

The Approaches and Patterns of the Establishment of the Rural Management Cooperatives in Guilan Province¹¹

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ABSTRACT

There are around 2600 dwelling rural regions in Guilan province. These areas are spread in three geographical places: beach, plains, hill and mountains. The distribution of these types of rural areas is the greatest cause of some obstacles such as loading and unloading the rubbishes, street equipment, snow-sweeping, opening roads, etc that require especial equipment.

It is evident that preparation and possession of these types of equipment and facilities need high financial resources, and the rural areas aren't able to afford it individually, so providing services to these areas is of a great challenge in this province.

On the other hand, because of the appropriate natural conditions and high concentration of the population, there are many villages with very close distance among them. The close distance of the rural areas, especially in seashores and plains is the causes of the quick communication among the rural areas with less limitation. In this condition, the possibility of common and shared utilization of facilities and services is high. To do so, the co-operatives are established and equipped.

Several objectives of the formation of co-operatives are as follows:

Providing needed services at rural level in the framework of rural management, district, town, regions, and province.

Increasing the ratio of co-operatives to 25 percent in the economy of the country.

Job-making and increasing of the income of the villagers that will be achieved by their co-operations.

The results of the present research prove that, the formation of the co operatives will lead to:

- removing the needs of the rural authorities
- providing the income of the rural authorities and making the stable resources.
- helping the governmental authorities to apply the civil plans and provide services to the rural areas.
- creating job opportunities and accepting the technical and professional members in co-operatives
- fixing the rate of population growth in rural places.
- absorbing the financial resources and the investments of those who live out of the rural places.

Keywords : Co-operatives in rural areas/ Approaches/ Patterns/ Rural development/ Guilan.

INTRODUCTION

Villages of Guilan province like other habitats need many public services such as loading rubbish, road making, and assisting services like fire fighting. But according to some factors like little amount of income, budget shortfall and also uneconomical justification for equipping every rural areas with necessary equipments, most villages are deprived of having access to such services in practice. There is a solution to this problem and it is using necessary equipment in common with other villages. It is necessary to determine rural systems according to the ability of suitable availability or administrative division so those units are equipped with necessary equipment. Therefore all villages can have access to necessary services. But the main problems are the kind of management and budget funding.

It seems that by collecting financial resources of villages in a geographical domain (one or some district) and also by providing necessities it can be possible to provide the whole necessities of all villages and to settle in a suitable place so that one of its main abilities will be accessing to all domains.

One way of accessing to a logical way of managing these centers is establishment of co-operatives and selecting managers from among shareholders. So, in addition to solving problems in serving, it can provide income for shareholders (co-operatives members).

According to what mentioned above, the goal of this research is presenting the approaches and patterns of the establishment of the rural management co-operatives in Guilan province. Geographical domains in this research include villages of Guilan province in 2009.

¹¹ The present article is a part of research project titled "The Approaches and Patterns of Designing and Establishing Complexes for Rural Management Co-operatives and their Effects on Regional Development and Border Dwellers of Guilan Province" implemented in 2009-2010.

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REVIEW OF THE RELATED LITERATURE

Because village management in rural management is new and has started its activity in recent years, there is no project in this subject. But, there are some projects with the related subject about local management that will be pointed out.

Deputy office of rural management - planning and programming office in a booklet titled "a collection of rules and regulations of rural management" has explained in detail the way of establishment, rules mending, duties and responsibilities, income and financial resources (Rural management and municipality organization, 2003) -In the national project with the title of

"examination and explanation of rural places in preparing, approving and performing rural project support" in addition to examining different effective factors in rural management and duties and place of co-operatives, in chapter 6 "explanation of real place of rural management, Islamic council of village and district in the process of preparing, approving and implementing rural areas support plans" the place of rural management in approving

and implementing rural management all are examined in detail. (Abadgaran counseling engineers, 2007). - In a research project titled "examination and explanation of municipality and city Islamic councils place in making city development co-operatives in Guilan province", Nasrollah Molaei concludes that local managers can help make co-operatives to develop city and village by citizens' participation. (Molaei Hashjin, 2008). - Hassan Afroukhteh in his book "rural management with the emphasis on Iran" pays attention to related institutions and organizations to village management, rural management, its duties

and responsibilities (Afrakhteh, 2009). Ministry of the Interior (municipality and rural management organization), prepared country's rural management co-operative company's instructions (municipality

and rural management organization, 2004), the plan of rural management co-operatives formation (municipality and rural management organization, 2008), plan of development of villages and rural management co-operatives formation (municipality and rural management organization, 2008), and instruction for rural co-operatives (municipality and rural management organization, 2008) and presented it to the related organization to be exploited.

METHODOLOGY

The population of the project includes all villages having rural management in Guilan province. In 2006 in 16 cities of Guilan province, 1225 rural managements were active (Governorship of Guilan, 2009). Samples in this research were 25 villages

having rural management in 6 parts of Guilan province (2 districts and 8 villages in West, 2 districts and 13 villages in Center, 2 districts and 4 villages in East). For a field study questionnaires were completed by 50 managers and experts with ----rural management responsibilities, experts of council affairs and rural management of district, expert of rural affairs governorship, rural cooperatives managers, and managing directors of nomadic and rural affairs in Guilan province. For determining data, cluster sampling was used. According to the body classification, Guilan province is divided into 3 western (Astara, Talesh, Rezvanshahr, Masal), central (Anzali port, Somee Sara, Fouman, Shaft, Roudbar and Rasht) and eastern regions (Astaneh Ashrafieh, Lahijan, Langeroud, Amlash and Roudsar) and rural management co-operatives are established in most parts of province. At first, from each region, two towns were randomly selected, then from each town one district and then by considering the number of villages that have co-operatives, 25 villages were selected.

Regarding the subject and the nature of research, the method of research is descriptive - analytic. For this reason, first necessary data and information was selected by field and documentary studies and analyzed after arrangement and classification in tables and diagrams.

Findings

Rural management : rural managements are public non-profit organizations that are supported technically and financially by municipalities and rural management organizations of country, and presently, the main income resource is provided from centralized allocated incomes from Interior Ministry. According to the law approved in Islamic Council Parliament about establishing independent rural areas in countries' villages, Interior Ministry was allowed to establish an organization with the name of rural management in order to manage village affairs. To get the statutes of rural management organization's financial and employment regulations approved by the government. Based on this fact and in order to implement note two of the law of establishing autonomous rural management in villages the statute of rural management organization was approved by cabinet members. This institution is administering of new system of village management that makes evolution in village management and development and has different uses (Interior Ministry, 2004)

Rural management co-operatives : These co-operatives are planned and activated for making rural development cooperatives with the purpose of using co-operatives capacities for collecting investment and equipment in villages, helping villages' society and rural management and accelerating developmental, servicing plans in rural areas. These capital of these

cooperatives is provided from rural management and villagers' contribution that in one hand can have an important role in implementing developmental plans of governmental organizations, activities of private and non-governmental section in villages with the least cost and removing the rural management needs to developmental machinery and in the other hand provide profits for the members (municipality and rural management organization, 2008). Presently, these co-operatives are formed and activated in 38 parts of Guilan province. One of the factors that can be a great help to the degree of success in these co-operatives is the possibility of these co-operatives activities. All respondents believe that rural management co-operatives have positive function on missions and rural management responsibilities. All rural management co-operatives were established in 1378, and for this reason they chose their members in that year (Guilan province co-operatives general office, 2009).

According to the statute of the establishment of the co-operatives, all rural management services of all villages have rural managers that are members of co-operatives. According to the field study, all rural managements that are member of co-operatives are those rural areas that include in the activities of co-operatives.

All rural districts in every part are in the field of co-operatives activities but villages without rural management in rural districts are exceptional in rural district level. Those rural managers that are members of co-operatives in villages are considered as shareholders.

The co-operatives of rural management services are managed through selecting managing directors in meetings according to the regulations of those co-operatives. Co-operatives managers of co-operatives are selected by managing directors and their votes. Some villages lack rural management so they aren't the members of rural co-operatives. In this case, serving villages without rural areas by co-operatives can be considered. In this research 83.7% of respondents believe that all service needs of villages without rural management can be provided through these co-operatives (Molaie, Hashjin, 2009) Rural management Co-operatives services need Secure financial resources for different kinds of personnel and equipment costs. According to the studies and equipment that they should finally have there are different ways for providing financial resources.

Responsibilities and missions of rural Management : rural management undertakes widespread duties and responsibilities in relation with village management. To do these duties and responsibilities, rural management should have necessary equipment and human powers. In this part, different aspects of rural management activities are examined with an emphasis on respondents' opinion.

Services provided to villages by rural management: Services that are presented to citizens of villages are as follows: loading and reloading the rubbish, issuing permission for construction, attending to village developmental affairs, collecting leftover refuse from villages, attending to environmental life affairs and environment health, street sanding, village social affairs, street lighting and electricity, controlling construction, establishing sports spheres, attending to cultural affairs (cultural services), collecting and directing village surface water, performing Islamic council ratifications, development of cemetery and mortuary, coordination and cooperation of related organizations and offices, cooperation with disciplinary powers, is suing document of village, cooperation and participation in developmental projects related with Islamic revolution of house foundation, village routes keeping, village street plating, job making, making and developing green places, keeping public streams, dredging of subterranean and providing drinking water, adopting necessary policies for preserving villages from flood and fighting, pursuing village's problems and shortcomings, preventing the spread of contagious and common illnesses among human and animals, making bridges and dams and attempting to make and improve villages substructure.

Services presented to villages by rural management: Rural management responsibilities and duties are a lot and various. It is obvious that doing all these responsibilities are unexpected by considering limited equipment and human powers. But in spite of these limitations, rural management are doing different activities as follows: issuing permission for construction, village developmental affairs, loading and unloading the rubbishes, collecting leftover refuse from villages, fixing and keeping and developing routes and widening village streets, lane and street sanding, village service affairs (gas piping, street lighting), social affairs, cultural affairs, controlling construction, performing village Islamic council approvals, improving village environment, establishing sports spheres, buying land for constructing rural management building, registering for justice division, providing information to villagers, making mortuary, pursuing village's problems and shortcomings, interaction with related offices, controlling dams, supporting agricultural section, constructing bridges and controlling bakery.

Necessary equipment for conducting rural management missions: Due to diversity and range of development of duty and responsibilities of rural management, necessary equipment and facilities are needed for this organization: credit, technical human power, advisor engineer, mechanical shovel, garbage carrying truck, tractor for doing agricultural services, loader, public transportation car, compressor, personal car, truck, motorcycle, building a good place for rural areas, computer and relationship with international network, storehouse for equipment and facilities, lift truck and people participation.

Equipment and facilities of villages' rural management: In spite of this fact that rural management need different equipment and facilities, they don't have all of the facilities and they have access to some of them such as tractor, garbage carrying truck, mechanical shovel, compressor, snow sweeper, people participation and cooperation. It is necessary to explain that some rural managements lack any kind of these facilities and equipment.

Necessary equipment and facilities for conducting the mission of rural management: the cases named in introducing necessary equipment and facilities for **conducting** developmental missions includes a complete list of all necessary facilities in ideal conditions. It is not possible to have access to all of them. But, there are some equipment and facilities that rural areas should have them: garbage carrying truck, compressor, mechanical shovel, motorcycle, lift truck, technical work power, truck, tractor, loader and road-making cars.

Present shortages and inadequacies of rural management: For performing responsibilities and duties, rural management face some shortages and inadequacies at present condition .They are asfollows: budget and credit shortage, no equipment and machines, no cooperation and participation ofpeople, inconsistency of related offices, shortage and absence of space for recreation and sports, lack of enough income for rural areas, no necessary spaces, lack of enough and qualified human power, no constancy in villages management, no cars for doing missions and no support from Islamic council.

Existing challenges in providing equipment and facilities for rural management : It is mentioned that at present condition, rural management don't have all necessary equipment and facilities so this organization has some problems and challenges as follows:shortage and inadequate budget, no prediction of budget according to village needs, low attention to rural area organizations and no cooperation with it, shortage and lack of machinery for providing income for rural areas, shortage of equipment in unprecedented events, shortage of machinery, high cost in comparison with income, no cooperation of Islamic council in receiving taxes.

Necessary equipment of rural management with the ability of common use with other rural management: As it was mentioned before about necessities, shortages, necessary equipment of rural management and also present challenges for providing equipment and facilities, it should be accepted that availability of all these to rural management are difficult or maybe impossible. If there is a logical and economic attention to this subject, because of limited requests and case use of this equipment it is not necessary to equip each rural management with necessary equipment and facilities even there is a financial and human limitation. In such cases, considering economic issues and also providing a condition for all rural management to access to all necessary equipment, the best choice is to use and develop such equipment that their services are not limited to a special place. An attention to the list of rural management necessities in this context showed that most of these pieces of equipments (for example: road-making machinery, garbage-carrying trucks) have the ability of movement or in spite of the ability of non-movement the services are not limited to a special place and can cover a higher range (like machinery for making asphalt or a place for hiding and burning garbage). According to this, rura management can use the following kinds of equipments in common with other rural areas. This is completely logical and necessary: machinery, mechanical shovel, garbage carrying truck, heavy machines, tractors, snow sweeper, loader and cars.

Equipment and facilities in common with other rural management: it is noted that some of the equipment can be used in common with other rural management. The results show that some kinds of equipments developed commonly are as follows:

Available machines, garbage-carrying trucks and mechanical shovel. Also some rural management systems do not use equipment commonly for some different reasons.

Place of providing equipment rural management: Some rural management systems do not have necessary equipment in their possession and it is better to be noted that by considering the degree of necessities and using these machinery it isn't necessary to equip all rural management. In present condition and in the case of necessity, these facilities are provided from different sources that the related information is explained separately in table 1. It is considered that rural management has important roles in providing these pieces of equipment to other rural management.

Table1. Source of providing rural management with needed equipment

equipment	place of providing
mechanical shovel –tractor- garbage carrying trucks - compressor-loader- grader	adjacent rural management
loader- mechanical shovel	adjacent municipalities
loader and bulldozers	road and transportation
heavy machinery	Islamic Revolution House Foundation
mechanical shovel- tractor-garbage carrying trucks- compressor-loader- grader	rural management co-operatives
loader and heavy machines	private companies

DISCUSSION AND CONCLUSION

In addition to providing services to villages that have rural management and are members of co-operatives, rural management cooperatives, in most cases provide services to villages that don't have rural management and aren't a member of co-operatives. There is no specific instruction for responsibilities of rural management in this case (giving services to non-members villages) and calculation of services cost in both villages (members and non-members).Cooperatives act based on their own principles. The followings can be mentioned: The villages that are members of co-operatives receive services from co-operatives by the permission of managing director and the members of cooperative director. They pay costs

according to the measures taken while projects are being done. The amount of costs for rural management that are members of co-operatives is lower than the approved rate and is accounted with discount. It is concluded that providing services to non-members villages is placed in the responsibilities of co-operatives.

For non-member villages it happened in another way. It is possible that in all co-operatives, non-members villages receive no services. In most cases, according to the contract and agreement between cooperatives and Islamic council and the kind of services, the cost is deposited to the account of cooperatives that is more than the amount received from co-operatives' members.

Formation and the activity of rural management cooperatives services can be different in official or geographical limits. But by considering the kind of activity and services, the partial scale for the best area of activity is well determined and 56.6 % of the respondent emphasized on it (Molaie Hashjin, 2009). It is necessary to mention that some of the preferable services on the basis of official hierarchy division are not possible in partial scale. It needs to establish and start rural management co-operatives at township, regional and provincial level.

To continue their activities, rural management co-operatives need financial resources provided from different ways. One way of reaching income is giving services to the villages. Also cooperatives can participate in economic activities. In all respondents' opinion, possibility of having income happens through giving services to the villages and economic activities. These activities can be done in these fields: sanding, street widening, loading the rubbishes, developmental activities for villages (members and non-members), selling sand, farming equipment, canals, recreational services and plans through renting and giving services with machinery, issuing permission for construction, gas piping, water piping and funding.

Regarding the issues mentioned above, it is evident that at present time rural management face different limitations and for overcoming these limitations, and appropriate conduct of their missions, establishing rural management co-operatives are the choices that are effective in solving problems. Practical patterns for establishing these co-operatives are as follows:

Proposed title: rural management cooperatives in Guilan province

Goals of proposed pattern Removing the needs of rural management. Helping to providing income resources and especially constant resources for rural management. Helping governmental organization in conducting developmental plans in villages. Providing job choices and absorbing technical powers in the forms of co-operatives and helping in fixing and sustaining population in villages. Absorbing financial resources and investment from people outside of village and also villagers' financial resources themselves. Creating an effective role and increasing reactionary power in critical situations by the help of operational, executive organization, and promoting the potentials of villagers.

Subject of cooperatives proposed activities Conducting developmental plans in villages Presenting engineering and counseling services in villages Helping rural management in doing developmental activities Providing equipment to private section for doing developmental activities.

Members of proposed co-operatives

1. Rural managers as legal persons in village.
2. Villagers in activities with priority of families lower than the median and especially three first decades.
- 3- Neighboring citizens in areas rural cooperatives activities, with the priority of families lower than median and especially three first decades for their participation in village development through absorbing investment and also benefiting low income families from rural management co-operatives activities

Management and the limits of activities of proposed co-operatives

Regarding the result of field and scale studies, documentary surveys, and investment structure in villages especially private section in districts, towns, regions, and provinces, rural management cooperatives can have activity, and on the basis of four levels, they do duties and responsibilities for the village development and expansion of cooperatives activities.

Scope of activity of proposed cooperatives

Formation and activities of rural management co-operatives are suggested at four levels that are different at the type and rate of activities, and include the higher levels that present higher services with especial equipment and can cover greater limits that their missions and responsibilities will be explained in next part. Four suggested levels of formation and activities of rural areas co-operatives are as follows:

- Rural management co-operatives of the district
- Rural management co-operatives of the township
- Rural management co-operatives of the region
- Rural management co-operatives of the province

Rural management co-operatives of the district

Those services that are necessary daily or regularly with little interval should be presented by **Rural** management co-operatives of the district.

Rural management co-operatives of the township

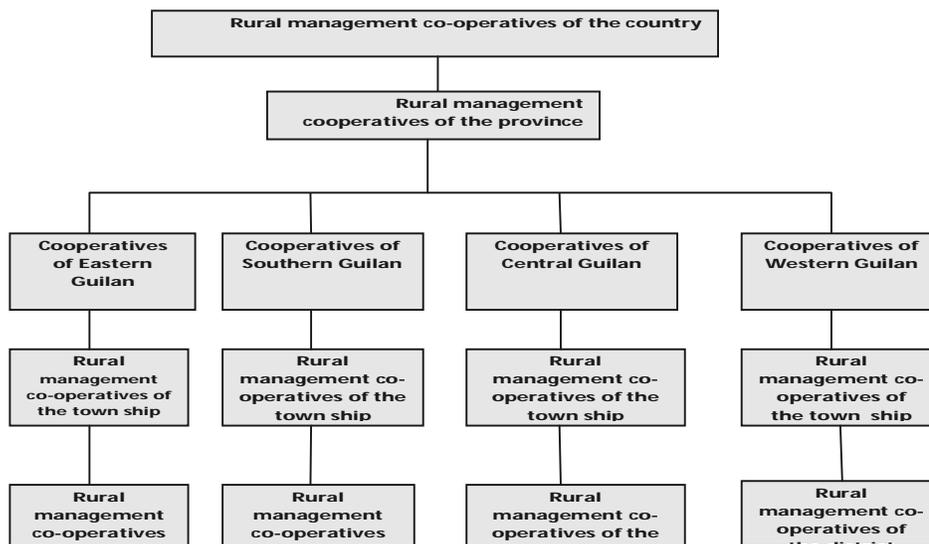
Those services and activities that are at project level and on the basis of decisions and decision-making their implementations are approved and notified.

These cooperatives are responsible for coordinating rural management co-operatives of the districts.

Rural management co-operatives of the region

This co-operative is suggested in four parts in the West, Center, East and South. These co-operatives should consider superior equipment in accordance with necessities of the areas. Rural management co-operatives of the region are responsible for coordinating rural management co-operatives of the township.

Diagram 1: Proposed pattern for designing and establishing rural management co-operatives



Rural management co-operatives of the province

Rural management co-operatives of the province are suggested by the provincial domain of activities. This cooperative control other levels of cooperatives hierarchally and are active counseling and engineering services.

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