



**Strengthening Management and Marketing Skills
of Artisanal and Industrial Cooperatives in India**
- a report of the ICA/CICOPA/NCUI Project

अभिलेख

ica cicopa



ICA / CICOPA / NCUI Pilot Project in India

ICA Library
334.4 MEH-S
ICA 00525

Strengthening Management and Marketing Skills of Artisanal and Industrial Cooperatives in India

- A Report of ICA/CICOPA/NCUI Project

Report of the Pilot Project

by

RAJIV I.D. MEHTA

CICOPA Consultant

Delhi Unit



International Cooperative Alliance

Regional Office for Asia & the Pacific
'Bonow House', 43 Friends Colony (East)
New Delhi- 110065. India.



**International Committee of Industrial, Artisanal and
Service Producers' Cooperatives (CICOPA)**

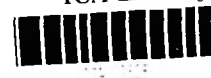
15, route des Morillons
CH 1218 Grand-Saconnex
Geneva, Switzerland



National Cooperative Union of India

3, Siri Institutional Area
Khel Gaon Marg, Haus Khas
New Delhi-110016. India

ICA Library



**Strengthening Management and Marketing Skills
of Artisanal and Industrial Cooperatives in India**
- a report of ICA/CICOPA/NCUI Project

International Cooperative Alliance

Regional Office for Asia & the Pacific
'Bonow House', 43 Friends Colony (East)
New Delhi- 110065. India.

**International Committee of Industrial, Artisanal and
Service Producers' Cooperatives (CICOPA)**

15, route des Morillons
CH-1218 Grand-Saconnex
Geneva, Switzerland

June 1994 (150)

Typeset and Printed at Document Press, H.S. 14, Kailash Colony Market, New Delhi-110048 Phone : 6432836

FOREWORD

The CICOPA is a specialised committee of ICA devoted to the development of Industrial and Producers' Cooperatives world-over. The Pilot Project of ICA-CICOPA is a joint collaboration of ICA and National Cooperative Union of India under the aegis of CICOPA for the development of Handloom, Industrial, Handicraft and Labour and Construction Cooperatives in India to strengthen the Management and Marketing Skills of the members of the primary cooperative societies in these sectors.

The project is being implemented with the financial support of CICOPA obtained from the European Economic Community for a period from January 1993 to December 1995. The activities under the project are being carried by two consultants of CICOPA based in Delhi and Bangalore. The resume of the activities could be had from the documentation prepared by Mr. Rajiv I.D. Mehta the Delhi based consultant of CICOPA. I am happy to note that the activities at both the units of ICA-CICOPA-NCUI Pilot Project have now gathered momentum and directed towards the take-off stage albeit on a modest scale.

The support from the State Governments of Rajasthan, Uttar Pradesh, Karnataka and Haryana has been vital in the promotion of the cooperative philosophy webbed into the soul of the project originally created jointly by Mr Yves Regis, Chairman, CICOPA and Dr. Daman Prakash, Project Director, ICA ROAP.

I wish the project every success.

G. K. Sharma

ICA Regional Director
for Asia and the Pacific

SUMMARY
ICA-CICOPA-NCUI
Pilot Project in India

01. National Workshop was organised at Bangalore in June'93 to assess the overall situation of Industrial, Artisanal and Producers' Cooperatives in India.
02. It was the general consensus to launch ICA-CICOPA-NCUI Project on Strengthening Management and Marketing Skills of Handloom Weavers', Metal-ware artisans, Handicraft and Labour & Construction Cooperatives in Karnataka, Rajasthan, Uttar Pradesh and Haryana states of India.
03. Two service centres were identified one at Delhi with ICA ROAP and another at ICM (Institute of Cooperative Management), Bangalore.
04. Each centre to have operations within a radius of 300 kms and each centre to be headed by a Cooperative Development Officer at the cost of CICOPA.
05. CICOPA, France to provide funding for the establishment cost of each centre and other activities as per the budgetary provisions.
06. Period of the project will be initially from July 93 to December 95. First appraisal of the project fixed in February, 1994.
07. Each centre to identify 25 primary coops each in the captioned sectors for direct service by CICOPA units at Bangalore and Delhi.
08. All the identified primary cooperatives to contribute minimum Rs. 100/- per month as service charges to CICOPA units at Bangalore & Delhi. The service charges would be enhanced to USD 20 per month subject to the increment in the turnover of the society. The service charges will be used later against the establishment expenses of the units at Delhi & Bangalore once CICOPA support is withdrawn.
09. Main support areas identified have been:
 - i. Organisation & Management of Selected Primary Cooperatives.
 - ii. Training input on strengthening professional and business skills of the members of primary coops selected on cooperative ideology and member awareness
 - iii. Liaison with Government and other concerned agencies.
 - iv. Overall monitoring.

Main Activities

DELHI UNIT

- i. Identification of cooperative societies:
 - 17 Handloom Coop. Societies at Jaipur, Rajasthan
 - 1 Handloom Coop. Society at Tonk, Rajasthan
 - 1 Block Printers' & Dyers' Primary Coop. Society, Bagru, Rajasthan
 - 7 Metalware Cooperatives in Muradabad, UP
 - 1 Labour & Construction Cooperative, Haryana
 - 1 Women Weavers Cooperative, Dehradun, UP
 - 1 Dagger & Knife Making Cooperative, Dehradun, UP

TOTAL 29

ii. Services rendered :

- Organised groupment of 17 Weavers' Cooperatives in Rajasthan
- Prepared a complete "Project Report" to obtain loan for a sum of 10 million rupees from the cooperative bank for the Groupment at Jaipur.
- Submitted "Case Report" to National Cooperative Development Corporation of India, New Delhi to obtain interest free loan for a sum of 4.5 million rupees for the Groupment of Weavers' Cooperatives
- Arranged supply of yarn at concessional rate to the coops of groupment at Jaipur through National Handloom Development Corporation, Lucknow, UP.
- Marketing tie-up for the groupment at Jaipur made with the National Channelising Agency of Government of India in New Delhi authorised to procure Handloom Fabric for use in the offices of Government of India and its public undertakings. It is a protected marketing channel exclusively for identified Handloom Weavers' Cooperatives.
- Marketing arrangements have also been made with the Export Promotion Council, Government of India, New Delhi.
- Training programmes on cooperative education members' awareness, financial accounting, designing on handlooms and value addition of the product have been organised for the weavers' of the Groupment of Jaipur.
- An exhibition cum sale of the Handloom Products from Karnataka was organised at Jaipur for the Women Cooperatives from the Bangalore Unit of CICOPA. It fetched tremendous response and gave good exposure to women cooperatives.
- A groupment of 7 metalware cooperatives from Muradabad, UP has been formed.
- Training on members' awareness and cooperative education was organised for the metalware artisans in Muradabad.

iii. Future Plans

- Organise training programme on "construction of glass houses" for the members of Labour & Construction Cooperative Federation, Haryana
- Intensive member awareness programme for the primary cooperative affiliated to the Labour & Construction Cooperative Federation, Haryana.
- Arrange supply of raw-material (zinc & copper) at concessional rate to the members of groupment of metalware cooperatives at Muradabad and ensure permanent supply.
- Arrange funding from Financial Institutions for the procurement of raw material and installation of polishing plant for the brass-ware items.
- Arrange training of selected metal-ware artisans at Madras, India.
- Conduct field study on the identified cooperatives and also on the possibility of including women cooperatives from Delhi in the service coops of CICOPA Unit, Delhi.

BANGALORE UNIT

1. All the 38 societies were visited. Services were provided to 18 identified societies.
2. Member Education Programme, Entrepreneurship awareness programme for 2 & 3 days duration respectively were organised besides a study circle meeting as follow up of the education programme.
3. Vocational Training Programme of 1 month duration was arranged for 5 women of target society in book binding. Another batch of 10 women selected for on-the job training. 12 have already been selected for employment.

4. Prepared six projects for financial assistance: pursued for assistance to three societies and loan @ Rs. 5000/- each to 100 women of the society.
5. Two new projects initiated for skill development and self-employment of women through Target cooperative society.
6. Identified three new societies for coverage under CICOPA Project.

ICA-CICOPA NCUI PILOT PROJECT ON STRENGTHENING THE MANAGEMENT AND MARKETING SKILLS OF ARTISANAL COOPERATIVES IN INDIA JUNE 1993 - DECEMBER 1995

THE PILOT PROJECT

Background

ICA International Cooperative Alliance is the world confederation of Cooperatives. It is the biggest NGO in the world. The Regional Office of ICA for Asia and the Pacific is based in Delhi and serving member cooperatives of various countries in this region.

CICOPA is one of the specialised committees of ICA for "Service and Producers Cooperatives" of the world. The CICOPA has agreed to provide funding for development activities in this sector. The ICA Regional Office for Asia and the Pacific has been designated as coordinating agency to implement the project. The NCUI is the National Apex body of the Cooperatives in India.

In June, 1993 a National Workshop on the "Status of Artisanal Cooperatives especially in the fields of Handloom Weavers, Spinning Mills, Metalware Workers and Labour & Construction Cooperatives" was held in Bangalore which was attended by more than 40 delegates from various parts of India and representatives of ICA, CICOPA (France), NCUI and Government of India.

Resource persons in these fields were engaged to present status papers on various Artisanal Cooperatives in India. The workshop was a success in achieving its objectives. The delegates from various parts of the country in one voice endorsed the idea of launching a "Pilot Project on Strengthening the Management and Marketing Skills of Artisanal Cooperatives in India" with following objectives:-

1. To understand and identify the problems of handloom Weavers' Coops, Metalware Workers' Coops, Handicraft Coops and Constructions & Labour Coops in general and particularly within a radius of 300 kms from Delhi and Bangalore respectively.
2. To suggest possible solutions to ameliorate the overall situation of the Coop members in these Coop Societies.
3. To identify good Primary Artisanal Cooperatives for service under the project at two centres namely Delhi and Bangalore. The societies could be numbered around 25 for each centre.
4. To prepare and implement the business development plans for identified coops for one year aiming at improving the management and marketing of the identified coops.
5. To catalyse the development of other similar coops in the area and replicate the efforts in other parts of the country.
6. To strengthen trading relations between coops in India and EEC countries (U.K., France and Germany) with a corporate strategy.

Pilot Project

Pursuant to the recommendations of ICA-CICOPA NCUI workshop at Bangalore, it was agreed with NCUI (National Cooperative Union of India) to set up Development Units on a pilot basis for two locations in India e.g Delhi and Bangalore under the banner of the NCUI. Two Cooperative Development Officers (CDOs) have been appointed by NCUI to provide consultancy services on "Enhancing Management and Marketing Skills" of selected Handloom, handicraft, Metal Workers, Labour and Construction and other similar cooperatives in India. The names of the CDOs are Mr. Rajiv I.D.Mehta for Delhi and Ms. Chandra Niranjan for Bangalore. The Delhi unit has been set up in ICA ROAP whereas the Bangalore unit has been stationed in the premises of ICM (Institute of Cooperative Management) Bangalore. Both the units work under the direction and guidance of NCUI in consultation with the ICA ROAP.

The CDOs will give guidance, consultancy and advisory services to the selected cooperatives and self-help groups through the process of mobilisation of resources and efforts in improving and streamlining their work culture, performance and generating additional income and services for their members. To achieve these stipulated objectives, the following activities will be carried out by the CDOs in a time bound programme so as to come out with an Interim Report on the Project life:

1. Listing of various cooperatives in the field of Handloom, Handicrafts, Metal-Ware and Labour Coops in and around 300 kms radius of the Unit Stations.
2. Identify 50 Coops in all for a preliminary fact finding mission by the CDOs.
3. Prepare an exhaustive questionnaire to study the functioning of each cooperative identified.
4. Strategic planning to conduct field visits.
5. Selection of 25 suitable coops to be taken up for development work under the project at each service centre.
6. Identification of problems relating to Organisational Design, Management, Production and Marketing in each selected coop.
7. Devise action plan to ameliorate the problems and execute the plan to help solve the problems of immediate nature. Also suggest long-term action plan to overcome the problems.
8. Prepare an Interim Project report.

There have been marathon efforts to study the operations and working of subject coops in the stipulated belt of the two centres. The list of the cooperatives visited during August-December 93 is given below:-

Delhi Unit

1. Sitanagar Mahila Utham Shram Sanvidha Ltd., Agra
2. Balkeshwar Mahila Utham Shram Sanvidha Ltd., Agra
3. Jagdishpur Mahila Sahakari Samity Ltd., Agra
4. Gandhi Badhoria Mahila Utham Shram Sanvidha Ltd., Agra
5. Women Cooperative Mobilisation Project Dharuhera, Haryana. (former NCUI project coop)
6. Women Cooperative Mobilisation Project Kapadiwas, Haryana.
7. Women Cooperative Mobilisation Project, Hansakha, Haryana.
8. Vastrangan Hathkargha Bunkar Sahakari Samity Ltd., Jaipur
9. Modern Handloom Coop Society Ltd., Jaipur
10. Shweta Hathkargha Bunkar Sahakari Samity Ltd., Durgapura, Jaipur.
11. Sapna Bunkar Hathkargha Sahakari Samity Ltd., Durgapur, Jaipur.
12. Supreme Hathkargha Sahakari Samity Ltd., Jaipur
13. Chomu Kendriya Bunkar Sahakari Sangh Ltd., Chomu
14. Bassi kendriya Bunkar Sahakari Sangh Ltd., Bassi
15. Rashtriya Hathkargha Vastra Utpadak Sahakari Samity Ltd., Jaipur.
16. Amarsar Bunkar Sahakar Samity Ltd., Amarsar Teh. Chomu, Distt. Jaipur.
17. Sheetlamata Hathkargha Vastra Utpakek Sahakari Samity Ltd., Chaksu, Distt. Jaipur
18. Kaladera-Hathkargha Vastra Utpadak Sahakari Samity Ltd., Kaladera, Teh. Chomu, Distt. Jaipur.
19. Ganesh Hathkargha Vastra Utpadak Sahakari Samity, Narainpur, Distt. Alwar, Rajasthan.
20. Hodayali Hathkargha Vastra Utpadak Sahakari Samity, Hodayali, Distt. Dausa.
21. Khatwa Hathkargha Vastra Utpadak Sahakari Samity, Khatwa, Distt. Dausa.

22. Jasota Mahavar Weavers Cooperative Society Ltd Jasota, Distt Dausa.
23. Daangarwara Hathkargha Vastra Utpadak Sahakari Samity Ltd., Dangarwara, Distt. Jaipur.
24. Govindgarh Hathkargha Bunkar Sahakari Samity Ltd, Govindgarh (Chomu) District.
25. Mallikpur Hathkargha Bunkar Sahakari Samity Ltd., Mallikpur (Chomu) District, Jaipur
26. Sandrasar Hathkargha Bhunkar Sahakari Samity Ltd., Sandrasar (Chomu) Distt, Jaipur.
27. Sarai Hathkargha Vastra Utpadak Sahakari Samity Ltd., Sarai, District Dausa, Raj.
28. Bhandarej Hanthkardha Vastra Utpadak Sahakari Samity Ltd., Bhandarej, Distt. Dausa, Raj.
29. Rajpura Patalwas Bunkar Sahakari Samity Ltd., Village Patalwas, Teh. Bassi, Jaipur.
30. Dodhli Bunkar Sahakari Samity Ltd., Village Dudhli, Teh, Bassi, Jaipur.
31. Mohanpur Kli Sahakari Samity Ltd., Village Mohanpura, Teh. Bassi, Jaipur.
32. Jeetawala Koli Sahakari Samity Ltd., Jeetawala, Teh. Bassi, District Jaipur.
33. Kanota Koli Sahakari Samity Ltd., Kanota Teh. Bassi, Distt. Jaipur.
34. Devapura Bunkar, Sahakari Samity Ltd., Village Devapura, Teh. Bassi, Jaipur
35. Damodarpura Bunkar Sahakari Samity Ltd., Village Demodarpur, Teh. Bassi, Jaipur.
36. Goner Hathkargha Bunkar Sahakari Samity Ltd., Goner Distt. Jaipur.
37. Kalwad Hathkargha Vastra Utpadak Sahakari Samity Ltd., Kalwad (Jaipur)
38. Tibetan Women's Centre, Dehradun (UP)
39. Handcrafted Export Articles Industrial Cooperative Society Ltd., Nai Sarak, Moradabad (UP)
40. Brassware Artisans Sahakari Samity Ltd., Moradabad (UP)
41. Kukri Niramn Auodyogik Sahakari Samity Dehradoon (UP)
42. Rajputana Salt Sources Cooperative Labour and Savings Society, Sambhar-Lake.
43. Haryana State Labour and Construction Cooperative Federation Ltd.,
44. The Panipat Panchsheel PCIS Ltd., Near D.I. Office, Panipat (Haryana)
45. The Milap Handloom Weavers PCIS Ltd., Mahabir Colony, Panipat (Haryana)
46. The Raj Handloom Weavers PCIS Ltd., Shop No. 639/9 Opp. Lal Masjid, Panipat (Haryana)
47. The Tej Weavers' PCIS Ltd., 0/50 Industrial Area, Panipat (Haryana)
48. The Hansi Spinning Cooperative Mill, Hansi, Haryana.

Besides, following Organisations were also visited & approached:-

1. State Cooperative Handloom Weavers' Federation, Jaipur
2. State Cooperative Handloom Weavers' Federation, Panipat
3. Registrar of Cooperative Societies, Rajasthan and Haryana.
4. Director of Industries Rajasthan, UP and Haryana
5. National Handloom Development Corporation, Lucknow
6. ACASH, New Delhi
7. Development Commissioner (Handloom) Government of India, New Delhi
8. District Industries Centre, Moradabad, UP.

Bangalore Unit

Following cooperatives were visited:

1. Aralepet Silk Handloom Weavers Cooperative Society, Bangalore
2. Sree Shakti Multipurpose Cooperative Society, Bangalore
3. Zenkar Multi Purpose Cooperative Society, Bangalore
4. Uttarhali Multipurpose Cooperative Society Bangalore
5. Lamivenkateshwara Industrial Cooperative Society, Bangalore
6. Bharathi Tailors Cooperative Society Bangalore
7. Chaithanya Tailoring Cooperative Society, Bangalore
8. Safalya Women's Cooperative Society, Bangalore
9. Aid the Weaker Trust Women's Printers Cooperative Society Bangalore.
10. Dattatrya Gramodyoga Cooperative Society, Bangalore.
11. Jai Jawan Jai Kisan Cobblers Cooperative Society , Bangalore
12. Women Industrial Cooperative Society, Baglur
13. Carpenters and Blacksmith Artisan Industrial Cooperative Society, Nelamangla
14. Raghvendra Silk Handloom Weavers' Cooperative Society Yelahandka.
15. Sumangali Multipurpose Cooperative Society, Cholanayakanahalli.
16. Tumkar City Maheshwari Industrial Cooperative Society, Tumkar
17. Indira Women Industrial and Consumer Multipurpose Cooperative Society Tumkar
18. Taluk Rural Industrial Cooperative Society, Tumkar
19. Women Multipurpose Cooperative Society, Thirthalli
20. The Mysore Gudigar Cooperative Society, Sagar
21. Arecanut Processing and Marketing Cooperative Society, Shimoga
22. Thengina Narine Karigarika Sahakara Sangha Ltd., Channapatna
23. SC/ST Coir Cooperative Society Neelakantanahalli
24. Sri Sankara Lingeshwara Coir Cooperative Society, Mangla
25. Kumbara Kushala Industrial Cooperative Society, Doora
26. Pandavapura Rural Artisans Industrial Multipurpose Cooperative Society, Mandya
27. Nagamangala RAICS
28. Sri Rangapatna RAICS
29. Mandya RAICS
30. Divya Jyothi Leather Artisans Coop Society, Malavalli
31. Mandya Tq Industrial Cooperative Society
32. Mallavali A.J.Colony SC/ST Women's Industrial Multipurpose Cooperative Society Mallavali.
33. Sri Arakeshwara Pottery Cooperative Society Hullegala Malavalli Tq.
34. Malekamma Stone Cutter Bovi Industrial Cooperative Society, Chanadahallidoddi.
35. Modara Handi Craft Industrial Cooperative Society, Maddur
36. Maddur Tq. Silk realers Industrial Cooperative Society.
37. Padmashala Handloom Weavers Production and Sales Cooperative Society, Kodiyala.
38. Handloom Weavers Production and Sales Cooperative Society, Talagavadi

MAJOR FINDINGS

The information about the cooperatives visited was collected on a restructured questionnaire. Additional information regarding bye-laws, work performance and relevant operational statistics was collected. The information thus gathered was analyzed. Based on the field observations and analysis made, the following observations were made:-

Handloom Societies

1. There is no National Apex Cooperative body to promote the interests of Handloom Cooperatives
2. In Delhi, Rajasthan, Haryana more than 50% Primary Handloom Weavers' Coop Societies are defunct due to lack of effective local leadership and unawareness on the part of members.
3. Most of the functional primary weavers societies in Rajasthan, and almost all in Delhi and Haryana are missing the basic character of a Cooperative i.e. Democratic Control in true sense and Professional Management to carry out the activities. These societies have become Private Houses managed and run by single individuals who are acting as Proprietors rather than a Chairman of a Cooperative Society.
4. State Cooperative Federations of the weavers societies in Rajasthan and Haryana have miserably failed to protect and preserve the actual weavers. There are many reasons for that but the main which could be attributed are "Weak Communication between the Primaries and the federation" and "indulgence of unethical interests much against the Cooperative Principles"
5. The showrooms of the State Cooperative Weavers Federation which are supposed to market the products manufactured by the member cooperatives are trading on the products made on power-looms. There is no effective participation of the member cooperatives in the decision-making on the vital issues of State Cooperative Federation.
6. Weak control base of the primary societies and very weak linkages in all directions.
7. Supply of raw material, delayed payments from the apex cooperative federation of the state attribute to under- capacity utilisation of the genuine weavers' cooperatives in practically all the states in India. This problem was seen in all the weavers cooperatives visited by both the units of CICOPA.
8. In Karnataka, the apex federation of weavers cooperatives has directly come into competition with the member primary cooperatives thereby drifting away the artisans for higher wages and creating short-supply of the yarn ultimately resulting in under-capacity utilisation.
9. There is a dire need to encourage and protect need based weavers cooperative societies. The time has come to differentiate between manufacturing Coops and trading Coops. There is no harm in forming a consortium of traders who wish to promote and market handloom products but there should not be inter-mixing of genuine weavers working under a coop banner and the ones doing independently. THE COOPERATIVE IS NOT ONLY A SYSTEM TO WORK BUT IT IS A PHILOSOPHY BASED ON CERTAIN IDEOLOGY. THE COOPERATIVE VALUES MUST BE PRESERVED AND PROTECTED.

Metal-Ware Cooperatives

1. There is no national/state level cooperative federation of metal-ware cooperatives and hence the problems and constraints with primary metal-ware cooperatives are not advocated or voiced at national level.
2. Supply of raw-material (brass sheets/crude brass) is not easy at manufacturing centres. It is very difficult to transport the raw material. Major distribution centres are at Bombay & Delhi.
3. Interest of actual artisans are not watched while finalising the names of manufacturers in metal-ware industry for sending trade delegations to prospective buyer countries. Government of India may consider names of metal-ware cooperatives in such proposals. Metal-ware industry items are quite

popular in India and abroad therefore, due patronage may be given to such producers' cooperatives in national exhibitions and trade delegations.

4. Working capital is the main constraint in developing such cooperatives independently. There may be some support either from the local cooperative banks or local Government to tide over such problems.
5. Training and education programmes need to be organised for member artisans. Main areas of training are:
 - (a) developing frames and castings;
 - (b) processing and polishing;
 - (c) packaging. Training on export procedures is also necessary.

Women Industrial Cooperatives

1. Women cooperatives are in no way lesser skilled than other artisanal cooperatives except for the entrepreneurial outlook and awareness on marketing trends.
2. Exposure to cooperative management skills and technological upgradation is lacking.
3. Weak capital base and poor linkages

Labour and Construction Cooperatives

1. Illiteracy and poor education of members of the cooperative societies. They need to be told about cooperative values and ideology.
2. Government support is of vital importance in promoting the interests of genuine cooperatives. Such a patronage will help such cooperatives to overcome many of the problems faced while executing the labour and construction projects expeditiously and successfully.
3. Training on modern construction techniques and scientific styles be imparted to cooperatives to compete better and emerge successful for the betterment of the skilled labour.
4. Improvement of existing traditional tools, development of new tools and training in the use of new tools.
5. National Federation of Labour & Construction Cooperatives may set up networking of activities in order to set examples. The National Federation can set up a Research & Development Centre including training facilities. Its effective involvement will help in fetching effective business for the cooperatives and attention of Government of India.

WORK REPORT DELHI UNIT

Handloom Cooperatives

Discussions were held thread-bare with genuine need based weavers' coop societies and following 17 handloom weavers cooperative societies in Rajasthan have been found eligible for ICA CICOPA NCUI services under the Pilot Project to begin with:-

1. Ganesh Hathkargha Vastra Utpadak Sahakari Samity Village Narainpur, District Alwar, Rajasthan.
2. Hodayali Hathkargha Vastra Utpadak Sahakari Samity Village Hodayali, District Dausa, Rajasthan.
3. Khatwa Hathkargha Vastra Utpadak Sahakari Samity Village Khatwa, District Dausa, Rajasthan.
4. Jasota Mahavar Weavers' Cooperative Society Ltd., Village Jasota, District Dausa, Rajasthan.
5. Daangarwara Hathkargha Vastra Utpadak Sahakari Samity Ltd., Village Govindgarh, Teh Chomu, District Jaipur, Rajasthan
6. Govindgarh Hathkargha Bunkar Sahakari Samity Ltd., Village Mallikpur, Teh. Chomu, District Jaipur, Rajasthan.
7. Mallikpur Hathkargha Bunkar Sahakari Samity Ltd., Village Mallipur, Teh. Chomu, District Jaipur, Rajasthan.
8. Sandrasar Hathkargha Bunkar Sahakari Samity Ltd., Village Sandrasar, Teh. Chomu, District Jaipur, Rajasthan.
9. Sarai Hathkargha Vastra Utpadak Sahakari Samity Ltd., Village Sarai, District Dausa, Raj.
10. Bhandarej Hathkargha Vastra Utpadak Sahakari Samity Ltd/. Village Bhandarej, District Dausa, Rajasthan.
11. Rajpura Patalwas Bunkar Sahakari Samity Ltd., Village Patalwas, Teh. Bassi, District Jaipur, Rajasthan.
12. Dudhli Bunkar Sahakari Samity Ltd., Village Dudhli Ten. Bassi District Jaipur, Rajasthan.
13. Mohanpura Koli Sahakari Samity Ltd., Village Mohanpura, Teh. Bassi, Distt. Jaipur, Rajasthan.
14. Jeetawala Koli Sahakari Samity Ltd., Village Jeetawala, Teh. Bassi, Distt. Jaipur, Rajasthan
15. Kanota Koli Sahakari Samity Ltd., Village Kanota, Teh. Bassi, District Jaipur, Rajasthan.
16. Goner Hathkargha Bunkar Sahakari Samity Ltd., Village Goner, District Jaipur, Rajasthan.
17. Kalwad Hathkhargha Vastra Utpadak Sahakari Samity Ltd., Village Kalwad, Distt. Jaipur.

Details in respect of above mentioned cooperatives has been collected and analyzed. From the analysis following conclusions are drawn:

1. Basically all these cooperatives are composed of genuine and skilled weavers who have been the victim of unawareness, ineffective leadership and weak linkages. It is proposed to organise these cooperative societies in the form of a federation. Registrar of cooperative societies, Secretary of Industries (Government of Rajasthan) and the State Federation of Weavers' Societies have agreed to provide patronage to such a proposal.

2. To facilitate marketing of products the silver lining has been flashed by ACASH (Association of Corporations and Apex Societies of Handloom), New Delhi which has agreed to market the handloom products manufactured by the group of the proposed Federation. The proposed federation will coordinate the business deals with ACASH, State Handloom Federation and Handloom Export Promotion Council (HEPC). The federation will function under the supervision of ICA CICOPA NCUI Project Unit at Delhi. The federation is expected to come into existence by 1st week of February, 1994.

3. A meeting of all the Chairmen of these 17 cooperatives was convened by the Delhi Unit at Jaipur and they have since resolved to federate in the proposed fashion.

4. (WSC), Jaipur have agreed to impart training on improving weaving skills, dye-ing, printing and finishing of the handloom products of these coops.

METAL-WARE COOPERATIVES:

Muradabad also known as "Peetal Nagri" i.e. Brass City is the biggest brass-ware manufacturing centre in India but most of the manufacturers are doing it either independently or privately. There are hardly 30 cooperative societies existing in this field in Muradabad. It has been very difficult to differentiate between a private manufacturer and the ones doing it under cooperative banner. Nevertheless, following seven coops have been identified in Muradabad and one in Dehradun (U.P.):

1. Handcrafted Export Articles Industrial Coop. Society Ltd., Muradabad.
2. Brass-ware Artisans Sahakari Samity Ltd., Moradabad.
3. Bartan Dhalai Udyog Sahakari Samity Ltd, Muradabad
4. Bharat Gulli Manufacturing Coop Society, Muradabad
5. Purushartha Bartan Mirmata Udyog Sahakari Samity, Muradabad
6. Metal Craft coop Society Ltd. Muradabad
7. Fine Brassware Moulders' Coop Society Ltd. Muradabad
8. Khukri Nirman Auodyogik Sahakari Samity Ltd., Dehradun.

As mentioned earlier, the major problems being confronted by this industry in U.P. pertain to weak horizontal linkages and representation at National level.

1. To promote the interest of Metal-ware coops, Ministry of Industries, Govt. of India has been approached to provide its support to the artisans in Coop. metal-ware industry.

2. As regards working capital and financing to carryout business operations in this industry, the response of Coop. Banks and the financing agencies is extremely poor. The procedural formalities and norms are too stringent. The matter was discussed with dy. General Manager of NABARD and Manager of Small Industrial Development Bank of India, who have assured to accord sympathetic consideration to such a proposal.

3. State Cooperative Bank of U.P. have agreed to grant the sanction of Working Capital Subject to unconditional Guarantee of State Govt.

4. The availability of raw-material is another constraint in running this industry. Raw-material is available either in Brass sheets (Rs. 100-115 Kg), or solid Brass which is (65-70 /Kg). The suppliers are based in Delhi and Jagadhari. The solid brass is imported by dealers in Bombay. There is no Govt. dept to provide raw material at CONTROLLED Rates at Moradabad. Average consumption of brass raw-material is 7 M.T. per month by each cooperative society or individual private industry. There are more than 150 units at Moradabad engaged in manufacturing brass-wares of which 90% are exporters.

5. General Manager of DIC, Moradabad has been approached to arrange training for the members of two Coops on Moulding procedure, Polishing of brass and Silver plating. Coops are interested to install Lacquering, Silver plating and Polishing plants. The total cost for one unit is approx. Rs.1,50,000 G.M., DIC, Moradabad has agreed to recommend the case to Govt. of India. Export market is the biggest attraction to join ICA CICOPA NCUI Project. The ambitions are quite high.

Labour & Construction Cooperatives

The only successful Labour and Construction Coop. found near Delhi is the Haryana State Labour and Construction Coop. Federation, Chandigarh. They are interested in receiving training on construction of glass houses for agriculture farming. The matter will be taken up with Ministry of Agriculture and Cooperation, Govt. of India.

BANGALORE UNIT:

Following 18 cooperatives out of the 39 cooperatives mentioned earlier have been identified for CICOPA service at Bangalore unit:

1. Aralepet Silk Handloom Weavers' Coop. Society, Bangalore.
2. Sree Shakti Multipurpose Coop. Society Ltd., Bangalore.
3. Uttarahalli Multipurpose Coop. Society Ltd., Bangalore.
4. Zenkar Multipurpose Coop. Society Ltd., Bangalore.
5. Bharathi Tailors Coop. Society Ltd., Bangalore.
6. Chaithanya Tailoring Coop. Society Ltd., Bangalore.
7. Safalya Women's Coop. Society, Bangalore.
8. Aid the weaker Trust women's Printers Coop. Society, Bangalore.
9. Jai Jawan Jai Kisan Cobblers Coop. Society, Bangalore.
10. Women Industrial Coop. Society, Bagher.
11. Raghavendra Silk Handloom Weavers' Coop. Society, Yalahamka.
12. Sunangali Multipurpose Coop. Society, Cholanayakana Hall.
13. Tumkur City Maheshwari Women's Industrial Coop. Society, Tumkur.
14. Women Multipurpose Coop. Society, Thirthalli.
15. The Mysore Gudigar Coop. Society, Sagar.
16. Thengina Narine Karigarike Sahakar Sangha Ltd., Channapatna.
17. SC/ST Coir Cooperative Society, Neelakantanahalli.
18. Kumbara Kushala Industrial Cooperative Society, Mysore.

As is evident, the focus is on the development of women coops in the area. Women Industrial/Multipurpose coops are working better, with greater service motive and receptivity to new ideas. The activities undertaken by the Bangalore Unit are as under:

1. Project formulation techniques were discussed with Women Printers Coops in Bangalore and the proposals were discussed with State Financing Agencies for favourable conditions. Vocational training in binding is being provided by Karnataka State Coop. federation Printing Binding Unit.
2. Of the above 18 coops., entrepreneurial skill building training was imparted to 11 women's industrial coops. One day workshop on product development was conducted for all the 18 coops.
3. Vocational training in Book binding, Comb-binding, Lamination and repair and maintenance of sewing machine is also being provided.
4. Names of 3 coops have been sponsored for their participation in a National Exhibition held at Delhi from 24 February 1994.
5. The project unit at Bangalore, in collaboration with Canara Bank and Gokul Das Images (the leading export house) has arranged ON-THE-JOB training to 25 women from the coop. at No. 5 in the above list. These women will be ultimately absorbed in the Export House.
6. Matter regarding exemption of sales-tax on coop. products has been taken up with the State Government.

ACTION PLAN : DELHI UNIT

1. Training on improving weaving skills.
Collaborators : Weavers Service Centre, Govt. of India.
- Tie & Die Units at Jaipur.
- Jawahar Kala Kendra, Jaipur.
Period : 10 days at Jaipur
Participants:34 weavers from 17 coops. in Rajasthan.
2. Training on Accounting and Book-keeping at ICM Jaipur:
Period : 7 days
Participants : Treasurers of 21 coops. (including Metal-ware coops.)
3. Identification of Training Material and its procurement.
4. Visits to each identified coops to study the execution of business deals.
5. Liaison with various collaborating agencies including state Govts. and Central Govt. of India and arrange product exhibition for a better turnover.
6. Field visits of the members of identified cooperatives to more successful coops in order to give exposure for better learning.

ACTION PLAN - BANGALORE UNIT

- i. To organise a meet of all selected 18 coops with concerned bodies.
Objective:Motivation and Orientation of future programmes and networking.
- ii. Workshop on Product Development:
Collaborators : OXFAM BRIDGE, SOUTH INDIA PRODUCERS ASSOCIATION, CANARA BANK.
Duration : 3 days.
Participants : 25 from Handicraft sector.
- iii. Industrial Training on Repair and Maintenance of Sewing Machines:
Collaborators:Karnataka State Women's Development Corporation and Usha ITI.
Duration : 10 days.
Participants : 15 women from Coop. with pre-dominant activity being tailoring.
- iv. Training on High Fashion Technology:
Collaborators : ALT College of Fashion Design, USHA ITI.
Participants : 10 women from Coop.
- v. Exchange Programme with Field Visit:
Duration : 1 week. From other place to Karnataka (SILK)
Participants : Handloom weavers.
- vi. Management and Financial Development Programme:
Collaborators : Women's Dev. Corporation/may be at ICM Banglaore
Participants : 30 women.
- vii. Organisation of Exhibition-cum-Sale Buyers-Seller Meet.
- viii. To engage services of Resource Persons from ICRA to train members of cooperatives on Potting and Bamboo Craft. II

GROUPMENT OF HANDLOOM WEAVERS' COOPERATIVES IN RAJASTHAN

Project Report

Name	ICA-CICOPA NCUI pilot project on strengthening the management and marketing skills of identified weavers' cooperatives in Rajasthan.
Implementing Agency	Rajasthan Cooperative Weavers' Supplying and Marketing Federation Ltd., Jaipur and its 17 member cooperatives.
Promotional Agency	<ol style="list-style-type: none">1. ICA (International Cooperative Alliance), New Delhi2. CICOPA (International Committee on Industrial and Producers' Coops), France3. NCUI (National Cooperative Union of India)4. Government of Rajasthan, Jaipur.

Background

ICA (International Cooperative Alliance) is the world confederation of cooperatives and the biggest and the only NGO (non-governmental organisation) enjoying category I status in the United Nations Council. ICA has affiliates in countries, serving over 670 million members of the primary level through national and 8 international level cooperative organisation from all over the world. Headquarters of the ICA is based in Geneva, Switzerland. The Regional Office for Asia and the Pacific is situated in New Delhi.

CICOPA (International Committee on Industrial Artisanal and Service Producers' Cooperatives), Paris, France is one of the functional committees of ICA exclusively dealing the affairs of industrial and producers' cooperatives. As a part of its wedded objectives, CICOPA has recommended a pilot project on strengthening the management and marketing skills of identified primary weavers' cooperative societies in Rajasthan through the ICA ROAP (Regional Office for Asia and the Pacific), New Delhi and NCUI (National Cooperative Union of India). Main objectives of the Project are:

- i. To understand and study the grass-root level producers' cooperatives
- ii. Identify their problems
- iii. Suggest possible solutions
- iv. Prepare an action plan to ameliorate the conditions of such cooperatives and
- v. Organise skill-building training programme on improving management and marketing skills of the members of these cooperatives.

ICA ROAP had organised a national workshop on Industrial and Artisanal Cooperatives in India in June 1993 at Bangalore which was attended by 40 delegates from all over the country. It was recommended to launch the pilot project in India through NCUI. Pursuant to the recommendations of the workshop, an indepth and intensive survey of weavers' cooperatives near Jaipur was conducted by the CICOPA consultant based in New Delhi. It was observed that the main sufferings of the primary weavers cooperatives were on account of the following problems:

- i. Unawareness
- ii. Ineffective leadership
- iii. Weak capital base
- iv. Very weak linkages in all directions
- v. Indulgence of undesirable and ethical group of persons at the level of state federation and primary cooperatives.

- vi. Ineffective involvement of "Bunkar Sangh" the existing Federation of Primary Weavers' Cooperatives in protecting the interests of the member cooperatives.
- vii. Impossibility in weeding out such undesirable elements from the arena of the state federation.

Need of the Project

In order to get away with the builtin constraints and problems webbed into the existing organisation structure of the Handloom Weavers' cooperatives in Rajasthan, it was felt prudent and inevitable to set up a new system to promote and protect the interests of genuine weavers cooperatives at the grassroots level.

Discussions were held threadbare with the Registrar, Cooperative Societies, Rajasthan, Secretary (Industries), Govt of Rajasthan, NABARD, Jaipur and also the Development Commissioner, Handloom, New Delhi. The deliberation at all the levels were very meaningful and directional with the following outcome:

- a time bound action plan be made to organise all the identified weavers' cooperatives into a new groupment which may be registered as another apex federation of weavers' cooperatives in Rajasthan in order to inculcate the cooperative spirit in other defunct primary cooperatives.
- the new federation must undertake the responsibility of providing timely and regular supply of yarn at the door step of the ultimate weaver and also lifting of the finished product from the door step of the weaver. The idea was to extend the vital support to the poor weaver in terms of effective service.
- the new federation would work all out to build and strengthen the forward-linkages of the primary cooperatives and introduce the concept of value addition in order to enhance viability of the primary cooperatives.
- Organise need based training programme with the help of various concerned agencies of the local Government and also the Central Government.
- Promote the products of these cooperatives in overseas market with the help of ICA.

The Project

A group of identified 17 primary weavers' cooperative societies (list enclosed) around Jaipur fully endorsed the above proposals and moved an application before the Registrar of Cooperative Societies, Government of Rajasthan to have a modest beginning by organising themselves into a new groupment under ICA-CICOPA-NCUI pilot project and work together to undertake the supplies of handlooms products to various government agencies, public enterprises and also participants in trade fairs under the aegis of ICA for the promotion of common interests. An indepth survey was conducted by the representative of the Registrar, Cooperative Societies, Government of Rajasthan, on the genuineness of the cooperatives and on the basis of his recommendations the Registrar finally accorder his kind approval on the application to register SAMFED (Rajasthan Cooperative Weavers' Supplying and Marketing Federation Ltd.,) as another parallel weavers' apex body in Rajasthan on 21.02.94 (certificate of Registration and copy of bye-laws enclosed).

Following organisational designs has been adopted by the SAMFED to carryout its activities:

BOARD OF MANAGEMENT

(13 Members)

9 Elected Representatives of the affiliated primary cooperatives

Representative of ICA/CICOPA/NCUI/Pilot Project

One representative of the Registrar Cooperative Societies

One representative of the Director, Industries

& Member Secretary

All duties as per Bye Laws

Executive Director

Two Promoters

(Skilled Weavers)

- i) to ensure quality control
- ii) to ensure timely supply of yarn as per requirement
- iii) to lift the finished product
- iv) to settle the payment of wages and marketing claim with the primary cooperatives

One Driver

One Helper

Description of the Activities

In order to achieve the stipulated objectives, following activity schedule is envisaged:

- i. Obtain financial assistance in the form of long term and short term loan.
- ii. Assess the quality of yarn required as per the orders from ACASH and other Govt. Agencies. Arrange Purchase of yarn from the spinning unit.
- iii. Supply of Yarn (raw material) : Distribution of Yarn to Member primary coops will be arranged by SAMFED as per the production capacity and delivery of yarn (15 days stock) will be ensured to the weavers. SAMFED will maintain stock registers at Primary Cooperatives and reconcile it every fortnightly. The promoters of SAMFED and the Chairman of primaries will jointly monitor proper utilisation of the yarn and ensure quality control as per the specifications of the orders. It has been planned to have minimum two visit of the promoters to each cooperative in a week and closely monitor the progress as per the production calender.

The Executive Director will be responsible for overall management control on the primary cooperatives and also tackle the problems on the spot. As per the feedback from promoters and the Chairman of SAMFED, the Executive Director will keep apprising ICA-CICOPA, Delhi and concerned Government authorities of the State Government on the progress of the project. He will also suggest suitable training programmes for the members of the primaries. ICA-CICOPA will arrange funding to conduct various training programmes as per the suggestions of SAMFED.

- iv. The promoters of SAMFED will encode the product of each primary cooperatives and will lift the product every fortnightly from the primaries. The fabric will be stocked in the office of SAMFED at Jaipur and will be taken for finishing to Bhilwara/Jaipur every month. SAMFED will arrange inspection of the Quality of the Fabric.

Details on the cost of project could be seen on the annexure enclosed. All the primaries affiliated to SAMFED are capable of manufacturing following items:-

- i. Terry-cot suiting and shirting.
- ii. Bed covers and sheets
- iii. Cotton Fabric (for Sarees and Dress Material)
- iv. Khes
- v. Durries
- vi. Towels
- vii. Blankets &
- viii. Shawls

Marketing Arrangements

Undoubtedly marketing of the fabric poses the biggest threat to the survival of the Weavers in the present context. It is initially proposed to provide protected marketing channels to market the fabric produced by the group of cooperatives affiliated to SAMFED. Initially for a period of one year the marketing will be through ACASH and State Government.

SAMFED is being notified as one of the suppliers to Association of Corporations and Apex Societies of Handlooms and also being considered for CSPO rate contract of the Government of Rajasthan. After one year ICA-CICOPA will arrange visit of skilled artisans to European countries to study the cooperatives and marketing patterns. Efforts will also be made to market the fabric through exhibitions and other existing channels, but after one year.

ANNEXURE-A
List of Member Cooperatives

Name of Society	Registration year	Members	Total No. of Looms	Turnover 1992 Million INR	Production Capacity p.a.
Ganesh Handloom Narainpur 1000 Mtrs	1988	35+(75)*	22	0.37	80,000 Mtr
Hodayali Handlooms 850 Mtrs	1989	21+(120)	15	0.14	50,000 Mtr
Khatwa Handlooms, Khatwa 1500	1987	21+(150)	20	0.27	50,000 Mtr
Jasota Handlooms, Jasota (1987) 2500	1946	32+(140)	20	0.30	72,000 Mtr
Daangarevar Handlooms, Daangarevar 1600	1992	<u>35+(80)</u>	23	0.34	80,000 Mtr
Govind Garh Handlooms, Govind Garh 1500	1988	29+(90)	18	0.40	65,000 Mtr
Malikpur Handlooms Malikpur 1000 Mtrs	1967	42+(120)	20	0.25	90,000 Mtr
Sandrasar Handlooms, Sandrasar 420 Mtrs	1988	30+(150)	10	0.09	70,000 Mtr
Sarai Handlooms, Sarai 5000 Kg	1992	32+(140)	25	0.40	75,000 Mtr
Bhandarej Handlooms, Bhandarej 2200 Mtrs X 72	1987	<u>45+(160)</u>	15	0.20	95,000 Mtr
Rajpura Patolwas Handlooms 2200	1985	42+(140)	30	0.32	90,000 Mtr
Dudhli Handlooms, Dudhli 2200	1986	45+(145)	30	0.38	95,000 Mtr
Mohanpura Handlooms, Mohanpura 2500	1988	37+(90)	20	0.35	85,000 Mtr
Jeetawala Handlooms 4200 Mtrs	1958	40+(100)	8	0.25	90,000 Mtr

Name of Society	Registration year	Members	Total No. of Looms	Turnover 1992 Million INR	Production Capacity p.a.
Kanota Handlooms Kanota 1600 Mtr	1972	29+(90)	10	0.20	65,000 Mtr
Goner Handlooms Handlooms, 1700 Mtr	1988	35+(80)	22	0.40	80,000 Mtr
Kalwad Handlooms Kalwad 850 Mtr	1988	25+(100)	20	0.25	55,000 Mtr
		575(1970)	328		

* Note : As per the Cooperative Societies Act, only one member one family is supposed to be in the Coop. The figures in brackets above show the number of family workers.

III

ORIGINAL DRAFT

A majority of cooperative membership in India consists of economically-weaker segments of the society. They belong to agricultural labourers and tenants, artisans, semi-skilled workers engaged in agricultural industry, industrial ventures, construction cooperatives, handicraft and cottage industry sectors.

The production activities are carried out in accordance with the market demands and under the supervision of production managers employed by a variety of cooperative units throughout the country. In some of the major sectors e.g. labour and construction cooperatives, spinning or textile and handloom industry, handicraft cooperatives, artisans and workers are employed by the cooperatives either from the open market or from among the membership. Production designs are developed by the management and production quantities and schedules are decided in accordance with the orders received. No initial production training or skill development activities are imparted. In some cases production methods are traditional, designs are stereotyped and the marketing capabilities poor. Cooperatives have few market outlets of their own, and very little business contacts are developed with foreign markets especially in Europe or Japan. As a result, the diversification in production and designing does not take place, market benefits from overseas do not occur, and the cooperatives do not make significant economic gains which could otherwise generate further business, employment potentials and improvement of technical levels.

In this sector the following cooperative organisations are actively involved:

1. The All India Federation of Cooperative Spinning Mills Limited (AIFCOSPIN)
2. The National Federation of Labour Cooperatives Ltd., (NFLC)
3. The National Cooperative Union of India (NCUI)

1. The All India Federation of Cooperative Spinning Mills Limited (AIFCOSPIN)

It is an apex body of over 200 textile cooperatives in the country. The membership consists of spinning cooperatives, their state level federations, state cooperative handloom federations, textile processing cooperatives, cooperative marketing federations and state textile corporations. It is managed by an elected governing body which elects a President and Vice-President.

Its primary objective to provide promotional, technical and managerial services for the efficient running of the existing spinning mills and for setting up of new mills in the cooperative sector. It plans, formulates and implements projects for establishment of new spinning mills and prepares project reports for expansion and modernisation of existing ones.

Its main activities are, among others, representing the cooperative textile mills at the national level; provision of expertise and guidance to the mills in areas like energy audit, machine maintenance, training of operators, cost control and quality control; provision of market intelligence data on cotton and cotton yarn, both in national and international markets, for the benefits of its members.

The handloom industry engages about 6.5 million people mostly from rural areas on over 3.9 million handlooms, apart from employment on market-related activities. The number of handloom cooperatives are about 13,000. About 27% of the total textile production in the country is produced by handloom sector.

2. The National Federation of Labour Cooperatives Limited

Registered in 1981, the Federation has a total of membership of nearly 11.86 million artisans and labourers from labour construction and forest labour cooperatives. In the membership of the federation there are : 9 state level federations, 63 district federations and 18,670 primary level cooperatives. The membership of labour/contract/construction and forest labour cooperatives comes from economically-weaker sections of the community, far below the poverty line.

The main objectives of the Federation are: promotion and deployment of labour contract/construction and forest labour cooperatives by organising the workers engaged in this profession and providing them with professional skills and marketing capabilities by transfer of technology, education and training so that additional employment and business is generated for this sector.

Some of the main activities of the Federation are, among other, dissemination of information on government regulations, contracts, incentives and business opportunities; filling of tenders; market intelligence through research and coordination and publication of newsletters; compilation of statistical data, training and orientation activities for workers and operational managers/leaders engaged in the sector.

The Federation is currently discussing with international partners on developing alternative material for construction activities e.g., converting thermal power house fly-ash into bricks for construction industry. Also discussions are underway with Delhi Administration for Federation's participation in an afforestation project near Delhi.

3. The National Cooperative Union of India

Established in 1929, the National Cooperative Union of India is a national apex organisation of the Indian Cooperative Movement. The membership of the Union is open to all national and state level cooperative organisations as well as multi-state cooperatives. The membership consists of 150 million individual members through 20 national level cooperative federations and 260 state level cooperative institutions.

The principal objective of the Union is "to promote and develop the Cooperative Movement in India, to educate, guide and assist the people in their efforts to build up and expand the cooperative sector, and to serve as an exponent of cooperative opinion in accordance with basic cooperative principles"

Some of the main activities of the Union, among others are: Cooperative education; staff training; training of trainers; research studies; public relations; and international cooperative relations. The Union also operates a full-fledged staff training structure consisting of a national level institute of cooperative management and state level cooperative training colleges. It also has an international cooperative trade development unit.

The Union is a promotional organisation and thus does engage itself in business operations. It, however, supports its constituents in several technical sectors by providing and locating subject specialists and by conducting feasibility studies etc.,

ICA & CICOPA

These non-governmental organisations, operating on the principle of democratic control, are the member organisations of the International Cooperative Alliance, which by itself is an international NGO. The ICA is a world confederation of cooperative representing nearly 700 million individual cooperators in 77 countries through over 195 national and international level cooperative organisations. It has its main office in Geneva, and operates several regional offices, one of which is the Regional Office for Asia and the Pacific based in New Delhi. The CICOPA (International Committee of Industrial Artisanal and Service Producers Cooperatives), based in Paris (France), also an NGO, is a specialised committee of the ICA. Main objectives of the CICOPA are: (a) to advocate the cause of industrial and artisan cooperatives in international organisations and UN-sponsored agencies; (b) to assist exchange of experiences, of technologies and of members of cooperatives in particular between those based in developed and developing countries; and (c) conducting actions of solidarity between cooperative movements by arranging and facilitating education and training programmes aimed at improving skills in management and marketing and generating additional employment for weaker sections of the community.

The above mentioned three organisations are also the active members of the CICOPA-ASIA.

Technical Assistance Project Idea

Based on technical discussions held in CICOPA committee meetings and also the discussions carried out by the CICOPA-Chairman with various relevant organisations in India from time to time, the CICOPA has agreed to support a technical assistance project on "Enhancing Management and Marketing Skills of Artisans/

Workers in the Cooperative Sector in India”.

Scope of the Project

The project is intended to provide marketing, professional and managerial skill training to a selected number of workers, managers and key leaders in the industrial and artisanal cooperatives in India with a view to impart technical knowledge, improve available technology and generate additional employment opportunities and/or help sustain the existing employment position.

Main Aim of the Project

To provide marketing, professional and managerial skills to workers, managers and key leaders engaged in artisanal, workers, industrial (handicraft sector) cooperative sector in India with a view to improve skills, performance, marketing capabilities and establishing and strengthening of institutional building efforts. The project is also aimed at creating additional employment opportunities and improving trading relations with counterpart organisations in some of the EEC countries especially France, Italy and Great Britain.

Target Groups of the Project

Workers and artisans engaged in the sector through training to workers, managers and key leaders attached to relevant cooperative organisations in India.

Activities of the Project

The main aim of the project shall be realised by undertaking the following activities:

1. Conduct of an indepth national study or survey of the sector e.g. identification of problem areas; identification of possible solutions; recommendations for developing strategies for future development; and guidelines for beneficiary and donor organisations;
2. Organisation of a national workshop cum training programme for the selected 20 persons and others. The workshop shall also discuss the fundings of the indepth study;
3. Training of pre-selected 20 persons, on an attachment basis with selected European cooperatives, during one year with special reference to; marketing management techniques, technology transfer especially in designing, production, presentation and delivery; international cooperative trading techniques; cooperative organisation and management etc. Additional 30 persons will be trained in India itself;
4. Setting up or strengthening of the required infra-structure aimed at institution building on a cooperative and collaborative basis (in which both the donor and beneficiary agencies participate on a sharing basis). This is sought to help set up or strengthen an Institutional Development Unit in one of the beneficiary organisation. the unit shall support and continue to develop the activities initiated by the project on a long term basis. From out of its pooled funds, the Unit may lend or invest on short-term and selective basic, in the activities or approved projects e.g. obtaining designs, consultancy, production of proto-types, training of staff, publicity and promotional activities. The Unit shall also serve as a think tank/idea bank fro the sector and act as a prime mover for development activities.
5. Monitoring and evaluation of the project at the end of one year with a view to suggest continuity in the present form or continuity with modifications. The aspect of replication of the project elsewhere is also included.

Time Frame

The project period is 1 year- from the date of agreement reached between the beneficiary organisations and the ICA-CICOPA, and subject to availability of funds. With a mutual consent the duration could be prolonged.

Methodology

The CICOPA, a committee of the International Cooperative Alliance, would make available the needed funds.

In India, the National Cooperative Union of India (NCUI) and the concerned sectoral federations will constitute a coordinating body which would sort out problems related to the Government of India's various departments, ICA and the concerned cooperatives/ individuals. The Coordination Body will be serviced by one of the beneficiary organisations. For all practical purposes, the NFLC would function as the official location of the CICOPA Project.

The ICA Regional Office for the Asia and the Pacific would function as a link between the Project in India and the CICOPA would provide the needed logistic support to the project.

The EEC Representative in India will be kept informed of all the developments and progress of the Project.

The selection of participants in the Project will be carefully done by the Coordinating Body in accordance with the qualifications and criteria fixed by the ICA-CICOPA.

Inputs by Donor Agencies

The following inputs are foreseen to be made available by CICOPA:

- a. Training opportunities for 50 persons during the period of one year. 30 persons to be trained in India, while 20 persons to be trained abroad under attachment-programmes with one selected European cooperatives, for a period 3-4 weeks. The training abroad will be carried out on batch basis e.g. 5-10 persons from each sector at one time (workers cooperatives, industrial cooperatives, textile cooperatives). The CICOPA will cover the international travel and the local costs while in Europe will be covered by the respective host cooperatives.
- b. Funding for holding a workshop-cum-training programme in India for a total duration of 10 days.
- c. Funding for conducting an In-depth National Study of the sector.
- d. Funding for creating or strengthening the Institutional Development Unit in India.
- e. Funding for support services and for provision of international consultant for the workshop and training programme.

Output Expected from the Project

The following output is foreseen from the Project:

1. 50 persons trained in management and market capabilities.
2. One workshop-cum-training programmes accomplished.
3. One in-depth study conducted, and national plan of action developed.
4. Institutional development infra-structure established.

Obligations of Donors/Beneficiary Organisations

- A. The ICA-CICOPA being the donor agency shall provide the following components:-
 1. Technical support and consultancy services;
 2. Coordination support;
 3. Funding when required in foreign exchange
 4. Attachment programmes in selected European countries.
- B. The beneficiary agencies will provide the following:-
 1. All local costs, facilities and logistic support;
 2. Salaries and allowances to selected participants who would be required to travel abroad for training

and consultation for the duration they are abroad with no obligations on the part of the donors.

3. Domestic travels of Indian participants and personnel connected with CICOPA activities while in India.

C. The ICA ROAP will be responsible for

1. All coordination activities and logistic support to CICOPA;
2. Channelling of funds for CICOPA-sponsored activities in India; and
3. Review and reporting activities.

List of Activities of the Proposed Project

1. Conduct of Indepth Study on the Sector
 - Constitution of a study group
 - Defining the Terms of Reference
 - Determining the time table
 - Emphasizing on the following aspects:
 - Present status of concerned agencies/sectors,
 - Identification of problem areas,
 - Identification of possible solutions,
 - Suggesting strategies for achieving solutions,
 - Developing strategies for future developments.
 - Recommendations and guidelines for :
 - Respective organisations
 - Government
 - ICA and CICOPA
 - Other international agencies
 - Follow-up mechanism
 - Publication of the report.
2. Organisation of a National Workshop-cum Training Programme

Objectives

- Discussions on the findings of the idepth national study/survey.
- Adoption of a National Action Plan for the sector
- Training of 50 persons will be identified beforehand who would receive technical training. 20 of them will be picked up for training abroad, while the remaining 30 will provide national level counterpart support.
- Creating favourable climate for the sector in the eyes of the public, government, international agencies and more particularly for EEC.

Participants for the workshop : 50 + 50 = 100 persons

Participation from:

- 50 selected prospective trainees (pre-selected)
- 10 from government agencies
- 10 from cooperative sector,
- 10 from international agencies
- 10 from ICA and CICOPA
- 10 others

Duration : A total of 10 days. Workshop itself : 3 days.

Training Programme : 7 days (with study visits)

Organised & Sponsored by : The CICOPA Coordination Agency

Background material for the workshop : (a) Indepth background material will be produced by concerned organisations, and (b) the report of the Indepth National Study.

Timing : (To be decided later)

3. Selection of 50 persons for Training

There will be a pre-selection of prospective trainees. Coordinated by: CICOPA-coordinating agency. Guidelines for pre-selection (to be determined in consultation with the ICA ROAP/CICOPA)

4. Setting up of an Institutional Development Unit

The International Development Unit will work closely with the NCUI's International Cooperative Trade Development Unit with special reference to market potentials abroad. It can be upgraded and made responsive to the requirements and needs of the donor agencies and participating agencies. The Unit shall have the required staff e.g. Marketing Development Advisor, Statistical/Research Officer, and support staff. Appropriate equipment will also be provided e.g., computers and office machines.

The Institutional Development Unit shall be responsible for the implementation of the project of the CICOPA and coordinate with the ICA ROAP.

The funding of the IDU shall be on a cooperative and collaborative basis. The CICOPA contributes 100% for the first year and then gradually reduces its contribution while the participating organisations contribute nothing in the first year, but increase their contributions gradually and correspondingly. This is viewed as a strong component for making the Unit more responsive, effective and lasting.

From out of its pooled funds, the Unit may lend or invest on short-term and selective basis, in the activities or approved projects e.g. obtaining designs, consultancy, production of proto-types, training of staff, publicity and promotional activities. The Unit shall also serve as a think tank/ideal bank for the sector and act as a prime mover for developmental activities.

IV

NATIONAL WORKSHOP OF THE SPINNING, WEAVERS, HANDICRAFTS, METAL WORKERS, OTHER ARTISANAL & LABOUR COOPERATIVES ON ENHANCING MANAGEMENT AND MARKETING SKILLS

BANGALORE, INDIA JUNE 23-28, 1993

- A REPORT

Within ICA (International Cooperative Alliance), CICOPA is the specialised body of producers' cooperatives offering its services to industrial, artisanal and workers cooperatives. CICOPA pursues the principles of cooperation as defined by the ICA and supports the workers' and artisanal cooperatives in accordance with these principles. In this context CICOPA is also instrumental in mobilising technical assistance and other support for such cooperatives particularly in third world countries.

In India, artisanal and workers' cooperatives constitute the most significant and second largest segment of the cooperative sector. They provide effective avenues for employment and income generating opportunities to the weaker sections of the community particularly artisans, workers, weavers etc. Keeping in view the above objectives and importance of artisans and workers cooperatives in India, the CICOPA and the National Cooperative Union of India agreed to collaborate with each other through ICA ROAP to strengthening such cooperatives.

The National Workshop

The National Workshop on strengthening the Management and Marketing Skills of Spinning, Handloom Weavers, Artisanal Industrial and Labour Cooperatives was organised by the National Cooperative Union of India in collaboration with ICA-CICOPA. The main objective of the workshop was to identify the problem areas of these cooperatives in order to evolve a strategy to achieve the following objectives:

- a. To provide marketing, professional and managerial skills to workers, managers and key leaders in these cooperatives;
- b. To strengthen institution building efforts in the sector of artisans and workers' cooperatives;
- c. To conceive a few well-defined projects on pilot basis for strengthening such cooperatives;
- d. To explore the possibilities for finding out the sources for obtaining international assistance for such cooperatives.

In nutshell, the workshop was a step towards materialising the objectives of technical assistance project of ICA-CICOPA on enhancing management and marketing skilling of artisans/workers. The workshop had two components; Component No 1 was a National Workshop on such cooperatives convened from 23rd to 25th June, 1993 and Component No. 2 was a seminar on Financial Management of Artisanal Cooperatives which was held on 26-28 June, 1993. The Seminar on Financial Management was aimed at evolving recommendations to prepare an action programme for the mobilisation of resources for artisanal/industrial/workers cooperatives.

RECOMMENDATIONS

Industrial Cooperatives (other than Metal Workers, Spinning and Handloom Cooperatives)

1. The Workshop observed that there has been a great deal of stagnation in the growth and development of industrial cooperatives. This is reflected in high degree of dormancy in such cooperatives. In view of this,

the Workshop recommended that there is a need for implementation of a time-bound action programme for revival of dormant industrial cooperatives. This would call for continuous skill oriented cooperative education programme for the members of such cooperatives and professional training of the employees of such cooperatives.

2. The Workshop noted that the new economic structure and industrial policy with its emphasis on liberalisation, debureaucratisation, privatisation and globalisation would subject Cooperatives to intense competition from private sector. The cooperatives should, therefore, build up their professional management, improve quality of their products through induction of proper technology particularly at the level of primary industrial cooperative societies.

3. It was felt that there was lack of infra-structural and financial support to primary industrial cooperatives. The present policies of State Small Scale Industries Corporation, State Financial Corporations, Small Industrial Service Institute, National Small Industries Corporation need to be suitably modified so as to enable industrial cooperatives to take advantage/benefit and support of these agencies in increasing manner.

4. The Workshop note that the weak financial and organisational base of federations of Industrial Cooperatives has resulted into rickety institutional support and marketing mechanism. In this context, the Workshop felt that the top down approach adopted for creating organisational structure for industrial cooperatives has not been suitable for their sustained growth. It was therefore, recommended there should be switch over to bottom-up approach to development of industrial cooperatives.

5. It was observed that support of large scale industries to set up ancillary industrial cooperatives within their catchment area may prove very effective in organising workers' and artisans into cooperatives. The workshop, therefore, recommended that the Government of India should formulate a policy for supporting anciliarisation on cooperative lines.

Spinning Cooperatives

The Workshop reviewed the performance of spinning cooperatives and noted that these cooperatives, inspite of their growth and advances, face a number of problems such as availability of raw materials at right time and at a reasonable price, labour absenteeism, lack of modern technology, resource crunch etc. After discussions the workshop made following recommendations:

1. It was noted that wide fluctuations in the production of cotton from year to year in the price by 80 to 110 per cent has increased in the cost of raw materials and consequently that of yarn. The workshop, therefore recommended that steps should be taken for raising cotton production through adoption of techniques for higher productivity and stability in the prices of raw materials.

2. The cooperative spinning mills also face a great deal of difficulty on account of labour absenteeism which results into low capacity utilisation and ultimately declining profitability. With a view to tackle the problem of labour absenteeism it was recommended that the mills should provide incentives to the workers through provision of houses, educational and recreation facilities etc.

3. In order to enable spinning cooperatives to withstand competition in the open market effectively, steps should be taken for technological upgradation. However, the workshop noted that a number of cooperative spinning mills have already installed ultra modern sophisticated machines. This calls for professional handling by skilled personnel. Continuous training programme, therefore, should be planned for managerial and operational personnel of spinning cooperatives for maintaining operational efficiency of spinning cooperatives.

4. The Workshop observed that for installation of a new mill of 2500 spindle capacity, a capital expenditure of Rs. 25-30 crores is required. The growers/weavers who are the members of such cooperatives find it difficult to mobilise resources of such high order. The Workshop, therefore, recommended that there should be a provision for soft loans to spinning mills by the State Governments, NCDC and other financial institutions.

Handloom Weavers Cooperatives

The workshop unanimously endorsed the following future strategy:

1. The development package for weavers' cooperatives should be based on the skill and earning level of the weaver members. It was, therefore, recommended that weaver members of cooperatives may be categorised as high earners, medium earners and low earners. Specific development strategy and package should be evolved for different categories of weavers.
2. The workshop noted that so far emphasis of developmental strategy has been on institutional weavers. It was, therefore, recommended that the individual weavers in different areas should also be focus of attention of the Government and developmental agencies.
3. With a view to enable that handloom weavers cooperatives are in a position to bridge the cost handicap of their product, the Government should give necessary fiscal concessions to them. Similarly, the policy of the Government for reservation of certain products for handloom weavers' cooperatives should be strictly enforced.
4. The federal organisations and developmental centres set up by the Government should ensure continuous and effective flow of market information to the weavers' cooperatives. The workshop therefore, recommended that a workable management information and market intelligence system should be evolved by the federal organisations and the developmental centres of the Government.
5. With a view to ensure managerial efficiency of these cooperatives, there should be an integrated action programme for development of skills and managerial competence for weaver members and the managers of such cooperative societies respectively.

Metal Workers Cooperatives

The Workshop identified lack of availability of raw material in time and at reasonable price, traditional technology, lack of information system, lack of availability of finance etc. as the principal problems of metal workers cooperatives. Keeping these problems in view the Workshop recommended as follows:

1. There is a need for induction of modern technology in metal crafts for the benefit of these cooperatives.
2. The defence department should allocate 30 per cent raw materials for cooperatives only.
3. The Workshop felt that the benefits under the policy of supply of raw materials at subsidised rate by Defence departments for SSI units should also be made available to the metal worker cooperatives.
4. The Government of India should evolve a suitable scheme for providing financial assistance for establishment of designing centres for the benefit of metal workers cooperatives on group basis.
5. It was noted that present practice of double taxation particularly in regard to sales tax makes the product of these cooperatives costlier. The workshop, therefore, recommended that the Government should reimburse sales tax deposited by these cooperatives.

Labour Cooperatives

1. It was felt that comprehensive information about these cooperatives was not available so far. It was, felt therefore, recommended that the National Federation of Labour Cooperatives in collaboration with National Cooperative Union of India should undertake a comprehensive survey of the labour cooperatives working the country. Based on the analysis of the survey, a workable action programme for the development of labour cooperatives should be drawn up.
2. With a view to ensure that work is available to labour cooperatives on perennial basis, the Government both at the centre and state should allocate works on preferential basis to labour cooperatives under various schemes such as employment guarantee scheme, rural development programmes, PDS etc.
3. It was felt that the labour cooperatives do not get necessary financial assistance and support from

various agencies like NCDC and NABARD. It was, therefore, recommended that NCDC charter should be amended to provide for financial support to labour cooperatives. Similarly NABARD should also formulate a scheme to provide concessional finance to labour cooperatives through cooperative financing agencies.

4. The scheme of Government of India in the Ministry of Agriculture should be suitably modified so that funds available under the scheme are fully utilised for the benefit of labour cooperatives.

5. The National Cooperative Union of India should formulate a programme of cooperative education for the members of labour cooperatives for which the National Federation of Labour Cooperatives should provide necessary organisational and financial support to the NCUI.

6. Since the membership of labour cooperatives belongs to the weakest sections of the community, these cooperatives should be given the benefit of exemption from income tax; and sales tax.

7. Recommendations of the Workshop relating to labour cooperative should form the part of the agenda of National Advisory Board on Labour Cooperatives so that Government of India may take necessary policy decision based on the recommendations of the Workshop.

RECOMMENDATIONS OF THE SEMINAR ON FINANCIAL MANAGEMENT OF THE ARTISANAL COOPERATIVES IN INDIA

26TH, 27TH & 28TH JUNE, 1993, BANGALORE

Following the workshop, seminar on Financial Management of Artisanal Cooperatives was held. The seminar was guided and conducted by Mr. G. Bedard, Expert on Financial Management deputed by CICOPA. The recommendations of the Seminar are mentioned below:

1. Extension activities to create awareness among members be organised intensively at the primary level.
2. There must be proper screening of the members and only genuine artisans who value the coop ideology be allowed to continue in the society.
3. The cooperatives must have real democratic control and be managed professionally.
4. Cooperatives should have strong linkages in all directions so as to cater to the requirements of the members efficiently.
5. Various training programmes on leadership development product development, quality control, packaging, processing, value addition etc. should be organised to build the competitive strength of the cooperatives.
6. Government's involvement be confined to supervisory role only, Instead of contributing toward the share capital of the cooperatives, the government should come out with the policy to support cooperatives getting timely supply of the raw material, proper coordination between spinning cops and weaving coops, waiver of sales tax, abolishing octroi, some concessions in the form of cost reduction and using government's infrastructure in arranging group training course for the rural coop artisans.
7. Cooperative banks should provide consumption credit to the members of the cooperatives and sanction Cash Credit Limit to the members and also arrange interest subsidy either from NABARD or Government.
8. It was unanimously proposed to have a central nodal agency to work for the interests of primary artisanal cooperatives and also create an intensive reorienting of the operations.

List of Participants and Resource Persons

1. SPINNING AND WEAVERS' COOPERATIVES

A Weavers' Cooperatives

1. Smt B.R. Hemavati
Director
Aralepet Silk Handloom Weavers'
Production and Sales Society
B.V.K.Iyengar Road
Bangalore-560053
2. Shri Sanjay Kumar Giya
Adviser,
Modern Handloom Producers' Society
Bhukmaria Bhawan
Govind Rajjon Ka Rasta
Jaipur (Rajasthan)
3. Shri Syed Sajid Ali
Chairman
Embroidery Industrial Cooperative Society
B-3/4 10 Shivala
Varanasi (UP)
4. Shri Braham Swarup Thakur
Managing Director
Bhutti Weavers Industrial Cooperative Society
Bhutti Colony
Shamshi Kulu-175126
(Himachal Pradesh)
5. Shri S.S.Sethi
President
Jaibharat Handloom Cooperative
Industrial Society
C-1, Weavers Colony
Bharat Nagar
Delhi-110052

II. INDUSTRIAL AND METALWARE COOPERATIVES

B. Industrial Cooperatives

5. A.Smt. B. Bimla Das
President
Jagruthi Mahila Multi Purpose
Cooperative Society Ltd. D.No.2669
1st Main, MCC 'B' Block
Opp. Babuji Dental College
Davangere (Karnataka)
6. Smt. K.G. Susheelamma
Secretary
Jagruthi Mahila Multipurpose
Cooperative Society Ltd. D.No.2669
1st Main, MCC 'B' Block

Opp. Bapuji Dental College
Devangere (Karnataka)

7. Km. Prakash Bala Sharma
Project Officer
Women Coop. Mobilisation Project,
71 Mahatma Gandhi Marg
c/o District Cooperative Bank
Agra (U.P)
8. Smt. Jayanthi
Sumangali Multi-Purpose Cooperative Society
Cholanayanahalli
Near Hebbal R.T. Nagar Post
Bangalore-560032
9. Smt. Anuradha
Sumangali Multi-Purpose Cooperative Society
Cholanayanahalli
Near Hebbal R.T. Nagar Post
Bangalore-560032
10. Smt. T.S. Rukmayi
Sree Shaki Multi-Purpose
Cooperative Society Ltd.,
Sports Club Building
West Wing (Ground Floor)
Dooravaninagar
Bangalore-560018
11. Smt. Sumar Kolhar
President
Bijapur District Womens Multi-Purpose
Cooperative Society Ltd.,
Stadium Complex, Shop No. 24,25 & 26
Station Road
Bijapur-586101
12. Smt. Vijailaksmi Rambhat
Advocate President
Women's Industrial Cooperative Society
5th Cross, 3rd Man
Cambridge Road Extn
Someshwarapuram Ulsoor
Bangalore-560008
13. Shri V.A. Balekundri
Khadi & Gramodyoga Sahakari
Utpadak Sangha
Hubli-591148
14. Shri N.G. Ganesh Sagar
Gudikar Cooperative Society
42/48 Chrch Road
Sagar (Karnataka)

15. Shri S.S.Manjunath
Gudikar Cooperative Society
42/48 Chrucl Road
Sagar (Karnataka)
16. Shri Neel Kantha Shamarao Amashi
Madhavpur Vadagaon
Belgaum (Karnataka)
17. Smt. Girja Shashikumar
Secretary
Bangalore Rural District Women
Multipurpose Cooperative Society
Chathana No.114
Ratnavilasa Road
Basavanagudi
Bangalore-5600
18. Shri K.G.Krishnamurthy
Mysore Gudigar's Cooperative Society
Main Road, Sorab Branch
Sagar Distt. Shimoga
(Karnataka)

C. METAL WARE COOPERATIVES

19. Shri Zahid Hussain Mansoori
Secretary,
Brassware Artisans' Sahakari Samiti Ltd.,
Moghalpura I.
Moradabad (UP)
20. Shri S.C. Sahu
President
Jagmohan Bell Metal Trading
Cooperative Society
Jagmohan, Ganjam (Orissa)
21. Shri Srinivas Mahapatro
Secretary
Jagmohan Bell Metal Trading
Cooperative Society
Jagmohan, Ganjam (Orissa)

III. LABOUR COOPERATIVES

22. Shri Manohar Anant Chitnis
Chief Technical Adviser
Maharashtra State Labour Cooperative
Societies Federation
656-657 Labour Federation Building
Market Yard, Gultekdi
Pune-411037

23. Shri Sunil Kumar Kusalkar
Social Workers
Maharashtra State Labour Cooperative
Societies Federation
656-657 Labour Federation Building
Market Yard, Gultekdi
Pune-411037
24. Shri Radhey Shyam Mathur
Executive Director
National Federation of Labour Cooperatives,
3, Siri Institutional Area
Khel Gaon Marg
New Delhi-110016.
25. Shri Bhaskar Ganapati Hegde,
Chairman
Sirsi Taluka Labourers' Cooperative
Society Ltd.,
Sirsi-581401 (Lucknow)
26. Shri Jagdish Raj
Director
Punjab State Cooperative Labour & Construction Federation
House No.419 Tilak Nagar
Shivala Road
Amritsar (Punjab)
27. Shri Satish Kumar
Secretary
Punjab State Cooperative Labour & Construction Federation
H.E. 155 Phase 1.
Mohali, Distt. Ropar (Punjab)
28. Shri Mewa Singh Pattar
Managing Director
Haryana State Cooperative Labour & Construction Federation
SCO 819 M. Majra
Chandigarh (Haryana)
29. Shri D.L.Gotame
Maharashtra State Labour Cooperative Societies Federation
656-657 Labour Federation Bldg
Market Yard, Gultekdi
Pune-411037
30. Shri S.K.Tapte
Maharashtra State Labour Cooperative Society Ltd.,
656/657 Labour Construction Work
Market Yard, Gultekdi
Pune 411037

31. Shri G.V. Maha
Additional Manager
Maharashtra State Labour Cooperative Societies Federation
656-657, Labour Federation Building
Market Yard, Gultekdi
Pune-411037
32. Shri Sahawaz Ahmed Khan
President
M/s Handicrafts Exports Article
Cooperative Society Ltd.,
Nai Sarak
Moradabad-244001 (UP)
33. Shri Shafat Ahmed Khan
Director
M/s Handicrafts Exports Article
Cooperative Society Ltd
Nai Sarak, Moradabad-244001 (UP)

OBSERVERS

34. Mrs. Nagarathna Rao
Lady Education Officer
Karnataka State Cooperative Federation
No.32 Race Course Road
Bangalore-560001
35. Shri A.R. Sridhar
Industrial Instructor, NCUI
c/o Karnataka State Cooperative Federation
No.32 Race Course Road
Bangalore-560001
36. Shri V.M. Payagond
CEI (Handicrafts), NCUI
c/o CTI Building, Sayyaji Rao Road
Mysore-570001.

RESOURCE PERSONS

1. Mr. K.S. Panmar
Managing Director
All India Federation of
Cooperative Spinning
Mills Ltd.
2. Mr. S.G.Hegde
Consultant Textiles
National Cooperative
Development Corporation
3. Mr. Khushi Ram
Add.Development
Commissioner Handicrafts
Government of India

4. Mr. A.N. Jha
Managing Director
National Federation of
Industrial Cooperatives

5. Dr. R.C. Dwivedi
OSD
Minister of Agriculture
Government of India

**International Committee of Industrial, Artisanal and
Service Producers' Cooperatives (CICOPA)**

15, route des Morillons
CH-1218 Grand-Saconnex
Geneva, Switzerland

1. Mr. Y. Regis
2. Mr. Durr Didier
3. Mr. Serreau Alain
4. Mr. Gauthier Michel
5. Mr. Barras
6. Mr. Jean Mar Pat
7. Mr. Guy Bedard

International Cooperative Alliance

Regional Office for Asia & the Pacific
'Bonow House', 43 Friends Colony (East)
New Delhi- 110065. India.

1. Mr. G.K. Sharma
2. Mr. Malte Jonsson
3. Dr. Daman Prakash
4. Mr. Rajiv I.D.Mehta

National Cooperative Union of India

3, Siri Institutional Area
Khel Gaon Marg, Haus Khas
New Delhi-110016. India

1. Mr. B.S. Vishwanathan
2. Mr. B.D.Sharma
3. Mrs. M.M. Vaid

Institute of Cooperative Management

67, Padmanabhanagar
Banashankari Phase II
Bangalore-560070, Karnataka, India

1. Mr. M.B.Patil
Principal



These non-governmental organisations, operating on the principle of democratic control, are the member organisations of the International Cooperative Alliance, which by itself is an international NGO. The ICA is a world confederation of cooperative representing nearly 700 million individual cooperators in 77 countries through over 195 national and international level cooperative organisations. It has its main office in Geneva, and operates several regional offices, one of which is the Regional Office for Asia and the Pacific based in New Delhi. The CICOPA (International Committee of Industrial Artisanal and Service Producers Cooperatives), based in Paris (France), also an NGO, is a specialised committee of the ICA. Main objectives of the CICOPA are: (a) to advocate the cause of industrial and artisan cooperatives in international organisations and UN-sponsored agencies; (b) to assist exchange of experiences, of technologies and of members of cooperatives in particular between those based in developed and developing countries; and (c) conducting actions of solidarity between cooperative movements by arranging and facilitating education and training programmes aimed at improving skills in management and marketing and generating additional employment for weaker sections of the community.



Established in 1929, the National Cooperative Union of India is a national apex organisation of the Indian Cooperative Movement. The membership of the Union is open to all national and state level cooperative organisations as well as multi-state cooperatives. The membership consists of 150 million individual members through 20 national level cooperative federations and 260 state level cooperative institutions.

The principal objective of the Union is "to promote and develop the Cooperative Movement in India, to educate, guide and assist the people in their efforts to build up and expand the cooperative sector, and to serve as an exponent of cooperative opinion in accordance with basic cooperative principles".

Some of the main activities of the Union, among others are: Cooperative education; staff training; training of trainers; research studies; public relations; and international cooperative relations. The Union also operates a full-fledged staff training structure consisting of a national level institute of cooperative management and state level cooperative training colleges. It also has an international cooperative trade development unit.

The Union is a promotional organisation and thus does engage itself in business operations. It, however, supports its constituents in several technical sectors by providing and locating subject specialists and by conducting feasibility studies etc.



The **International Cooperative Alliance (ICA)** is a world-wide confederation of cooperative organisations of all types. Founded in London on August 18, 1895, the ICA has affiliates in 70 countries with 200 national and international organisations as members serving over 700 million individual members

The ICA Regional Office for Asia and the Pacific (ICA-ROAP) serves 68 national level organisations from 26 countries and the ACCU, representing nearly 450 million individual cooperators. More than 63% of the total ICA membership comes from the Asia-Pacific region. Main activities include coordination of cooperative development efforts within the region and promotion of exchanges and experiences; project identification, formulation and evaluation; promotion of establishment and development of national cooperative apex organisations; and organisation of seminars and conferences on specific subjects including support for programmes aimed at the involvement of women and youth in cooperative activities.



ica
centennial
MANCHESTER 1995

