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**A PILOT RESEARCH-STUDY ON FOOD PRODUCING
AGRICULTURAL GROUPS OF TRINIDAD & TOBAGO**

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I INTRODUCTION

1. Objectives

The objectives of this Study are:

- (1) To describe the different types of producers' organisations in the rural areas.
- (2) To identify the educational and/or training activities of these organisations.
- (3) To see the extent to which the presence or absence of such activities affect the functioning of the organisations.
- (4) To assess the communication process within the organisations.
- (5) To propose a "pre-project" as an educational strategy to support the development of these organisations.

2. Brief Description of Producing Organisations

Some of the major crops grown are sugar, cocoa, coffee, rice, citrus, coconuts and bananas.

Major livestock; pig, poultry, cattle.

Shortcrops are; (a) "Provisions" (e.g. yam, dasheen, cassava, etc.).

(b) "Vegetables" (e.g. cabbage, carrots, peas, etc.).

Rice growers have formed themselves, even loosely at present, into a Rice Growers Association. In this same way, there are the Cocoa & Coffee Growers Association.

There are two Cane Farmers Associations. (Trinidad Island-wide Cane-Farmers Association and Island-wide Cane-Farmers Trade Union) with some Cane-Farmers loosely aligned to a Sugar Union (All Trinidad Sugar Estates and Factory Workers Trade Union).

The two major Cane-Farmers Associations are led by men who declare opposite political views in public. The leader of one Association now sits as an Opposition Member of Parliament; the leader of the other Association has long been an ardent supporter of the Ruling Party.

There is no organised association representing Banana Growers, though sporadic attempts have been made to form one.

With the possible exception of the cane farmers, these major crop producers lack the cohesion and resources to exert strong influence on official policy. For instance, with respect to prices, they have usually

complained but easily found themselves in a "take it or leave it" situation. Their bargaining powers are extremely weak. Even in the case of the cane farmers, the fact that the two associations find themselves led by political opponents make it easy for confusion and sectarianism to weaken the cane farmers' position. As evidenced in recent consultations agricultural organisations fail to get the consultation status afforded by Government to organisations like the Chamber of Commerce and Manufacturers' Association (Consultations with National Advisory Council, 1977).

There has been a renewed effort to organise a Pig Farmers Association mainly because of an implied threat from Government to review the allocation of farm land and subsidies.

Poultry Farmers are now among the most well organised, aided by a recent move to acquire and support their own broiler, grain, and marketing facilities. This integrated production and marketing approach provides the Poultry Growers Association with mechanisms to manipulate their demands for better prices and subsidies.

Coconut is largely produced by two private estates - one in Eastern Trinidad the other in Southern Trinidad.

Beef production is still on a small scale - with live purchases generally made from private individual owners or government farms. As such there is no Beef Producers Association. There is some expansion by Government, though, in beef production (State Land Development Project at Waller Field).

Short crops are grown by individuals who largely depend on the Government's Central Marketing Agency. Such producers now plan an important role in the formation of Agricultural Co-operatives across the rural areas sometimes to the extent where they strive to acquire their own co-operative buildings.

The Beekeepers Association now supports a Beekeepers' Co-operative in urban Port-of-Spain.

However, while different livestock or crops might be faced with different circumstances, it is becoming quite apparent that regardless of their produce, all producers in a particular area consider it quite proper to form an alliance under the "Co-operative" title. In fact, this is essentially the case. Inspired by opposition forces there has been an attempt to "politicise" crop growers by the formation of a National Food Crop Farmers Association. Deeply affected by a subsequent rift within the

the opposition party, that Association is now very ineffective and disorganised. In this setting, the most pervasive producer is the short crop grower. All this means that when you mention and "Agricultural Co-operative" you implicitly mean an organisation which possibly contains growers and rearers of any kind of marketable produce. One must also note the existence of 28 District Agricultural Societies under the umbrella of the Agricultural Society of Trinidad & Tobago which was founded in 1894 and aims to "disseminate agricultural knowledge".

3. Production Status

One must also know the importance of these different types of produce by the rates of production and price changes. Sugar production decreased to 173.2 thousand tons in 1977 from 200.4 thousand tons in 1976 (a decrease of 14% over the produced in 1976). Coffee, too, increased by 28% over the 5.8 million pounds in 1976 (7.4 million pounds). Cocoa price per pound went from \$1.23 (1976) to \$2.25 (1977), an increase of 83%. Coffee price increased by 67% in 1977 over the 1976 price of \$1.50 per pound. Citrus, however, declined to 87.1 thousand crates from 394.8 thousand crates in 1976. Copra from coconut remained stable at almost 9,000 tons between 1976 and 1977. In an effort to revitalise the copra industry, Government decided in 1977 to an increase of 7¢ in the price of copra, i.e. making it 54¢ per pound, the difference to be subsidised by government. Milk production declined by 18% in 1976 from 1.7 million gallons in 1975.

Meat production in 1976 (beef, mutton and pork) increased by 33% over the 1975 figure of 6.3 million pounds. Poultry production for the first half of 1977 was 73% higher than for the first half of 1976 (6.4 million birds).

Tobacco seems on the decline; the 1976 crop of 326,000 pounds was 52% of the previous year's.

Generally, agricultural production(excluding sugar refining) went from an estimated \$179.2 million in 1975 to \$183.9 million in 1976 (2.6% increase).

The government has recently made two important announcements both of which hold long term implications for the extent to which producing organisations in the rural areas could consolidate themselves. The first is the establishment of a National Food Corporation with responsibilities for;

- 1) Identifying, planning and implementing Development Programme Projects.
- 2) Organising and facilitating bulk purchase of agricultural inputs.
- 3) Organising and monitoring of marketing and associated services.
- 4) Processing, packaging, storage, transportation, distribution and marketing of food and agricultural products.

The second announcement also came in the 1978 budget speech by the Prime Minister. He announced a "School Nutrition Programme" costing almost \$113.5 million to feed "every school child in the country". The intention is to use locally produced foodstuffs as far as possible, thus making it very desirable for local producers to organise themselves in a way that will maximise production. The Prime Minister stated: The programme must be based on local foods except where it is absolutely essential to resort to imported foodstuffs."

There is an element of urgency for producing organisations when one notes that in the last 20 years our food import bill has increased by over 500 per cent - at all times in far excess of our food export bill, and with the import-export bill continuously widening.

II METHOD

1. Sampling and Analysis

The first problem was the serious difficulty faced in acquiring a list of names and addresses of organisations of producers either across the country or even within one particular region of the country.

The importance of recording this difficulty is to indicate the general extent to which improper or unavailable documents impede local research into agricultural organisations, and so reflect on current educational and communication practices as far as these organisations are concerned.

Using various sources, a list of 205 producing organisations was drawn up. These were heavily concentrated in the North Eastern, Eastern and Central parts of Trinidad. Some of the sources used did not have an up-to-date list, so in some cases we had to use a list containing organisations whose date of last registration was recorded as 1972.

We omitted from the survey organisations of the following types:

- 1) Taxi-cab drivers
- 2) Consumer Co-operatives
- 3) Plumbing and Allied Trade Societies
- 4) Basketry and Handicraft Societies
- 5) Fishermen Co-operatives
- 6) Spiritual Baptiste Co-operative Societies
- 7) Automobile Co-operative Societies
- 8) Trade Union Consumer Co-operatives
- 9) Woodworkers Co-operatives

The Fishermen's body is actually a producing organisation in the sense of this project, but their location is at the extreme end of South Trinidad, and contact could not be properly arranged, given the constraints on this project.

Because of the uneven concentration of organisations, random sampling was not applied.

Forty-five organisations were selected in approximate proportion to their regional concentration: six from North West, 18 from North East and East, and 21 from Central and South Trinidad.

It was also decided to conduct personal interviews (with standard questionnaires) with seven members from each organisation. This was expected to provide us with 315 members (45 X 7). Depending on the nature of the dependent variable, the unit of analysis became either the organisation or the members. Lack of computer facilities made the organisation and tabulation of results very time consuming. Mainly for this reason, only frequencies and percentages were used.

2. Pilot Study

A pilot study aimed at identifying major concerns and devising a questionnaire strategy (e.g. level of sophistication) was conducted in late February with four organisations. The questionnaire then used had 30 questions. From the responses gathered then and from information collected from official agricultural agencies (e.g. Agricultural Development Bank, Central Marketing Agencies), a final 13-item questionnaire was constructed and administered. (See Appendix A).

3. Response Rate

Of the 45 organisations originally aimed at, three had to be

discounted because of access problems. From the 42 organisations of producers, (henceforth also called OPs in this Paper) actually contacted, a total of 252 members were interviewed individually, (i.e. an average of 6 per organisation). Personal contact with individual members proved quite an exhaustive and time-consuming exercise especially when return calls had to be made. However such personal administration of the questionnaires helped ensure a high response rate both in terms of members and answers to all questionnaire items. Personal contact also ensured that responses were not duplicated, or in other cases, not more than one answer was given to a question. Respondents were assured that neither their identity nor organisations names would be used.

III RESULTS

Nine tables were constructed. Seven involved two-way classifications; two were one-way classifications. All involved either frequencies or percentages. It must be noted here that for some tables, the unit of analysis was the organisation while for others, it was the member. This difference is mainly to state the results with the emphasis on the organisation (or the individual as it thought necessary). The organisation score was computed by finding the average of the scores from the respondents belonging to that particular organisation.

Table 1 shows that almost all of the OPs claimed to represent over 50% of the farmers and planters in their respective communities. Moreso, almost 80% (34) of them were formed over 10 years ago. These two results, when combined, depict OPs as well established, almost "folk" organisations.

TABLE 1*
Relationship Between Organisation's**
Age and Representation

Age (years)	Representation				Total
	less than 25%	25-50%	50-75%	over 75%	
Less than 1	-	-	-	-	-
1 - 5	-	-	2	2	4
5 - 10	1	-	2	1	4
Over 10	2	2	18	12	34
Total	3	2	22	15	42

* Questions asked:

- (1) About what percentage of the planters/farmers in your area do you think belong to the organisation?
- (2) How old is your organisation?

** Henceforth the words OP will be used in Tables to denote organisations of producers.

*** Since some of the lists obtained were compiled a few years ago, it is understandable that none was formed "less than a year".

Members were asked to indicate, in their view, the "most important objective" of their organisations (Ques. 3.) Of the 252 who responded, 143 gave an answer which was categorised as financial (i.e. seeking loans or subsidies, better prices, tools and materials at reduced costs, etc.). Seventy-four gave an answer which was put under the category of training in farming/planting skills. The other 35 felt that "the most important objective" had to do with organisational development or consciousness building.

In response to question 4 (Has your organisation ever carried on an educational or training programme?) only 105 of the 252 said Yes. These were then asked to state what the programme specifically attempted to achieve (ques. 5). Again, it was quite possible to categorise responses

as stated above for question 3. This time, however, it was possible to give more than one answer, since some organisations did carry out more than one type of activity (where a particular activity was done more than once by the same organisation, the score was adjusted accordingly). The scores then are number of "responses" and not "members"; thus the total exceeds 252. Financial activity was selected one hundred and eighty-four times, farming skills selected 91 times, and organisational development 54 times.

Table 2 provides results to question 12. This question aimed at measuring members' perception of the success met by the three distinctive types of activity. Each member answered to each of the activities listed and the organisation score computed by finding the average of all respondents belonging to the particular organisation.

TABLE 2*
Educational Objectives
and Achievement Level

Objective	Achievement Level				Total
	Very Well	Well	Not Very Well	Not Well at All	
Farming Skills	-	4	16	22	42
Financial	2	8	19	13	42
Organisation	-	5	9	28	42

* Question asked:

No. 12. How well do you think your organisation has achieved each of the following objectives:

Table 2 indicates that all is not very well with the success level of implementation of educational or training objectives. For every listed activity, much more than half of the respondents (on the average) felt it was either not very well done or not done well at all. Of course, it must be noted that an absence of a particular activity was coded here as "Not done well at all".

An attempt was made through Question 10 to understand how members felt about the pervasive demise of OPs across the country. Table 3 indicated that the most common reason by far is "bad management" with "inadequate educational programming" second in importance. Respondents had to choose "the main reason" from the four listed, with an option to insert any other reason not stated.

TABLE 3*
Reasons for OPs Extinction

Reason	No.
Lack of Funds	20
Bad Management	196
Bad Communication	48
Inadequate Education	72
Other	13
Total	249**

* Question asked:

No. 10. Why do you think organisations like yours die sometimes?

**

Three said: "Don't know"

Most of those stating "other reason" complained of "not enough loans" and "no price for products".

Question 11 attempted to measure members' perception of the activity level of their organisation. The results were quite clear. Only 10 of the 42 organisations were seen as "very active"; 29 seen as "a little active", with three as "not active".

Table 4 indicates the relationship between representation and the level of Government assistance. Of the 42 organisations, only 5 felt they received "a lot" of Government assistance. Twenty-three said "none at all". The degree of representation failed to make any improved difference in terms of such assistance. However, it seems that provision in the questionnaire should have been made for an option between "very

little" and "a lot".

TABLE 4*
Relationship Between
Representation and Government Assistance

Representation	Government Assistance			Total
	None	Very Little	A Lot	
Less than 25%	-	2	1	3
25 - 50%	1	1	-	2
50 - 75%	15	7	-	22
Over - 75%	7	4	4	15
Total	23	14	5	42

* Question asked:

No. 8. Do you think your group really gets help from the government?

Questions 6, 7 and 9 were designed to assess the communication practices within the OPs. Table 5 indicates the most frequent ways in which members receive information about their organisation. A further attempt was made in Table 5 to relate these responses to the frequency with which members received information. (ques. 7).

TABLE 5*
How Information About
the Organisation is Conveyed

Usual Method of Communication	Communication Rate			Total
	Very Regularly	Now and Then	None	
Word of Mouth	22	20	1	43
Circular	-	18	2	20
Newsletter	-	-	-	-
Meetings	39	113	14	166
No usual way	-	18	5	23
Total	61	169	22	252

* Question asked:

No. 7. How often do you receive information about the organisation?

No. 6. What is the usual way you receive information about the organisation?

It seems from Table 5 that most members generally receive information "now and then" from meetings.

Table 6 attempts to relate responses to question 7 with those to question 9, which asked members whether or not it was difficult for the organisation to contact them.

TABLE 6
Communication Rate
and Contact Difficulty

Communication Rate	Contact Difficulty		Total
	Yes	No	
Very regularly	11	50	61
Now and then	37	119	156
None	5	17	22
Total	53	186	239

* 13 were omitted from the Table as they could not respond one way or another to question 9.

From the Pilot Study, and beyond our concerns with educational activity and communication practices, members expressed many feelings about "How the organisation was run". This raised the matter of continued control by "the same people".

Question 13 aimed at measuring members perception of oligarchic control, that is, whether they felt their organisation was controlled by the same group, a new group, or a mixed group every year (See Appendix A).

TABLE 7
Who Controls Organisation
Year after Year

Controlling Group	No.
Same Group	171
New Group	15
Mixed Group	66
Total	252

Table 7 shows that almost 70% of the sample felt their organisation was controlled "by the same or almost the same group of officers year

after year".

IV DISCUSSION

Generally, the state of affairs as evidenced by results from the 13-item questionnaire does not look very bright for organisations of producers.

Though claiming good representation and tenure, their level of educational activity is low, notwithstanding the relative emphasis on financial matters. Even so, one wonders at the extent to which lack of "consciousness raising" and "organisational development" affects the materialisation of more concrete rewards.

The members seem to have no confidence in their organisations. Almost all of those interviewed felt that the success level of educational or training activity was low. It is not clear however whether "lack of members' participation" or "bad management" should bear the brunt of the blame or which one leads to the other.

It is surprising to note that training in agricultural/farming skills was so neglected. There appears to be a cycle of defectiveness. Members claim "bad management" while the few officers contacted said "members lack of interest" is to be blamed for organisational malfunctioning. The case against "bad management" is however weightily recorded on Table 3 which shows 193 of the 249 respondents believing that "bad management" is a chief reason for the demise of OPs - even more frequently than "lack of funds".

Organisational development was therefore lacking. Educational activity was quite low and, where present, generally not very well implemented.

Communication methods appear very ineffective. Furthermore, it appears as if the organisations persist in talking to the "converted" since as indicated in Table 5, the vast majority of members get their information from meetings. This implies if they are interested enough to attend, they would remain informed, and those who do not attend, quite likely would remain uninformed. Maybe village life is so closed that circulars and letters are not necessary. At this stage, however, their absence is surprising.

The extent to which members perceive their organisation as being run and controlled by a "selected few" does hold implications for their

commitment and participation.

Table 7 shows a serious situation, in that 68% of the members felt that their organisations were controlled "by the same or almost the same group of officers year after year". It is not clear from the evidence how this meets with the approval or electoral support, or even participation by the membership. In any case, the extent to which participation and sharing of organisational responsibilities are essential for instilling self-confidence and the democratic spirit, so it seems that these organisations are lacking. Some light on the problem could be had from the following comments:

The Secretary of one organisation said:

"Organisations as ours die when the old heads pass away and there are no young people to carry on". Another member stated: "Members not interested in holding office". Another claimed that it was "the leaders who do not show interest". An old member put it this way: "Every member wants to be boss". Opinions on this matter obviously vary.

V SUMMARY STATEMENTS

The following summary statements could be made on the basis of the evidence collected:

- (1) The organisations seem to be quite representative of the farmers/planters in their respective areas.
- (2) Continued control of the organisations seems vested in the hands of the same group of persons year after year.
- (3) The organisations seem well established (even if not properly functioning) in their respective communities chiefly by virtue of their long existence. Some boast of an existence exceeding 30 years.
- (4) The emphasis of objectives, both from the members' and organisations' viewpoint seems to be on financial matters. For instance, acquisition of loans, better prices, marketing facilities, etc.
- (5) The most disregarded objective is the matter of building consciousness, that is, the promotion of a team spirit way and beyond that shaped by financial self-interest.
- (6) Whatever the type or degree of educational activity pursued, its success was deemed very minimal.

- (7) There is a strong feeling that "bad management" is responsible for the demise of producing organisations. Yet when it comes to planning, it is reported that little or no emphasis is placed on management development.
- (8) A look across the tables in the text suggests that though very vital to the social and economic development of the country, these organisations seem to be mismanaging their organisational problems at fundamental levels. This is all the more distressing since most of them belong to "co-operative societies".
- (9) All these internal deprivations are aggravated by the widespread perception that Government gives "little or no assistance" to producers' organisations. It must be noted here that in the 1978 Budget Government allocated TT \$12.5 million for soft farm loans at 3% interest and \$18 million¹ for loans at 6½% interest. Also new regulations were recently adopted for tax concessions on certain types of farm equipment and subsidies for fertilizers. Also note respondents' comments. In addition, the two comments from two separate agricultural co-operatives are relevant. One said: "Some people who receive loan not paying back. This helps to discourage other farmers".

¹ Review of the Economy - 1977. Government Printery, 1978.

The other stated: "Members do not pay their debts" and "when pressured for loans, members stay away".

However there is a widespread feeling across the country that Government has not been giving Agriculture the support and importance it really deserves. On this basis within the last four months, Government has been criticised in the Press one way or another over 28 times, including criticism from both the Agricultural Society and Chamber of Commerce. One critic, the Secretary of the National Food Crop Farmers Association, said in the Press ("Express") on May 22, 1978: "We say that these lands must be given to the people who live on it and who cultivate it. We think that this can be the only real positive way to begin to solve the problems of these people in particular, and of Agriculture in general". He added: "We also want to take this opportunity to find out when the new Farmers Wholesale Market will be completed. This has been promised to farmers since 1976. In the meantime, we continue to sell our produce on the ground, out in the rain, with no toilet facilities, nowhere to sit and take a meal, in crowded and unsanitary conditions and subject to police harassment".

The fact that there are shortages in many basic foodstuffs has compelled Cabinet to give renewed attention to the production and control of certain items (see 'Guardian' and 'Express' May 27, 1978). In any case Agriculture is now one of three separate portfolios under one Ministry. In 1956, it enjoyed an entire Ministry.

- (10) The design of the Study places a heavy weight on the accuracy of respondents' perceptions. Such a Study could be subsequently strengthened by actual measurement of the variables as they occur or have occurred. Then this reality could be compared to the perceptions of members as to what occurred. Any discrepancies could provide a fruitful line of inquiry.
- (11) Finally, there seems to be an urgent need for greater liaison between producers organisations and Government agencies e.g. Agricultural Education, Extension Services, Central Marketing

Agency, etc.

VI RECOMMENDED PRE-PROJECT

The problem of effective leadership in these organisations arose quite regularly. At this stage, it is not quite clear on which particular group the responsibility for organisational breakdowns rests. In fact, it is doubtful, given the current theory and research on leadership, whether it is fruitful to approach the problem in this way, or whether simultaneous account must be taken of officers, members and the organisational climate. Because of the pervasiveness and visible effect of this problem of leadership, it seems an important area for further study.

A systematic account could then be taken of :

- i) The level of interest across the membership and the effect of this on the emergence or stultification of leadership.
- ii) The interaction between leaders, members, and the organisations' goals with a proper place afforded to Government's role (actual and expected in all four cases) in the operations of these organisations.
- iii) The extent to which the management structure and remuneration practices of these organisations impede or facilitate the emergence of a "cooperative spirit".
- iv) A review of existing "leadership styles" taken. Then on the basis of the above, consider integrating or selecting alternative leadership styles.

Effective communication is an index of efficient leadership. On the basis of the evidence gathered, it might be useful to :

- i) make a more intensive study of the assumptions and expectations behind communication practices within these organisations.
- ii) assess the relevance of different techniques of communication to the ways of living and relating in the respective villages.
- iii) relate method to time period (between information, delivery and event), format, and impact.

A two-day workshop on the Dynamics of Leadership at Community level could be held at the University of the West Indies when the findings and recommendations could be discussed and practised. This would not only stimulate leadership effectiveness, but quite possibly invoke

the kind of collective consciousness which producers seem to be now lacking, and which could provide a further step towards food selfsufficiency and community self-confidence. In planning this project though, one ought to revolve its development around the financial concerns of the members - since this is in fact their major concern at present.

VII

NOTES

Discussion Sessions with Producers (April 12 and 17, 1978)

Two intensive sessions were held with two different groups of producers. The major objective was to assess their level of "group spirit". The results of both sessions were quite similar. The whole matter of producing food is seen as a highly individualistic pursuit, even to be done in competition at village level. This competitive, individualistic pattern is reinforced by the current system of acquiring fertilizers, grain, marketing, Government assistance, etc.

There is a "hit and miss" approach to planting, pricing and marketing by these rural producers. For instance, in many cases producers do not know at what specific time of the year they ought to plant or reap their crops. They do not impress anyone with the feeling that they too have a right to negotiate prices.

They do have a number of suggestions, but seem unable to deliver these effectively to relevant authorities. Throughout the discussions the view that "Government must do this", or "they should help us" came through repeatedly, and did reflect a lack of self-reliance in areas where it could be developed.

It became clear in these discussions that educational activity in producers organisations has to take note of the fact that many producers are illiterate. Moreso, they express, even implicitly, fears about approaching Government offices in urban areas because of "bad treatment" and "lack of cooperation" by Government officers. They specifically pointed to the Agricultural Development Bank and Agricultural Section of the Ministry in this respect.

Group moral is low. They do appear as a very demoralised lot. The "pre-project" recommended might help improve things.

APPENDIX A (1)
INFORMATION SHEET

Organisation Name

District

Please answer all questions.

This information is for research purposes only.

1. About what percentage of the planters/farmers in your area do you think belong to the organisation?
Over 75%
Between 50 - 75%
Between 25 - 50%
Less than 25%

2. How old is your organisation?
Less than 1 year
Between 1 - 5 years
Between 5 - 10 years
Over 10 years

3. In your view, what is the most important objective of your organisation?
.....
.....

4. Has your organisation ever carried on any educational or training program(s) for members?
Yes
No

5. If yes, what did the program(s) try to do?
 - a) Teach new methods in agriculture
 - b) Inform and prepare us on plans for better prices for our produce
 - c) Get us better organised and build our consciousness

6. What is the usual way you receive information about the organisation?
- a) By word of mouth
 - b) By circular
 - c) By newsletter
 - d) Only at meetings
 - e) No usual way
7. How often do you receive information about the organisation?
- a) Very regularly
 - b) Now and then
 - c) Not at all
8. Do you think your group really gets help from the government?
- Yes, a lot
 - Yes, but only a little
 - No help at all
9. Do you think it is usually difficult for your organisation to contact its members?
- Yes
 - No
10. Why do you think organisations like yours die sometimes?
(Tick what you consider the MAIN reason).
- a) Lack of funds
 - b) Bad management
 - c) Lack of communication
among members
 - d) Members not properly
educated
 - e) Any other reason
11. Would you say your organisation is:
- Very active
 - A little active
 - Not active

12. How well do you think your organisation has achieved each of the following objectives:

(Put an 'x' in the appropriate spot for each objective)

	Very Well	Well	Not Very Well	Not well at all
a) To educate its members on planting or farming skills
b) To assist members in getting best returns for their produce
c) To keep its members organised and build consciousness

13. Put a tick next to the statement you think best applies to your organisation.

- a) My organisation is controlled by the same group, or almost the same group of officers each year
- b) My organisation is controlled by an almost new or totally new group of officers each year
- c) My organisation is controlled by a good mixture of old and new officers each year