

## EVALUATE THE INFLUENCE OF TRANSFORMING STRUCTURES, POLICIES AND PROCESS OF COOPERATIVES TO BUILD SUSTAINABLE LIVELIHOOD OF RURAL WOMEN IN OROMIA REGION, WEST SHEWA ZONE

PHD CANDIDATE: DANIEL KULESSA BEKENA  
DEPARTMENT OF COOPERATIVES, COLLEGE OF BUSINESS AND ECONOMICS, AMBO  
UNIVERSITY, ETHIOPIA

Email: [danielkulesa@gmail.com](mailto:danielkulesa@gmail.com) or [danielkulesa708@yahoo.co.uk](mailto:danielkulesa708@yahoo.co.uk)

### Abstract

*Cooperatives promote and support entrepreneurial development, creating productive employment, raising incomes and helping to reduce poverty while enhancing social inclusion, social protection and community-building. Influence of transforming structure, policies and process of cooperative is crucial significant impact in increasing the capacity of the cooperative members to sustain sustainable livelihood and assets pentagon. It was occupy a central position in the framework and directly feedback to the vulnerability context, while influencing and determining ecological or economic trends through political structures, while mitigating or enforcing effects of shocks or keeping seasonality under control through working market structures; or they can restrict people's choice of livelihood strategies and may thus be a direct impact on livelihood outcomes. Livelihood Strategies Livelihood Strategies comprise the range and combination of activities and choices that people undertake in order to achieve their livelihood goals. The organization structures nothing without proper process such as policies, legislation, institutions, and culture and power relations. The main objective of the study was to evaluate the influence of transforming structures, policies and process of the cooperatives on sustainable livelihood of rural women and assessing the impacts of external interference in internal affairs of cooperatives. West Shewa zone has 22 districts and out of the existing districts, six districts were selected to carry out the research study for assessing the factors affecting women participation in cooperatives and investigate degree of women participation in cooperatives. The total population of rural members in the focused study area were 4,867 and sample size of the research was 356 and it determined by using Kothari formula. The study employed mixed method research approach as research design. It also employed both quantitative and qualitative methods of data collection and analysis. The correlation coefficient between influence of transforming structures, policies and process of cooperative societies and sustainable livelihood is placed first from all correlation result with ( $r=0.826$ ,  $P<000$ ). The result indicates that as the influence of transforming structure, policies and process change in 1%, the level of sustainable livelihood of women in cooperatives can be increased by 82.6%. Therefore, the influence of transforming structure and process has highly positive impact to bear relevant change to sustainable livelihood of rural women in cooperatives. Influence of transforming structure and process in cooperative has positive impact in building sustainable livelihood (livelihood outcomes) of women with statistically significant ( $\beta=0.809$ ,  $P=0.000$ ). As the influence of transforming structure and process increased by one percent in cooperatives, the sustainable livelihood of the rural women can be improved by 80.9%. As per evaluated the implementation of transforming structures and process, about 52.2% of respondents are reacted as there were appropriate transforming structures and process which is bringing improvement for members of cooperatives through capacitate them to strongly participate in a regular work of cooperatives were regularly implemented while 47.8% of respondents revealed that as there were no appropriately implementation of transforming structures and process for developing their economic empowerment to improve their livelihood outcomes*

**Key Words:** Sustainable Livelihood, transforming structures, process and rural women

### 1. INTRODUCTION

Transforming structures and processes occupy a central position in the framework and directly feedback to the vulnerability context, while influencing and determining ecological or economic trends through political structures, while mitigating or enforcing effects of shocks or keeping seasonality under control through working market structures; or they can restrict people's choice of livelihood strategies and may thus be a direct impact on livelihood

outcomes. Livelihood Strategies comprise the range and combination of activities and choices that people undertake in order to achieve their livelihood goals. According to Shankland (2000) and Keeley (2001) argue that transforming Structures and Processes represent the institutions, organizations, policies and legislation that shape livelihoods and they are of central importance as they operate at all levels and effectively determine access, terms of exchange between different types of capital, and returns to any given livelihood strategy. Structures can be described as the hardware (private and public organizations) "that set and implement policy and legislation, deliver services, purchase, trade and perform all manner of other functions that affect livelihoods" (DFID, 2000). An absence of well working structures often constitutes an obstacle to sustainable development and makes simple asset creation difficult in case of adverse structures impeding access to apply a certain livelihood strategy). Important processes for livelihoods are for instance policies, legislation and institutions, but also culture and power relations. They may serve as incentives for people to make choices, they may be responsible for access to assets or they may enable stakeholders to transform and substitute one type of asset through another.

The intervention of the government in the management and controlling of the cooperative affirms influenced the governance of cooperatives and resulted in passive participation of members since they lacked sense of ownership and belongingness to their cooperatives (FCC, 2005). The issue of poor integration of cooperatives with government and other external party was the main problem and for this fact the members did not get the required service from their cooperatives and the cooperatives could not implemented its necessary target goals in rural development. Specially, during revision of transforming structure and process of the cooperatives, more experienced man who worked at respective cooperatives to evaluate the prepared revision and policy of the cooperatives can be make the cooperatives to properly structured its organization, before finalized the revision transforming structure and process, the concerned government organ should consider in line by-laws of cooperatives or inline of the laws governed cooperatives.

In the study, the influence of transforming structures, policies and process of the cooperative has been observed. The majority of respondent reacted that as there were appropriate transforming structure, policies, and process in their cooperatives and the reform of structures, policies, rules and regulation of the cooperative has been taken by three years and government organ from the respective of cooperative office highly engaged in reform of transformation, structures and policies of cooperatives for bearing the socio-economic improvement and expansion of employment opportunities by expected cooperatives is the mains source of incomes and creation of employment opportunities. As per evaluated the implementation of transforming structures and process, about 52.2% of respondents are reacted as there were appropriate transforming structures and process which is bringing improvement for members of cooperatives through capacitate them to strongly participate in a regular work of cooperatives were regularly implemented while 47.8% of respondents revealed that as there were no appropriately implementation of transforming structures and process for developing their economic empowerment to improve their livelihood outcomes.

## **1.2. Statement of the Problem**

Cooperatives are known to expand poor people's access to financial services & increase their investment in income generating activities. They can also reduce vulnerability by allowing the poor to boost saving patterns, enhance their livelihood capabilities and improve consumption (FAO, 2010). Despite their far reaching benefits, cooperatives still are not well studied particularly with regard to gender dimension. Pollet (2009) for instance stated that whilst cooperatives may have a significant direct impact on people's life through the services they deliver (e.g. credit, agricultural inputs, access to markets, storage and transport, housing, among others), evidence of their significance in other social and societal domains has not been particularly forthcoming.

More of the previous research study were given attention to the role of cooperatives in empowering members and assessing the factors affecting participation of rural women in agricultural cooperatives but the influence of transforming structures and process of cooperatives brings to sustainable livelihood of rural women were remained untouched. Another empirical study carried-out by Abiyot (2010), argued that to address how cooperatives are working towards empowering women, and building their livelihood. The study has identified institutional and

members related factors affecting the performance of cooperatives. The findings of the study has also revealed that cooperatives play a key role in employment creation, capacity building, ensuring gender equality and building confidence of women. Yet the issue of how cooperatives address the stresses and shocks which women face, and how women perceive the role of cooperatives is not addressed in the study. In previous research study, influence of transforming structures and process of cooperatives to sustainable livelihood of members of cooperative never touched and the scholar had assess its impact to building sustainable livelihood of rural women. Therefore, in this study, the influence of transforming structures and process of cooperatives and impacts of external interference in internal affairs of cooperatives to sustainable livelihood of rural women had been clearly in investigate and assessed.

### **1.3. Objectives of the Study**

#### **1.3.1. General objective**

The overall objective of the study is to evaluate the influence of transforming structures and process of cooperatives to build sustainable livelihood of rural women.

#### **1.3.2. Specific Objectives**

The specific objectives of the study are:

1. To investigate the influence of transforming structures, policies and process of cooperatives societies in building sustainable livelihood of rural women
2. Assess the impacts of external interference in internal affairs of cooperatives to build sustainable livelihood of rural women

## **2. Literature Review**

### **2.1. Agricultural Transformation**

The term transformation explains a process of a change of an existing system that has been acceptable and/or fashionable at a certain time (Staatz 1998). The focus of transformation can be the improvement in social life, change from traditional to modern ways of life or, it can be changes in structure and economic growth leading to the rise in income of individuals and nations (Grigg 1992; Staatz 1998; Jaiteh 2008). Transformation is also used to refer to economic transformation also known as 'structural transformation'. Here it means a development process characterized by: a declining share of agriculture in GDP and employment; a rural-to-urban migration that stimulates the process of urbanization; the rise of a modern industrial and service economy; and a demographic transition from high rates of births and deaths to low rates of births and deaths (associated with better health standards in urban areas) (Timmer 2009). Another account of the term 'transformation' is provided by Chanyalew (2015) as poverty reduction, food security, fair distribution of wealth and political stability, in addition to economic growth of a nation.

There are two schools of thought that discuss the important roles the agriculture sector plays in the economic growth and structural transformation of a nation. The first and earlier view is that agriculture directly contributes to the growth of the other sectors. Early development economists (in the 1950s) placed a great emphasis in the movement of resources from agriculture towards manufacturing. This was best explained by the dual economy model (developed by W.A. Lewis in 1954) that explained the growth of a developing economy in terms of labor transition from the subsistence agriculture sector to the modern non-agriculture sectors (Hunt 1989).

The dual economy model states that labor in the traditional agriculture sector is sufficiently high, frequently having a zero-marginal productivity. Thus, there is an unlimited supply of labor able to move to the modern sector at a subsistence wage, without lowering agriculture output. On the other hand, labor has a positive marginal product in the modern sectors. The theory explains that the unlimited supply of labor from the agriculture sector keeps wages in the modern sector low, ensures that capital accumulation in the modern sector is sustained over time, and thus leads towards economic transformation. This economics or labor migration from agriculture into the non-agriculture sectors has long been understood as a feature of development, and a necessary condition for the development of nations (Wang & Piesse 2010). This theory on the direct contribution of the agricultural sector to other sectors of the economy was considered by many development thinkers to be the starting point of development economics and has generated a large theoretical and empirical literature over the years (Wang & Piesse 2010; Ferto 2016).

Alternative views of economic transformation by Johnson and Mellor (1961); Schultz (1964) and latter works of Mellor (1996); Gollin, Parente and Rogerson (2002); Timmer (2009) and Gollin (2010) argued that although the agriculture sector grows at a slower rate than the non-agricultural sectors, investments and policy reforms in agriculture will speed up the economic growth of the nation and indirectly contribute to structural transformation of a nation (Ferto 2016). This view emphasizes the importance of transformation of the agriculture sector for the economic and structural transformation process of a nation (ibid.). In this view, the structural transformation of a nation depends on rising productivity in both the agricultural and non-agricultural sectors. Yet, structural transformation cannot happen without first investing in the agriculture sector, in financial and policy terms (Timmer 2009). Thus, agricultural transformation is a prerequisite in the process of structural transformation of a nation. Hence, an agrarian nation's structural transformation evolves through several phases or stages.

The transformation starts when agricultural productivity per farmer rises due to technology use and mechanization (agricultural transformation). The increased productivity creates surplus labor that is tapped directly through taxation and factor flows or indirectly through government intervention to develop the non-agricultural sector in the second phase. The third phase represents the progressive integration of the agricultural sector in to the macro economy, via improved infrastructure and market linkages. This is followed by the last phase of the structural transformation, when the role of agriculture is barely noticeable (Timmer 1988; Timmer 2009).

Agricultural transformation is characterized by a process in which the share of the agriculture sector in a nation's GDP and specifically in country's labor force and total output declines. More so, agricultural transformation is a necessary condition for nations going through the process of economic transformation and modernization. Without transformation of a traditional agriculture, Grigg (1992) indicated that the economic growth in the industrialized and modernized countries could not have been sustained. Evidence also shows that a nation's GDP growth is positively and strongly correlated with agricultural transformation, where agricultural growth often accompanied or preceded national economic growth, before the declining importance of agriculture in the GDP of the developed countries (Demeke 1999).

## **2.2. Attributes of Agricultural Transformation**

As indicated above, three prominent changes take place during the process of agricultural transformation. These are: adoption of improved agricultural technologies and practices, increased agricultural productivity, and agricultural commercialization. These three changes or goals of agricultural transformation are further elaborated below.

**Adoption of Agricultural Technologies:** The success of any agricultural technology is when it is accepted and adoption by farmers. Equally, agricultural transformation is possible only if the rate of agricultural production and productivity is increased through adoption of improved and appropriate agricultural technologies and practices by many farmers (Geta, Dadi&Adugna 2006). Literature on agricultural technology adoption indicates that adoption is a process that begins with awareness of the technology and progresses through a series of steps: assessment of the technology, acceptance, and learning that ends up with a decision for appropriate and effective use of the technology (Bridges to technology 2005). Farmers differ in their adoption of a technology, ranging from early adopters to laggards, and people who will never adopt. Such variations are mainly the main reasons for differences in agricultural productivity and commercialization performances among farmers (Jain, Arora&Raju 2009; Asfaw et al. 2011; Sunding&Zilberman 2011).

Technology adoption can be tracked using adoption decisions and practices in dichotomous terms (yes or no) (Jain et al. 2009). Dichotomous responses however only reflect the status of awareness of the technology rather than actual adoption and thus, Jain et al. (ibid.) argued that there is a need for adoption studies to cover the intensity of use (for example: how much area of land is covered by the technology). Knowledge of improved varieties was statistically significant in explaining the level of adoption, where farmers who knew more varieties during the preceding year probably had better information about the advantages of the varieties, and thus are likely to adopt and allocate more land during the present year. Studies also showed that social affiliations and networks in the form of social capital increased the probability of adoption of improved agricultural technologies (Isham 2002; Fafchamps&Minten 2002).

**Agricultural Productivity:** Agricultural productivity is a function of improved technology adoption and refers to the output produced for a given level of agriculture input(s). Increase in labor productivity can be obtained through mechanization of the agricultural system, and by increasing the skill and knowledge of human labor, while land productivity can be conventionally raised by increasing yield through the application of natural or chemical fertilizer, the use of improved varieties of seeds and animals, the use of irrigation water, and the use of chemicals to control weeds and diseases (Ruttan 2002). Agricultural productivity in developing nations is commonly expressed in labor and land productivity, as these are what the nations have abundantly, compared to capital (Grigg 1992). Both ways (output per area of land (land productivity) or output per person working on the farm (labor productivity)) shows that the measures of 'single factor productivity.

**Agricultural Commercialization:** The third important factor in agricultural transformation and which is less talked about is commercialization of smallholder farmers. Commercialization refers to the process when subsistence-oriented farmers start to produce primarily for the market (for both domestic and export markets) and increase their incomes from sale of agricultural commodities (Seckler 1993; Staatz 1998; Gebremedhin, Hoekstra & Tegegne 2006; Jaiteh 2008). Commercial transformation of subsistence agriculture leads to sustainable household food security and welfare (Pingali 1997). It results in income gains from the realization of comparative advantages, economies of scale, and dynamic technological, organizational and institutional changes that arise from the market exchange (Gebremedhin & Jallela 2010).

Diversification into higher value products or commodities, value-addition on agricultural produce on- and off- the farm, and post-harvest technologies are key element of a commercialization process. Ultimately, commercialized farmers are expected to gradually move towards specialization in a few products, based on principles of comparative advantage and buy some of their food from the market (Pingali 1997).

Commercial transformation of smallholder farmers entails both market orientation and participation in output markets. The distinction between market orientation (production decision based on market signals) and market participation (sale of output) of smallholders should however be recognized (Gebremedhin and Jallela 2010). Agricultural market orientation means that input use and product choice decisions at the farm household level are based on principles of profit making and maximization (Pingali 1997). Market orientation calls for quality and standard of the goods produced for the market. This in turn leads to progressive substitution of non-traded inputs by purchased inputs (ibid.).

Market participation on the other hand refers to farmers selling their products in the market as their productivity is increased. Gebremedhin and Jallela (2010) highlighted that though smallholder farmers in developing nations are mostly subsistence, commercial farmers are emerging, and it has become common that farmers participate in the market as their productivity increases. Market participation is measured by the proportion of the value of sales to total value of production (Gebremedhin & Jallela 2010; Osmani & Hossain 2015). Although market orientation translates strongly into market participation, policy implications drawn from the analysis of the determinants of market participation alone could be inadequate to enhance commercial transformation. This is because the determinants of market orientation and market participation are not the same and not consistent in their effect (Gebremedhin & Jallela (2010). Consequently, this study is interested in both the market orientation and output market participation of primary multipurpose agricultural cooperatives in their agricultural commercialization.

### **3. RESEARCH DESIGN AND SAMPLING**

The study employed a mixed research design, uses both primary data and secondary data collected to evaluate the influence of transforming structures, policies and process of the cooperatives on building sustainable livelihood of rural women and assess the impact of external interference in internal affairs of cooperatives. FGD and interview methods were also employed so as to identify the factors affecting participation of women in cooperatives and their livelihood activities. Research survey has been collected from 356 respondents of the twelve primary multipurpose agricultural cooperatives societies selected in six districts of West Shewa Zone.

The influence of transforming structures, policies and process and impacts of external interference I internal affairs of the cooperatives to sustainable livelihood of rural woman were evaluated and assessed in detail through focused on

Six Districts of West Shewa Zone selected. The researcher purposively used the large proportion of women members of primary multipurpose agricultural cooperative societies to determine the focus area of District and target of area of multipurpose agricultural cooperatives to avoid the sample biased. There were exist 481 primary multipurpose agricultural cooperatives societies in the zone and the researcher had selected six districts purposively rely on the large proportion of members of rural women and from each Woreda two Primary multipurpose agricultural cooperatives societies were selected purposively that had faith large proportion of members of rural women in primary agricultural cooperatives for further assessing the role of primary multipurpose agricultural cooperatives societies in building sustainable livelihood of rural women.

West Shewa zone had 22 districts or in local language Woreda and only six districts selected purposively focusing on the large proportion of rural women members in agricultural cooperatives and from each selected districts; two PMACS generally 12 were chosen based on large proportion of members of rural women in cooperatives. The total population of the target cooperatives was 4,867 and difficult to contact all population due to time and budget constraints. For this fact, the researcher had used Kothari (2004) formula to determine sample size that present true value of population and the determined sample size had been contacted by using simple random sampling methods.

**4. DISCUSSION AND RESULT OF THE STUDY**

**4.1. External Interference in Cooperatives Affairs**

The direct intervention by the administration in the management of cooperatives compromised the principles of member-maintained and run organizations. The Administration's involvement hindered the emergency of member-controlled co-operatives since members relied on Government to safeguard their interests. As a result, equality, equity, solidarity, democratic principles, self-responsibility, and assistance that are a vital pillar of successful producer organizations were therefore delayed. External interference in internal affairs of cooperatives can be affect the contribution of cooperatives in socio economic development, and can be limit their interest to engage in cooperative while negative implication of the external organ towards the cooperatives. External interference can affect the role and objectives of the cooperative in positive or negative ways. Therefore, the manner of external intervention in the cooperative will be crucial for the development of the cooperative.

**Table 4.1: Influence of external interference into internal affairs of cooperatives**

**Is the cooperative is free from external interference? \* If your answer for question is ‘No’ which organ is interfering in your internal affairs? Cross tabulation**

Is the cooperative is free from external interference?		If your answer for question is ‘No’ which organ is interfering in your internal affairs?			Total
		IF Yes response	The government	NGO's	
Yes	Count	171	0.0	0.0	171
	% of Total	48%	0.0%	0.0%	48%
NO	Count	0.0	162	23	185
	% of Total	0.0%	45.5%	6.5%	52%
Total	Count	171	162	23	356
	% of Total	48.%	45.5%	6.5%	100.0%

**Source: Computed from Own Researcher Survey, 2023** **n= 356**

The result in above table has shown that about 52% of respondents replied that external party intervention in internal affairs of cooperatives while 48% of participants revealed that as external part did not intervene in internal affairs of the cooperatives. Out of the participants stated that as other part or external interference, about 45.5% of respondents indicated that as the government organ had been intervened in internal affairs of cooperatives while 6.5% of

respondents reacted from non-government organization sometimes happened intervention in activities of the cooperatives.

Therefore, political stability is very important in country's economic development and brings out suitable change in cooperatives as the government stand for assuring the political stability, in others political instability may be reasonable for economic destruction and it makes the country fall into trouble, self-insufficient, it makes the community suffer from poverty and lacks of ability to alleviate poverty. Therefore, the government should solve these problems in the best possible way as it has the responsibility and authority to avoid them and assuring security and peace is must be the first stage of the governor among socio-economic development.

#### **4.2. Appropriate Transforming Structures and Process to Enhance Livelihood Assets**

Transforming structures and processes occupy a central position in the framework and directly feedback to the vulnerability context, while influencing and determining ecological or economic trends through political structures, while mitigating or enforcing effects of shocks or keeping seasonality under control through working market structures; or they can restrict people's choice of livelihood strategies and may thus be a direct impact on livelihood outcomes. Livelihood Strategies Livelihood Strategies comprise the range and combination of activities and choices that people undertake in order to achieve their livelihood goals. Livelihood outcomes are the achievements of livelihood strategies, such as more income, increased well-being (non-material goods, like self-esteem, health status, access to services, sense of inclusion), reduced vulnerability (better resilience through increase in asset status), improved food security (increase in financial capital in order to buy food) and a more sustainable use of natural resources (appropriate property rights). Livelihood Outcomes directly influence the assets and change dynamically their level the form of the pentagon, offering a new starting point for other strategies and outcomes.

The livelihoods approach is concerned first and foremost with people. It seeks to gain an accurate and realistic understanding of people's strengths (assets or capital endowments) and how they endeavor to convert these into positive livelihood outcomes. The approach is founded on a belief that people require a range of assets to achieve positive livelihood outcomes; no single category of assets on its own is sufficient to yield all the many and varied livelihood outcomes that people seek. This is particularly true for poor people whose access to any given category of assets tends to be very limited. As a result they have to seek ways of nurturing and combining what assets they do have in innovative ways to ensure survival.

The strategy is aimed at empowering people by transforming institutions to make them more inclusive, responsive, and accountable. This involves the transformation of subjects and beneficiaries into citizens with rights and responsibilities. Themes in this series will include equity and development, assets and livelihoods, and citizenship and rights-based social policy, as well as the social dimensions of infrastructure and climate change.

In the study, the influence of transforming structures, policies and process of the cooperative has been observed. The majority of respondent reacted that as there were appropriate transforming structure, policies, and process in their cooperatives and the reform of structures, policies, rules and regulation of the cooperative has been taken by three years and government organ from the respective of cooperative office highly engaged in reform of transformation, structures and policies of cooperatives for bearing the socio-economic improvement and expansion of employment opportunities by expected cooperatives is the mains source of incomes and creation of employment opportunities.

**Table 4.2: Influence of transforming structures and process of cooperatives in building sustainable livelihood of rural women**

Are you expected your cooperative having appropriate transformation, structure and process to build up livelihood assets for its members? * If your answer above question is 'yes' what the transformation, structure and process more focuses to bring dynamic change in your cooperative? Cross tabulation						
Are you expected you cooperative having appropriate transformation, structure and process to build up livelihood assets for its members?		If your answer question is 'yes' what the transformation, structure and process more focuses to bring dynamic change in your cooperative?				Total
		If No responses	Supplementary serve as incentive for people to make choices	Boosting responsibility for access to assets	Enable stakeholders to transform and substitute one type of asset through another	
Yes	Count	0	113	79	142	334
	% of Total	0.0%	31.7%	22.2%	39.9%	93.8%
No	Count	22	0	0	0	22
	% of Total	6.2%	0.0%	0.0%	0.0%	6.2%
Total	Count	22	113	79	142	356
	% of Total	6.2%	31.7%	22.2%	39.9%	100.0%

Source: Computed from Own Researcher Survey, 2023

n= 356

The study revealed that cooperatives having appropriate reform of transformation, structures and process in which focus in supplementary serve as incentive for the people to make choices, boosting responsibility for access to assets and enables stakeholders to transform and substitute one types of assets through another while minimal number of participants 6.2% replied that as the cooperatives did not have adequate reform of transformation, structures and process to enhance social economic endeavor.

The transforming structures and process taken in cooperatives is enables the stakeholders to transform and substitutes one type of assets through another and 39.9% of participants reacted as existence of appropriate transforming structure and process enables stakeholders to transform and substitute one type of asset through another. It is created opportunities of almost of members in cooperatives to increase a size of shares having in cooperatives by changing their cash crops, pulses oil seeds and vegetables and fruits to cash and shifting dividend to shares to increase capital in cooperatives and they can assured their living standard by improving their livelihood outcomes The livelihood outcomes are aggregative result of increased production, reduced vulnerability context and increased income from the livelihood activities. As stated, under the topic of production capacity of cooperatives, the production capacity trend of members in cooperatives were increased after joining cooperative due to access of modality services from cooperatives and incentive of governments. Therefore, it is advisable, timely taking part in reform of transformation, structures and process will be bearing a sustainability of livelihood and can be enhance the members to access of assets pentagon.

As a result shows, about 31.7% of respondents answered that transforming structures and process had been taken through intention of bring dynamic change as supplementary serve as incentives for people to make choices. Government through provide incentives for cooperative has achieved good livelihood outcomes or sustainable livelihood for members of cooperatives such as supplementary serve includes collective accessing farming land, facilitating credit service from owned state and private financial institutions specially for agricultural activities, pledge of collateral their ownership land right for guarantee of credit in which government intended to improve build



sustainable livelihood. Accordingly, some part of members in cooperatives are empowered by reformed the transformation structures and process in cooperatives and almost of them has taken as decent opportunities. Some of participants 22.2% answered that appropriate transformation, structures and process of cooperatives enables them to improving responsibility for access to assets. Actually, reform of transformation structure and process has taken consideration in ways of members able to improving their contribution without compromising the existing resource to the next generation.

As per evaluated the implementation of transforming structures and process, about 52.2% of respondents are reacted as there were appropriate transforming structures and process which is bringing improvement for members of cooperatives through capacitate them to strongly participate in a regular work of cooperatives were regularly implemented while 47.8% of respondents revealed that as there were no appropriately implementation of transforming structures and process for developing their economic empowerment to improve their livelihood outcomes. The respondents who claimed poor implementation of transforming structures and process are suggested that the integration of the government organ among cooperative society, increasing the line of linkage cooperatives societies among NGO and private organization is important for the cooperatives to withstand for the development, accordingly, the retransformation structure and process shall be take place in give attention in account of improving their own members' livelihood activities.

Management committee of cooperative has the responsibility and duties to evaluate transforming structure and process prepared by the law of cooperatives, ensuring properly implementation of policy, laws, rules and regulation of cooperatives. As the researcher learnt from cooperative coordinator at respective cooperative office of the districts, District cooperative office is the organizer, register and monitor of primary multipurpose agricultural cooperative societies and the transforming structures and process of each primary cooperatives well-prepared along with the profession at district office and head of PMACS and chairman of directors of cooperatives to more encourage contribution of cooperative societies into socio-economic development. As a result, 86.6% of participants revealed that transforming structures and process of cooperatives societies setting by public sector organization while 10.4% of participants reacted that transforming structures and process prepared by supported private sector organization. The minimal number of respondent's 7% depicted that transforming structures and process during preparation supported by civil society organization. It is same truth with explanation of cooperatives coordinator to the researcher as to the transforming structure and process of cooperative societies well prepared by the support of district cooperatives also the majority of participants agreed with this definition.

To more strengthen transforming structure and process, the participants who not believe appropriateness of transforming structures and process of their cooperative societies have given their suggestion through open questionnaires, almost of them were commented that cooperatives societies should reform transforming structure and process frequently through created integration with government organ, private sector and no-government organization, government attention towards cooperatives is more necessary, so government should give necessary incentives to cooperatives, restructured and re-organization of primary cooperatives societies with new forms more applicable to improve the performance of cooperatives, before transforming structures and process primarily discuss with members are valuable, acting as cooperatives societies' proclamation and directives can promote the cooperative movement in the rendering production and services. Hence, properly implementation of transforming structures and process which well prepared to developing the integration of cooperatives with NGO, private sector and government and acting as cooperative societies is the principal imperative for social change in empowering of social welfare (Daniel, 2023). For instance, government organ is party that rendering consumables goods and services to the primary cooperatives societies, primary cooperatives societies distribute the availing consumables goods and service from governments to members and non-members of primary cooperatives based on their pre-defined criteria in ways of enriched the goods and services.

Well prepared structures of private and public sector will be positive impact on daily operation of the cooperatives because of all of them mutually benefited from each other's let us take private sector will be engaged in agro-processing industry for producing macaroni and pasta, government organ will rendering consumable goods and services (sugar, pasta macaroni, soap and etc.) to cooperatives and primary cooperatives will be provide raw agricultural products to private sector or government organ for purpose of increasing final product of Agro-processing industries. Therefore, existence of proper structures of private and public sector is the most important points to increasing the accessibility of goods and service among themselves, in others side, it can developing the capacity of cooperatives to speedily delivering service to their members and non-members. To rate extent of proper structures of private and public sector, the researcher had asked participants whether existence of proper structure of private and public sector or not and what resource access you got from private or government when proper structures is rational and the below figures as shows result of respondents:

The organization structure nothing without proper process such as policies, legislation, institutions, culture and power relations, so, for rating the extent of those rules and regulations in primary cooperatives, the researcher has provided linkert's scale to measure the agreement of respondents. Accordingly, 57.9% and 11.5% of respondents reacted strongly agree and agree as severely implement of proper policies, legislation, institutions, culture and power relation in their cooperatives and all activities of cooperatives measured and evaluated by directives of their organization while 17.7% of respondents replied neutral about proper implement of policies, legislation, institutions, culture and power relation in their cooperatives. About 9.8% and 3.1% of respondents answered strongly disagree and disagree about the proper implementation of policies, legislation, institutions, culture and power relation of their cooperatives. The majority of participants were strongly agree about severely implementations of policies, legislation, institution structures, culture and power relations of primary cooperatives but the problem was insufficient awareness creation about the revision of policies, legislation, institutions structure, culture and power relation to all members of cooperatives. Hence, develop good culture in organization can increasing the extent of participation and motivation of rural women in activities of cooperatives, in contrary existence of bad culture regularized in cooperative societies has gone to violate all principles of cooperatives.

**4.3. Perception of Member's on Sudden External Interference into their Cooperatives**

According to FCC (2005) argues that the intervention of the government in the management and controlling of the cooperative affirms influenced the governance of cooperatives and resulted in passive participation of members since they lacked sense of ownership and belongingness to their cooperatives. The perception of rural women on external interference was evaluated in the study. Therefore, it is positive or negative attitudes toward intervention of the organizations who are interned into internal affairs of cooperatives. The intervention party can be intervened into internal affairs of cooperatives for the purpose of either support the cooperatives to carry out their vision, mission and held strategy or interest of conflict that can be reasonable for the member's complain in negative side. Therefore, the perception of women member's in cooperatives towards the external party can be evaluated in negative or positive sides. As a result, the researcher had been evaluated perception of rural women in cooperatives towards external interferences and mentioned under table.

**Table 4.3:** Perception of rural women towards external interference into their cooperatives

What do you thing about the government or NGO organs are sudden interference in our cooperatives?			
	Perceptions	Frequency	Percent
Valid	Government or NGO intervention is one of the mitigation mechanisms to our constraints	146	41.0
	The cooperative integrated with the private or public organization is considered as provide best quality service	93	26.1
	It will be difficult for the cooperative due to boosting bureaucracy and bring different challenges to your own cooperative	47	13.2

	They are increasing the opportunities of resource mobilization and fund allocation to our members	37	10.4
	To increase discrimination against the principles of cooperatives and restrict freely participation in own cooperatives	33	9.3
	Total	356	100.0

**Source: Computed from Own Researcher Survey, 2023**

**n= 356**

The study shows that about 41% of respondents have reacted that interference of Government or non-government organization into their cooperatives support them to reduce the constraints that against their cooperative to effectively empower their economic participation. They expected that government or NGO have intervned sometimes into our cooperative to solve emergency problem faced cooperatives through providing different service such as facilitating in ways of obtaining credit service from owned stated financial institutions or NGO had helped the cooperative as a source of fund during the financial deficit encountered to cooperatives. In such condition, the interference of external party into affairs of cooperatives can be understandable as those parties has entered into internal affairs of cooperatives to empowering their economic strength in which previous time deteriorated their financial trend due to different constraints such like shortage of credit service, lack of adequate agricultural inputs and lack of knowledgeable leadership of their business.

In others, 26.1% of respondents revealed that cooperative integrated with the private or public organization is considered as provide best quality service otherwise poor integration of cooperatives with other external organ could limited the access of financial service, industrial or agricultural inputs, access of consumable goods and services, training service and others activities shall be encourage the socio-economic development and supported the cooperative to give attention into concern for community to bringing out sustainable development by expanding the opportunities of infrastructures facilities, expansion of healthcare service in rural area and diligently working for rural development. During the discussion made with a specific members of primary cooperatives, the issue of poor integration of cooperatives with government and other external party was the main problem and for this fact the members did not get the required service from their cooperatives and the cooperatives could not implemented its necessary target goals in rural development. Specially, during revision of transforming structure and process of the cooperatives, more experienced man who worked at respective cooperatives to evaluate the prepared revision and policy of the cooperatives can be make the cooperatives to properly structured its organization, before finalized the revision transforming structure and process, the concerned government organ should consider in line by-laws of cooperatives or inline of the laws governed cooperatives.

The perception of rural women towards external interference into their internal affairs of cooperatives around 10.1% of participants reacted as necessity of external interference as they can increase the opportunities of resource mobilization and fund allocation to their members. Actually, external party when intervned cooperative inline of pulling up to self-develop or self-help, resource mobilization opportunities can be occurred to improve their business performance and financial viability of the cooperatives. Some of respondents external interference into internal affairs of cooperatives, as a result, about 13.2% of respondents depicted that external interference can be difficult for the cooperative due to boosting bureaucracy and bring different challenges to own cooperatives while 9.3% of participants reflected their answers as the external party reasonable to increase discrimination against the principles of cooperatives and restrict freely participation in own cooperatives when not properly managed.

**4.4. Focus Area of Transformation Structures and policy in Cooperatives.**

FCA is an authority organ that established with purpose of organize and register cooperative societies and giving training service, conduct research about the primary societies and provide technical assistance. Cooperative societies’ proclamation No.147/198 has clearly declared that cooperative societies shall be established with the objectives of to solve the problems collectively which members cannot individually achieve, to achieve better result by coordinating

their knowledge wealth and labour, to promote self-reliance among members, to collectively protect, withstand and solve economic problem, to improve the living standard of members by reducing production and service costs by providing inputs or service at minimum costs or by finding better price for their products or services, to expand the mechanisms by which technical knowledge could be put into practice, to promote credit and saving services, to minimize and reduce the individual of risks and uncertainty, and to develop the social and economic culture of the members through education and training.

Transforming structures and process of primary multipurpose agricultural cooperatives society primarily focused in ways of increasing the profitability of members promote, capital of society, promote self-reliance, awareness for socio-economic development through creation of employment opportunities, tax revenue to the state and foreign or local currency earning, improving quality of product and service in society to enhance social interaction and handling high demand to products and services with affordable price. Directives and by law cooperatives is other criteria to considered during the transforming structures and process of cooperatives, because proper structured and well-prepared process of cooperatives is having crucial role in promoting interconnection of multidimensional organ which collaborated to withstand for bringing social and rural development. Timely implementation of transforming structures could be reasonable to dynamic change in strength of the profitability of cooperative societies and motivate all members highly engaged in their cooperative societies to ensure the daily operation of the cooperatives.

**Table 4.4:** Focus area of transforming structures, policies and process of cooperatives in building sustainable livelihood of rural women.

In your cooperative, which more emphasis of transformation structure and process to keep the sustainability of the business? What do think about your working cooperative can use as criteria to bring about transforming structure and process? Cross tabulation					
In your cooperative, which more emphasis of transformation structure and process to keep the sustainability of the business?		What do think about your working cooperative can use as a criteria to bring about transforming structure and process?			Total
		Federal Cooperative Agency 's policy and legislation	Different Cooperative societies proclamation	Legal framework analysis of international cooperatives	
Change in economic activities	Count	183	28	30	241
	% of total	51.4%	7.9%	8.4%	67.7%
Change in income	Count	29	23	23	75
	% of total	8.1%	6.5%	6.5%	21.1%
Change in purchasing power	Count	19	13	8	40
	% of total	5.3%	3.7%	2.2%	11.2%
Total	Count	231	64	61	356
	% of total	64.9%	18.0%	17.1%	100.0%

**Source: Computed from Own Researcher Survey, 2023** **n= 356**

The study illustrated that about 67.7% of respondents replied more emphasis of transforming structure and process strictly consideration of bringing change in economic activities of the cooperatives by the laws of cooperatives to more improve the movement of activities through societies whereas 21.1% and 11.2% of respondents answered that the main focus area of transforming structures and process was to the extent of change in income and purchasing power of members of cooperatives separately. Overall, the main emphasis of transforming structure and process were indented to change in economic activities, income and purchasing power of members of cooperatives to more drive of socio-economic development in societies. The result of FGD has explained as the following:

Besides of employing use of criteria to bring about transforming structures and process was evaluated in the study, accordingly, about 64.9% of respondents responded as used FCA's policy and legislation is early stage to transform structure and process of the primary cooperatives while about 18% and 17.1% of participants answered as to different cooperative societies proclamation and legal framework analysis of international cooperatives is the main criteria used during transforming structure and process of the primary cooperative societies. The directives and proclamation of primary cooperatives is the key fact for initiation of transforming structure and process of primary cooperative society to enhance more empowering of contribution of cooperatives in social well-beings.

#### **4.5. Influence of Transforming Structure and Process in Cooperatives**

Governance structures and processes will be affected by the purpose of the cooperatives (access to goods/services; or pooling risk); the stage in its lifecycle; the regulatory and legal frameworks; the historic and cultural environment; the strategic stakeholders; and the numerous evolving external pressures. Governance structures include ownership and control, governance bodies, and formal rules and policies. Governance processes, on the other hand, are about democracy and participation, channels of communication, and monitoring and control. Dynamics of governance as the third component of governance systems include the interplay between structures and processes and externally and internally induced changes. Hence, proper transforming structure and process of the cooperative as significant role in promote and socio-economic welfare and development of initiation to membership of cooperative to delivery products and service with affordable. Transforming structure and process had taken in primary cooperatives and its influence to decision making, quality delivery of service and goods and management of the cooperatives are strictly assessed in the study.

On the perception of transforming structure and process, about 45.5% (162) of participants were expected that proper transforming structure and process of cooperative organization will support to earn more volume of dividend to our cooperative's members while 20.2% (72) of the respondents responded as it create influence to increasing the profitability of business. As stated earlier, transforming structure and process based on the purpose of cooperatives, its can influence the quality of products and service delivery with affordable price to the members and non-members, increasing the opportunities of demands of goods and service through diversify the marketing channels among the societies or end users of the final products ( goods and services). About 16.2% (45) of respondents reacted that the transforming structure and process will assist the cooperatives to promote accessibility of marketing channels for the final products or outputs. It is ways of expanding accessibility of channels of marketing through the society and the performance of cooperatives to transaction of goods and service will be increased as the marketing exposure or demands of final product increased. The minimal number of respondents 11% (39) answered their insight as transforming structure and process can be supported primary cooperative societies to strength building capacity through provide training and education opportunities while 10.2% (38) of participants argues that it can influence cooperative to develop stress testing to minimize the levels of shocks and stress in daily activities of primary cooperatives.

Transforming structures is the part of governance which included ownership of activity and control, governance bodies (Board of Directors, leadership, executive committee, and chairman of cooperatives), policies and procedures, proclamation, directives, rules and regulation of cooperatives which can influence the process of the cooperatives. Processes are way strategic direction-setting and control is carried out. These processes are democratic and participative in well-functioning cooperatives and included democratic and participation, channels of communication, monitoring and control are the component of process of cooperatives. Cooperative organization which has proper transforming structure and process is an actively participate in business by improving the trend of profitability, increasing capacity building of the members by delivering training and education services, promoting marketing channels of outputs, developing stress testing to minimize the levels of shocks and stress in daily activities of cooperatives. In others, it is more valuable to improve the ability of members or rural women in membership of cooperatives to cope with the shocks and stress through employed best strategies which can reduce the redundancy of shocks and stress that could be adversely affected the livelihood outcomes of the members.

Overall, the perception of participants regarding transforming structure and process in cooperatives was averagely good, the main constraints there were weakness of increasing building capacity of the members, poor oversight of policies and directives by executive management and Board of Directors cooperative, ignoring with regularly discussing with members, poor communication of channels (formal and informal) means scrunched communication from top to bottom operating units were events that adversely affects the implementation of the transforming structure and process in cooperatives. For implementation of the transforming structure and process of primary cooperatives, qualification and experience of senior management, ability of monitoring and control intermediate organ, increasing awareness of members and accessibility of education opportunities to the members, improving communication among all business unit of the cooperative are the main elements that influence to appropriately enforcement. In others, creation of awareness to all members of cooperatives how to easily understand about policies, directives, rules and regulation of the cooperatives would be support to speedily implementation of transforming structure and process well prepared by their head of primary cooperatives.

#### **4.6. Correlation Analysis and Hypothesis testing**

The correlation coefficient between influence of transforming structures, policies and process of cooperative societies and sustainable livelihood is placed first from all correlation result with ( $r=0.826$ ,  $P<000$ ). The result indicates that as the influence of transforming structure, policies and process change in 1%, the level of sustainable livelihood of women in cooperatives can be increased by 82.6%. Therefore, the influence of transforming structure and process has highly positive impact to bear relevant change to sustainable livelihood of rural women in cooperatives. The finding further indicates that influence of transforming structure, policies and process of cooperatives has highest correlation with sustainable livelihood or livelihood outcomes, cooperates respectively.

The effort of management of cooperatives would be valuable as frequently oversight the implementation of transforming structure and process to scale up the sustainability of livelihood activities of rural women. Influence of transforming structure and process, participation of women in cooperative and the role of primary agricultural cooperative societies having positive correlation with sustainable livelihood of women (improved income, increased production trend and reduced vulnerability context), therefore, increasing the oversight on monitoring and control level of these predictors variables are relevantly important to improve the performance of sustainable livelihood outcomes.

Influence of transforming structure and process in cooperative has positive impact in building sustainable livelihood (livelihood outcomes) of women with statistically significant ( $\beta=0.809$ ,  $P=0.000$ ). In this case null hypothesis is rejected and an alternative hypothesis has gone to accepted because of it is significant at probability value of 5% and influencing positively the livelihood outcomes of rural women means of as the influence of transforming structure and process increased by one percent in cooperatives, the sustainable livelihood of the rural women can be improved by 80.9%.

Influence of transforming structures, process, and policies of cooperatives societies has positive and significant impact in building sustainable livelihood of rural women. The results of multiple regressions, as presented in Table 4.22, above, revealed that influence of transforming structure, process and policies has a positive and significant impact in building sustainable livelihood outcomes of women with values ( $\beta = 0.0809$ ,  $t = 28.388$ ,  $p = 0.000$ ). The results clearly indicated that the proposed hypothesis is accepted because null hypothesis has gone rejected due to it is statistically significant. This implies that assuming other variables constant, a 1 % change in transforming structure, process and policies of cooperatives, by 80.9% increase in building sustainable livelihood outcomes of rural women.

#### **Conclusion and Recommendation**

##### **5.1. Conclusion**

Transforming structures and process of the cooperatives is one of the indicator variables which increase the performance of cooperative to achieve sustainable livelihood for their members. The study revealed that majority of participants were strongly agree about severely implementations of policies, legislation, institution structures, culture and power relations of primary cooperatives but the problem was insufficient awareness creation about the revision of policies, legislation, institutions structure, culture and power relation to all members of cooperatives. Hence, develop good culture in organization can increasing the extent of participation and motivation of rural women in activities of cooperatives, in contrary existence of bad culture regularized in cooperative societies has gone to violate all principles of cooperatives.

Besides of employing use of criteria to bring about transforming structures and process was evaluated in the study, accordingly, about 64.9% of respondents responded as used FCA's policy and legislation is early stage to transform structure and process of the primary cooperatives while about 18% and 17.1% of participants answered as to different cooperative societies proclamation and legal framework analysis of international cooperatives is the main criteria used during transforming structure and process of the primary cooperative societies. Influence of transforming structure and process in cooperative has positive impact in building sustainable livelihood (livelihood outcomes) of women with statistically significant ( $\beta=0.809$ ,  $P=0.000$ ). In this case null hypothesis is rejected and an alternative hypothesis has gone to accepted because of it is significant at probability value of 5% and influencing positively the livelihood outcomes of rural women means of as the influence of transforming structure and process increased by one percent in cooperatives, the sustainable livelihood of the rural women can be improved by 80.9%.

Overall, the perception of participants regarding transforming structure and process in cooperatives was averagely good, the main constraints there were weakness of increasing building capacity of the members, poor oversight of policies and directives by executive management and Board of Directors cooperative, ignoring with regularly discussing with members, poor communication of channels (formal and informal) means scrunched communication from top to bottom operating units were events that adversely affects the implementation of the transforming structure and process in cooperatives. For implementation of the transforming structure and process of primary cooperatives, qualification and experience of senior management, ability of monitoring and control intermediate organ, increasing awareness of members and accessibility of education opportunities to the members, improving communication among all business unit of the cooperative are the main elements that influence to appropriately enforcement. In others, creation of awareness to all members of cooperatives how to easily understand about policies, directives, rules and regulation of the cooperatives would be support to speedily implementation of transforming structure and process well prepared by their head of primary cooperatives.

## **5.2.Recommendation**

The major findings obtained during the study has recommend following:

- Influence of transforming structure and process, participation of women in cooperative and role of primary agricultural cooperative societies having positive correlation with sustainable livelihood of women (improved income, increased production trend and reduced vulnerability context), therefore, increasing the oversight on monitoring and control level of these predictors variables are relevantly important to improve the performance of sustainable livelihood outcomes. Specially, transforming structures and process having strong correlation with sustainable livelihood, as the 1% change in transforming structures and process of cooperatives, sustainable livelihood of rural women could be increased by 80.9%, therefore, the warmest attention should be given for the implementation of transforming structures, policies and process to ensure sustainable livelihood of communities.
- In the study, poor implementation of transforming structures, policies and process of cooperative had been observed due to the main constraints such as weakness of increasing building capacity of the members, poor oversight of policies and directives by executive management and Board of Directors cooperative, ignoring with regularly discussing with members, poor communication of channels (formal and informal) means scrunched communication from top to bottom operating units. For proper implementation of the transforming structure and

process of primary cooperatives, qualification and experience of senior management, ability of monitoring and control of intermediate organ, increasing awareness of members and accessibility of education opportunities to the members, improving communication among all business units of the cooperative has to be prioritized and necessary performance measurement should be taken within a time to bearing transformational change in cooperatives.

- All members of cooperatives need the support of government to implement the oriented action of the cooperatives to enhance socio-economic and rural development by promoting accessibility of goods and services, for this fact the government organ intervention in case of positive attitudes more important to motivate cooperatives to diligently doing activities in communities. Also, it is advisable that timely taking part in reform of transformation, structures and process will be bearing a sustainability of livelihood and can be enhance the members to access of assets pentagon.

## REFERENCE

- ACDI/VOCA. 2013. *Cooperatives hold economic promise for women in Ethiopia. Feed the future program bolsters cooperatives as empowerment strategy for women*. Accessed February 4, 2013, available at <http://www.acdivoca.org/site/ID/success-cooperatives-hold-economic-promise-women-Ethiopi>.
- BerhaneGebremichael. 2013. *The Role of Cooperatives in Empowering Women*. *Journal of Business Management and Social Science Research (JBM & SSR)*. Volume 2, No.5. 111
- Daniel Kulessa (2023), *The role of Primary Multipurpose Agricultural cooperatives Societies in Building Sustainable Livelihood for Rural Women*. Doctoral Thesis Submitted to School of Graduate, Ambo University, College of Business and Economics
- David J., 2008. *Mobilizing Rural Institutions for Sustainable Livelihoods and Equitable Development; a Case Study of Farmer Cooperatives in Ethiopia*: International Food Policy Research Institute Addis Ababa, Ethiopia.
- Dawson, Catherine. 2007. *A practical Guides to Research Methods*. How to Content Publications, A division of How to Books Ltd. Spring Hill House, Spring Hill Road, Begbroke, Oxford OX5 1RX. UK
- Ellis, Frank. 2000. *Rural Livelihoods and Diversity in Developing Countries: Oxford University Press....1999. Rural Livelihood Diversity in Developing Countries: Evidence and Policy* 112 Implications. *Natural Perspectives, Overseas Development*.
- Getachew, M. (2008). 'A Review of the National Population Policy of Ethiopia. In: A. Taye (ed.) *Digest of Ethiopia's National Policies, Strategies and Programme*. Forum for Social Studies, Addis Ababa.
- International Labor Organization (ILO). 2012. "Promising Practices: How cooperatives work for working women in Africa". COOP AFRICA
- Sharp, K., Devereux, S. & Amare Y. (2003). *Destitution in Ethiopia's North-Eastern Highlands (Amhara National Regional State)*: Institute of Development Studies at the University of Sussex and Save the Children UK-Ethiopia.
- Slater, R., Ashley, S., Tefera M., Buta M. and Esubalew D. (2006) 'PSNP Policy, Programme and Institutional Linkages'. Unpublished Report for DFID
- Spielman, David J. and Tanguy Bernard. 2007. *Mobilizing Rural Institutions for Sustainable Livelihoods and Equitable Development: A Case Study of Farmer Cooperatives in Ethiopia*. International Food Policy Research Institute. Addis Ababa, Ethiopia.
- Thomas Woldu and FanayeTadesse 2013. *Women's Participation in Agricultural Cooperatives in Ethiopia*. International Food Policy Research Institute and Ethiopian Strategy Support Program.