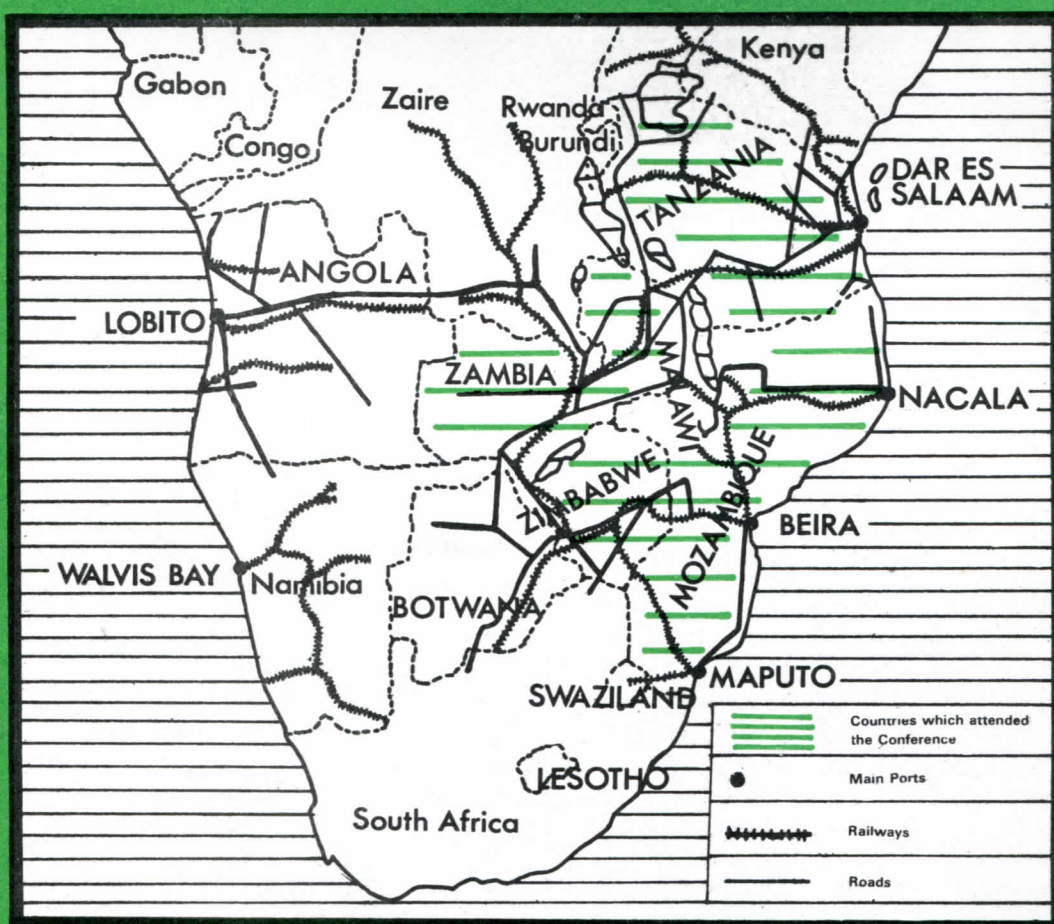


CONFERENCE OF FOOD PRODUCTION CO-OPERATIVES AT THE UNIVERSITY OF ZIMBABWE, HARARE 5TH-12TH JUNE 1985



These proceedings were prepared and published by the organisation of Collective Co-operatives of Zimbabwe (OCCZIM) at the request of conference participants.

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INTRODUCTION

This report summarises the proceedings of a conference of Agricultural Producer co-operatives held at the University of Zimbabwe from June 5 - 11th, 1985. The participants were drawn from a cross section of grass-roots members of food producer co-operatives in the SADCC countries of Mozambique, Tanzania and Zimbabwe. The original idea was to have delegates from all the SADCC countries; but for practical and logistical reasons, the conference organisers felt that, as a beginning, it might be worthwhile limiting participation to the three countries whose experiences with co-operatives have much in common. Other SADCC countries, as was later resolved by the conference, will be included at future meetings of this kind.

The conference was sponsored jointly by The Organisation of Collective Co-operatives in Zimbabwe (OCCZIM), The American Friends Service Committee (AFSC) and the University of Zimbabwe Co-operative Collective Support Group. Other Non-Governmental Aid Organisations, through the AFSC, helped to make it financially possible. The conference had four main objectives:

- (a) To provide a forum for co-operators from the grass-roots to exchange ideas, information and experiences about co-operatives and food production at the local, national and international levels.
- (b) To identify common problems and areas of co-operation among producer co-operatives.
- (c) To seek collective approaches and solutions to these common problems.
- (d) To work out a programme for future co-operation, exchange of information and ideas for mutual benefit.

Preparation for the Conference

Prior to the conference, the organising committee sent a questionnaire to all the co-operatives that had been invited to participate in the conference. Among other things, the questionnaire solicited from the potential participants the list of problems and issues which they felt could benefit from discussion at the Conference. A limited number of responses were received. On the basis of these responses, and the Committee's own knowledge of problems and issues concerning producer co-operatives, an agenda was prepared. The main agenda items discussed at the conference and reported here are:

1. Financing a Producer Co-operative and Problems of Raising Initial and Working Capital.
2. Financial Control and Management of a Producer Co-operative.
3. Problems of on-farm Production and Productivity.

4. Marketing Output and Input Procurement.
5. Co-operative Education and Training.
6. Decision-making in a Democratic Co-operative and Problem-Solving between Management and Ordinary Members.
7. Sharing of Co-operative Net Incomes and Methods of distribution.
8. Areas and Avenues of Future Grassroots Co-operation among the Co-operatives in the SADCC Region.
9. Discussion of Achievements of the Conference and Adoption of Resolutions.
10. Closing Session.

Conference Format

The emphasis of the conference was on sharing of experiences among the participants. To facilitate this, participants were divided into four small groups of between 10 and 12 people each, where each delegate had a chance to explain to others the experience of his/her own co-operative. From this format, it was hoped that, out of telling their own individual stories, participants could identify areas of common interest, experiences and also differences. In the small groups, delegates were also to discuss possible ways of handling or solving some of these problems. Thus, over 50% of the conference time was spent in the small groups.

After each small group session, all the groups met in a plenary session to share the main issues and experiences raised in the small groups. The idea of a plenary was to discover a consensus on issues that could become part of a future programme of grassroot co-operation in SADCC.

The following is a combined summary of the deliberations and main points raised both in the small group and in the plenary sessions. The presentations by individuals are not verbatim, but summarised versions from tapes of the conference proceedings.



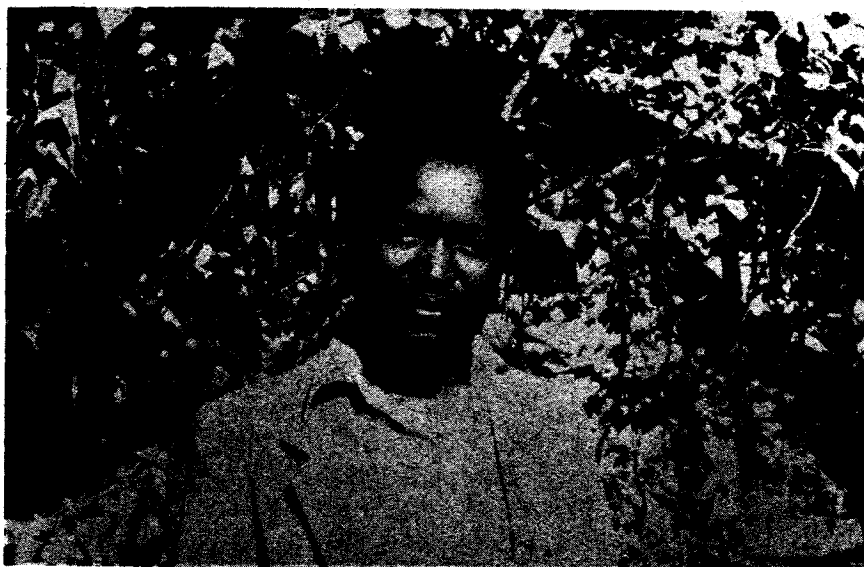
PART ONE



Cde C. Muropa — Chairperson of OCCZIM



Cde J. Mwabuki — Lecturer Dar-es-Salaam University



Cde Mumbengegwi — Lecturer University of Zimbabwe

— WELCOME ADDRESS BY CDE CEPHAS MUROPA: Chairperson of the Organisation of Collective Co-operatives in Zimbabwe

Comrades and Friends of the Co-operative Movement, on behalf of the Organisation of Collective Co-operatives in Zimbabwe, and the other sponsoring organisations, the American Friends Service Committee and the University of Zimbabwe Collective Co-operatives Support Group, I take pleasure in welcoming you to this conference. To those delegates from Mozambique and Tanzania, we offer a warm, comradely greeting and welcome to this country. Both your countries gave so much of their own resources, their physical and moral support to us during our struggle to achieve Zimbabwe's liberation. Now the struggle continues against other enemies: hunger, starvation and poverty. And in Mozambique, development is hamstrung by bandits who seek to turn the clock back to colonialism. Zimbabwe supports you in your fight in the same manner you supported ours.

For a week, we are going to be together to see how things are going with us in this struggle of development. We intend to share with each other what our respective experiences have taught us. We are not going to be lectured to by experts although there will be some presentations to start us thinking. Instead, we will seek to learn from each other what the problems are which we face as co-operatives and we will each share what has worked and what has not worked. Do not be afraid to say what you think. Do not be intimidated by anyone. We believe that we are the best judges of our own lives and that we know more from experience than what we can learn from those who know only from books. Our task this week will be to analyse our experience, reflect on it and share some ideas and conclusions. By the end of the week, we will have had a chance to think about and consider what can be done to strengthen the movement in our respective countries. Of course, there will be time to enjoy ourselves as well. Our lives together this week will be getting to know each other better as we relax together and as we work together.

This is a critical time for all of us. Hunger, under-development and insecurity are realities in Africa. We believe that the co-operative movement is well placed to provide strong leadership to our societies as they struggle to fight these threats and to overcome the legacy of colonialism and racist domination. We are democratic; we are against exploitation and the system by which the rich squeeze the poor in order to make themselves richer. What stands in our way may be our lack of skills, our lack of experience or training, and sometimes our own self-seeking. But these are overcome by our own efforts to build a stronger movement by sharing what we know. By reaching across national borders we hope this week to show that we can discuss and work together for these ends. To all those who have helped to support our movement with funds, time and advice, we say "Keep up the fight!" The co-operative movement is alive and determined to show that co-operation works and can yield much fruit. The struggle continues. A luta continua!

— OPENING OF THE PRODUCTION CO-OPERATIVES CONFERENCE 6 June

1985

by Comrade Ken Majome: Director and Registrar of Co-operatives

It gives me great pleasure to address this conference of delegates from Food Production Co-operatives of the three SADCC countries of Mozambique, Tanzania and Zimbabwe. This conference, I am informed, has three major objectives:

Firstly, it aims to provide a forum for discussion, exchange of ideas, information and experiences of producer co-operatives in three respective countries.

Secondly, it seeks to identify common problems and areas of co-operation and thereby seek a collective approach to solving these problems.

Lastly but most important, the conference hopes to work out a programme for future co-operation at the grassroots level within the broader context of the Southern African Development Co-ordinating Conference (SADCC).

These conference objectives, Mr. Chairperson, are a milestone in the history of producer co-operative development in our countries within the SADCC Region. For the first time in the histories of our three countries, we see the concept of regional co-operation and collective solution to common problems filtering from the governmental level to the grassroots level. The concept and objectives of SADCC would be meaningless if it remained a remote idea at the higher echelons of governments without taking that down to the ordinary workers, peasants, co-operators and every level of society. This conference is a small but significant step in the right direction, transforming the SADCC institution into grassroots people's co-operation. I hope this example will be emulated by other grassroots organisations in every sphere of economic activity.

It is fitting that such a conference is being held five years after Zimbabwe's independence. The Government of Zimbabwe and the Ministry of Lands, Resettlement and Rural Development has been given the responsibility to spearhead the process of promoting socialist oriented producer co-operatives. In those few years, we have achieved significant growth, and expansion in numbers of agricultural collective co-operatives and also in the build-up of their membership. In this steady and difficult exercise, however, we have encountered many problems, some of which have been successfully solved and others are still being grappled with in finding appropriate solutions. The success of producer co-operatives is not incumbent on Governments alone, but on the participating member co-operators. Governments can provide the policy direction, material inputs, assistance and advisory roles, but the ultimate success of these enterprises depends on the membership's commitment, hard work, ideological consciousness, proper management and accountability. Without these attributes, successful co-operativisation of agriculture would be an illusion.

On this note, I would like to say that we have in Zimbabwe a lot to learn from our older neighbours, Mozambique and Tanzania, who have a longer experience with producer co-operatives. I am sure that some of the problems we are confronting here in Zimbabwe are very similar to those experienced in Mozambique and Tanzania

during their early formative years with producer co-operatives. That this conference is providing a forum for mutual exchange of experiences and learning strategies from one another is an indication of the common consensus we all share and which overrides each country's specific circumstances and national boundaries. I hope that out of this conference will come constructive suggestions and concrete programmes for consolidating our co-operation in strengthening the co-operative movement.

It is also important to note that this conference has coincided with the threshold of the Co-operative Development Decade 1985 - 1995, for the Region of East, Central and Southern Africa. The Decade as you are aware, was declared at the First African Ministerial Co-operative Conference in Gaberone last year.

The Gaberone Declaration called upon all member countries to promote food security and self-sufficiency, co-operative education, women's and youth's involvement in co-operatives, inter-regional trade, peace and fair prices for co-operative products.

It is therefore pleasing to note that all the above areas constitute some of the basic issues to which this conference is geared to address itself.

I must also commend the organisers of this conference for zeroing on a very crucial discussion of Agricultural Co-operatives, that of FOOD PRODUCTION. The issue of food self-sufficiency is one that is of great concern to every national Government within the SADCC region. Not only is the issue of producing enough food for the growing population important, but also the matter of the institutional and organisational framework within which food production takes place. Nothing can be so vital to a country as the democratisation of the food supply network and we in Government see producer co-operatives, like yours, as the vehicle for ensuring long term democratic and national control of the nation's food supply. We put it as a challenge to you, to demonstrate that co-operative agriculture works, and to ensure that the long term national food security lies in the collective production rather than individual farmers. This can only be achieved through proper planning, management and use of modern technology that increases production and income. You, as both workers and owners in your food production enterprises, must ensure that this theme of food production in the SADCC region takes root on a solid basis and that this conference will yield beneficial results towards that objective.

Once again, we warmly commend the joint sponsorship of the conference by OCCZIM, the University of Zimbabwe Support Group for Collective Co-operatives and the American Friends Service Committee.

We equally extend our appreciation to the countries of Mozambique and Tanzania for allowing their Comrades to come to Zimbabwe and share with us their long standing experiences in this and other related fields of endeavour.

With these words, Mr. Chairperson, I wish you the best in your deliberations during the coming week and therefore declare this conference open.

— Edited text of a paper on ("The Potential Role of Producer Co-operatives in Food Production in the SADCC Region")

by C. Mumbengegwi Department of Economics University of Zimbabwe

Comrade Chairman, delegates from Mozambique, Tanzania and Zimbabwe, my presentation raises important issues on food production and the possible role producer co-operatives can play in this process. Food is the basis of all human existence and it may be useful to begin by focussing on some of the critical dimensions of the food situation in Africa today.

Over the past 10 to 15 years, most of Africa has witnessed a steady decline in agricultural production. In the 1970's, the rate of growth averaged 1,3% per year. Given the high rate of population growth of about 3%, this represents a negative real growth in per capita terms. When we look at food production, sub-Saharan Africa expanded the production of cereals by 1,7% between 1964 - 1980, which, when compared with the increase in population, means also a negative growth in food availability per person. Now in simple terms, what these figures show is that the average African person today is fed less well than he or she was 10 or 15 years ago. This situation is what has grown to be called "Africa's Food Crisis" or simply, the "Food Problem". In the long term, it means that a gap exists between the demand for food and its availability and its supply. The result of this declining trend in food production compounded by the high population growth, poor weather conditions such as droughts, floods, pests and other natural disasters is that most African countries are now saddled with a high volume of food imports or worse still, dependence on food aid from the western countries. While domestic food production in nominal terms rose by 1,7% per year, in the period 1964 - 1980, food imports increased by a much larger proportion of 8,2% while the share of food imports in all total imports was as much as fifteen per cent, for the sub-Saharan region.

One of the main problems that faces our countries is that we do not have foreign exchange to import that food, and as a result, we end up depending on food aid from the western countries. Now when a country depends on food aid, then it means much of its political and national independence and sovereignty is compromised and threatened. Mr. Chairman, I am not saying that it is bad to import food or to receive aid in the face of natural disasters or adverse weather conditions. What I am saying is that it is now alarming that there is dependency on food imports and food aid in a manner that makes it a long-term and permanent feature of African economies and agricultural sectors. Now in short, what all these figures I have quoted seem to indicate is that there is now a growing gap in food self-sufficiency within most African countries, making these countries vulnerable to outside manipulation.

The question that is often asked is what has gone wrong with agriculture in Africa and why has food production been on the decline? Should this concern for food production be there at all in view of the fact that, after all, Africa is a continent

abundant with land, with people, and with natural resources. There are those who want to see the explanation of these problems in very short terms and simplistic ways. They tend to blame things like the weather, the drought, the floods and other natural disasters. While it is true that these are real factors that periodically affect most African countries, the roots of the food crisis go deeper than that. What I would pose is that the main factors are more complex and they include both domestic and world economic policies followed by the world powers as well as by the African governments themselves. These problems are also historical in nature.

When our countries emerged from colonialism, they were weak and vulnerable to the former colonial powers. Because we lacked the manpower, training and skills due to colonial neglect, we looked to the same former masters for advisers and "experts". The main advice that came from these experts was that we should produce cash crops to export and earn foreign exchange for industrialisation. They encouraged the production of cash crops like tobacco, sisal, tea and very little emphasis was given to food production. Now, as we know, the prices of these cash crops tend to decline over the years and also vary considerably from year to year. The result of this is that the money we get from exporting these cash crops becomes smaller and smaller from year to year. This means that we are not able to import the food and other domestic requirements even in the face of a serious domestic food shortage.

I do not want to put the whole blame for the situation on the former colonial powers because that is only one side of the story. Most African governments, whether they have pursued socialist or capitalist paths of development, have followed policies that do not encourage agriculture or food production in particular. The main emphasis has been on industry and agriculture was supposed to be just a bridesmaid that would accompany industry on the development path. The prices of agricultural products in particular have been set too low to ensure a reasonable income return to the efforts of the farmers. Taxes have been set, particularly on export crops, at a level that is too high. Inputs that are used by farmers have been set at prices beyond the reach of most small farmers. Now all these factors combine to discourage farmers from improving their farming methods that increase productivity. Now the main beneficiaries of these negative policies toward agriculture have been the urban consumers and industries who get cheap food and cheap raw materials. This, however, is short-sighted because, in the long term, both urban consumers and industries get hurt because when farmers are discouraged, they simply reduce their production efforts and when they do not produce, there will be a shortage of food and raw materials. Prices of food will go up. You will start seeing long queues, rationing, black markets. So either way, farmers and urban consumers get hurt by these policies.

Fortunately, Mr. Chairman, over the recent years, there has been a realisation by most African governments, particularly in the SADCC region, of the importance of agriculture and the need to change policies so that they can encourage agricultural production. The main focus of development in the SADCC region is now on the issue of food production and food self-sufficiency.

In pursuit of these new objectives, all the countries represented at this conference are committed to socialist development in which

producer co-operatives must play a crucial role. Unfortunately, in the past, co-operatives have not been exempted from the negative pricing taxation and marketing policies outlined earlier. If the new impetus towards food production is to see a significant contribution from the co-operative sector, favourable prices, lower taxes and input subsidies are necessary in the initial stages as a practical indication of state support to the flagging co-operatives.

Now let me conclude by addressing myself to the issue of "The potential role of Producer Co-operatives in Food Production in the SADCC region". This is a question that cannot be answered in isolation given the complex historical and contemporary economic structures of our respective agricultural sectors. We have to consider the whole political and economic setting within which they operate. For example, if I were to address myself to Zimbabwe (a country I am most familiar with), it would be impossible to discuss the future role of the producer co-operatives in food production without simultaneously considering the future role of the large scale capitalist sector - the white commercial farmers who currently dominate the nation's food supply network. These are two forms of agricultural organisation that are antagonistic in their socio-economic formation and compete in shaping the future character of agriculture in this country. Co-operatives seek to eliminate the capitalist character of agriculture in which exploitative relations dominate. They also seek to socialise and democratise the process of food production and distribution. For this to occur and become a meaningful reality depends on the political framework and the specific policies pursued by the state towards the goal of socialist agriculture. If producer co-operatives are designed to exist as isolated units that are not integrated and co-ordinated within a national economic plan for food production, then their role is likely to remain insignificant given the initial disadvantages they have vis-a-vis the commercial farmers. What is needed are purposive, supportive policy measures by government that encourage or positively discriminate in their favour. Only then can we begin to see the rise and dominance of producer co-operatives in the sphere of food production.

Thank you, Mr. Chairman.

PART TWO



Cde Ted Lockwood — Representative AFSC



Cde Phillip Ndaki — Chairperson C U T



Cde Angelo Raul — Delegation Leader of Mozambique

— Edited text of (Presentation by Angelo Raul: Director of Rural Development
— Peoples Republic of Mozambique, Ministry of Agriculture.

This is the summary of country experience from the People's Republic of Mozambique. As you know, we will complete this year, in June, ten years of independence. This was achieved by strength. It was not a peaceful independence. So it is a very important thing for us, the 10th anniversary of our independence. I will start by giving you a general idea of the country.

After the first census in 1980, we have 12 300 000 inhabitants. Population density is 1 500 per square kilometre. From this population, 86% are peasants who live in the rural areas. To speak of Mozambique is to speak of a rural country. According to the annual population growth rate of 2,6%, we should be 13 800 000 inhabitants in 1985. The structure of agrarian production in the colonial times was dominated by the colonial bourgeoisie with plantations of mainly export products. The great majority of peasants constituted a cheap labour force that would make the colonial machinery work.

After national independence in 1975, the government decided on the strategy of development, taking into account all the colonial past, especially the exploitation of the peasantry. The strategy of development decided at the Third Congress of the Party in 1977 was to take agriculture as the basis of development and industry as a decisive and dynamic factor. In this way, and particularly in the agricultural sector, they indicated that they had to organise into communal villages, aldeias comunais, and at the same time the economic base of agricultural activities was to be producer co-operatives. Producer co-operatives have some special and important principles that encompass development: FREE MEMBERSHIP, COLLECTIVE OWNERSHIP OF THE MEANS OF PRODUCTION, DISTRIBUTION OF PROFITS ACCORDING TO THE CONTRIBUTION OF EACH MEMBER AND THE DEMOCRATIC RUNNING OF THE CO-OPERATIVE. These are the principles that direct the co-operative movement in our country.

After independence, the Mozambican peasants' response to these demands of this new life was very positive. Today we have more than 1 300 aldeias comunais with more than 2, million people. There are more than 200 agricultural production co-operatives with more than 40 000 peasants, in the rural zones. Due to the crisis of food in the cities and natural disasters, the party, Frelimo, asked the population to engage themselves in the Green Zones of the city, i.e. in the boundaries of the city, we have 181 co-operatives of production with 10 000 co-operators, of which 95% of them are women. The great majority of the vegetables in the markets are from the production of these co-operatives in the Green Zones. When we opted to develop the peasant sector with aldeias comunais and co-operatives, it was not only because of the economic importance but because of the political role that the collective organisations of peasants play representing about 80% of the population. It is a form of popular participation in the building of people's power, democratic people's power. It is through the co-operatives that the peasants can discuss and help build the country.

The importance of this participation and people's power is underlined by the fact that all development efforts are taking place at a very difficult stage of our country. As you know, our country has been suffering wars and aggression. After our anti-colonial war, there was then the war against colonialism in Rhodesia, and now the armed bandits in our country. All these factors, against our will, are affecting our efforts and the efforts of the government toward rural development. After the independence of Zimbabwe, we saw increasing activity by the armed bandits of South Africa. The population in the rural zones suffered all the atrocities: the kidnaps, the rapes. Many villages were destroyed. And this has necessitated the movement of the rural masses to new and more secure locations. But this process destroys all the economic activities because in these new areas, there are no suitable conditions, no water, no conducive conditions for production, in the short run. We hope we can solve it in a most scientific way, although the disruption has a tremendous impact both in the short and in the long term. The situation is very difficult especially in some provinces like Inhambane and Tete. In the province of Tete, our Zimbabwe comrades know our difficulties. A great number of people come across the border for better conditions: for food.

Despite all these problems, the state has continued to build and provide support to the co-operative movement in accordance with the special importance it attaches to co-operative development. The Ministry of Agriculture has a section responsible for the family sector and a department of rural development that functions for the implementation of this strategy. Large financial and material resources have been channelled for the co-operative sector. We have a friendship policy of credits towards agricultural co-operatives. There is the People's Bank for Development for Co-operatives in all districts and localities and places. This policy means we can ask for a loan from the bank and payments will not be as strict as they are for other government enterprises and the time for repayment is longer than those for the government and private enterprise. We also have centres for rural development for co-operatives providing technical training for the peasants. In this way, support is given to the co-operatives.

Another way that the government gives support to agricultural production is in its new policy giving pricing advantage to agricultural products. The great majority of the products have a free price, which is geared at increasing availability of the products in the cities' markets. This issue of remunerative prices is very important in any question of agricultural development, and we are moving towards it.

In the process of supporting co-operatives, the state has not ignored the family sector which is composed of individual family peasants for production purposes. I must emphasise the importance of this to agriculture in Mozambique. It is still very strong, with about 10 million people occupying 2 million hectares and producing 70% of total agricultural output. The process of co-operativisation is a slow and gradual development and peasants have got, of their own free will, to see co-operatives as a viable and real alternative. Thus, the state's policy is to support the two at the same time while we gradually build on this base a new co-operative spirit. We have done this because often there is lack of sensitivity to the peasants in implementing co-operative and rural development. This is

especially so among technicians who work with the peasants. They tend to emphasise technology and technical solutions to rural development without considering the views and feelings of the peasants. So in our agrarian schools where we train the technicians, we try to reorientate them on how to work with the peasants, especially in the formation of co-operatives. The decisive factor for us which is to spearhead all our development is the realisation of man, not the machines or technology. Thus, it is important that the government gives to the man and, in this way, we have introduced programmes for the formation of peasant producer co-operatives.

Another important feature of our experience, especially in the south of the country, is that there was a capitalist economy that led the women to be in charge of agriculture as the men migrated to South Africa to work on the mines. So when we talk of 10 million peasants, 90% of these are women. Thus Mozambican women have experienced a double exploitation; there is the traditional family exploitation of men who appear to take all the decisions while the women do all the work. The men migrated to the factories and mines, but reaped the benefits from the women's work. Even today in the co-operatives, our women delegates face a legacy of this situation especially in the Green Zones of Maputo. Often their husbands confront them and say "Why are you going to waste such time on the co-operatives? After all, you don't bring a salary. So what are you spending all your time there for?" Our women delegates will tell you of their own experiences on this issue. So when we speak of liberation of women in Mozambique, we have to really be concerned with the transformation and liberation of the men, that is the decisive factor.

Thank you very much, and for any issues that are not clear, I am here to answer questions.

— Edited summary of (Presentation by Comrade Albertina Damao: Deputy President of General Union of Co-operatives of the green zones of Maputo.)

Many things I am going to say have been said already by the Director of Rural Development. But there are some details that I would like to add. This movement in the Green Zones started in 1978/79. First, there was great reluctance from people because they would not get any salaries. They did not want to work because they were not paid. In 1979, we had only six co-operatives. By 1980, we had 24, and it was then we started to realise that the organisation under the co-operative movement was really giving some fruit to people. In 1980, we had big problems with shortages and queues in the city of Maputo, but still our men did not want to see us, the women, going to work in the co-operatives. But when the harvest time came, the women started bringing home the tomatoes, the cabbages, onions - the men started seeing that, after all, the co-operatives were working to their benefit as well. Then they were pleased. Some of the men even came to ask for employment, but the answer to them was: "This is a co-operative. Here we have to give our labour, our strength. There is no salary, so if you want to work, you have to give your labour and from that you will have your salary."

There is no boss in these co-operatives." Some men would work for five months, six months, one year and then they would leave. But we carried on, working and working very hard, till now we have 180 co-operatives. Our movement is growing, increasing around Maputo, and it will continue to grow.

By 1981, many women started coming to us without mobilisation. The party did not have to mobilise anybody. They came by themselves, willingly. In 1981, 80 co-operatives were formed in the months of January to March. It was then that the party, Frelimo, saw that the movement was increasing very much and started giving all the support that they could give to the co-operative movement. They would give seeds, pumps, agricultural tools to help to increase production. However, by that time, it became clear that there was something that was missing in our production mix. It was meat. We have very many butcheries in Maputo but without any meat. So there were meetings, party meetings, we would cry a bit and we would say: "Yes, we take part in agriculture but we have no meat. There is no meat. We have fish, we have prawns, but no meat at all." Through the Bank for Development of Mozambique, we started getting some funds that got us in a position to start with some poultry or small animals; things that you can have around you like pigs and ducks. At the beginning the bank and the directors of the bank were very reluctant to give a loan. But the strength of our party was behind us and they would go to the bank and they would say: "Why are you so worried? We trust our peasants. They are going to pay back what they owe to you". When we started to raise the pigs, people around us started coming to ask for employment and then even more men came to ask for employment. (LAUGHTER AND APPLAUSE) We still have problems with our men, they seem not to be interested, but when the end of the month comes, they always ask: "So what has happened? Haven't you got your distribution yet?" Apart from the direct assistance and financial support, our party, Frelimo, also put us in contact with other voluntary aid organisations from which we have received some help. They gave us water pumps, cement and other building materials. Being in the city, we cannot just go and chop wood from the forest, but we need to construct pig sties and fowl runs.

Because our movement was growing, on 15th August 1982, the co-operatives, with the party's guidance, formed the General Union of the Maputo City Co-operatives. In this structure, we have the following: President of the General Union of Co-operatives; Director of Commerce; Director of Husbandry, and a Director of Production who goes to the mashambas, the fields, to supervise and teach the women how to cultivate, how to prepare the fields, to put their cabbages, to grow their crops. The Director of Husbandry also goes to look and see in the localities how the animals are being raised. He must go to the pig sties and he must teach the women and see if the work is being done correctly. We also have the Department of Accountancy to help the women in accounting and with their bank transactions. Then we have the Director for Transport, and this director is a woman. In our co-operatives we also provide social services like creches to look after the children. We already have 14 creches and there is a woman who is responsible for all these creches. It is this woman who has to see to all the problems of these creches. If milk is missing, if food is missing, she really has to cope with that and to solve these problems. We also have some social security in case where, say, there is someone who dies, or is ill. The co-operative has to look after these people and solve all these

problems. Because of the size of the General Union, in January 1983 we created regional unions in order to decentralise and localise the solution to problems.

The General Union has established a training centre especially for school leavers. Instead of being at home or becoming bandits, these young people can go to this centre and acquire some skills like agriculture, animal husbandry, mechanics, repairs to water pumps and tractors. With these skills, they can come and do useful work in the co-operatives with the support of our government. The government provides foreign technicians, to work and train our children in a way that the children will give support to the mothers in the co-operatives. These children are from 11 to 15 years old, who cannot get into the schools because the schools are over-crowded, and that is why they go and they can be trained within the framework of the co-operative. Amongst these youngsters, there are those who have already done Grade 6, 7 or 8 and sometimes the first year of High School. Now these, we send them to the Bank to be trained in accountancy. So the Bank gives the support in training these children. In our creches, as well, we train young women to look after the children. They are about fifteen to sixteen years old, and they know how to look after children, and for that we have the support of UNICEF.

In terms of work organisation, we work together like a big enterprise. We pay no salaries except a small amount to those women who have no husbands - it's only a token amount. The rest, we share at the end of the month according to each member's work done. If anyone misses work for no good reason like illness, but because they are lazy and don't want to work, those days missed are deducted from his or her small distribution at the end of the month.

Let me end my speech by talking about the problems we women face from the thieves and bandits. They come and destroy our crops, kill our chickens, goats and pigs. They burn down our lorries. We always complain that we have no transport. It is not because the government does not give us transport; it gives but these are destroyed by the bandits - say when a truck goes to Chokwe. These bandits never come during the day - always at night because they dare not confront us. We women in co-operatives are very strong. They distribute leaflets threatening us but we still carry on our work. People say these bandits are Mozambicans, but we say, "Yes, they are Mozambicans. They may be our brothers, our cousins or our relations but really, who are they? They are Mozambicans but they have sold out."

Vote of Thanks From Mrs H.A.A. Malyakora - Tanzanian Delegate

Thank you, Mr. Chairman, for giving me a little time to thank the delegation from Mozambique for giving us a very challenging story of what has been happening in Mozambique. I do not have much to say except to thank the women from Mozambique, to continue the struggle of women to liberate themselves from the oppression they have been receiving all their time. I want to take this opportunity to commend the real efforts which have been made by the women of Mozambique in making the struggle as effective as possible.

This has been so because of the nature of the economic and political problems which have been prevailing in their country. But at the same time, here where we are seated, the men in this room can witness this effort by women. We hope it will be an example for all women in Africa and throughout the world.

I am the Director of a Primary Co-operative Society in my country. And to be frank, I have faced similar problems of organisation, and the struggle in my society. But it is more commendable for you, my sister, that you have experienced all these problems, but in spite of all these problems, you have formed a co-operative union. I commend you, my sister, for a union.

The discussion was so provocative that it gave me, personally, some sensations as to how women can get into the struggle and, at the same time, try and survive. It is our hope that through such efforts, of organising such gestures, we hope there will be some extension of organising another of such conferences so that we can get to one of these conferences in Mozambique and see how these women have really struggled with these things we have discussed. With these few words, I wish to thank you very much.

— A BRIEF OF THE CO-OPERATIVE MOVEMENT IN TANZANIA TO THE CONFERENCE OF FOOD PRODUCTION CO-OPERATIVES

HISTORICAL BACKGROUND

- (A) The Co-operative spirit among Tanzanians is not a new concept. In fact, the co-operation which existed among Tanzania's people before the colonial times was based on engagement in productive, economic and cultural activities and this can still be traced among some tribes in Tanzania to date.

The present type of co-operation resulted from the struggle between the peasantry and the colonial and sultanate states. The purpose of the struggle was to eliminate the middle man who bought produce from farmers at a meagre price and selling the same at a higher price thus earning big profits from the sweat of farmers.

In short, the development of the present co-operative movement in Tanzania can be grouped into three historical periods:

- (a) The period between 1925 and 1967;
- (b) The period between 1967 and 1976;
- (c) The period between 1976 and 1982.

(B) STAGES OF CO-OPERATIVE DEVELOPMENT

Co-operatives, as stated earlier, started in Tanzania during colonial times. The colonial government, no doubt, had seen agricultural marketing co-operatives as the best channel to collect cash crops which at that time were badly needed for export business to support their home industries.

In 1925, an association known as Kilimanjaro Native Planters Association (KNPA) started in the Kilimanjaro Region. In 1932, the first co-operative law was enacted, and in 1933, eleven Primary Co-operative Societies were registered together with the Union known as KNCU - Kilimanjaro Native Co-operative Union Ltd.

From here onwards, registration of Co-operative Societies went very fast and by independence, 857 co-operative societies had already been registered as follows:

- 1933 - 12 co-operative societies were registered
- 1940 - 40 co-operative societies had been registered
- 1950 - 127 co-operative societies had been registered
- 1961 - 857 co-operative societies had been registered

After independence in 1961, the Party, TANU, and the government mobilised people to form co-operatives as instruments to place the country's economy in the hands of the people. This mobilisation resulted in the development of the co-operative movement as shown over:-

- 1962 - 857 societies were registered
- 1964 - 1211 societies were registered
- 1965 - 1500 societies were registered
- 1966 - 1533 societies were registered
- 1967 - 1596 societies were registered

It should be noted here that, by 1966, the 1533 co-operative societies had already controlled 43% of the national economy.

The various political events that took place from 1932 when the first Co-operative Act was enacted, coupled with the fast development in the Co-operative Movement, necessitated the enactment of 1968 Co-operative Act to replace the 1932 Co-operative Ordinance.

The main aspect of this act was to strengthen the co-operative principles in line with the socio-political and economic climate after the Arusha Declaration, which proclaimed the policy of Socialism and self-reliance in the country.

It was after the establishment of Ujamaa Villages in 1975 that the pattern of rural primary co-operative societies was changed. A registered village operated as an economic unit and was deemed to be a multi-purpose Co-operative Society while at the same time it exercised the powers of the government together with Party powers. The Party policy emphasised living together, working collectively for collective benefits. The call was highly heeded by the people and by 1975, 8 000 plus villages were registered.

In 1976, Regional Co-operative Unions and Marketing Primary Co-operative Societies were dissolved. Mean time, the Ujamaa Villages or Registered Villages took over the role of marketing of farmers' produce as agents of Crop Authorities.

(C) THE CO-OPERATIVE DEVELOPMENT IN THE YEARS 1976 - 1982

After the dissolution of Primary Co-operative Societies and Regional Co-operative Unions in 1976, the structure of the co-operative movement turned into a two-tier system: the villages, which acted as multi-purpose co-operative societies and the Union of Co-operative Societies which acted as an Apex Organisation. In 1977, the new Party constitution established five mass organisations and UCS was one of the Party mass organisations. The members of UCS were registered villages and other types of co-operatives. In 1979, the Union of Co-operative Societies was registered as an Apex Organisation.

Since 1979, in almost all UCS meetings, the members continued to press the Party and Government to revive the co-operatives because they were the instruments of the people, governed by the people and benefits accruing from them were for the members themselves.

In 1980, the Government appointed a Commission to look into the possibility of reviving the Co-operative Unions. The Commission completed its task in the middle of 1981 and among its findings was lack of a platform for farmers and a fall in production of food and cash crops.

The New Co-operative Act was passed in 1982 and became operational in 1983. Up to 15/5/85, the registrar had registered 1907 rural Primary Co-operatives and 2373 Urban Co-operatives by 30/6/84. This means by 15/5/85, there were a total of 4280 registered co-operatives in Tanzania. Breakdown:-

1. Rural producer co-ops	1 907
2. Consumer co-ops	1 478
3. Savings and credit societies	405
4. Industrial co-ops	250
5. Transport co-ops	22
6. Housing co-ops	74
7. Service co-ops	59
8. Others	85
	<hr/>
TOTAL	4 280
	<hr/>

Apart from the Primary Societies in rural and urban areas, by mid-May 1985, a total of 23 co-operative unions were registered. The co-operative unions held their congress in February 1985 and established their Apex Organisation namely the Co-operative Union of Tanzania.

CONCLUSION

The emphasis of the new rural Co-operative Societies is production of food and cash crops, and all the rural co-operatives are deemed to function as multi-purpose co-operatives. The theme of the

Zimbabwe Conference is therefore relevant to the endeavours of Tanzanian co-operators. The experiences from this conference will assist our leaders to understand and assist their societies to increase the production of food.

— Edited extract of (Presentation by Comrade J. Mwabuki: University of Dar-es-Salaam)

I am going to concentrate on some of the problems which faced co-operatives after the dissolution of their co-operative unions in 1976 and on the events that led to their reinstatement in 1982.

(Editor's Note: Up to this point, delegates were not clear as to why the co-operative unions were dissolved in Tanzania in 1976. The following is a summary of the clarification given by Mr. T. Mshare during the discussion that followed this presentation.)

Comrade Mshare explained that the colonial co-operatives were mainly geared at marketing cash crops for the colonial power. This situation prevailed up to 1967 when the Arusha Declaration created a new path for Tanzania based on Ujamaa - Socialism and Self-Reliance. In order to provide services and mobilisation, the Tanzanian government decided that it was necessary to move the rural population into settled villages which would engage in co-operative production. However, up to 1975, fundamental changes had not taken place since most co-operatives, remained predominantly semi-capitalist, marketing enterprises. They were not centred on production and hence not fulfilling their goals of socialism and self-reliance. This is precisely why they were dissolved in 1976 and replaced by the Ujamaa Village Act of the previous year, 1975. By this Act, they were replaced by villages that were deemed to be multi-purpose primary co-operative societies based on production.

J. Mwabuki continues

Some of the problems encountered by the farmers are best illustrated by the National Maize Project initiated in 1975. Its aim was to raise yields from 1000 kg/ha to 2700 kg/ha through improving input packages of hybrid seeds, fertilizers, pesticides and improved animal husbandry. However, because the co-operatives had been dissolved, a number of problems were encountered during its implementation.

The co-operative unions had been involved in the marketing of crops. These were replaced by Crop Authorities established in 1976. In the case of maize, the parastatal body, the National Milling Corporation (NMC) was the one buying maize from farmers. The biggest problem with the crop authorities was the lack of co-ordination between themselves and the farmers. They lacked the experience of co-operative unions in dealing with farmers and in marketing agricultural products. They paid producer prices that were incongruent with input prices charged to farmers. Sometimes the NMC was not paying the farmers at the right time because it was in the red. It too depended on overdrafts for its operation. So the peasants got disillusioned and started selling their maize on the black market. As a result, there was general unavail-

ability of food and other consumer goods. The government resorted to importing a lot of maize but was constrained by a shortage of foreign exchange. Therefore, after some time, the National Maize Project was a failure because no money was coming out of it.

The government then tried another experiment called the National Agricultural Credit Scheme. The Tanzania Rural Development Bank (TRDB) was given the responsibility of extending credit and supply of maize input packages to farmers. In this new scheme, some of the regions were eliminated from participating, reducing the number of regions from fifteen to ten. By 1981, it accounted for 20% of the TRDB's total lending. However, because the co-operatives had been dissolved, problems were encountered in facilitating loan recovery from farmers. The villages, which replaced the co-operative unions as loan facilitators, were the ones that filled the loan application forms, with additional information being supplied by the crop authorities and the local bank staff before the forms were forwarded to the bank's headquarters. When the loan was granted, the village councils would then lend from the loan proceeds to the individual farmers. This indirect lending system meant that the individual farmer knew very little about the loan procedures or the type of loans he was receiving. The lending procedures were not clearly defined. Sometimes the decision-making body determining which farmers would be granted loans was the village council and sometimes the general assembly of the village. The recipients were also not necessarily chosen on the basis of merit or ability to repay. Village records and books were haphazardly kept.

These problems were also compounded by the TRDB's failure to deliver inputs to farmers at the right time. It had problems in placing tenders for input bulk supplies and arranging transport. In connection with transport, congested harbours, poor roads, lack of storage space and lack of lorries impeded the timely delivery of inputs to the villages because the inputs were delivered too late; production was affected, which in turn affected the bank because farmers failed to repay their loans. The problem of debt collection was worsened by lack of expertise in the bank, shortage of staff, of vehicles for field supervision and generally inefficient administration. Sometimes the bank did not even know which villages had been granted loans. The peasants, on the other hand, became more indebted and developed negative attitudes towards the bank because, in former days, they had been used to subsidised or interest-free loans. But the bank insisted on repayment with interest.

The dissolution of the co-operatives also rendered the government extension services ineffective. The staff got demotivated and did not keep close contact with the farmers. Farmers' participation in decision-making through the co-operative unions was curtailed since now they had no platform from which to speak. The crux of the problem was that, prior to dissolution, there were 1500 co-operative societies, but after that, there were 8000 villages, each deemed to be a primary society. This increase in numbers far outweighed the number of extension staff. So farmer participation and the rendering of technical advice through extension staff became quite difficult. Although government had a crash programme of training more staff, the structural problems of co-ordination were very great. The co-ordination between the extension staff, the crop authorities and the farmers was not effective due to lack of experience.

All these problems, Mr. Chairman, are what led the farmers to remember, and demand, their dissolved co-operatives, through the press, the party and their Members of Parliament. These were reinstated in 1982 with greater orientation towards production, particularly food production and self-sufficiency.

— Edited summary of (Presentation by Comrade Luke Macebo — Organisation of Collective Co-operatives in Zimbabwe

Introductory Remarks by the Chairperson of OCCZIM, Cephas Muropa

Thank you, Mr. Chairman; I would like to provide a little background information to enable delegates to understand the situation regarding the co-operative movement in Zimbabwe. We have two co-operative movements in this country. Firstly, we have collective co-operatives which were established by ex-combatants. This was due to the fact that, after the liberation war, not all of them could be absorbed into the national army. So they were demobilised and given some allowances which they used to start joint projects by pooling these resources together. However, today you hardly find a single collective co-operative with ex-combatants only. They have been joined by a lot of peasants from the communal areas. Some of the collectives were established as part of the resettlement of our people who had been left landless during the colonial times. The latter are composed of former freedom fighters, ex-farm workers and peasants from the communal areas. So there has been that kind of integration. There are also co-operatives in the rural areas that started as women's clubs, but, having realised the importance of co-operative efforts, these clubs have now been re-organised on a collective basis.

So we have many women's projects which have been initiated by women and are being run by women. At some time last month, the Ministry of Lands commended the co-operatives that are being run by women. They think they are doing far better than the collectives being run by men. (APPLAUSE) All these come under one umbrella, the Organisation of Collective Co-operatives in Zimbabwe (OCCZIM). Then there is CACU (Central Association of Co-operative Unions) which is an old, established movement started as far back as 1956. This represents individual peasant farmers in the communal areas. CACU is involved in marketing and input supply whereas OCCZIM represents collectives involved in collective production. OCCZIM only started after independence and therefore it is an organisation independent of any other organisation. So CACU is a body and we also operate separately. There is nowhere where we come together to discuss our problems. Our problems are far apart from each other, although you find out

that, maybe later on, if CACU members collectivize their activities, then that is when we can organise a platform between the organisations, between OCCZIM and CACU. But so far, they are two different co-operative movements, representing two different interests. I hope that clarifies the nature of the co-operative movement in this country.

LUKE MACEBO

I am not going to cover the marketing and supply co-operatives, but only those engaged in production as collectives. Collectives in Zimbabwe were formed in many ways. After independence, we entered a new phase of national reconstruction. The rural proletariat, ex-freedom fighters who could not be absorbed in the army, and people displaced by the war started spontaneously to form agricultural collectives. In industry, many whites were leaving the country and closing their factories. Some of these were taken over by workers as co-operatives while in some cases new co-operatives were formed to replace the closed factories. Realising the desperate need to fulfill the transport problems in the country caused by the departure of some former transport operators, transport co-operatives were formed. For the same reasons, consumer co-operatives were formed. So, at the moment, all collectives in all sectors engaged in collective activities can be members of OCCZIM.)

CAIN MATHEMA

In Zimbabwe, we have now, I think, the statistic of over 1500 co-operatives, registered by my department. The majority of these are the agricultural marketing and supply. I think we have all in all a rough figure of 400 collective co-operatives in Zimbabwe. I don't know how many are affiliated to OCCZIM.

LUKE MACEBO

These collective co-operatives had to compete with the well established commercial farmers and industrial interests. They lacked knowledge of how to operate their new enterprises and there was no way they could survive or succeed unless they were united; unless they came together. The need for an umbrella for all collectives to fight the common problems created by the old legislation, competition with commercial farmers and other vested interests, became apparent. So in January 1982, a group of eight collectives came together at Cold Comfort Farm. It was there that, with the assistance and guidance of the Zimbabwe Project, it was realised that eight was too small a number to form an umbrella organisation and so a committee was mandated to recruit others to join.

The next meeting was at Batsiranai Co-operative, where twenty three collectives elected a steering committee of six to draft a constitution. When it had completed that task, Vanguard was launched. It was a collective co-operative newspaper which began on that day since it had been requested by the movement itself.

The third meeting was at Simukai co-operative near Harare in July, 1982, when we adopted the draft constitution of the organisation, which we called the Zimbabwe Producing and Marketing Co-operative Organisation. Thirty-three co-operatives were represented at the Simukai meeting. It was decided to increase the steering committee to ten persons and to seek registration. It was then

that we encountered problems. Collectives had emerged after independence. The Act requiring registration only catered for other forms of co-operatives. It was not easy to accommodate what we had drafted with the law. Accordingly, a new constitution had to be drafted. Our name was changed to OCCZIM, the Organisation of Collective Co-operatives in Zimbabwe. Zimbabwe Producing and Marketing Organisation, it was decided, should be reserved for an apex organisation which would embrace both production and marketing co-operatives. The new draft was adopted at the OCCZIM congress which was held in Mbare at Stoddard Hall on September 4th, 1983, at which there were 77 collective co-operatives in attendance. OCCZIM was registered in December, 1983.

At this first annual conference in September, 1983, the Executive was mandated to carry out the following tasks:

1. To establish offices. So far, we have a main office in the Emekay Building on Forbes Avenue, in Harare, with additional offices in Bulawayo, Mutare and Masvingo.
2. An Education and Training programme was to be organised for collectives. So far, we have established the following:
 - a) A six month Motor Mechanics Course in Bulawayo which gives an elementary training in repair and maintenance of motor cars, tractors and agricultural equipment. We had problems when we sent our equipment to commercial garages, which charge big fees.
 - b) Administrative courses are held at Kushinga Phikelela Institute near Marondera teaching skills relevant to co-operatives - administration, accounts, secretarial studies, etc.
 - c) In the field of information, we have been circulating Vanguard, our newspaper, and are also publishing a few other bulletins.
 - d) We have completed a survey of collective co-operatives under the direction of Clever Mumbengegwi. This task is now done: the results are out and we are waiting to publish them. This survey will not only benefit Zimbabwe, but also our neighbouring countries.
 - e) Our other engagements are: a marketing venture for buying and selling. This has not gone well so far.

We hope, in consultation with the government, to work on this area within the collective co-operative movement.

- f) Sources of improving transport and equipment are under investigation. We believe that there needs to be sharing of these facilities by collectives through District Union structures which we have established. So far, one District Union has been equipped with lorries and tractors and is servicing all co-operatives under it.

From September 1983 to today, we have been able to meet all our commitments although it has been a struggle.

PART THREE



A visit to Shandisayi Pfungwa Co-op



Cde M. Mtsambiwa — OCCZIM Delegate



Delegates Outside Conference Room

— Edited summary of (Presentation by Comrade Cain Mathema: Director of Training — Ministry of Lands, Resettlement and Rural Development.

I have been asked to say a few words from the government point of view. When dealing with the subject of co-operatives, we are dealing with a complex issue. We Zimbabweans were never trained or educated for the kind of co-operatives we are running today and the experiences of other countries, especially in Europe, are not very relevant.

Co-operatives were introduced in this country, especially among the better off African farmers, mainly to serve the interests of the colonialists and international capital. These were mainly marketing and supply co-operatives under the Central Association of Co-operative Unions (CACU), operating under the Co-operative Societies Act of 1956.

Then, after independence, a new structure and new forms of co-operatives came into being - the collective (producer) co-operatives as Comrade Macebo has mentioned. The inspiration for this had come out of our liberation struggle when both ZANU(PF) and ZAPU(PF) leadership accepted socialism as our ideology. Because 70% of our economy is foreign owned, co-operatives must play an important role in placing the economy into national hands and achieving genuine independence. Co-operative ownership is the instrument for achieving socialism. That is government's policy. They should be democratic, independent organisations complementing state ownership in socialist transformation.

Collectives in Zimbabwe are regarded as the most developed form of socialist co-operation. In the process of transition to socialism, peasants must play an important role. When the government nationalises certain major means of production, it cannot nationalise the small peasant holdings. There is no need for that, but where does this leave the peasant in the transition to socialism? Peasants are small owners, of goats, a small plot, etc., but as you know, capitalists come from small owners. If you move towards socialism, but leave the peasants behind, you are creating a class of potential capitalists. Hence there must be found a way of involving the peasants through organisations like OCCZIM and CACU to forge a worker peasant alliance. The working class in Zimbabwe, on its own, is a minority. It cannot achieve socialism without the peasants.

As far as marketing and supply co-operatives are concerned, remember these are individual peasant farmers with their own oxen, and plots, who produce individually. They only co-operate at the level of produce marketing and input procurement. On the other hand, collectives are worker-owned and -managed co-operatives. They live together, own together and work together. So the government's policy is to encourage the marketing and input supply societies to transform and become collectives. This is because there are many advantages to this change. For example, it is uneconomical for small farmers to buy a tractor to plough only two acres. They can be encouraged initially to buy a tractor together to plough their different plots but eventually they will, of their own accord, realise that it is costly to move the tractor from plot to plot. So they will eventually say: "Let's amalgamate our small farms and become a what? - a collective."

So it is important that all peasant forms of co-operation - the marketing and supply co-operatives, the savings clubs - be encouraged to unite and produce together. So far since independence, we have had a very strong collective movement which has gone up to form OCCZIM. As to the ultimate structure of the co-operative movement, there are going to be many structures each seeking to solve the problems identified in each sector. But these must be co-ordinated from the primary to the national level with an apex body. We will have a transport structure from primary society level up to the national level. We are going to have dairy co-operatives from the primary societies up to the national level. We are going to have housing co-operatives from primary societies up to the national level. These are all different possible structures when the co-operative movement is fully developed. So eventually, OCCZIM and CACU should unite and form a single representative apex organisation that can be represented at the international level - at the International Co-operative Alliance.

Coming to the problems my department faced in servicing co-operatives, these mainly relate to lack of adequately trained manpower. You know, not a single school in Zimbabwe taught about co-operatives in its curriculum - yet we recruited Form Four school leavers and sent them out to "train", "advise" co-operators when they had never heard the word "co-operative." Even those of us who had received higher education and degrees abroad, we did not have a full grasp of the subject matter of co-operation. We only did co-operatives as part of the economic structure of Britain. So you can see that most of the staff in the department were not really prepared for this development. We actually did not know anything about co-operatives, about co-operative principles, yet we had to service, train and advise the co-operative movement. Most of the staff not only lacked the practical skills to impart to co-operators, but were also inadequately trained ideologically to perform a useful function given the socialist orientation of collective co-operatives. We have made some steps in training our staff, but we can discuss that tomorrow in the education and training session.

Thank you Mr. Chairman.

— Financing a Producer Co-operative and the problems of Raising Initial and Working Capital.

The substance of the discussions in the sessions dealing with the financing aspects can be summarised under three headings:

- (a) The nature of the problems
- (b) The causes of the problems
- (c) The proposed solutions

In the deliberations, some of the problems were found to be general and common to all three countries - Mozambique, Tanzania and Zimbabwe; others were specific to individual countries.

COMMONLY IDENTIFIED PROBLEMS

The two most important common problems identified were:

- (i) under-capitalisation, and (ii) inadequate working capital.

Problem I - Under-capitalisation

- (a) Nature of the Problem: All co-operatives noted that they had lacked initial finance to purchase the machinery and farming implements so as to conduct operations at a scale that would be remunerative to the members.
- (b) Causes of the Problem: The causes discussed can be divided into two: (i) internal, and (ii) external causes, although there was a clear realisation from the discussion that these were closely related to one another.

Internal Causes:

The root cause of this problem lies in the general poverty of the members prior to joining the producer co-operative. When most members join, they bring very little or nothing in the form of assets or cash. Even in the case of Tanzania, where members pay a joining fee, or in some cases contribute share capital, this is usually not enough to raise adequate capital. In the Zimbabwean and Mozambican cases, most co-operatives do not levy a joining fee or contribute share capital. The consequences of this under-capitalisation was noted to be serious production difficulties, and low co-operative incomes which make it impossible to finance capital development from internal sources of finance.

External Causes

Delegates noted also that external sources of finance are usually very difficult to come by, largely due to prejudice from commercial banks and other financial institutions. These potential sources of capital usually display a negative attitude towards lending to co-operatives; sometimes justifiably, but, at most times, not. It was noted that most banks prefer short-term or seasonal loans, which

have short repayment periods and higher interest rates. They require collateral security which, given their poverty, most co-operatives cannot provide. On the other hand, most co-operatives usually have low education and administrative skills. They lack knowledge of the avenues and procedures for acquiring loans. Even if they know, the requirements and procedures are long and cumbersome. The ultimate result is that generally co-operatives have failed to raise adequate capital from external sources.

In Mozambique, delegates said, co-operatives do not experience these financial constraints because the State Development Bank provides liberal financing at lower rates of interest.

(c) Proposed Solutions for Under-capitalisation

The delegates saw no immediate solution to this problem from their own internal sources of finance. Instead, solutions were suggested from external sources.

- (i) It was agreed that the co-operative movements in all the countries represented must organise themselves into a strong formidable pressure group to influence governments and the party to put pressure on financial institutions to change their attitudes and policies towards producer co-operatives.
- (ii) As a matter of urgency, especially for the Zimbabwean delegates, it was agreed that the formation of a Co-operative Bank would go a long way in solving some, if not all, of their problems. This, it was suggested, could be done through the apex bodies, the party and government assistance.
- (iii) Donor agencies should also be mobilised to provide capital for the co-operatives. However, instead of funding individual co-operatives or projects, they can be encouraged to channel their funds through investments in the Co-operative Bank.

Thus, it was the general feeling of the conference that co-operative banks are more sympathetic and flexible in their terms than commercial banks. In this context, the Mozambican delegates pointed out that securing loans was not one of their serious problems since they had state-owned development bank and full backing from their party and government. Their biggest problem was securing foreign exchange to import machinery and farm equipment required for capitalisation.

Problem II - Working Capital Shortage

(a) Nature of the Problem

The problem was identified as the lack of a ready cash flow to purchase seasonal farming inputs like seeds, fertilizers, pesticides, etc., meet administrative expenses as they fall due, and pay allowances and dividends to members on a regular basis.

(b) Causes of the Problem

External: As far as the external causes, these were identified to be the same as for the problem of under-capitalisation. However, in addition, it was agreed that co-operatives themselves tend to have a high default rate on loan repayment thereby giving cause for the banks to refuse any further loan applications to secure working capital.

Internal: It was noted and agreed that often such problems arise from lack of skills, poor cash-flow management and inadequate budgeting, forecasting and bookkeeping by the co-operative committee. All this leads to poor productivity performance and low gross incomes, which in turn affects the co-operatives ability to service loans and debts. The inability of most co-operatives to pay a reasonable, regular allowance or dividend to members leads to low membership commitment and disillusionment. Some members ultimately leave the co-operative. Further, the problems are not helped by the fact that, in some countries, especially in Tanzania, co-operators feel that producer prices are too low relative to input costs and the high level of taxation exacerbates the situation.

(c) Proposed Solutions for Working Capital Shortage

Again, solutions were seen in the light of changing the economic and financial environment within which co-operatives operate as outlined under the problem of under-capitalisation. Furthermore, the delegates called for increased training of co-operators, especially in the areas of financial management, budgeting and cash-flow control. The responsible governments and apex organisations should be responsible for implementing such programmes. Only when co-operatives have their own skilled manpower can they be independent, united and self-reliant.

COUNTRY SPECIFIC PROBLEMS

These were problems raised by individual delegations but were considered to be of general applicability to all countries. In Mozambique, the political instability caused by the M.N.R. bandits makes effective planning almost impossible. Some of the co-operatives' financial problems can be located in the destruction and looting by these politically motivated bandits. In dissident affected areas of Zimbabwe, similar sentiments were also expressed by some delegates. In Tanzania, crop wastage as a result of poor storage facilities was noted to be a serious handicap to raising working capital for some co-operatives.

Finally, all countries, to varying degrees, saw the drought and other natural hazards experienced over the last three years as having contributed to their financial problems.

— (Financial Control and Management in a Producer Co-operative)

In the small groups, delegates exchanged experiences in methods of instituting control and management of their co-operative finances.

Out of these experiences, similarities and differences were highlighted varying with country and the size of the co-operative. The following is a summary of the substance of the small-group discussions as brought out during the report-back plenary.

Commonly identified problems

- (1) Most co-operatives noted that they had inadequate levels of finance and were therefore faced with a chronic problem of over-expenditure.
- (2) The above problem is worsened by a shortage of skilled personnel in financial management and control procedures. This leads not only to over-expenditure, but in numerous cases to embezzlement, misuse of funds or wastage on unproductive activities.
- (3) The third problem is the frequent lack of dedication and honesty among officials of the co-operative.
- (4) It was also noted that most co-operatives have no internal procedures for audit and control while few could afford external audit facilities.
- (5) Few co-operatives had any well-developed system of budgeting and forecasting of income and expenditure.

Proposed Solutions

- (1) All delegates agreed that what is needed is a vigorous programme of training co-operative members in bookkeeping, accounting, management and auditing. This training must be broad-based to involve a large section of the membership so as to make it easier for everyone to perform their duties when elected into office.
- (2) Apart from training programmes, delegates also advocated the establishment of effective institutional mechanisms to eliminate loopholes that may lead to unnecessary expenditure, embezzlement or misuse of funds. It was noted that, when talking about financial control, it should not depend on the personal honesty of the office bearer alone, but it is a question of devising control systems that make it difficult even for a dishonest official to misallocate funds. To this effect, the following proposals were made:
 - (a) Each co-operative must have a finance committee which administers the finances of the co-operative. This committee should be part of the management committee reporting to it on a regular basis. It must be responsible for preparing the budgets and forecasts which have to be approved by the members' general meeting before implementation.
 - (b) Regular financial statements must be prepared and presented to the members for discussion in order to keep members informed of the exact financial situation in the co-operative. This procedure would also increase the ability of members to participate in decision-making.

- (c) A system of internal audit must be devised. An internal auditor, though member of the co-operative, must be external to the finance of the management committee.
- (d) The government ministry/department responsible for co-operatives must act as the external auditors to ensure that co-operative books are in order.
- (e) All financial transactions above a certain agreed amount must be authorised by the management committee and not just by the signatories to the bank account.

— (Farm Production and Productivity)

Most of the problems on farm production and productivity were found to be related to the problem of lack of finance and poor management. There was a general consensus among all delegates from all countries as to the main issues adversely affecting production and productivity. The following were specifically emphasised:

Common Problems

1. Lack of Adequate Agricultural Machinery and Equipment

It was noted that a great proportion of co-operatives have to use crude and low-level technological equipment which affects the speed of performing certain tasks on the farm, leading to delays, untimely performance of these tasks and hence low yields.

2. Lack of Adequate Inputs

It was noted that often only small amounts of seeds, fertilizers and other inputs can be obtained due to lack of working capital. These tend to be spread over extensive pieces of land resulting in low yields per unit of land.

3. Lack of Farming Knowledge

Delegates also attributed their production difficulties and low productivity, at times, to poor agricultural techniques and inadequate farming knowledge. It was noted that sometimes high-technology machinery is used inappropriately or uneconomically. Even hybrid seeds, fertilisers and other chemical inputs are applied in inappropriate proportions.

4. Inadequate Advice and Extension

The above problem was linked by delegates to little or no extension advice. Of the few advisers from responsible

authorities. delegates noted that they did not show co-operators how to do things by actually doing them. They tend to be "bookish" (theoretical) and therefore of little value to the co-operatives, bearing in mind that most co-operators are barely literate and can only grasp the principles of proper farming through practical demonstrations.

5. Lack of Transport Equipment

Delegates pointed out that productivity is affected through delays in input deliveries due to shortage of transport. Most co-operatives do not have transportation vehicles of their own and rely on commercial hauliers that are expensive and not reliable. Transport difficulties result in either late planting or late delivery of products to the market. Losses of both inputs and outputs occur due to delays and poor storage facilities.

6. Poor Road Network

Delegates related the delays in deliveries and their transport difficulties to the poor road infrastructure. It was pointed out that most co-operatives are located in remote parts of the country with dirt roads that are often impassable, particularly during the rainy season.

7. Lack of Business Training

It was pointed out that some crop disasters and losses arise out of lack of business acumen, planning and foresight on the part of co-operators. This inadequacy is attributed to low level of education and training in management skills.

8. Lack of Commitment and Co-operative Consciousness

All the problems mentioned above lead to low productivity and incomes which have a negative effect on members' commitment and dampen their consciousness. It was noted that some co-operatives have gone for a number of years without paying members any dividends or allowances. This has led members either to slacken in the performance of their work on the co-operative, or to engage in part-time employment elsewhere to earn supplementary income. This reduces the labour available to the co-operative both in quantity and quality.

Proposed Solutions

Since most of the problems related largely to finance (under-capitalisation) and training, the proposed solutions were directed at alleviating these two.

1. It was agreed that the solutions suggested to solve the problems of under-capitalisation and working capital would still be valid in solving problems numbered (1), (2) and (5) above.
2. As regards the problems numbered (3), (4) and (7), delegates suggested that the responsibility for training and upgrading members' skills lies in their own hands. They should not

wait for external assistance but that each co-operative must identify the areas of skill shortage and send some of their members to training institutions where necessary. Further, government departments and responsible ministries must be mobilised to mount practically-orientated short courses and seminars that are geared at imparting practical skills and awareness to the general membership.

3. On problem (8), it was suggested that each co-operative must conduct internal seminars to educate its members on the benefits and principles of co-operation. The idea should be to raise the level of consciousness and commitment. Such a programme should involve government and party officials to support the co-operative movement.
4. On the question of transport equipment, delegates suggested that the apex bodies could appeal to donor agencies to raise the finance to buy the equipment. These would then be owned by the apex body but allocated to the district or regional unions for common use by all co-operatives in the district.

— (Marketing and Input Procurement)

After exchanging co-operative and country experiences, delegates found a great similarity among the problems encountered in marketing output and procuring inputs. The essence of these can be summarised as follows:

Common Problems

Marketing

1. With respect of Tanzania and Mozambique in particular, and Zimbabwe to some extent, delegates noted that their biggest problem relates to producer prices that are too low relative to input costs. In all countries, the major buying organs which also set producer prices are the governments or their parastatals.
2. Shortage of proper post-harvest storage facilities and the supply of grain bags or other suitable packaging prior to delivery to the market.
3. Inadequate transport equipment. In most cases, co-operatives rely on commercial transporters who charge exorbitant fees and do not provide a timely and regular delivery service to the market.
4. Long distances to marketing depots along poor roads cause breakdowns, which are worsened by chronic shortages of foreign exchange and spare parts.
5. Delays by government parastatals in paying co-operatives for crops delivered. In some cases, there could be delays of up to twelve months - a la Mozambique.

Input Procurement

1. With respect to purchase of inputs, all delegates agreed that the biggest problem is one of delays in the delivery of inputs in time for the planting season. This problem, it was noted, was a result of many factors such as the delays in granting loans by government financial institutions, lack of transport, poor roads, constant vehicle breakdowns and shortage of spare parts.
2. Some inputs which have to be imported are often in acute shortage at the critical time due to lack of available foreign exchange.

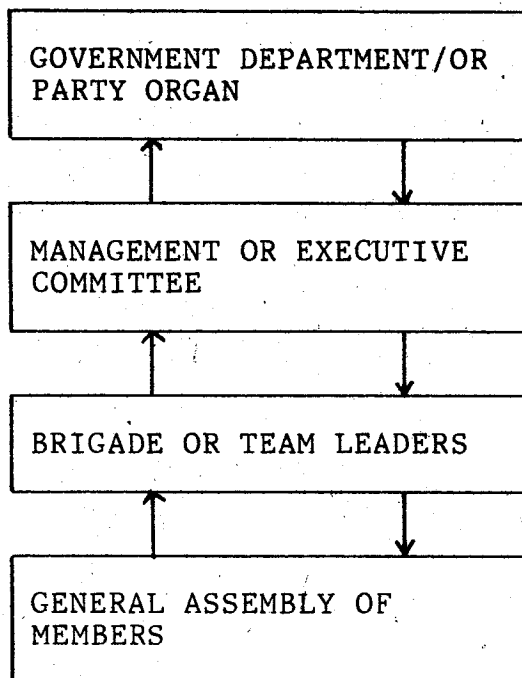
Proposed Solutions

1. Regarding producer prices, delegates called on government to involve co-operatives in the process of setting producer prices, taking into account the spiralling levels of input costs.
2. Government should improve road and storage infrastructure and assist in the problem of transport equipment shortages.
3. Less bureaucratic and cumbersome procedures for dealing with seasonal loans must be designed to reduce the delays in input deliveries.
4. Governments must allocate a certain proportion of foreign exchange earnings to the co-operative movement to purchase spare parts and imported inputs.

— (Decision making in a Democratic Co-operative)

In all the three countries, it was emphasised that the channels of decision-making are clearly enshrined in the constitution and by-laws of the producer co-operatives. Similarities and differences of the internal organisational structures were examined. More similarities than differences were found. Almost all co-operatives have an organisational structure resembling the chart below:

Cont. on Page 34



1. Acts as external watchdog and final avenue of appeal on any internal disagreements.
2. Responsible for overall planning, administration and supervision of plan implementation.
3. Responsible for actual implementation of production plans.
4.
 - 1) Supreme policy making body
 - 2) Elects management/executive committee
 - 3) Ratifies plans submitted by the management
 - 4) Acts as body of appeal for disputes between ordinary member and higher organ.

Problems

It was noted that, although avenues for democratic processes exist within the co-operatives, problems and communication breakdowns often arise especially between ordinary members and elected officials due to a number of factors:

1. In the Mozambican case, it was emphasised that the class struggle is not restricted to the national political arena, but permeates the lower levels as well, even the peasants in the co-operatives. In some co-operatives, management committees act like feudal lords according to their perceived social importance. Some co-operatives are composed on tribal lines while others give leadership to those with personal wealth which makes them feel more important than other members. This violates the democratic and socialist principles enshrined in the by-laws.
2. In the case of Zimbabwe, problems arise mainly out of either lack of well defined roles for the management and ordinary members or misunderstanding by management as to what their duties and responsibilities are vis-a-vis other organs or ordinary members. For example, it was noted that some members of the committee interfere too much in ordinary members day to day tasks, by-passing the Heads of departments/teams or brigades leading to conflict.
3. In the Tanzanian case, it was noted that, due to the relatively large size and multi-purpose nature of the co-operatives, the procedures for resolving disputes take too long and at times are too costly, inevitably leading to communication breakdown between members and management.

The above problems are experienced to varying degrees by most of the co-operatives in all the countries.

Solutions

The solutions suggested hinge on the need for co-operative education among members and management committees especially:

1. Political education to heighten the level of ideological consciousness of all involved in co-operatives, especially raising class consciousness.
2. Education to set a common understanding defining the limits of individual responsibilities and obligations to other members and the co-operative in general.
3. Both party and government to be actively involved in these programmes.

— (Work allocation, Work discipline and accountability in the Co-operative)

Delegates agreed that the method of work allocation must depend on the size and type of co-operative. The Mozambican and Zimbabwean delegates, all coming from agricultural co-operatives, shared a lot in common, while the Tanzanians had their own specific and different problems, due to the multi-purpose nature of their co-operatives involved in small scale industry, agriculture, processing, retail trade, etc. simultaneously.

Mozambique and Zimbabwe

The overall production plan is worked out by the management committee and ratified by the general assembly before implementation. Co-operative members are divided into departments (in Zimbabwe) or brigades (Mozambique), each headed by a leader. Depending on the size of the brigade/department, they may be further split into smaller teams headed by a team leader. Each brigade/team is responsible for implementing a part of the overall plan as ratified by the general assembly. The leaders of these brigades/teams may or may not be members of the management team. The leader meets the members of his brigade/team on a daily basis to chart out the tasks that need to be performed. Where necessary, he allocates duties to individual members and sets the targets necessary to be achieved. The delegates emphasised that, for maximum performance, consultation rather than commandeering like a boss is necessary. Leaders should also be involved in the work to set an example.

Tanzania

In addition to some of the points raised above, to cater for their multi-purpose nature, the co-operatives in Tanzania also allocate work according to skill and experience of the members. The more skilled and experienced tend to work in non-agricultural activities in the co-operative while unskilled members mostly work in agriculture.

Problems

In all countries, the biggest problem cited was one of loitering and not performing work according to requirements.

Solutions

To avoid this, several suggestions were put forward.

1. Closer supervision of the workforce and regular discussion on production matters in the work team.
2. Conscientisation of members on the principles of collectivism and socialist work disciplines.
3. Designing of a socialist system of incentives such that each member is rewarded according to his work and results achieved.

— (Methods of Income Sharing and Distribution)

Most of the co-operatives in Zimbabwe and a few in Mozambique reported that they were relatively new and therefore had not shared any income since their formation. Even those that had shared were still going through a period of trial and error to determine the best method of distributing income amongst members. Of those co-operatives that had shared income, the method used was found to be the same throughout.

i) Distribution between Consumption and Accumulation

It was pointed out that for a co-operative to grow, it must invest in new machinery and land improvements. Some of the money must come from the co-operative net income. Thus, at the end of each financial year, the co-operative determines how much income (net of operating costs) it has earned. Part of this income is set aside for accumulation and part for distribution to members depending on their needs and the performance for the year. This decision is made by the general assembly on recommendations of the management committee.

ii) Sharing among members

The amount set aside for sharing among members is divided according to each member's labour contribution (work). All co-operatives reported that they keep an attendance register. Thus, they divide the amount to be distributed by the total number of days worked by all members to find out the dividend per work day, and then multiply that rate by the number of days worked by each member to determine his/her local dividend. In Mozambique, bonuses are also paid for exemplary performance.

Problems

Tanzania and Mozambique delegates reported not having any problems regarding the sharing and distribution of incomes. In Zimbabwe, the following problems were outlined:

1. Incomplete or improper records of members' work days causing disaffection amongst members when dividends are declared at the end of the year.

2. Individualism among some members who work to rule - simply to earn work points - without performing the task properly.
3. Absenteeism by some members and subsequent refusal to accept deductions for such behaviour causes tension and disputes when incomes are shared.

Solutions

It was suggested that cross-checking and verification of daily work records by at least three committee members might reduce some of the misunderstandings. Education and literacy classes to be introduced such that illiterate members can verify for themselves the accuracy of the records. Finally, it was emphasised that work records must be meticulously kept for each member.

— (Co-operative Education and Training)

The session on Co-operative Education and Training proved to be one of the most informative, exciting and controversial sessions of the conference. Not only was it useful in exchanging ideas and experiences in co-operative development of the three countries, but it was the breakthrough session which enabled delegates to really understand what was going on in each country represented at the conference. The session was introduced by a paper from OCCZIM presented by Comrade Morris Mutsambiwa on: "Co-operative Education and Training in Zimbabwe: Experiences on the Ground". The first part of the paper dealt with various contradictions encountered in the co-operative movement. Due to its rather theoretical nature and its length, it cannot be reproduced here. However, the main point and areas of practical relevance to education and training are presented in summarised form. This paper was followed by an address from Comrade Cain Mathema, Director of Training in the Ministry of Lands, Resettlement and Rural Development on what his ministry is doing in the areas of co-operative education and training in Zimbabwean co-operatives. A summarised version of this speech is presented below. Then followed a lengthy and lively discussion on the main points raised on the subject. The substance of this discussion is also summarised below.

Summarised version of speech by Comrade Cain Mathema on "Co-operative Education and Training in Zimbabwe".

Good Afternoon, Comrades! I am going to outline what my department is trying to do in the area of co-operative education and training in Zimbabwe. My department is charged with the responsibility of education and training all co-operatives in this country regardless of their type. We are involved in training collective - consumer, marketing, input supply, etc. - co-operatives. This is in line with government policy of mobilising all Zimbabweans towards the goal of socialism and democratising our society and our economy.

As I said yesterday, we now have 1500 co-operatives registered with a membership of 105 000. As you all know, before inde-

pendence, there was hardly any co-operative training, even within the Department of Co-operatives itself. Now, we in the department make a distinction between education and training. We look at education as the general understanding of what a co-operative is. We look at it as creating an understanding of the philosophy and the principles of co-operation and acquiring all the necessary information needed to run a viable co-operative society; and that includes the history of co-operation in general and the history of each particular co-operative. Each member of a co-operative society must be in a position to say what the co-operative principles are, must be in a position to say what it is that made them come together, and must be in a position to go out and educate the general public on the principles of co-operation.

The co-operatives don't exist in a vacuum; they exist in a society. They exist in a dynamic and changing world. Here in Zimbabwe, co-operatives exist in a capitalist environment where the capitalist or the bourgeoisie is very powerful, in terms of possession of the machinery and the organisation to influence and co-opt any ministry any time they want. Therefore our co-operatives must be able to organise and educate the public as to the advantages of co-operation. They must be in a position of strength and organisation to go to any government ministry to air their views in the same manner that the private sector does. This, they cannot do unless they are conscious and educated as to the role and functions of their co-operatives. They should even be able to go directly to the minister concerned without going through the civil servants. Education also means that the co-operators must be raised to a position where they can start their own education programmes without waiting for the Department of Co-operatives to initiate things.

When it comes to training, we specifically refer to the acquisition of specific skills by co-operative members. Co-operatives are socialist business organisations that must be run viably and to do this, we need properly trained managers, accountants, bookkeepers, technicians or even engineers. I must emphasise the word viable because socialism does not mean sharing poverty nor does it mean no need for trained or skilled people. We need the cadres to run these co-operative enterprises.

Let me come to what my Department is doing to solve some of the problems faced by many co-operatives. Like I said the day before, many of our people (department staff) were recruited straight from school without any training in co-operative studies or business. This is a historical problem. As far back as 1956, none of the officers of the department ever received any formal training in co-operatives. The theory and practice was that they would learn on the job from the more senior staff. This did not work very well and the tendency was to tell the co-operators what to do, when they themselves did not know how to do it. This was a mistake that we are trying to rectify. As from 14th July, 1985, we are going to launch a six-week bookkeeping course for the staff in our department. We have been talking here about poor record-keeping, problems of financial management and poor accounting procedures on the co-operatives. Our staff cannot adequately advise and train unless they themselves are properly trained in these skills. We do not want to send into the field staff who are confused or ignorant of what they are supposed to do. All our staff must have at least a certificate in co-operative management and development which has been designed by my department. We also intend to run a "training for trainers"

course so that we can implement co-operative training programmes out there in the field.

For the co-operators, we are, very soon, going to launch what we call a member education campaign which involves 400 societies with a total membership of 40 000. Some of these are collective, some are marketing and supply co-operative societies. The campaign is going to contribute a lot to members' education and consciousness of co-operative principles and practice of co-operation. We have also launched a planning and budgeting training exercise for the co-operative movement, for co-operators to be able to plan and budget for everything they do. Furthermore, we have what we call a basic course for committee members. All committee members go through that course and it will be a permanent programme available for all co-operative societies.

What we are trying to do is to train and educate the co-operators so that, at the end of the day, they can really run those organisations as viable autonomous units. The co-operative movement must grow and develop to a level where they can have their own experts in the various skills to make a valuable input into overall policy formulation.

Thank you, Mr. Chairman.

Extracts of comments on Co-operative Education and Training by Comrade Morris Mtsambiwa — OCCZIM.

Insofar as education and training, some of the major shortcomings are lack of skills, organisational ability and administrative skills. To solve some of these problems, OCCZIM has been working hand in hand with the Zimbabwe Project, who have assisted us to organise a one-year training programme for our members at Kushinga Phikelela Training Institute - School of Business Administration. I am tempted to call upon one of the trainers who participated in setting up the course - Dianne Yates

Dianne Yates

I want to speak very briefly. The original course was eight months long. Now there is a one-year course, and there are also three-month courses and one-month courses dealing in different aspects of co-operatives. The one-year course included administration, some basic office practice, bookkeeping, some type-writing and communications English. The people on the course came from various co-operatives throughout Zimbabwe. They were elected by their co-operatives to come to the course and they were financed by Zimbabwe Project. I will admit that those of us who were running the course had had very little experience ourselves in co-operatives. As you all know, there are very few people who have had a lot of experience in co-operatives. Throughout the course, we did our best to draw on the experience of the people who were on the course. We had help from government ministries, from co-operative departments, other sections of the Ministry of Lands, people from the Ministry of Manpower, Women and Community Affairs, OCCZIM staff and many, many people from NGOS. In many ways, the staff and students did learn a lot and I think in some ways it would be better if you got people who were on the course to talk about it rather than myself, and there are people here today who may be able to tell you how they benefited. One

of the very sad things, which I discovered yesterday, is that of the original 20 or so which we had on that course, there are only 7 people still in the co-operatives. That is something that saddens me a great deal. I find it quite alarming; I hope that in the future we will be more successful in teaching the principles of co-operatives. I also feel that there needs to be a tremendous commitment from those of us here and people have to continue as they have in the past, working as pressure groups on the government to try and make the rhetoric match up with what is really happening. The Zimbabwe Government has talked many times of setting up a co-operative school in Mutare. We hope that this will still come about. There is a scheme to extend the course at Kushinga with aid and liaison with the Italian co-operative movement and I sincerely hope that this education will continue and that the co-operative movement will continue to grow. I think the important thing is that we should not lose heart. Thank you.

Morris Mutsambiwa Continues

Now that has covered one area of the training programmes that are currently running under OCCZIM. I thought she was also going to mention that we now have two-week courses for leadership which we jointly carry out with Ranch House College and which concentrates, if it is secretaries, on the role, say, of a secretary of a co-operative, or, if it is treasurers, on the same aspect. And these are just organisational skills I am talking about. Then we also have courses on technical skills. OCCZIM is organising a six-month mechanic's training course in Bulawayo, which is geared at enabling co-operators to carry out minor repairs and maintenance on equipment such as tractors, boreholes and so forth. This came after the realisation that a lot of time is spent trying to get a tractor repaired or maintained by people who are so far away, whereas co-operators themselves could do it on their co-op, and only wait for major repairs to be taken to garages. In addition to that, we also work jointly again with the Zimbabwe Project at Adelaide Acres where we are carrying out six-month training courses in building, carpentry and metal work. The idea is not just to allow co-operators to be able to put up buildings on their co-operatives or mend broken equipment and so forth; it is also to encourage them so that during the off-peak agricultural seasons, they can use those skills to generate income into the co-operatives. I think my colleagues can help me with what I have left out.

Thank you.

Co-operative training in Republic of Mozambique comment by Angelo Raul — Director of Rural Development Ministry of Agriculture.

I think the papers presented point to the great problems we face in our own country in moving towards socialism. In Mozambique, we train mainly co-operators. We run short, intensive and systematic courses for a week or so. A one-week course may cover accountancy and finance, and another may deal with administration or any other aspects of co-operatives. The courses have to be intensive in order to raise the awareness of the co-operative members. We must realise that transformation of man is a very long, step-by-step process.

We also have training for leaders, political and administration leaders of a region or district, because these are the people who are in daily contact with members of co-operatives. So it is through filtering of their attitudes that the co-operatives will also develop.

Training must also start in agrarian schools because it is the technicians from these schools that are going to be working with the co-operatives. This is a long process but it is something that we must do for the success of our co-operative movement.

Summary report on the discussion that followed the presentation by Cain Mathema and Morris Mtsambiwa.

The discussion that followed the presentations raised a number of issues. Firstly, the Zimbabwean delegates were very interested in the idea of a Co-operative Training College. Since Tanzania already has one, they wanted to know what were the programmes of training offered and who was being trained at the college so as to benefit from the Tanzanian experience. They also wanted to know what other co-operative education and training programmes exist in Tanzania. The following excerpts are from answers provided by the Tanzanian delegation.

Comrade Mshare

The kind of training which is offered in Tanzania as far as co-operatives are concerned is not only centred at the Co-operative College. The Co-operative College was started a long time ago in, I think it was 1962. The motive behind the Co-operative College was strictly to give training to functionaries of co-operatives. It was formed by the co-operative movement in Tanzania itself who invested by themselves with some donor help from abroad. That was the principle behind it. But being a big investment capital on this institution, there was need for the government to come in in order to supplement the areas where the Co-operative College, the co-operatives themselves, couldn't otherwise do by themselves. This is history. It has trained so many functionaries of co-operatives and I can say thousands of functionaries have been trained from the college.

The type of course which was offered are short-term courses ranging from 2 - 3 months and then we have certificate courses which last for about one year, and the type of subjects which are taught range from bookkeeping, accountancy, management, economics of co-operative societies and many other technical areas like transportation, audit, law, etc. Then we have diploma courses which last for two years, and which are either management courses or professional accountancy, and then at the highest point we offer advanced diploma courses.

Concerning tuition for the participants: for the departmental staff, the government pays for this to meet their requirements at the college. For the functionaries of co-operatives and committee members, the tuition is paid by the co-operative themselves. Each co-operative union and society throughout its operations puts aside some money in its budget for members, functionaries and leadership courses. In case a co-operative union or co-operative

society doesn't have enough funds for training its staff or members, it seeks an advance loan or grant from the Apex organisation or the Prime Minister's office.

Other types of training are related to initiatives by the government itself. If we find that there are some drawbacks in certain fields, the Prime Minister's office puts aside some money for such special training. On top of that, the government puts aside some money in its annual budget, what we call regional development fund, and puts this aside for each region for on-the-job training.

Comrade Mwabuki

What we have said so far is on the training of functionaries, professionals and the committee members. But even for committee members, it becomes very difficult for the government to leave the Apex organisation to cater for their training. So since back in the 1950s, there have been established co-operative education wings at the regional or provincial levels. In collaboration with the NGOs, the co-operative functionaries and extension staff from the co-operative college, run very short courses for these committee members. The co-operative college also has wings in the provinces and districts. We have correspondence courses where co-opertors do not need to go to the college. They stay at home and receive the package according to their needs and according to the needs of the co-operative society. They read during their free time and through radio programmes; after doing their exercises, they can even correct themselves because the answers are given through the media.

Comrade Mshare (responding on the selection process and criteria for training at the Co-operative College)

According to the selection procedure, and I hope we are now talking about the functionaries of co-operative societies and co-operative unions and the Apex organisation itself.

First of all, it should be understood that, before a person is employed in the co-operatives, there will be some announcements as to qualifications on what standards you should have before being employed by a co-operative society. We have now 23 co-operative unions. They have managers who, on the point of employment, must have a Bachelor's or a Master's degree and with a minimum of 5 years of working experience in a similar institution. For the accountant, I have seen, almost every chief accountant has finished all the ranges of accounting training up to Chartered Accountant. So, professionally, they can perform their duties straightforward but what they require is the co-operative ideals and orientation. So when you come into training, we have to take different levels in turn, and depending on how they have been previously exposed to co-operatives. Some people who have been employed in the co-operatives for almost 10 to 20 years need no further training on how to do their jobs, but need to supplement in some professional areas where they may need help to upgrade their skills.

On the subject of committee members, usually we use in the first place our extension staff. When a co-operative adviser from the department goes to a co-operative society he has a list of duties

he should do while there. One of these duties is to give some instructional information on how the different committee members are supposed to function. This, supplemented by residential training, fills the gap because we have regional educational wings of the co-operative education centre. Courses are arranged in the districts and in the regions on top of on-the-job training. So it's not a question of national decision of who should go but everybody gets regularly one type of training in one way or another at these different levels.

Editorial Note

At this point, the Zimbabwean and Mozambican delegates wanted a clear explanation of the Tanzanian conception of co-operative education and training. To summarise the mood of the debate, the following questions and comments were made:

Zimbabwean delegate

"I have a problem. When we are talking of co-operative education and training, what exactly are we talking about? Are we talking about training co-operators or are we talking of training employees and functionaries who will act as a bureaucratic class that will run and control the co-operatives on co-operators' behalf? From what I have heard so far about the Tanzanian situation, it appears that you are training mostly employees but I have not heard much about what is being done to train the actual co-operators."

A Mozambican delegate (Albertina Damao)

"This is something I don't quite understand. Are these people being trained in accounting, trading, marketing, etc. really members of co-operatives or are they people from outside? If they are people from outside, then they are not co-operators and that, in my opinion, is a very wrong way of approaching co-operative education and training. We in Mozambique do not accept that. A person from outside cannot come and work for my co-operative. It should only be members of the co-operative who work and receive the education and training in the co-operative. This, that we have heard, is a confusion. It seems there is a mixture of capitalist ideas in socialist co-operatives. In Mozambique, we are mobilised only on one side - the socialist co-operatives."

Another Mozambican delegate

"My Comrade says she cannot understand; I say as well, I cannot understand this - these features of a capitalist society in a socialist economy. It should be the members of the co-operatives who should choose and go for training in accountancy, marketing, etc., because it is the members who live and work on the co-operative. If we send somebody for training, say our children, because we are illiterate, they must come back and join the co-operative before they can work for us. We do not want bosses from outside. Moreover, sometimes, we have no money to pay a salary to a person working for us. Employees always demand a salary, and we co-operators will be working for him - like slaves."

Response from Tanzanian delegates

Comrade Mshare

The co-operatives are the ones who decide whether they want an employee to do their daily activities for their societies. There is no question of imposition from the government as far as I know. The co-operators are the ones who employ, and I do not see what this division is coming to.

Comrade Bugali (Tanzania)

First, our discussion here is to try and find out the means by which the country can develop. I can't therefore be astonished to see that you are finding out now how we are running the co-operatives in Tanzania. (Laughter) I think that it is because your societies are still very young. That's why everybody wants to do the job which I think they would not be doing very efficiently rather than employing the right person to do the right job at the right place.

The question which was raised by one of the ladies and the other gentleman here: I agree with her that we give training to our boys and daughters of that particular co-operative society. However, I do not agree that he should be a member because a skilled person need not be a member. He can come even from outside the society. Naturally we like to have our own skilled members, but if it happens that we don't have our own members, we have to import. We have to get a skilled person from external sources. This is so in many societies. It is only on a few very powerful societies or big unions that you find highly trained persons working in the society as members.

Comrade Phillip Ndaki (Tanzania)

This is a friendly discussion and we are simply making our situation clear to you. We are not proud because we have developed so much. In Shinyanga region, my own union is very rich. We are running our own projects. One of them is a 1,5 billion shilling enterprise. If you don't employ proper personnel, then you will see how theft will take place. If we have industries, we will need engineers. If we don't have them, those industries will go to hell. We employ local people or if they are not available, we employ Indians or Europeans, because our industries must be, and they are, efficient. We are processing cotton because our agriculture has a base for cotton. We are processing oil from the cotton seed. We pay salaries to these employees but the profits belong to the members. So we do not depend entirely on the members' skills.

You cannot build socialism without observing the particular country or area. What we are discussing is what we have chosen. We cannot accept mismanagement. In Iringa, for example, we have cotton enterprises which are running into billions of shillings. We therefore need someone with technical know-how. The co-operators in Mozambique are speaking from a different situation. They are handling small amounts of money. We are running into billions.

CONCLUSION TO THE DEBATE

In summing up this lively debate, the co-ordinator of the conference noted that this had been the most educative and informative session, highlighting the differences and similarities between the countries. He further noted that each country's conception of training and co-operative education developed from its own historical circumstances and therefore all delegates must strive to come to a common understanding and appreciation of the approach adopted by the others.

After this summing up, the general mood and consensus of the conference was that co-operative education and training must first and foremost be for the actual co-operators. However, in cases where required skills are not available from among the members, they can be hired from outside. Furthermore, co-operative education and training must also involve government staff and co-operative functionaries since these are responsible for advising co-operators and for the implementation of government policy.



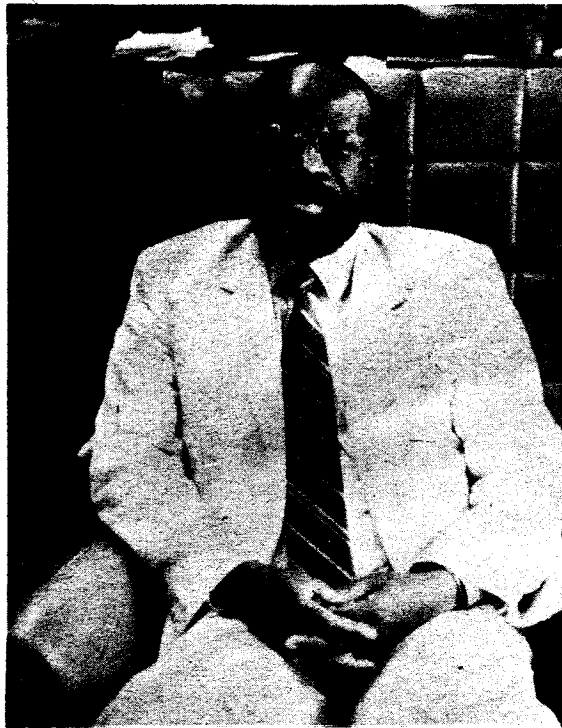
PART FOUR



Delegates inside the Conference Room



A visit to Co-op Fields



*Dr. L. Chitsike — Permanent Secretary Ministry of Lands, Resettlement
and Rural Development*

(Resolutions of the Conference on Food Production Co-operatives)

Preamble

This conference on food production in the SADCC region, represented by delegates from Mozambique, Tanzania and Zimbabwe having met and deliberated on experiences, problems and issues affecting producer co-operatives at the grassroots level noted and resolved on the following issues:

1. Financing Producer Co-operatives

Noting the current levels of under-capitalisation,

Noting the inability of producer co-operatives to raise adequate working capital,

And further noting the current insufficient levels of financial support by the respective governments,

Resolves:

- a) that co-operative banks be established in those countries where they have not yet been established for the purposes of extending adequate credit to the co-operative movement.
- b) that greater government and party support be mobilised by the Apex bodies to assist co-operatives in raising adequate financial resources.

2. Financial Control and Management

Noting the problem of adequately trained financial and management personnel,

Further noting the resulting poor financial control and management,

The Conference resolves:

- a) that co-operative training colleges be established in all the countries concerned to train co-operators in all the different aspects of financial control.
- b) that programmes of on-the-job training be initiated for all co-operators.
- c) that all co-operatives must produce financial reports on a regular basis for discussion by ordinary members.
- d) that at least three signatories be required for every substantial financial transaction.

3. Farm Production and Productivity

Noting the current low levels of production and productivity in most co-operatives due to inadequate provision of machinery, equipment and spare parts,

Further noting the low levels of producer prices relative to input costs,

The conference resolves:

- a) that governments set up machinery for the provision of long-term capital loans and foreign currency to the production co-operative sector to import the machinery spares and other inputs needed by the sector.
- b) that governments consult co-operatives when setting producer prices so as to ensure reasonably remunerative levels.

4. Marketing output and input Supply

Noting the delays in transporting inputs and produce to the market and the resulting losses,

Further noting the losses of perishables in the post-harvest period,

The conference resolves:

- a) that the Apex organisations in conjunction with the government and the party should establish a viable transport network to service the co-operative.
- b) that pre-season market research be conducted for perishable commodities (e.g. bananas and vegetables).

5. Education and Training

Noting the low levels of education and technical skills,

Further noting the general level of ignorance of members of co-operative principles and socialist ideological orientation,

The conference resolves:

- a) that the government and Apex bodies design and organise training programmes for members to acquire relevant skills.
- b) that the apex bodies launch an educational campaign on co-operative principles and ideological instruction.

6. General

The conference further resolved:

- a) that all the problems identified and their proposed solutions in regard to the deliberations of this conference be noted as part of a further programme of co-operation among the SADCC countries.

(Avenues and area of future Cooperation among Co-operatives in the SADCC region)

In this session, country delegations met separately to discuss the nature and avenues for future co-operation among co-operatives in the region. When all three delegations met in the plenary there was absolute unanimity as to the need to strengthen future grass-roots contacts and co-operation along the following lines:

- a) Mozambique felt that such co-operation should really be at the grassroots level through exchange of visits to the field exchange of technical expertise among co-operators themselves. This would be the best way to co-operate and share experiences in a practical way.
- b) Tanzania, like Zimbabwe, felt that co-operation must not only be at the grassroots level, but must be at the level of Apex co-operative organisations as well. It is the only practical way of implementing grassroots co-operation. The Apex bodies must co-ordinate and organise the country visits educational tours, exchange of technical expertise, research into common problems and seek collective solutions.
- c) All countries agreed on the value of such conferences as this one in the future and Mozambique offered, subject to protocol arrangements, to host a similar conference and tour of Mozambiquan co-operatives.
- d) After much debate and discussion as to the relative merits of the ideas suggested by respective country delegations, the conference passed the following resolution codifying the essence of the agreed areas and avenues for future co-operation.

Resolution on future grassroots co-operation among producer Co-operatives in the SADCC region.

The pursuance of the objects and deliberations of this conference, the delegates assembled here resolve:

1. That this conference form a committee composed of representatives from each of the member countries attending this conference for purposes of implementing the agreed areas of co-operation by our respective countries on the issue of co-operatives and food production.
2. That this committee be called The Regional Interim Co-ordinating Committee of SADCC Food Production co-operatives.
3. That the membership of the Committee be made up of four representatives from each country and that each country shall as soon as possible nominate its representatives on the Committee.
4. That each country should investigate subsequent to this conference the possibility of a government representative being the fifty member of the country's delegation to the Committee.
5. That Zimbabwe be the overall Interim Convenor of the Co-ordinating Committee until such time that further arrangements are decided upon.
6. That this Interim Committee meet within a period of three months to review progress and implementation of the agreed programmes of co-operation.
7. That this conference charge the Interim Committee with the following tasks:
 - a) Explore the feasibility of including other SADCC countries that are not represented at this conference in all future meetings and programmes of co-operation.
 - b) Facilitate the exchange of information among grassroots co-operatives and the Apex co-operative organisations through any or all of the following:
 - i) exchange of co-operative newspapers, magazines or other publications;
 - ii) contribute literature on our respective co-operative projects and programmes;
 - iii) organise country visits and educational tours for grassroots co-operators;
 - iv) any other media that the Interim Committee may deem fit.
 - c) Organise programmes of mutual technical exchange of expertise.
 - d) Organise research into possibilities of co-operation

among our co-operatives on production, marketing, trade and technical expertise.

- e) Liaise with our respective governments in seeking official status, legal recognition and assistance to this Regional Organisation of Food Production Co-operatives within the framework of SADCC.
 - f) Liaise and discuss with prospective donors and the International Co-operative Alliance as to financial assistance with follow-up activities to this conference.
8. That Zimbabwe as the convenor of the next meeting of the Interim Committee must undertake the following duties:
- a) Convene a meeting of the Interim Committee within three months to be held in Harare;
 - b) Co-ordinate and undertake all the preparatory work, information and documentation for the Committee meeting.
9. That this conference delegates each country with the responsibility of raising the necessary finance for travel to and accommodation in Harare for their respective Committee members.
10. That in the intervening period to the date of the Committee meeting, each respective country must endeavour to contact their governments, seek organisational and legal advice as to how the recommendations of this conference can be given status, incorporation and recognition within the SADCC Food Security Plan.
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Closing Speech by Comrade Langford Chitsike, Permanent Secretary in the Ministry of Lands, Resettlement and Rural Development.

Thank you, Comrade Chairman, fellow comrades participating in the workshop. I feel highly honoured to have been invited to deliver a short closing speech at this very important workshop on food production through collective co-operatives. I say this because, in the countries that are participating, Mozambique, Tanzania and Zimbabwe, we note that the policies of socialism are to the forefront, socialist principles are the guiding principles of us all and, in this regard, we are all together. On the soil on which you stand, Zimbabwe, the youngest of the three countries to gain independence, I stand here as a government representative to stress that very point to its very highest levels.

To begin with, I just want to stress the importance of food production in general. All countries which we know to have developed today did not start by being industrialised countries. Their roots, if carefully traced, are drawn back to the stage when food production became a systematic and sustained system of

production. Many people do not realise that, in Europe, this was the case and in socialist countries like the Soviet Union, China and Cuba, it was felt that food production is the real basis of the economy.

Somehow, this view does not seem to have been sufficiently appreciated on our own continent so we have a situation where we have lots of land but we have food shortages. Too many countries are importing food in Africa, food which we could grow ourselves. We are importing those things that we are unable to produce at our stage of technological development as well as food which we are quite capable of producing and unless we right this anomalous situation, we are unable to expect meaningful development.

A conference like this, I am sure, has been set up appreciating this outlook. We think that the development of food should not just be left to the individual peasant alone because that opportunity has been given them for quite some time, and it is proved beyond any reasonable doubt that, left to themselves, they can't handle the whole task, a huge task. Something more organised is required. We also note particularly that, in a country like Zimbabwe, food production and critical agricultural production was in the hands of large commercial farmers. These commercial farmers had their own interests which do not always fall into proper place in terms of the policies which we are trying to promote and advance today. At any time they can stop production, they can leave and go elsewhere and we could be left in a situation where we haven't got food. While that takes place, the circumstances in which our economy will remain become obvious. Very often it is not realised, say in the case of Zimbabwe, which I know in substantial detail, that our agriculture affects other sectors of the economy so seriously that I would put it at anything between 65 and 70% as the direct and indirect impact of agriculture on the entire economy. The industries won't function, the commercial sector won't function, because most of the things that they do are associated with agricultural activities.

Now here we are not just talking about agricultural activities, we are talking about food. Food security, really, is at the very heart of the economy. If we had a situation where food was not produced on a systematic basis, on a more and more scientific basis, we would find everyone moving from all corners of the country right into the capital cities.

So we are in a situation where responsibilities for food production are so basic and so important. The collective co-operatives, as you are, do not have an automatically easy task. We are fully aware of that. We have a background where we grew up in a situation where there were certain social forces which made us do certain things together, but since the entry of the modern money economy, individualistic forces have been entering and they have been organising deep inroads to the extent that it is now difficult for us to do certain things cohesively together. So the question of organisation of collectives is very important indeed. We are not as rich in experience as people, say, in Tanzania but we have also read of the issues and problems they have gone through, experiences in Mozambique, but it is quite clear that unless serious efforts are made to organise ourselves, to keep ourselves coherent, we will have problems which could make it very difficult for the co-operatives to achieve the goal of food production that we are all concerned about.

This, of course, is not the only problem. The other problem is that of finance. If we open up a big block of land for production purposes, it means big capital investment required as well as big recurrent expenditure required. Very often these are problems which developing countries are unable to meet or easily solve.

There are other problems which perhaps we need not go into one by one because what I wish to go into is not so much the problems, which I am sure you have discussed for the week that you have been here, but something on what we should do, what can be done, and again it is not easy for me to speak for all the three countries. I can only really speak with a bit of authority within the boundaries of Zimbabwe.

The first thing that the government of Zimbabwe did to give a grounding base for collective co-operatives was to purchase land, large tracts of land, good soils, reasonable water supply and other physical resources which make meaningful agricultural development possible.

The second thing which we are concerned about is the question of training. There was a little bit of what you could term co-operative training before Independence but it was not geared up to meeting productive co-operatives. It was just there to provide services to marketing co-operatives, but we have seen it very clearly that you don't market nothing, you market something and therefore the importance of developing a production co-operative system became evident, and they have been coming to be registered in large numbers and it is only the services, the rate of provisional services, that is giving some constraint to the extent of production that they could achieve.

We have, of course, gone quite a long way to do this and I am sure the other countries are focussing on this as a critical area, because we noted too that in absolute terms, training can even be more important and basic compared to simply having funds and money. This has come up where, in a few cases, funds were available but no training, and not much has come out. So we wish to encourage all the three governments to place high priority on training so that whatever financial resources are available, they will be put to maximum utilisation. This is important as I said earlier on, because it is not easy to secure finances in developing countries. So what we have, we have to utilise maximally.

We also think that wherever we have programmes like finance, training and experience of running a modern venture, we can benefit by having special arrangements with other organisations which have had experience before. Here I am referring to certain forms of joint ventures.

Keen as we are to foster our socialist policies, we should not lose the opportunity of learning from experiences of managing a modern enterprise that private organisations have gained over here, for if there are private organisations which want to have joint ventures with the co-operatives, we would still welcome that as a stage towards our ultimate goal of doing everything ourselves for ourselves. I am just pressing this point because I think that, unless we make use of resources which are available, we might find ourselves trying to re-invent the wheel and that would waste too much of our time which we could have used for increased production.

Again we note that a number of countries which are developed today have borrowed ideas, experiences from elsewhere. Countries like Japan and China have gone to other developed countries and gained ideas from them. Here, we don't necessarily have to explore the whole world when we see food being produced efficiently on neighbouring commercial farms. If they want to come and help us, let them help us, and we get on with the business. This is the important message we wish to put across. I said I was not going to make a long speech. I now wish to encourage that the SADCC countries, both here and those which are away, should not see a workshop like this as the beginning and the end. It should rather be seen as the beginning of the progressive communication system.

(Clapping) We have all problems that we have identified and unless we work as brothers and sisters in this regard, we will continue finding ourselves where we are today and this is a resolution which I would wish you would all come together and agree on.

In this regard, I would wish to see, either with assistance of our own government or donor organisations, an exchange of visits. We should go and see what is happening in Mozambique, go and see what is happening in Tanzania, in Angola, and so on. These are things which I think are very important for us to do. And one thing which helps us a lot which we sometimes often tend to ignore in developing countries, is to be frank and to the point. If we have got problems, let us go forward and say: "This is not suitable. This is not working." And we really strive hard to get the things that really work. With that spirit, there are many problems we can overcome. If we pretend that we have no problems and we gloss over them, we will sit on those problems and those problems will sit on us all the time and we will not have any progress.

Any group of people, whether they are socialists or capitalists, they think within four walls amongst themselves and strongly criticise each other, in good faith of course, to see that certain things are righted. It is not enough simply for us to say: "We have a socialist policy of producing food through collective co-operatives." It never works that way at all. There is no real easy shortcut; we must face the real problems, the real issues and with that spirit of togetherness, we will succeed.

I then wish to end by saying thank you very much to the visitors who came to our country. I hope you found your workshop here useful and meaningful and that you will take back resolutions for a determined people, for a suffering people, for a people who have resources in land, for a people who can be self-sufficient in food, for a people who can contribute to the economy directly and indirectly, for a people who can make their own countries have a dignity and respect. Starvation is humiliation. To be given food by other countries is humiliation. We must have dignity. That dignity comes, first, if we can feed ourselves.

Thank you.

APPENDIX

CRITIQUE

Opinion from Comrade C. Muropa Chairperson OCCZIM

Cephas Muropa said he thought the programme was very tight. We were always trailing behind. The conference could have achieved much more than it did if it had not been for lack of time. This was a first time, but for future conferences, a less tightly packed agenda would be important.

Logistics went very well as far as food and lodgings were concerned. However, because medicines and a doctor were not available on the campus, there was an extensive amount of running to and fro. This kind of need ought to be anticipated for future gatherings.

OCCZIM was paralyzed as far as transport was concerned. And a lot of ad hoc agreements had to be worked out.

As far as the theme of the conference was concerned, almost all delegates knew what the aim of the conference was and were eager to participate. If the conference can be followed up, it can strengthen the movement in the SADCC countries. One issue that might benefit from such co-ordination is SADCC countries' intervention in the internal affairs of the co-operatives in the region. Exchanges of information on what donors are doing would be helpful. In this way, the different co-operative movements can work as a team.

On the whole, the conference went very well. People took it seriously. It was recommended that there should be smaller delegations because not everyone participated: in some delegations only 50% were involved and participated. (There was disagreement on the suggestion of an overall reduction in size. It was felt the problem was the unusually large size of the Zimbabwe delegation and that this was the area where a reduction could have been made.)

In general discussion, it was agreed that there should have perhaps been trips to two co-operatives, one doing well and one not doing well, to provide greater realism. And that this might have occurred earlier in the programme, perhaps after the Zimbabwe country presentation, so that participants would have a better sense of the "on the ground" reality before discussing topics and issues.

It was also felt that, when a visit is made, the delegates went to meet all the co-operative members. The Mozambican women expressed disappointment that they could not meet with women co-operators.

The group was only able to see three films because the common room had not been booked in advance. This should be rectified in future conferences. On the other hand, it was pointed out that no-one lacked for something to do in the evening.

Overall, it was felt that the four objectives of the conference had been met. There had been a good exchange of information and of views and perspectives. The conference had laid the basis for future co-operation. All the delegations had eagerly agreed to the need for future meetings.

On the other hand, it was felt that the conference had not achieved the maximum benefit from small groups. There were perhaps too many issues. Furthermore, the issues were not properly grasped. We assumed that all the countries would have structures for co-ops like Zimbabwe. This proved not to be the case. Mozambique, for instance, has a very different basis for its co-operative movement with the state acting as an apex body and funder in a different way from the other countries. This led to misunderstanding.

There were difficulties in getting small group discussion going. Too much time was spent discussing what to discuss. The groups did not grasp initially what was wanted and what was relevant. It was suggested that more time should have been spent in plenary explaining the focus and what was asked.

The secretariat did not operate as well as it should have. The final resolutions were not ready in an acceptable form at the end except for the procedural resolution which was excellent. The People's Republic of Mozambique was particularly critical of this failure.

It was felt that the scramble at the end could have been avoided and other difficulties dealt with as they occurred if the steering committee had met at the end of each session or at the end of each day. Again this may have resulted from a too ambitious agenda. Many steering committee members were so involved in chairing meetings that it was hard for them to do the organizational tasks as well.

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of the Vanguard

The conference included participants from three member states of the Southern Africa Development Co-ordinating Conference (SADCC), — Mozambique, Tanzania and Zimbabwe. We hope that future conferences will involve participants from Co-operatives in other SADCC member states.

Zambia did not attend the conference

LIST OF PARTICIPANTS

MOZAMBIQUAN DELEGATION

CDE. ANGELO RAUL MINISTRY OF AGRICULTURE, (LEADER)
CDE. (MRS) ALBERTINA DAMAO, MAPUTO GREEN BELT CO-OPS
CDE. (MRS) MARGARIDA ALBERTO, MAPUTO GREEN BELT CO-OPS
CDE. (MRS) JOICE JANAR MICAN, MAPUTO GREEN BELT CO-OPS
CDE. JISE MATIMURE MATINGUELA, MAPUTO GREEN BELT CO-OPS
CDE. ERVESTO PENICELANE, JOZINA MACHEL CO-OP GAZA PROVINCE
CDE. ALBINO MUCAVEL, JULIUS NYERERE CO-OP GAZA PROVINCE
CDE. PAELINO DITO, EDUARDO MONDLANE CO-OP SOFALA PROVINCE
CDE. FERRAD VINTE "MASSACRE DE MVEDA" CO-OP TETE PROVINCE
CDE. SANTAMARIA NICUARA, FILIFE SAMUEL MAGAIA CO-OP SOFALA PROVINCE
CDE. SEBASTIAN RASO, 3rd CONGRESSO CO-OP TETE PROVINCE
CDE. JOAJIUM GUILUNDO, "PATEFUL" CO-OP MAPUTO PROVINCE

TANZANIAN DELEGATION

NDUGU PHILLIP NDAKI, (MP) CUT CHAIRPERSON
NDUGU WILLIAM NANGANA, SIMBA RUVUMA REGION
NDUGU LESSO R. NKINDWA, NATIONAL MEMBER CUT
NDUGU I.Y. MSHARE, PM'S OFFICE DODOMA
NDUGU (MRS) HALIMA A.A. MALYAKORA, NATIONAL MEMBER CUT
NDUGU AME MBARUOKI USSI, REGIONAL CO-OPS PEMBA SOUTH
NDUGU NDEDE J. HAJI, REGIONAL CO-OPS UNGUJA NORTH
NDUGU B.G. BUFALI, KYELA/RUNGWE CO-OP UNION
NDUGU J. MWABUKI, UNIVERSITY OF DAR-ES-SALAAM
NDUGU J.M.J. BABERE, REGIONAL CO-OPS MARA

ZIMBABWEAN DELEGATION

CDE. CEPHAS MUROPA, OCCZIM CHAIRPERSON
CDE. LUKE MACEBO, NATIONAL COMMITTEE OCCZIM
CDE. MORRIS MTSAMBIWA, OCCZIM OFFICIAL
CDE. C. TAVENGWA, BATSIRANAI CO-OP MASHONALAND CENTRAL PROVINCE
CDE. J. NCUBE, SIMUKAI CO-OP MASHONALAND EAST PROVINCE
CDE. C. MAJURU, KWAEDZA CO-OP MASHONALAND EAST PROVINCE
CDE. W. MANYANGE, RUVAKA CO-OP MANICALAND PROVINCE
CDE. O. KATERERE, UHURU NAKAZI CO-OP MASHONALAND EAST PROVINCE
CDE. T. MUSHORE, TABUDIRIRA CO-OP MASHONALAND EAST PROVINCE
CDE. A. GWEBU, GUQUKANI CO-OP MATABELELAND SOUTH PROVINCE
CDE. R. DUBE, MATOPO CO-OP MATABELELAND SOUTH PROVINCE
CDE. A. MATHE, KENSINGTON CO-OP BULAWAYO NORTH
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