

## A Research on the Activities and Problems of Agro-Based Producers and Breeder Associations in Sanliurfa, Turkey

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**Abstract:** Agricultural producer and breeder unions were established primarily to record agricultural activities and production. Therefore, they are the units that have to act jointly with their members at all stages of agricultural activities. This association is an association that must continue from the establishment of the agricultural enterprise to the marketing of agricultural products obtained as a result of the activities. In this study; the activities and problems of producer and breeder unions within the borders of Şanlıurfa province were investigated. In the results of working; It is determined that the activities of the unions are in the grip of the tribal system which is the social structure dynamics of the region. Unions do not have a sufficient number of qualified staff and funding to provide services such as technical support and training. Consequently, it has been proposed to establish a strong control mechanism to solve the problems and to act in coordination with the stakeholders in the services of the unions

**Keywords:** Producer and Breeder Unions, Agricultural Marketing, Agricultural Organization, Tribe, Şanlıurfa.

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Date of Submission: 30-12-2019

Date of Acceptance: 14-01-2020

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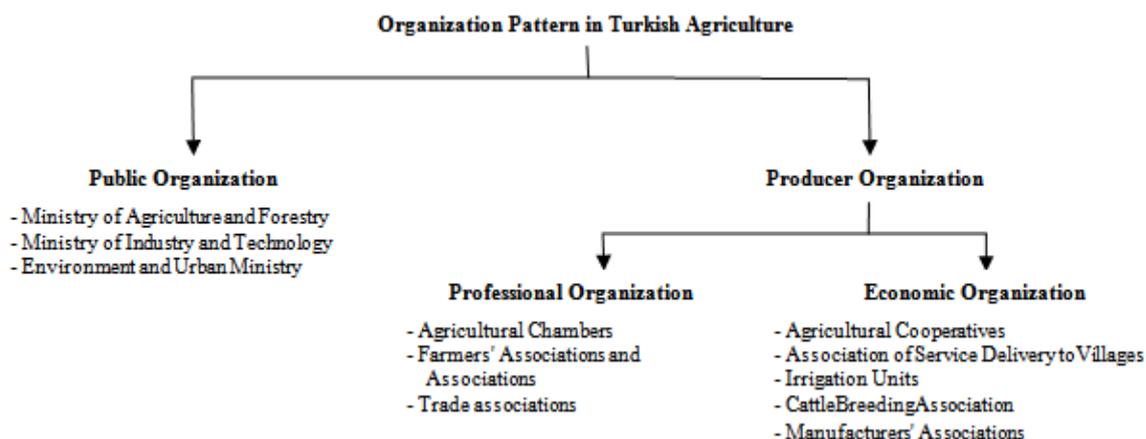
### I. Introduction

Adequate and balanced nutrition is one of the most important problems of mankind from past to present globally. Nutrition is an important factor in the development of countries and the growth of healthy individuals. One of the indicators of the welfare level of societies is that individuals have access to necessary and sufficient food products[1]. In addition to providing food security for nations, the agricultural sector has strategic importance in terms of providing raw materials to other sectors, employment, foreign trade and development financing[2-4]. On the other hand, the importance of the agricultural economy has been emphasized in recent years by emphasizing the importance of the agricultural sector in poverty reduction[5]. In many countries of the world, there are many problems in the agricultural sector such as low productivity in production, inadequate organization, inefficient agricultural training and publications, insensitivity to the environment in agricultural production, insufficiency of farmers in the agricultural products market and lack of competitiveness with other sectors. On the other hand, due to the low-income levels of the farmers in general, organized structures are needed to improve the living conditions, increase the level of welfare and ensure the development of rural agricultural workers. Globally, a large part of the problems in the agricultural sector stem from the inability of producers to act together. In other words, it is only possible to overcome the problems with a conscious organization[6]. Today, one of the important indicators of being a developed society is to act jointly, that is, to organize. Organization includes democratic values and behaviors such as development taking place in all sectors of society and sectors, ensuring balanced sharing of welfare, facilitating access to resources, exhibiting common behaviors and participating in administrations[7].

Today, the globalized world and the agricultural sector have entered a process of change, the food industry, whose raw material is composed of agricultural products, strives to respond to the quality and confidence-oriented expectations of consumers, and the inclusion of producers in the system provided. There is a need to establish autonomous organizations that will meet the expectations of producers in terms of providing agricultural input, technical consultancy, market risk, and uncertainty. In most of the developed countries; there are autonomous structures based on a very product or product group, based on specialization, intensive research and development activities, capable of adapting to the processing industry and the market and completing their vertical organization, conducting lobbying activities that will direct national and even international agricultural policies [8]. In developed countries, it is seen that agriculture has developed and industrialized and producers have been organized. Because it is possible to establish agricultural policies, determine the conditions of application, to influence the political mechanisms, to be effective in the market, to realize the development of rural areas by using the modern production methods and to increase productivity, but only with the organized producers[9]. European Union (EU) countries are the countries where agricultural organization is most

widespread and developed. In the European Union, agricultural organizations play an important role in the creation and implementation of policies for the agricultural sector. Approximately 50% of the agricultural industry is also run through these organizations[10]. Producers in developed countries and the EU; have three-dimensional democratic organizations whose duties and responsibilities, such as cooperatives, agricultural chambers and producer associations, complement each other. Within this structure, cooperatives carry out the economic branch of the producers, the producer associations, the management of professional policies and lobbying activities, and the Agricultural Chambers act as the bridge between governments and producers[11]. To increase the competitiveness levels of agricultural enterprises in Europe and to explore new ways of competition; encouraged the organization of farmers as associations or cooperatives. Under the Common Agricultural Policy, the establishment and functioning of agricultural producer groups and organizations are continuously supported financially[12].

In a study on the place of cooperatives in product marketing management in terms of producers in Turkey, agricultural enterprises were interviewed and the problems faced by enterprises in their activities were investigated. In the study, it was determined that the enterprises examined encountered many problems during the production phase and these problems were sorted according to the severity of them. The problems faced by the enterprises during the production stage are in order of importance; inputs are expensive, product price is low, the product cannot be sold in advance, uncertainty in the markets, the yield situation of the land, climatic conditions, lack of unity between producers and the lack of technical knowledge of the producers[13]. A study examining the organization of Turkish agriculture is; the structuring has been dealt with under two headings as a public organization and producer organization, and the model in Figure 1. In this study, the subject was examined as the organization of the State in the agricultural sector, the organization of producers and the professional and economic organization of the producer. Professional organization consists of Agricultural Chambers, Farmers' Associations and Associations and Trade Associations. The second pillar of the producer organization is the economic organization which is thought to be much more important. Within the economic organization, agricultural cooperatives, associations for delivering services to villages, irrigation associations, breeding cattle breeders' associations and producer associations are included[14].



**Figure 1.** Organization pattern in Turkish agriculture[14]

In Turkey, to plan according to the demand of agricultural production, improve product quality, raise the appropriate product to market standards, products of agricultural producers to receive national and Measures to increase the marketing power on an international scale, come together in some product or group of products, setting up agricultural producer associations with legal personality Law on Agricultural Producer Associations numbered 5200 entered into force in 2004[15].

The manufacturers' associations established as of 2019 are provided in Table 1. The most unity in the product group is in the animal production product group and there are 325,310 partners/members (92.67% of the total number of partners/members) and 572 associations. The group with the least association is the organic products producer association and there are 29 manufacturers' associations in this product group. However, as of the number of partners/members, the associations in the aquaculture group have at least the partner/member. The number of partners/members in this product group; 0.34% of the total number of shareholders/members is 1,193 (Table 1).

**Table 1.** Manufacturers' associations in Turkey

Product/Product Groups	Number of Association	Shareholder/Member Number	Shareholder/Member (%)
Animal Production Producers Associations	572	325,310	92.67
Herbal Production Producer Associations	249	22,126	6.30
Aquaculture Production Producer Associations	30	1,193	0.34
Organic Products Producer Associations	29	2,418	0.69
<b>TOTAL</b>	<b>880</b>	<b>351,047</b>	<b>100.00</b>

Source: Directorate General for Agricultural Reform[16].

The reason for the high number of animal producers' associations is the public support given due to the recent problems in animal products, high price increases, and insufficiencies. The public can give direction to agricultural subsidies in Turkey and the manufacturer[4]. Currently, Turkey is an importer of red meat[17].

Turkey in 2010, 5996 No. of Veterinary Services, Plant Health, Food, and Feed Law entered into force. Article 10 / A of the Law is in the form of breeders' association having the legal personality and subject to the provisions of private law in order to operate in the fields of protection, research, detection, breeding, development, dissemination, and marketing of animal gene resources[18]. The breeders' associations established as of 2019 are given in Table 2. There are 276 breeders' associations with 572,179 members for rehabilitation purposes in Turkey. As of the number of members, the most members are in the breeding association of sheep-goat breeders, with 80 of these types, 249,018 breeders (Table 2).

**Table 2.** Breeders' associations for breeding in Turkey

Type of Breeding Association	Number Of Association	Shareholder/Member Number	Shareholder/Member (%)
Breeding Cattle	81	241,541	42.21
Breeding Buffalo	29	8,721	1.52
Breeding Sheep - Goat	80	249,018	43.52
Chicken	6	759	0.13
Bee	80	72,140	12.61
<b>Total</b>	<b>276</b>	<b>572,179</b>	<b>100.00</b>

Source: Directorate General for Agricultural Reform[16].

In this study, breeder and producer associations operating in Şanlıurfa province/districts; their roles in crop and animal production, their activities towards their members, their interest in the association, problems of grower and producer associations and their expectations for the associations to be more effective in their activities.

## II. Material And Methods

The main material of this study consists of the primary data obtained from the president, managers or authorities of the producer and breeder association operating in the province/districts of Şanlıurfa. In this research, secondary data obtained from the official records, studies and reports of the related units of Şanlıurfa Provincial Ministry of Agriculture and Forestry were utilized. In the research, a semi-formal interview method was used. In the semi-formal interview method, the interviewer has a road map with rough lines but tries to reveal different dimensions of the subject by asking different questions in this general framework according to the respondent's interest and knowledge. If it is understood that some questions are inappropriate or meaningless (such as asking a non-exporting company how it evaluates export legislation), these questions are abandoned. Sometimes the interview spontaneously shifts in different directions[19]. Openended, multiple choice and triple Likert scale (1-No, 2-Partly, 3-Yes) questions were used in the questionnaire. The data obtained through the semi-formal interview method were reported, interpreted and discussed by creating tables.

## III. Result And Discussion

### 3.1. General Status of Association Officials

According to the data obtained from Şanlıurfa Provincial Directorate of Agriculture and Forestry; there are 5 growers' associations and 9 producers' associations based on agriculture within the borders of Şanlıurfa. Interviews with 14 officials were planned according to the full census method. During the field studies, it was determined that a breeders' association was not active. One of the producer associations stated that it was newly established and did not want to participate in the meeting since it did not have any activities. A total of 12 officials were interviewed during the field studies. 8 of the interviewed individuals continue their activities in

the producer association and 4 in the breeders' association. 6 of the interviews were conducted in Şanlıurfa city center, 3 in Birecik, 2 in Siverek and 1 in Viranşehir districts (Table 3).

**Table 3.** Distribution of the units interviewed by districts

Type of Activity	District				Total
	Center	Viranşehir	Birecik	Siverek	
Manufacturers' Association	2	1	3	2	8
Breeders' Association	4	0	0	0	4
<b>Total</b>	<b>6</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>12</b>

All of the interviewees were male and the average age was 43.67. Among the authorities, the lowest age was 29 and the highest age was 63.10 of the interviewed individuals are married and 2 of them is single. The education information of individuals is given in Table 4.

**Table 4.** The educational status of individuals

Level of Education	Number of individuals	Percentage (%)
Primary School	4	33.3
Middle School	2	16.7
High School	3	25.0
University	3	25.0
<b>Total</b>	<b>12</b>	<b>100.0</b>

The lowest level of education is primary school graduation, which is not illiterate among individuals. 4 of the individuals are primary school, 2 secondary schools, 3 high school and 3 university graduates. All of the individuals who have graduated from university are graduates of the faculty of agriculture.

All individuals have experience with the fields of activity of the association in which they operate and continue their main activities together with their duties. All but 2 individuals have been involved in the establishment of their associations and have been working as presidents and/or managers since the date of establishment. The other two individuals have been working in the breeders' associations established about 15 years ago for the last 5 years. The areas in which the associations operate are given in Table 5.

**Table 5.** Areas of activity of the associations

Area of Activity	Type of Activity		Total
	Manufacturers' Association	Breeders' Association	
Milk	4	-	4
Cattle	-	1	1
Bee/Honey	1	1	2
Red meat	2	-	2
Sheep	-	1	1
Pistachios	1	-	1
Buffalo	-	1	1
<b>Total</b>	<b>8</b>	<b>4</b>	<b>12</b>

### 3.2. Responsibilities and Problems of Associations in Plant and Animal Production

The Law no. 5200 on Agricultural Producer Associations and Veterinary Services, Plant Health, Food, and Feed Law no. primarily aiming to record inventory of plant and animal productions and activities, to create an inventory and to prepare agricultural policies according to these inventory records. The registration process in the associations; the number and qualifications of the personnel working in the associations are given in Table 6. The total number of personnel working in the units is 43, of which 29 are offices and 14 are technical personnel. The average number of personnel working in the producer associations is 3.25 and the average number of personnel working in the breeders' associations is 4.25 (Table 6).

**Table 6.** Number of associations personnel

Personnel Type	Type of Activity		Total
	Manufacturers' Association	Breeders' Association	
Office Staff	19	10	29
Technical staff	7	7	14
<b>Total</b>	<b>26</b>	<b>17</b>	<b>43</b>
<b>Average</b>	<b>3.25</b>	<b>4.25</b>	<b>3.58</b>

Association officials stated that they had problems especially with the technical staff and that they could not employ any more technical staff due to insufficient association income. Information on the number of members of the associations is given in Table 7. The total number of members of the growers' associations is 6,764 and the total number of members of the producer sits at 2,532. 7.9% (201 people) of the total number of members of the manufacturers' associations are women. This rate decreases to 3.9% (265 people) in breeding associations. It is expected that women will not be able to take part in official and bureaucratic affairs and procedures due to the influence of the social structure dynamics of the region while women take part in all stages of agricultural activities in Şanlıurfa province. On the other hand, according to the Ministry of Agriculture and Forestry 2017; in Şanlıurfa province, 58,268 people are part of the farmer registration system (FGS)[20]. According to the FGS records, 15.9% of the farmers engaged in agricultural activities in Şanlıurfa province have association membership.

**Table 7.** Number of members of the association

Type of Activity	Gender				Total	%
	Female	%	Male	%		
Manufacturers' Association	201	7.9	2.331	92,1	2,532	100.0
Breeders' Association	265	3.9	6.499	96,1	6,764	100.0
<b>Total</b>	<b>466</b>	<b>5.0</b>	<b>8.830</b>	<b>95,0</b>	<b>9,296</b>	<b>100.0</b>

The reasons for the low level of success of associations in registering farmers operating in Şanlıurfa (15.9%) were asked to the association officials who participated in the survey. According to association officials who participated in the survey:

Participant 1 (P1); "Due to the lack of personnel, field research is not effective and efficient enough. Therefore, registration procedures are carried out by the application of farmers to the associations. In this case, not enough farmers can be reached and registration cannot be made."

P2; "The majority of the farmers in the CSR records - which are about 40,000 farmers - are farmers who produce cotton. Although Şanlıurfa produces close to half of Turkey in cotton production, there is still no association of cotton producers active in Şanlıurfa. Therefore, these producers register with units outside Şanlıurfa (Adana and Izmir) and work with associations outside the province. In this case, the level of our registered farmers is very low."

P3; "As associations, a large part of our income consists of the fees we receive from our members and the shares received from the support paid to the farmers. We're already having serious problems collecting dues. Due to a lack of staff, we have to wait for our member farmer to come to our association for due collection. In order to receive a share of the supports, our farmer sits in our association and must apply for support. However, many farmers do not apply due to payment shortages in support, low amounts of support and bureaucratic transaction densities of support applications. In this case, he does not need us and does not record."

Association officials were asked such-scale questions to measure the level of their members' relations with the association and to evaluate their activities for their members, and to give 1 to 3 points to questions asked by the officials interviewed requested. 1-No, 2-Part and 3-Yes answers correspond to the scoring.

The association officials interviewed were asked about the levels of interest in the activities of their members and the answers and averages in Table 8 were taken. The authorities interviewed in the breeders' associations stated that their members were fully interested in the activities carried out (average 3.0). In the manufacturer's association, it is stated that the members' interest levels are good but not at the desired level (average 2.37). In general, the average level of interest is 2.58 (Table 8).

**Table 8.** Association members' interest in activities

Opinions	Type of Activity		Total
	Manufacturers' Association	Breeders' Association	
No	1	0	1
Partially	3	0	3
Yes	4	4	8
<b>Total</b>	<b>8</b>	<b>4</b>	<b>12</b>
<b>Average</b>	<b>2.37</b>	<b>3.0</b>	<b>2.58</b>

One of the most important indicators of the interest of association members in organizing activities is; requests to "take part and responsibility in the activities of the organization". The association officials interviewed were asked about their duties and responsibilities in the organization activities and the answers and averages in Table 9 were obtained. Officials interviewed in the breeders' associations stated that their members were willing to take on duties and responsibilities in the activities of the organization (average 2.5).

Manufacturers' association officials stated that their members were partially willing to take on duties and responsibilities (average 2.0). The overall average of members' willingness to take office and responsibility is 2.16 (Table 9).

**Table 9.** Request of association members to take office and responsibility

Opinions	Type of Activity		Total
	Manufacturers' Association	Breeders' Association	
No	3	1	4
Partially	2	0	2
Yes	3	3	6
<b>Total</b>	<b>8</b>	<b>4</b>	<b>12</b>
<b>Average</b>	<b>2.0</b>	<b>2.5</b>	<b>2.16</b>

When the reasons for the lack of desire to take responsibility for the activities of the associations were investigated, the following information was obtained from the association authorities;

P3; "Due to the patriarchal structure of Şanlıurfa, associations are taking shape depending on the tribal power system. Therefore, rather than the activities to be carried out, the balance of power between the tribes comes to the fore."

P4; "Due to the social structure of Şanlıurfa, being a manager or having authority in the associations is a status indicator, and tribal forces, not projects, are competing in the elections."

Its primary purpose is to make the most of it. associations that are to enable producers and growers to benefit from the advantages of acting together (production, marketing, etc.); he could not escape the clampdown of the tribal system, which is one of the social structure dynamics of the region. Therefore, to take authority and responsibility in the activities of the association; has gained the meaning of the sign of power and status by members. This adversely affects the functional functioning of the activities of the associations. The unity management selection/choice system, which is a democratic process and must be carried out with the projects in mind, has become a mechanism for the control of the masses of strong tribes.

In recent years, it is known that various producer/grower organizations have been formed based on some different legal regulations. The producers/breeders, who could not solve their problems through cooperatives, turned to associations and associations established according to various laws and regulations in line with their needs. It is thought that thanks to their product, product group, and subject structuring, producer/grower associations and means can respond to producer/grower needs more. Some of these organizations have been established by local administrations and the producers/growers are not sufficiently effective, while some of them are organizations where direct producers/growers come together and structure them on a specific subject or product and are more effective in management[8]. These organizations undertake activities such as transferring information to their members on technical issues and exchanging opinions among their members and engaging in public awareness activities to protect the interests of the profession[14].

In agricultural production, associations assume responsibilities for providing technical support to their members when they need it. The members of the association officials interviewed were asked whether they provided technical support and the answers and averages in Table 10 were taken. Manufacturers' associations have indicated that they can partially support their members (average 2.13). The level of support of breeders' associations is better than the producer's associations and still not at the desired level (average 2.5). The overall average is 2.25 (Table 10).

**Table 10.** Providing technical support to members of associations

Opinions	Type of Activity		Total
	Manufacturers' Association	Breeders' Association	
No	3	1	4
Partially	1	0	1
Yes	4	3	7
<b>Total</b>	<b>8</b>	<b>4</b>	<b>12</b>
<b>Average</b>	<b>2.12</b>	<b>2.5</b>	<b>2.25</b>

Associations are responsible for improving the ability to organize and act within the organization and providing training in areas needed to increase the competitiveness and market power of its members. The members of the association officials interviewed were asked whether they provided technical support and the answers and averages in Table 11 were taken. The average of breeders' associations for training is 2.50 and the average of the producer associations is 1.75. The overall average is 2.0 (Table 11).

**Table 11.** The status of training members of the association

Opinions	Type of Activity		Total
	Manufacturers' Association	Breeders' Association	
No	3	1	4
Partially	4	0	4
Yes	1	3	4
<b>Total</b>	<b>8</b>	<b>4</b>	<b>12</b>
<b>Average</b>	<b>1.75</b>	<b>2.50</b>	<b>2.0</b>

As well as increasing the efficiency and quality of agricultural production, it is imperative that the product produced be marketed in a healthy manner and in line with demand. Starting from the formation of the idea of production of agricultural products until it reaches the hands of the end consumer, all the business activities it undergoes can be collected under the name of agricultural marketing[13]. Due to the fact that the marketing channels of agricultural products are quite long and the need for too much labor, producers and growers have to pay a high price on these products while producers and growers receive a small share of the sales value[21].

Agricultural Producer Associations Law No. 5200 into force in Turkey in 2004 and 5996 which came into force in 2010 numbered Veterinary Services, Plant Health, Food and Feed Law of common purpose; to increase the competitiveness of producers and growers and to eliminate marketing problems. For this purpose, associations are engaged in product promotion, market research, marketing, and product sales in order to compete in the sector in which their members operate, to determine the product price and to provide profit optimization. must be found.

Under these four main headings, association officials were again asked three-way Likert (1-No, 2-Part, and 3-Yes). The questions related to these four main topics are gathered under the title of the marketing activities of the associations. The average of the responses given by the association officials is given in Table 12. The overall average is 1.68, with the authorities stating that they are not doing adequately the promotion of products, market research, marketing and product sales. The average of breeders 'associations for training is 1.65 and the average of the producer associations is 1.75.

**Table 12.** Average marketing activity of association

Type of Activity	Average	Standard Deviation
Manufacturers' Association	1.65	0.58
Breeders' Association	1.75	0.95
<b>Total</b>	<b>1.68</b>	<b>0.67</b>

Producer and breeder association officials stated that their marketing activities failed due to various reasons and they had serious reservations about taking steps towards marketing. The views of association officials on marketing activities are as follows;

P5; "As an association, we are engaged in milk production activities. Initially, we had targets for processing products and creating added value. However, we have not created enough trust in our members. Together, we have conducted our research on the opening of a processing plant. But we found that it was very difficult to find enough funding. We also need serious technical support until we go into production and the process of production. It is not possible with the resources of the association to employ technical staff in these processes. However, we do not receive the support of our members for these jobs that can be done with the support of the members. Our manufacturers want to monetize their products, even at a low price. That's why we don't want to get into this at all."

Associations should follow a branding policy and strategize for this purpose in order to increase the added value of its members' agricultural products and to increase competitiveness in the sector. The question of whether or not steps were taken towards branding was asked to the association officials interviewed and the answers and averages in Table 13 were obtained. The general average is 1.16 and the associations stated that their members do not have a strategy for branding their products and that they do not have any activities in this regard (Table 13).

**Table 13.** Branding activities of associations

Opinions	Type of Activity		Total
	Manufacturers' Association	Breeders' Association	
No	8	3	11
Partially	0	0	0
Yes	0	1	1
<b>Total</b>	<b>8</b>	<b>4</b>	<b>12</b>
<b>Average</b>	<b>1.0</b>	<b>1.5</b>	<b>1.16</b>

Marketing of agricultural enterprises in Turkey to improve their ability to implement projects related to work issues in the form of grants financial support is provided by public institutions. They are considered as an important opportunity by the actors in agricultural marketing channels as these supports are given without repayment and contribute to the investments to be made in a significant amount[13]. In order to ensure the success of development policies, sustainable agricultural development and ensuring food safety in the social sense; support of the agricultural sector is mandatory. For this purpose, support and grant programs are carried out and implemented by various institutions and organizations. Associations must step in this process. Associations should inform their members about grants and subsidies.

**Table 14.** Grants, support and project information activities of the associations

Opinions	Type of Activity		Total
	Manufacturers' Association	Breeders' Association	
No	0	0	0
Partially	1	0	1
Yes	7	4	11
<b>Total</b>	<b>8</b>	<b>4</b>	<b>12</b>
<b>Average</b>	<b>2.87</b>	<b>3.0</b>	<b>2.91</b>

It should also support its members in the preparation, project application and follow-up of project application files. Associations' officials were asked whether they informed their members about support, grants, and projects, whether they prepared an application file and whether they supported their members in the follow-up procedures and the answers and averages in Table 14 were obtained.

The manufacturer and breeding association authorities provided the following information about grants, support and project information activities;

P6; "The period when we are most intense as an association is when there are applications for support. Until then, our members, who haven't been in our unit very much, are starting to arrive. In this case, I feel like we are out of our core activities."

P7; "One of the biggest problems is that our members use unity for different purposes and power. The same applies to project and grant applications. People who are not real breeders may want to become association members to benefit from grants and projects."

#### **IV. Conclusion**

The purpose of the establishment of producer and breeder associations; agricultural production activities and products by recording, production improvement and planning to provide. Thus, the probability of success of agricultural policies implemented on a national scale towards the targets is also increased. However; processing, marketing and branding processes of agricultural products obtained for both animal and vegetable production are also the responsibilities of the associations. In short, agricultural grower and producer associations; they are units that act and support producers and growers in the process from the emergence of the idea of agricultural production until they reach the end consumer's hands. In the interviews with association officials in the field of research; it was found that the ability of the members to organize and act jointly could not be developed, and the efforts to solve this problem were overshadowed by the tribal structure that strongly influenced the region. This situation has a serious impact on both the association management and the relations of the members. Therefore, this is the main problem that prevents the success of the activities of the associations. On the other hand, the use of the association membership organization other than the main agricultural activities not only reduces the functional functioning of the activities of the associations but also adversely affects the national agricultural policies and plans. Association members use their membership systems to provide them with financial income through projects and grants, overcome some bureaucratic obstacles and, most importantly, to provide social status. Strengthening the supervisory mechanism for the associations, preparing support and grant policies in line with the social structure of the region, and providing training to both the members of the association and their managers for positive changes in the social structure; will reduce the negative impact of the existing social structure on the associations in the long term, if not soon.

Increasing efficiency in agricultural activities, creating added value by processing agricultural products and creating different marketing and branding strategies in terms of structural characteristics of agricultural products are activities that are difficult to be performed only by producer and breeder associations. However, the associations should take responsibility in the process of these activities. The main factors that make it difficult for these activities to be carried out only by the associations are; the inability of associations to have sufficient technical, expertise and funding. In this process, associations have to act in coordination with the universities, development agencies, agricultural research institutes, and the units affiliated to the Ministry of Agriculture and Forestry. Cooperation between the said units according to the field of expertise will increase the level of success

of the activities for the members of producer and breeder associations. Providing technical support and training activities for the members of producer and breeder associations; with a sufficient level of agricultural extension and technical staff. However, the insufficient financial opportunities of the associations and the personal rights offered to their employees; It prevents the employment of the desired number and quality of personnel. In this process, the association personnel employment model should be developed and agricultural extension and technical personnel employment should be made in such a way that there is no material burden on the associations. In this process, the relevant ministries and state institutions should be coordinated and both the material and personal rights of the association workers should be reshaped in order to increase productivity.

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Mehmet Canelik, et al. "A Research on the Activities and Problems of Agro-Based Producers and Breeder Associations in Şanlıurfa, Turkey" *IOSR Journal of Business and Management (IOSR-JBM)*, 22(1), 2020, pp. 15-23.