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THE ROLES OF FARMER GROUP LEADER IN ESTABLISHING A COOPERATIVE

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ABSTRACT

This research aimed to analyze the role of farmer group leaders in establishing a cooperative to increase the effectiveness of managing machinery rental businesses. Only one from ten farmer group had effectively managed the machinery rental business. This research used qualitative methods with a multi-case study. Participants consisted of three leaders and 17 members of farmer groups. Data collection techniques were in-depth interviews and focus group discussions. As a result, the leaders and members positively responded to the cooperative's establishment. The role of leaders was dominant in the success of establishing cooperatives. The SimoMakmur Farmers Group succeeded in establishing a cooperative because the leader was willing to become a volunteer to establish a cooperative with a role of 78% and members of 22%. The Sri Makmur and Mulyo Farmer Groups failed to establish a cooperative because the leaders were unwilling to become volunteers to establish a cooperative.

KEYWORDS: cooperative, farmer groups, machinery rental business, role of leader, volunteers to establish a cooperative.

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1. INTRODUCTION

1.1. Introduce the Problem

The Ministry of Agriculture has carried out a mechanization program by providing grants for machinery to farmer groups. The mechanization made it easier for old farmers to increase production efficiency (Sayuti et al., (2019). The Ministry of Agriculture offered an agricultural machinery grant of 299,652 units from 2008 to 2019, consisting of 13 types, most of which were two-wheeled tractors (Directorate General Agricultural Infrastructure and Facilities, 2020). The Ministry of Agriculture's programs empower farmers to provide agricultural machinery grants to reduce a production cost of cultivating crops and as capital for farmer groups to set up machinery rental businesses. The management of the machinery rental business is handed over to the leader of

the farmer group. The Ministry of Agriculture does not provide guidelines for managing the machinery. As a result, the leader faces the problem of unclear distribution of profits, obligations, and rights for management and members. This problem causes the effectiveness of farmer groups in managing the machinery rental business to be low. Farmer groups are considered effective if they provide rental prices to members that are cheaper than market prices and have savings to maintain business continuity. Hanggana et al. (2021) concluded that of the ten farmer groups that had received tractor grants in the Kebakkramat District, only one farmer group had effectively managed the tractor rental business, and the other nine farmer groups were less effective. Less effective farmer groups will fail to reduce production costs for cultivating crops, and the tractor rental business will stop when the tractor breaks down.

The Ministry of Agriculture has the task of developing farmer groups into cooperative or limited companies to clear the distribution of profits, obligations, and rights for management and members. Farmers have little capital, so cooperation that requires a little capital is more suitable. Based on Law Number 25 (1992) concerning cooperatives explains that there is no minimum initial capital limit for a cooperative. In contrast, they are establishing a limited company, which requires a minimum initial capital of 50 million IDR based on Law Number 40 (2007) concerning Limited Company. The initial capital should be considered lighter for farmers.

1.2. Characteristics of Cooperative

A Cooperative is an autonomous association of persons united voluntarily to meet common economic, social, and cultural needs and aspirations through jointly owned and democratically controlled enterprises (International Cooperative Alliance, 2022). Cooperatives are often democratically controlled farmer associations that realize the socioeconomic goals of cooperatives' members (Bouamra-Mechemache&Zago, 2015). Cooperative is a democratic business based on participatory decision-making (Jossa, 2014). Cooperatives are special corporations owned and controlled by those who use their services (Yen et al., (2020). Cooperative is an example of collective action, where farmers contribute to cooperatives' management and improve farmers' services (Gerard et al., 2020).

The agricultural cooperative system was essential for farmers to improve their economic status (Ito et al., 2012). The benefits of cooperatives for farmers included increasing food security in rural areas (Gebremichael, 2014), playing a positive role in the rural economy (Ji et al., 2019), and improving working conditions for farmers and market access (Gava et al., 2021). Cooperative increased the bargaining power and added value of agricultural products (Huang & Liang, 2017), increased farmer income (Wassie et al., 2019), increased net returns and return on investment (Ma et al., 2021), benefit from the value chain modern (Hao et al., 2018). Hanggana et al. (2022) concluded that farmer groups that manage tractor rental businesses with a cooperative were more effective than others.

1.3. Aim and Urgency of Research

This study aimed to analyze the role of the leader and members of farmer groups in establishing a cooperative to increase the effectiveness of managing the machinery rental business. The machinery was an Agriculture Ministry grant for farmer groups. Establishing a cooperative gives members the

right to determine machinery rental rates and profit distribution at cooperative member meetings to motivate members to become loyal customers. Members' loyalty as customers and management getting profit rights can increase the management's motivation to develop the cooperative.

This research is urgently needed because most farmer groups are less effective in managing machinery rental businesses. Less effective farmer groups will not be able to reduce the production costs of cultivating crops, and the machinery rental business will stop when the machinery breaks down. The ineffectiveness of farmer groups in managing machinery rental businesses in the Kebakkramat District will most likely occur throughout Indonesia because the machinery grant program uses the same regulations.

2. METHOD

Researchers consider the characteristics of qualitative research using a case study approach to be able to reveal participants' real feelings, desires, attitudes, and assessments, even though most of the data is confidential and can offend other participants. Qualitative research explores and understands the meaning of behavior and describes social problems (Creswell, 2012). This study used a qualitative method with a multi-case study. The qualitative method was suitable for understanding social interactions, the meaning behind visible data, and people's feelings. A Case study was relevant to answer research questions requiring answers and was broad, in-depth descriptions of contemporary circumstances and real-world contexts (Yin, 2018).

2.1. The Objects of Research

The research objects were the SimoMakmur Farmer Group (Macanan Village), Sri Makmur (Manggaten Village), and Mulyo Farmers (Alastuwo Village). The three are in Kebakkramat District, Karanganyar Regency, Central Java, Indonesia. These three farmer groups were chosen because they have a tractor rental business, where all income from the tractor rental business is transferred to the farmer group. The leader's policy of handing over all the tractor income to the farmer group shows that the leader has the character of a volunteer. The leader has sacrificed his time, energy, and wealth to obtain a tractor grant but has yet to profit from the tractor rental business. People with volunteer characteristics are needed in establishing cooperatives because volunteers are willing to sacrifice their time, energy, and wealth to gather members and manage the cooperative's legal entity without compensation. If the cooperative succeeds, volunteers' rights and obligations will be the same as those of other members.

2.2. Participants and Data Collection Techniques of Research

The participants were grouped into the leader and members. Leaders were selected using a purposeful sampling method. Administrators other than the leader were grouped as members because, based on regulations, obtaining machinery grants from the Ministry of Agriculture only requires the role of leader. Members and administrators other than the leader who became participants were selected by snowball sampling, starting with the leader's appointment. Data collection techniques were in-depth interviews and focus group discussions (FGD). The researcher and interview guide were the research instruments. A credibility test used triangulation and member checking.

2.3. Phase and Theme of Data Collection

The first phase of data collection was an in-depth interview with the leader. The first theme was to explain to the leader the results of last year's research. The second theme was to explain the characteristics of cooperatives that were recommended to be established to increase the effectiveness of farmer groups. The third theme was knowing the role of the leader in managing the tractor rental business from the time the proposal was made to the present. The fourth theme was the leader's response to the researcher's suggestion to establish a cooperative.

The second stage of data collection was conducted using in-depth interviews with members. They started with a member appointed by the farmer group leader. Next, the member appointed other members as participants. The interview themes with the members were the same as with the leader.

The third stage of data collection was carried out using the FGD method, which was attended by the leader, members, and researcher. The researcher becomes the leader of the FGD. The third activity stage was carried out if the leader responded positively and was willing to struggle to establish a cooperative. The themes in the FGD were how to establish cooperatives, cooperative capital, the composition of cooperative administrators and supervisors, and the management of cooperative legal entities.

3. RESULTS

3.1. Participants Profiles

Detailed research participants' profiles are presented in Table 1. There were a total of 20 participants. Three participants were from the leader (L) and 17 from the members (M). The education level of most of the participants graduated from high school. The age of the participants was 36 to 75 years. Eight participants only farmed, and the other twelve had jobs outside of agriculture. The leader of SimoMakmur was willing to fight to establish a cooperative, so more data was needed from many participants to increase researchers' confidence. The leaders of Sri Makmur and TaniMulyo were unwilling to work hard to set up a cooperative, so researchers needed a little data to gain confidence from participants.

Table 1: The Participants Profiles

No	Participant	Position	Education Level	Age	Another Job
A	SimoMakmur				
1	L1	Leader	Senior High School	53	Self-Employed
2	M1	Secretary	Associate Degrees	47	No Other Job
3	M2	Treasurer	Senior High School	41	Factory Employee
4	M3	Member	Associate Degrees	36	Factory Employee
5	M4	Member	Senior High School	46	Factory Employee
6	M5	Member	Senior High School	41	Factory Employee
7	M6	Member	Senior High School	46	Factory Employee
8	M7	Member	Senior High School	59	No Other Job
9	M8	Member	Senior High School	58	No Other Job

10	M9	Member	Senior High School	68	No Other Job
11	M10	Member	Senior High School	62	No Other Job
12	M11	Member	Senior High School	53	Factory Employee
B	Sri Makmur				
13	L2	Leader	Senior High School	41	Self-Employed
14	M12	Treasurer	Senior High School	51	Bricklayer
15	M13	Member	Senior High School	75	No Other Job
16	M14	Member	Senior High School	38	Self-Employed
C	TaniMulyo				
17	L3	Leader	Senior High School	70	No Other Job
18	M15	Member	Junior High School	60	No Other Job
19	M16	Treasurer	Senior High School	45	Hotel Employee
20	M17	Member	Primary School	50	Bricklayer

Source: own study.

3.2. The Role of the Leader and Members of SimoMakmur in Establishing a Cooperative

Table 2 shows the role of the leader and members of SimoMakmur in establishing a cooperative. The number of achievements was 100%, meaning that SimoMakmur had successfully established a cooperative with the role of leader at 78% and members at 22%. The leader invites members to form cooperatives, showing that he is willing to become volunteer to establish the cooperative. Volunteers sacrifice time, energy, and funds to establish a cooperative without compensation. If the cooperative is successfully established, the volunteers' rights are the same as those of other cooperative members. Volunteer duties include explaining the benefits of member cooperatives, persuading farmer group members to become cooperative members, and taking care of the complete requirements for establishing a cooperative. The leader and members have the same role in activities to obtain funds to pay for the deed of an establishment to a notary and to take care of the legal entity of cooperation with the Ministry of Law and Human Rights.

Table 2: The Role of the Leader and Members of SimoMakmur in Establishing a Cooperative

No	Activities	Role of Leader	Role of Member	Achievement
1.	Create a tractor grant proposal	100%	0%	100%
2.	Lobbying Field Agricultural Extension	100%	0%	100%
3.	Lobbying party cadres	100%	0%	100%
4.	Make a letter of accountability for receiving grants	100%	0%	100%
5.	Be in charge of operating the tractor	100%	0%	100%
6.	Make a tractor activities report to Agricultural Extension Office	100%	0%	100%

7.	looking for customers	80%	20%	100%
8.	Looking for operators	100%	0%	100%
9.	Keeping the machine in working condition	100%	0%	100%
10.	Determine the rental price of the tractor	20%	80%	100%
11.	Record tractor revenue and costs	0%	100%	100%
12.	Invite members to form cooperatives	100%	0%	100%
13.	Organize meetings to establish cooperatives	70%	30%	100%
14.	Completing the legalization document deeds of the establishment of the cooperative	80%	20%	100%
15.	Obtaining funds to pay for the deed of incorporation	50%	50%	100%
16.	Take care of the legal entity of the cooperative to the Ministry of Law and Human Rights	50%	50%	100%
Amount		78%	22%	100%

Source: own study.

Participant L1, as a leader, had the initiative to invite members to establish a cooperative. L1 said that by forming a cooperative, the rights and obligations of the leader and members were more explicit, as he stated below:

"I am interested in establishing a cooperative after hearing the researcher's explanation about the cooperative model with the smallest possible capital from members only to fulfill the formal requirements of a cooperative, not for cooperative business capital. Cooperative capital is the tractor of a grant from the Ministry of Agriculture. The existence of a cooperative will clarify the rights, obligations, and distribution of profits between the leader and members. It will increase the motivation of the management to develop the tractor rental business and motivate members to become customers." (Participant L1).

The establishment of a cooperative adds economic benefits to members and administrators. A cooperative provides economic benefits to members, including the right to own a tractor grant by the Ministry of Agriculture, the right to share profits, and the right to determine the tractor rental price, which benefits members, thereby increasing motivation to become customers. The benefits of cooperatives for the chairman and management of the cooperative are getting the right to share profits and getting customers from cooperative members, which can motivate the cooperative management to develop the cooperative to increase profits. Participant L1 gets benefits from establishing a cooperative, including reducing the obligation to manage a tractor rental business and getting profit-sharing rights.

The results of the FGD show that all participants positively responded to establishing a cooperative to manage the tractor rental business. The following are the words of several members of the farmer groups participating in the FGD.

"I am happy and willing to become a cooperative member because the cooperative only deposits a small amount of capital and gets a profit share" (Participant M3).

"I am interested in becoming a member of the cooperative and becoming a customer of the cooperative's tractors if the rental price is cheaper than the market price." (Participant M6).

"I am willing to become a cooperative member because i will know exactly how to manage the tractor rental business, which I never knew about." (Participant M0).

"I am interested in becoming a cooperative member because I will get profit rights and the right to determine management policies for the tractor rental business by only paying IDR 100,000 as capital." (Participant M11).

Farmer group members responded positively to the establishment of the cooperative. They argued that with the cooperative model, the rights and obligations of the leader and members become clear. The participants argued that with the cooperative form, members were motivated to become loyal customers because they would get profit sharing, and members had the authority to set tractor rental prices for members who were cheaper to increase farming profits. The willingness of members to become loyal customers will accelerate the growth of the cooperative.

3.3. The Role of the Leader and Members of Sri Makmur in Establishing a Cooperative

Table 3 shows the role of the leader and members of Sri Makmur in establishing a cooperative. The number of achievements was 69%, with the leader's role at 58% and members' role at 11%, so Sri Makmur failed to establish a cooperative. Nine of the 16 activities were carried out by the leader. The leader and members did not play a role in inviting members to form a cooperative, so the establishment of the cooperative failed.

Table 3: The Role of the Leader and Members of Sri Makmur in Establishing a Cooperative

No	Activities	Role of Leader	Role of Member	Achievement
1.	Create a tractor grant proposal	100%	0%	100%
2.	Lobbying Field Agricultural Extension	100%	0%	100%
3.	Lobbying party cadres	100%	0%	100%
4.	Make a letter of accountability for receiving grants	100%	0%	100%
5.	Be in charge of operating the tractor	100%	0%	100%
6.	Make a tractor activities report to Agricultural Extension Office	100%	0%	100%
7.	looking for customers	100%	0%	100%
8.	Looking for operators	100%	0%	100%
9.	Keeping the machine in working condition	100%	0%	100%
10.	Determine the rental price of the tractor	20%	80%	100%
11.	Record tractor revenue and costs	0%	100%	100%

12. Invite members to form cooperatives	0%	0%	0%
13. Organize meetings to establish cooperatives	0%	0%	0%
14. Completing the legalization document deeds of the establishment of the cooperative	0%	0%	0%
15. Obtaining funds to pay for the deed of incorporation	0%	0%	0%
16. Take care of the legal entity of the cooperative to the Ministry of Law and Human Rights	0%	0%	0%
Amount	58%	11%	69%

Source: own study.

Participants L2 believed that a cooperative had cleared the rights and obligations of the leader and members. Participant L2 said the following.

"I am interested in the researcher's explanation of managing the grant tractor by establishing a cooperative with the smallest possible capital from the members. Cooperatives will clarify the rights and obligations of members and administrators. However, I do not want to struggle to set up a cooperative because i cannot be the cooperative's leader and find anyone willing to be the leader. The cooperative's leader must work hard to get a tractor operator and add customers with relatively small rewards. I will support others who are willing to set up a cooperative and helpful to become members." (Participant L2).

Cooperatives will clarify the rights and obligations of members and administrators. However, L2 was unwilling to become a volunteer to establish cooperatives. He would need help getting a cooperative leader tractor operator and adding customers so that he would have many tasks and little compensation. The imbalance in rights and obligations to volunteer causes leaders and members of farmer groups to be unwilling to volunteer. Field Agricultural Instructors from the Ministry of Agriculture are the ones most likely to become volunteers because they receive salaries from the government and have the task of developing farmers.

The results of in-depth interviews with participants M12, M13, and M14 as members of the Sri Makmur suggest that they positively responded to establishing a cooperative to manage the tractor rental business.

"I am willing to become a member but not a cooperative administrator because I am a bricklayer who often works outside the area, so I don't have time to manage the cooperative" (Participant M12).

"I am willing to become a cooperative member but not a cooperative administrator because I am old and don't understand administration. I am willing to become a customer and invite other members to become customers" (Participant M13).

"I am willing to become a member and customer if I get profit sharing and cheaper tractor rental rates. "I didn't dare invite other members to set up a cooperative because I wasn't

involved in getting the tractor, so I felt I didn't have the right to the tractor." (Participant M14).

Participants M12, M13, and M14 positively responded to establishing a cooperative to manage the tractor rental business. They argued that with the cooperative model, they had the right to determine the rental price, had the right to own the tractor from a grant from the Ministry of Agriculture, and were entitled to profit sharing. The existence of cooperatives also increases the motivation of members to become loyal customers if they get a lower rent than the market price. However, they were not willing to invite other members to set up a cooperative. They were only willing to become members because they only deposited a small amount of capital and got a profit share.

Participants M12 and M13 were not willing to become cooperative administrators because they needed more time and ability to manage, so they were not willing to play a role in inviting other members to establish cooperatives. Participant M14 realized that he had no role in making grant proposals and had never rented a tractor owned by the farmer group because he was used to the tractors belonging to his neighbors. Participant M14 was willing to become a member of the cooperative and customers if they get profit sharing and lower tractor rental prices. Members have now benefited because the leader handed over all the profits from the tractor rental to the farmer's group for operational costs of the farmer's group, including consumption for meetings. If the leader is not willing to volunteer to establish a cooperative, it will be more difficult to get members who are willing to volunteer.

3.4. The Role of the Leader and Members of TaniMulyo in Establishing a Cooperative

Table 4 shows the role of the leader and members of TaniMulyo in establishing a cooperative. The number of achievements was 62%, with the leader's role at 56% and members' role at 6%, so TaniMulyo failed to establish a cooperative. The tractor was leased to the operator. Hence, the operator determined the price of the tractor rental for the members. The leader and members did not play a role in inviting members to form cooperatives, so the establishment of the cooperative failed.

Table 4: The Role of the Leader and Members of TaniMulyo in Establishing a Cooperative

No	Activities	Role of Leader	Role of Member	Achievement
1.	Create a tractor grant proposal	100%	0%	100%
2.	Lobbying Field Agricultural Extension	100%	0%	100%
3.	Lobbying party cadres	100%	0%	100%
4.	Make a letter of accountability for receiving grants	100%	0%	100%
5.	Be in charge of operating the tractor	100%	0%	100%
6.	Make a tractor activities report to Agricultural Extension Office	100%	0%	100%

7.	looking for customers	100%	0%	100%
8.	Looking for operators	100%	0%	100%
9.	Keeping the machine in working condition	100%	0%	100%
10.	Determine the rental price of the tractor	0%	0%	0%
11.	Record tractor revenue and costs	0%	100%	100%
12.	Invite members to form cooperative	0%	0%	0%
13.	Organize meetings to establish cooperatives	0%	0%	0%
14.	Completing the legalization document deeds of the establishment of the cooperative	0%	0%	0%
15.	Obtaining funds to pay for the deed of incorporation	0%	0%	0%
16.	Take care of the legal entity of the cooperative to the Ministry of Law and Human Rights	0%	0%	0%
	Amount	56%	6%	62%

Source: own study.

Participant L3, the leader of the TaniMulyo, concluded that the cooperative concept was perfect for managing the machinery rental business.

"I agree with the researcher's concept of cooperative regarding depositing member capital to fulfill the formal requirements of establishing a cooperative, not for business capital. Thus, members-only deposits the smallest possible capital. The cooperative concept for managing the tractor rental business is excellent. There currently needs to be guidelines for sharing profits on tractor rental. In the existence of a cooperative, the rights and obligations of the leader, other administrators, and members become clear. However, I would rather not volunteer to establish a cooperative. The "Farmer group members are not very active in activities, especially cooperatives associated with the obligation to deposit capital. I will support and join other parties' struggle to establish a cooperative in TaniMulyo." (Participant L3).

Participant L3 was unwilling to volunteer to establish a cooperative because most farmer group members did not actively participate in farmer group activities. They are lazy about attending farmer group meetings and extension services, which do not require contributions, let alone attending the establishment of cooperatives, which is related to the obligation to pay capital. Farmer group members are reluctant to participate in farmer group activities because most of them work in factories and have small rice fields, so farming is only a side job.

Participant M15, a member of TaniMulyo, explained the reason for not inviting members to set up a cooperative: they thought the tractor belonged to the leader and that the management method was the leader's right. In addition, all profits from tractors are currently handed over to farmer groups, so it is difficult to find people willing to volunteer to establish cooperatives because they need to

receive compensation commensurate with the sacrifice of time and energy. Participants M16 and M17 were unwilling to volunteer to establish a cooperative because it added work without visible results.

4. DISCUSSION

The price for renting tractor in the three farmer groups was set at the market price, so the farmer groups had not been successful in increasing profits by reducing machinery rent and had not increased the empowerment of farmers. This finding contradicted the findings of Dan et al. (2021) and Abdul-Rahaman and Abdulai (2020), which stated that farmer institutions increased farmer profits. This finding also did not support the findings of Mbeche and Dorward (2014), who concluded that farmer groups could reduce transaction costs. This finding also contradicted the findings of Desiana and Aprianingsih (2017), which stated that farmer groups were an effective tool for empowering farmers.

The members' role in the cooperative establishment was relatively small compared to the leader. The role of SimoMakmur members was 22%, Sri Makmur was 11%, and TaniMulyoat was 6%. The primary role of the members was to be a customer, but most of the members still needed to play the role of loyal customers, so sales were not optimal. This was because renting a tractor was the same as the market price, so members did not get economic benefits. The organizational theory explains to increase the role of members to become customers by providing economic benefits (Cherrington, 1989; Kong et al., 2015), and fulfilling the individual and collective interests of organizational members (Bairagi&Mottaleb, 2021).

The leaders and members who became participants positively responded to the cooperative's establishment. The participants argued that with the cooperative form, the members have the motivation to become loyal customers because they will get profit sharing and are authorized to set lower tractor rental prices for members, thereby increasing farming profits. This finding supports Pattamarakha (1989), who concluded that cooperative member farmers attend meetings diligently and have a positive concern for cooperative business. All participants believe that cooperatives receive members' income according to the findings of Wassie et al. (2019), Ma et al. (2121), and Huang and Liang (2017). The participants' beliefs follow the findings of Flecha and Ngai (2014) that cooperatives can create alternatives to meet members' needs. The participants also have confidence that cooperatives can improve cooperation between members and other parties to improve agricultural performance, according to the findings of Yu and Huang (2020).

Participants L2 and L3 responded positively to establishing a cooperative, but L2 and L3 were not willing to fight to establish a cooperative. L2 argued that he was unwilling to become a manager and find anyone willing to be the leader. L3 reasoned that the farmer group members could be more active in participating in activities, especially cooperatives associated with the obligation to deposit

capital. The unwillingness of L2 and L3 to become volunteers to establish a cooperative caused the farmer group to fail to establish a cooperative. This finding supports the findings of Hanggana et al. (2023), who concluded that the main barrier to establishing cooperatives in farmer groups was the absence of volunteers.

5. CONCLUSION AND RECOMMENDATION

The leaders and members positively responded to the cooperative's establishment. The role of farmer group leaders was very dominant in the success of establishing a cooperative. Nine of the 16 activities were carried out by the leader. The leader of SimoMakmur was willing to become volunteer to establish a cooperative, so SimoMakmur succeeded in establishing a cooperative with the role of leader at 78%, members at 22%, and total achievement at 100%. The leaders of Sri Makmur and TaniMulyo were unwilling to volunteer to establish a cooperative, so they failed to establish a cooperative. The total achievement of Sri Makmur was 69%, with the role of leader at 58% and the role of members at 11%. The total achievement of TaniMulyo was 62%, with the role of leader at 56% and the role of members at 6%. The leaders of Sri Makmur and TaniMulyo did not play a role in the five cooperative establishment activities.

The recommendation for further research is to add farmer group leader participants and participants from the Ministry of Agriculture. The recommendation for the Ministry of Agriculture is to issue a regulation. For example, farmer groups submitting machinery grant proposals must form a cooperative to manage the grant. The Ministry of Agriculture immediately gave a facility, so the leader fought to establish a cooperative.

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