

## **Agriculture Cooperatives Assessment, in Puli Khumri District of Baghlan Province, Afghanistan**

A Research project submitted to Van Hall Larenstein University of Applied  
Science part of Wageningen UR, in partial fulfillment of the requirements for  
Masters Degree in Agriculture Production Chain Management, Specialization  
in Horticulture Production Chain

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**September, 2011**

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## **Acknowledgement**

First of all I express my sincere gratitude to my parents, brothers and all my family members who encouraged and financed me not only when I am far away from home but throughout my life especially to study for this master's degree. It is the prayers of my parents that I am successful in all of my endeavors.

Several people have helped me in due course and writing of this thesis. First of all I would like to present my heartfelt appreciation to my thesis supervisor Mr. Geert Houwers for his productive remarks and advice throughout the writing process of this research.

I specially thank my course coordinator Dr. Tracey Campbell and other lecturers in Horticulture Production Chain course for their valuable lectures, providing me the new knowledge and encouragements during whole period of my study.

I would like express my deep gratitude to Mr. Mohammad Aslam and Mr. Jalal-Ul-Din Hamidi (FAO- Baghlan province, Afghanistan) and M.Anwar Manager of Agriculture Cooperative Department in Baghlan province, for their full cooperation and support during collection of research data in the field.

My sincere gratitude goes to the Royal Dutch Government and People of The Netherlands for financing my study and part of my fieldwork. I also would like to thank individuals who helped me in one way or another during the research process from the beginning till the end. My sincere gratitude also goes to my respondents for their time and their kind co-operation in collecting the relevant data material.

Above all I would like to thank the ALMIGHTY Allah for his help and grace in all my endeavors. Thank you all.

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## Abbreviation

ACD	Agriculture Cooperative Department
ADB	Asian Development Bank
Agri coops	Agriculture Cooperatives
Afg	Afghani (currency of Afghanistan 1\$=45Afg)
CSO	Central Statistics Organisation
COPAC	Committee for the Promotion and Advancement of Cooperative
DAIL	Department of Agriculture, Irrigating and Livestock
FA	Farmers Association
Ha	Hectare
ILO	International Labors Organisation
ICA	International Cooperative Alliance
IRD/AVIPA	International Relief & Development / Afghanistan Vouchers for Increase Production in Agriculture
MAIL	Ministry of Agriculture, Irrigation and Livestock
MC	Mercy Corps
MRRD	Ministry of Rural Rehabilitation and Development
SFLP	Small Farmers Livelihoods Project
SAU	Small Agriculture Unite
UN-FAO	Food and Agriculture Organisation of the United Nation
USAID	United State Agency for International Development
USDA	United State Department of Agriculture
WB	World Bank

## Abstract

The main theme of this research is to find out “*causes for Agriculture cooperatives poor functioning*” in Puli Khumri district of Baghlan province, Afghanistan. The study was carried out in two Agri coops, in Puli Khumri district.

The objective of this study was to investigate main causes responsible for Agri coops poor functioning and recommend possible way to well functioning Agri coops.

The research investigated the current situation of Agri coops and main hindrance factors which influence the Agri coops functions. For investigation of all influential factors, certain Agri coops members and supporting organizations were surveyed and interviewed.

Data collected from the survey of thirty individual Agri coops members that was analyzed to find education level of farmers, land size, reason to establish the Agri coops, Agri coops leadership and management, access to agriculture inputs, and marketing channel for their products.

It was revealed that in 59 % of respondents have between 0.5 and 1 ha land size, 67 % of Agri coops respondents was illiterate, 73 % of respondents said they has engaged animals and crops, 100 % of respondents mentioned that they establish the Agri coops to have access to agriculture inputs which provide it by supporting organisation, 100 % respondents said that Agri coops is managed by managing board, 57 % respondents said that managing board is consisted from village elders (Malek, Qomandan and Khan) , 100 % of respondents said they do not have any plan for Agri coops activities, 64 % of respondents indicate that for never they have been conduct meeting among members, 100 % respondents mentioned that they do not have access to loan from any loan providing institution, 33 % respondents said that they received agriculture inputs from supporting organizations, 100 % of respondents point to they do not receive any training about cooperative management and marketing of agriculture products.

The result indicates that several problem were faced by members like 100 % respondents said the quality of agriculture inputs are very low, lack of financial support, lack of agriculture machinery and storage facility, insufficient inputs provided by supporting organisation and low awareness about marketing.

It can be concluded that main problem of the Agri coops is the low knowledge of Agri coops members about Agri coops principle, objective and function, weak communication among Agri coops members and insufficient support of supporters' organisation with Agri coops.

Therefore, there should holistic efforts and intervention to support the Agri coops to overcome all the hindrance factors which influence the Agri coops activities.

**Keywords.** Principle, objective and function of Agri coops and participation of members' role of supporting organisation.

# Chapter 1 Introduction

## 1.1 Afghanistan

Afghanistan is located in Central Asia, north and west of Pakistan, east of Iran, and south of Turkmenistan, Uzbekistan, and Tajikistan, Kabul is the capital of Afghanistan the other major cities are Kandahar, Herat, Jalalabad, Mazar-e-Sharif and Kunduz(Anon., 2008).



Figure 1: Afghanistan map

[Source: Google map, 2011]

Afghanistan is one of the lowest-income countries in the world. It is a landlocked mountainous country that has an area of about 65 million ha with population of 28 million in 2008. Afghanistan remains a predominantly rural society with the majority of the population (about 80 %) depending on small-scale farming for their livelihood. The war extending over three decades had severely damaged the production base of the country (CSO, 2009).

Afghanistan's agriculture is the largest production sector in the country. Over 80 % of the Afghan population depends on agriculture for their livelihoods and is the greatest contributor to the national economy (MAIL, 2004).

Despite several years of efforts on improving agriculture outputs during the past three decades, agriculture practices have remained predominantly traditional due to inadequate investment and poor technology transfer. As a result, farming systems have remained poor, low production with low quality inadequate agriculture inputs (seed, fertilizer, agrochemical and machinery) which is mostly exported from Pakistan and Iran and also not only the poor farming system is the problem but the marketing of the agriculture products is also the most important problem for small scale farmers.

The agriculture cooperative movement in Afghanistan first started in 1963 and this program was supported from the Food and Agriculture Organizations of the United Nation (UN-FAO) and the International Labor Office (ILO), usually a cooperative is

established by farmers in response to unfavorable market conditions, which is a shared problem.

***A 'cooperative' can be defined as a member-controlled association for producing goods and services in which the participating members, individual farmers or households, share the risks and profits of a jointly established and owned economic enterprise”(Koopmans, 2006).***

This could be a problem related to the marketing of produce resulting in low farm gate prices compare to cost price of products, the supply of good-quality and reasonably priced farm inputs through collectively in bulk purchasing, such as seed and fertilizer, or to the supply of sufficient and cheap credit they can easily access to such kind of service through establish of Agri coops. By establishing a cooperative enterprise, farmers hope to solve this problem, increase their farm income and strengthen the economic position of their farm, before three decade of war; Agricultural Cooperatives had helped farmers to improve farm economy by providing production inputs and marketing agricultural products at favorable prices (Samin and Mohibi, 2004).

Despite the current move toward the reconstruction of the Agri coop system, so far few studies on Afghan Agri coops have been carried out. To our knowledge, none of them has empirically investigated and study on Agri coops.

However, due to the war, Agri coops substantially weakened in function. Presently the Afghan government has viewed Agri coops as a major means to reduce rural poverty and attempted to rebuild and rehabilitate Agri coops throughout the country, with the help of foreign partners such as Asian Development Bank (ADB), Word Bank (WB), FAO, and United State Agency for International Development (USAID) (Samin and Mohibi, 2004).

The Food and Agriculture Organisation of the United Nation (UN-FAO) has Small Farmers Livelihoods Project (SFLP) in Baghlan province of Afghanistan which is support the small farmers through Agri coops.

## **1.2 FAO/SFLP in Baghlan province**

The UN-FAO is working in Central, North, North West, East and South region of Afghanistan. The present SFLP is consistent with the general agricultural development strategies of Afghanistan and addresses the problems of livelihood development and food security in one of the country's main agricultural province Baghlan.

**1.2.1 Goal:** the long term objective; of the project was Improvement of food security and livelihoods of small farmers and their families in the Baghlan province of Afghanistan. Immediate objective; increased income levels for small farmers in the Baghlan province of Afghanistan (through improved farmers organization, productivity gains, value addition and market access) (FAO/SFLP, 2008).

**1.2.2 Component 1:** Strengthening of organizational, managerial and institutional capacity; The SFLP is directed at assisting Agri coops and through them individual farmers to develop the skills to resolve their own problems and achieve self reliance. More importantly, current Government (MAIL and MRRD) priorities and policies reflect this analysis and as a consequence, their programs are specifically focusing

local organization strengthening - as a crucial key for improving livelihoods of the rural poor and it were the main actors in the value chain.

**1.2.3 Component 2:** Promotion of increased farmer value addition and access to markets; through promote a range of cash crops and new products that farmers could introduce. The strategy expressly seeks to increase the income of small scale farmers. Improving farm income requires an approach that identifies good practices, stimulates better market integration through the organization of institutions, farmers, buyers and processors in ways which can effectively increase farm incomes and farm productivity at the same time, to ensure high returns to land and labor whilst increasing profitability (FAO/SFLP, 2008).

### **1.3 Research Problem Statement**

The agriculture coops established by MAIL collapsed during the 3 decades of war in Afghanistan. SFLP/UN-FAO took the initiative to rehabilitate/ revive the Agri coops. To achieve this goal SFLP/UN-FAO specified one component for strengthening of organizational, managerial and institutional capacity of Agri coops.

Despite of the efforts of SFLP/UN-FAO the Agri coops are still not functioning properly and their performance is very poor. Therefore the SFLP/UN-FAO is curious to know about its causes in order to improve their efforts in terms of supporting Agri coops in Puli Khumri district of Baghlan province.

### **1.4 Research Objective**

This research aims to investigate the causes of poor functioning of Agri coops, which provide recommendation to SFLP/UN-FAO for strengthening and self-reliance of the Agri coops in Puli Khumri District of Baghlan Province.

### **1.5 Research Questions**

#### **1. What are the current situations of Agriculture Cooperatives in Puli Khumri District of Baghlan province?**

- 1.1 What are the role of different supporters in Agri coops functioning?
- 1.2 How do the Agri coops organize their activities and future plan?
- 1.3 What is the role of Agri coops in access of members to market, loan and extension services?

#### **2. What are the supporting and hindering factors of Agriculture Cooperatives in Puli Khumri District of Baghlan province?**

- 2.1 What are the political hindering and supporting factors of Agri coops functioning?
- 2.2 What are the economical hindering and supporting factors of Agri coops functioning?
- 2.3 What are the social hindering and supporting factors of Agri coops functioning?
- 2.4 What are the Technological hindering and supporting factors of Agri coops functioning?

## Chapter 2 Literature review

### 2.1 Farmers Organisation

Farmers' organizations are rooted in rural areas and related to activities such as primary production, processing and marketing of agricultural products, or related services (Koopmans, 2006).

Organisations are social entities brought into existence and sustained in an ongoing way by humans to serve some purpose, from which it follows that human activities in the entity are normally structured and coordinated towards achieving some purpose or goals (Rollinson, 2008).

Farmers' organizations distinguish themselves from other public and private sector organizations through their membership base. These are rural organizations whose members share a common interest. Farmers' organizations are basically democratic organizations, often with a strong 'grass roots' basis that (on behalf of their members) may apply different approaches in their relations and interactions with other stakeholders as supporters, and other actors in the supply chain (input supplier, processor, trader, and retailer) in the agricultural sector. This results in a collective voice of the members through representation, and improved services through (reorientation and/or provision of technical and economical services) that more effectively respond to members' needs (Bosc *et al.*, 2003).

#### 2.1.1 Types of farmers' organizations

Farmers' organizations or rural organizations are broader terms that may be subdivided or recognised by other terms. The most common type of such institutions, the cooperative, has a long history from the nineteenth century. From the other hand, rural laborers' organizations feature similar characteristics, including their formation process. Other types of rural organizations' such as farmers' groups, farmers' associations, federations, farmers' unions, agricultural cooperatives owned and controlled by the members and chambers of agriculture with a general assembly elected by farmers.

All these organizations' have been conceptualized in different studies, but their real meaning may be drawn from the two concepts outlined above. Independently of the kind of organisation, they exist to offer services and benefits to their members. The most common services provide by farmers organisation as agriculture inputs, information, training, technical assistance, credit, research, and marketing activities.

The organizations' have given more emphasis to services required by their members and those services, which bring more benefits to the whole community. The members should determine these services on a participatory basis, but this has not always happened. There are many arguments in support of promoting rural people's organizations, the promoting farmers' organizations in order to bring more benefits to farmers and rural communities.

The arguments vary through a range of theoretical and ideological points of view. They include statements such as: working with people's organizations is much more efficient than work with individuals; in organizations, members achieve the aims which they cannot achieve on their own; and, participation would become a reality if local people were involved in extension services (Boas and Goldey, 2005).

## 2.1.2 Structure of Farmers Organisation

The government of Malaysia created grass root institution, the small Farmers' Association, assumed increasing importance as a policy instrument to facilitate the co-ordinate provision of farm support services and to stimulate initiative and involvement in the planning and implementation of rural development at the local level. Those small FAs were structured with multi-purpose functions in agricultural development.

The formal structure of Farmers Association FA in Malaysia represented in Figure 3. so that describe on detail at the lowest level in the FA, the ordinary members are organized in Small Agricultural Unites (SAUs) which hold a meeting ones a year in this meeting staff members provide the information about the state affairs of the FA and new activities, and they make the future activities plan for FA.

Once in every two years the SAU elects a SAU chief and other representative and the assembly meets at least once a year to discuss and approve the statement of profile and loss and the balance sheet of the previous year, the audit report, the activities for the coming year and the budget and once in two years the assembly elects a new board of directors from the candidates proposed by the SAUs the task of the board are to design the FA, policy, formulate a plan of activities and budget and scrutinize membership applications(Daane, 1982).

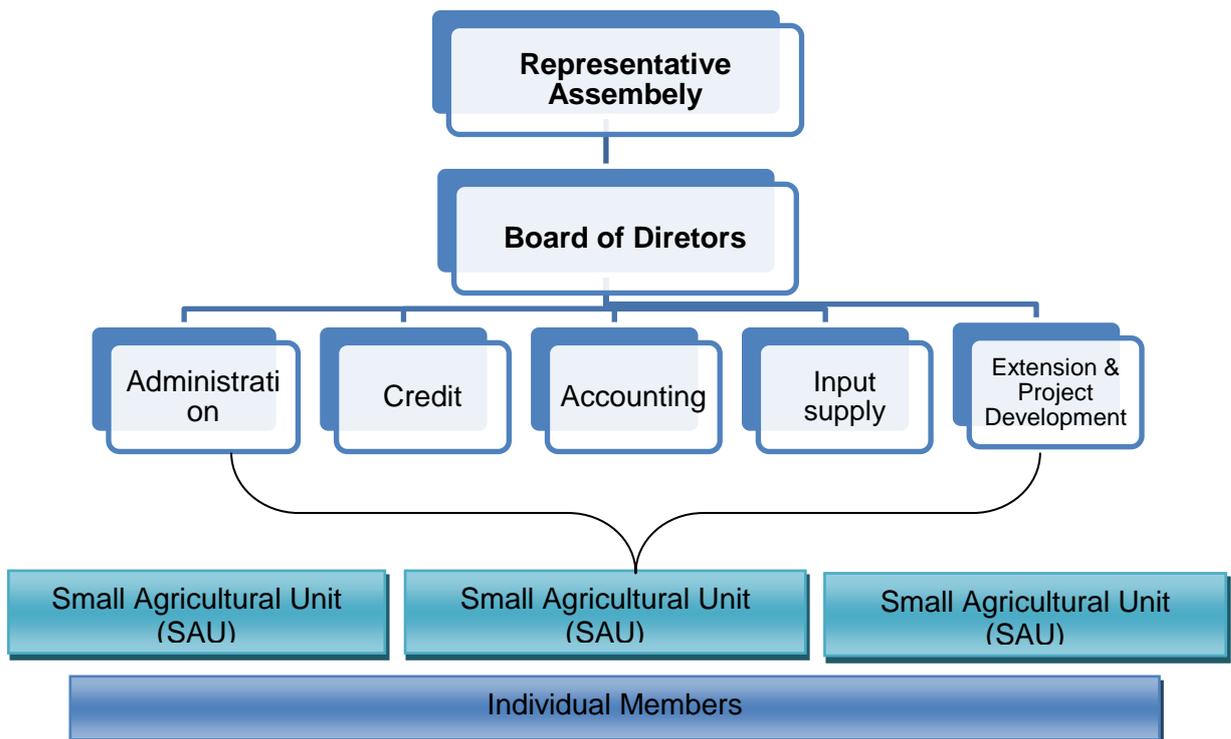


Figure 2: FA organizational Structure

[Source: Daane, 1982]

## 2.2 Agriculture Cooperative

“Cooperatives are jointly owned, registered enterprises by people who unite voluntarily to meet a common need”. The first Cooperative in the world in the 1844 by twenty-eight people which using the theories of Robert Owen and Dr William Kang in the Rochdale of Manchester state established than spread in other part of England. The international cooperative movement has its roots in Europe, Japan and the United States. Formed in the nineteenth century, rural cooperatives provided credit, sale of inputs, marketing insurance and education services to their members.

In many countries they also engaged in determining public policy to meet members' needs; however, their core objective was economic rather than social. Their growth was rapid by 1937; Europe registered 25,000 rural cooperatives of 25 million farm families. Factors that contributed to their resounding success were a conducive policy environment, effective management, common social norms and successful agricultural markets (Rahin, 2009).

Smallholder farmers depend mostly on family labor to grow a combination of subsistence and marketable crops on small to medium sized farms. In many countries, increasing the incomes, output, and productivity of small farms is the basis of rural development strategies. However, smallholder farmers' ability to tap into more profitable regional and international markets is hindered by poor access to markets, high transaction and operation cost as (market information, transportation, bargaining, and commission agent costs) (Ellis and Biggs, 2001).

They do not make only a contribution to agricultural productivity but also to overall economic growth, by providing labor, capital, food, foreign exchange, and a consumer good market. In an effort to overcome these issues, in the past ten years, donors and governments have revived cooperatives as a strategy to promote collective action to strengthen smallholders' livelihoods by linking them to international markets. Farmers' cooperatives provide smallholder farmers with economies of scale by facilitating cheaper and more efficient access to inputs, production technologies, market information and markets. It's also reduces the transaction costs through collective purchasing by trader in the field and collectively transfer to the market than individual working. Through cooperatives planners can supply smallholder farmers with appropriate technologies, access to credit, and build capacity to engage in international trade and improve business and agricultural marketing (Ellis and Biggs, 2001).

### 2.2.1 Principles of Agriculture Cooperative

The commercial institution can be based on three interests: ownership, control, and beneficiary. These three interest are only exists in cooperatives. These interests are generally referred to as the modern cooperative principles. The 1987 USDA study, positioning Farmer Cooperatives for the future listed three basic principles that define the real meaning of a cooperative enterprise and establish a framework for assessing cooperative actions:

**The User-Owner Principle:** The cooperative is owned by the people who use it.

**The User-Control Principle:** The cooperative is controlled by the people who use it.

**The User-Benefits Principle:** The benefits generated by the cooperative accrue to its users on the basis of their use.

A cooperative is a business that is owned and controlled by the people who use its services and whose benefits (services received and earnings allocations) are shared by the users on the basis of use. Only an enterprise conforming to the character and aim of this definition should be labeled a cooperative (USDA, 2002).

## **2.2.2 Agriculture Cooperative Functions**

According to Law of agriculture cooperatives MAIL (2008) the Agri coops functions is mentioned as: Production of agriculture commodities, provide training for their members, collective marketing of output and input, value addition on members' product through (sorting, grading, packaging and storing) to access good market for their products, management of agriculture cooperative activities, collective working (organizing, planning, coordination and control), financial services (use of member's capital, access to loan) and administration.

## **2.2.3 Conditions of membership in Agriculture Cooperative**

The all citizens of Afghanistan, who completed the age of 18 years and have the demand for membership in cooperative and accept the orders of statute, can take the membership of the cooperative.

For membership a written request have to be submitted to the directorate board.

The members of cooperative have to pay the membership fee and entering fee according to what amount that has been determined by the general assembly. In the case of dismemberment the membership fee cannot be returned until the all cooperative's accounts are cleared.

If the share of one person is more than (5000) Afghani and member of cooperative is not able to pay that, in this case after the decision of general assembly the member can pay the money in several installment, otherwise the individual have to pay the money completely.

If the request for membership of someone is rejected by directorate board the individual can submit his or her application to the general assembly, that their decision will be the final decision.

After getting the membership of cooperative and paying the membership fee and right inclusion, the card of membership will be given.

The member of cooperative in meantime cannot take the membership of other cooperative that has the same goals (MAIL, 2008).

### **a).dismissal from cooperative**

The member can be dismissed from cooperative in these situations which as: lacking the qualification needed for a member, committing acts that do not comply with the interests of cooperative, when there are no logical reasons for not fulfilling his or her work according to the statutes of the cooperative (MAIL, 2008).

## **2.3 Role of Agriculture Cooperative in Agriculture Sector**

Agri coops play a much more important role in agriculture sector development. Agri coops claim their stake and are recognized as key stakeholders in rural development. For both the public and private sector, effective Agri coops present important opportunities such as: providing research and extension services to farmers and organizing the purchase of inputs and sale of products on a more cost-effective basis; mobilizing resources for local development; and representing the interests and collective voice of farmers in development.

The services that are being provided to members, whether by Agri coops themselves or by third parties, include knowledge services such as agricultural research, advisory (extension and technology dissemination) and other types of farmer training. Such services are increasingly considered key factors for advancing rural development. However, improving agricultural practices and processes through effective knowledge application, requires two basic pre-conditions: access of farmers

to appropriate knowledge sources and services, and a conducive context that incites knowledge application.

Agri coops can play a key role in agricultural innovation, since they have the capacity to pool, cumulative and disseminate knowledge and information. Moreover, they are increasingly positioned in both service networks and supply chains to coordinate activities and promote an enabling environment for innovation (Bosc *et al.*, 2003).

## **2.4 Role of Agriculture Cooperative in Chain Development**

Agri coop have become a major mechanism to link small scale farmers to markets. There are two major reasons for this. First, on their own, small-scale farmers cannot achieve the economies of scale nor provide the volume of product required to be competitive in modern markets. Second, on their own, small-scale farmers have little power and are unable to protect their interests in the market or the policy-making arena.

To be effective, Agri coops need to be at the centre of a core of linkages with government agencies, businesses, marketing channels and often development NGOs. Creating and maintaining these relationships requires a good understanding of the institutional environment in which these partners work and an understanding of their internal institutional arrangements (Vermeulen *et al.*, 2008).

### **2.4.1 Access to Market & Finance**

The case study of cooperative in Ethiopia mentioned that the commercialization of crops grown by small-scale, farmers has the potential to increase household food security, reduce rural poverty and contribute to agricultural development and economical growth. By encouraging the application of modern farming techniques, and specialization in more tradable crops, commercialization can increase farming incomes, enhance purchasing power, and reduce vulnerability among smallholders. However in the face of imperfect markets, high transaction costs, and agro climatic risks, few smallholders in Ethiopia have been able to realize the potential gains from commercialization (David *et al.*, 2010).

Commercialization of food staples especially cereal crops in the region is very low due their general low return to producers. Without appropriate institutional mechanisms to improve the market incentives for cereal production, smallholders throughout the region are unlikely to realize the benefits of commercialization any time soon.

By leveraging the power of collective action, Agri coops are expected to help smallholders gain a footing in competitive markets, help development partners in reaching the poor, and provide a voice to underrepresented communities and households in rural areas (David *et al.*, 2010).

Agricultural marketing cooperatives reduce the role of middlemen in agriculture produce distribution. These marketing cooperatives help to keep profit margins low throughout the value chain, thereby reducing the pressure to maintain high agriculture produce prices. Nevertheless, large marketing cooperatives have also been known to impose monopolistic<sup>1</sup> pricing that result in higher prices than would be under competitive conditions (UNSG, 2009).

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<sup>1</sup> Each producer can set its price and quantity without affecting the marketplace as whole.

In developing countries, Agri coops enter into credit arrangements with cooperative banks. In Mozambique, for example, the Maraga sugar cane growers' cooperative has a credit arrangement with Rabobank, the largest agricultural cooperative bank in the world. Using credit provided by Rabobank, the apex organization purchases farm inputs which it distributes to its primary societies or cooperatives before the harvest and the next planting season. After the harvest and the processing of the sugar cane, Rabobank gets repaid directly by the sugar factory (the sugar cane buyer). The remaining net proceeds are paid out to the cooperatives and support their production. This model integrates credit, acquisition of inputs and marketing with the agricultural produce as collateral. Agri coops in Rwanda, the United Republic of Tanzania and Zambia have similar arrangements with Rabobank (UNSG, 2009).

## **2.5 Factors Influence Agriculture Cooperative**

The fragmented nature of the agricultural system led to a number of problems hindering agricultural development. The applications of mechanization was not feasible due to the small farm sizes, farmers had difficulty getting access to agricultural inputs such as fertilizers, quality seeds, breeding stock etc. There was also limited technical knowledge of the farmers as most of them had little or no experience on farming. The most important problem of all was marketing of their produce as production was on a small scale. Aside these and other related problems, environmental problems such as erosion deforestation; aggravated the situation. Cooperating among farmers by bring together their problems to be solved together is seen as one of the major solution, but this is however faced by some resistance from farmers due to their experience and mentality, linking it to the forced collective farming system. Efforts have been made by some institution, NGOs to encourage farmers to organize and provide them with services such as provision of loans, extension service, training and marketing assistance. The idea of cooperating has been adopted by some farmers and has formed organization, but majority of the farmers are still working individually in Armenia.

Agri coops in Armenia were established since 1993 by farmers seeking to increase their bargaining power relative to businesses that supplied their inputs or marketed their produce. The maintenance of bargaining power remains an important reason for the existence of cooperatives in agriculture; however some of cooperatives could only partially solve their common problems and later in reality became impractical.

however there are some hindering factors which influence the agri coops in Armenia like poor management, lack of capital resources, inadequate training, extension and education programs, lack of communication and participation among members and weak linkages among the activities of the cooperatives e.g., production, credit, marketing etc. To overcome such problems, some of the measures taken by the governments and movements have been improvement of farming system, human resource development through formal and informal training of members, development of commercial partnership and joint ventures with private enterprises, development of marketing and agro-processing, implementation of self-reliance projects, diversification of agricultural products including the development of export-oriented crops through contract farming, promotion of universal membership, of Agri coops (Grigoryan *et al.*, 2008).

## **2.6 Successful Factors for Agriculture Cooperative Development**

The case study of the Dongwan Lvdadi Melon and Vegetable Growing cooperative and the Ronghua Growing cooperative in China shows that there are several key factors that have influenced the successful development of the two cooperatives such as: government supported policies such as free registration, free training, easy access to capital and financial support, all aimed to foster the cooperative development.

cooperative initiator and leadership, who is well educated, with an interest for innovation and being open-minded and who also has excellent communication skills, is critical for the success of the Agri coops , often as cooperative core leaders had a big influence on cooperative development. Therefore, in order to ensure ongoing successful development, cooperative initiators need to continually enhance the strength of leadership. This strength of leadership may include their vision and strength as well as a time commitment to the organisation, together with their honesty.

The success of Agri coops are determined by the members' knowledge of its organisation; their education level; technical skills; participation; commitment; and the relationship between members and leading boards.

Cooperative governance, cooperative management, training and education and also they mentioned that regular training has increased members' understanding and knowledge on cooperatives and their potentials. That study further suggested that the participatory approach such as role play was an efficient training tool for the members with limited education (Garnevaska and Liu, 2009).

## **2.7 The role of external supporter**

External agents such as NGOs, donors, and international organizations have assumed an important role in cooperative strengthening. Producer organizations were adopted by NGOs and donors as viable partners, and as such have been used as vehicles of technical, economic and institutional change in rural areas.

At the international level, bodies such as the Committee for the Promotion and Advancement of Cooperatives (COPAC) - comprised of UN organizations and international non-governmental organizations (INGOs) - works to promote cooperative development initiatives through policy coordination, information exchange, advocacy and other services. The International Cooperative Alliance (ICA) is an INGO that provides technical assistance to governments and cooperatives and unites, represents and serves co-operatives around the world. These and other agencies wanted to ensure the autonomy and efficiency of cooperatives, incorporate cooperative principles, and build self-sustaining, self-reliant, self-managed and commercially viable cooperatives that could make a more meaningful contribution to rural development (UN, 1998).

## Chapter 3 Methodology

This chapter describes the methodology of this research and study area. The aim of the chapter is to clarify and point out the systematic process that is followed in order to achieve the research objective.

### 3.1 Description of Study Area

Baghlan province is located in northern Afghanistan and borders with the provinces of Kunduz, to the north, Panjshir and Parwan is to the south, Samangan and Bamyan to the west and Takhar to the east. There are 1,645 villages in Baghlan province with an estimated population of 741,690. Baghlan has 15 districts that cover a total area of 21,112 square kilometers, which includes 26 % irrigated Agriculture, 74 % Pasture and rain fed land. Farmers of Baghlan are famous for producing rice and sugar beets, vegetables and raising sheep, cattle and goats.

Seventy-eight percent of the province's cultivated land is concentrated in five districts located in the north and east due to the proximity to the Baghlan River. The remaining 10 districts are suitable for raising livestock because of the higher elevations and mountainous landscape. The total number of active Agri coops in Baghlan province about 114 with 22100 members and 11 million Afg of capital.

Agricultural and Industrial crop production in Baghlan province amounted to (428,636 MT) in total (155,406 ha) land in 2008. The total market value of the province's 2008 harvest was estimated at US\$135.3 million, without any relevant value added processes (USAID, 2008).

Table 1: Type of crops, land size and production volume

Type of Crops	Land size in hectare	Production in MT
Grains	141,235	337,330
Fruits	6,796	35,401
Vegetable	3,743	51,676
Industrial Crops	3,533	4,229
<b>Total</b>	<b>155,307</b>	<b>428,636</b>

[Source: USAID, 2008]

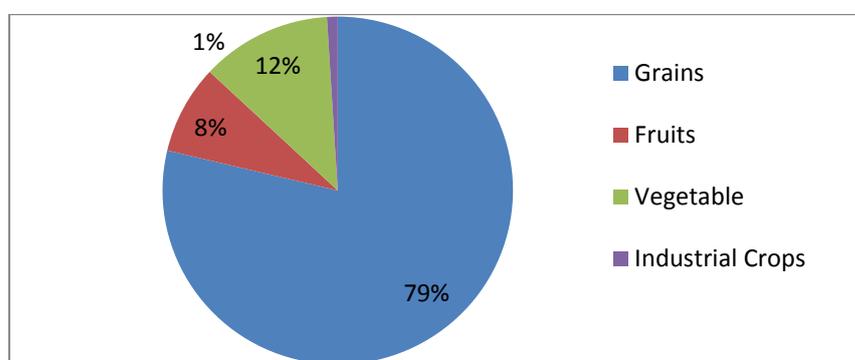


Figure 3: Volume of Agriculture production by percentage

[Source: USAID, 2008]

This study focus on Puli Khumri district which has 191,640 populations, because it is accessible and located in the capital of the Baghlan province with good road and it is easier to get information from the Agri coops since it is just 30 km to the city of Puli Khumri. The total number of active Agri coops in Puli Khumri district about 22 with 3300 members and 1.6 million Afg of capital.

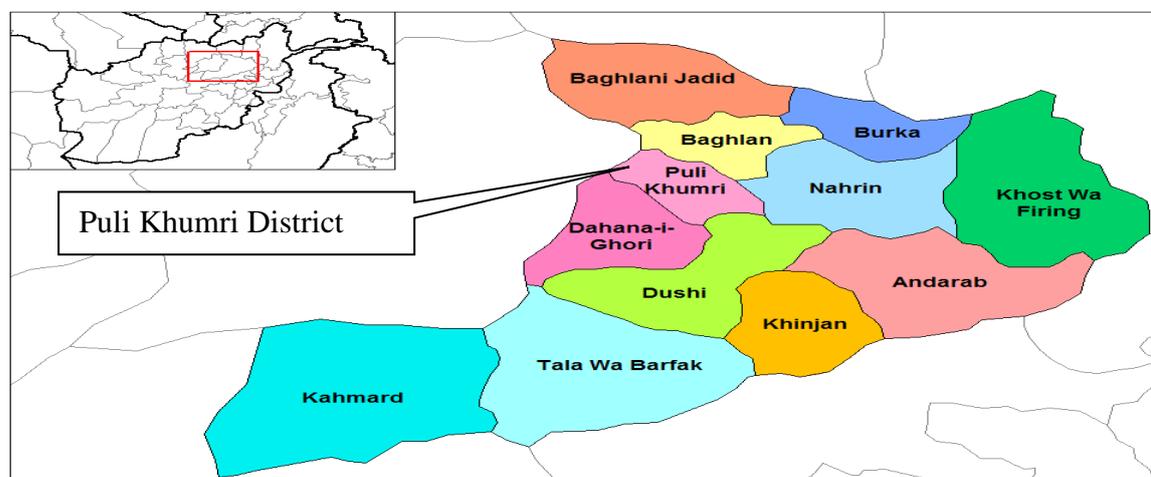


Figure 4: Baghlan province map

[Source: Google map, 2011]

## 3.2 Methodology

The research methodology consisted of desk and field study. The desk study carried out in library and visited some websites. The desk study was important for defining the theoretical concepts, literature review and also giving background information in the research topic. The field study carried out by the survey of the 30 individual Agri coops members and interview of Agriculture Cooperatives Department ACD, FAO and Mercy Corps MC Representative. The survey with the individual Agri coops members was important for collection of quantitative and qualitative data.

### 3.2.1 Literature review

A literature review (is called desk study: Books, Journals, Case Study Reports, Search of relevant website) that is conducted to collect and summarize existing relevant data to better understand the situation and context of the problem and to validate my findings (what is Agriculture Cooperative, and its principle, characteristic and functions).

### 3.2.2 Sample Selection

Considering the time range for data collection (from July 20 to August 15), challenging availability of farmers while meeting them, and the security situation; so based on constraints (accessibility and security) researcher decided to meet with 30 cooperatives members out of two Agri coops in sample size.

The 30 Agri coops members randomly selected from the members list. From the SFLP 10 targeted Agri coops two Agri coops is selected in two different villages. The villages and the Agri coops selected randomly to get the sample of different villages (big, small, far away from the road and near to the road). Then 5 managing boards members and 10 ordinary members randomly selected from each Agri coops to have

members with different farm size (big, small and medium), selected so totally 30 farmers selected for survey.

### **3.2.3 Interview**

Interviews were conducted with Manager of Agriculture Cooperative Department ACD, SFLP/ UN- FAO Technical Field Officer and MC Extension Officer. These mentioned interviews were of great help to the researcher (extension services management, business, technical and literacy training and provision of Agriculture inputs fertilizer, pesticide, and high quality seed) which provides to the Agri coops members. The interviews were conducted through prior managed checklists in response to the research questions.

### **3.2.4 Survey**

The data about Agri coops functions was collected from 30 individual members through prior made questionnaire. The survey was conducted among the Agri coops members (farmers) in Puli Khumri district of Baghlan province. The members were selected for the survey with the help of SFLP Technical Officer and ACD Manager but the selection of the members was randomly based on criteria for survey are (land size, duration of membership).

The survey of 30 individual members of Agri coops address the necessary information about Agri coops current situation, awareness of members about functions and objective of Agri coops and access to extension services (technical training about agriculture and literacy training and agriculture-inputs, fertilizers, pesticide, seed and access to market and agriculture loans through Agri coops and participation of members in Agri coops activities and market statues of Agri coops members.

### **3.2.5 Research Framework**

A background and a literature review are presented first, followed by a description of the method used in the study. Furthermore, there is a background to the empirical study and then the results are presented. In the analysis and discussion the results are analyzed and synthesizes are made in the conclusion (See figure 6).

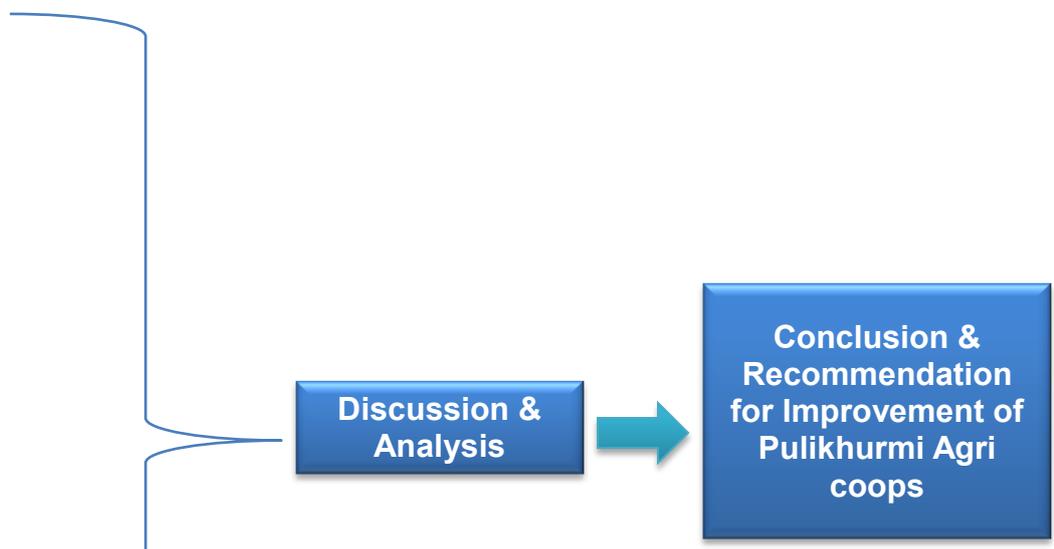


Figure 5: Research Framework

**3.2.6 Conceptual Framework**

According to the researcher it is worthwhile to identify and start work first of the external environment of Agricultural Cooperatives which includes ACD and other supporters organisations (UN-FAO, Mercy Corps MC) as the below figure 2 illustrates which includes the whole line and indicate the position of Agri coops.

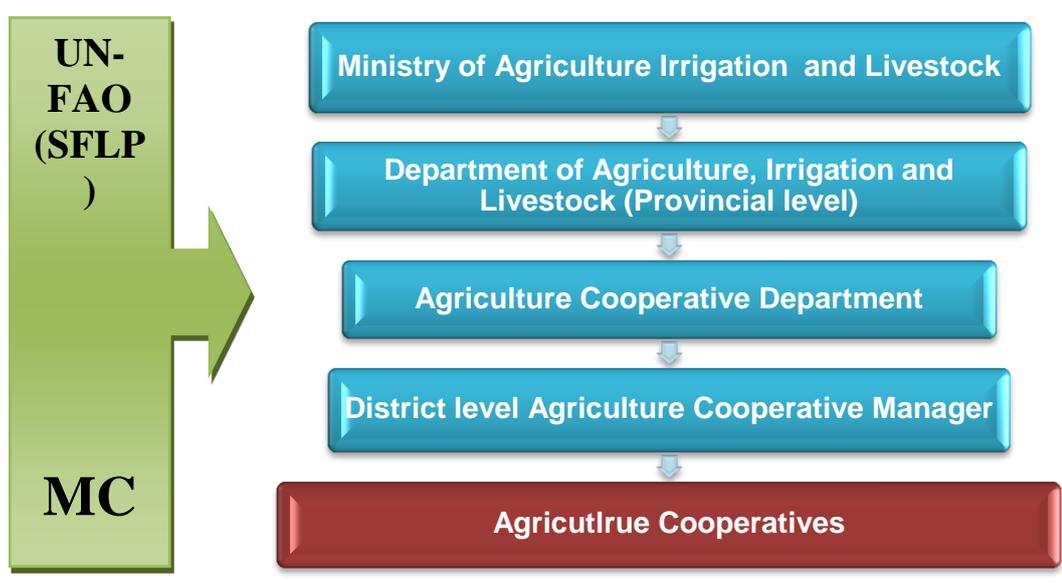


Figure 6: Conceptual Framework

The research is based on studying the supportive activities of the supporting organization. These supportive organizations are UN-FAO, MC and Agriculture Cooperative Department (ACD). The research studied and analysed the supportive activities of the organization engaged in helping and strengthening of the Agri coops whether these activities are based on the needs of the Agri coops or not. The study would also analyzed the role of ACD in promoting the Agri coops.

The research was then analysed the Agri coops by studying various aspects (principles, objective, characteristics, functions and factors influence the Agri coops). Based on this concept the result and conclusion would be drawn and proper recommendations would be given for further improvement of the Agri coops.

### **3.2.7 Analysis of the data**

The collected data was arranged according to questions and sub questions and then coded and analyzed using statistical package for Social Science (SPSS) and Excel sheet and the data was presented in graphs, tables. SWOT, PEST and also have been done for the marketing channel.

## Chapter 4 Results

This Chapter shows the analyzed data collected from the field and describes the current situation of Agri coops such as: reason for establishing the Agri coops, the function & activities of Agri coops, farming system and marketing system of their products, purchasing of agriculture inputs, education level of Agri coops managing committee members and coordination with external relevant supporters, shared capital, total area of farming land, cooperation among members, and marketing their produce.

Out of 10 Agri coops that covered by UN-FAO in Puli Khumri district two Agri coops (Akhwat cooperative, and Sadaqat cooperative) were selected for this survey. The data collected through survey of 30 individual members of both Agri coops in Puli Khumri district of Baghlan province, and interview with FAO technical officer, MC extension officer and ACD manager. The results have been described categorically in different tables and figures.

### 4.1 General Profile of Agriculture Cooperatives

Table 2 shows the general information including land size, number of members and capital of the two Agri coops selected for this study.

Table 2: General profile of agriculture cooperatives

SN	AC Name	Covered Village	District	Land size in Ha	No of members	Capital in Afg
1	Sadaqat	Gudan, Wardak, Islamabad	Pulikhumri	250	100	70,000
2	Akhwat	Gawswaran, Khogiani, Uzbek	Pulikhumri	300	130	80,000
<b>Total</b>				<b>550</b>	<b>230</b>	<b>150,000</b>

#### 4.1.1 Education level

The education level of the cooperative managing board and members have been studied separately in order to know whether the cooperative board and members have different level of education or the same. The cooperative board consists of Director, Deputy, Secretary, Treasurer, and Clerk.

Table 3: Education level of the cooperative managing board

Agriculture Cooperative Education level						
	Sadaqat		Akhwat		Total	
Education	Number	Percentage	Number	Percentage	Number	Percentage
University						
up to 12			1	20	1	10
up to 9	1	20	1	20	2	20
Up to 6	1	20			1	10
Never been to school	3	60	3	60	6	60
Total	5	100	5	100	10	100

The result shows that most (60 %) of board members was illiterate 20 % of the cooperative board members have the middle school education, 10 % high school, 10 % primary school and there is no one university graduates.

### Education level of Agri coops members

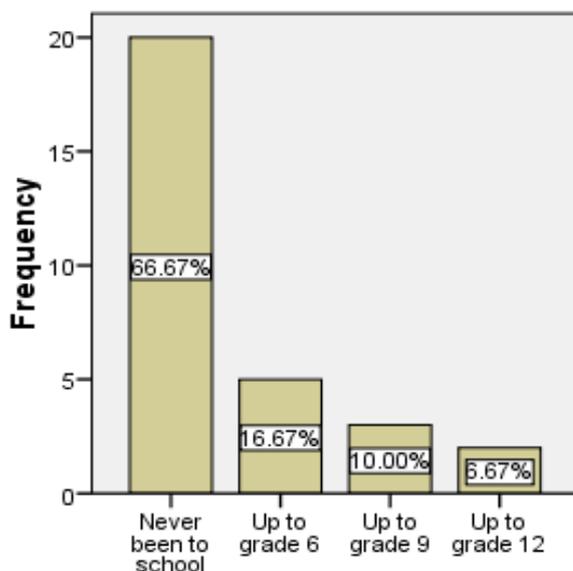


Figure 7 indicates that 67 % of the cooperative members was illiterate, 17% have the primary school education, 10 % middle school, 6% high school no university graduates.

Figure 7: Education level of Agri coops members

Also the education level and work experiences of the supporting organizations staff who involved in Puli Khumri district considered important.

Table 4: Education level and work experience of supporting organizations

Organisation	Education level			Work Experience in years		
	Bachelorette	Bachelors	Master	1--2	3--5	over 5
SFLP/UN-FAO		2				2
MC		3		1	2	
ACD	1	3		1	1	2
<b>count</b>	<b>1</b>	<b>8</b>		<b>2</b>	<b>3</b>	<b>4</b>
<b>percentage</b>	<b>11</b>	<b>89</b>		<b>22</b>	<b>34</b>	<b>44</b>

Table 4, shows that from the three organisation 11 % have Bachelorette degree, 89 % Bachelors degree and there were no master degree and also 22 % of staff have 1-2 years work experience and 34 % have 3-5 years work experience and 44 % of staff have over 5 years work experience and also mostly their work bag round were on technical issue (Agronomy, plant protection and horticulture).

### 4.1.2 Farming system

Figure 8 shows the farming system of Agri coops members which is a 73 % member have engaged crops and animals farming system and 27 % have only cropping system.

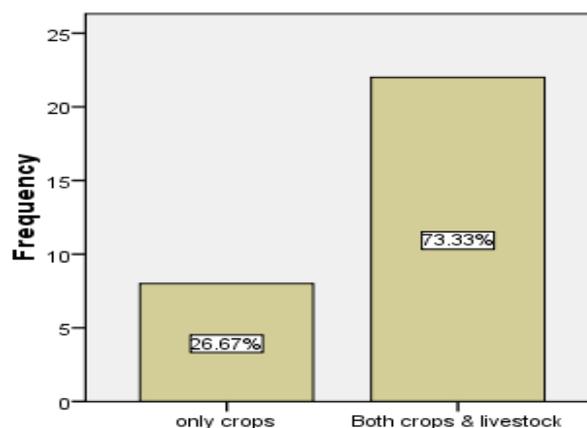


Figure 8: Farming system of Agri coops members

### 4.1.3 Land size

From the individual interview with 30 Agri coops members result shown the land size of members in Table 5.

Table 5: land size of Agri coops members

Area of farm holding	Percentage of Agri coops members
More than 1.5 ha	19%
between 1 and 1.5 ha	22%
between 0.5 and 1 ha	59%

Table 5 shows that most of the Agri coops members have between 0.5-1 ha because large land owners who have more than 1 ha of land, could solve their problems individually but the small scale farmers need to have access to inputs and others services from NGOs and DAIL.

## 4.2 Objective of Agriculture Cooperatives

The following information has been collected from the survey of 30 individual Agri coops members, as well as through interview ACD Manager.

Table 6: Reason to establish the Agri coops

Calculation	Reason to establish the Agri coops						
	To work collectively	Collective marketing of inputs and outputs	To get the inputs from supporters	To access loan	To take advantage of new technology	To access DAIL & NGOs	To share Knowledge & experience
Frequency			30	25	10	30	7
Percentage			100	83	33	100	23

Table 6 shows that almost (100 %) cooperatives has been established to get inputs from the NGOs and to access DAIL and NGOs services; most of the members out of

30 members (83 %), says that the cooperatives have been established to access loan, while (33 %) of the respondents says that they established to take the advantages of new technology, and only 23 % mentioned that the cooperatives have been established to share their knowledge and experience.

The reasons for establishing agriculture cooperative by cooperative department the ACD Manager say for the following reason we encourage the farmers to establish the Agri coops.

To mobilize more resources than they can individually supply, to create attractive alternatives for purchasing goods and services, to operate a business more efficiently (collective marketing of inputs and outputs) than can be done on an individual basis because they recognize that as members of a cooperative they are part owners and not only clients.

Good farm-gate prices to the members for selling their produce through the cooperative can be achieved, thus increasing farmers' incomes. Availability of sufficient and good quality inputs can be improved, since the cooperative negotiates a guaranteed supply and quality of inputs. And inputs supply purchase of seeds, fertilizer, machinery, pesticide.

According to the interview with ACD Manager he says as detail the objective of Agri coops which is described as bellow.

Encouragement of members to use the reformed methods of agriculture in order to improve the economic, social and cultural status of farmers and for the effective outcome of agriculture. Supplying of agricultural equipments and necessary material needed for members and provision of loan and finding market for members and value addition (grading, sorting, packaging and processing) of the members' product to access good market.

Encouraging, supporting and providing facilities in relation to the training programs, this serves the capacity building and provides the program of literacy learning for cooperative members. Supporting assets through creating financial resources and attaining loan from appropriate internal and external resources in order to achieve the cooperatives goals. Providing the needed facilities of members in order to meet their requirements and these facilities would be possible to provide by constructing, buying and renting of buildings, agricultural equipments, transportation. Encouraging the members of cooperative to the principle of saving. Improving the responsibility of members with regard to the cooperative activities. Cooperation and collaboration among cooperatives and its unions.

The Agri coops members indicate that they establish the Agri coops to have access for agriculture inputs from supporter organizations. The Agri coops members mentioned that most of the Agri coops established in 2004 and 2005, when there were many NGOs wanted to support the farmers through Agri coops.

On the other hand ACD also emphasize to support the small farmers through Agri coops and ACD encourage them to establish the Agri coops. Therefore, farmers came up with this idea to establish the Agri coops to receive the agriculture inputs from the NGOs.

### 4.3 Leadership and Management

The Agri coops management and leadership by who managed and what are the criteria for selection which is explained as below.

Table 7: Agri coops management

Calculation				
	members	community elders	Coop Department	managing board
Total				30
Percentage				100

The Table 7 indicate that the survey of 30 individual Agri coops members resulted that 100 % of Agri coops is managed by managing board which is consisted from 5 people (Director, Deputy, Secretary, Treasurer and Clerk).

#### 4.3.1 Criteria for selection of managing board

In the selection process of the managing board is mostly (57 % of the members mentioned) that village elders (Malak<sup>2</sup>, Qomandan<sup>3</sup>), involves while 33% said that the managing board is selected through election, and only 10 % expressed that the managing board is selected through education.

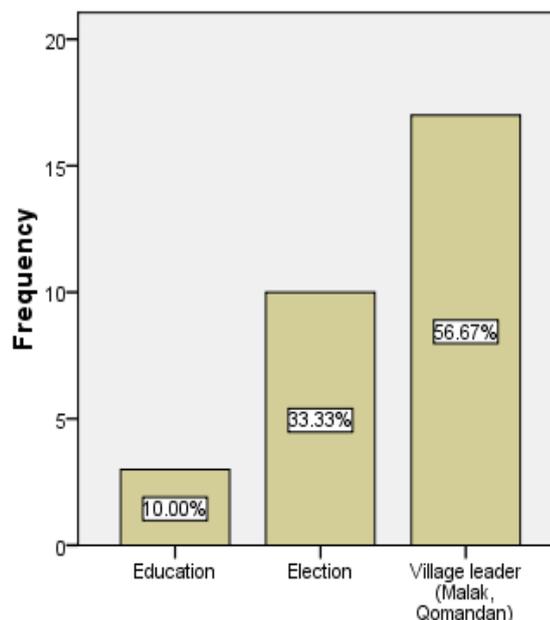


Figure 9: Criteria for managing board

selection

The ACD manager mentioned that in establishment of Agri coops; first the farmers submit their application to Agriculture Cooperative Department than the ACD conduct the survey from the area and village of these farmers, after that they makes a general Assembly to conduct the registration of members and then they make constituents assembly and through election of members they select the managing board finally they can start their activities according to Agri coops law.

<sup>2</sup> Malek is the elder of the village and dominating most of the decisions

<sup>3</sup> Qomandan/Commander is the warlord and local patronage in the village

According to the law of cooperatives the Agri coops managing board should be selected through election of members but there are influences of the village elders in Puli Khumri district (Maleks and Qomandan), therefore the mostly the Agri coops is leaded by village elders.

### 4.3.2 Election for managing board

Figure 10 shows that 73 % of respondent says never been they conducts the election for selection of managing board and 27 % says at the first years when they established the Agri coops that time through election they selected the managing board for Agri coops.

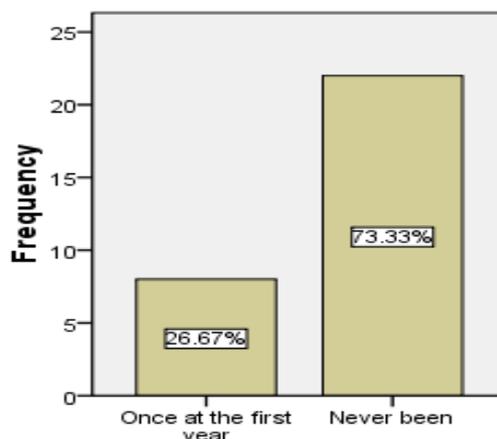


Figure 10: Election for Agri coops managing board

### 4.3.3 Activity Plan

Table 8: Activities plan of agri coops

SN	AC Name	Do you have plan	
		Yes	No
count			30
Percentage			100

Table 8 shows that the Agri coops members 100% mentioned that they do not have any plan for Agri coops activities.

### 4.3.4 Agriculture Cooperative Activities

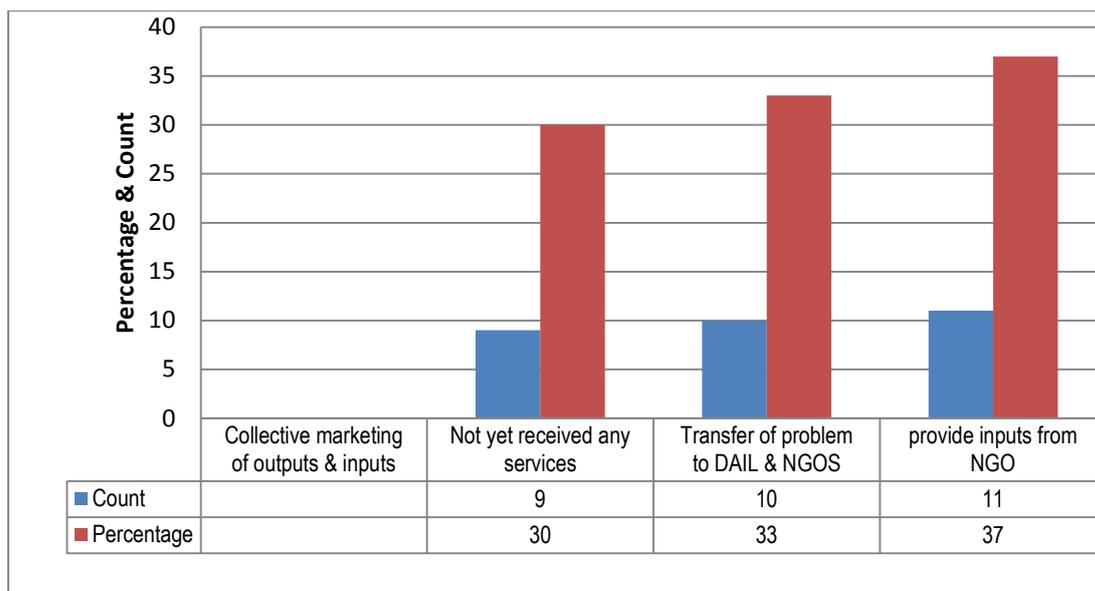


Figure 11: Agri coops activities for their members

Figure 11 indicate that the activities done through Agri coops for their members 37 % of members say Agri coops facilitate the inputs which provided by supporting organizations, 33 % of member say Agri coops transfer our problem (pest & disease) to supporting organizations and 30 % says they do not receive any services yet through Agri coops.

#### 4.3.5 Membership criteria

The following information is collected through survey of 30 respondents about the criteria of Agri coops membership how farmers can get membership which described as below.

Table 9: Condition of Agri coops membership

Calculation	Base on			
	land size	Specific crop	Advance farmer	Pay fee
Total				30
Percentage				100

According to the survey of 30 respondents the table 9 shows that the 100 % farmer can have a membership in Agri coops that pay fee of membership.

The ACD manager say the conditions of Agri coops membership is who completed the age of 18 years and have demand for membership, pay the membership fee according to what amount that has been determined by the general assembly and who living in the area under Agri coops.

#### 4.3.6 Participation of members

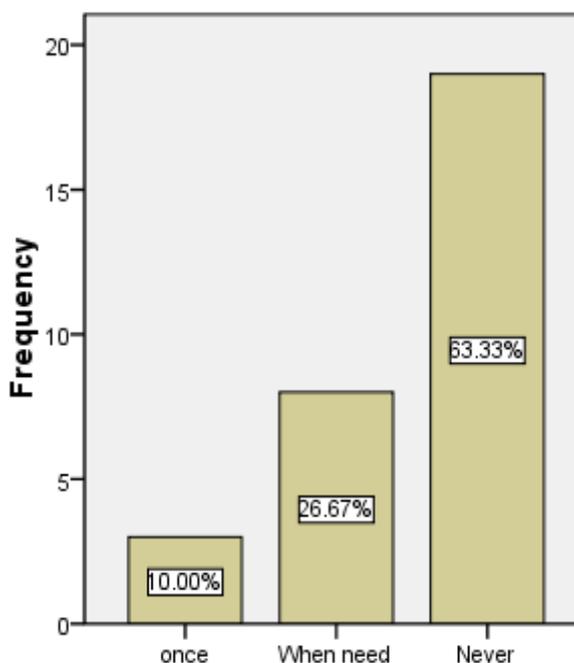


Figure 12 show that the 63% of respondents says that for never they have meeting in cooperative, 27 % says when there is a need for meeting they arrange the meeting especially when there is a problem/ constraints to the farmers, 10 % says we have a meeting once a year.

Figure 12: Meeting conducted by Agri coops members

#### 4.4 Access to Agriculture Inputs

The following information is collected from the 30 respondents, ACD, MC and FAO about access of Agri coops members to loan which is described as below.

Table 10: Access to loan

Calculation	Access to loan		
	yes	No	Source
Total	0	30	0
Percentage	0	100	0

Table 10 shows that all of the respondents mentioned that they do not have access to agriculture loan which is more important problem for them specially during spring season that they need to buy seed, fertilizer and inputs but they do not have access to agriculture loan.

Table 11: Source of inputs supply

Seed	Frequency	percentage	Fertilizer	Frequency	percentage	Pesticide	Frequency	percentage
Local market	30	100	Local market	30	100	Local market	30	100
Farmers	12	40	NGOs	5	17	NGOs	6	20
NGOs	10	33						
Iran	2	7						

Table 11 show that out of 30 respondent 100 % say they procure the seed from the local market, 40 % say they procure the seed from their neighbor farmers, 10 % say the NGOs provide a small amount of seed to them and 7 % of respondent say they procure the seed (vegetable) from Iran so they have a farming experience in Iran which they have relationship because of that they direct supply some vegetable seed from Iran.

Fertilizer: 100 % say they procure the fertilizer from the local market and 17 % say the NGOs provide the fertilizer to them.

Pesticide: 100 % of respondent say they procure the pesticide from the local market, 20 % say NGOs provide the pesticide for some specific pest and disease of fruits and vegetables.

Agriculture inputs receive via Agri coops membership from supporting organizations that described as bellow in figure 13.

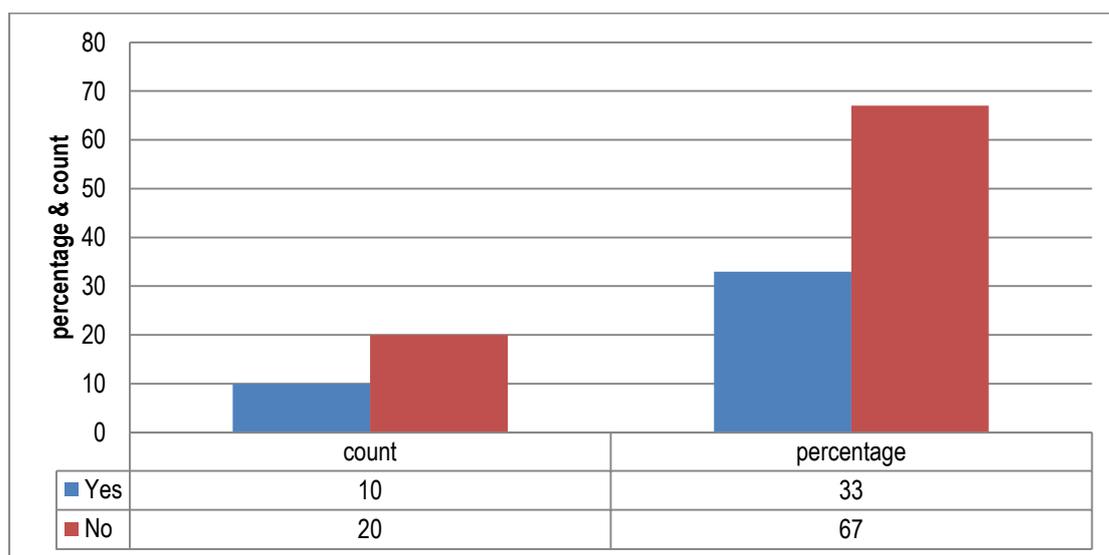


Figure 13: Agriculture inputs received from NGOs via Agri coops membership

Figure 13 indicate that the 67 % of respondent say that they do not have access to agriculture inputs from NGOs and 33 % of respondent say they receive the small amount of agriculture inputs from NGOs.

#### 4.5 Access to training

Figure 14 shows the different trainings information which has been collected from 30 respondents with regards to agriculture technical, skills development, literacy and Agri coops management trainings which has described as below.

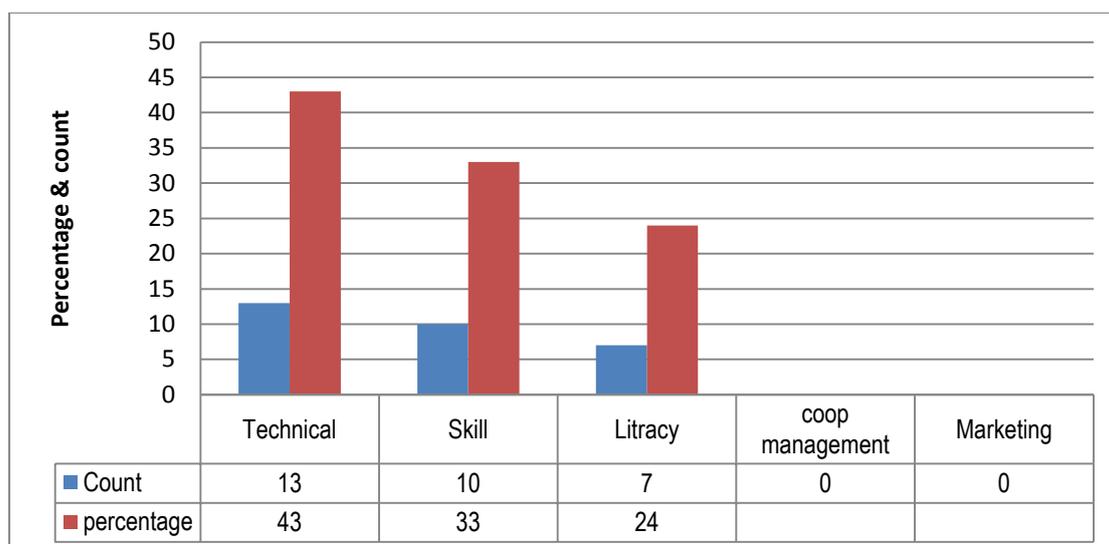


Figure 14: Access of Agri coops members to training

The survey of 30 respondents resulted that out of 30 farmers 43 % mentioned that they have received technical training (e.g. pests & diseases control and management, fertilizers application, plantation, orchards design and management), from the supporters (UN-FAO, MC and IRD/AVIPA<sup>4</sup>), 33 % of the agri coops members indicated that they have received the skills development trainings (e.g. poultry and beekeeping, training & pruning of the fruits saplings, grafting and budding methods, preparation of tomato paste and fruit and vegetable drying with solar dryer), and 24 % of the members have expressed that they received the literacy trainings. While there are no agri coops member that have been received any trainings about Agri coops management and marketing training from supporting organizations and also the training received and needed explained as below.

Training Received	Training Needed
<ul style="list-style-type: none"> <li>➤ Fruits orchards management</li> <li>➤ Pest and disease control</li> <li>➤ Vegetable expansion (seedling production introducing new variety)</li> <li>➤ Vocational (beekeeping and poultry)</li> <li>➤ Literacy</li> </ul>	<ul style="list-style-type: none"> <li>➤ Harvesting and post-harvest practices</li> <li>➤ Market information</li> <li>➤ Agriculture cooperative managements (governance, organizing, managing board selection, planning, collective work approach)</li> </ul>

#### 4.6 Marketing Status

The result of the information that are collected through survey of 30 individual Agri coops members about the purpose of their agriculture products is showing in Table 12.

Table 12: Purpose of produce

Calculation	purpose of produce		
	for Market	for home and market	only for home
Total	0	30	0

<sup>4</sup> IRD/AVIPA is currently not exist

Percentage	0	100	0
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From survey of 30 respondents this result shows that the 100 % of respondents produce the agriculture product for home consumption and marketing purposes.

Figure 15 shows that 74 % from their total products they produce for market purpose and 26% of their total products are used for home consumption.

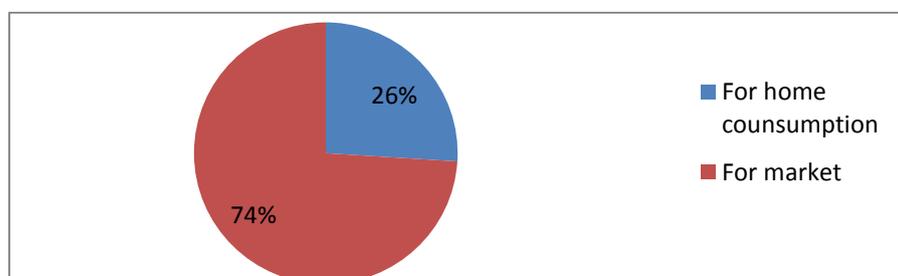


Figure 15: products by percentage for home consumption and market

As it has been mentioned by MAIL (2004) that 80 % of afghan people’s livelihoods rely on agriculture sector, therefore they produce the agriculture products for both purposes home consumption and selling to the markets.

#### 4.6.1 Market Channel

Figure 16 shows that the 67 % of members indicate that they are selling their agriculture products to the local trader in the field, while only 33 % of members say that they are selling their agriculture products directly to local market.



Figure 16: Marketing channel of Agri coops members' products

Both Agri coops members are growing different fruits (e.g. apricot, plum, almond, peach and grapes) and vegetables (e.g. tomato, potato, cabbage, green bean, onion, carrot and cauliflower), from the mentioned crops tomatoes marketing has been selected as an example to know how is the marketing status of the agri coops members in Puli Khumri district, as well as example I selected the tomato crop to know the current marketing chain of respondents and role of the agri coops in the

marketing chain of tomatoes, that has collected through coops members survey and observation from the markets.

About 70 % of respondents are selling their tomatoes to the local traders and 30 % of them are selling their produce directly to the local markets. Farmers are buying 75 % of their agriculture inputs (seed, seedling, fertilizers and agrochemical) from local market and neighbor farmers (seed & seedling) and 25 % of agriculture inputs they are receiving from supporting organisation (UN-FAO, MC) through Agri coops. The role of Agri coops in the chain is only as facilitator between NGOs, DAIL and members of Agri coops.

### **Tomato Chain Map**

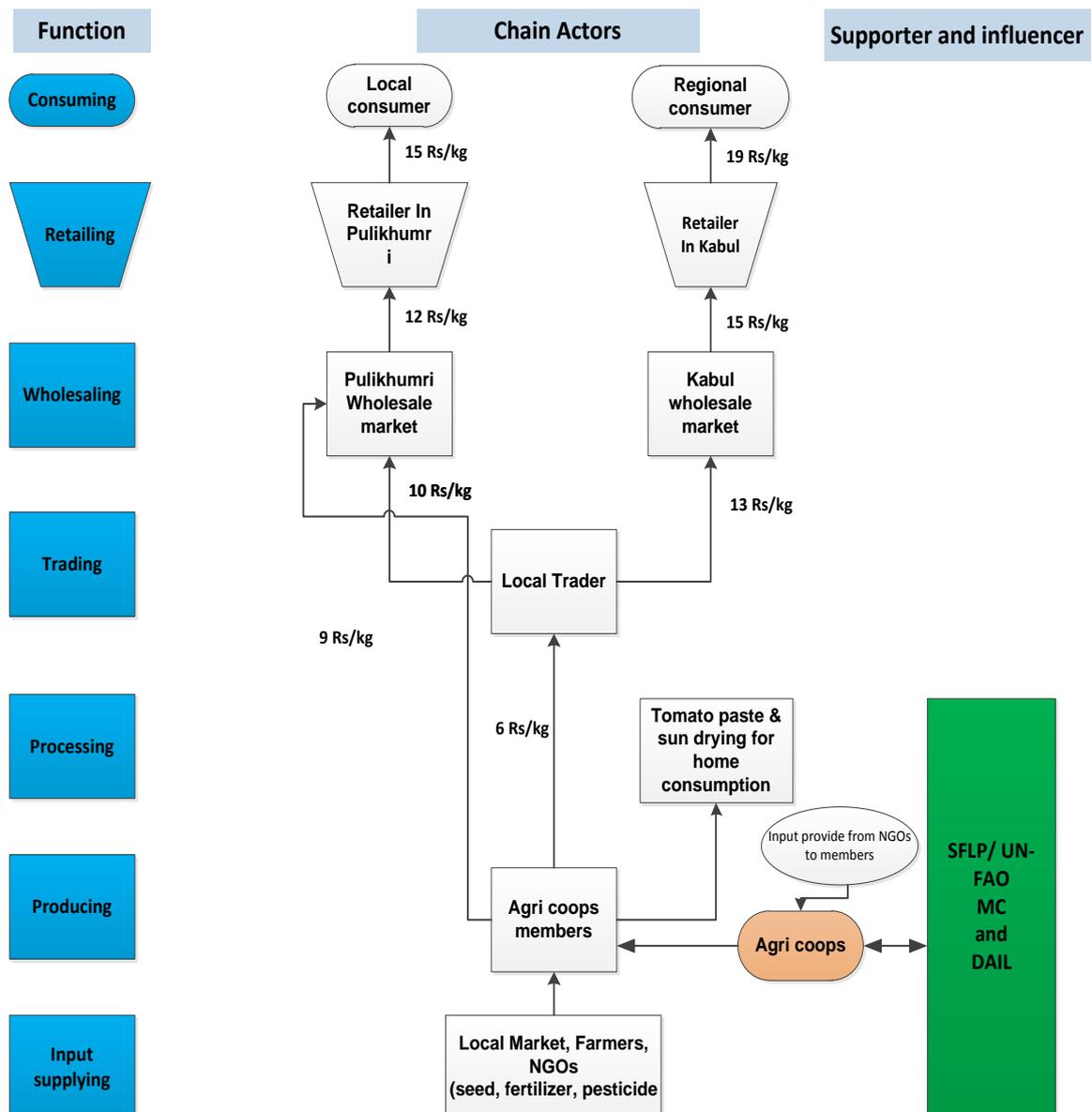


Figure 17: Chain map of tomato

The market information about the consumers demand and prices of tomatoes farmers are directly getting from the market and neighboring farmers.

For the reason that unavailability of storage and a processing factory in to preserve and process the fresh tomatoes that the farmers have low return from the market because of huge production and low price. During the harvesting season when there is huge production of tomatoes the price of tomatoes are going down, which is a big loss to the farmers. But during the cold season when there is no production of tomatoes the tomatoes are imported from Pakistan and the prices are going up.

The farmers do not know about the post harvest practices i.e. harvesting, sorting, grading and packaging. Only harvesting is done by farmers. Traders are mostly involved in sorting, grading and packaging.

#### 4.6.2 Chain Supporters and Influencers

The chain supporters are supporting organizations like UN-FAO, MC and the DAIL. The DAIL is due to few technical staff and insufficient budget, has very little support of the chain. They give technical advices to the farmers who are visiting the office for some problems. They do not have sufficient budget for transportation and other expenses to support the whole chain. They also support the chain through consultation of the supporting organisation for technical support of production and inputs supply of tomatoes. The UN-FAO and MC are supporting the inputs supply as well as the farmers to enhance their production by technical assistance through Agri coops which the Agri coops play the role of facilitator between members and supporting organisation.

#### 4.7 Problem faced Agri coops

The problem faced Agri coops members from 30 respondent survey result describe and categorize below in table (13).

Table 13: Problem faced Agri coops members

Political	Frequency	Percentage	Economical	Frequency	Percentage
No subsidy from Gov	30	100	Lack of Agriculture loan	30	100
Low quality agriculture inputs (seed, machinery, fertilizer and agro chemical) is imported by private company to Afghanistan.	30	100	Lack of cold storage	28	93
there is no role regulation for neighboring countries product which imported to Afghanistan that affect the marketing of local products	30	100	Low access to market	28	93
Low support of MAIL to agriculture cooperative	10	33	Lack of improve seed	22	73
			Lack of agriculture machinery	5	17

Social	Frequency	Percentage	Technological	Frequency	Percentage
The Agri coops board distributes the agriculture inputs which receive from NGOs to their relatives.	27	90	Lack of processing and packaging material	4	13
weak communication of Agri coops board with members	25	83	lack of new technical practice in (cultivation, harvesting and post harvest technology)	30	100
No accountability and transparency of Agri coops board to members	6	20	Lack of agriculture machinery	30	100
			lack of agriculture product processing company	24	80
			Poor road infrastructure for agriculture product transportation	24	80

The interview with ACD Manager in the result he mentioned the below problem which faced Agri coops.

Low awareness and knowledge of Agri coops members about purpose and functions of Agri coops.

Lack of agriculture loan source to provide the loan and solve the Agri coops member's financial issue and lack of transparency and knowledge of Agri coops members and board to benefits as collectively from loan and repay on time to loan providers institutions.

The small farmers are still under pressure of (Qomandan & Malek) village elders everything is controlled by them, Inadequate financial resource of ACD to access all agri coops to train their members about agri coops knowledge and provide other services, security situation is not good to have regular field visit and monitoring.

Lack of cold storage for Agri coops members to store their product during harvesting season because of low price that time to extend the shelf life of product for long time, low participation of members on Agri coops activities, inadequate agriculture machinery for mechanize agriculture.

#### **4.8 Supporting Organisation Role**

The role of supporting organisation (SFLP/ UN-FAO, MC, ACD) on strengthens and self-reliance of Agri coops through their activities which is implemented with Agri coops as below described.

##### **a) SFLP/UN-FAO**

The UN-FAO implements the Small Farmer Livelihoods Project (SFLP) the objective; of this project is to increase income levels for small farmers in the Baghlan province of Afghanistan (through improved farmers organization, productivity gains, value addition and market access).

- Strengthening of organizational, managerial and institutional capacity; The SFLP project is directed at assisting Agri coops and through them individual farmers to develop the skills to resolve their own problems and achieve self reliance.
- Promotion of increased farmer value addition and access to markets.

According the above mentioned strategy they are targeted total 10 Agri coops in Puli Khumri district which they provide the technical training (establishment of orchards, extension of cash crop) they provide the agriculture inputs like fruits sapling, vegetables and cereal crops seed, and vegetable solar dryer.

According to UN-FAO aim which provide the technical support to MAIL, therefore they also support as (capacity building & others equipment) the DAIL personal through them support the Agri coop members for long term after the termination project.

Table 14: shows the activities and inputs provide by project and Agri coops

<b>Activity</b>	<b>Inputs from project</b>	<b>Agri coops contribution</b>
Literacy and agriculture	• Salary for teacher	• Venue, furniture,

courses for men and women	<ul style="list-style-type: none"> <li>• Books and leaflets</li> <li>• Stationary</li> </ul>	<ul style="list-style-type: none"> <li>• Teachers are mostly from the local area</li> </ul>
Vegetable growing	<ul style="list-style-type: none"> <li>• Tools, vegetable seeds, trainer</li> </ul>	<ul style="list-style-type: none"> <li>• Land</li> <li>• Labor for demonstration</li> </ul>
Infrastructure (micro-projects)	<ul style="list-style-type: none"> <li>• 80 % external materials cost, skilled labor, design costs</li> </ul>	<ul style="list-style-type: none"> <li>• Tools</li> <li>• Unskilled labor</li> </ul>
Improved crop seeds	<ul style="list-style-type: none"> <li>• Seeds, chemical fertilizer for seed multiplication plot</li> </ul>	<ul style="list-style-type: none"> <li>• Land</li> <li>• Labor for all operations</li> </ul>
Vocational training	<ul style="list-style-type: none"> <li>• Teacher, training kit for start-up</li> </ul>	<ul style="list-style-type: none"> <li>• Venue, furniture</li> </ul>
Nurseries	<ul style="list-style-type: none"> <li>• Seeds, pruning and grafting equipment for nursery staff, labor costs for foreman</li> </ul>	<ul style="list-style-type: none"> <li>• Land</li> <li>• Irrigation</li> <li>• Unskilled labor</li> </ul>
Orchards	<ul style="list-style-type: none"> <li>• Sapling of 4 types Almond, Apricot, Peach, Plum.</li> </ul>	<ul style="list-style-type: none"> <li>• Land</li> <li>• Water</li> <li>• Labor</li> </ul>
Bee-keeping	<ul style="list-style-type: none"> <li>• Training,</li> <li>• Bee-keeping box with relevant material</li> </ul>	<ul style="list-style-type: none"> <li>• Site</li> <li>• Empty box</li> </ul>
Poultry	<ul style="list-style-type: none"> <li>• 15 chicks per woman, training</li> <li>• Feed</li> </ul>	<ul style="list-style-type: none"> <li>• Chicken coop</li> </ul>

Table 14 shows that inputs and activities done by project and community contributing according to the project activities.

The project technical staff and DAIL extension workers as counterpart of project directly work with Agri coops members but unfortunately because of security situation technical staff have low access to go to field and visit members and work directly with them which are more important challenges for project activities.

### **b) Mercy Corps (MC)**

The MC have one big program IDEA-NEW<sup>5</sup> which is funded by United State Agency for International Development USAID that has been work in Puli Khumri district of Baghlan province. under this program variety of small projects for farmers and local women are implementing that focus on improving agriculture skills provide assistance to farmers to increase the productivity of their agriculture crops, grow improved varieties (establishment of fruit sapling nursery extension of vegetable new variety), providing cash for work opportunities on infrastructure projects (weaving of gabion boxes for use in retaining walls along the river to protect the agriculture land from soil erosion and flooding the gabion are wire boxes filled with stones that can be stacked to build retaining walls) and livestock; provides technical assistance to livestock owners to improve the health of their herds. It also supports local veterinary field

<sup>5</sup> New ideas for agriculture

units (VFUs) to provide sustainable livestock health's solutions throughout Puli Khumri district.

**c) Agriculture Cooperative Department (ACD)**

The Agriculture Cooperative Department is one of the representative offices for the Agri coops registration and other administration activities and also they provide the training and agriculture inputs, through coordination with relevant supporting organizations who work in agriculture sector through Agri coops to provide extension services and agriculture inputs and other related activities.

## **Chapter 5 Discussion**

This chapter discusses general ideas related to the results of the field work and the literature review done in wider context; it includes the education level, participation

management and leadership, aim, structure and function of Agri coops and causes of poor function of agri coops in Puli Khumri District of Baghlan Province.

## **5.1 General Information**

The result of this survey showed that (67 %) of the respondents are never been to school (illiterate) so education play important role in the improvement of Agri coops.

According to Huffman (2000) education of farmers and other farm labour has the potential for contributing to agricultural production as reflected in gross output and in value-added or profit function and information getting and new technology adoption.

The overall education level is very low in Afghan farming community, because of three decades of war in the country, weak Government education system and weak economic situation of farm families; they involve the children in farming operations and other activities to support family rather than sending them to school.

The low level of education of Agri coops members could be affects their access to new information for innovation, if the members are able to read and write they easily can get the message of extension workers, market information, improve their performance, and develop business in order to make money for the Agri coops and the members. Furthermore, they can adopt new technology introduced by the supporters.

Now a day, farmers understand the importance of integration, producing crops as well keeping animals. Most respondents were involved in producing both crops as well animals. Famers who participate in the Agri coops are mostly having less land, the research showed that farmers who have land in the range of 0.5 - 1 ha participate in the cooperatives.

## **5.2 Agriculture Cooperative**

Agri coops have a long history in Afghanistan, but most Agri coops in the district of Puli Khumri has been established in the years 2004 and 2005. In these years, the rural development agencies start support with Afghanistan with the main focus on agriculture sector. At that time, the development agencies realized the importance of working with group approach in the farm community and they implement projects through existing farmer groups or newly established groups. That was the time while these agri coops (in Puli Khumri district) were established.

Farmers were organized into Agri coops in order to get supports from supporters, having access supply of agricultural inputs, marketing services, and access to agricultural credit.

Based on the results from the all respondents, indicated that functions of Agri coops in Puli Khumri district of Baghlan province have been out lined as: access of members to loan from any loan provider institutions but as understood from all of respondent still they have not receive loan from any loan provider institutions, access to agriculture inputs and other services which provide it by supporting organizations but 30 % respondent received agriculture inputs from supporter organizations which is insufficient for all members that is caused the conflict among Agri coops members.

According to Agri coops law MAIL (2008) the functions of Agri coops are mentioned as: production of agriculture commodity, provide training for their members, collective marketing of outputs and inputs, value addition on their members products through grading, sorting, packaging, and storing to access good market, management of agri coops activities, collective working, planning and controlling, financial service providing to members.

Comparing the above results with Agri coops law, it has been acknowledge that Agri coops are not functioning well. The reason for not functioning well could be the lack of members knowledge about Agri coops (principle, objective and functions) they just know to have access agriculture inputs through Agri coops from supporting because the (NGOs) support the small scale farmers through Agri coops who have membership in agri coops they can receive services from supporters organization.

It seemed that none of the Agri coops operated as a cooperative and also there is a poor interest of making cooperative efforts to reach common goals. The cooperatives existed only in the books of ACD administration and there is no difference between an ordinary farmer and an Agri coops members.

Every cooperative member grows and sells their products outside the Agri coops as individually. The members of both agri coops are unaware of their duties and responsibilities as an Agri coops members.

So, it is concluding that the agri coops are still not capable to become successful entrepreneurs using the power and benefit of working together in Agri coops. The performance of Agri coops are poor they are not self-reliance yet so if there is no support of NGOs there will be no Agri coops.

### **5.3 Leadership and Management**

The leadership and management of agri coops in Puli Khumri district according to the result of most respondents survey showed that for the managing board is selected who are village elders (Malek & Qomandan) there is few respondent say that there is a symbolic election for the selection of board members.

It seemed that the election was not transparent and democratic because mostly the village elders (Malek & Qomandan) are involved and want to be a board members which there are less chance for other members to be in managing board so the (Malek and Qomandan) just looking for their own benefits. And they are not able to gather the members to find the way of solution for their problems and work as group so that farmers are under the influence of ex-warlord and traditional elders of village most of them just focus on their own interest.

During the research it was found that the supporting organizations are offering services in supply driven approach. They do not identify the priority needs of the community and consult with the community representatives about what, where, and with whom.

From the result of the survey according to training received the members of Agri coops it is find out most of them receive the technical training on production level but none of them access to the training about the management, functions, and financial resource management of Agri coops activities and post harvest management,

collective marketing training on participatory base which play important role in strengthens and self -reliance of Agri coops.

The work experience and educational background of supporting organisation staff in the targeted district; most of their staff have over than 5 years work experience but most of them have work experience on production level (agronomy, plant protection and horticulture).

However, supporting organizations are mostly focusing on the production level, that how to increase the productivity, while there is no consideration to provide trainings on management of Agri coops activities, marketing and post-harvest practices such as harvesting, sorting, grading, packaging, transporting and storing of the fruits and vegetable products, which have indicated by the Agri coops members that are the main problems of farmers.

According to Garnevskaja and Liu (2009) Cooperative governance, management, training and education and also they mentioned that regular training has increased members' understanding and knowledge on cooperatives and their potentials. That study further suggested that the participatory approach such as role play was an efficient training tool for the members with limited education.

From the result it is find out that the supporting organizations staff background in targeted district were in technical issue which they more focus on production level but they do not have any experience about value addition, marketing and management, leadership and skill about Agri coops to functioning well.

#### **5.4 Role of Agriculture Cooperative in Chain**

From the result of all respondents and interview of informants it is find out that the current situation of Agri coops is very weak according to their functions, which only play the role of facilitator between members and supporters providing agriculture services to the famers. Further explanation is given in Figure 18.

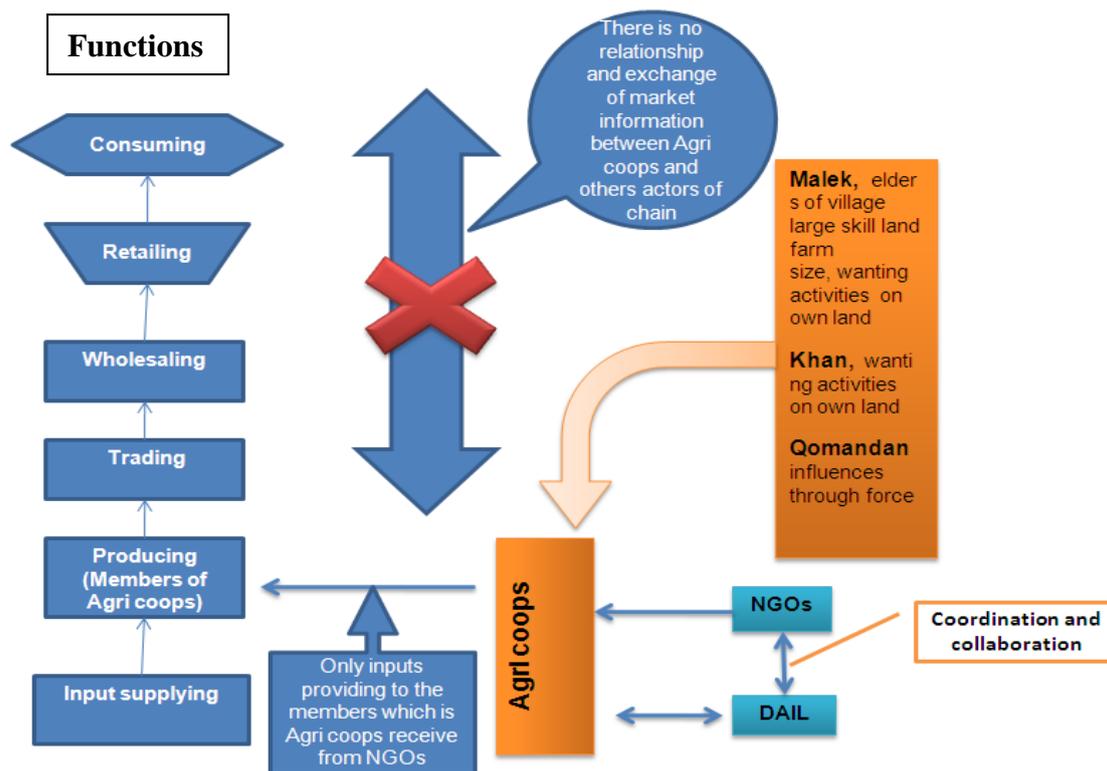


Figure 18: Role of Agri coops in chain

According to Vermeulen *et al* (2008) Agri coop have become a major mechanism to link small scale farmers to markets. There are two major reasons for this. First, on their own, small-scale farmers cannot achieve the economies of scale nor provide the volume of product required to be competitive in modern markets. Second, on their own, small-scale farmers have little power and are unable to protect their interests in the market or the policy-making.

Figure 18 showed that the influencer and supporter of the Agri coops which (Malek, Khan and Qomandan) influence the Agri coops activities mostly they have a force and large skill of land size they wanting activities which is provided by supporting organization in their own land and play important role in managing board of Agri coops which the Agri coops managing board is consisted from the above mentioned people and also the Agri coops play a role of facilitator between their members and supporting organization they do not have any others role which is necessary for Agri coops collective marketing, provision of loan and collective work.

#### 5.4.1 Access to Agriculture Services

It is indicated that the supporting organizations (UN-FAO & MC) were distributing the agriculture inputs (fertilizers, seeds, seedlings, sapling, pruning material). However, the amount distributed was not sufficient enough to be reach among all the members equally.

The members of both Agri coops mostly buy their require agriculture inputs from local market which have low quality and the members have challenges with the quality of inputs that mostly imported from Pakistan.

Few members of Agri coops buy the seed / seedling of vegetable and cereal crops and fruits sapling from their neighboring farmers because during the growing season

they seen its growing and production of that seed, seedling and sapling if they satisfied with quality of the product because of that they want to buy from their neighbor farmers which is also encourage the farmers to produce high quality seed, seedling and fruit sapling to find new customers.

From the result of survey that find out that all respondent do not have access to agriculture loan from Bank and loan providing institution there are several reason which indicated by the ACD Manager about low interest of loan providing institution according challenge on repay the loan back to Agri coops to circulate the money among Agri coops members or to loan providing institution that in 2008 the Afghan National Bank 6 million Afg distributed to all Agri coops in Baghlan province from total amount 60% of the loan is still remained with Agri coops members.

The insufficient selective distribution approach, according to Agri coops, created more problems than the expected support to the members and also the inputs is provide as free without any contribution of members which affects the activities and self-reliance of Agri coops because the supporting organizations do not support live time the Agri coops free things, and without need assessment of members it will be affect the functioning of self sustaining Agri coops like one "Chains' proverb (do not give the fish to him/her every days but learn him/her the technique how to fishing)".

It is concluded that Agri coops already have membership fee money in the Afghan National Bank but still they do not use that money so it revealed to members do not know how to use that money to get profit from that.

#### **5.4.2 Marketing Statues**

It is considered members of Agri coops mostly harvest their vegetables and fruits by hands and they are missing the grading, sorting and proper packaging operation and also none of them aware on how to reduce the post-harvest losses and how to extend the shelf life of their products which caused low return from market.

A solid and efficient, collective marketing system is missing. They follow traditional methods to sell their products individually. No efforts to consolidate and sell higher quantities of the same product grown by several Agri coops members. The members of Agri coops do not have awareness about marketing and business.

As example from both Agri coops tomato crop is selected to know the marketing channel which is explained in the result there are the members selling their products to local trader and direct to market individually like ordinary farmers who do not have the membership in Agri coops which indicate that the market share of members is lower than retailer in the chain because of high cost price.

There is no any statistical or recorded data available of market share of tomatoes but base on Agri coops members information and my own observation of market that the members are selling tomatoes in average of 5 Afg/kg to local traders, the local traders sell on 8 Afg/kg to wholesalers and the wholesalers sell 10 Afg/kg to retailers and the retailers sell on 15 Afg/kg to consumers, which shows the low share of producer in the chain.

Table 15: value share and market margin of actors in tomato chain

Actors	selling price/kg	Buying price	Market margin	Market Share %
Producer	5			34
Local trader	8	5	3	20
Wholesaler	10	8	2	13
Retailer	15	10	5	33
Consumer		15		100

By increasing the power of collective action, Agri coops are expected to help smallholders gain a footing in competitive markets, help development partners in reaching the poor, and provide a voice to underrepresented communities and households in rural areas (David *et al.*, 2010).

It is find out that the Agri coops do not have power of collective action to reduce the transaction cost and operation cost (information about market demand, price, commission fee and transportation cost) which is affects on share of small farmers among chain actors.

## 5.5 PEST Analysis

The Political, Economical, Social and Technological (PEST) are tools for factors and situation analysis.

### Political

The security situation of rural area in Puli Khumri district was not good so that influence the supporting organizations access to field and following of activities with Agri coops.

Poor control of quarantine group which low quality agriculture inputs (seed, fertilizers, agrochemical and others equipments) are imported from neighboring countries. And there is no subsidy program for Agri coops members.

The leadership of Agri coops that influenced by (Malek, Khan and Qomandan) due to their power and force to have member of managing boards through that they get more benefit from the supporters.

### Economical

The Agri coops members do not have access to the agriculture loans so there is no source to provide the agriculture loan to the Agri coops because members of Agri coops are small skill farmers they need to buy the agriculture inputs in the growing season.

Determining farmers and agriculture cooperatives loan needs and lending capacity is a critical job for the banks and financial institutions. Agri coops are not keeping proper accounting records and in most cases, they are not repaying properly on time.

Poor infrastructure bad road for transportation of agriculture products to markets which is caused high transportation cost and influence the quality of the products. Insufficient business and marketing knowledge of Agri coops members.

## **Social**

There are high level influences of community leadership (Malek, Qomandan and Khan) on Agri coops activities and members' participation due to their community base force.

Low knowledge and awareness' of farmers about Agri coops objectives and low participation of Agri coops members in cooperative activities. Irregulars and non-transparency in voting system for selection of managing boards.

## **Technological**

The members of Agri coops do not have access to adequate farm machinery which they are doing traditionally their farm activities and also there is insufficient post-harvest technology and storage facility to extend the products shelf life to access good market price.

## **5.6 SWOT Analysis**

Strength, Weakness, Opportunities and Threat (SWOT), the tool provides a framework for understanding controllable and non-controllable factors that the interventions should address for the Agri coops improvements. The critical issues of the SWOT are generally categorized into the following four broad categories:

- S - What are the subsectors internal Strengths?
- W - What are the subsectors internal Weaknesses?
- O - What are the external Opportunities?
- T - What are the external Threats?

Strengths	Weakness
<ul style="list-style-type: none"> <li>• All farmers can become members who pay membership fee.</li> <li>• The Agri coops are already registered with ACD.</li> <li>• Historical background of coops in Afghanistan.</li> <li>• Farmers are interested in training</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of knowledge about Agri coops principle, objective and functions of board members and ordinary members.</li> <li>• Lack of knowledge about collective marketing of inputs and outputs.</li> <li>• Low participation of members on Agri coops activities.</li> <li>• Weak communication among members.</li> <li>• Illiteracy among Agri coops members.</li> <li>• Non- transparency in agriculture inputs allocation.</li> <li>• Absence of Agri coops physical structure.(fixed assets), such as office, and lack of storage facility.</li> <li>• Weak collective negotiation capacity.</li> </ul>
Opportunity	Threats
<ul style="list-style-type: none"> <li>• High interest of MAIL, UN-FAO, USAID, WB and international NGOs to develop Agri coops.</li> <li>• Easy access to market at local and regional level for their products.</li> </ul>	<ul style="list-style-type: none"> <li>• Security situation which affect the access of supporter organisation to Agri coops.</li> <li>• Influence of village elders (Qomandan, Malek) on Agri coops functions and activities.</li> <li>• Climate condition (drought and floods)</li> </ul>

Table 16: SWOT Analysis

## Chapter 6 Conclusion & Recommendation

### 6.1 Conclusion

This study is focused on the Agriculture cooperative including their role in agriculture sector, principle, objectives and functions. The research aimed to find causes of Agri coops poor functioning in Puli Khumri district of Baghlan province.

The primary and secondary resources were used in this study. For the primary data, the researcher decided to conduct a survey using random selection of two Agri coops in which 30 members (15 in each) were interviewed and three informants from supporting organizations were also considered as important players of the agri coops in the research area. A questionnaire and check list structured for data gathering. The answers of the respondents were then processed by analyzing tools like excel, SPSS, SWOT and PEST. Secondary resources derived from various publication including books, journals and case study reports were integrated to support the findings.

Based on the results from survey of Agri coops members of two Agri coops in Puli Khumri district which is targeted by SFLP/ UN-FAO project and discussion the following conclusion have been made:

It can be concluded that the education level of Agri coops members are low, according to the field result 67% of the coop members never been at school(illiterate).

It has been concluded that the Agri coops members do not have knowledge about the objective and functions of cooperative only they know about Agri coops to get inputs from NGOs and also for that could be the main reason farmers are gathered and established it's why the Agri coops are not functioning well.

The cooperative did not do anything for their members such as: Solving the problems of each other, exchange of knowledge and experiences, helping each other (Ashar) during the hard work in sharp time, helping each other in order to save the hired labor, collecting of the products and selling it with higher price, making the saving box, so the farmer can get the money while needed for the inputs, value addition on members' product through (grading, sorting, packaging and storing) to access good market for their products.

SFLP only focused on the production level and expansion of new variety cash crops vegetables and fruits, from the other hands which the project second component is according access of Agri coops members to marketing which is weak they do not have any activities about marketing of agriculture products so that is very important problem of Agri coops members, if they produce high volume of product it will be not profitable to the members without having good market.

It concludes that the staffs of supporting organizations were mostly having bachelors' degree and work experience on technical issue like in (agronomy, plant protection, horticulture). Due to their weak experience on marketing, post harvest technology and leadership and management of Agri coops they are not able to improve the current situation of Agri coops to provide training on marketing, value addition and management of Agri coops activities as collectively than individual.

It can be concluded the Agri coops activities were influenced by village elders (Malek, Khan and Qomandan) due to their force in the community and also there is no transparency on allocation of agriculture inputs providing by supporting organisation to all members. And also in the selection of managing board were not clear and transparent to candidate democratically from all the members.

It could be concluded that the role of Agri coops is very poor in the chain due to lack of knowledge of Agri coops board and members about marketing and business and lack of communication with other actors in the chain.

It is acknowledge that there were Agri coops members do not have access to agriculture loan from any loan providing institutions and there were no subsidy policy of MAIL to members of Agri coops.

## **6.2 Recommendation**

Based on the findings and conclusion of this study I would like to recommend the following instructions:

- SFLP is recommended to focus on market issue (relationship of Agri coops members with other actors in the chain and provide market and price information to members) as well beside the increase in production and extension of new variety. SFLP should provide training to Agri coops members in good agriculture practices (GAP) to ensure on improvement in quality and post-harvest technology of their products, grading, and packing, processing in order to be competitive national and regional markets.
- The SFLP is recommended to have two Agri coops as model cooperative in the district, with good physical structure and well functioning and good management of their activities to shows for others Agri coops actual Agri coops form and it will be encourage them to have well functioning cooperative and good management of their activities.
- Beside the training and awareness the involvement of Agri coops in their need assessment and prioritization of activities to the Agri coops members feeling their responsibility according to the implementation and for sustaining process of the activities.
- The DAIL is recommended to organize a pilot project about exchange of experience among Agri coops members through visit the functional Agri coops in national and international level inside and outside of the country to exchange their information and experience according Agri coops activities due to this project this activities DAIL will strength and improve the knowledge of Agri coops members to improve their daily activities.
- The Agri coops members are recommended to bring independent process of election through democratic and transparent voting system for selection of managing board.

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# Annexes

## Annex 1. Questioner

### Questioner for Agriculture Cooperatives Members

Name of interviewee.....Date of  
interview.....Province..... District .....

Village.....Name of Cooperative..... Land size  
under AC .....

1. Did you attend the school? Yes No If yes check below
  - a). Up to grade 6 b). Up to grad 9 c). Up to grade 12 d). University
2. Do you have land? Yes No (if yes please check one below )
  - a). irrigated b) rain feed d). Others
3. What kind of farming system do you have?
  - a). only crop b). Only livestock c). Both livestock & crop
4. For what purpose do you produce?
  - a). for market purpose b). For home consumption c). For both purpose
5. To whom do you sell you products?
  - a). local trader b). Direct to market c). Through Agri coops d). others
6. When established the AC?
7. For what purpose the AC established?
8. What are the function of AC?
9. Do you obtain cooperative membership base on?
  - a)To access market b). To access loan c). To access extension services (technical training, skills). d).To access agriculture input (fertilizer, pesticide, certified seed, machinery) e). Others
10. How many members have membership in AC?
11. What are the criteria for farmer they want to have membership in AC?
  - a). Land size b). Specific crop cultivation c). Advance farmer d). Others
12. Does the AC have the membership fee? Yes No
13. Do you have AC activities plan? Yes No if yes who involved
14. Who manage the AC activities? Please check one
  - a. AC board managed b). Community elders managed c). ACD managed d). Other .....
15. How often do you meet per years?
  - a). Once b). Twice c). When need e). Never
16. What other farmers organisation are existed in the area?
  - a). Farmers association b). Cooperative c). Producer group d). Others

17. If yes; do you have the membership of these organizations? If yes indicate .....

18. Did you receive any training? Yes No if yes what type and who provide it.....

19. How do you select your cooperative managing committee?

- (a) Election (b)Relation ©Education (d) Land size (e) Others (specify)

20. What the cooperative did for you so for?

- (a)Marketing (b) input purchase collectively © help each other's (d) share knowledge and experience

21. Do you have access to loan? Yes No

If yes who provide it -----

22. Did the cooperative provide you the loan? Yes No

If yes did you repaid on time?

23. Who supply agriculture input (seed, fertilizers, pesticide other...)? -----

24. Did you receive any inputs from NGOs because of cooperative membership? Yes No

25. Does the coop receive the loan? If yes (please explain source and criteria)

26. Does the Coop buy farm inputs in bulk for resale at lower prices to members?

27. Dose AC has the storage for their member's products? Yes No

If yes explain the criteria for storing the members products-----

28. What are the main problems according your cooperative activities?

Economical (market of input and output, access to loan )

- a. -----
b. -----
c. -----
d. -----

Socially: (members participation in cooperative, coordination, culture)

- a. -----
b. -----
c. -----
d. -----

Technological : ()

- e. -----
f. -----
g. -----
h. -----

Political (Gov role regulation)

- a. -----
- b. -----
- c. -----
- d. -----

Any others recommendation

## **Checklist**

### **Cooperative Department**

1. How do you register the agriculture cooperative?
2. What are the criteria for the establishment of cooperative?
3. How many cooperative are active in Puli Khumri district?
4. For what purpose the cooperative are established?
5. How do you manage and support the cooperative?
6. Did you provide any training to cooperative managing committee and members?
7. To what extent the cooperative managing committee and members know about the purpose and characteristic of cooperative?
8. What is the importance (socially, economically, politically) of cooperatives from your point of view?
9. What are the main problems which affect the function of cooperative?
10. What have to be done to solve the problem and improve the cooperative activities?
11. What are the educations level and work experience of your staff?

### **FAO, MC**

1. Did you support the cooperative?
2. What kind of extension service do you provide to the cooperative members?
3. How often do you meet the cooperative members?
4. What are the criteria for support the cooperative members?
5. Did you provide any training to the cooperative members?
6. What are the main problems which faced to the cooperative members?
7. What have to be done to solve the problem and improve the function of cooperative?
8. What are the educations level and work experience of your staff?
- 9.