



A Study on the Levels of Fulfilling the Expectations of Cooperative Managers of the Social Support Project in Rural Area (SSPRA/KASDEP) Implemented in Şanlıurfa Province*

ABSTRACT

Social Support Project in Rural Areas (SSPRA) has been put into practice by the relevant institutions in order to eliminate rural poverty and to ensure positive changes in the social structure in rural areas. For this purpose, poor families living in the rural areas of Şanlıurfa were enabled to establish cooperatives and dairy cattle were distributed to the members of these cooperatives through SSPRA. In this context, the number of cooperatives receiving support from SSPRA in Şanlıurfa is 16. In this study, the attitudes of the cooperative managers who received SSPRA support towards the SSPRA implementation and the level of meeting the expectations of the project were investigated. In the research, face-to-face interviews were conducted with 16 cooperative managers. As a result of the interviews, it was determined that the success level of the SSPRA implementation was quite low and that it could not provide positive development in terms of social, economic and organizational purposes. According to the cooperative managers, for the success of the SSPRA implementation, from the first stage of the project to the activity process and its termination, the relevant state institutions should participate in as a balancing element within the cooperatives. Therefore, every process such as the management, supervision and recording of the activities of cooperatives should be under the control of qualified personnel to be assigned by the relevant institutions. The success of projects such as SSPRA will increase if the cooperatives are under the supervision and even under the management if necessary of these personnel from the beginning of their activities until the economically risky period is over.

Keywords: SSPRA/KASDEP, Rural Area, Organization in Rural Area, Cooperative, Şanlıurfa

INTRODUCTION

The agricultural sector supplies animal and vegetable food products that is needed for nutrition to both the consumer and supplier market. For this reason, it is very important for human beings in regards to continue their biological existence. Therefore, as long as human beings exist, the agricultural sector must maintain its existence and agricultural activities must continue. The agricultural sector is the main sector that provides raw materials to other sectors.. With the continuation of agricultural activities, employment increases and the national income of the countries increases.. This situation brings about the accumulation of financial capital stock in order to make the investments needed by other sectors. The agricultural sector has political and strategic importance for reasons such as being an element of mental balance in the society, taking an active role in environmental sustainability and such as providing rural development in developing countries (Dinler, 2008; Gusev ve Koshkina, 2022; Guth, Stępień, Smędzik-Ambroży ve Matuszczak, 2022; G. Sevinç, Aydoğdu, Cañçelik ve Sevinç, 2019; M. R. Sevinç, 2021; Springmann ve Freund, 2022). The place and importance of animal production activities in the agricultural sector is quite different. Quality and abundantly grown animals and processed animal products are always valued in foreign trade, and important foreign currency inflows can be obtained from these products. As a matter of fact, many countries with developed animal husbandry such as the USA, Germany, England, Netherlands, Denmark, Australia, New Zealand and France provide important agricultural income in this way. The aforementioned countries can export animal products to countries with underdeveloped livestock, as well as export technology, breeding animals, sperm or embryos (Saçlı, 2005). Livestock is a sector that develops the country's economy, creates the highest added value in unit investment and provides employment at the lowest cost. While a minimum investment of 80 thousand dollars is needed in order to create employment opportunities for a person in the industrial sector, one fifth of this amount is sufficient in livestock. Compared to the industrial sector, job opportunities can be created for 5 times more people in livestock with the same amount of investment (Demir, 2012; Peşmen ve Yardımçı, 2008).

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Turkiye is one of the few countries with a high development potential for livestock activities due to demographic characteristics, culture, geographical location and climate structure. (Aydemir ve Pıçak, 2007; Koçer, Öner ve Sugözü, 2006; Palabıçak, 2019; Yavuz ve Dilek, 2019). The change in animal assets between 2004-2021 according to TSI data is given in Figure 1. The cattle stock in Turkiye, which was 10,173,246 in 2004, increased by approximately 1.77 times and reached 18,036,117 in 2021. The number of sheep and goats in Turkiye, which was 31,811,092 in 2004, increased by 1.8 times and reached 57,519,204 in 2021. When viewed proportionally, approximately 23.8% of animal assets in Turkiye in 2021 are cattle stocks. (TSI, 2023). While the stock of sheep and goats in Turkiye was 38.030.000 in 1991, the stock of cattle was 12.339.073 (G. Sevinç, 2018). In Turkey, from 1991 to 2021, the stock of sheep and goats has increased approximately 1.51 times and the stock of cattle has increased approximately 1.46 times.

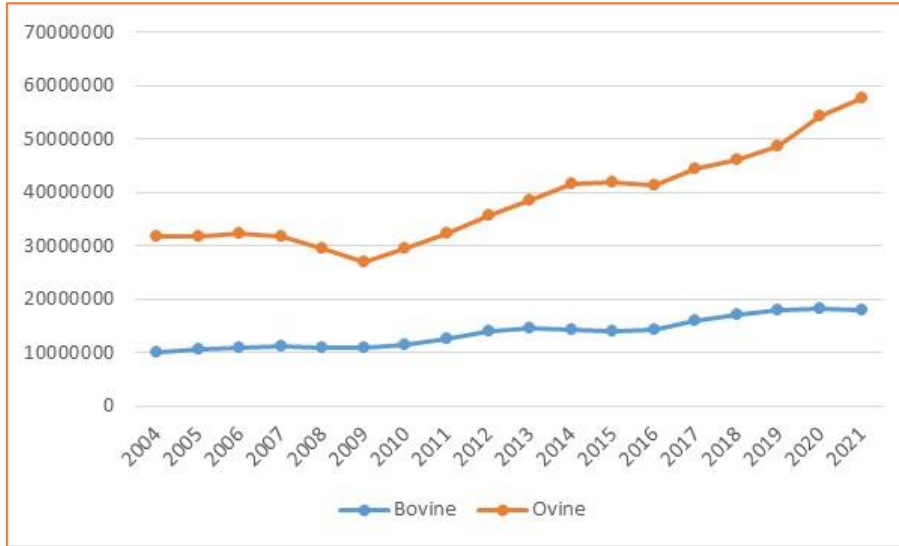


Figure 1: Change in Animal Assets in Turkiye Between 2004-2021

Although the livestock sector in our country has great economic and social importance, it is faced with important problems. The main problems faced by the sector are; low productivity, increasing input costs, insufficient income level, inadequacy of support to the sector, inability to create added value, inability to enter the market at the desired level, inability to compete, import policies that put the sector in trouble, inaccessibility to technical information, inability to find qualified personnel and migration from rural to urban areas. (Karakuş, 2011; Kaygısız, Şahin ve Yılmaz, 2022; Y. Özdemir, Kınıklı ve Engindeniz, 2022; Özek, 2022; Palabıçak, 2019; Satar, Arıkan ve Peker, 2022; G. Sevinç, Davran ve Sevinç, 2018; Yüzbaşıoğlu, 2022). These problems faced by the livestock sector reduce the income level of the breeders, reduce the welfare level, and most importantly, endanger the continuity of livestock activities.

In order to struggle the problems experienced in the livestock sector, to minimize the negative effects of the structural risks in the process of animal breeding activities, and to compete in the perfectly competitive market, breeders have to act and organize together. (Cañelik, Aydoğdu ve Sevinç, 2020; Çıkın, 2016; Mülâyim, 2010; G. Özdemir, 2021; M. R. Sevinç, 2021; Sexton, 1986; K. A. Zeuli ve Cropp, 2004; K. Zeuli ve Redel, 2005). Although the organizational models in the livestock sector change according to the purposes of establishment and legal structures, they generally appear in the form of chambers, unions, associations or cooperatives. However, when we look at the countries where the livestock sector is strong, it is seen that the organizational models are generally in the form of cooperatives.

The fact that it has the flexibility to adapt easily to very different economic and social systems in terms of structure and can be established in different ways for very different purposes makes it difficult to make a general definition of the cooperative. (Helm, 1976; G. Özdemir, 2021). Mülâyim (2010) explained the cooperative type of organization with a general framework as “individuals gather their economic forces through solidarity in order to do the things that they cannot do alone or that are beneficial for them to do together, in the best way and at the cost”. (Mülâyim, 2010). Zeuli and Cropp (2004) define a cooperative as “an autonomous association of individuals who come together voluntarily to meet their common economic, social and cultural needs and requests through a jointly owned, democratically controlled enterprise”. The explanations about the definition of the cooperative lead us to a definition that includes economic and social components. Therefore, Özdemir's (2021) definition that "cooperative is an enterprise in economic terms, as well as an autonomous organization that includes human

elements, that is, has a social aspect, is democratically managed, has legal qualifications" clearly reveals all the characteristics of the organizational model in the form of cooperative (G. Özdemir, 2021).

Today, 2.6 million cooperatives operate in the world with, 250 million employees and more than one billion partners. (G. Özdemir, 2021). According to the World Cooperative Monitoring Report for 2021 on the largest 300 cooperatives in the world, prepared jointly by the European Research Institute on Cooperative and Social Enterprises (EURICSE) and the International Cooperatives Association (ICA); In 2019, the 300 largest cooperatives had a turnover of approximately 2.2 billion USD. 32.7% of this turnover (98 cooperatives) belongs to cooperatives operating in the agriculture and food sector (EURICSE ve ICA, 2021). The distribution of the 300 largest cooperatives operating in the world by country is given in Figure 2. It is seen in Figure 2 that European countries are quite advanced in cooperatives, and 159 of the 300 large cooperatives are in European countries (EURICSE ve ICA, 2021). If the world's 300 largest cooperatives are ranked according to their turnover/per capita GDP ratio, there are four cooperatives operating in the agriculture and food sector among the top ten cooperatives in the ranking. "Trakya Oil Seeds Agricultural Sales Cooperatives Union" from Türkiye ranks 262 nd among the world's top 300 cooperatives in terms of turnover/per capita GDP ratio. (EURICSE ve ICA, 2021; Soysaraç, 2022). As of 2022, the number of cooperatives whose field of activity is livestock in Türkiye is 1,650 and the total number of members of these cooperatives is 183,187 (General Directorate of Agricultural Reform, 2022).

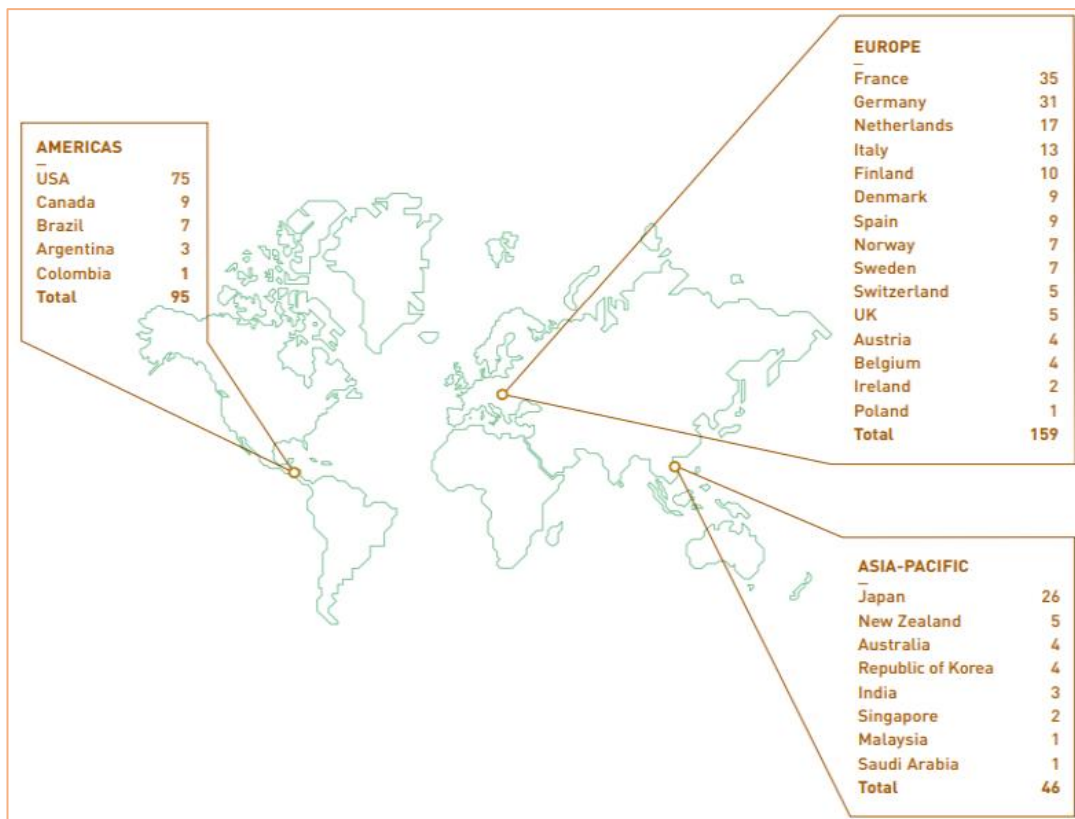


Figure 2: Distribution of the 300 Largest Cooperatives in the World by Country
Resource: (EURICSE ve ICA, 2021)

The organized action of livestock activities and breeders is important in terms of both the economic continuity of the activities and the increase in welfare in the rural. For this reason, the "Social Support Project in Rural Areas (SSPRA)" has been put into practice in order to develop and strengthen especially the organization and cooperative structures in Türkiye.

SSPRA, it was started in October 2003 with the Protocol signed on 16.08.2003 between the Ministry of Agriculture and Forestry, the General Directorate of Ziraat Bank and the Ministry of State to which the General Directorate of Social Assistance and Solidarity (GDSAS) was affiliated. The aim of SSPRA is "with the objective to implement social projects in order to increase the income levels of individuals and families in economic and social deprivation, to increase employment, to evaluate and market agricultural products on site, and to prevent migration from village to city; at the same time it is aimed that ensure the beneficiaries within the scope of the Law No 3294 are organized in the form of cooperatives and to be brought into a position to provide permanent income by giving them credit. (Ministry Of Agriculture and Forestry, 2023). Within the scope of SSPRA, farmer families in need as cooperative member are determined by Social Assistance and Solidarity Foundations (SASF) according to certain

criteria and these families are provided to establish cooperatives. Within the scope of the project, loans were to families who do not have a regular income, who are poor and who have their own agricultural land at the minimum level specified for forage crop production in the project. The credits are given to determined families through their cooperatives. The maturity of the credits to be extended to the cooperatives is five years and it is planned to be repaid in equal installments for the other three years, with a grace period for the first two years as of the maturity date.

Within the scope of SSPRA, 143.054 dairy cattle were given to 869 dairy cattle cooperatives until 2012. The total number of cooperative members benefiting from SSPRA until 2012 is 62,039. (Ministry of Agriculture and Forestry, 2023). Within the scope of SSPRA; In the province of Şanlıurfa, 3,956 dairy cattle were distributed to 16 cooperatives with a total of 1,364 members in 5 districts (Birecik, Bozova, Ceylanpınar, Haliliye/Merkez and Siverek). All of the distributed dairy cattle are culture breeds, certified and pregnant. Animal distribution started in 2007 and ended in 2012. Again within the scope of the same project; cooperative members, to whom animals were distributed, were provided with support for physical improvement in the cattle-shed, machinery and equipment used in animal care. The total budget of the SSPRA implementation, including all these investments, is 32,687,262 TL, and each cooperative member has been indebted severally as a guarantor for all three cooperative members along with their own debts. The related debt relationship has been recorded with contracts and promissory notes at Ziraat Bank branches in the districts where the cooperatives operate.

In this study, the level of meeting the expectations of the managers of the cooperatives benefiting from SSPRA in Şanlıurfa province from SSPRA, and the aspects of SSPRA supported and criticized by the cooperative managers were investigated.

MATERIAL AND METHOD

The main material of this study is the primary data obtained from the cooperative managers who received SSPRA support in Şanlıurfa. Interview forms prepared after the literature review were used to collect primary data. The questions in the interview form used in collecting primary data from cooperative managers; It includes the socio-economic characteristics of cooperative managers, their views and expectations regarding the SSPRA implementation.

In order to determine the number of cooperative managers to be interviewed, information on the number of cooperatives benefiting from SSPRA was obtained from the relevant institutions. According to the data of Şanlıurfa Provincial Directorate of Agriculture and Forestry, the number of active cooperatives benefiting from SSPRA is 16. In the study, the sample was taken as a full count. Within the scope of the study, face-to-face interviews with all 16 cooperative managers were planned and realized.

Frequency tables were primarily used in reporting the data. In order to determine the importance level of opinions and expectations regarding the SSPRA implementation, the answers given to the questions asked are shown with index tables. Index tables are the tables that present the opinions and expectations of the cooperative managers regarding the SSPRA implementation, in order of importance.

RESEARCH FINDINGS AND DISCUSSION

Socio-Economic Characteristics of Cooperative Managers

The socio-economic findings of the cooperative managers interviewed in the research area are given in Table 1. All of the cooperative managers are male and married. 52.5% (10 people) of cooperative managers are between the ages of 30-40. The youngest cooperative manager is 31 years old, and the oldest cooperative manager is 60 years old. The average age is 40.63 years, and 75% of the cooperative managers (12 people) are primary or secondary school graduates. 50% (8 people) of the cooperative managers stated that their main economic income came from farming activities, and 37.5% (6 people) from tradesman activities. One of the two cooperative managers, who is an agricultural engineer, declared that he is retired and the other is actively self-employed. 62.5% (10 people) of cooperative managers have social security.

All cooperative managers do not receive a salary for their cooperative activities. Each manager declared that they received income from their professional activities and that they did not receive a salary or return due to their activities in cooperatives. All of the cooperative managers declared that they were engaged in both plant and animal production activities before and that they still continue their farming activities economically.

Table 1: Socio-Economic Characteristics of Cooperative Managers

Age	Frequency (n)	%	Job	Frequency (n)	%
30-40	10	62,5	Farmer	8	50,0
41-50	4	25,0	Tradesmen	6	37,5
51 and above	2	12,5	Agricultural engineer	2	12,5
Total	16	100,0	Total	16	100,00

Education	Frequency (n)	%	Social security	Frequency (n)	%
Primary school	2	12,5	SSI	10	62,5
Secondary school	6	37,5	None	6	37,5
High school	6	37,5	Total	16	100,0
University	2	12,5			
Total	16	100,0			

In Sanliurfa, there is a serious pressure of the feudal structure in the social structure. Relationships between individuals in society are primary type relationships and family ties are quite strong. The rules that provide social order generally consist of religion, tribe, customs and traditions. This set of rules makes itself felt seriously in almost all kinds of individual relationships. The existence and effect of the rules of law in the relations that ensure the social order are quite weak. For these reasons, all of the cooperative managers are included in large tribal families and respected person. In interviews with cooperative managers; it has been determined that most of the individuals who are cooperative members are related to the cooperative managers.

During the individual interviews, the cooperative managers were asked why they took part in the cooperative, why they were in such a formation, and what their expectations were from the cooperative activities. 81.3% of the managers stated that they are involved in this activity in order to contribute and be beneficial both to themselves and to the people around them.

Attitudes of Cooperative Managers towards SSPRA and Cooperatives

Cooperative managers were asked 14 questions about the economic impact of SSPRA on the places where the members and cooperatives are active. The answers were taken with a three-point Likert scale arranged as ineffective, less effective and very effective. The answers given by the managers are given in Table 2.

Table 2: Economic Effects of SSPRA According to Cooperative Managers

Economic Effects	Effect Level					
	Ineffective	%	Less Effective	%	Very Effective	%
Advantage in price	7	43.7	6	37.5	3	18.8
Advantage in marketing	11	68.7	4	25.0	1	6.3
Advantage in input	10	62.5	6	37.5	0	0.0
Advantage in finance.	1	6.3	11	68.7	4	25.0
Professional and technical knowledge	7	43.7	8	50.0	1	6.3
Conscious production	10	62.5	6	37.5	0	0.0
Efficiency in production	12	75.0	4	25.0	0	0.0
Continuity in agriculture	13	81.2	1	6.3	2	12.5
Production increase	2	12.5	11	68.7	3	18.8
Benefiting from projects	0	0.0	7	43.7	9	56.3
Income increase	11	68.7	5	31.3	0	0.0
Employment growth	11	68.7	5	31.3	0	0.0
Competitiveness	13	81.2	3	18.8	0	0.0
Reduction of risks	10	62.5	6	37.5	0	0.0

Managers stated that SSPRA was very effective (56.3%; 9 managers), especially in benefiting from projects. A question was asked to the managers about their follow-up of projects other than SSPRA, and it was determined that 56.2% of the managers (7 people) followed other projects. Cooperative managers stated that they followed other projects in order to improve the dairy industry and to increase the added value by processing the raw materials obtained from animal production (Table 2).

The second major impact of SSPRA is on financing and funding. 25% (4 managers) of the executives stated that the project is "very effective" in providing a financial advantage; 68.7% of them state that it is less effective and they think that thanks to SSPRA, cooperatives can easily meet their financing needs (Table 2).

The economic purposes of the SSPRA application are to solve the marketing problems, to provide an advantage in the prices of inputs used in production (forage, medicine, machinery, etc.); increasing the level of awareness, productivity, income, competitiveness and employment in production. Cooperative managers stated that with the

implementation of the SSPRA, there was no positive change in the members of the cooperative for these purposes or there was a very little/insignificant change (Table 2).

Another purpose of SSPRA is to provide positive structural changes at the social and organizational level both in the members and in the places where the cooperatives operate. Regarding the subject, 9 questions were asked to the managers. The answers were taken with a three-point Likert scale arranged as ineffective, less effective and very effective. The answers of the administrators are given in Table 3.

Table 3: Social and Organizational Effects of SSPRA According to Cooperative Managers

Social and Organizational Effects	Effect Level					
	Ineffective	%	Less Effective	%	Very Effective	%
Communication level	11	68.7	4	25.0	1	6.3
Loyalty to institutions	10	62.5	5	31.2	1	6.3
Public Services	15	93.7	1	6.3	0	0.0
The social role of women	14	87.5	2	12.5	0	0.0
Child labor in agriculture	16	100.0	0	0.0	0	0.0
Migration from rural to urban	8	50.0	7	43.7	1	6.3
Colloborative action	12	75.0	2	12.5	2	12.5
Organization	12	75.0	2	12.5	2	12.5
Education	13	81.2	3	18.8	0	0.0

Cooperative managers think that SSPRA has no positive effect on social and organizational aspects, except for the prevention of rural-urban migration. Particularly, all or almost all of the administrators stated that SSPRA had no effect on issues such as reducing child labor in the agricultural sector, increasing public services in rural areas, positively changing the role of women in society and increasing the level of education (Table 3).

Cooperative managers were asked to indicate the problems they encountered during the implementation of SSPRA in an open-ended manner, in order of importance. The answers given were gathered under five headings, and the answers given by each manager in order of importance were evaluated on the condition of giving one to the most important problem option and five to the least important option. The preference distribution and index ranking of the answers are given in Table 4.

Table 4: The Problems Encountered by Cooperative Managers in the Implementation of SSPRA

Problems Experienced by Managers	1st preference	2nd preference	3rd preference	4th preference	5th preference	Index	Rank
We were left alone by institutions	11	5				21	1
There is no unity and solidarity	5	7	1	1	2	36	2
Livestock policies		4	11	1		45	3
Lack of qualified personnel			3	10	3	64	4
economic conjuncture			1	4	11	74	5

Cooperative managers stated that the most important problem they experienced during the implementation of SSPRA was "being left alone by institutions". The problem of being left alone by institutions; It ranks first both in the answer given to the open-ended question and in the index-based rating (Table 4). During the field interviews, the managers constantly stated that both the ministry personnel and SASF personnel did not support them in terms of functioning and technique during the SSPRA implementation process, and that they could not find an interlocutor in solving their problems during the implementation process.

The problem of not achieving unity and solidarity in the cooperative, which is in the second place in the index-based rating, is related to the perspectives of the cooperative members towards the organization. Among the other problems experienced by the managers, "livestock policy and economic conjuncture" are macro-scale policies that are especially related to political power. During the field interviews, the managers stated that the economic conjuncture and the livestock policies (unregistered animal entry due to the civil war in Syria, purchase of imported animals and animal products in certain periods, insufficient support for forage crop production, etc.) seriously affected the prices of all animal products (Table 4).

Cooperative managers were asked to indicate the problems experienced by the cooperative members during the SSPRA implementation in an open-ended manner, in order of importance. The answers given were gathered under five headings, and the answers given by each manager in order of importance were evaluated on the condition of giving one to the most important problem option and five to the least important option. The preference distribution and index order of the answers are given in Table 5.

Table 5: Problems Encountered by Cooperative Members in the SSPRA Implementation According to Cooperative Managers

Problems Encountered by Cooperative Members	1st preference	2nd preference	3rd preference	4th preference	5th preference	Index	Rank
Maintenance costs	11	5				21	1
Problems in the industry	5	3	3	4	1	41	2
Technical support		4	5	4	3	54	3
Insufficient livestock activity knowledge		4	6	1	5	55	4
Product marketing			2	7	7	69	5

Cooperative managers stated that the most important problem faced by the cooperative members during the SSPRA implementation was “not being able to cover the costs of animal care”. The problem of the cooperative members' inability to cover the costs of animal care is in the first place both in the answer to the open-ended question and in the index-based rating (Table 5).

SSPRA's Success According to Cooperative Managers

Cooperative managers were asked 7 questions about the contribution of SSPRA to the development of livestock in the region. The answers were taken with a three-point Likert scale arranged as ineffective, less effective and very effective. The answers of the managers are given in Table 6.

Table 6: Effects of SSPRA on the Development of Livestock According to Cooperative Managers

Examined Criteria	Effect Level					
	Ineffective	%	Less Effective	%	Very Effective	%
Increase in livestock income	11	68.7	5	31.3	0	0.0
Increase in specialization	8	50.0	8	50.0	0	0.0
Increase in the number of animals	8	50.0	6	37.5	2	12.5
Improvement in animal breeds	13	81.2	3	18.8	0	0.0
Increase in forage crop production	8	50.0	8	50.0	0	0.0
Improvement in cattle-shed	5	31.3	9	56.2	2	12.5
Specialization in silage and forage	7	43.7	9	56.2	0	0.0

Considering the answers given by the cooperative managers, there are two criteria that SSPRA is considered to be very effective in animal husbandry. To the question of the level of impact of SSPRA on the increase in the number of animals in the region, 12.5% (2 managers) of the cooperatives managers "very effective", 37.5% (6 managers) "less effective" and 50% (8 managers) gave the answer "ineffective". To the question of the level of impact of SSPRA on the improvement activities in the cattle-shed in the region, 12.5% (2 managers) of the cooperative managers "very effective", 56.2% (9 managers) "less effective" and 31.3% (5 managers) gave the answers "ineffective". The vast majority of cooperative managers think that SSPRA is ineffective, especially in increasing animal husbandry income (68.7%; 11 managers) and improving animal breeds (81.2%; 13 managers) (Table 6).

The cooperative managers were asked open-ended questions about the main factors affecting the success of the SSPRA implementation, and they were asked to indicate these factors in order of importance. The answers given were gathered under five headings, and the answers given by each manager in order of importance were evaluated on the condition of giving one to the most important factor option and five to the least important option. The preference distribution and index order of the answers received are given in Table 7.

Cooperative managers stated that the most important factor affecting the success of the SSPRA implementation is the support provided by the institutions during the implementation. According to the cooperative managers, the two most insignificant factors are that the cooperative members have livestock experience and that the region is suitable for dairy cattle activities (Table 7).

Table 7: Factors Affecting the Success of SSPRA According to Cooperative Managers

Factors Affecting Success	1st preference	2nd preference	3rd preference	4th preference	5th preference	Index	Rank
Support of institutions	14	4	1			25	1
Sense of unity in members	1	5	7			32	2
Consciousness of members	1	3	7	4	1	49	3
Livestock experience of members		1	1	8	6	67	4
The suitability of the area		3		4	9	67	5

The open-ended question of what should be done in order for the SSPRA implementation to be successful was asked to the cooperative managers and the managers were asked to indicate their answers in order of importance. The answers given were gathered under five headings, and the answers given by each manager in order of importance were evaluated on the condition of giving one to the most important "need to be done" option and four to the least important option. The preference distribution and index order of the answers received are given in Table 8.

Table 8: Topics Need to Do for the Success of SSPRA, According to Cooperative Managers

Topics need to do	1st preference	2nd preference	3rd preference	4th preference	Index	Rank
Support and control of institutions	12	3		1	22	1
Organization of the income earners	3	9	4		33	2
Support only families		4	9	3	47	3
Appropriate region selection	1		3	12	58	4

Cooperative managers believe that for the SSPRA to be successful, the support (material, technical, etc.) and control of the relevant institutions should be present. Among the answers given, there are two remarkable answers. According to the cooperative managers, the second important thing to do in order for the SSPRA to be successful is the selection of the members whose income level is not very low in the process of determining the cooperative members. Cooperative managers think that in order to ensure the continuity of livestock activities, the members should have equity capital that can cover the operating expenses (forage, veterinary, medicine, etc.) from the beginning of their activities until they reach the size of the economically profitable. Another remarkable answer is the view that supports should be given per family, not as a cooperative. The reason behind this view is the discomfort felt from the pressure created by the responsibilities of joint indebtedness on the cooperative members who pay their debts. Cooperative members signed a debt note at Ziraat Bank through SASF, equal to the amount of support given to them. The signed debt notes were arranged in the form of joint and several liability. In the other words, each partner must be a guarantor for the debts of the other three partners and in order for the debt relationship to disappear, all four members must close/pay their debts. The debt of the members who do not pay their debts also puts the other members (joint indebtedness) under responsibility. This puts the members under serious pressure (Table 8).

CONCLUSIONS and RECOMMENDATIONS

A cooperative is a business owned by natural or legal persons through a union/association that seeks to satisfy their common needs (supply of goods and services, marketing their own products and services, creating employment, etc.). A cooperative is a "business" while producing solutions to economic problems, and an "association/union" while providing cooperation between people in the process of solving these problems. In other words, it is a unique socio-economic organization that has both social and economic aspects (Çıkm, 2016). Development cooperatives are independent organizations in their management activities.. The role of the state in these cooperatives is to encourage the establishment of cooperatives, to guide them, to provide training services on general cooperatives and technical issues, to provide technical assistance and consultancy in order to provide investment opportunities suitable for cooperatives and country conditions, and to assist in the preparation of necessary financing opportunities for these activities (Mülâyim, 2010).

Although there are basically economic reasons for trying to carry out the SSPRA implementation through cooperatives, there is also the goal of increasing the organization in the rural, providing common awareness and gaining the ability to act together. However, these goals can be realized by individuals who think rationally, are conscious of being an individual, and have assimilated a democratic participatory political approach. In general terms, it can be said that the SSPRA implemented in Şanlıurfa did not contribute positively in terms of the aims of the project. The social structure of Şanlıurfa province, which has its own characteristics, has a great effect on the emergence of this picture.

In many sociological studies, including the rural areas of Şanlıurfa, it is stated that the semi-feudal structure is still effective on the formation of the social structure and order. This situation brings with it the pressure not of the rules of law, but of the religious rules and the customs and traditions created by the tribal system in the formation and protection of the social life order. Customary rules and tribe, community and feudal structure rules are very effective in the social relations of the individuals in the research area. The effect of these rules is seen in every stage of social life and social relations. These rules determine the relationships and behaviors of individuals, both within primary groups and within secondary groups. With the effect of these rules, especially for individuals living in rural areas, the culture of unquestioning obedience and allegiance to the leaders (tribe, community, sect, etc.) is highly developed.

The cooperative system is a form of organization in which each partner takes responsibility, and every individual behavior and action affects other members of the cooperative. In this context, cooperative members are expected to act with a sense of belonging, which is participatory, hardworking, responsible and owning the cooperative. However, in the interviews with the cooperative managers, it was determined that although various trainings on organization were given, the awareness and responsibility of the organization could not be developed in the cooperative members. This individual behavior of cooperative members negatively affects the existence of cooperatives and their activities.

During the field research process, cooperative managers stated that "cooperatives should be established, managed and supervised by the state" in order for the SSPRA implementation to be more successful. This suggestion ranks first both in the answer to the open-ended question and in the index-based rating. This point of view of the cooperative managers constitutes the cornerstone of an approach that is suitable for the basic social structure of the region in order for the SSPRA implementation to be successful.

The socio-cultural and social structure dynamics of the region should definitely be taken into account in the development projects including the organization to be implemented in the rural areas of Şanlıurfa. This point of view is especially important in projects such as dairy farming, where the return on investment is long and positive structural changes are aimed both in socio-cultural and economic terms. In the implementation of SSPRA, these social dynamics in the region were seriously ignored. For the success of the SSPRA implementation, the relevant state institutions should be involved in as a stabilizing and supporting element within the cooperatives in the process from the beginning to the end of the project. Therefore, every process such as the management, supervision and recording of the activities of cooperatives should be under the control of qualified personnel to be assigned by the relevant institutions. From the start of the cooperatives' activities until the economically risky periods are over, the supervision of these personnel, and even the management if necessary, will increase the success of projects such as SSPRA. When suitable conditions are provided for the sustainability of the cooperative, (overcoming the economic risks as a cooperative, improving the awareness level of the cooperative members, gaining the ability to act collectively and democratic behavior ability) all activities can be left to the management and control of the cooperative members.

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