



MATCOM
training for the management of cooperatives

TRAINER'S MANUAL

SUPPLY MANAGEMENT

material for management training in agricultural co-operatives

by Malcolm Harper



MATCOM

material and techniques for cooperative management training

The MATCOM Project was launched in 1978 by the International Labour Office, with the financial support of Sweden. In its third phase (1984-1986) MATCOM is financed by Denmark, Finland and Norway.

In collaboration with cooperative organisations and training institutes in all regions of the world, MATCOM designs and produces material for the training of managers of cooperatives and assists in the preparation of adapted versions for use in various countries. MATCOM also provides support for improving the methodology of cooperative training and for the training of trainers.

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Preface

This training package is one of a number of training packages designed by the ILO-MATCOM Project to assist people who plan or carry out training for the managerial staff of agricultural co-operatives in developing countries.

The training provided under this training package, as well as under the other packages in this series, is based on a thorough analysis of:

- (i) the tasks and functions to be performed in agricultural co-operative societies in developing countries;
- (ii) the common problems and constraints facing the effective performance of these tasks and functions.

The result of this analysis is reflected in the MATCOM "Curriculum Guide for Agricultural Co-operative Management Training". The Guide contains syllabuses for 24 management subjects and MATCOM has produced training packages, similar to this manual, for the following subjects:

- Collecting and Receiving Agricultural Produce
- Transport Management
- Storage Management
- Marketing of Agricultural Produce
- Supply Management
- Rural Savings and Credit Schemes
- Staff Management
- Financial Management
- Cost Accounting and Control
- Risk Management
- Project Preparation and Appraisal
- Work Planning
- Export Marketing
- Management of Larger Agricultural Co-operatives

For more information on the above training material, please write to:

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THE TRAINING PROGRAMME1. Target Group

Target groups for this training programme on "Supply Management" are managers and assistant managers of agricultural co-operative societies who run or plan to run a co-operative farm supply service.

Co-operative officers or extension staff supporting the above target groups could also benefit from the programme.

2. Aim

The aim of the programme is to train people to manage a co-operative farm supply service effectively.

In particular, the programme will enable trainees:

- to define the role and describe the functions of an agricultural co-operative farm supply service;
- to assess the costs and benefits of these functions;
- to put together the best possible stock selection;
- to select the right suppliers;
- to calculate and order economic quantities;
- to design and put into practice suitable systems for ordering goods, receiving goods, inspecting goods and for authorising payments for goods;
- to assess, modify or set up simple and effective storage facilities for farm inputs;
- to devise and put into practice appropriate systems for controlling and counting stocks;
- to decide how to issue stock and to value issues and stockholdings in the most appropriate way;
- to assess market requirements for farm inputs and to design, put into practice and evaluate effective promotion strategies aimed at encouraging members to buy the farm inputs stocked by their society.

3. Use

The course as described in this manual can be used for a specialised course on supply management. The complete programme, or individual sessions or parts of sessions, can also be incorporated in the curriculum for a more comprehensive management training programme.

4. Duration

The complete programme, as described in this manual, consists of 28 sessions. Session times vary from 1 to 3 hours. The total programme will take approximately 55 hours, or 8 - 10 days, depending on the qualifications and experience of the trainees and the hours worked each day. The time may well be exceeded, and each instructor must decide on the likely duration in view of local conditions.

5. Training Approach and Methods

The programme is based on the assumptions that training is expensive and that money for co-operative management training is scarce. Therefore, it looks upon training as an investment, and unless the training yields results, the return on the money invested in it will be nil.

On their return from the training programme, the trainees should be able to show concrete results of improved management. In order to prepare and equip the trainee to achieve this, the programme has adopted a highly active learning approach through the use of "participative" learning methods.

Trainees will not learn about supply management in a general and passive way. Their day-to-day management problems have, as much as possible, been translated into realistic case studies and other problem-solving exercises. Trainees (working in groups and on their own) will learn by solving these problems with the necessary assistance and guidance from the trainer, who will act more as a "facilitator" of learning than as lecturer.

Every trainee has some ideas and suggestions from which the others can learn. This material is intended to allow and encourage every

trainee to contribute as much as possible from his own insights and experience, so that all will go away with the accumulated knowledge that each brought to the programme.

This sort of shared learning is in fact almost always more important than the knowledge that you, the instructor, or the material itself, can contribute. You should treat each trainee as a source of ideas and suggestions which are at least as valuable as your own, and the material is designed to help you draw out, or "elicit", these contributions.

The built-in "action commitment" at the end of the programme will give each trainee the opportunity of using the knowledge and expertise of his colleagues in the training programme in order to find a concrete and acceptable solution to a specific supply problem he is faced with - a solution to which the trainee will commit himself for implementation.

6. Structure

The programme is divided into ten TOPICS and each topic is covered by a number of SESSIONS (see the table of contents on page IX).

The following material is provided for each session:

- a session guide for the trainer (yellow pages), giving the objective of the session, an estimate of the time needed and a comprehensive "plan" for the session, including instructions on how to conduct the session;
- handouts (white pages) of all case studies, forms, etc., to be reproduced for distribution to the trainees.

7. Adapting the Material

Before "using" the programme in a real training situation, it will probably be necessary to adapt it. This can be done as follows:

Read through the material and decide whether:

- the programme can be run as it is;
- only certain topics or sessions should be used;
- new topics and sessions should be added.