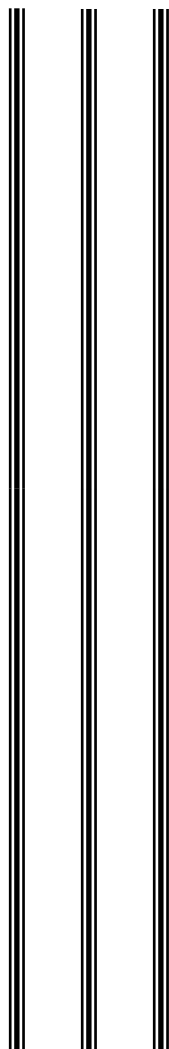


# **Revisit to Organizational Arrangement of Coffee Growers in Nepal**



**Coffee Promotion Programme (CoPP)**  
**Helvetas Nepal**  
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# 1. BACKGROUND

## 1.1 Introduction

Coffee is emerging as a popular cash crop among farmers in Nepal. It is said that about 65 years before coffee seed was brought in Gulmi district by an ascetic, Hira Giri. However, the farmers of Gulmi bravely tried coffee plantation some two and a half decade before having no knowledge of plantation, processing and trade. Some inquisitive farmers replicated over the years and it spread from Gulmi to Palpa, Arghakhanchi, Syangja, Lalitpur, Baglung, Kaski, Lamjung, Tanahun, Kavre, Sindhupalchowk, Parbat etc. districts.

In the initial years, this expansion was made happen solely through the efforts of the farmers. Even the leader farmers had no idea of coffee growing, and trading. There was virtually no domestic market except very few in tourism sub sector. They had no enough quantity and ensured quality needed to trade internationally and, moreover, no idea of where and whom to sell and the price at the international market. Even then, they made head on rush to plantation and processing. In those early years, the farmers faced difficulty in selling their meager 346 kilogram dry coffee at Madan Pokhara, Palpa. Being disheartened by this information, some of the farmers of Gulmi district destroyed their coffee plants. This situation put them in distress, however, they reinforced their enthusiasm, and some of the farmer leaders registered a Coffee Producer Group in Madan Pokhara, Palpa, with a view to be capable to collect their product in one place and sell it to acceptable price and promote organized efforts for development of coffee.

## 1.2 Efforts towards Organizing

The humble effort to form a group in Madan Pokhara generated a chain reaction in the group formation either by the supporting agencies or by the farmers themselves. It took root of a practice of organizing themselves among farmers. It seems, as if, the farmers started to actively institutionalize their activities, which was the beginning of a new organizing method for the coffee promotion activity. Apart from the cooperatives organized in various districts, the emergence of today's 485<sup>1</sup> groups with 11,190 coffee growers only in COPP districts; of 13 District Coffee Producer Associations (DCPA), eight are included in COPP, and other 5 are operating at their own. However, all 13 DCPAs take themselves as district level organization; National Coffee Producer Association (NCPA) is their apex body. It can be seen as the great achievement of this humble beginning. In the meantime, coffee as well as and the eastern Nepal tea growers successfully induced government to form a National Tea and Coffee Development Board.

Farmers' undaunted efforts got increasingly modest success over the years, so that they were successful to attract responsive officials of government and donor agencies. Helvetas Nepal initiated its intervention in coffee sub sector since 1990 when it provided financial assistance to farmers to enable them to participate in a coffee processing training organized in South India.<sup>2</sup>

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<sup>1</sup> Coffee Promotion Project, Annual Report , 2006

<sup>2</sup> The account is largely taken from an unpublished paper, Nepal Ma Araganic Kaffee Ra Sansthatagat Byabastha, by Dhakshwor Ghimire, the chairman, NCPA.

Local Initiative Support Programme (LISP), a project of Helvetas Nepal extended support in production, processing and marketing of coffee since 1996. The project did instrumental works in organizing farmers in groups. Profited by the experiences of LISP, Sustainable Soil Management (SSMP) of Helvetas, Nepal implemented coffee promotion activities in Syangja, Parbat, Sindhupalchowk and Kavre districts as part of the soil conservation activities since 1999. During these years of intervention, Helvetas found coffee as one of the best agricultural support options for the midhills of central and western development regions for resource poor small farmers. Eventually, coffee promotion project (2003-2007) came into being, which supported in all production, processing, trading and Organizational Capacity Building (OCB) activities in 8 districts- Gulmi, Palpa, Syangja, Kaski, Parbat, Lalitpur, Kavre and Sindhupalchowk .

Coffee sub sector is now successful to attract more and more farmers of western and mid-western Nepal for coffee plantation. The area under coffee plantation has been increased ten times from 135 ha. in 2051-052 to 1285 ha. in 2062-063. Production of dry cherry grew by about hundred times from 12.95mt in 2051-052 to 391mt in 2062-063<sup>3</sup>. District Cooperative Association, Gulmi markets it coffee to Japan, likewise, other districts groups have linked with exporting companies that export in Europe and USA. The government allocation for tea and coffee development has been substantially increased in this fiscal year 2064/065 BS. In a similar way, a few donor agencies have rushed forward to provide assistance to coffee growers groups and cooperatives.

Obviously, increasing number of farmers is being organized. They have joined in groups and, in some cases, in primary cooperatives. As of now, as mentioned earlier, there are 13 DCPAs, 8 are linked with COPP supported programme and the rest are operating at their own. However, all 13 recognize NCPA as their umbrella organization.

### **1.3 Cooperative Formation**

It seems that some of the coffee growers choose cooperative as their organization. The District Cooperative Association Ltd., Gulmi handles the export business of its farmers. The Central Coffee Cooperative Union (CCCU) is recently registered associating cooperative members from Gorkha, Tanahun, Lamjung, Gulmi, Arghakhanchi, Palpa, Syangja, Dhading and Lalitpur. The DCPA is also operating in Gulmi and some other districts where CCCU has its affiliated primary cooperatives.

In some districts such as Lalitpur, Syangja and Kaski, members of DCPAs have transformed some of the groups into cooperatives and are trying to registered district coffee cooperative union. The government also has annual programmes to transform groups into cooperatives. There are donors as well who prefers cooperatives to groups.

Over the years, a commendable job has been done by COPP. Because of initial stage of coffee growing activities, it organized farmers in groups, provided technical training, supported in processing and acquiring simple machines and conducted much other managerial training. It was not possible to organize cooperatives in those days. Now, there are groups trained on coffee growing, processing and even on marketing. There are

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<sup>3</sup> TEA-A-TEA; National Tea & Coffee Development Board, 2064 B.S. Kathmandu.

thousands of coffee growers linked with their own groups, DCPAs and buyer companies. Coffee promotion activity, now, it seems, is crossing initial stage. At this point, some of the farmers are anxiously looking for an organization that might be suitable to them. Some of the leaders of groups and DCPAs have registered cooperatives putting the members of one or more groups. Groups are also not dissolved, they are operating.

One issue is cropped up: Is it correct to join cooperatives by some groups and DCPA's leaders themselves and have a two line of organizations for the promotion of one agricultural commodity within one village? So that it is a high time to search for an appropriate organization arrangement for coffee promotion and farmers' development.

It has been seen that NCPA and DCPA's are not properly assisted financially by the farmers or the companies as the arrangements were made; there are reports that give account of weak performance of DCPAs and NCPA due to lack of fund. Lack of resources can easily be attributed to non-realization of designed annual activities of these organizations. In a situation like this, it is natural that farmer leaders look for alternate organization that might earn cash to fund their activities.

With these implications visible at the working environment, any candid agency like COPP that has been providing assistance for years can not keep on moving without carving a proper pathway to go ahead. Keeping these rational in mind, the study is undertaken to examine the correct organization structure for coffee producers.

#### **1.4 Objectives of the study**

- Analyze present organizational and Institutional set up of producers association at the village level (Coffee Producer Groups), district level (DCPA), the central level (NCPA) and their legitimacy.
- Analyze present Organizational and Institutional set up of Coffee Cooperative (Primary, district and central level); their vision and legitimacy.
- Precisely visualize advantages/strengths and disadvantages/weakness of producers association and cooperatives in realizing different roles in promotion of farmers interest in coffee sub sector, and
- Recommend and appropriate, reliable CBO (Producer's association and/or cooperative, legitimate organization and its structure.

#### **1.5 Expected output**

- Present situation with organizational and operational system of producers associations and cooperatives and their legitimacy.
- Strength/advantages/opportunities and weakness/constraints/threats/disadvantages of producers associations and cooperatives with reference to technology disseminations; coffee production and marketing in a sustained basis.

#### **1.6 Scope of work**

This study has responded to the following questions in conformity with the underlying ideas as spelled out in the conceptual framework given below

- Whether the present organizational arrangement helps farmer to increase their income in a sustained manner?
- Farmers each producing/growing activity is done either for household consumption or sale in the market. Any production targeting to market demands certain level of business knowledge. Are these organization are designed to make farmers capable to play with the market?
- Is organization adequate to carry on the interest of the farmers?

## **1.7 METHODOLOGY**

### **1.7.1 Conceptual Framework**

- Anything farmers produce or grow with an intention to sell, it should be marketed with competitive quality and price. Sometimes, quantity ready for sale makes difference.
- "There could have been no production of anything unless it is marketed at a price advantageous to those who produce it, and provides them with an incentive to produce more and more."<sup>4</sup>
- It can obviously be seen elsewhere that when a trader or a company enter into business of farmers' production, they grow rich at the cost of farmers. The growers stay poor remain compelled to grow that commodity for subsistence.
- "From the very beginning farmers should be organized under a business entity, and it had to be run as a business. If they forget it, it will fail; it will collapse. The business was to maximize the price of the product, not in order to maximize the dividend, as in the case of private sector. We did this by manufacturing value-added products which allowed us to give farmers higher milk price every year" <sup>5</sup>
- "Businessmen Commission on Agriculture once said in its report: Important as are the opportunities for individual self-help, the success of farmers in meeting their own difficulties without outside aid depends mainly upon their organized cooperative effort in reducing production cost and marketing losses".<sup>6</sup>

The ideas underlying in the statement as given in brief above have been taken by this study as the basis to examine the production and organizing activities of the farmers. If farmers are not capable or given opportunity to process and manufacture value-added products, the traders, processors, and marketing companies reap the benefit keeping the price of the primary product as low as possible. The capability of the farmers enhanced only through their organization that attempts to reduce production cost and fetch higher price from the market.

### **1.7.2 Study Approach**

#### **A. Content Analysis and Interactive Method**

The study used both secondary and primary information. Published reports, reviews, booklets, manuals, project appraisals, article of concerned authorities, proceeding of

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<sup>4</sup> I too had a dream, Verghese Kurien; As told to Gouri Salvi, Lotus Collection, New Delhi, 2005. P.56

<sup>5</sup> ibid. 4

<sup>6</sup> Farmers in Business; Joseph G. Knapp; American Institute of Cooperation; Washington D.C.

seminars have been carefully studied. Overview of the coffee growing activities and general account of development and acceptance of coffee as a cash crop in Nepal have been taken from these publications.

COPP officials and staff happily facilitated and supplied needed literature and information prior to try to go deep into content analysis, a long interaction session with the chief and other official was conducted at COPP office.

## **B. Field Observation and Participatory Method**

Despite very short duration of study, five days were set aside for field observation, interaction and discussion with group leaders and members, DCPAs' officials and cooperative leaders, women groups, and coffee farmers were interviewed and interacted. Separate checklists were prepared for each group and were administered in the field. Coffee farmers' cooperatives whether they are officials of NCPA, DCPAs' or group leaders or members were interviewed. Besides, NCPA leaders, DCPAs' and newly formed cooperative leaders and the managing director of CCCU were interviewed. Altogether, farmers and leaders of Kaski, Syangja, Laitpur were interviewed. Pulper operators were also the major concern of this study; discussions were conducted with 6 of them. Discussions were held with the Regional Director of Agriculture Development, the District Agriculture officer and the office chief of the Regional NT & CDB office in Pokhara were interviewed in two separate meeting.

## **1.8 LIMITATIONS**

Many districts could not be included in the sample. However, a great number of stakeholders were accessed even if timeframe of the study was very short.

There are coffee farmers in more than 13 districts and their number is expanding rapidly in other districts as well. In a situation like this, many other leaders and farmers might feel that their views were ignored by the study. However, the theme of the study was not limited by many variables; it was for the prescription of organization structure suitable to coffee farmers' financial betterment. It was considered that a few districts situation can represent and address the issues of the rest of districts because of their same tradition and practices of operation.



## **2. OVERVIEW OF EXISTING ORGANISATION PATTERN**

Small landholdings are the characteristics of Nepalese farmers. There is virtually non-existence of farming estate of any commodities. Sugarcane, tobacco, pineapple are produced almost hundred percent by the small farmers and sold the raw products to companies. In the case of coffee, growers sell to pulper operators who, after the first processing sell to the companies. Except tea crop where both patterns- growing by the estate and small grower- exist; other agricultural commodities are produced by small farmers. It is due to smallness in size, Nepalese farming system operates with the decisions of millions of farmers. Any Programme designed to modernize farming practices should affect the decision making of great mass, so it is a very arduous task. Due to this reason, almost all agencies supporting agricultural development use group approach with view to reach larger number of clients at a time.

COPP has also adopted group approach to provide its services such as training on organization building, coffee production and processing technology (Coffee Cycle Training), national and international exposure visits, equipment and material support to the producers etc.

### **2.1 Groups**

Groups have been serving as primary as well as basic unit to interact with the immediate and other environment. It has to be capable to receive support ---- technological, financial and managerial --- from its immediate supporting agency, the COPP, DAO, DCPA etc. They have to be capable to satisfy their buyer from abroad (outer environment) and fetch price acceptable to them. In order to do this job groups have served members in the following manner.

#### **A. Problem solving mechanism**

So long as the small farmers opt for any cash crop production, they have to join group in order to meet the requirements. This notion has been seen at play in the groups visited. Many group members when asked how they solved their problems responded that they shared their experiences in groups and sorted out difficulties. Group has served as a problem solving mechanism.

#### **B. Experience sharing platform**

All group members, even if DCPA or NCPA officials have completed training on coffee cycle. There are pulper operators and coffee technicians working at the villages who are also the member of the groups. All of them share experiences in groups.

#### **C. Technology Disseminations Points**

Groups' members receive training on technology and share their skill among them. This is how they attained the present level of knowledge. Groups provided opportunity to learn technology and served them as a point to get support.

Coffee Farmer Field School is used as supplement for research in coffee. It has served groups as a recipe of knowledge. This method has given them confidence to be coffee farmers.

#### **D. Feeling of oneness**

Since group members participate together in institutional as well as farmer's field school, they grow more familiar to each other and feel more oneness than being a mere neighbor. It has given them group strength and support to each other. One member of Durga Coffee Producer Group failed to harvest in one year due to family problem she faced and was about to give up coffee farming. Other members consoled her and gave words to support, in case, the same misfortune falls upon her again.

#### **E. Less Possibility of Estate Farming**

Big estate is not possible in our context. Land-holding laws put stringent conditions to accumulate land that inhibit to develop estate. As there is scarcity of land, especially in hilly areas, coffee crop seems to be the domain of small-holders. Even relatively big farmers who hold some hundred ropani must join with small-holders' group in order to make the production sizable to attract international buyers. It emphasizes on the necessity as well as importance of groups in the context of Nepalese farming. There are rich farmers who have seen the prospect of coffee business and planning to expand their area of coffee farming. It was observed that they were maintaining good relations with small-holders because of their limitation to grow big enough to cater the market needs alone (Scale of Marketing). If efficiency improves, small farmers have great advantage in coffee business.

#### **F. Savings Scheme**

A few groups have started saving scheme with a view to satisfy their credit need, but it is observed that they are not trained on the subject. As coffee is internationally traded goods, they need not only credit for production but they have to satisfy capital need in near future, when they undertake whole cycle of coffee business

### **2.2 Cooperatives**

Cooperatives as means for undertaking business by the farmers have been adopted almost all countries of the world. Cooperatives are successful business and industry in developed economy. In some business, cooperatives enjoy monopoly in a few countries. For example, 85 percent of dairy industry was cooperative in USA, 95 percent in Germany, 100 percent in New Zealand and Holland and Denmark.<sup>7</sup>

But the Nepalese people have had a bitter taste of cooperative. However, successive governments have emphasized on Cooperative ideals. A great many people organizing cooperatives; and the number and types of cooperatives are increasing. So is the case among coffee growers as well.

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<sup>7</sup> ibid 3, P 56

There are distinctly two types of cooperative in coffee sub sector – one that has been emerged while they attempted to coffee growing and marketing. District Cooperative Union, Gulmi, is this type of cooperative. Others are the groups within CoPP area that are trying to form cooperatives with a view to emerge into the process of business.

District cooperative union, Gulmi, buys parchment/dry coffee from groups and after final processing exports to Japan. The CCCU buys coffee from its affiliated districts unions and sale it to companies. There are 31 primary coffee cooperatives in Gorkha, Lamjung and Tanahun. Managing Director of the CCCU informed that primary cooperatives from Gulmi, Arghakhanchi, Palpa, Syangja, Dhading and Lalitpur have their representation in his organization, and now they started to sale parchment to the central union; CCCU, then sell to local companies

The other type intends to enter into value-added activities doing all sorts of works- Processing, hauling, and exporting and so on. DCPA officials of Lalitpur themselves transformed their groups into cooperatives with a very clear objectives. When asked why did they transformed their groups into cooperatives they responded that as member farmers they would not want to end up their venture after selling their product to pulper operators. They explicitly said that groups and DCPAs are not business organization. They said that if farmers should be benefited from coffee growing activities, they have to get profit from each chain of business- from input supply to export. They have registered five primary cooperatives and, now, processing for the registration of District Cooperative Coffee Union.

Likewise, Organic Coffee Cooperative Ltd. was registered by the five group members recently at Danda Thar, ward no.10, Lekhnath municipality, Kaski. The members who initiated the formation of cooperative were the advisor and the members of DCPA, Kaski. When asked why they went away from group approach, the chairman, who is an advisor of DCPA, said with clear mind that they saw they could not work in business level with groups. He said the farmers would not want to sell their product to middlemen; middlemen to local companies and local companies to national companies and then abroad. They have imagined setting up their own business in future. The cooperative has not dissolved the groups. However, they have not started business yet.

Namuna Coffee and Agriculture Cooperative Ltd. Latre Pipal, Syangja is also a recently registered coffee cooperative. It has 144 members from five VDC's. Some of the DCPA members including COPP facilitators took charge of organizing this cooperative. They have started collecting savings without properly knowing about how it should be operated. They accept saving without interest from the members but charge exorbitantly high rate of 18 percent to the members. There are 10 groups, who have around 2 million rupees as saving of their members. The share capital of the cooperative invested by the members ranges from Rs 100 to 10000. The local community has income around Rs 2.5 million from mandarin orange also. They have thought out a plan to attract this money in the cooperative, but they could not do it due to some faulty steps taken.

Winrock International promised to set up a coffee processing center in donation at their premises provided they have land to set up it. Tempted to the promise, some of the leaders bought land at a very high price using savings of members in haste. Unfortunately, the

promise count not be realized, so the move turned detrimental to the image of the leaders. They have high ideas but not yet started any business. However, they said that group being a small entity could not be capable to hold ideas of business, so they formed cooperatives to be able to meet scale need. They have been seen lost at the point where should be gaining momentum with the credibility of the members.

But the District Cooperative Union, Gulmi has a different account to give to groups and other cooperatives. The union buys dry cherry or parchment at a price Rs.80 and 160 respectively from groups and multipurpose or single purpose cooperatives of Gulmi district. The union handled 24 Mt. green beans in the last fiscal year. A Japanese company opened LC (FOB Kathmandu) on the name of union. The union provides 10 and 5 percent commission of the initially purchased price to cooperatives and groups respectively. Income goes to the account of district union. The Managing Director Phارشु Ram Acharya said that they have Rs. 1.5 million cash to borne out the administrative expenditures of union and coffee promotion activities of its affiliates. As he told they exported green bean at \$5 kg that fetched around Rs 15 million last year. They are now in a position to borne the cost of organic certification for all their 1208 farmer members.

### **2.3 District Coffee Producer Association (DCPA)**

There are 13 DCPAs operating, one each in the 8 COPP districts and remaining 5 in other districts. DCPA is constituted by the representation of coffee grower groups. It is a representative organization registered/working as a non-profit making entity within the jurisdiction of administrative district of their registration. It is headed by a chairman and other officials- Vice-Chairman, Secretary and members – to form a legal body.

As the name of this organization suggests, it should do all the works needed to boost income of resource poor farmers through promotion of coffee business. It should help, support and inspire farmers to produce high quality and large quantity with sustainable technical, social and businesslike manner. Their role, as expected, suggests that they have to do all managerial functions- planning, organizing, directing and controlling in terms of rural development.

If viewed only from its responsibility, it looks like an executive body of a complex organization discharging all sorts of functions of management.

It derives its authority from the loyalty it generated among the group members through the services it provides. It has a very delicately weaved relationship with groups. The more it provides services, the more support it gets.

DCPAs are operating with fund they get from COPP. COPP allocated Rs 7.296<sup>8</sup> millions for the year 2006. DCPAs are the major recipients of assistance as Implementing Partners of COPP. DCPAs got fund ranging from 6 to more than 8 hundred thousands rupees in 2006. Almost all DCPAs are not successful to get levy from the farmer's sale. (In 2062/63 Kaski, Lalitpur and Syangja DCPAs got Rs.51000, 25000 and 141585 respectively) Obviously, they can not maintain their functions once COPP support is withdrawn. If

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<sup>8</sup> Coffee Promotion Project Annual Report, 2006

DCPAs fail to raise its fund through levying, other activities such as income from selling of saplings, soliciting support from District Development Committee, or requesting for allocation of budget from the national treasury seems very much unlikely to meet its need. In this case, DCPAs, which have been successfully grown as binding factors of groups, will be doomed due to resource constraint. Despite its commendable job with and without support of the COPP, there is a possibility of tarnishing its image.

#### **2.4 National Coffee Producer's Association (NCPA)**

Apart from cooperatives, a three-tier structure evolved during one and a half decade efforts of various stakeholders. Some committed farmer leaders set up this organization 'Nepal Coffee Producer Association, Palpa by name in 1990 as a local organization. Over the years' it grew as a national organization represented by each 13 DCPAs. Coffee growers group is primary level organization formed by the growers. All the groups within a district are federated in DCPA and likewise, DCPAs are federated in NCPA

Groups, DCPAs and NCPA are non-profit organization designed for advocacy and obtain technical and organizational support from the government, donors and other agencies. Because of the possibility of export of coffee, the objective to attract attention of these supporting organizations proved successful. From the very beginning, leader growers attempted to develop coffee processing and marketing company. NCPA and DCPAs did not take coffee business as one of their responsibility. They assumed their role of an enabling central as well as district level organization. Overtime, a general feeling developed that NCPA is an advocacy and facilitating organization. It is entrusted to coordinate with the government and other agencies, organize seminars and conferences, expand the coffee growing areas, undertake research and disseminate technology, develop coffee policy and practices, monitor the DCPAs and overall coffee development activities, arrange for high price for farmers etc. It seems quite rational for a national level organization. The functions as said are, no doubt, public functions. To get operational all these works need a very capable organization adequately funded for logistics. Three things are necessary – correct vision and objectives, efficient implementation arrangements and adequate fund to materialize the vision.

A paper presented by NCPA chairman at a seminar held at Kavre, July 2007 has given a long list nonmaterlised functions entrusted to it due the lack of fund. It is evident that NCPA is not manned and leaders look unable to borne out the cost out of their pocket. Volunteerism for decades seems unworkable.

However, NCPA was promised about Rs 650 thousands in 2006 by CoPP. Coffee Promotion Project Annual Report 2006 shows that the allocated budget could not be spent. If organization is not properly structured, it is natural that budget can not be used.

Occasional or periodic budget support can not make an organization contributory and sustainable because it has to plan its activities in line with the view of supporting agency, and when it seizes up the organization goes astray, if a regular source of income could not be developed in those intervening years.

A public organization like NCPA can not get support from national treasury or donor agencies indefinitely. It can not enforce levy successfully, if it does not possess some sort of powerful sanctions.

In case any competitor emerges, organization such as this might face problem with its existence.

## **2.5 Institutional Build-Up**

CoPP adopted group approach through which it implemented project activities successfully playing the role of facilitator. Groups within one district are federated in DCPA, and DCPAs (altogether 13) are further federated in NCPA.

A vertical structure has been set up which is intended to provide all sorts of supports to the growers through their groups.

CoPP supported NCPA and DCPAs in order to make them capable to play the role of service providers for technology dissemination and handling other managerial functions. DCPAs facilitators are among the group members and served as a bridge to groups and DCPAs. Now, DCPAs are capable enough to organize almost all activities that are undertaken till now under CoPP programmes.

Besides, NCPA and DCPAs advocate issues that are necessary for the coffee growers. They are expected to adjust with the change either in technology development or overall management of coffee production and its business.

The way CoPP intervened and managed its project activities caused to give rise institutional behavior among all organization. The groups recognize DCPAs/NCPA as their leader organizations and expect that needed help would come from them at all times. In addition to successful performance of the project, thousands of coffee growers are seen institutionally linked through their organizations –groups, DCPAs and NCPA. It can safely be said that coffee growers are one of the best organized farmer's in the country in terms of their organizational relationship.

### **3. SOME IMPLICATIONS OF ORGANISATIONAL DEVELOPMENT**

#### **3.1 Advantage/Strength**

##### **3.1.1 Loyalty of growers**

Unlike many other district and central level farmers' organizations, DCPAs/NCPA emerged out of the necessity of the farmers, in other words, farmers built it. DCPAs have business to do with the growers; they have planned actions/activities and implemented among themselves; leaders are growers as well; they are doing the same work as other general members doing. Due to these reasons, growers are so identified with DCPAs leaders that they have natural loyalty towards this organization. DCPAs look credible organization for coffee growers. Credibility and reliability among organizations is a must for the successful business operations.

##### **3.1.2 Normative Linkages with DCPA**

As both the group members and DCPAs' leaders both are coffee growers, their positive behaviors positively affect each other. They linked not only through organizational functions but they are linked normatively. Likewise, they look up to NCPA as their facilitating leader organization. These organizations help enable each other when they advocate better quality organic coffee, high price and comfortable processing arrangement etc. If organizations are normatively linked; they enable each other and support for better performance, and institutionalization of relationship is possible.

##### **3.1.3 NCPA/DCPAs for Groups**

NCPA/DCPAs have no functions other than coffee promotion. They are facilitators and technical advisors. This is the reasons why groups respect them. They rely on them. They have cordial working relations.

#### **3.2 Disadvantages/Weakness**

##### **3.2.1 NCPA\DCPAs are non-profit making organization**

CoPP, NCPA, DCPAs and other stakeholders promoting coffee production activities are, in other words, putting the farmers into business. All their attempts to produce internationally accepted commodity end up when growers sell their produce to pulper operators. Farmers get the price the company dictates to pulper operators on the basis of minimum price fixed by the board. What will happen, if price in the export market sharply goes down due to glut or devaluation of dollar or other reasons? In the similar way, are the farmers benefited, if price goes up? As the farmers' organizations are not business organizations, they can not enter into business deal with the buyers abroad, so that they can only guess the price in the market. Being non-profit organizations, farmers are made non-profit growers. It is a curious paradox that all the value-added profits of coffee business chain are given up to the benefits of pulper operators, company's agents and contractor or disguised company agent and companies themselves.

### **3.2.2 Growers Groups are not legal Business entity.**

Growers groups, through registered in government office, are legal body but can not enter into business contract with any other legal person. If this status of groups judged against the conceptual framework given above, they would be unable to fetch higher price of value-added chain. So, groups are not doing business and paradoxically, their federation designed to make their members rich is also registered under a law that prohibits undertaking business.

### **3.2.3 Coffee Grower Groups are being transformed into Cooperatives.**

Groups under CoPP support in Lalitpur, Kaski and Syangja cooperatise themselves. In all these three districts, some of the DCPA officials took initiative to cooperatise their groups. Some of the officials of Lalitpur DCPA very clearly (DCPA chairman, secretary, joint secretary and two members) reported that they would loose the benefit of coffee business on the part of the companies and farmers stay poor till then they would not do the business of their production. So, they formed cooperatives to undertake business of their product.

Obviously, there are leaders whose decades of labor gave birth of NCPA/DCPA as successful organizations may choose to work with their own history. It might erupt bickering between cooperatives and associations that might be a trouble and hindrance to coffee business in the future.

### **3.2.4 Eminent Possibility of Conflict**

As the two lines of farmers' organizations in the same business developed, a kind of rivalry often crops up, that can be observed even today. In course of time, they will try to bring as many as groups within their own fold due to the necessity of growing bigger in size. Very soon it will cause conflict between them. It does not end up at district level; it goes down to growers' level. The worse situation might be seen if leaders tried to gain many supporters with political partisan lines. This kind of situation might kill the efforts made so far with so much sincerity and diligence.

### **3.2.5 Persons Loyal to Companies are not loyal to Growers**

Many people saw the opportunity to enter into the coffee business in the coffee growing area. It is natural that if farmers' groups end up their activities only in training, dissemination, quality production and so on, people who possess entrepreneurial skill attempts to enter into business chain. It is why the DCPAs and group leaders became contact persons of companies. We can not blame them of being a company's agent, because farmers and their leader organizations do not do the business, rather support companies thinking that they would do the business for them. Evidently, they can keep business relation with the companies. So far business is concerned; they would be loyal to the companies. But it might easily curtail the interest of the farmers.



### **3.2.6 Growers Never Know the Export Price**

The study team took opportunity to have discussions with 6 pulper operators including one woman. When asked how much they gain out of 1 kg parchment processing, all of them successfully avoided to report the figure. The team failed to know the value-added figure of the first chain. The women pulper operator when persuaded to disclose the figure replied that sometimes, she thinks to drop this work because it is not paying to her work. However, Bhalam Dandakhor Cooperative Ltd. reported that out of 248 kg parchment they processed, they earned Rs. 19,993 using their under worked staff. Pulper operators are not meant to be blamed here for not disclosing their income; it is a business prerogative. We can not hold them as non-transparent. If so is the case with pulper operators who are fellow growers, neighbors, relatives or friends of the farmers, one can never know the price the company get from the export market.

### **3.2.7 Risk of Loosing Functions and Image**

NCPA and DCPAs have few administrative staff. NCPA/DCPAs workshop proceeding held on 09, 2007 clearly expressed that DCPAs and company's did not pay levy to NCPA. DCPAs official reported that companies did not pay them as well. Even if it is paid properly, Rs.5 levy per 1kg of parchment is a peanut to cover administrative as well as programme cost of NCPA/DCPA. There is no room to increase levy because it is already more than 3 percent. The income from levy increases only if the volume of production and sale increase sharply. This can not be made happen within a few years. The way it is seen, there would be acute shortage of fund to NCPA/DCPAs when CoPP withdraw the support. In this case, NCPA/DCPAs could not fund for programme, this situation greatly erode the functions and image of these organizations.

### **3.2.8 Burden of two Organizations**

If DCPAs themselves, as in Lalitpur transformed groups into cooperatives and federated them under district cooperative unions, two organizations of the same members emerge for the same purpose. The works, now, DCPA is doing, can be done by the District Cooperative union as well. Evidently, shouldering two organizations cost by the growers is neither logical nor possible.

### **3.2.9 Government has a Cooperatisation Policy**

The Ministry of Agriculture and NT&CDB have set targets to cooperatise coffee growers groups. Coffee growers' cooperatives can legally be federated with district cooperative union. It will naturally weaken the NCPA/DCPAs base.

## **3.3 Do Agricultural Cooperatives Work**

As almost all government corporations failed as business, so did the cooperatives in Nepal. It was mainly because the successive governments during past four decades did not observe the rule of the business in managing corporations and cooperatives. Adoption of liberal economy found privatization approach as an easy way to sidestep problems of corporation and cooperatives. However, there are corporations like Rastriya Banijya Bank,

Nepal Bank Ltd. where government is putting billions of rupees to place them in correct path. So is the case with cooperatives. The government gave up its control in 1990 and let it to the members to manage.

The cooperatives were so mismanaged in those days that they were made appendage to the department of cooperative. All those 830 cooperatives looked like fertilizer selling depots department. With the enactment of new cooperate Act in 1990, the government decontrolled cooperatives when they were at their lowest ebb. In the main-time, it gave rise a misconception among development leaders, planners, administrators and even scholars that cooperative is not a viable idea for Nepal. It does not work in Nepalese socio-cultural system. An eminent Indian cooperative practitioner and thinker, Dr. Kurien, has made a very convincing remark in this context: "My question to them is: Has democracy in India worked as it should have. Is it a fault of democracy as a system, or do the fault lies in us?" However, in such a no-win situation, acceptance and use of cooperative ideals is on rise in our context. Cooperative especially farmer cooperatives have certain advantages in Nepalese context which can be enumerated in brief as under.

### **3.3.1 Cooperative is a business**

If one intends to help farmers to produce something that adds his income, he should help him not only to produce but also to process and market at the best price. It should be reiterated here farmers will be left helpless, if taught to produce only. They can do the business, if they are taught about how to do it. Cooperative is a best option for the farmers to undertake business because it is one of the methods of doing business. Cooperative is a business enterprise.

### **3.3.2 Farmers get Large-scale Advantage**

Advocating cooperative even for US farmers in 1992, Joseph G. Knapp said that cooperative provide farmers with a method of organizing their industry which gives them the advantages of large-scale corporate enterprise. Without cooperatives, farmers "sell at whole-sale and buy at retail prices".

### **3.3.3 Farmers will be Isolated without Cooperatives**

Joseph G. Knapp further said that "cooperatives provide with a method of industry and market power. Without them individual farmers would be isolated units dependent wholly on extent and nature of existing competition. Cooperative provides farmers with a do-it-yourself method of meeting many of their problems. Without them, farmers would have to take what was given them".

### **3.3.4 Cooperative Provides Benefit of Value-added Chain**

Cooperative provides farmers methods of setting business which gives them the benefit of each value-added chain.

### **3.3.5 Cooperative provides Motivation for more Production**

Higher benefit naturally motivates farmers for more production. They seek more control over better quality and larger quantity.

### **3.3.6 Cooperative Spreads Knowledge of Business**

Cooperative spreads know-how of rural business. Farmers know how to play with business games and a business culture slowly emerges at the country side. At the absence of it farmers want government to do their business. (It has been seen that farmers demanded marketing by the government of the different commodities produced by them.)

### **3.3.7 Cooperative Creates Business Units**

Cooperative ventures, if successful, create business units in each village centre having all sorts of facilities --- processing units, saving and credit schemes, collection and selling centres, consumer shops, and inputs supply stores, so on and so forth. All these facilities reduce the cost of productions thereby providing better income to the farmers.

### **3.3.8 Cooperative provides Mechanism for Service Providers**

Cooperatives, if successful, can serve as instruments to provide service of the government and supporting agencies. In many countries agriculture credit and other inputs are supplied through cooperatives.

## **3.4 Disadvantages of Cooperatives**

Cooperative as a business is similar to other companies, it may either be an industry or trading. It should observe all the rules like other businesses. However, it faces some difficulties in terms of planning, organizing communicating and controlling. It has some prerequisites, without these it will fail. These are not disadvantage; however, people took them as reasons for failure.

### **3.4.1 Many People do not know about Cooperatives**

One of the major set-back of cooperatives, today, is that the pacesetters of the society-politicians, government or donors' officials, even researchers – do not know why cooperative fail in the past in Nepal. Without attempting to understand what it is they make very incise remark that it does not work. They harbor preconceived notion that prohibits many people to devote their energy in building cooperative business.

### **3.4.2 Cooperative is not easy to Manage**

Many educated people think that doing work together is cooperative. They do not know that it is a business and business of farmers. In addition to business imperatives, there are some techniques of planning, organizing and controlling cooperative business. Unless these imperatives and techniques are strictly observed, cooperatives will fail as any other businesses. It is not an easy game. It is as difficult as to manage other business. However,

rural development and bringing betterment in for rural people is not a leisurely function; it needs many years of devotion of professionals and visionary leaders.

### **3.4.3 Difficulty to Develop Internal Control System**

Farmers put the money in cooperative business. They get the benefit out of it, if any. It is their responsibility to control the business. Audit committee is expected to control mishandling of business by the officials and employees. Due to unavailability of educated members, internal control system is very weak in cooperatives.

### **3.4.4 Job not End when Cooperative Registered**

Many agencies registered their groups under cooperative law before they terminate their projects. Government departments consider their job finished once they transformed groups into cooperatives. The job begins when a cooperative is registered.

### **3.4.5 Difficult to gain Credibility**

If someone is not helpful to his neighbor, he can not be helpful to community. Non-cooperative and self-centered person might harm cooperatives, groups, companies and public offices. If climate of honesty is weakening; it is more and more difficult to manage cooperative. The general members, in our context, do not fight against dishonesty, rather abandon the organizations. As the membership base becomes wide when cooperative grows, it is difficult to make them think and work in unidirectional. So, it is difficult to gain credibility from the members. Cooperatives should have both corporate as well as cooperative success.

### **3.4.6 Difficulty to make Farmer understand Business-rule**

It is difficult to provide training to all member farmers on cooperative management; it will be very much costly. Unless they are trained, they could not cooperate their leaders in business manner.

## 4. ANALYSIS & INTERPERTATION

Despite successful intervention of CoPP for the promotion of coffee production, an issue of structural misfit occurred at the farmers' level. It is natural that at the initial stage simple structure is designed. Structural arrangement once made can not adjust with expanded functions over the years. It is reflected in our case as well. The DCPAs/NCPA leaders themselves felt inadequacy of their organizations arrangement. NCPA/DCPAs/ and group leaders themselves challenged their organizational built-up and registered their groups into cooperatives.

As stated above in the chapter 3, threats are very much prominent than opportunities to groups and Association approach. Organizational deficiency is seen because of some innovative leaders could not get methods to enter into business. It is natural that after a few years of operation, organizations need to redesign in terms of functions, structure and innovation. It seems that it is high time to CoPP and NCP/DCPAs leaders to realign their organization.

### 4.1 Need for OD

It is a common practice in many countries that farmer groups are organized as pre-cooperative. As the groups mature, the organization developed and it is adapted accordingly and finally transformed into cooperative.

### 4.2 Adapting to Change

When farmer leaders at Palpa organized NCPA and latter DCPAs in different districts, CoPP adopted this approach since the project inception. The situation is not the same right now. Central Coffee Cooperative Union has been attempting to organize district Unions. Once this legally prescribed structure is made, NCPA/DCPAs would seem irrelevant. The cooperative union enjoys more advantages than NCPA/DCPAs, as they are business entity and can run savings and credit scheme. So, it is high time to accept change occurred due to the natural process of development intervention. Perceiving change in the environment only can continue the history of devotion and contribution of NCPA/DCPAs and CoPP itself

### 4.3 New Strategy and New Structure

Even in developed corporate culture, "eighty four percent of business that make it past the first year still fail with five years because they can not make the transition from the entrepreneurial stage". ..... "Organizations that do not successfully resolve the problem associated with these transitions are restricted their growth and may even fail"<sup>9</sup>. Group and association approach, the way it is seen, is in the transition phase. District cooperative Union, Gulmi is in more favorably sustaining position in terms of fund generation through coffee business. Many leader farmers, it is evidently observed, chose a strategy of putting farmers themselves into business. So, it has been an imperative to have

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<sup>9</sup> Land and Jarman, "Moving beyond Break Point"

coffee business by the grower farmers, and the structure to be designed accordingly. The structure suggested in appendix 1 and 2

#### **4.4 Strength of Resource/Fund**

Unless farmers organizations do not have collective resource to cope with the bad days and finance for growth, companies will easily ignore penniless farmer leaders. Eventually, farmers will be isolated and dependant to the companies. So, the leaders should thought out some innovative but new methods, if they really want to have achieved super goals.

#### **4.5 Time to do an exemplary work**

In the early days of coffee promotion, adoption of group approach was only choice to organize farmers. Obviously, it was a vehicle to start with. Now, the certain level of technology of coffee production is attained, a sizable area has come under coffee plantation, position and potential of product and farmers' level of willingness are in place. We see there is scope; coffee might substantially increase household income; farmers accept coffee as their cash crop and there is international market; and farmers' leaders and donor agencies are willing to do the commendable jobs as before. The way it is seen, it is right time to thought out a long term plan in terms of structural realignment, area coverage, target setting for quality and quantity, developing research capability, fund generation and, more importantly, procuring, processing, packaging and marketing of coffee by the farmers' organization etc. It seems ambitious and difficult to achieve, but one should venture out to accomplish exemplary work, if he wants to make something different.

## **5. RECOMENDATIONS**

### **5.1 Transformation of Groups and NCPA/DCPAs into Business Organization is Necessary**

There are farmers' leaders who want to do the business of their product by themselves. Unless farmers put themselves into business, they would get only modest success. It does not mean that each farmer would be a businessman, but he gets place at the initial stage in business chain. So cooperatisation of Groups and DCPAs is inevitable to make them legally capable to emerge into business in their respective value-added chains.

#### **5.1.1 Develop Internal Saving and Credit Scheme**

Internal savings and credit is life blood of a primary cooperative. In order to get finance partially, it is very important. Training by the experts to set up and handle the scheme is a must before the inception of it. Unless this system is strongly built, there remains every possibility of mishandling.

#### **5.1.2 Develop Internal Control System**

Correct internal control system keeps the cooperative in place. Controlling officials and employees is an important function of the cooperative management.

#### **5.1.3 Transform DCPAs into District Cooperative Union**

At first, at least, five primary coffee cooperatives have to be registered out of the groups from where DCPAs leaders are represented. DCPAs members can, again, represent from their primary cooperatives and be again elected to the Union in their respective positions they are holding in DCPAs in consensus. If it is done in consensus, not only DCPAs transform into Unions but DCPAs' offices will be the offices of district Unions. It would be smooth transition. Unions can dissolve DCPAs whenever they feel it comfortable.

A model bye-law for all cooperatives should be prepared and should be registered accordingly.

#### **5.1.4 Maintain NCPA for Some More Years**

As Central Coffee Cooperative Union already exists, another central union can not be registered. So, the district union should claim their representation in CCCU i.e. the election should be fought and then, it should merge into central union. Organizational ego might crop up in doing this, but it would be wise to take it as a fact of legal and environmental regime. NCPA will be working until when new election would not be held and leaders are elected in the central union

#### **5.1.5 Hire Cooperative Management Expert**

Despite fair intentions and hard labor of cooperative leaders and mangers, studies have recorded that cooperative failed due to inability to manage cooperative and farmers

business. Expert assistance is always necessary in cooperative as in any other corporate business. A small team is necessary to cover many districts.

### 5.1.6 Anyone District Union can do business on behalf of others

Until when NCPA gets position in CCCU, anyone or two District cooperative Unions might undertake coffee export business on behalf of all cooperatives or unions. It will save them not to lose their functions and image, or rather; they would grow strong as business and organization.

### 5.1.7 CoPP would continue to work with DCPAs

CoPP would continue to work with NCPA /DCPAs and groups even if they are under the process of transformations or not and beyond their transformation into cooperatives as per the project framework. It should help groups and associations to transform into cooperatives as well, if they choose.

### 5.1.8 Design Phase wise Action Plan for CoPP and NCPA/DCPAs

Phase wise action plan would be two-pronged --- plan for regular activities as is designed by CoPP and additional plan for transformation of groups and DCPAs into cooperatives and Unions respectively.

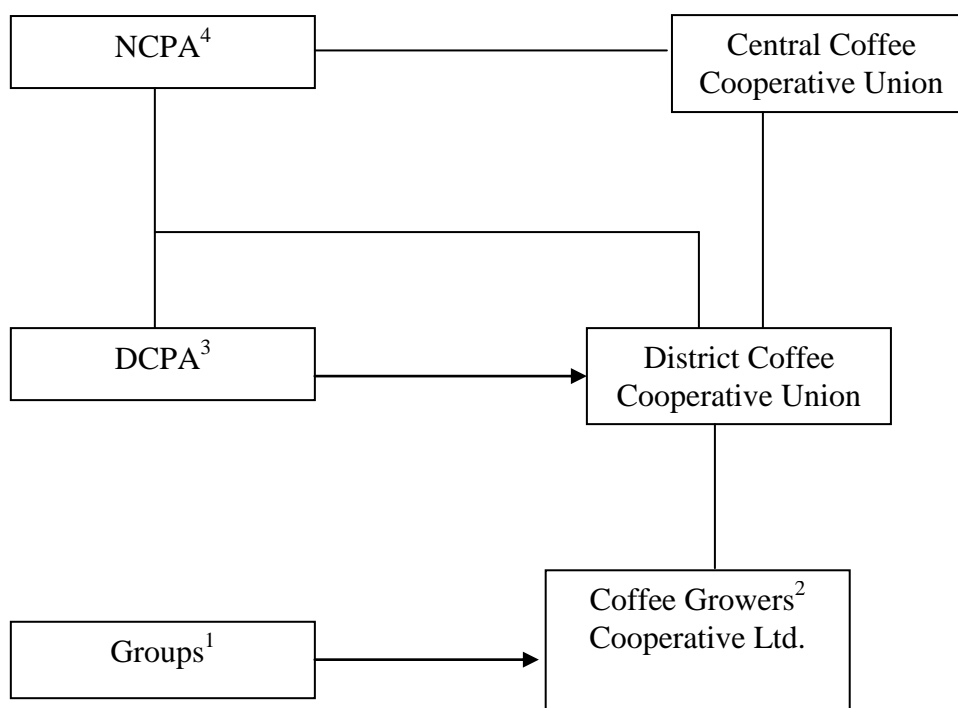
Restructuring structure or cooperatizing activities entails following work:

Activities	Responsible Agency	Remarks
a) Develop a model byelaw for primary cooperatives	(NCPA/CoPP)	
b) Amalgamate two or more groups keeping in view the proximity of members to the cooperative to be registered	Group leaders and DCPAs	
c) Organize transformation meeting, prepare needed papers and register cooperatives	Group leaders/DCPA	
d) Develop a model byelaw for district cooperative Union	NCPA/DCPA/CoPP	
e) Register District Cooperative Unions	DCPAs	
f) Maintain Groups till they feel comfortable to dissolve it or entrust some works for each groups and maintain for long	DCPAs/Cooperative	
g) Undertake regular work and plan for dissolution of DCPAs	NCPA/CoPP/Union	
h) Develop Perspective Plan for 10 years (Resource Generation, Funding, Loan Arrangement, Collection Centre establishment, Handling Pulper Operators, Research and Development, Quality Control, Productivity, Production, Marketing, Relation with Companies, training on technology and management and so on.	NCPA/CoPP/DCPAs/ Federation	



## Appendix – I

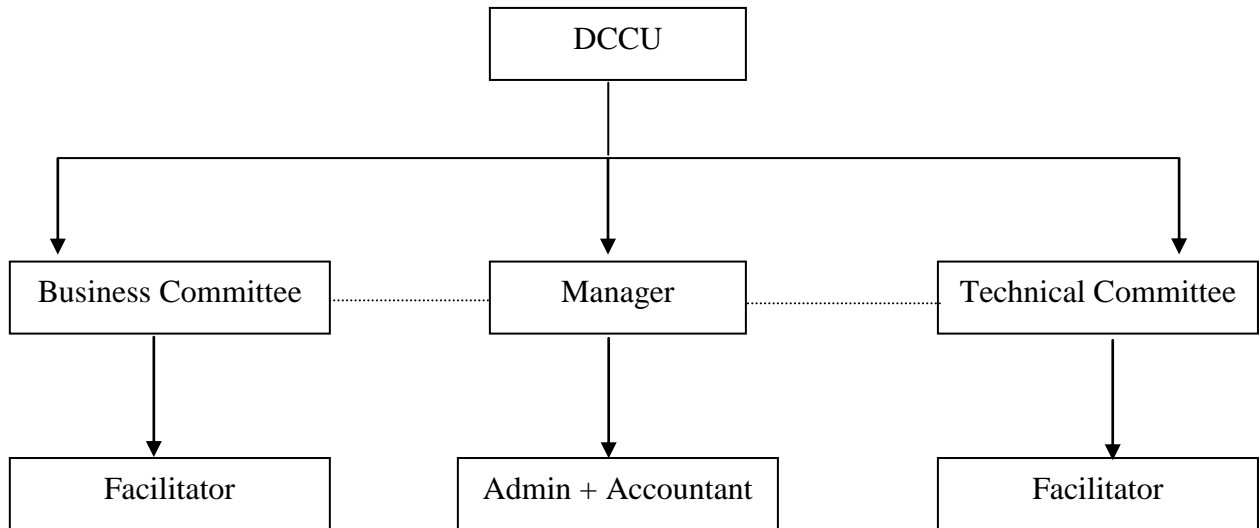
### Proposed Hierarchy of Coffee Cooperative Organization



- <sup>1</sup> Several groups will be transformed into one cooperative with due consideration to proximity, economy of scale, common bond and possibility of active participation. Groups can be maintained, if they can do some specific tasks beneficial to cooperative except operating savings and credit scheme.
- <sup>2</sup> Coffee growers' cooperative would handle each and every task such as designing programme structure, communicating and ensuring members' participation and providing member services.
- <sup>3</sup> DCPA initiate transforming groups into many cooperatives as said above. From among the primary cooperatives they register, they would form District Coffee Cooperative Union. Eventually, DCPA would merge into this union. In addition to the cooperative business, union would take charge of the works DCPA is currently doing. They continue to work with groups not yet transformed into cooperatives.
- <sup>4</sup> District Unions transformed from DCPAs would maintain relation to NCPA as usual until central coffee cooperative union election will be held for office bearers. District union should pursue to get membership of CCCU and NCPA leaders should get respectable positions there. NCPA would be dissolved comfortably when all the works including coffee business would be handled by integrated organization-CCCU.

## Appendix -II

### District Coffee Cooperative Union (DCCU) Proposed Organization Chart



1. DCCU would be composed of members with vice-chairman, secretary, treasurer and 7 members headed by a chairman.
2. Two committees take responsibility ----- one takes charge of coffee business and the other would do the job of technology management for quality and productivity improvement.
3. DCCU is expected with sound grounds to generate fund largely from coffee and other business within a few year.

## Appendix -III

### Contact Persons

A. Coffee Promotion Programme			
	1.	Mr. Prachanda Man Shrestha	Team Leader
	2.	Dr. Bishwobandhu Raj Singh	Programme Officer
	3.	Mr. Pranaya Sharma	Programme Officer
	4.	Mr. Deepak Acharya	Administration and Finance
B. Kaski			
	5.	Mr. Dhak Raj Poudel	Chairperson, Durga Coffee Group, Bhalam Pulper Operator
	6.	Mr. Kosh Raj Poudel	Group Member
	7.	Mr. Phanindra P. Sharma Poudel	Vice Chairperson, DCPA
	8.	Mr. .Laxmi Poudel	Group Member
	9.	Mr.. Amar Bahadur K.C.	Convener, Accounts Committee , Bhalam Co-operative
	10.	Mr. Indra Gauchan	Chairperson, DCPA, Kaski Pulper Operator
	11.	Mr. Chitra Prasad Lamichhane	Chairperson Bhalam Dada Khor Multipurpose Co-operative Society Ltd
	12.	Mr. Puspa Raj Bastola	Central Member, NCPA Member, Co-operative
	13.	Mr. Dhakamohan Subedi	Member, Accounts Committee
	14.	Mr. Keshab Subedi	Chairperson, Harihar coffee grower group, Member, Co-operative
	15.	Mr. Uttam Bahadur Chhetri	Manager, Co-opertive Member, Deurali Group
	16.	Mr. Bishnu P. Poudel	Accountant, Co-operative
	17.	Mr. Phanindra Raj Gautam	Salesperson, Co-operative
	18.	Mr. Prem Narayan Adhakari	Member, Saraswati Coffee Group
	19.	Mr. Surya Prasad Adhikari	Chairperson Organic Coffee Co-Operative Ltd, Lekhnath-10, Advisor & Founder Chairperson , DCPA Kaski Pulper Operator
	20.	Mr. Arjun Prasad Lamsal	Executive Member, Co-operative Pulper Operator
	21.	Mr. Suk Bahadur Thapa	Member, Co-operative
	22.	Mr. Kul Chandra Adhakari	Member, Co-operative
	23.	Mr. Shrikrishna Tiwari	Member, Co-operative
	24.	Mr. Raju Adhikari	Member, Co-operative
	25.	Mr. Buddhi Nath Bhattari	Member, Co-operative
	26.	Mr. Raghupati Chaudhari	Office in Charge, NTCDB, Regional office
	27.	Mr. Suresh Rawat	Account/ Administration Assistant, NTCDB Regional office
	28.	Mr. Janardan Adhikari	Regional Director, Regional Agriculture Directorate
	29.	Mr. Beni Bahadur Besnet	Senior Agri Dev Officer, DADO.
C. Syangja			
	30.	Mr. Phani Narayan Aryal	Chairperson, DCPA
	31.	Mr. Ananta Raj Marasini	Vice Chairperson, DCPA Member, Latrepipal Co-operative
	32.	Mr. Yukta Narayan Parajuli	Member, DCPA

	33	Mr. Ganga Ram Parajuli	Member, DCPA
	34	Mr. Khem Narayan Sharma	Member, DCPA
	35	Mr. Lekh Nath Sharma	Secretary, DCPA Board Director, Latrepipal Co-operative
	36	Mr. Dirgha B. Subedi	Member, DCPA
	37	Mr. Chuda Mani Subedi	Member, DCPA Chairperson Marketing Facilitation, Committee Pulpor Operator
	38	Mr. Shalik Ram Adhikari	Programme Co-ordinator, DCPA
	39	Ms. Maya Tiwari	Technical Facilitator, DCPA
	40	Ms. Sharada Bhattarai	Technical Facilitator, DCPA
	41	Mr. Hiranyalal Sharma	Chairperson, Namuna Coffee Krishi Co-operative ( NCKC ) Ltd
	42	Mr. Bishwo Raj Marasini	Vice Chairperson, NCKC Ltd
	43	Mr. Shiv Prasad	Member, NCKC Ltd
	44	Mr. Top Bahadur Kuwar	Member, NCKC Ltd
	45	Ms. Rima Kumari Kuwar	Executive Member, NCKC Ltd
	46	Mr. Tulsi Kuwar	Member, NCKC Ltd
	47	Mr. Roshan Sharma	Member, NCKC Ltd
	48	Mr. Lal Bahadur Kuwar	Boad Mamber, Co-operative
	49	Ms. Bhagawati Shah	Member, Co-operative
	50	Ms. Khima Sharma	Member, Co-operative
	51	Ms. Beena Sharma	Member, Co-operative
	52	Ms. Yam Kumari Aryal	Chairperson, Mahila Ekata Cofee Producer Group
	53	Ms. Shanti Regmi	Member, MECPG
	54	Mr. Bishnu Aryal	Member, MECPG
	55	Ms. Radha Aryal	Member, MECPG
	56	Ms. Ramadevi Aryal	Member, MECPG
	57	Ms. Parwati Aryal	Member, MECPG
	58	Ms. Laxmi Regmi	Member, MECPG
D Lalitpur			
	59	Mr. Mitha Ram Jamarkattel	Ex-Member, DCPA Treasurer, Lekali Co-operative
	60	Mr. Dhruva P Sapkota	Member, DCPA Secretary, High Mountain Co-operative
	61	Mr. Pandari Timilsena	Chairperson, Lekali Co-operative
	62	Mr. Om Adhikari	Chairperson, Durlung co-operative Secretary, DCPA
	63	Mr. Raj Kumar Dulal	Joint Secretary, DCPA Chairperson, High Mountain Co-operative
	64	Mr. Bal Bahadur K.C.	Chairperson, DCPA Member, Lekali Co-operative
E. NCPA			
	65	Mr. Dhakeshwor Ghimire	Chairperson
	66	Mr. Shyam Prasad Bhandari	General Secretary
	67	Mr. Gopi Prasad Dhungana	Secretary
F Centreal Coffee Co-operative Union Ltd			
	68	Mr. Pharsuram Acharya	Secretary