35 hectares, 17.58 minutes and 4.22 years respectively.

As far as the roles of cooperative promotion agency are concerned, it found that they did not play the roles expected from them to promote the sustainability of agricultural. This resulted from the interference of local authorities in the decisions and managerial affairs of the cooperatives, organization of many cooperatives by the NGOs, failure to conduct timely auditing and inspections, and failure to implement cooperative laws and Proclamation No. 147/1998 accordingly.

According to the findings of the study, members’ participation of agricultural cooperatives in the study area was challenged by many internal and external factors. The internal factors that challenged agricultural cooperatives are awareness about cooperatives, members’ participation, and involvement in decision making, managerial skills and conflict resolution. 70.6% of the members have no awareness about cooperatives. Involvement in decision making is relatively poor and it shows that 61.9% of the sample members do not involve in decision making of their cooperatives. Similarly, majority of members do not participate in conflict resolution, and they also believe that their managers lack adequate managerial skills. But, there is better participation though many participate only in attending meetings of the general body. On the other hand, there are external factors that holdback the sustainability of agricultural cooperatives which include; access to training, interferences of local leaders in the decisions and managerial affairs of cooperatives, access to market, availability of financial institutions, availability of infrastructures, access to improved seeds and availability of agriculture extension services.

Therefore, the general findings of this study reveal that, the major factors that challenged the roles played by the regional cooperative agency and members participation in agricultural cooperatives in the study area were inability of cooperative promotion agency to play its roles appropriately resulted from failure to implement cooperative laws and Proclamation No. 147/1998 accordingly, failure to conduct timely auditing and inspections, less budget allocation by the regional government and inadequate trained manpower, inadequate members’ awareness about cooperatives, poor participation of members, poor members’ involvement in decision making, unwillingness of members to involve in conflict resolution, inadequate managerial skills of the leaders, absence of training, interference of local leaders in the decisions and managerial affairs of the cooperatives, unavailability of financial institutions, inadequate infrastructures, inaccessibility to improved seeds and inadequate agriculture extension services.
Recommendations
To recommend based on the summarized finding of this study, the following suggestions are forwarded by the researcher to improve the performance of regional cooperative promotion agency and members’ participation in agricultural cooperatives in the study area.

a) The interference of government (i.e. local leaders) is high in the decision and managerial affairs of the cooperatives; it needs to follow the principles and values of cooperatives. Because, as a principle, cooperatives must be an autonomous and independent that must not be violated by the external body for their growth and development.

b) Regional government in consultation with cooperative promotion agency should support cooperatives in finance, materials, technical and legislative without effect on their independence. In addition, cooperative agency must design support mechanisms to promote an exchange of experiences and good practices for members of cooperatives.

c) Since the available credit facilities are inadequate and require long bureaucratic procedures which members could not afford, the system of getting credit from these financial institutions needs to be redesigned by the cooperative agency and other concerned bodies to allow ease access.

d) Training provision should be based on the need and interest of members for the fact that it empowers the members (farmers) of agricultural cooperatives to acquire the knowledge and skills needed.

e) Regional cooperative promotion agency should conduct auditing and inspection at least once a year to easily understand the performance and growth of the established agricultural cooperatives.

f) Cooperatives must carry on their activities in conformity with the objectives for which they were established and in accordance with the cooperative law.

g) Regional cooperative promotion agency should help in finding markets for members of cooperatives since members lack market information regarding market prices and marketable products.

REFERENCES


