



International Co-operative Alliance
Regional Office for Asia and the Pacific

**FACILITATORS MANUAL
ON
CO-OPERATIVE MEMBER PARTICIPATION
METHODOLOGY**

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HUMAN RESOURCES DEVELOPMENT SERIES - 02

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METHODOLOGY**

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FOREWORD

Isolation of members from the activities of their cooperatives has been a matter of serious concern, particularly in developing countries. This phenomena has been a major focus in several cooperative seminars conducted by the ICA ROAP and ILO. The ICA gives high priority to the enhancement of member participation in cooperatives in their activities.

The lack of member participation is a common phenomena in developed cooperative movements as well as developing cooperative movements . This has also become important in view of cooperative mergers taking place in many countries. In order to achieve the viability and competitiveness, the strategies adopted earlier to involve members in the working of the cooperatives thus need change. Similarly, where the cooperatives are no longer able to face the growing economic pressures from other sectors and meet the challenges of development, the governments become actively involved in administering the cooperatives on the ground of providing support.

In these changed circumstances, the traditional member education programmes are often inadequate to meet the new challenges and thus more systematic strategies and methodologies have to be found to address the new situations.

The methodology presented in this manual which has been attempted by our Human Resources Development Advisor, Mr.Upali Herath, is different from mere member education methods normally practised in the Region. I do see the potentiality of CMPP methodology as an alternative approach to the programme of member participation. The ICA ROAP will be happy to support in adopting the manual into country situations and bring about a change towards more self-reliant and member supported cooperatives through CMPP process.

G.K.Sharma
Regional Director

INTRODUCTION

Co-operative Member Participation Programme, popularly known as CMPP introduces a new methodology for cooperative members active participation in their society activities. One more improvement is the inclusion of prospective members in the village.

Traditionally, individual members in many primary cooperatives have been passive onlookers in decision making. They come for general meetings and by and large agree with the plans presented by the committee or the staff members. They rarely participate actively in planning and implementation of society development activities or economic activities.

One of the major problems faced by facilitators of co-operative development programmes has been the absence of effective and appropriate methodology which could be used as an integral planning strategy in cooperation to activate members. Except in the case of some country specific methodologies as in the case of Japan, the Region confined to traditional academic member education programmes aimed at improving knowledge on cooperative ideology and practices. Some of the pilot projects undertaken to introduce concepts such as Field Education Development (FED) programme, study circle systems and Indore model had a marginal effect only.

Co-operative member participation methodology introduced here has been first introduced in Kenya in rural development programmes by the Institute of Cultural Affairs (ICA) and later adopted to suit co-operatives. Subsequently, the methodology was introduced in Tanzania and Zambia. Swedish Co-operative Centre helped to establish a special project in Zambia. The programme has shown tangible results in terms of village development in these countries.

The CMPP manual for facilitators has been prepared on the basis of a manual specially prepared for Tanzania. I acknowledge with gratitude the ideas I obtained from this manual authored by Terry Bergdall, CMPP Co-ordinator, MAP Project, Lusaka, Zambia. I also acknowledge with gratitude the use of some documents on the CMPP concept written by Dr. Hans Hedlund for the MAP project in Zambia. My association with these two friends in some of the CMPP workshops and field studies in Zambia and Tanzania helped me to get an insight into the concept and methodology of CMPP.

The format for baseline information and the illustrations in the manual have been prepared keeping in view the structure and systems of Asian co-operatives.

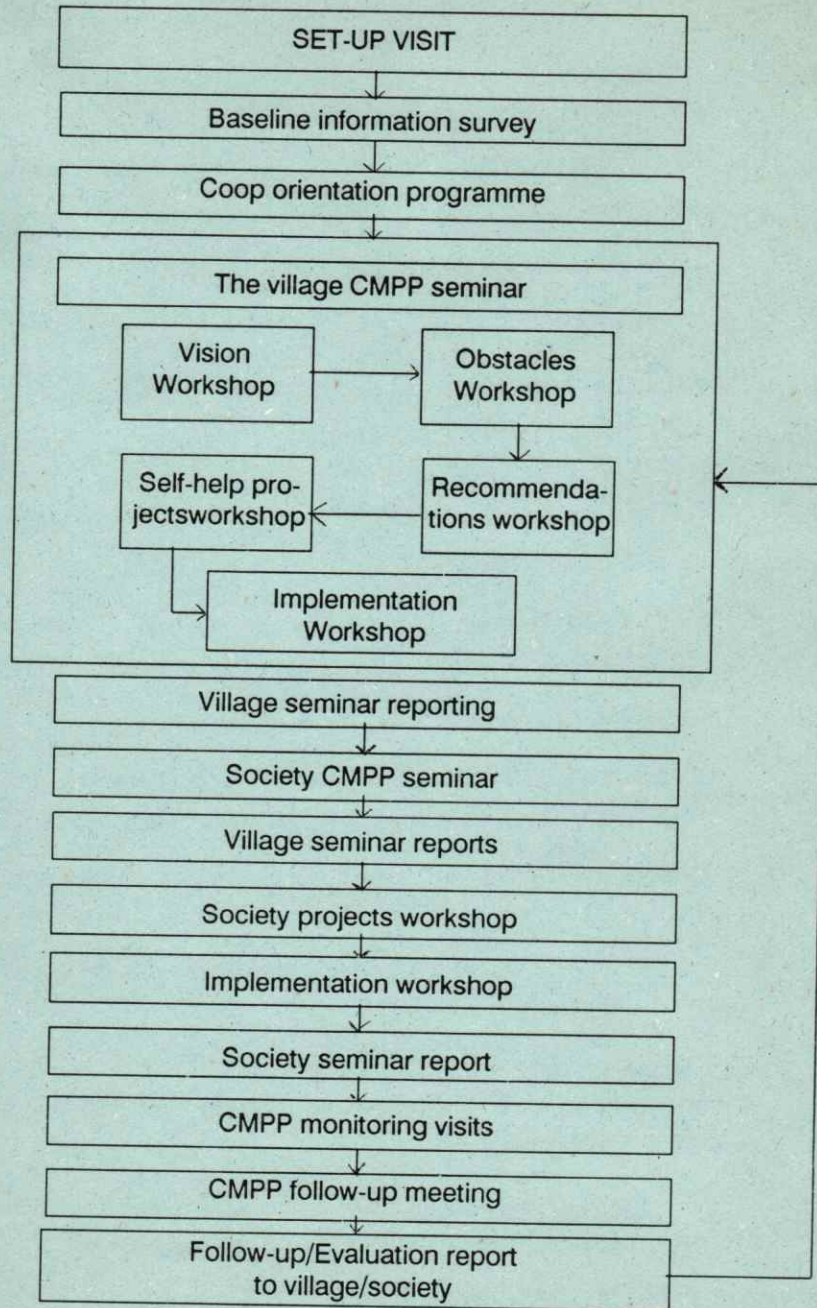
The manual has been tested and validated at a field seminar conducted in Philippines from 14 to 21 March, 1990, in collaboration with National Confederation of Cooperatives (NATCCO). 38 village level development workers participated in the Seminar. They conducted a village seminar at Sitio Veterans Voluntary Association just outside Metro Manila. I would like to thank all the facilitators and villagers who participated in the exercise. This manual, however, remains as a universal version.

I hope that this manual will serve as a guide for CMPP facilitators. They are at liberty to change the illustrations or baseline information formats to suit the co-operative system in a given country.

THE SET-UP VISIT

- Objectives** To enable village leaders, government officials and co-operative society committee members:
- to assess the appropriateness of CMPP approach for self-reliance in co-operatives,
 - to encourage and support CMPP activities in the villages and cooperatives,
 - to make preparation for CMPP seminars.
- Time** Two hours.
- Participants** Co-operative Society committee members, village leaders, government officials and society managers.
- Materials**
- CMPP brochures
 - Baseline information forms.
- Steps**
1. Select a co-operative society for the introduction of CMPP methodology using following criteria:
 - The society should have an elected committee,
 - Medium sized or a small co-operative would be ideal. The society should not have more than 15 branches or villages to cover.
 - The society should not have government officers as managers or executives.
 2. Get the co-operative Chairman to convene the meeting at a convenient place and time for the participants.
 3. After formal welcome by the Cooperative chairman, and introducing each other, introduce the CMPP approach to member participation using following ideas. Distribute the brochure:
 - Cooperatives fail very often due to inactivity of members in the activities of the cooperatives. Give examples from local experience.
 - Therefore CMPP programme has been designed to encourage local initiative by village people. In the absence of such an initiative, the needs of people cannot be met through co-operative effort.
 - Therefore, the CMPP approach demands self-reliance,
 - No external assistance will be brought into the village or society by CMPP programme,

4. Briefly explain the work process of CMPP methodology:



5. Indicate that orientation programme be undertaken only when the committee members and members have not undergone any training about their duties and responsibilities according to by-laws.
6. Discuss any issues or questions raised by the participants by using the brochure. Stress that equal participation by men, youth and women is important to achieve objectives of CMPP seminar. The importance of preparing cooperative society

projects and plans on the basis of village (branch) seminars should be emphasized. The reason being the society is organised by members in order to achieve their common goals.

7. Analyse the relationship between CMPP approach and co-operative ideology.
8. Invite the participants of the set-up meeting to attend the orientation programme.