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FINAL REPORT
OF THE
PLANNING UNIT ADVISOR
MINISTRY OF COOPERATIVES
AND MARKETING,
UGANDA

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PREFACE

The ACDI Planning Unit Advisor was attached to the Planning Unit of the Ministry of Cooperatives and Marketing in January, 1985 and according to his scope of work had a two-fold assignment:

The first and foremost concerned the development and implementation of an extensive national cooperative survey and the establishment of a data base within the Planning Unit of the ministry which could assist in the policy making process and in the formation of future planning objectives.

The second assigned task concerned the development of the Planning Unit itself, with particular attention on personnel, equipment, training needs, budgets, responsibilities and objectives. It was intended that most of the preliminary activity would initially revolve around the cooperative survey itself with the Unit becoming more involved in the ministry policy making process once the data became available.

Below is the Terms of Reference and Scope of Work, prepared by the USAID Agricultural Development Officer, Kampala:

Terms of Reference and Scope of Work
Cooperative Inventory/Assessment Systems Development
Planning Unit Advisor

Background

The cooperative infrastructure in Uganda consists of a number of apex organizations such as the Uganda Cooperative Central Union, the Uganda Cooperative Alliance, the Uganda Cooperative Bank, and the Uganda Cooperative Transport Union. In addition there are 33 district unions and over 4499 primary societies. ACDI recently fielded a three man team to conduct an extensive cooperative assessment, and this team's report is being finalized and should be available for distribution in the near future. The team spent three months in Uganda doing their field studies and preparing a draft of their report. From the review of the draft report it was evident that the team had performed a monumental task in a very short time, and presented a lot of useful information and data. However, due to the inadequate time of three months that the team could spend in Uganda, they could not develop the more broader based information and data on individual cooperative unions and primary societies that is urgently needed by the Ugandan planners. A more detailed, indepth survey is required and since this is likely to be an annual requirement, this capability needs to be institutionalized within the Ministry of Cooperatives and Marketing.

In addition to the above, the Ministry of Cooperatives and

Marketing is establishing a Planning Unit within the Ministry, and wants to improve its planning capabilities. Assistance is needed to help the planning staff to assess and utilize the information obtained from the above mentioned survey.

Qualifications

Must have a Bachelor degree in Business Administration or similarly related field, and preferably an advanced degree in economic planning and development. Previous experience in business and economic data collection and analysis is required as well as project development, implementation, and monitoring. The candidate for this position should have at least five years of work experience as a cooperative advisor and/or planning advisor. A minimum of four years of work experience in developing countries with cooperative development is also required.

Time_Required_In_Country

Nine months which will include up-country travel.

Duties_And_Responsibilities

A. Cooperative_Survey_Development

The technician will:

1. Familiarize himself with available information on cooperative organizations and infrastructure in Uganda with particular emphasis on the recently completed ACIDI Cooperative Study Report.

2. Meet with relative planning officials in the Ministry of Cooperatives and Marketing, the Agricultural Secretariat, ACDI personnel, and other officials and individuals as necessary to develop an understanding of the type of information that is needed for short, medium, and long term cooperative planning. He should also submit recommendations on additional information that should be included in the survey that would be beneficial to the planners.
3. Assess the human and logistical requirements necessary to implement the cooperative survey and make recommendations on the most economical and practical means of carrying out the survey. (Current thinking is that 3 or 4 teams of 3 to 4 people per team will be needed to do the field work. About one month will be required to submit project proposal and receive Ministry approval, develop survey forms, and train enumerators; one month to complete the field work; and about one month to compile and assess the data collected.
4. Determine qualifications for field staff and organize training courses.
5. Develop and test survey questionnaire forms.
6. Provide training and assistance to the Planning Unit staff in the compilation and analysis of the survey data and assist the staff in the development of the survey report which will present a summary of the more pertinent information, as well as make recommendations based on the

survey data analysis. Included with the survey report will be the accumulated data in a tabulated form which can be used for further indepth studies when requests for additional information are made to the Planning Unit.

B.Planning Unit Development

The technician will:

1. Work closely with the Planning Unit in the Ministry of Cooperatives and Marketing, and will assess present planning capabilities and organizational structure of the Unit.
2. Assess the personnel requirements, assist the Unit in developing job descriptions for each position and recommend changes where necessary.
3. Assess the current functions of the Planning Unit, determine whether present functions are adequate to meet the needs of the Ministry, and make recommendations accordingly.
4. Conduct a needs assessment for in-service training, develop training plans accordingly, organize training programs and implement such programs.
5. Act as the advisor to the Head or Acting Head of the Planning Unit.
6. Establish close liaison with the Agricultural Secretariat in order to improve planning efficiency.

Dated: December 1984

INTRODUCTION

The assignment concerning the development of the Planning Unit was considered by the advisor to be an on-going process versus a single event (such as the cooperative survey), and consequently efforts were made from the start of the assignment and throughout the survey exercise to make himself available to the staff of the unit for consultation. It must be emphasized, however that the first priority was the completion of the survey and the creation of the data bank. It was during this assignment that the July 27th coup took place which led to the evacuation of the official American community which included the ACDI team. Fortunately this advisor managed to take with him most of the equipment and materials to Nairobi where he was able to complete the analysis and presentation phases of the survey and submit the survey report and data banks, as well as this final report. It was also fortunate that the members of the Planning Unit who were directly involved in all phases of the survey from its conception, were also able to participate in the important interpretation phase which was about 95% completed just prior to the coup. This experience should enable them to continue the work on whatever material was not analysed and to respond to additional requests for information that was not specifically presented in the survey report.

It was originally intended that all recommendations based on the results of the survey analysis would be formulated and presented by the Planning Unit with the direct assistance of the

advisor. Unfortunately, the premature departure of the advisor prevented this from taking place and the survey report had to be completed by the advisor without the direct input of the Planning Unit staff. Therefore the approach the advisor took in the survey report was to present pertinent data and raise the more important issues from which the Planning Unit can base their recommendations concerning planning objectives.

The untimely departure as well as the unexpected time delays in the survey program also prevented the advisor from accomplishing all he intended in relation to Planning Unit development. Although the unforeseen circumstances did not allow for proper research and documentation concerning the various aspects of the unit development assignment, some input will be presented based on what the advisor had experienced during the past eight months.

National Cooperative Survey Project

The cooperative survey was organized and implemented through the office of the Planning Unit, Ministry of Cooperatives and Marketing, currently headed by Mr. Charles Kaggwa. Although this final report is being submitted under the advisor's name, the "Report on the National Cooperative Survey Project" and the "Cooperative Data Bank" are products of the Planning Unit which were developed with the assistance of the ACDI/Planning Unit advisor. It is still intended that recommendations based on the survey report and the related data bank will be submitted by the Planning Unit.

Cooperative Movement-Uganda

While conducting research for the preparation of the survey it was found to be difficult to ascertain the correct numbers relating to district unions and primary societies. The figures which were eventually used (with some hesitancy due to some inconsistencies found in the records) were obtained from a study conducted by the Registration Office of the Ministry dated June 30, 1984. Apparently a new study was in the works but was not completed in time for this project. It is strongly recommended

that due to the large numbers involved and to the long history of the cooperative movement in Uganda, that the records of this office be reconciled and brought up to date.

Uganda has 4544 registered cooperative organizations which can be broken down into three main levels: A. Seven national cooperatives, one of which is the apex organization; B. Thirty-eight district unions (this number is often disputed and will be discussed further); C. 4499 primary societies. The cooperative survey concentrated on the latter two levels.

According to the survey there are 31 active unions. This is the number that should be used instead of 38. Two of the 38 (Tusitukirewamu Handicrafts and Uganda Enguli) should not be considered unions. Of the remaining 36, the Toro Tea and Karamoja Unions are dormant, as are the two livestock unions, Masaka and Ankole. Kitara Union has been merged with another.

This leaves 31 active district unions, of which 6 market both coffee and cotton, nine market mostly coffee, ten market mostly cotton, three market tobacco, one markets vegetables and two (Kabarole and Rakai), although not active in marketing produce, seem to exist on other operations such as farm supply services.

According to the Registration Office there are over 20 different categories of primary societies but it was determined that the eleven largest (and probably most important) categories make up over 97% of the total. These eleven were selected to be surveyed and the table on page 9-A lists these groups and shows the sample sizes.

NATIONAL EVALUATION

BREAKDOWN BY: TYPE

CATEGORY	SIZE OF CATEGORY	SAMPLE SIZE	SAMPLE %	AVAIL ABLE		INFORM TION		
				SOC. WITH 1984 AUDIT	%	SOC. W/AUD. 1982 -1983	%	
(1)								
1	MARKETING COF/COT	2922	288	10	106	37	91	32
2	TOBACCO	57	11	19	0	0	2	18
3	TEA	11	3	27	0	0	0	0
4	SAVING & CREDIT	373	43	12	11	26	20	47
5	TRANSPORT	204	28	14	4	14	4	14
6	MULTI-PURPOSE	285	43	15	8	19	6	14
7	HIDES & SKINS	52	16	31	2	13	1	6
8	CONSUMER	220	29	13	3	10	6	21
9	LIVESTOCK	127	19	15	2	11	3	16
10	DAIRY	35	9	26	3	33	2	22
11	FARM/VEG	48	17	35	5	29	0	0
12	FISHING	37	4	11	0	0	2	50
(2)								
TOTALS		4371	510	12	144	28	137	27

(1) BASED ON REGISTRATION OFFICE STUDY AS OF 30/6/84

(2) THIS REPRESENTS 97% OF ALL REGISTERED SOCIETIES.

NO. OF SOCIETIES WITH AVAILABLE INFORMATION	% OF SAMPLE	% OF TOTAL	NON- AVAILABLE INFORMATION						
			SOCIETIES W/ NO AUDITS SINCE 1981	% NO AUDIT)	NEWLY REG. SOCIETIES	% SOCIETIES	DORMANT SOCIETIES	%	
195	68	7	38	13	9	3	47	16	
2	18	4	5	45	1	9	4	36	
0	0	0	0	0	0	0	3	100	
31	72	8	2	5	1	2	8	19	
8	29	4	6	21	0	0	14	50	
14	33	5	15	35	5	12	8	19	
3	19	6	1	6	0	0	12	75	
9	31	4	2	7	0	0	17	59	
5	26	4	4	21	0	0	9	47	
5	56	14	0	0	0	0	4	44	
5	29	10	6	35	1	6	4	24	
2	50	5	2	50	0	0	1	25	
=====	=====	=====	=====	=====	=====	=====	=====	=====	
281	56	6	81	15	17	3	131	26	
=====	=====	=====	=====	=====	=====	=====	=====	=====	

TOTAL WITH NO INFOR- MATION		SOCIETIES WITH 1984/5 AGM		SOCIETIES WITH SURPLUS	
	%		%		%
94	33	115	59	121	62
10	91	0	0	2	100
3	100	0	0	0	0
11	26	15	48	23	74
20	71	5	63	7	98
28	65	3	21	12	86
13	81	2	67	2	67
19	66	6	67	8	89
13	68	1	20	3	60
4	44	3	60	5	100
11	65	3	60	5	100
3	75	1	50	2	100
=====	=====	=====	=====	=====	=====
229	44	155	55	190	68
=====	=====	=====	=====	=====	=====

The work on the cooperative survey was broken down into three phases: 1.Preparation

2.Implementation

3.Compilation and analysis

A brief description of each of these three phases is presented here which will include some suggestions on how similiar surveys could be conducted in the future. For an indepth analysis of the survey data itself, one should refer to the "Report on the National Cooperative Survey Project" or the "Cooperative Data Bank" file.

PHASE I: PREPARATION

The first actions a technician must take when starting a project is that of orientating himself with his new environment and researching his subject. Therefore the first few days were spent meeting with officials from the Ministry of Cooperatives and Marketing, Agricultural Secretariat, USAID, and ACDI. Numerous reports and documents relating to the project in particular or the movement in general, were reviewed and researched for approaches or methods which could be applied to the survey. Several interviews took place for the purpose of determining their desires and opinions of what the survey should accomplish, what information was actually required and what was the most effective means of achieving the survey objectives. Meetings were

also held at several sections of the Ministry including Audit, Registration, and Education to determine what information was already available, and what was required.

The best type of orientation is that which is obtained first hand so a three day field trip was organized by the Acting Head of the Planning Unit, Charles Kagawa, which included the unions of South Bukedi, Bugisu, and North Bukedi as well as some of their member primary societies. Visits were made at the office of the District Cooperative Officer (DCO) of Tororo to determine what role this office could play in the survey. This preliminary or "mini survey" was of great benefit to a technician who was seeing the country for the first time. It is extremely difficult to organize a nationwide program in an unfamiliar country and this trip was instrumental in developing the initial framework of the survey project.

The result of these meetings, interviews, document research, and field trip was three-fold. First, a rough outline of the data required was drawn up and submitted to those concerned for additional input. Second, a procedural plan was established which determined where and how this data could be obtained. And third, a "Cooperative Survey Project Proposal" was submitted to the Permanent Secretary indicating budget requirements, staffing criteria, logistical needs and tentative time schedules. (see pages A-1 to A-10).

While waiting for the proposal (and consequently budget) approval, efforts were made to finalize the survey questionnaire

forms by incorporating additional suggestions and redesigning the form for easy use. The forms were then tested at both the union and primary levels, and with some minor adjustments, the final design was then ready for printing and bids were solicited. Enough forms were printed to last for two separate surveys and the remaining copies are stored at the Planning Unit office.

Three forms were designed, each meeting the survey obligations. A ten page district union form included such topics as balance sheet, credit, transport, factory, profit/loss, staff, committee and general information. A smaller six page primary society form cover such topics as balance sheet, credit, transport, and general information. The third form was a one page condensed version of the six page primary society form which was to be used for a complete society inventory. (see page A-27).

It was determined at an early stage that two levels of the movement were to be included in the survey: 1. The district unions of which there were 38 registered and 2. the primary society level of which there are 4499.

Due to the manageable number of district unions it was decided that a complete survey be undertaken and that the information required be collected from the primary source itself, mainly the individual unions.

Determining the approach to take with the large and diverse (and widely scattered) primary society group was much more difficult. Since the coffee/cotton group was the most important to the economy of the country as well as being the largest

category (with 2922 societies making up 65% of the total) this group was given special status and was broken down on a district by district basis. The remaining societies were grouped into ten categories, and were analysed on a national basis. Refer to page 9-A for a complete listing of society categories and sample sizes.

Considerable study was spent on determining the size of the primary society sample and the method of data collection. One of the more successful aspects of the survey concerned the decision to collect data at the District Cooperative Officer's office versus going to the primary source or the society location itself. This approach is strongly recommended for future surveys of this magnitude. Most of the data required was financial (about 95%), the main source being the Ministry audit form number 14, and this was more likely to be found at the DCO location than at the society office. The remaining information was obtained from interviewing Ministry field officers who were requested to be present on the day of the survey, and they proved to be very well informed on the activities of their respective societies.

This procedure allowed for a much larger sample to be surveyed (10%) since the cost and the time factor of visiting over 500 societies would have made such a large sample impractical. It was fortunate that a 10% sample was chosen due to the large percentage of societies which had no available information due to dormancy, lack of audits, or were too new to have final accounts. This brought the 10% sample of 510 societies down to a "usable" sample of 6% or 281 societies. It should be noted that the "non-usable" societies are statistics in themselves. It is doubtful

whether the usable sample represents a biased statistical base. There was no evidence that showed that societies without audits were less viable than those with audits or visa versa. The lack of an audit reflected more of a lack of work commitment on behalf of the DCO than an indication of poor performance by the society. The "usable" data collected represents active societies with audits dating at least to 1982.

Once the procedure was decided upon, the logistics had to be worked out. Although it was originally planned that there were to be three or four teams of three or four people each, this proved to be logistically impractical from a manpower, vehicle, and control viewpoint. It is doubtful whether the Ministry could have provided up to twelve or sixteen officers with the proper qualifications and the problems of maintaining standardization of survey data would have made the reliability of the data questionable. The vehicle situation also influenced the size of the survey team since there was a shortage of vehicles within the ministry and the one they provided along with the advisor's put the limit on the number of teams to two. As it turned out this worked out very effectively resulting in high quality work, few logistical problems and a high degree of standardization. The only disadvantage to this approach was the additional time required due to reduction of manpower (2 teams with 5 officers) and to the fact that the survey samples were larger than originally planned. But it has been mentioned that considerable time was saved by using the DCO as a source of information versus going to each society location.

It should be noted that the original time schedule found in the scope of work was overly optimistic. It took nine weeks to complete the preparation phase of planning, personnel training, questionnaire testing and to receive proposal approval instead of the four weeks mentioned in the scope of work. With limited personnel it took nine weeks instead of four to complete the field work and it took longer than the anticipated four weeks to complete the data analysis due to the volume of data and the interruption caused by the coup.

The Ministry provided the requested personnel of five officers; four for the field work and one handling the logistical work from Kampala. A week long training course was held which included practice surveys at a district union (East Mengo) and a district cooperative office (Kampala/Entebbe). Refer to pages A-42 to A-43. 4

Communication was handled either through an internal ministry/movement system of hand carried letters or through public radio announcements (see pages A38 to A41). An introductory letter, signed by the Commissioner of Cooperative Development, was sent a month prior to the final letter addressed to the secretary/managers and DCO's which stated time of arrival and gave explanations and instructions. Backup letters were carried by the two survey teams in case of communication failure but these were never used (see pages A32 to A37).

Once during the survey, the police radio in Soroti was used to relay a message to Lira which enabled the team to move up the schedule by three days. Otherwise this type of flexibility was

non-existent due to lack of workable telephones or direct radio network and the original schedule had to be followed regardless of the sudden availability of unexpected free time.

The Survey Project Proposal consisted of several sections with the first being a statement of project objectives and an explanation of the survey methodology. There were three requests put to the Ministry in the second section: money, staff and vehicles. The budget amounted to 8,000,000 Sh. and covered field allowances, transport costs, printing, and miscellaneous. The third section included tentative time schedules. This proposal was submitted in February and approved in March and by March 25th the field work had begun.

PHASE TWO-DATA COLLECTION

This phase was surprisingly problem free. The travel schedule allowed ample time for work and travel and included two scheduled breaks in the field work which allowed the team to meet and discuss problems and to check the collected data for standardization. Except for one or two exceptions the schedule was followed according to plan and after nine weeks the survey was completed on schedule on May 26th. (refer to A-28 to A-31)

Only one active district was not surveyed due to security reasons (Bundibugyo) which meant that one district union (Bwamba Rwenzori) and five societies from that district were left undone. Kotido and Moroto districts were also not surveyed due to

security reasons, time and distance considerations and the relative inactive state of the area. The survey team met with the Chairman of Karamoja Union (which is very dormant) as well as Ministry personnel from Moroto District. From the discussions held it was determined that little or no information could have been obtained from a visit there. It was suggested, however, that the Ministry conduct some type of study in the area to determine ways and means of re-establishing some marketing activity, and that the farmers would appreciate some contact from officials from Kampala.

The survey was completed far under budget with the total cost amounting to 4,670,000 Sh. which is 3,330,000 Sh. less than anticipated. The savings were due to reduction of the time schedule from 12 weeks to nine which reduced the field allowance line item and to savings on the transport line item.

PHASE THREE-DATA ANALYSIS

Although the advisor had the use of a computer to assist him in this phase of the project, the incredible volume of data took a considerable amount of time to tabulate.

The first step was to determine what information should be extracted from the survey questionnaire forms and then to design the appropriate computer spreadsheet "templates". The data was then transferred from the forms to the computer spreadsheet programs where ratios, averages, percentages, and totals were automatically calculated. It is important to note that not all the questionnaire material was transferred to the computer

spreadsheets and if any of the deleted information is desired this information can still be tabulated by the staff of the Planning Unit who are in possession of the original forms. Over 3300 questionnaire pages were tabulated onto 351 computer printout pages which make up the "Cooperative Data Bank". This data bank, in turn, was summarized in a 48 page "Report on the National Cooperative Survey Project".

This data bank consists of three main sections:

1. A district by district breakdown of the coffee/cotton societies with a summarized national analysis.
2. A national breakdown of each of the remaining ten categories of primary societies with a combined national analysis of all the categories.
3. An eight section analysis of the district unions.

FUTURE STATISTICAL REQUIREMENTS

A survey of this magnitude does not have to be conducted every year and considering the cost, time and manpower required, it should probably be organized once every five years. Some of the questions that should be raised when deciding the frequency of such surveys should be: How long will the data stay valid? How important is the data? What is it worth to the Ministry to keep the data up to date? And most important of all: Can the information be obtained another way which is quicker and more economical?

In regards to a complete "inventory" of primary societies there is probably no easy way except to make sure that the

Ministry records stay current which is difficult for any organization. It is strongly recommended that a comprehensive reconciliation take place between the Registration Office and the District Cooperative Officers at least once every five years starting immediately. It was discovered during the survey that in no instance did the numbers obtained from the Registration office agree with those of the DCO. In some districts the DCO was not informed of new registrations which in many cases are "briefcase" societies that register directly from Farmers House. In other examples societies were found to be registered under the wrong district or under the wrong category.

One disappointment concerned the lack of response by the DCO's to the primary society inventory exercise. They were supplied with an adequate number of one page "Data Sheet" questionnaire forms, were given instructions as to their use, and had several weeks in which to complete the assignment and hand them in. At the time of the departure of the advisor, only five DCO's had made an attempt to hand in the completed material. The value of the exercise depends on the complete participation of all districts and it is sincerely hoped that this lack of a response is not an indication of the level of dedication that the DCO's have towards their job. On the positive side, this inventory was conducted on an experimental basis and one of the objectives besides satisfying the obvious need for information, was to determine the best method to achieve the desired results. Since it appears that the DCO's cannot be depended on for this type of cooperation, the Planning Unit should study alternative methods

for future statistical surveys.

Most of the desired statistical data concerns financial information which should be found in the audits produced by ministry field staff. These should be found in the Audit Section of the Ministry, and a small random sample of 1% to 5% of file audits could be done annually at almost no cost since no fieldwork is required. But a survey on the availability of these audits in the Ministry revealed that only 8% of the 1983/84 audits can be found. This 8% "usable" information is quite a reduction from the 56% usable information that was found in the field during the last survey. It is therefore being recommended here that the Ministry make it an objective to audit 100% of all its active societies every year and to make sure that these audits reach the proper personnel in Farmers House for correct filing. If this practice was being followed, a financial analysis done through a random sample could be done every year and annual comparisons made at very little cost.

The same procedure could be followed for the district unions. In fact there is no reason why 31 active unions, most using seemingly professional chartered accountants, cannot have their audits available at Farmers House. If this was the case it would be possible to conduct the same survey, concentrating on the financial data found in these audits, every year at almost no expense. The other types of information found in the recent survey concerning transport, storage capabilities, personnel, etc. do not change that much from one year to the next to warrant a yearly update.

Just as important as the availability of audits is the standardization and validity of these audits. One of the major problems experienced by the survey teams was the dubious quality and lack of a standard format of the various union balance sheets. It was also difficult to assess the crop finance and stock situation due to the different fiscal years and questionable accounting procedures. It is recommended that the Audit Section develop an audit "rule book" with the aim of standardizing accounting procedures as well as audit format. It is also recommended that the financial year be standardized for all unions (according to crop if necessary).

The major point being made in this section is that efforts should be made to try to keep statistical data current without going to great cost to do it. Since financial data is essential to effective cooperative planning and since it undergoes annual changes, it would be to the benefit of the Ministry if the above mentioned procedures were followed that would allow for the economical and convenient accumulation of this statistical data.

If the above mentioned recommendations are followed, it would be feasible that a computer would be of great benefit to the Ministry. But it should be emphasized that the computer would be ineffective unless the essential raw data is available. During this past survey it was necessary to spend over four million shillings and it took five people and two vehicles, nine weeks to collect the necessary data, much of which should have been available in Farmers House. The procedures recommended here are not new, they are just not being followed and it is essential that

the efficiency of the various sections in the Ministry be improved before the use of a computer can be considered. The installation of a computer would enhance the efficiency of the system, not replace it.

In addition to the comprehensive type survey such as the one just completed and the annual financial related surveys just mentioned, it is important that the Planning Unit maintain a continuous data file (or bank) on various subjects and activities. One of the tasks the advisor was unable to perform due to his untimely departure was the development of a computerized data file for cotton and coffee processing statistics which are submitted to the Ministry every two weeks. Other programs could also have been developed for production statistics and factory production capabilities. The Marketing Department had requested a program for vegetable marketing statistics. These and others can be coordinated by the Planning Unit.

One assignment the advisor was looking forward to was the financial analysis of the audits of the three marketing boards which were made available for this specific reason. Unfortunately the advisor was informed of the availability of these records on the 26th of July, the day before the coup.

It is obvious that in order to maintain all these statistical programs, a computer would be of great benefit. But a computer cannot collect data, it can only analysis what data is available. The data collection systems must already be in place and the Planning Unit should investigate what data is required for effective planning purposes and set up an institutionalized system for its effective accumulation. Some methods have already been

discussed but the major drawback is the lack of an efficient flow of information to the Ministry. Most data is collected these days through costly and time consuming fact finding fieldtrips. The Unit should determine what information is desired, where can it be found and how can it flow to the Ministry. Once this system or systems is developed then the use of a computer can be considered.

One of the last assignments the Planning Unit staff was working on with the advisor was the development of a needs assessment for the uses of a computer or computers within the Ministry. It is recommended that this assessment be completed and approved and submitted to agencies such as USAID for consideration.

CONCLUSION

The successful completion of the National Cooperative Survey Project, with the compilation of the Cooperative Data Bank file, and its summary, "The Survey Report", should not be accepted as an objective achieved and a report filed but rather as the beginning of an ongoing process that has the advantage of a strong foundation. The survey documents, although quite lengthy and full of all kinds of numbers, tell an incomplete story; almost like reading the first chapter of a book only to discover that the remaining chapters are missing. The 1985 cooperative survey is just that, a survey for 1985. What happened before 1985? Was 1985 an improvement over past performances? Will 1986 be better or worse? What will 1985 look like five years from now? This can only be determined if the data collection process is maintained as an ongoing essential part of the Ministry administrative machinery. The comparisons of activities from year to year, the utilization of indexes to gage development (or lack of it), and the satisfaction of fullfilling the basic human urge for information can all be realized through the continuation of the process of data collection and analysis that was started this year.

Planning, as a concept, is often considered to be abstract or intangible. Some may even question its necessity. But the results of planning are often appreciated, even though the concept of "planning" itself receives no credit. The construction

of a much needed cotton ginnery in Tororo is the result of planning, the vehicles recently donated to the Ministry are the result of planning, and the establishment of the Planning Unit is the result of planning.

It is the concept of proper planning which is important to cooperative development. If proper planning took place years ago, the rush to construct new ginneries today would not be necessary. It is the ability to recognise problems before they arise and to implement timely solutions to prevent problems from occurring that constitutes proper planning. It is the objective of the Planning Unit to use statistical data for the purpose of finding weaknesses and potential problems before they occur; to look for long and short term trends, whether good or bad, for the purpose of formulating planning objectives which will encourage development and prevent decline within the movement or Ministry. To use statistical surveys such as this one for the express purposes of rationalizing or justifying Ministry procedures or goals without recognising and accepting data which lead to less than complimentary conclusions defeats the whole purpose of proper planning. Valid and current information is a tool to the planner; as a well designed hoe is to the farmer. Neither can work without his tools and neither is successful if they praise only the fruit and ignore the weeds.

MEMORANDUM

TO: PERMANENT SECRETARY, MCM
TH: ACTING HEAD OF PLANNING UNIT
FR: THOMAS H. CARR, PLANNING UNIT ADVISOR/ACDI
DT: FEB. 14, 1985

SUBJECT: COOPERATIVE SURVEY PROJECT PROPOSAL

STAFF, TRANSPORT AND BUDGET REQUEST

OBJECTIVES

It is the intention of the Planning Unit, MCM, to undertake a complete assessment or survey of all the District Cooperative Unions as well as a sample survey of each category of primary society. If possible, a condensed but complete inventory of all primary societies in the country will be attempted. All the data collected during this exercise will be compiled and analysed through the use of a portable computer and the results will be printed and made available to relevant parties.

The Planning Unit is currently operating in a data vacuum. In order to perform its intended functions, it must have at its disposal, an accurate and current supply of data pertaining to pertinent aspects of the cooperative movement. One of the objectives of the Cooperative Survey Program is to start the

foundation of a strong data collection system, the benefit being a data base from which the Planning Unit can extract relative information which can be utilized in the formation of policy decisions and future planning objectives of the MCM as well as to satisfy donor agency requests for information.

At the moment the Planning Unit has no indigenous data base (and certainly no institutionalized collection system) except what has been collected and published by other organizations which may be out of date or not specific. When information is requested from the Planning Unit, it is often necessary to scout around for accurate sources at the various agencies around the city which consumes time and reduces the efficiency of the Unit. Normally, the Audit Department of the MCM would be the most abundant and reliable source of statistical data but there is no compilation of data at that level and the efficiency of the filing system is questionable. A data bank within the Planning Unit would ensure immediate availability of desired data. This system of collection and compilation will, of course, take time, but the Cooperative Survey Project would create an immediate and substantial source of data which can be updated and verified periodically.

PROPOSAL REQUEST

This proposal is requesting the MCM to assist the Cooperative Survey Project through the following means:

1. Assign four cooperative officers from the MCM to participate in the survey exercise (see "Qualifications

- on Apx.2). Anticipated time period should be about 12 weeks.
2. Assign one MCM vehicle with driver for use by the survey team for a period of 12 weeks.
 3. Provide the necessary budget support to cover allowances, vehicle expenses, and miscellaneous costs. (See "Budget" on Apx.1). The anticipated costs will be approximately Shs.8,000,000.

PROCEDURE

As soon as staff, transport and budget requirements have been met, a one week training course will be conducted by the Planning Unit and the Planning Unit Advisor. This course will cover: data collection procedures, survey techniques, statistical analysis, and, if necessary, financial accounts. A first draft of the survey forms that will be used in the exercise have been circulated for comments and additions and the final draft will be printed in time for the training course.

There are three goals of the survey:

1. To assess in detail, each of the District Cooperative Unions, in order to determine viability, credit standings, processing costs, personnel status, and general information.
2. To take a random sample (5 to 10 per cent) of each type of primary society (Credit Union, marketing, consumer, etc.) in each District in order to arrive at the same information as stated in number one.
3. To inventory (if time and money are sufficient) every

primary society in every district. This will be a short one page questionnaire.

As mentioned before, four officers will be required, with the Planning Unit and Advisor providing support and supervision. It is anticipated that each district will take one week for a total of 33 weeks divided by four which is over 8 districts per officer. Allowing for holidays (Easter in particular) travel restrictions and unforeseen problems, it is expected that the survey will be completed in 12 weeks. Each survey officer will be assigned to eight or nine districts depending on size and distance. Travel and accomodation will be coordinated by the Planning Unit and such costs will be covered by the project budget. A break is planned for week four to adjust procedures if necessary and to analyse data for standardization and reliability. Work will be resumed starting week five and will continue to week eight. Once again a break will allow officers a chance to discuss problems and progress. The survey will resume on week nine and will continue until completed. (week 12). (See "time Table" on Apx.3).

It is intended that the survey officer will not be working at the district alone. Preliminary research has shown that most information is obtainable at the District Cooperative Office (via the "Green Book" and files) or at the District Union. Letters will be sent out in advance from the Planning Unit requesting that the district cooperative staff and the district union management assist the officer in his duties. Information will be sent out in

advance indicating what information is desired. A few visits to primary societies will be necessary especially those with a comparable economic status to that of a DU. Visits to primary societies will also be necessary to complete some of the questions on the sample survey.

When all Districts have been completed and all forms have been turned in and checked, the survey officers can be released from this temporary assignment or they can be further utilized by conducting specific surveys involving a number of subjects.

These "topic" surveys could include :

- a. processing cost study - coffee or cotton
- b. production cost study
- c. audit efficiency study
- d. educational and training levels of the DU mgmt.

These topic surveys could be financed from remaining budget funds (if any) or from another budget supplement. This is, of course, an extra dimension to the project that is secondary to the main objectives. It would be advantageous to the MCM if these studies were conducted, especially when trained and experienced personnel are available and when a computer for data analysis is still attached to the Planning Unit.

For additional information, please consult the supplementary

pages concerning personnel qualifications, budget requirements,
and time schedules.

c.c US-MCM
CCD-MCM
USAID
ACDI

SUPPLEMENT BUDGET REQUEST

COOPERATIVE SURVEY PROJECT/PLANNING UNIT

ASSUMPTIONS:

- Total personnel requirement should be four officers from MCM.
- Time duration should be 12 weeks.
- Vehicle and driver to be provided by MCM.

PROJECTED COSTS:

1. Field allowance

12 weeks (84 days)

at Shs 12,000/day,

for four officers

Shs. 4,032,000

2. Transport

1. Driver allowance

84xShs 6000/day 504,000

2. Fuel

20,000km at 5 km/l

4000 at 350/l 1,400,000

3. Maintenance

500,000

4. Repairs

500,000

Sub-total

2,904,000

3. Miscellaneous

Printing, stationery

1,064,000

BUDGET REQUEST TOTAL

Shs. 8,000,000

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QUALIFICATIONS FOR SURVEY TEAM OFFICERS

The following list of qualifications for the survey team members may be overly optimistic but it should serve as a guideline for selecting personnel. A total of four officers should be an adequate number at this time (one for each quarter section of the country). These four officers will be trained in the fundamentals of data collection, survey techniques, statistical analysis and financial accounts. It is anticipated that the time requirement will be approximately twelve weeks starting sometime in late February or early March. It is therefore important to remember that the officers selected will be away from their regular duties for that time. Additional information concerning allowances, transport, schedules, and procedures are found in the Cooperative Survey Project proposal.

1. At least one officer should be permanently posted to the Planning Unit.
2. The remaining three should be officers of the MCM.
3. University degrees are highly desired but not absolutely necessary especially if an officer has sufficient knowledge in one or two of the following subjects which are rated according to order of appearance: 1 accounting
2 statistics
3 mathematics
4. Officer must be willing to go on safari for extended periods

of time (possibly 3 or 4 weeks at a time).

5. Officer must be able to conduct interviews and work closely with cooperative managers as well as district MCM staff. This may necessitate the officer being of substantial rank.

TENTATIVE TIME SCHEDULE

WEEK ONE	TRAINING, CLASSROOM AS WELL AS SITE VISIT
WEEK TWO	START OF FIELD SURVEY
WEEK THREE	FIELD SURVEY
WEEK FOUR	MEETING OF SURVEY TEAM TO DISCUSS PROBLEMS AND PROGRESS
WEEK FIVE	FIELD SURVEY
WEEK SIX	FIELD SURVEY
WEEK SEVEN	FIELD SURVEY
WEEK EIGHT	SECOND MEETING OF SURVEY TEAM
WEEK NINE	FIELD SURVEY
WEEK TEN	FIELD SURVEY
WEEK ELEVEN	COMPLETION OF FIELD SURVEY
WEEK TWELVE	COMPILATION OF DATA LAST WEEK FOR SURVEY TEAM UNLESS ADDITIONAL STUDIES ARE REQUESTED

COOPERATIVE SURVEY FORM

DATE: _____	CATEGORY	DJ
SURVEY OFFICER _____		F/S PROC.
DATE SUBMITTED _____	TYPE	COF
COMPLETION TIME _____		COT
		TOB
		LSK

1. NAME _____

2. REGISTRATION NUMBER _____

3. REGISTRATION DATE _____

4. DISTRICT _____

5. AREA OF OPERATION _____

6. HEAD QUARTERS LOCATION _____

7. POSTAL ADDRESS _____

8. SEC/MAN _____ TIME IN OFFICE _____

9. CHAIRMAN _____ TIME IN OFFICE _____

10. TYPE/SERVICES: A. _____ % OF REVENUE _____

B. _____

C. _____

D. _____

E. _____

F. _____

G. _____

H. _____

I. OTHER _____

11. EMPLOYEES: FULL TIME _____ PART TIME _____

12. EMPLOYEES: ADMINISTRATION _____ OTHER _____ %

13. MEMBERSHIP _____ ACTIVE _____ % ACTIVE _____

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14. CO-OP'S MAXIMUM LIABILITY _____

15. PRESENT TOTAL LIABILITY _____

16. NO. SHARES _____ COST _____ TOTAL VALUE _____

AVERAGE SHARE AMOUNT PER SOCIETY _____

17. LAST ANNUAL GENERAL MEETING _____

18. BONUS/DIVIDENDS PAID 84? _____ LAST TIME _____

AMOUNT PAID 84 _____ AMOUNT LAST TIME _____

19. NUMBER OF COF. FACTORIES _____ IN OPERATION? _____

GINNERIES _____

HULLERS _____

OTHER _____

TOTAL _____

20. FARM SUPPLY: No. OF STORES _____ IN OPERATION? _____

21. VOLUME OF SALES _____

22. SOURCE OF SUPPLY _____

23. NUMBER OF COMMITTEE MEMBERS _____

24. DONOR ASSISTANCE? Y N WHO AND WHAT _____

25. IS CO-OP INVOLVED WITH: 1. UCTU _____

2. CO-OP BANK _____

3. UCNS _____

4. UCCU _____

5. UC&SU _____

6. ISU _____

7. UCA _____

FINANCIAL DATA AND ANALYSIS

1.	DATE OF LAST AUDIT	_____	
2.	FOLLOWING INFORMATION CURRENT AS OF	_____	
3.	BALANCE SHEET DATA:		
4.	CURRENT ASSETS	_____	
5.	INVESTMENTS & LOANS	_____	
6.	OTHER CURRENT ASSETS	_____	
7.	TOTAL CURRENT ASSETS	_____	→
8.	FIXED ASSETS	_____	→
9.	TOTAL ASSETS	_____	(7+8)
10.	CURRENT LIABILITIES	_____	
11.	LONG-TERM DEBTS	_____	
12.	TOTAL LIABILITIES	_____	*
13.	EQUITY (SHARES AND RESERVES)	_____	
14.	TOTAL LIAB. AND EQUITY (SHOULD BE EQUAL TO LINE 9)	_____	(12+13)
15.	GROSS REVENUE (SEE PG 7)	_____	
16.	SURPLUS (BEFORE TAX AND DISTRIBUTION)	_____	
17.	SURPLUS (AFTER TAX AND OBLIGATIONS -47%)	_____	
18.	NET MARGIN (GROSS SURPLUS)	_____	(15/16)
19.	NET MARGIN (NET SURPLUS)	_____	(15/17)
20.	WORKING CAPITAL AVAILABLE	_____	(7-10)

- 21. RATIO (CUR.AS./CUR.LIAB) _____ (7/10)
- 22. RATIO (L.T.DEBT TO EQUITY) _____ (11/13)
- 23. NET WORTH TO TOT. ASSETS % _____ (13/9)
- 24. RATIO: EQUITY TO CUR. LIAB. % _____ (13/10)
- 25. EQUITY TO FIX. ASSETS % _____ (13/8)
- 26. C.ASSETS TO F.ASSETS % _____ (7/8)
- 27. TOTAL CASH & BANK _____
- 28. CASH TO C. LIABILITY % _____ (27/10)
- 29. TOTAL EXPENDITURES (SEE PAGE 7) _____
- 30. COSTS: WAGES/SALARIES _____
- TRANSPORT _____
- INTEREST PAID _____
- ADMIN. COSTS _____
- 31. TOTAL PURCHASE VALUE
(COFFEE, COTTON ETC.) _____
- 32. NO. PARTICIPATING SOC. _____
- 33. AVE. VOL. PER SOCIETY _____

CREDIT

FINANCIAL YEAR: _____

1. TOTAL BORROWED FOR CROP FINANCING _____

2. TOTAL BORROWED FOR INPUT PURCHASES _____

3. TOTAL BORROWED FOR OTHER PURPOSES _____

4. TOTAL _____

5. TOTAL LONG TERM LOANS OUTSTANDING _____

6. TOTAL SHORT TERM LOANS OUTSTANDING _____

7. TOTAL BORROWED FOR CAPITAL INVESTMENTS:

 AMOUNT _____

 PURPOSE _____

 LENDING INSTITUTION _____

8. FOR YEAR: _____

BORROWED FROM: _____ AMOUNT _____

9. INTEREST PAID IN YEAR _____

 SHORT TERM LOANS _____

 LONG TERM LOANS _____

TRANSPORT

1. TYPE AND NUMBER OF VEHICLES:		WORKING?
	PASSENGER _____	_____
	MOTORCYCLE _____	_____
	TRACTORS _____	_____
	PICK-UP _____	_____
	BUSES _____	_____
	LORRY _____	_____
	_____	_____
	_____	_____

2. COSTS:	LABOUR _____
	FUEL/OIL _____
	MAINTENANCE _____
	MISC. (FIXED) _____
	HIRING _____
	TOTAL _____

3. TOTAL REVENUES:	INTERNAL _____	(IF KNOWN)
	EXTERNAL _____	
	TOTAL _____	

4. PROFIT/LOSS _____

5. REPAIR GARAGE? Y N HOW MANY? _____

6. NUMBER OF DRIVERS EMPLOYED _____

7. NUMBER OF TON BOYS _____

8. NUMBER OF MECHANICS _____

9. NUMBER OF SPANNER BOYS _____

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PROFIT/LOSS BREAKDOWN

ACCOUNTS	TOTAL REVENUES	TOTAL EXPENDITURES	DIFFERENCE	UNIT VOLUME	COST/ UNIT
COFFEE					
COTTON					
TOBACCO					
RANCHING					
WORKSHOPS					
SUPPLY STORE					
HULLERS					
HOTEL					
RENTS					
PRO. MKT					
OTHER PROJECTS					
OTHER INCOME					
ADMINISTRATION COSTS					
OTHER COSTS					
TOTALS					

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COMMITTEE MEMBER QUALIFICATIONS

MEMBER	YEARS IN OFFICE	EDUCATION LEVEL	TYPE OF TRAINING COURSES
-----	-----	-----	-----
CHAIRMAN	-----	-----	-----
V. CHAIRMAN	-----	-----	-----
TREASURER	-----	-----	-----
MEMBER	-----	-----	-----
MEMBER	-----	-----	-----
MEMBER	-----	-----	-----
MEMBER	-----	-----	-----
MEMBER	-----	-----	-----
MEMBER	-----	-----	-----
MEMBER	-----	-----	-----
MEMBER	-----	-----	-----

PRODUCTION/STORAGE

FACT./GIN/MILL	STOR/CAP.	MACHINERY	PRESENT OUTPUT	MAX OUTPUT	%
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					

TOTALS_COF _____

COT _____

OTHER _____
MAX OUTPUT =VOL/HR X MACH X 8HR X 250 DAYS

EXAMPLE: 1 TON/HR X 3 MACH X 8 HR X 250 DAYS = 9000 TONS/YR

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DATE: _____	CATEGORY: MKT	LSK
	S&C	DRY
SURVEY OFFICER _____	TRP	FSH
	MPS	FRM
DATE SUBMITTED _____	H/S	TOB
	CON	TEA

PRIMARY SOCIETY SURVEY FORM

1. Name _____
2. Registration Number _____
3. Registration Date _____
4. District _____
5. District Union _____
6. Location _____ Postal address _____
7. Type of manager: full time _____ Volunteer _____
8. Type/service provided _____
9. Main office/store (rented, perm. cond.) _____
10. Number of sub-stores _____ rented/perm _____
11. Employees: full time _____ part time _____
12. Membership _____ active members _____ %active _____
13. Shares _____ Price/share _____ Total _____ ave share/mem. _____
14. Society liability _____ Total soc. debt _____
15. Last annual general meeting _____
16. Chairman _____ yrs in office _____
17. Equipment: (safe, scales, add. mach.) _____
18. Distance from Union _____ M/K, Cond. of road _____
19. Ave cash income per member _____ (tot. pur./no. of actives)
20. Last bonus/dividend paid _____ amount _____
21. Who audits society _____

22. Who keeps the books?_____

CREDIT

for f/year_____

1. Amount borrowed for crop financing_____
2. Amount borrowed for farm supplies_____
3. Amount borrowed for Cooperative credit scheme_____
4. Amount outstanding on Cooperative credit scheme._____
5. Amount outstanding on crop financing_____
6. Total debts outstanding as of_____
7. Lending institutions_____
- _____
8. Total interest paid yr_____

PRODUCTIONS

1. Total volume sold cof_____kg/tons (units)
cot_____
- other_____
2. Total expenses _____
3. Cost per unit_____

TRANSPORT

1. TYPE AND NUMBER OF VEHICLES:		WORKING?
	PASSENGER _____	_____
	MOTORCYCLE _____	_____
	TRACTORS _____	_____
	PICK-UP _____	_____
	BUSES _____	_____
	LORRY _____	_____
	_____	_____
	_____	_____

2. COSTS:	LABOUR _____
	FUEL/OIL _____
	MAINTENANCE _____
	MISC. (FIXED) _____
	HIRING _____
	TOTAL _____

3. TOTAL REVENUES:	INTERNAL _____	(IF KNOWN)
	EXTERNAL _____	
	TOTAL _____	

4. PROFIT/LOSS _____

5. REPAIR GARAGE? Y N HOW MANY? _____

6. NUMBER OF DRIVERS EMPLOYED _____

7. NUMBER OF TON BOYS _____

8. NUMBER OF MECHANICS _____

9. NUMBER OF SPANNER BOYS _____

FINANCIAL DATA AND ANALYSIS

1.	DATE OF LAST AUDIT _____	
2.	FOLLOWING INFORMATION CURRENT AS OF _____ :	
3.	BALANCE SHEET DATA:	
4.	CURRENT ASSETS	_____
5.	INVESTMENTS & LOANS	_____
6.	OTHER CURRENT ASSETS	_____
7.	TOTAL CURRENT ASSETS	_____ *
8.	FIXED ASSETS	_____ *
9.	TOTAL ASSETS	_____ (7+8)
10.	CURRENT LIABILITIES	_____
11.	LONG-TERM DEBTS	_____
12.	TOTAL LIABILITIES	_____ *
13.	EQUITY (SHARES AND RESERVES)	_____
14.	TOTAL LIAB. AND EQUITY (SHOULD BE EQUAL TO LINE 9)	_____ (12+13)
15.	GROSS REVENUE (SEE PG 7)	_____
16.	SURPLUS (BEFORE TAX AND DISTRIBUTION)	_____
17.	SURPLUS (AFTER TAX AND OBLIGATIONS -47%)	_____
18.	NET MARGIN (GROSS SURPLUS)	_____ (15/16)
19.	NET MARGIN (NET SURPLUS)	_____ (15/17)
20.	WORKING CAPITAL AVAILABLE	_____ (7-10)

21.	RATIO (CUR.AS./CUR.LIAB)	_____	(7/10)
22.	RATIO (L.T.DEBT TO EQUITY)	_____	(11/13)
23.	NET WORTH TO TOT. ASSETS	%_____	(13/9)
24.	RATIO: EQUITY TO CUR. LIAB.	%_____	(13/10)
25.	EQUITY TO FIX. ASSETS	%_____	(13/8)
26.	C.ASSETS TO F.ASSETS	%_____	(7/8)
27.	TOTAL CASH & BANK	_____	
28.	CASH TO C. LIABILITY	%_____	(27/10)
29.	TOTAL EXPENDITURES (SEE PAGE 7)	_____	
30.	COSTS: WAGES/SALARIES	_____	
	TRANSPORT	_____	
	INTEREST PAID	_____	
	ADMIN. COSTS	_____	
31.	TOTAL PURCHASE VALUE (COFFEE, COTTON ETC.)	_____	
32.	NO. PARTICIPATING SOC.	_____	
33.	AVE. VOL. PER SOCIETY	_____	

MANAGEMENT and CHAIRMAN QUALIFICATIONS

POSITION	EXPERIENCE (YRS)	EDUCATION	TRAINING
1. SEC/MAN			
2. ASSISTANT SEC/MAN			
3. OTHER			
4. CHAIRMAN			

DATE _____
 SURVEY OFFICER _____
 DATE SUBMITTED _____

PRIMARY SOCIETY DATA SHEET

1. Name _____ Reg. No. _____ Yr reg. _____
2. District _____ Affiliated to: _____
3. Address _____
4. Type/services _____
5. Last year of operation _____ active 85? _____
6. Full time manager? _____ part time? _____ Ed. level _____
7. Full time staff _____ Part time staff (peak season) _____
8. Shares _____ price/shr _____ tot. shr cap _____ ave. shr _____
9. Last audit _____ profit/loss _____ bonus paid? _____
10. Fixed assets _____ Cur. assets _____ Total _____
11. Total liabilities _____
12. Total sales _____ Shs _____ units
13. Transport: own _____ rent _____ hire _____

14. Last general meeting _____ last election _____
15. Store/office? _____ How many stores _____
16. Equipment (safes, scales, etc) _____

17. Liability of members _____
18. Number of members _____ active _____ % _____
19. years chairman has been on seat _____

COOPERATIVE SURVEY SCHEDULESOUTHERN TEAMMARCH

WEEK 1	25	DRIVE AND REPORT TO	MASAKA	DU
	26		LIVESTOCK	
	27		DCO	
	28	DRIVE AND REPORT TO	KYOYERA	DCO
	29			RAKAI DU

APRIL

WEEK 2	1	DRIVE AND REPORT TO	MBARARA,	B.KWET DU
	3			DCO
	4	DRIVE AND REPORT TO	BUSHENYI	DCO
	5	GOOD FRIDAY		
WEEK 3 (EASTER)	9	REPORT TO PLANNING UNIT	KAMPALA	
	10			
	12			
WEEK 4	14	DRIVE TO KABALE		
	15	REPORT TO	KIGEZI VEG.	DU
	16		KABALE	DCO
	17	DRIVE AND REPORT TO	RUKUNGIRI,	KIGEZI DU
	18			N.KIGEZI TOB
	19			DCO
WEEK 5	22	DRIVE AND REPORT TO	KASESE, NYAKATONZI	DU
	23			DCO
	24	DRIVE AND REPORT TO	KABAROLE,	DCO
	25			DU
	26	DRIVE AND REPORT TO	SEMULIKI, DCO &	BWAMBA RWENZORI
WEEK 6	29	FINISH KABAROLE (OPEN)		
	30	FINISH SEMULIKI (OPEN)		

MAY

WEEK 6	1	LABOUR DAY	
(CON'T)	2	DRIVE AND REPORT TO	KAKUMIRO, DU
	3	REPORT TO	MUBENDE DCO
WEEK 7	6	DRIVE AND REPORT TO	MITYANA, WAMALA DU
	7		MUBENDE, DCO
	8		
		RETURN TO KAMPALA	
	9	REPORT TO PLANNING UNIT	
	10	" " " "	
WEEK 8	13	DRIVE TO	HOIMA
	14	REPORT TO	KITARA DU
	15	REPORT TO	DCO
	16	DRIVE AND REPORT TO	MASINDI, BUNYORO DU
	17	REPORT TO	DCO
WEEK 9	20	DRIVE AND REPORT TO	NAKASONGOLA, BURULI DU
	22	DRIVE AND REPORT TO	LUWERO, DCO
		RETURN TO KAMPALA	
WEEK 10	27 TO 31	REPORT TO PLANNING UNIT	
		COMPLILATION OF DATA	

JUNE

WEEK 11	3 TO 7	COMPLETE TORORO AND MUKONO DISTRICTS
WEEK 12	10 TO 14	FOLLOW UP AND VERIFICATION EXERCISE

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COOPERATIVE SURVEY SCHEDULE

NORTHERN TEAM

MARCH

WEEK 1	25	DRIVE AND REPORT TO	JINJA, BUSOGA DU
	27		DCO
	28	DRIVE AND REPORT TO	KAMUILI, DCO
	29	DRIVE AND REPORT TO	IGANGA, DCO
	31	DRIVE TO MBALE	

APRIL

WEEK 2	1	REPORT TO	MBALE, BUGISU DU
	2		MASABA DU
	3		N. BUKEDI DU
	4	RETURN TO KAMPALA VIA TORORO	
WEEK 3 (EASTER)	9	REPORT TO PLANNING UNIT	
	10		
	12		
WEEK 4	14	DRIVE TO MBALE	
	15	DRIVE AND REPORT TO	KAPOCHORWA, SEBEI-ELGON
	16		DCO
	17	TO 19 FINISH MBALE	DCO
WEEK 5	22	DRIVE AND REPORT TO	KUMI, DCO
		CONTINUE TO SOROTI	
	23	REPORT TO	SOROTI, TESO DU
	24		DCO
	25	DRIVE AND REPORT TO	MOROTO, KARAMOJA, DU & DCO
	RETURN TO SOROTI		
	26	DRIVE AND REPORT TO	KOTIDO DCO
WEEK 6	28	DRIVE TO LIRA	
	29	REPORT TO	LIRA, LANGO DU
	30		DCO

MAY

WEEK 6	1	LABOUR DAY	
(CON'T)	2	DRIVE AND REPORT TO	AFACH, DCO
	3	OPEN	
WEEK 7	4 TO 10	REPORT TO PLANNING UNIT	
WEEK 8	11	DRIVE TO MBALE	
	12	DRIVE TO GULU	
	13	REPORT TO	GULU, W. ANCHOLI DU
	14	'	MID. N. TOB. DU
	15		DCO
	16	DRIVE AND REPORT TO	KITGUM, DCO, E. ANCHOLI DU
		RETURN TO GULU	
	17	DRIVE AND REPORT TO	ADJUMANI, MADI DU & DCO
		RETURN TO GULU	
WEEK 9	20	DRIVE AND REPORT TO	PAKWACH, SW NILE DU
	21		PAIDHI, OKORO DU
	22	DRIVE AND REPORT TO	NEBBI, DCO
	23	DRIVE AND REPORT TO	ARUA, CW NILE DU
			W NILE TOBOCCO
	24		DCO
	25	DRIVE TO MBALE	
	26	RETURN TO KAMPALA	
WEEK 10	27 TO 31	REPORT TO PLANNING UNIT	
		COMPILATION OF DATA	
WEEK 11	3 TO 7	COMPLETE TORORO AND MUKONO DISTRICTS	
WEEK 12	10 TO 14	FOLLOW UP AND VERIFICATION EXERCISE	

TO: THE DISTRICT COOPERATIVE OFFICER OF _____ DISTRICT
 FR. ACTING HEAD OF PLANNING UNIT, MCM
 DT _____

SUBJECT: NATIONAL COOPERATIVE SURVEY

On the _____ the national cooperative survey team will be visiting your office in order to carry out a comprehensive survey of the cooperative societies in your area of operation. This national survey of cooperative societies is being implemented by a special team attached to the Planning Unit of the Ministry of Cooperatives and Marketing with the objective of establishing an extensive data bank within the Ministry which would be utilized in planning and project implementation.

The team will be conducting a random survey of primary societies in your district. Enclosed with this letter is a list of those societies which will be surveyed. No other societies will be included. The following is a key to the abbreviations:

MKT	Marketing
S&C	Saving and Credit
TRP	Transport
MPS	Multi-purpose
H/S	Hides and Skins
CON	Consumer
LSK	Livestock
DRY	Dairy
FSH	Fishing
FRM	Farming
TOB	Tobacco
Tea	Tea

Also enclosed is a copy of the survey form which you can use as a guide for gathering information. Please make available all the files, latest balance sheets for all the societies listed and

have them ready for analysis on the day of the survey. It is also very important that your Green Book be on hand for analysis. Please have some of your staff available for assistance on the day of the survey especially those responsible for accounting and one or two who are knowledgeable of the area. No more than a total of five or six will be required. It is also expected that the survey team will be at your headquarters for two or three days so be prepared to assist them for that period. It is not necessary to fill out the forms yourself.

Remember; the national cooperative survey team will be at your District Office on the_____.

If there is any questions or problems with the date or the instructions please contact the office of the Planning Unit at Farmers House well before that date.

Thank you in advance for your cooperation.

cc Regional Cooperative Officers

TO: THE SECRETARY/MANAGER OF _____

FR: ACCTING HEAD OF THE PLANNING UNIT, MCM

DT: _____

SUBJECT: NATIONAL COOPERATIVE SURVEY

The national cooperative survey team will be arriving at your cooperative on the _____ to conduct a comprehensive statistical survey on the activities of your cooperative. You are encouraged to assist them to your utmost ability in order to ensure the success of the project.

The national cooperative survey is being implemented by the Planning Unit of the Ministry of Co-operatives and Marketing in order to create a data bank within the Ministry which can be utilised in planning, project implementation and long term policy decisions. In other words, the data collected from your cooperative may be eventually used to benefit your area of operation as well as the nation as a whole. In order to compile the vast amounts of information that will be collected from over 4000 cooperatives nation-wide, the Planning Unit will be using the services of a recently aquired computer.

Enclosed with this letter is a copy of the survey form that will be used. Please fill out page one and two (numbers 1 to 25) as well as pages 8 and 9. If you have any questions you can leave them blank until the teams arrives. Please leave the other pages blank until the team arrives.

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The team will be working at your headquarters for two or three days and will need the assistance of your accountant, transport manager, production manager and at least one of your factory managers. Please make sure they are available on the day designated for the survey.

Remember; the day for the survey is _____, please notify the Planning Unit if there is some reason why this day is inconvenient to you.

Thank you in advance for your cooperation.

TO: _____

FR: ACTING HEAD OF PLANNING UNIT, MINISTRY OF COOPERATIVES AND
MARKETING

DT: _____

SUBJECT: REMINDER OF SURVEY AT YOUR HEADQUARTERS

THIS NOTICE IS TO REMIND YOU THAT THE NATIONAL COOPERATIVE SURVEY
TEAM WILL BE AT YOUR OFFICE ON THE _____ AT _____
TO CONDUCT A SURVEY CONCERNING YOUR OFFICE AND AREA OF OPERATION.
PLEASE BE PREPARED TO ASSIST THE TEAM TO THE BEST OF YOUR ABILITY
AND HAVE THE NECESSARY STAFF STANDING BY FOR ASSISTANCE. CONSIDER
THIS EXERCISE TO BE OF GREAT IMPORTANCE TO THE FUTURE OF
COOPERATIVES AS WELL AS THE COUNTRY.

SURVEY PROJECT MAILING AND RADIO ANNOUNCEMENT LIST

NAME	WEEK	DATE MAIL/RADIO	MAILED?	DATE OF VISIT
1. MASAKA DU	1	11-3		25-3
2. MASAKA LIVESTOCK DU	1	11-3		26-3
3. MASAKA DCO	1	11-3		27-3
4. RAKAI DCO	1	11-3		28-3
5. BUSOGA GCU	1	11-3		25-3
6. JINJA DCO	1	11-3		27-3
7. KAMULI DCO	1	11-3		28-3
8. IGANGA DCO	1	11-3		29-3
9. BUGISU GCU	2	18-3		1-4
10. MASABA GCU	2	18-3		2-4
11. NORTH BUKEDI GCO	2	18-3		3-4
12. BANYANKOLE KWET. GCU	2	18-3		1-4
13. MBARARA DCO	2	18-3		3-4
14. BUSHENYI DCO	2	18-3		4-4
15. MBALE DCO	2	18-3		1-4

16. KIGEZI VEG. DU	4	1-4	15-4
17. KABALE DCO	4	1-4	16-4
18. KIGEZI DU	4	1-4	17-4
19. N. KEGEZI TOBACCO	4	1-4	18-4
20. RUKUNGIRI DCO	4	1-4	19-4
21. SEBEI-ELGON DU	4	1-4	19-4
22. KAPUCHORWA DCO	4	1-4	16-4
23. MBALE DCO	4	1-4	17-4
24. NYAKATONZI DU	5	9-4	22-4
25. KASESE DCO	5	9-4	23-4
26. KABAROLE DCO	5	9-4	24-4
27. KABAROLE DU	5	9-4	25-4
28. SEMULIKI DCO	5	9-4	26-4
29. BWAMBA RWENZORI DU	5	9-4	26-4
30. KUMI DCO	5	9-4	22-4
31. IESQ DU	5	9-4	23-4
32. SOROTI DCO	5	9-4	24-4
33. KARAOJA DU	5	9-4	25-4
34. MOROTO DCO	5	9-4	25-4

35. <u>KOTIDO DCO</u>	5	9-4	26-4
36. <u>KAKUMIRO DU</u>	6	9-4	2-5
37. <u>MUBENDE DCO</u>	6	9-4	3-5
38. <u>LANGO DU</u>	6	9-4	29-4
39. <u>LIRA DCO</u>	6	9-4	30-4
40. <u>AFACH DCO</u>	6	9-4	2-5
41. <u>WAMALA DU</u>	7	9-4	6-5
42. <u>KITARA DU</u>	8	29-4	14-5
43. <u>HOIMA DCO</u>	8	29-4	15-5
44. <u>BUNYORO DU</u>	8	29-4	16-5
45. <u>MASINDI DCO</u>	8	29-4	17-5
46. <u>WEST ANCHOLI DU</u>	8	29-4	13-5
47. <u>MID.NILE TOBACCO</u>	8	29-4	14-5
48. <u>GULU DCO</u>	8	29-4	15-5
49. <u>KITGUM DCO</u>	8	29-4	16-5
50. <u>EAST ANCHOLI DU</u>	8	29-4	16-5
51. <u>MADI DU</u>	8	29-4	17-5
52. <u>MOYO DCO</u>	8	29-4	17-5
53. <u>BURULI DU</u>	9	6-5	20-5

54. LUWERO DCO	2	6-5	22-5
55. S.W.NILE DU	2	6-5	20-5
56. OKORO DU	2	6-5	21-5
57. NEBBI DCO	2	6-5	22-5
58. C.W.NILE DU	2	6-5	23-5
59. W.NILE TOBACCO	2	6-5	23-5
60. AURA DCO	2	6-5	24-5

NATIONAL COOPERATIVE SURVEY PROJECT

SURVEY TEAM COORDINATION SEMINAR

MARCH 18 TO MARCH 22, 1985

CONFERENCE ROOM, 3RD FLOOR, FARMERS HOUSE, KAMPALA

MARCH 18	10:00 - 10:15	OPENING OF SEMINAR
		INTRODUCTION OF STAFF
	10:15 - 11:15	EXPLANATION OF SURVEY OBJECTIVES
	11:15 - 11:30	BREAK
	11:30 - 12:30	EXPLANATION OF SURVEY PROCEDURES
	12:30 - 2:00	LUNCH
	2:00 - 3:00	STATISTICAL TERMINOLOGY AND DEFINITIONS
	3:00 - 4:00	SURVEY PREPARATION PROCEDURES
MARCH 19	10:00 - 11:00	EXPLANATION OF SURVEY FORMS
	11:00 - 11:15	BREAK
	11:15 - 12:30	SURVEY FORMS AND AUDITED ACCOUNTS
	12:30 - 2:00	LUNCH
	2:00 - 4:00	PRACTICE SESSION WITH BALANCE SHEETS

MARCH 20	10:00 - 11:00	EXPLANATION OF WORK SCHEDULE
	11:00 - 11:15	BREAK
	11:15 - 12:30	TEST WITH BALANCE SHEET
	12:30 - 2:00	LUNCH
	2:00 - 3:00	BALANCE SHEET SUMMARY
	3:00 - 4:00	SEMINAR SUMMARY, CONCLUSION

SEMINAR SCHEDULE CONTINUED

MARCH 21	10:00 - 12:30	ON SITE SURVEY PRACTICE WITH EAST MENGO DISTRICT UNION
	12:30 - 2:00	LUNCH
	2:00 - 5:00	PRACTICE SURVEY; CONTINUED
MARCH 22	10:00 - 12:30	ON SITE SURVEY PRACTICE WITH KAMPALA/ENTEBBE COOPERATIVE OFFICE
	12:30 - 2:00	LUNCH
	2:00 - 5:00	PRACTICE; CONTINUED
MARCH 25	SCHEDULED START OF NATIONAL COOPERATIVE SURVEY. SEE "COOPERATIVE SURVEY WORK SCHEDULE" FOR BOTH THE SOUTHERN TEAM AND NORTHERN TEAM.	