

production inside firms keep their own accounts and have their own payment flows, so that the distinction between institutional sector and industry largely disappears. We also grouped the producers by the county inside the region (there are six such counties in the region of Gorenjska), so that we ended up with an interregional table. The table was compiled for two different months, which enabled us to detect significant seasonal variation. The main pattern of intersectorial and interregional (both inside Gorenjska and with other regions) flows remained unchanged and displayed features explained by the region's production and trade structure.

The second experiment is still in progress and aims at compiling the income accounts for the region of Ljubljana.

This region makes up about one third of the economy of the republic of Slovenia. Some 150 thousand payments records are processed daily. Our approach classifies and aggregates this daily flow into a matrix, so that a particular kind of payment by a particular sector, presented in a column, is shown in rows as a kind of receipt by the receiving sector. This initial matrix is then daily checked, stored and cumulated with other daily matrices into a monthly matrix, which provides a basis for different kinds of presentations of the accounts. Beside providing a matrix of sector transaction accounts, it is also possible to separate these accounts into current accounts, capital and financial accounts by grouping the flows accordingly.

We envision using a thus established system of accounts, not as a substitute to the accounts now currently in use, but as their complement. In particular, we expect it to be an indication of the monthly dynamics of flows and a valuable guide into the interregional dimension. It will also enable us to provide a more articulated system of accounts; we shall better know the origin of inflows and destination of outflows from particular sectors. For all those reasons further efforts in the direction of this approach seem warranted.

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MANAGEMENT AND PRODUCTION PROBLEMS IN GROUP  
FARMING COOPERATIVES IN THE SAVANNAH ZONES  
OF SOUTH-WESTERN NIGERIA

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*Abstract*

This study was conducted among 100 group farmers from 25 different cooperative group farms in the savannah area of south-western Nigeria. The objectives of the study are to examine the structure and then identify the production and management problems facing the group farms.

The result of the study shows that group farming is still in its rudimentary stage of operation in the area of study. Consequently, they are not yet efficiently organized. The problems confronting group farmers include untimely payment of credit to farmers, high labour cost, inadequate income and lack of equipment, machinery and other inputs.

It is therefore suggested that the authority should make appropriate modern inputs readily available to the farmers. More agro-service centres should be established in each local government area in order to bring their services nearer to the farmers. It is also recommended that agricultural loans of the required amount should be made available to the farmers at the right time.

INTRODUCTION

A number of approaches has been used to develop agriculture in Nigeria. They range from individual family farms, plantation system and farm settlement schemes. In most cases these approaches have not been able to meet the goals for which they were designed. However, like any other developing country, Nigeria has embarked on various forms of cooperation (group farm inclusive) to overcome most of the constraints to agricultural development. In Nigeria, farmers pool their plots of farmland together so as to enjoy the inherent ad-

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vantages of the economies of large scale production. Occasionally, some farmers join together to cultivate a wide area which will later be shared among them in proportion to individual capability. This practice is common among Ikale farmers in the Okitipupa Division of Ondo State, especially in Aiyede, Olowofoyeku, Ayila and Igbotako areas.

The development of group farming cooperatives varies from state to state. According to Kolawole (1973) group farming in the former Western State of Nigeria received a new impetus during the »grow more cotton« campaign in the late 1960's. The idea was to encourage farmers to pool their holdings so as to provide large tracks of land for mechanical cultivation. Also Ijere (1977) noted that community cooperative farming was popular in the former Eastern Nigeria during the national crisis of 1966—67 and the war that attended it.

A decade ago, group farming that was supposed to contribute to rural development did not make much impact. According to the Annual Abstract of Statistics membership of group farming societies fell by more than half between 1965 and 1966 in the former Western State of Nigeria. Also in 1965/66, membership that stood at 2,104 dropped to 913 by 1968/69.

However, the establishment of certain food crop projects like maize, rice and cassava in 1971 marked the beginning of a new phase in group farming enterprises. To increase participation in group farming most of the federal and state government programmes are designed in a way to favour farmers groups rather than individual work. For example, the Nigerian Agricultural Bank (1973), Agricultural Credit Guaranteed Scheme (1978), River Basin Authorities (1977), Fertilizer Board (1977), National Accelerated Food Production Project (1973) and Agro Service Centres 1977 — all favour group farming operations. One of the groups of farms which benefited from at least one of the programmes includes the Young Farmers Clubs, that concentrate on growing maize (such as Eleruwa Young Farmers Club at Ogbomosho and Iwo Young Farmers Club). Since group farming offers a platform for teaching the farmers modern techniques of farming and judicious use of implements and better organization, it will continue to be an important dimension in Nigerian agriculture.

The objectives of this study are to examine the features and structure of group farmers and to identify the management and production problems of the cooperative group farms in the savannah area of south-western Nigeria. A study of this kind will provide an effective framework for improving the group farm's performance and will give an insight into the desirability of continued government support.

#### METHODOLOGY

Data for this study were obtained through interviews conducted among a total of 100 farmers drawn from twenty-five different group farms in the derived guinea savannah zones of south-western Nigeria. The savannah zone was deliberately selected because of its farming system which consists mainly of arable crops, unlike the forest zone

where three crops are grown. The growing cycle of arable crops is only a few months, thus it is easy to pool all the land before the beginning of another cropping season. The names of the group farmers were secured from the list of members of group farms supplied by the Ministry of Trade and Cooperatives Zonal Offices. Information was also gathered by attending group meetings and from interviews with the officials of the Ministry of Agriculture, Industries and Cooperatives.

#### *Characteristics of the Group Farming Communities*

Cooperative group farming has long been in existence in the study areas but the distribution of 25 groups served according to the period of formation indicated that 55% of the groups were formed within the past 10 years. Almost 13% of the groups were recently formed while only 6% of the groups have been in existence for more than 20 years. The model class were those groups formed between 5 and 10 years. Among the groups interviewed, the oldest group was formed 27 years ago and was situated in the Oyo local government area. Among the six oldest groups surveyed, four of them were based in Iseyin local government areas, while the remaining two groups were located in Oyo. Each of the cooperative groups started as a collection of a few friends. Some of them later grew to become multipurpose cooperative societies with greater emphasis on joint marketing of their produce. Now that emphasis has shifted to crop production some of these larger old groups have split into smaller groups for the purpose of joint farming.

Farmers intending to become members of group farming cooperatives are usually required to pay admission fees ranging between N5 and N20. About 38% of the groups demanded N5 from each applying member while 33% required N10 and only 8% demanded N20. Almost 21% of the 25 groups surveyed did not require any fee from new members before admission. However, all the groups require that applying members should be actively involved in farming, apart from being of good reputation. Information revealed that 41% of the groups preferred to admit relatives while 24% gave preference to friends. None of the groups considered the wealth of applying members as a criterion for either acceptance or rejection, while 4% of the groups gave preference to a particular religion. The majority of farmers (61%) joined cooperative farming between 5 to 10 years ago, whereas only 4% joined group farming about 20 years ago. About 17% of the farmers joined quite recently, in fact, not longer than 4 years ago. This is because the tempo of Government propaganda and encouragement to increase cooperative farming reached its crescendo five years ago.

Each cooperative group held meetings as often as required, but usually monthly. There were also occasional meetings of all the group farming cooperatives. The Ministry of Agriculture officials were always invited to such meetings. At times when cooperative groups meetings were held at zonal or local government levels, each group

was usually represented by at least two representatives. The officials of the Ministry would take note of all the problems and progress of the groups as expressed by their representatives.

### *Group Activities*

All cooperative groups had group farms which were collectively cultivated and jointly owned by the group. In addition, every member has his own separate farm which he cultivates exclusively. Such individual farms are cultivated not only to feed the family but also to provide the income needed for the farmer's other requirements.

The most important crops grown in the area of study include maize, vegetables, beans, bitter leaf and melon. Others include yam, cassava and cocoyam.

There seems to be a definite pattern in the selection and sequence of crops grown by the farmers. It is customary for a group to grow one crop of yam and one or two crops of maize followed by cassava in any one cropping year.

A variety of minor crops — paper, tomato, and cowpeas are interplanted with yams, maize and cassava. Yams are usually grown first when a farm under bush fallow is cleared for cultivation, and cassava is almost invariably the last crop to be cultivated before a farm is left to bush fallow. Members are expected to take part in the activities jointly undertaken on the group farms. A record of individual participation in such collective work is usually kept, as claimed by 80% of the groups interviewed, while 20% claimed that no such record was kept. Those groups which did not keep adequate record of individual participation in collective work did not see the need for record keeping since most of the members are related.

Farmers worked on collective farms on selected days. Failure of a member to turn up for the group work provoked fines, ranging from N2 to N10 per day, depending on the group. Almost 80% of the groups impose fines of 50 kobo to N20 on offending members, depending on the severity of the offence. About 76% of the groups have the regulation whereby members who commit heinous offences are expelled, by majority vote, without refunding their shares. However, 3% of the groups interviewed gave only verbal warning to offending members without imposition of fines and/or expulsion.

Production, marketing and general management decisions were jointly taken by members in each group. The procedure in confirming the wish of the house of group meetings was usually by majority vote, wherein one individual member was entitled to only one vote (one man one vote). Every member has the right to vote and be voted for. All the groups interviewed claimed that their individual farms had no adverse effect on the progress and productivity of group farms, rather, they felt that they brought their wealth of experience to the cultivation of group farms. All these groups are organised in such a way that harvested crops are sold collectively to any interested nearby buyers, including the group members, at the prevailing market prices. It was the plan of all the groups that profit should be shared among

members after the deduction of cost of production, transportation and marketing, making adequate provision for recurrent expenditure. Members were asked why they joined group farming societies. About 4% of the farmers indicated that they joined because they expected the Federal Government to give financial assistance to all group farms. The majority of the farmers believed they would readily obtain loans from credit institutions if they could form themselves into group farming cooperatives. Information revealed that one or two enlightened members of the farming community took active interest in persuading the local farmers to join cooperative group farming because of the low rate of interest charged on loans given to members.

### *Management Structure of Group Farming Cooperatives*

Management activities in farm group enterprises essentially encompasses all personnel who are responsible for decision making, implementation of policies regarding decision and for both mental and physical energies in making the decision and carrying out the production activities.

The organisation and management structure of all the groups in the study area were basically the same with slight variation from group to group. Basically the management of the group was always entrusted to an executive committee made up of chairman or president, vice-president and the treasurer.

The executives are always supplemented in the day to day running of the group activities by a selected committee. Both executives and the selected committee constitute the management committee of the group.

A simple organizational chart of the group is depicted in Figure 1. It should be noted that there is no rigid departmentalisation as every member is engaged in the running of the farm and can be assigned to do any work at any period.

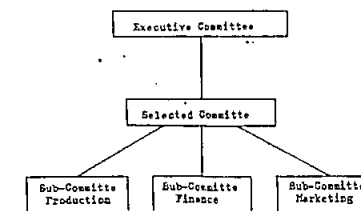


Figure 1: *Organizational chart of group farm*

It is the work of the executives, in consultation with the selected committee, to decide on the annual cropping programme, storage of produce as well as the marketing of the produce. The selected committees are further subdivided into sub-committees which see to the different aspects of the group work.

The members of the management committee (executive committee and selected committee) are elected at an annual general meeting. The members thus elected hold office for one year until the next annual general meeting when a new committee is elected. The number of members of the management committee is usually odd so as to obtain a simple majority when voting.

The president presides over all meetings, either the meeting of the management committee or the general meeting, and has a casting vote in the case of a tie. The vice-president usually acts on his behalf when he is not present and assumes all the functions of the president for the period. The treasurer takes charge of all the money received by the society and loans from outside and then makes disbursement in accordance with the stated policy of the management committee.

The management committee, acting as a body, must ensure that the society complies with the laws and by-laws of their cooperative society. In this regard it makes sure that at any meeting each member is given voting rights regardless of the volume of business or size of the capital invested. The management committee also sees to the supervision and inspection of farm operation and society transactions. This they do by inspiring members to participate actively in the smooth running of the affairs of the group and by turning up at the cooperative farm whenever they are needed.

In short, the management committee is responsible for the drawing up of plans and policy for the group while every member is responsible for the implementation of these policies. This ensures efficient utilization of labour and increasing productivity as well as facilitating proper distribution and supervision of work.

#### *Problems of Cooperative Group Farms*

To determine the problems confronting the group-farmers, they were asked to indicate the problems they were facing. The answers given by the respondents are summarised in Table 1.

Table 1: *Problems of Group Farms*

Problem Areas	Number of farmers	Percentage of farmers
Lack of cooperation among members	18	18
Poverty and associated problems	100	100
Problem of labour cost and supply	68	68
Inadequate and late credit supply	65	65
Lack of equipment, machinery and other inputs	64	64
Problem of insects, pest and diseases	13	13
Problem of soil or climate	4	4

The Source: Field Survey, 1982.

All the respondents claimed that they lack adequate funds to purchase the needed production inputs. In their explanation, it was clearly expressed that because of this inadequate purchasing power, they could not adequately take care of their health and maintain their families.

High costs and scarcity of labour was another major problem. About 68% of the respondents claimed that since they could not cope with the volume of work during the peak periods of clearing, weeding and harvesting, they had to look for hired labour, which has become very expensive and hard to find. In addition to paying the agreed wages, groups had to give non-wage incentives such as shelter and food-stuffs.

Almost 65% of the group farmers indicated that inadequate and/or lateness in loan disbursement was another problem confronting them. The few farmers who were lucky to receive credit complained of late disbursement. For example, in most cases the money meant for land clearing was received at the time of harvesting.

Investigation revealed that 64% of the group farmers complained about inadequate supply of agricultural machinery and other inputs. They complained that tractors and other equipment were not made available to them whenever requested. The farmers depend mainly on the agricultural inputs and services units for the supply of tractors, fertilizer and chemicals but these inputs were not adequately supplied by the units located at Okeiho in the area of study.

The agricultural officer in charge complained bitterly about lack of spare-parts to repair the few broken-down tractors, late arrival of fertilizer and improved seedlings and shortage of tractor operators. The only alternative open to the farmers was to obtain inputs such as herbicides, insecticides and fertilizer from traders at exorbitant prices. The availability of tractor-hiring services from private owners was confounded. No private tractor hiring service was available in Iganna and Idi-ose at the time of this study.

Members of group farms complained of a lack of cooperation among members. About 18% of the farmers gave various reasons ranging from refusal to repay the loans given to them by the group, or pay for inputs bought on credit. Also, some members do not turn up on appointed days for working on the group farms, while others would send their children to represent them during group-work on their collective farms. The accounts of the group also showed that some group leaders had misappropriated group funds, leading to low morale among members.

#### SUMMUARY, CONCLUSION AND RECOMMENDATION

In this study, attention has been focused on group farmers in the savannah area of south-western Nigeria. The objectives of this study were to examine the production and management problems of cooperative group farms.

The data for this study have been extracted from a survey of 25 group-farming cooperatives selected in the area of study.

The analysis showed that the size of membership in the groups was small with an average of ten members per group. All the groups are still in their rudimentary stages of organisation and operation. All the cooperative group farms are organised in such a way that harvested crops are sold collectively to any interested nearby buyers, including the group members at the prevailing market prices. Financial benefits and governmental aids in form of agro-chemicals, fertilizer and agricultural machinery were the main reasons why members joined their different cooperative groups.

The most important problems recognised by all the group farmers were inadequate income, high labour cost, untimely payments of credit to farmers and problems of management.

Therefore, in order to alleviate the problems discussed in this paper the following are recommended: the problem of pest and insect investigation could be solved using chemical insecticides and pesticides, while the soil problem could be solved if proper soil testing is carried out before seed planting. Fertilizer application of the right amount and to the right land could solve the problems of soil infertility. The operation of fertilizer application could be made easier by using mechanical fertilizer spreaders.

It is further suggested that more agro-service centres should be adequately stocked with all the production inputs, servicing and maintenance equipment, in order to meet the demand by the farmers. Inadequate credit could be minimized if banks and other financial institutions could be more generous towards extending credits to the farmers. Agricultural loans should be made available to the farmers to the required amount, and at the right time. In the latter regard, it is suggested that such loans should be received by the farmers in January but not later than February every year. Also, the time of the loan repayment should be extended so that farmers do not rush to sell their produce. They should be allowed to store their produce longer in order to sell this produce at a time when higher revenue could be realised.

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Mehmet Nezir UCA

#### WORKERS' PARTICIPATION AND SELF-MANAGEMENT IN TURKEY

Institute of Social Studies, Research Report, Series No. 13, Hague 1983.

Within the research program of the Institute of Social Studies in Hague, Holland was published Mehmet Nezir Uca's report on workers' participation and self-management in Turkey. In this study the author analysed experiences acquired through the introduction of various forms of workers' participation and self-management in Turkey during President Ecevit's government (1978—79). Though the duration of experiment was short and unsuccessful due to specific circumstances, it nonetheless has special significance. This significance lies in attempts to seekout, discover and introduce a new form of social life in a non-developed capitalist country with a strong public sector where social and political antagonism is very striking. The Turkish experiment has not received corresponding publicity, especially not in Yugoslav theory and literature and for that reason Uca's book requires more detailed elaboration. But first of all, it is necessary to say a few words about the author of the report.

Mehmet Nezir Uca, a young Turkish theorist (born in 1950) is one of the first researchers of workers' participation in Turkey. During 1978 and 1979 he was a member of the International Advisory Committee on Workers' Participation and Self-Management (together with Professors Horvat and Vanek) formed by Ecevit's government whose task was to facilitate the introduction of workers' participation in the public sector of the Turkish economy. From mid-1980 to mid-1982 he was Assistant Professor of Economics at the Faculty of Administrative Sciences, Department of Economics, Bogasici University in Istanbul. Now he is Assistant Professor of Economics at the School of Economics and Business, Lafayette College, PA, USA.

Self-management is one of the six main principles of President Ecevit's Republican People's Party. According to the Party program, self-management is not only a form of social democracy but at the same time the instrument of more rapid economic growth. The idea of self-management in Turkey, unfortunately, took root under very unfavourable conditions. Inflation and unemployment rates were among the highest in Europe, a deficit in the balance of payments had been growing, and the national income with an unequally distributed capacity utilization was very low. Besides these economic difficulties, a considerable obstacle to the