



UNIVERSITY COOPERATIVES IN INDIA

A Report of the ICA/NFUCA/VMNICM
National Seminar, November 1990



International Cooperative Alliance
Office for Asia and the Pacific

ICA Library
334:370 (54)
ICA 00069

University Cooperatives in India

Report of the National Seminar

Pune, India : 5-7 November 1990

Jointly Sponsored by

- * Vaikunth Mehta National Institute of Cooperative Management, Pune
- * ICA Regional Office for Asia and the Pacific, New Delhi
- * National Federation of University Coop Associations, Japan

334:370 (54)
ICA-U



International Cooperative Alliance
Regional Office for Asia and the Pacific
Bonow House, 43 Friends Colony (East)
New Delhi-110065, India.

**National Seminar on
University Cooperatives in India : A Report**

International Cooperative Alliance
Regional Office for Asia and the Pacific
'Bonow House', 43 Friends Colony, New Delhi-110065.
Telephone : (91)11-6835123
Telefax : (91)11-6835568
Telex : (81)31-75025 DICA IN

World Headquarters
International Cooperative Alliance
15, Route des Morillons
CH-1218, Grand Saconnex
Geneva, Switzerland.
Telephone : (41)22-7984121
Telefax : (41)22-7984122
Telex : (45) 415620 ICA CH

April 1991 (250)

Computer typesetting by **K. Sethumadhavan** at the ICA ROAP Desk Top Printing Unit, New Delhi
and printed at Document Press, H.S. 14 Kailash Colony Market, New Delhi-110048.

CONTENTS

1. Foreword	v
2. Preface	vii
3. Acronyms	viii
4. Seminar Proceedings	01
5. Objectives of the Seminar	12
6. Seminar Evaluation	13
7. Group Discussion Reports	14
- Group-I	14
- Group-II	17
- Group-III	20
8. University Consumer Cooperative Movement in Japan : An Introduction	23
9. Management of University Cooperatives in Japan	30
10. Consumers Cooperatives in India	34
11. University Consumers Cooperatives in India	44
12. VMNICM Cooperative Consumers Stores Limited, Pune	47
13. Sardar Patel University Central Cooperative Consumers Store, Vallabh Vidyanagar	51
14. Working of the Mangalore University Employees Credit Cooperative Society - A Report	56
15. University of Agricultural Sciences Consumers Coop Society Limited, Hebbal	63
16. Shivaji University Central Consumers Store, Kolhapur	66
17. Netaji Subhas Cooperative Training College Consumers and Credit Society Limited : A Study	74

18. Konkan Krishi Vidyapeeth Consumers Cooperative Store, Dapoli	80
19. Guidelines for Preparing Action Plan for a Cooperative Project	84
20. Seminar Programme	90
21. List of Participants	92

Foreword

Since the establishment of the first students' cooperative in Japan in 1898, this movement has made a steady progress. The students' cooperatives in Japan are today a very strong sector of the Japanese consumers' cooperative movement. Today there are 170 students' cooperatives in the country with a membership of nearly 1 million students. 30% of students of Japan's universities, and 70% of students of the national level universities are the members of these cooperatives. It is reported that the students' cooperatives during the fiscal year 1988 transacted business worth 153,250,000,000 yen (or US\$ 153 million) - an impressive figure indeed. The students' cooperatives in Japan look after their members very well, providing a variety of services viz., book stores, general stores, food services, student mutual insurance services, and other services like travel and guidance. The National Federation of University Cooperatives Associations (NFUCA), a member-organisation of the ICA, is the national apex organisation of students' cooperatives in the country. The membership of students' cooperatives is optional. Faculty members and other staff of cooperative colleges and educational institutions functioning under the universities are entitled to be the members. Services provided to the members are based on the "expressed needs" of the students. These needs are obtained by the cooperatives through "opinion cards" and free and frank suggestions made to the management of cooperatives. These cooperatives are run on principles of sound management and mutual understanding. Funds, resources, services and assets are managed in a professional manner. Technical expertise is provided by these cooperatives not only to the constituents but to other cooperative institutions outside Japan - cooperation among cooperatives.

Of late, the NFUCA-Japan, has supported the promotion, development and management of students' cooperatives in other countries in collaboration with the International Cooperative Alliance Regional Office for Asia and the Pacific (ICA/ROAP). We, at the ICA ROAP, were able to provide collaborative support to the NFUCA in organising seminars and workshops for university cooperatives in Thailand, Philippines and India. The experts from the NFUCA explained the objectives, organisational and operational structures of the University Cooperatives in Japan to their counterparts in these countries. A lot of information has been passed on to the concerned persons and with the organisation of the seminar in India now it is expected that students cooperatives in India will start thinking of strengthening their own cooperatives. The consumer cooperative movement in India, as such, and the students' cooperatives in particular have yet to achieve effective member participation, growth and efficiency. The interaction between the NFUCA and the leaders of consumers cooperatives in India, we hope, would result into some constructive steps to strengthen the movement further.

We are thankful to the Vaikunth Mehta National Institute of Cooperative Management, Pune, for providing logistic support to the organisation of this seminar. The National Cooperative Union of India (NCUI) supported the seminar by sharing its costs. The National Federation of University Cooperatives Associations-Japan, supported the programme in full measure and its officials contributed significantly in the successful conduct of the activity. We are grateful to the NFUCA, NCUI and VMNICM for their full support and participation.

While looking at the documentation presented at the seminar and the conclusions arrived at during the activity, I feel that the (i) Universities and their higher bodies will promote the organisation and development of students' cooperatives in the country in order to strengthen feelings of working together and for preservation of democratic traditions, (ii) teachers engaged in the teaching of Cooperation will conduct more research in the cooperative field in order to improve the contents of cooperative syllabus and curriculum, (iii) Universities and colleges will contribute to promoting cooperative values, ethics and cooperative principles, and (iv) institutions like the VMNICM, the National Cooperative Union of India and the National Cooperative Consumers' Federation will also enhance and promote the development of university cooperatives and provide them with the needed technical support and guidance.

In presenting the documentation relating to the Seminar on University Cooperatives in India, and the recommendations made by the participants, I feel confident that the university cooperatives would receive due recognition and support from the concerned agencies and organisations. Information on the NFUCA and the management of university cooperatives in Japan, included in this publication, is of great reference value. The ICA Regional Office would be most willing to support initiatives leading to concrete actions.

I commend the efforts of my colleague, Mr. Pradit Machima, ICA Regional Advisor on Consumer Cooperative Development, in the conduct of the Seminar and in presenting this documentation for the use and information of leaders and prime-movers of university consumer cooperative movement in India

G.K. Sharma
ICA Regional Director
for Asia and the Pacific

Bonow House,
New Delhi
19th April 1991.

Preface

With the continual rise in prices and ever-decreasing purchasing power the need for setting up Consumers Cooperatives for supply of unadulterated consumers goods and services of good quality at reasonable rates has never been greater. The consumers cooperatives not only offer protection against these but also provide a forum for mutual help and voluntary participation. Indeed it is for this reason that the consumers cooperatives are considered to be pioneers in the development of the cooperative movement, both in our country and abroad. They play a very vital role in protecting and promoting the welfare of the people in general and its members in particular and also inculcating in the public the philosophy and ideology of participative democracy and improving the quality of life of the people.

The universities and the other educational institutions can play an important role in preserving and promoting the democratic values in the country by inculcating these ideas in the student community so as to make them torch-bearers of a healthy cooperative movement in the country. However, the consumers cooperative movement in our country as a whole and university consumers cooperatives in particular have not attained the maturity and growth like those of some other sectors. Therefore, the organisation of National Seminar on University Cooperatives in India in collaboration with ICA Regional Office for Asia and the Pacific, New Delhi and National Federation of University Cooperative Associations (NFUCA), Japan is indeed very timely. The NFUCA has earlier conducted similar programmes in Thailand and Philippines.

I am sure that the exposure of top management leaders of our University Cooperatives to the success stories of Japanese University Cooperatives and the experience sharing is bound to unleash the potential of University Cooperatives in India.

I am thankful to the authorities of the ICA Regional Office, New Delhi, especially its Regional Director, Mr. G.K. Sharma; Consumer Advisor, Mr. Pradit Machima; and the Experts of the NFUCA, Japan led by Mr. Kisaburo Okayasu for collaborating with us for successfully conducting the seminar.

K.C. Srivastava
Director

Vaikunth Mehta National Institute of Cooperative Management

Mr. Pradit Machima, Consumer Advisor, ICA ROAP and Mr. Okayasu Kisaburu, Chief of Japanese Team spoke about the objectives of the seminar, the role ICA and the Japanese Team will be playing in the development of consumers cooperative movement.

2nd Session

The session started with the mutual introduction of the participants. Prof. S.B. Rao then briefed the participants about the seminar objectives, modalities of conducting the seminar and its contents.

Mr. Pradit Machima explained the activities of the National Federation of University Cooperatives Associations (NFUCA), Japan, and its desire to spread their views with member-countries of ICA. This is the 3rd seminar of this type being organised by NFUCA and ICA Regional Office jointly.

3rd Session

Prof. S.B. Rao introduced his two papers - Consumers Cooperatives in India; and University Consumers Cooperatives in India - with the help of overhead transparencies.

While reacting to the points made by Prof. S.B. Rao, the participants made the following observations:

- i. Supply of goods at a low price and price stability and protection of consumers interest are some of the important factors in the development of consumers cooperatives;
- ii. Unless the members get substantial benefits from the consumers cooperatives, they cannot grow rapidly;
- iii. Purchasing is an important aspect for the success of consumers cooperatives;
- iv. It is essential to give membership to students; and
- v. Distinction should be made between the membership of general consumers cooperatives and the university consumers cooperatives.

While summing up the discussions, Prof. S.B. Rao explained his research findings as to why people prefer a particular shop. The reasons are the nearness to place of residence, assured availability of goods, the prices and the service in that order.

4th Session

During this session, some of the papers prepared by participants were taken up for discussion. The first paper was presented by Mr. Dongre of Mangalore University Consumers Cooperative. He stressed the need to expand the programme and involving all sections of the people on the

campus. His university is making some purchases from the consumers stores. The consumers cooperative diversified its activities into areas such as milk supply, distribution of newspapers, supply of gas. It accepts fixed deposits.

Then Mr. B.M. Shashidhara presented his paper. Questions were put as to why there were losses eating the share capital.

Mr. T.G. Naik presented his paper and stressed the factors adversely affecting the working of the society like self-interest, lack of participation of employees of the university conflict between the executive body of the University and the institutional membership, the Cooperative Society. The question of lack of individual membership was raised. The weak financial position is due to credit and excessive overdues.

Mr. R.S. Deshpande presented the paper on VMNICM (Vaikunth Mehta National Institute of Cooperative Management) Cooperative Consumers Store.

5th Session

After lunch Mr. Okayasu Kisaburo, Managing Director, NFUCA, discussed about the University Cooperatives in Japan.

During the last session of the day Mr. S.G. Borude, Mr. S.G. Parashar, Mr. B.C. Chakravarti, and Mrs. Natekar presented their papers.

Second Day (6.11.90)

On 6th November 1990, Mr. Ohno Kiyotaka presented slides on business activities of University Cooperatives in Japan. The main objectives of the University Cooperatives are operating (i) book store; (ii) general store; (iii) travel services; (iv) food services; and (v) students mutual insurance.

In the book store they sell the books, magazines, stationery items, etc. required by the students. In the general store they sell audio-video and other electronic items, cosmetics, provisions and sports items. In the travel service they give information about overseas travel and domestic tourism. They also give information about the hotels and other related information. In Japan, overseas travel by students has increased partly due to the increased value of Japanese Yen.

Food services, cafeteria, dining hall etc. are run by the University Cooperatives. He showed some slides showing various activities undertaken by the University Cooperatives.

He also explained the basic system of Japanese education system.

Elementary schools : Children are admitted at the age of 6 years and leave at the age of 11 years.

- Junior high schools : Children enter at the age of 12 years and leave at the age of 14 years.
- Senior high schools : Children enter at the age of 15 years and leave at the age of 17 years.
- University/Colleges : After graduation the students enter these schools and continue their higher education for Master and Doctorate Degrees.

In Japan the education is compulsory upto 9 years. Most of the Japanese have studied upto Senior High School level.

Cooperative Enrolment

In the university cooperatives students, graduate students, teachers and other employees are enrolled as members. Goods in the university cooperatives, as in the case of other consumers cooperatives in Japan, are sold to members only.

The following table shows the number of persons enrolled and the percentage to total.

Category and Number of Members

Category	No. of Members	Percentage of total
Students	761,236	88.5
Graduate students	35,309	89.7
Teachers	87,559	68.0
Others	5,746	88.0
Total	889,850	85.3

Composition of Membership of University Coops

Students	:	86%
Teachers and staff	:	10%
Graduate students	:	4%
Total	:	100%

No. of Universities & University Coops in Japan

Category	No. of Universities	No. University Coops
Private universities	342	66 (18%)
Public universities	37	21 (49%)
National universities	95	72 (67%)

No. of University Coops who are Members of NFUCA

Year	No. of affiliated universities	No. of members attached (000's)	Business turnover of university coops (in million Yen)
1960	63	250	-
1965	92	468	9.6
1970	128	559	-
1975	138	-	-
1980	143	732	-
1985	-	892	125.7
1988	166	928	-

The University Cooperatives have formed business association for the purpose of joint purchasing. The table below shows the names of the business associations and the number of university cooperatives associated with them.

1.	Sapparo	:	7
2.	Tohoku	:	9
3.	Kyoto	:	8
4.	Tokyo	:	42
5.	Tokai	:	12
6.	Osaka	:	9
7.	Kobe	:	5

The business associations were established in Tokyo and Kyoto in 1961. At the national level NFUCA was established. The University Cooperatives conduct surveys through opinion cards to find out the students requirements and their reactions to services given by the University Cooperatives. The following points were made during the discussions:

- i. The employees of the University Cooperatives are also the members of the University Cooperatives;
- ii. Business Associations conduct training for the employees of the University Cooperatives;
- iii. No specific sales promotion activities are undertaken by the University Cooperatives;
- iv. Through the opinion cards the management of University Consumers Cooperatives find out the prices charged by them and keep adjusting as required;
- v. Mutual medical insurance is included in the mutual aid association. All the costs of medical care of the students is paid by this Association;
- vi. It is necessary for the student to stay in campus;
- vii. The cooperative products are cheaper than other brands in the market;
- viii Through the opinion surveys conducted on the campus, the requirements of the staff, teachers and students are ascertained. Opinion survey is conducted once in a year among students. Opinion survey is conduct once in two years among teachers and graduate students; and
- ix. The university cooperatives also give credit cards to their members.

Mr. Ohno Kiyotaka and Mr. Ichiro Nishimura discussed the food services given by the University Cooperatives. He provided the following basic information.

The types of specialised food shops are as under :

- No. of universities as on April 1990	:	133
- Total dining rooms	:	531
- Vending machines	:	3,000
- Types of dining rooms:		
* Lunch type	:	150
* Cafeteria	:	120
* Restaurant tea rooms	:	157
* Hamburger shops	:	10
* Spaghetti sandwich shops	:	80
* Take out shops	:	41
* Others (bar, etc.)	:	35

Business

The gross sales of the food service centres in a year is around US\$ 211,500,000. They entertain per day 350,000 persons. The total number of employees in the food service units is 600. These units adopt 10 concepts for operations: (i) to make menu which customers like; (ii) proper price, volume and quality; price charged is half of outside; (iii) control of temperature, sanitation, taste, etc.; (iv) waste condition of food - relates to taste; (v) services of hospitality; (vi) sanitation; (vii) good atmosphere; (viii) management of operating costs; (ix) rationalisation of equipment facilities; and (x) all member participation operations.

The food service units conduct cooking classes, supplies printed matter on health, investigation of eating habits and conduct symposium for improving one's eating habits. These University Cooperatives in Japan not only supply food but also improve quality of life, environment, etc. The environmental problem was very bad earlier; now it is good due to education. Member participation is the main strategy of the University Cooperatives in Japan. It is noted that in Malaysia and Philippines the students do not feel encouraged to join the University Cooperatives. During the question-answer session the following points were made:

- i. Only after 16 years of age one can work legally in Japan. Students also work as part-time employees but they have to manage the timings for their studies. The payment for part-time employees differ from cooperatives to cooperatives. In Tokyo University Cooperatives part-time employees get 820 Yen per hour.
- ii. In Japan full-time employees generally do not leave the cooperatives.
- iii. By joint purchasing the food prices are maintained at half of outside prices.
- iv. There are trade union activities in the stores. The relationship between the employees and board is good. There are no embezzlement problems in Japan.
- v. Accounts are maintained on computer.
- vi. The employees have the right to vote and they are elected to the board of directors. In Tokyo University 2 employees are represented in the board.
- vii. There is no special qualification to the management of the Store.
- viii. They have effective check on the goods and hence shortages are negligible. For example, in Tokyo University Cooperatives shortages are only 0.2 per cent.

Mr. Ohno Kiyotaka discussed the member activities in the University Cooperatives. He discussed first the structure of Tokyo University Cooperatives. There are 30,000 members in the cooperatives. They elect representatives per every 100 students. The general meeting of the representatives is the highest decision making body for the consumers cooperatives. They elect board of auditors and board of directors. The board of auditors look after quality of goods, prevention of loss etc. It is something like an internal audit system. The board of auditors meet ten times a year.

There are 40 board of directors in the cooperatives. They elect President, General Director and Executive Director. They supervise all the activities.

Member qualification of University Coops : One should be constituent of university and one should be individual.

Place of enrolment : At the time of admission or afterwards. In Tokyo university it is along with admission.

Withdrawals : They have liberty to enrol as well as to withdraw. By law also one loses the qualification when he leaves the university.

The law prohibits outsiders to use university cooperatives. The sales are made to members only. The students are given discount on purchase of books. Only university cooperatives give discounts on books. Cooperative brand goods are sold in the university cooperative stores and not outside.

Opinion Cards

Opinion survey is conducted at a national level in a big scale. The analysis of these surveys are informed to the students. Thus there is good communication between the students and the stores. This system was started 20 years back. The management has to comply with the suggestions and demand of the students. They also produce goods according to the needs of the students.

Cultural activities are undertaken to promote peace and save democracy. Promotion of reading habits and sports activities are other aspects of activities of University Cooperatives.

The following points were made during the discussions:

- i. General body of the representatives is the highest policy making body. They collect opinions from the members. In Tokyo University elections are held at class levels. Class representatives are elected and they constitute members of the general body meeting. The elections are held every year.
- ii. It is compulsory for the students to join the cooperative.
- iii. One becomes disqualified on retirement or graduation. Students may be disqualified if they are punished by law.
- iv. The board of auditors are elected. They are part-time and for a period of one year. Board of auditors look after the implementation of resolutions adopted by the general body, complaints of the students, and financial and budget proposals.
- v. A special Committee looks after the conduct of elections. This special committee is formed by the board of directors.
- vi. In the opinion card questions are asked and opinions are given.

- vii. Non-members are not permitted by law to purchase from the university cooperatives. The consumers cooperatives in Japan deal with members only.
- viii. Earlier employees normally were not shifting from one concern to another; but now people are shifting or leaving the jobs. the life time employment concept is changing. Cooperatives are also facing these problems. But university cooperatives do not face many such problems.

Third Day (7.11.90)

Mr. Pradit Machima, Consumer Cooperative Development Advisor, ICA ROAP, New Delhi, chaired the session. He gave his observations about his visit to Pune University Consumer Store and Grahak Peth, Pune. He stressed the need of actualization of thinking and theory into practice to promote university consumers cooperative movement. He was in favour of development of an effective relationship among ICA, NCUI, VMNICM and Universities in the field of information, research and knowledge.

Mr. Osa Yoshikazu explained Japanese experience on subjects like member orientation, member awareness in university consumers cooperative movement, through a live case of a university cooperative in Japan.

For 25 years the university consumer cooperative society was managed by a lady. The consumer society dealt only in stationery items. Students approached the lady for starting catering business. The students collected money and contributed to the store. The store started catering business. Now, the store deals in a number of items including stationery, edibles, electronics, etc. The better performance of the consumer society attracted the students.

To keep pace with the changing environment, university consumers cooperatives of Japan have diversified their activities. The demographic and environmental factors are also considered by university consumers cooperatives of Japan, while preparing action plan of diversification. According to Mr. Yoshikazu, there were three demographic and environmental factors, which were well considered by university cooperative movement. The factors are as under : (a) The population above 60 years was increasing. However, college going population (younger groups) remained constant during last 40 years; (b) fear of ecological imbalance, environmental pollution and nuclear hazard; and (c) use of computer in day-to-day life increased extensively and intensively.

In this light, Japanese University Consumers Cooperative movement started : (i) developing model recreation facilities in university campus for old age members; (ii) restricting use of high power detergents to check water pollution; (iii) re-cycling of used paper; (iv) computer education; (v) providing cheap computers; and (vi) campus cleaning, awareness programmes among students.

An example was cited by Mr. Yoshikazu with regard to Tokyo University Consumer Cooperative Store for managing the problems through member awareness. A canteen was operated by the store. The canteen had small space and less seating arrangements. The students used to keep the school bags on the seat as a mark of their occupation of the seat. Besides they keep bags here and there. The store made an opinion survey of the students about their acts in canteen. Then a campaign was made to convince the students to avoid this problem through posters. This problem was thus solved.

To synchronize the store activity with the requirements of the student, a number of sub-committees to take care of seating and eating habits, menu, quality control were constituted in University Consumer Cooperative Store. Youth peace forum was constituted to publish the hazards of nuclear weapons and necessity of nuclear free world. University consumers cooperative store constructed a hotel also. The hotel was comparatively cheap.

Valedictory Session

The last session covered summing up of seminar proceedings by Prof. S.B. Rao, Seminar Coordinator. While summing up the proceedings, Prof. Rao mentioned that evaluation of the seminar by the participants is very encouraging and satisfying. Suggestions made by the participants will be considered while evolving the contents of such future programmes. Prof. Rao also mentioned that the participants are really appreciative of the efforts made by the Japanese Team in successful conduct of the seminar.

Two participants namely, Professor P.S. Rao and Dr. Dogre, on behalf of the participants thanked the organizers of the seminar and the Japanese team members. Mr. Pradit Machima, Consumer Advisor, ICA ROAP, also spoke on the occasion and explained the future course of action.

Mr. Kisaburo expressed that he is surprised to see the two extremes of consumer cooperative societies in Pune, namely, the University Consumer Store and the Store of Grahak Peth. He said that he is satisfied with achievements of Grahak Peth. He emphasised that the activity and behaviour of cooperative should attract the students.

Mr. G.K. Sharma, Regional Director, ICA ROAP, distributed certificates to the participants and gave valedictory address. He offered his thanks to Japanese Cooperative Movement not only for cooperation extended to the seminar but also for annual support of Rs.1 million to Indian Consumer Cooperative Movement. He told that initially the ICA reflected more or less the European Cooperative Movement but now 2/3 of its members belong to Asian region. It makes a qualitative change in the ICA performance. He stressed the need of Government support to the movement without interference in day-to-day activity. During his speech he said long ago Japan welcomed Buddha for reformation. Now we welcome Japanese for strengthening of consumers cooperatives in the region and in our country.

Mr. K.C. Srivastava, Director, VMNICM, offered his hearty gratitude to all concerned institutions and started his address referring to the lessons from Japanese experience to Indian University Consumers Cooperative Movement. He mentioned that by issuing circulars and orders one could not strengthen the cooperative movement. Like Japan we should understand the feelings, attitudes, requirements and ambitions of university students. On this basis university consumers cooperative movement should direct its activities. Since Indian University Cooperative Movement is not as matured as Japan, ideas like nuclear hazards awareness programme may not be suited to Indian context. But the techniques of attracting students towards movement, opinion surveys of students, etc. are applicable to India also. He recorded his agreement with the participants for avoiding government assistance for establishment of university consumers cooperatives. He concluded his address with an appeal to the participants for making a slogan "if you are happy tell others, if unhappy tell us" to strengthen consumers cooperative movement. This is the basic philosophy of success of any programme.

Prof. Rao announced that NFUCA presented its video cassettes on university consumers cooperatives in Japan and slides they brought for the programme to the NCUI, New Delhi.

The seminar was concluded with a vote of thanks by Dr. G. Ojha. He offered his gratitude on behalf of the participants to NFUCA, Japan; ICA ROAP New Delhi; NCUI and all other persons associated with the successful conduct of the seminar.

Objectives of the Seminar

The main objectives of the seminar are:

- i. To introduce the Japanese experience in organising and running cooperatives in universities and colleges in Japan and India;
- ii. To assess the situation of university cooperatives in India among the participants and their roles in providing necessary services to students and cooperative members;
- iii. To discuss problems and needs of university cooperatives and ways and means of improving and developing them;
- iv. To discuss methods and techniques of enhancing cooperative education and cooperative development by university and education institutions; and
- v. To build up relationship between Indian University Cooperatives and National Federation of University Cooperative Associations (NFUCA).

Seminar Evaluation

Towards the end of the seminar the evaluation of the programme was conducted by circulating a questionnaire to be filled in by the participants without writing their names. It was unanimously opined that the seminar is very useful and well-conducted. The following are some of the suggestions made :

- i. The course should be of little longer duration and include a visit to some successful consumers cooperatives either at Warananagar, Kolhapur or Bombay;
- ii. Some time should be allotted to the participants to consult the library of the Institute;
- iii. The VMNICM and NCUI in collaboration with the ICA ROAP should organise similar programmes at other university centres also and discuss more specifically the problems of the university cooperatives in the region;
- iv. The topics given for group discussions were appropriate and the recommendations may be communicated to the proper authorities for implementation;
- v. Student members of the university cooperatives may also be invited to participate in such seminars;
- vi. Subjects like policy, accounting procedures, role of teachers in university cooperatives may also be included for discussions in the seminar;
- vii. The participants expressed satisfaction that inspite of the language constraint the members of the Japanese Team are able to communicate their ideas to the participants effectively;
- viii. The participants expressed happiness about the physical facilities provided by the Institute; and
- ix. The programme like SPUTIC, which the Institute was conducting earlier for the university teachers, may be revived.

GROUP DISCUSSION REPORT : GROUP-I

Theme : Plans to make consumer cooperatives in the universities/institutions and college viable.

Members

- | | | |
|---------------------------|---|------------|
| 1. Dr. Yashavantha Dongre | - | Chairman |
| 2. Mr. R.S. Deshpande | - | Member |
| 3. Dr. G.K. Murthy | - | Member |
| 4. Dr. T.G. Naik | - | Member |
| 5. Dr. P.A. Koli | - | Member |
| 6. Dr. T.N. Mathur | - | Member |
| 7. Prof. S.G. Borude | - | Member |
| 8. Mr. M. Boothalingam | - | Rapporteur |

Resource Persons

1. Prof. D.R. Oza, VMNICM
2. Dr. G. Ojha, VMNICM

The discussions started by making reference to the present situation of university/college/institutional consumers cooperatives in India and the achievements of Japanese Consumers Cooperatives in the field. There was total consensus on the need for strengthening the consumers cooperatives at the institutional level. It was agreed that all such cooperatives should try to survive, grow and become acceptable to the member community. To facilitate this, the group evolved specific recommendations as applicable to the proper functioning of these cooperatives. They include the following:

The Objectives of Cooperatives & Activities to be Undertaken

At the outset a consumers cooperative should be very clear about its objectives. It was felt that the objectives should be broad-based and specific activities be listed out by each cooperative depending upon their working situation.

The objective of an institutional consumer cooperative should be "to improve the quality of life of the member". Realization of this objective is possible by meeting the basic requirements of the members such as the 'living' and 'academic' requirements. Therefore, the group felt that activities like supply of grocery, stationery, books, newspapers and magazines, milk, textile, medicines, running canteens, etc. may be taken up by the institutional consumers cooperatives.

As the cooperative grows in strength and size, other activities may be undertaken depending on the demands in specific situations.

Structure and Organisation

The group felt that the membership of the institutional consumers cooperatives should be comprehensive so as to include students, teachers, other staff under specific situations the staff of such other organisations which situate in and work for the institution. The membership of students should be automatic (i.e., enrolment as member of society being a part of total admission process) and voluntary for others. Students who leave the institution may be, if they so desire, allowed to continue as 'nominal members' or 'patrons' of the cooperative.

Further, the institutional consumers cooperatives working within specific geographical limit should come together to form a federation/union/association on informal basis to gain the advantage of bulk purchases. They may take advantage of the wholesale consumers stores or state cooperative consumers federation wherever they exist for making bulk purchases.

Participation

The group was unanimous with regard to the idea that every customer a member and every member a customer requires urgent attention. Since the membership of students is assumed to be automatic, it is important that strategies be devised to make all employees of the University as members. The group felt that the only instrument that may be used to achieve this is 'persuasion'. This may be done at different levels, viz. individual to individual, society to individual, individual or society to group or in the form of circular from the authorities (say Registrar, Principal, etc.) of the institution, etc.

The process of making all members as customers was considered as still a difficult task. However, it was felt that this could be made possible through persuasion and incentives, such as patronage dividend, discounts, etc. The group also felt that if the quality of service offered by the society is kept at a high level, members would automatically turn into customers.

Financial Structure

The group felt that an institutional consumer cooperative should start with a sound capital base. The capital should, therefore, be contributed by the members as well as the institution (college or university) with a 'block grant' or 'participation in capital' by the University Grants Commission or from ICAR (in case of agricultural universities). The schemes sponsored by the Government and institutions like NCDC should be made use of particularly with regard to working capital. The group also felt that schemes like regular contribution by specific category of members, operating on trade credit, purchase on approval basis, etc. should also be tried.

Others

The group deliberated on and reached a consensus on some other issues also. They include the following : (i) The institution concerned should necessarily buy, all possible items, through the cooperative. They include books, magazines and newspapers, stationery, etc. When the items are not available on ready stock they should be purchased on indent basis; (ii) Proper location is a pre-requisite for the success of any consumer store. Hence the institution should make arrangement for a centrally located place on nominal or no charge basis to the cooperative; (iii) The hostels in the institution should also route their purchases through the institutional consumer cooperative; (iv) The cooperative should continuously take stock of the needs of the members and try to meet them; and (v) An element of 'commitment' and 'dedication' on the part of the management staff and members of the society and a sense of 'appreciation and 'encouragement' on the part of the institution are the pre-requisite for any institutional consumer cooperative.

GROUP DISCUSSION REPORT : GROUP-II

Theme : (1) Role of Indian Universities in making the Cooperative Movement in the country more acceptable and popular among the people, and (2) Role of ICA, NCUI and VMNICM in promoting the consumers cooperatives in Indian Universities.

Members

- | | | |
|---------------------------|---|------------|
| 1. Dr. P.B. Kulkarni | - | Chairman |
| 2. Mr. R.B. Changule | - | Member |
| 3. Dr. D.G. Parkale | - | Member |
| 4. Dr. Subhash Chand Garg | - | Member |
| 5. Smt. A.V. Natekar | - | Member |
| 6. Mr. T. Paranjothi | - | Rapporteur |

Resource Persons

1. Prof. U.M. Shah, Professor, VMNICM
2. Dr. G.S. Kamat, Ex-Professor, VMNICM
3. Dr. A.P. Kansal, Reader, VMNICM
4. Mr. D.B. Mahal, Research Officer, VMNICM

Role of Indian Universities in making the cooperative movement in the country is more acceptable and popular among the people.

The cooperative education should form an integral part of the educational curriculum in the universities. The universities can have a relook and initiate measures to introduce Cooperation as a subject at graduation, post graduation levels and strengthen research in Cooperation. In this connection the Group noted that the University of Madras, University of Mysore, University of Rajasthan, Kerala Agricultural University, Trichur and University of Agricultural Sciences, Bangalore have already started separate programmes in Cooperation. The group feels that it is high time that full-fledged post-graduate education in Cooperation is introduced in all universities.

The universities should establish Department of Cooperative Studies and Research so that the discipline may get due emphasis and recognition.

The universities should increasingly take steps to organise seminars/symposia and debating competitions in Cooperation so that the youth is involved in a big way and appreciate Cooperation as a thought and system.

Each university could consider the establishment of consumers cooperatives and other cooperatives like credit societies, banks, cafeteria, leisure clubs on cooperative basis in order to create awareness and involvement of the youth in the cooperatives. These societies will also serve as living laboratories.

The universities should encourage publications in the form of text books and reference literature on Cooperation so that the students and teachers develop the right perspective in teaching, research and extension. The publications grants of ICSSR/UGC/ICAR may be availed for reprinting the original reports that are not available in the market.

In order to popularize the movement among the people the universities should take lead in making use of mass communication facilities available like satellite programmes through TV network.

There should be an active liaison between the national level federations and the universities in order to encourage education and research in Cooperation. This can be achieved through involvement of universities in national level conferences, etc.

The universities may initiate steps to collect Annual Reports of the State and National level federations on a regular basis so that the teachers and students of Cooperation can not only get upto date information but kept well posted with the thinking on Cooperation. The NCUI/ Government of India/State Governments may request the national level cooperative federations to keep on the mailing list so that the annual reports, etc. are regularly received by the universities.

The working group on "Cooperative Study and Research" may be constituted by each university to review and strengthen the cooperative education programmes at the concerned university level. UGC and ICAR may give necessary financial support in this regard.

It was felt that the Indian cooperative movement and the state governments have not recognised the academic programmes in Cooperation offered by the universities. It is suggested that the government should recognize these academic programmes and also take positive steps to give preferential treatment to the Cooperation graduates at the time of selection for jobs in cooperative sector. The group further reiterates that the recommendations of the expert group on teaching of Cooperation in schools/colleges and universities should be given consideration by the UGC as well as by the universities.

Role of ICA, NCUI and VMNICM in Promoting the Consumers Cooperatives in Indian Universities

The national level agencies such as NCUI and VMNICM and the ICA have supportive and promotional role in the development of consumers cooperative movement in the universities.

As far as ICA is concerned, the Regional Office for Asia and the Pacific of ICA should undertake a quick review of the current education programmes being offered in the Indian universities and

give a blue print for UGC/ICAR in developing cooperative education programmes. The group commend the laudable role played by ICA Regional Office for Asia and the Pacific. In this regard the Group felt that it should build the relationship with the university by arranging exchange visits to various countries. The ICA may also involve the universities for undertaking case studies and provide necessary literature and research materials to the universities. It may also convene regional workshops of teachers and practitioners.

As regards the role of NCUI, the Group appreciated the efforts of the NCUI in organising national level debating competitions and providing financial support for the conduct of seminars. It is felt that there is a scope to develop closer interaction between the universities and the cooperative movement particularly in the field of research.

As regards the role of VMNICM, the Group recognised the efforts made by the premier training institute in developing cooperative consciousness. It is felt that the VMNICM should be made use of the university students and teachers on an increasing scale. At present VMNICM is recognised as a Research Centre by the University of Poona. Hence the Group recommends that the status of the VMNICM should be raised to that of a "Deemed University" so that its interaction with the academic gets further strengthened. Moreover, every year a few fellowships may be instituted at the VMNICM for doing Ph.D in Cooperation particularly when the Institute is so highly equipped with the library and faculty. The SPUTIC (Special Programme for University Teachers in Cooperation) programme which has been discontinued by the Institute may be revived and an exchange programme between the university teachers and the faculty of the VMNICM may also be worked out. UGC/ICAR may lend support through budgetary provisions in this regard.

The Department of Cooperation/Commerce and Management Studies/Economics should try to analyse the functioning of the consumers cooperatives in their respective universities and recommend suitable measures of their improvement. In this connection specialized knowledge of national level cooperative federations and VMNICM could also be availed.

The NCUI/ICA/VMNICM may address the Vice-Chancellors as well as Registrars of the universities individually and urge upon them the need to diversify and strengthen the activities of the University Consumers Cooperatives instead of merely confining to the supply of consumer goods or providing credit. This would help them to meet the requirements of the staff and studies in an effective manner.

Periodical conferences of the consumer cooperatives operating in the universities/colleges at the suitable levels should be organised by the universities. This will serve as a platform to exchange ideas between academicians, members and employees and arrive at concrete plans for further development.

GROUP DISCUSSION REPORT : REPORT-III

Theme : Integration of University Consumers Cooperatives with General Consumer Cooperative Movement in the country and the role they can play in making the movement vibrant and dynamic.

Members

1. Principal Dr. P S. Rao	-	Chairman
2. Prof. L.M. Malaviya	-	Member
3. Prof. M.A. Deshmukh	-	Member
4. Mr. S.N. Kulkarni	-	Member
5. Mr. S.G. Parashar	-	Member
6. Mr. B.C. Chakravarti	-	Member
7. Mr. B.M. Shashidhara	-	Rapporteur

Resource Persons

1. Mr. Pradit Machima	-	Consumer Advisor, ICA ROAP
2. Prof. S.L. Tripathi	-	VMNICM
3. Dr. D.P. Garg	-	VMNICM
4. Mr. S.N. Tiwari	-	Research Officer

It was unanimously agreed that in India we have over 200 universities and institutes of national importance with the status of a University. Most of our universities are teaching-cum-affiliating universities and even those universities which are purely teaching universities, have more than one campus, in the form of either constituent colleges or affiliating colleges. It is observed that only a very few of them have consumer cooperatives. It is also noted that there is no linkage between the consumer cooperatives run by a college and a university consumer store. Linkages between the university consumer cooperatives and general consumer cooperatives also do not exist. The group, therefore, suggested that :

- i. Efforts should be made to establish consumer cooperatives in all the colleges affiliated/ associated with a university;
- ii. Vertical and horizontal linkages between the college consumers stores and university consumer cooperatives should be established by assessing the requirement of stationery articles, scientific equipment, books, periodicals and journals to be purchased by each college and university on monthly and yearly basis. Then the university consumer cooperatives should make arrangements for supply of these requisites to the affiliated consumer stores;

- iii. With a view to control the quality and price, the central consumer store must have a purchase committee having representatives from affiliated consumer stores; and
- iv. The consumer stores at all levels must be represented by the student community, permanent employees and temporary employees so that their interests are safeguarded.

As a second step efforts should be made to integrate consumer stores of different universities in a state by forming State level consumer federations of the university cooperatives. The bye-laws and rules for the State Federation should be such that it may give adequate representation to different universities and colleges in proportion to their size/patronage. Similarly, national federation of university consumer stores may be thought of.

At present wherever such consumer stores exist, they supply only stationery articles, small toiletries, etc. It would be worthwhile if efforts are made to diversify their activities by supplying not only stationery articles but also hosiery articles, books. They can even run cafeteria in the universities and colleges where good quality food at reasonable prices can be provided to the student community. Experience of Indian Agricultural Research Institute (IARI), New Delhi may be taken advantage of.

So far as vibrant and dynamic role of the university consumer store is concerned it can play three important roles- one as a coordinator, secondly as extension centre and thirdly as a change agent.

- (a) As a coordinator it could coordinate activities of purchases from the producers/wholesale dealers and supply it to the affiliated consumer stores which will benefit the consumers and increase the volume of trade of the stores. Thus profitability would be increased.
- (b) As an extension centre the consumer cooperative of the university should be used as a laboratory for the training of the student community. Thus these cooperatives will spread the idea of Cooperation among students, teachers and others who are taking the benefit of the consumer cooperative stores of the university.
- (c) The consumer store should also organise some publicity activities like exhibitions, organise seminars, etc., on the occasion of their Annual General Body meetings which should be open to members and non-members so that prospective members could learn about the utility of the store and voluntarily join the store.
- (d) As a change agent the consumer store even can go to the nearby rural areas and educate rural people about the benefits of the cooperative movement in general and consumer cooperatives in particular.

With a view to making consumer cooperative movement strong in the university, students getting admission in the university/college should be made members of the consumers store. It should also be compulsory for the teaching and non-teaching staff of the university/college to be the member of the consumer store.

The Board of Management of each consumers store should be constituted in such a manner that it gives adequate representation to various categories of members.

Elections should be held regularly after every term. The term of office of the office-bearers should be one year.

University/college should provide space, furniture, infrastructure facilities like light, etc., free of cost to these consumers stores.

The university consumer store should establish backward and forward linkages with central/state consumer store, manufacturers and, where necessary, financial institutions like District Central Cooperative Bank for their supplies and credit.

It should also make effort to establish manufacturing units, if possible, for providing certain consumer goods at reasonable prices to their members.

Linkages with industries should also be established and bulk purchases should be made as such purchases are always cheaper.

Efforts to diversify the activities of consumer stores in other areas like cafeteria, hostel management, dormitories, catering services, etc., should also be made as is being done in most of the developing countries including Japan and Germany in collaboration with Central Wholesale Consumer Cooperatives/State Cooperative Consumer Federation.

UNIVERSITY CONSUMER COOPERATIVE MOVEMENT IN JAPAN : An Introduction

Session 1 : Outlines and Brief History

Outlines of the NFUCA

Memberships of NFUCA : 170 entities (163 university cooperatives and 7 business associations). Ratio : 30% of total number of Japan's universities and 70% of national universities.

Total membership - Enrolment ratio : 985,000 persons as of 30th September 1989. 40% of memberships against the number of student, faculty members, and administrative staff of the universities in Japan. 90% of constitutors in each university where a coop located.

Sales of Member Coops : 153,250,000,000 yen in the fiscal year 1988. Average consuming/ utilizing figure : 155,600 yen/year.

History of University Cooperatives in Japan

The first students' cooperative in Japan was established in 1898 at Doshisha University in Kyoto. In May 1926 the Tokyo Students' Consumer Cooperative was established, influenced by Citizen's Consumer Cooperatives. With the progress of the militarization of Japan, the control of education was tightened, until 1939 when the consumer cooperatives were liquidated by the Government.

After the World War-II, hundreds of universities or old style high schools, university or school coops were established. The first university coop was established in 1946 at the University of Tokyo. Most of these coops were established by all members of the universities including students, teachers, university or school administration staff.

The slogan of those days was 'to be a student, you first have to eat'. The first business of university coop was building cooking furnaces and providing meals. The following business was supplying notebooks. In 1948 the federal organisation of these coops was established, so called "National Federation of School Cooperatives". It had 256 members.

In 1949 all but 20 university cooperatives stopped functioning or collapsed. During the Korean War, Japan's economy was disrupted and was reorganized. There was reform in the education

system. University coops, in their formative years, could not cope with these situations either in terms of organisation or management. The function of the national federation was reduced to liaison between the remaining coops.

The remaining coops analyzed the subjective factors which had plunged the university coops into crises and set about rebuilding these coops. After unreservedly explaining, to the members, the reasons for the collapse and the status of the crises, they endeavoured to promote movements among all members of their universities to safeguard their university cooperatives. Some investigations were made to see if the university coops were meeting with the needs of their members in their daily lives. Some improvements were made in the university coop business.

In 1953 the National Federation was re-established. In the same year 5,000 students, from 77 universities, rallied and set up a committee for discussing about rehabilitation of their campuses and improvement of their lives. In 1955 nearly all university coops overcame their deficits. The re-establishment of the Federation strengthened the support for the establishing of university coops, and the number of university coops reached total 40. The slogan of those days was "For Peace and Better Life".

In 1957 at the General Meeting of the Federation, the three aims of university cooperatives were formulated, based on experiences from respective coops. These aims were : (i) to improve academic conditions; (ii) consumer movements; and (iii) movements to defend peace and democracy.

In 1958 the National Federation which had been still private association, was made institution incorporated under the Consumers' Livelihood Cooperative Society Law. And renamed it "National Federation of University Cooperative Associations (NFUCA)".

During the period between 1961 to 1965, 35 university coops were established. The students' halls were begun to build in many universities, mainly through coops' efforts. In Tokyo and Kyoto business associations (regional federal organisations) were set up in accordance with NFUCA programmes to develop liaison and joint work efforts among the university coops.

The later half of 1960s' corresponded with the period of rapid economic growth in Japan. A number of private universities were founded. Also in national universities, faculties and departments were enlarged and more students were admitted. In 1970 NFUCA had 129 member coops with 470,000 persons.

The first "oil crisis" hit Japan in 1973 and wrecked havoc on its economy which had been enjoying rapid growth. People were plunged into serious financial situations which included higher commodity prices and shortage of other goods. University coops came to play larger roles in its situation.

Under these economical conditions, residents in cities became aware of remarkable activities in which university coops had been engaged, they too wanted to establish their own citizen

coops. University coops, in their own endeavours, begun to assist them by setting up citizen coops in 68 areas throughout the country.

In 1975 the National Diet passed unanimously the bill on "Fostering University Cooperatives". In 1977 at the 20th General Meeting, the slogan, "to take wide and deep roots on the campus" was adopted.

At the 24th general meeting in 1980, the programme was entitled the "role of University Cooperatives and Tasks for Current Period". At the 26th general meeting it was agreed that the "living", "demands" and "participation" of the members should form the central core of the university coop activities. This programme was born through the practical activities of members and their personal opinions, which were collected by "opinion card".

The university cooperative started the student mutual insurance programme in 1981 with approval of Ministry of Health and Welfare, as a national project based on the solidarity of university coops throughout the country. This programme started out with 30,000 members but has grown to have a student membership of 398,000 as of 1989.

Service and welfare programmes at university must help to improve the livelihood of all students, faculty and staff members who comprise the university community. So these programmes must also contribute to meet the purpose of the university. Then each university coop seeks to build a consensus with the university administration on what it can play within that context, and to build a constructive relationship with the university so that these roles and functions can be fulfilled.

Session 2 : Business Activities

Business Concept for University Cooperatives

Main Theme : The activities of university coops, based on the understanding that the university community is a place for living seeking to defend and enrich the campus life, are promoted by students, faculties and university staffs who comprise the membership of the university community.

Five Business Divisions (outline) : (i) Book stores; (ii) General stores; (iii) Food services; (iv) Student mutual insurance; and (v) Services and travel.

Joint Business Activities

Joint business among cooperatives : (i) Necessities for joint business (university coops are on a small scale compared with city stores); (ii) Purpose of joint business (it is to pursue each member's economic benefits of business activities and to improve quality); (iii) Form of joint

business (Regional - Business Association : each business trust contract among coops concerned : Nationwide - Enrolment to NFUCA); and (iv) Fields of joint business are: joint buying, selling goods, advertising, accounting, training and education, research and so on.

Merits of joint business are : (i) to gain advantages of cost performance by cooperation of many coops; (ii) to improve (favourable) terms and conditions of purchasing product; (iii) to perform sales promotion at a low rate; (iv) to set up and hold a seminar for each field; and (v) to advice and instruct reforms and renewals of stores and facilities.

Researches for all aspects of members' lives and demands : These improve various kinds of activities for coops. (i) Research on students' economic lives (this has been conducted systematically for 24 years); (ii) Research on faculty members and administrative staff; and (iii) Research on each field (reading habits, eating life and diet, and leisure).

Coop Products as a Result of Joint Buying Power

They are special goods born by joint buying (power) of members and coops.

They are guaranteed higher quality, lower price and better function, comparing other similar types, through specification by student demands from each class and seminar. And they are still improved by student opinions.

Three types of "joint buying" goods: (i) Original brand goods, specified by coop and sold only in coop stores (COOP GOODS - for example, most basic items of stationery); (ii) National brand goods, partly specified by members' opinions and sold in coop stores and town-shops; and (iii) National brand goods, buying under gross condition.

Session 3 : Store Operation and Management

Principles of Store Management

Objective	Direction	Method
Principal policy	Secondary policy	Procedure and manual

Management cycle : "Plan - Do - See"

Whole, Store, Section. Daily, Weekly, Monthly, Quarterly, Yearly.

Today's Concept of University Coop Stores

There are four areas in the stores in the university coop movement (26th General Meeting of NFUCA) : (i) The area where the members' demands are actualized; (ii) The area where the policy is put into practice; (iii) The area which must look after operating cost of coop; and (iv)

The area in which coop employees is assured to grow. Store manager is a very important person and plays role of executing the "Concept of Store".

Present Management Themes of Store Manager

“Textbook of University Coop Store Manager (NFUCA)

Organising Activity : (i) Strengthen the exchange activity with seminars, circles and clubs in the campus; (ii) Strengthen the store activity of the member participation; (iii) Strengthen the public propaganda and giving information; and (iv) The programme of staff development.

Merchandising Activity : (i) Strengthen the perceived activity for the life and demands of members; (ii) Collecting goods and proposal activity meeting to members' behaviour and interest; (iii) Planned buying based on scientific method; and (iv) Improve the store layout.

Store Operation : (i) Establish the store operation cycle, daily, monthly, yearly; (ii) to be the point of the store operations; (iii) Adjustment of the store regulations; and (iv) Make the working environment and condition.

Store Management : (i) Manager should display the leadership and make the confidential plan and budget; (ii) Strengthen the controls; (iii) Exclude lost merchandise, over stock, trite goods; and (iv) To keep suitable general profit rate is the fundamental responsibility of manager.

Session 4 : Members Activities

Participation to Coop

How to become a member : Qualification - Any constitutional members of students, graduate students, faculty and administrative staff. Generally, cooperative members should be legally over 20 years old, however, in university coops it is allowed over 18 years old. Promotion of enrolment - PR at the time of enrolment to the university, orientation of university cooperative.

Withdrawal from Coop Membership : Disqualification at the time of graduation, retirement.

Members' Merits and Activities

Merits : Utilization stores and services with lower prices/Mutual aid. Coop original goods; Good with lower prices; Meals and drinks; and Coop mutual insurance.

Participation with their demands - They feel they own the shop : Opinion card so called "just one word"; Making a good friends and circle; Producing goods with own needs; and Purchasing and arranging store articles.

Improvement of life and culture : Student members themselves participate in the activities to improve life and culture; and Promotion of reading books/improvement of eating life/Sport and recreational activities/peace movement.

Organisational Structure of Japan's University Coops

Representative System : The coop is for its members and operated by them. In general, according to the decision at the general meeting of the representatives, (i) The directors and auditors are elected at this meeting, and they compose "Board of Directors" and "Board Auditors"; (ii) The president, the general director, and standing directors are elected within the board of directors. The general director and the standing directors compose "Board of standing directors"; (iii) The board of directors meets once a month usually, and makes operation. The board of standing directors meets once a week usually, and makes a daily operation according to the decision at the board of directors; (iv) The general meeting is the highest decision-making body of the coop and held once or twice a year; and (v) It is the organising committee that contacts directly with members, hears their voice, and acts near the members.

Organising Committee - as a Sub-committee of Board of Directors : Organising committee is as follows, (i) Organisation of people in the university into the coop and the student mutual benefit; (ii) Improvements of consuming life and peace movement; (iii) Reflection of the members voice to the board, shops, and coop activity; and (iv) Planning of the recreating of cultural events, and so on.

Session 5 : Future Plans and Social Roles of University Coops

University Coops in the Times of Change

Towards the 21st century, various environmental factors are starting to change. The Japanese society will increasingly become an aging society. The population of 18 year old people will change dramatically in the next 15 years. Various efforts are being made to "build a university with a distinctive character" in many universities or colleges. Under the very high value of the yen, Japanese economy is changing. What is the key in the times of change is to make horizontal ties of people based on the people's living as priority.

Basic Roles of Today's University Coops in Japan

Towards a New Cooperation the roles of university cooperatives in the times of change (30th AGM of NFUCA) : (i) To support study, education and research activities at a university and contribute to the overall improvement of the university community; (ii) To nurture the spirit of

Cooperation, and improve the life and culture through the cooperative power; and (iii) to be social-minded and expand the circle of Cooperation.

Contribution of Coop Activities to Japanese Society

- i. To support the enlargement and development of regional citizen coops - to send personnel to organise and build a coop;
- ii. Members who participate in coop activities will broaden a social understanding towards the existence and role of coop in a future. (i) Will become a leader in every field in Japan; and (ii) Will become indispensable/important person in university college communities such as a faculty member or an administrative staff members.
- iii. Social opinions proposals and actions : (i) Related proposals to society such as economic life, eating life and reading habits for students; and (ii) Behaviours and actions towards the problems such as peace and pollution.

MANAGEMENT OF UNIVERSITY COOPERATIVES IN JAPAN

*Kisaburo Okayasu**

The Management of University Coops

What should the cooperatives do? What are its goals? Confronting these questions is at the foundation of our top management's responsibilities. Without firm goals nothing can be started; nothing can be accomplished.

How can we fully take advantage of the resources at our disposal? this has become one of the more important challenges our management faces today. Among our resources our people are the most important and are in a category separate in kind from our financial assets and information system. It is only natural that an organisation built by people and composed of people should have its future determined by people. Accumulating know-how essential for successful business, passing this information on to other, and developing it - all of this can only be found in one's rich human resources.

Resources : (i) People, (ii) things, (iii) finance and (iv) information.

As business gets bigger it becomes increasingly important to carefully consider the organization's SYSTEM. In every business one can recognize a distinctive SYSTEM. We believe that in addition to being managed by a SYSTEM, it is necessary to allow for management and control of a SYSTEM. If the SYSTEM is not also acted upon it will not be able to fulfil its function of supporting the workers.

Good management has no manual. Principles and creativity - management does have these and must rely on them.

System's four conditions : (i) It is developed from at least two elements; (ii) Each element has its own function; (iii) Objectives are firmly set; and (iv) Constant movement towards those objectives.

* *National Federation of University Coop Associations, Japan.*

University Cooperative's General Director

Each university cooperative has a full-time, non-student non-teacher managing position. It consists of the following : (a) General secretary responsibilities; and (b) Chief Executive responsibilities.

If students or teachers were to take on the responsibilities of managing the cooperative, their job would consist of only the General Secretary responsibilities. A separate "Operations Manager" position would have to be carried out by someone outside the university. Although in the rest of the world the breakdown of cooperative management into two positions is the norm, in Japan the two positions are found only among the small scale cooperatives. In cooperatives abroad the person in the top managing position is usually given the title "general manager". This general manager is often chosen by a Board of Directors (BOD) and is responsible for budget matters. In this way responsibilities for developing policies and the budget on one hand and management on the other are separated. In some cooperatives the general manager is allowed to become a member of BOD as a representative of the "management employees". In Japan, although there have been many changes through the years at present, the general manager of a cooperative does not belong to its BOD.

In Japan a clear demarcation of responsibilities, like one would find written in a contract, is not common. It is this very lack of a clear demarcation, this pervasive feeling that the success of the cooperative is everyone's responsibility, that is at the foundation of all our activities.

Board of Directors

Each member of the Board of Directors has a contract with its cooperative. Each director is charged to work towards meeting the objectives of the cooperative through diligence and faithful service. Because members of the cooperatives contribute money to their organisations, one of the more important responsibilities of a director is to run the cooperatives efficiently. Laws regulating cooperatives in Japan are closely observed to make sure a small group within the organisation or the directors do not decide on important issues to their benefit only.

Because the cooperatives are business organisations, financial assets are held by them. Staff of the cooperatives, and especially the director, are charged with the responsibility to protect these financial assets. The responsibility is an important one, if these assets are lost the cooperatives as independent organisations which cease to exist.

The Board of Directors function is to improve the quality of our organisation by exercising their responsibility and authority to represent the thinking of all our members. This requires continuous hard work. The General Director also acts as a general secretary. In this capacity he/she takes into consideration members' request and then suggests possible topics for debate at the Board of Directors meetings.

Top Management's Responsibilities

- To support university education and research;
- To contribute to the various universities surrounding communities;
- To foster cooperation and through that power of cooperation help to build a better culture and lifestyle;
- To boldly confront the organisation's problems; and
- To develop and bring about necessary changes in the organisation's role in contributing the society. This responsibility is difficult given the "closed" nature of Japanese universities to life outside the campus and the numerous and varying definitions of what a "socially responsible", "society-oriented" organisation means.

Responsibilities for Doing the Everyday Routine Business

In the past the General Director thought nothing of taking on everyday routine responsibilities. The full burden of whether the cooperatives would be viable in the future fell on his shoulders. Today, however, your average cooperative members see the General Director as a more distant official, responsible for only heavier, leadership tasks. In contrast, the members see those everyday jobs now being delegated to store management and staff.

Unfortunately the average members think that their demands are not often heard at the highest levels and their view of the cooperatives' staff and General Director's heaviest responsibilities is to measure exactly to what extent the members are thinking "Well, of course, it's all bad" or, alternatively, "Well the cooperatives are pretty good". The General Director must figure-out how best to move the cooperatives in the direction of the latter.

The General Director must make sure that instead of changing the character of the cooperatives to match with that of his/her own personality he/she makes every effort honestly reflecting the character of the cooperatives as a representative at the highest level.

Responsibilities of the Chairman (President) and General Director

In contrast to the General Director, the Chairman's (or the President's) responsibilities only involve the relation of the cooperatives with other business and the outside community. The Chairman has only a few responsibilities concerning the internal running of the cooperatives. In any organisation a position like this is necessary. Our cooperatives appreciate the importance of such a position to improve awareness of our social responsibilities.

As a professor, and therefore deeply involved in the academic community, the Chairman is well-equipped to position his cooperative in its relationship with the university community so as to best complement it. Indeed, this is where most of his responsibility lies. The General Director,

as a regular staff member of his cooperative, concerns himself more with the relationship with cooperative members and with the question of how best to manage the organisation.

It goes without saying that barring any extraordinary circumstances beyond his control, the General Director is responsible for making sure that the cooperative does not go into debt. When such extraordinary circumstances do confront the cooperative, such as a client company suddenly becoming bankrupt, responsibility clearly lies outside the General Director's power and the problem is clearly recognised as such: Often it is difficult to pinpoint exactly where responsibility lies and the question of blame comes down to whether to assign more weight to the "accident or to bad management and lack of thoroughness and circumstances in carrying out policies. Of course, the General Director must not try to hide behind the excuses of "accidents beyond our control" or attempt to cut-down the reach of his responsibility.

CONSUMERS COOPERATIVES IN INDIA

*Prof. S.B. Rao**

Origins : The consumers cooperative movement in our country has taken roots in 1904 with the starting of Triplicane Urban Cooperative Society (TUCS) in Madras. This society came into existence even before the first Cooperative Credit Societies Act was passed in 1904. Since there was no provision in this Act to register a consumers society, the TUCS had to open a credit section to qualify for registration under the Act. Since then a number of consumers' societies were registered by voluntary efforts of the people.

The societies were started to meet the pressing needs of the people in times of scarcity caused by drought, famine, wars, etc. pushing the prices high. The governments of the day encouraged the people to form the cooperatives to meet such exigencies but allowed them to die as soon as the scarcity conditions were over. No sustained efforts were made to build up the consumers cooperatives on a permanent basis. A few of them survived but many of them withered away, as soon as the reasons for establishing them had disappeared.

Historical Perspective/Review

During World War-II : During the second World War the government encouraged the people to form the consumers cooperatives and used them as one of the agencies for distribution of scarce and essential commodities to the public in general. Beyond this the government had not taken any initiative for promoting and/or for providing financial or other support to the Consumers Cooperatives. As soon as the war was over, the scarcity conditions disappeared and the rationing was lifted, the consumers cooperatives were allowed to die.

Though the Congress Ministries which came into power in 1946 showed some interest in the cooperative movement many of them did not evolve any definite plans more so for the development of consumers cooperatives. The Prakasam Ministry in Madras Presidency had initiated in 1946 a scheme for setting up of a number of producers-cum-consumers cooperatives with a view to eliminate the middle-men between the producers and consumers and reduce the distribution costs. The scheme was abandoned as soon as the Ministry fell in 1947. Some of these producers-cum-consumers cooperatives were subsequently converted into marketing

* *Professor, Vaikunth Mehta National Institute of Cooperative Management, Pune.*

societies and many of them continued to deal with consumers goods even after their conversion as marketing societies.

First Plan : The First Five Year Plan envisaged a very limited role for the consumers cooperatives. The scheme envisaged development of multipurpose societies on the basis of one society for each village to cater for the multiple needs of their members. In respect of urban areas, while observing that “under the influence of rationing and government distribution of scarce goods, a number of consumers societies have no doubt come into being”, the plan suggested that “in the best interest of the planned development of distributive trades that an attempt be made to build up consumers cooperatives over as wide a field of distribution as possible”.

It has further suggested that the consumers cooperatives should be organised voluntarily by the people and “the State to adjust its policies in such a way that the legitimate interest of the consumers cooperatives are not ignored by those departments of the Central and State governments which have to attend to their claims”.

The planners expected that to the extent the cooperatives replace private business the capital engaged by the later will be released.

Second Plan : Even in the Second Five Year Plan neither definite schemes were evolved nor definite place was conceived for the consumers cooperatives. It merely noted that the “consumers cooperative movement has so far failed to develop in spite of considerable scope for it” and piously recommended that “the problems in this field should receive closer study and the programmes worked out. After a period it may become possible to workout specific targets”

The planners envisaged that “the profits of the rural trade derived both from marketing and processing and from the supply of consumer goods and other accessories to meet the needs of rural areas will help to develop agriculture production and promote well being of villagers.

The plan also envisaged close linking up of producers cooperatives and consumers cooperatives for increasing rural incomes and employment and for raising rural level of living.

The consumers cooperatives were conceived to help the producers cooperatives and the marketing societies rather than to project the interests of the consumers which is their real business.

Third Plan : The Third Five Year Plan notes that the “conditions for the development of consumers cooperatives in the Third Plan are generally favourable and if special efforts are made rapid progress can be achieved. They will be of greatest help not only in the stabilization of retail prices, but also in preventing the evils of adulteration of foodstuffs”.

The plan envisaged setting up of 50 wholesale stores and 2,200 primary consumers stores in the country. The plan noted that the targets may be revised in the light of the report of the

Committee on Consumers Cooperatives set up by the (erstwhile) National Cooperative Development and Warehousing Board”.

For rural areas, the plan envisaged, the distribution of essential consumer goods would fall legitimately within the functions of the service cooperatives, arrangements for supply of goods being made ordinarily through the marketing societies.

Soon after the Third Five Year Plan was launched there was Indo-China war of 1962 which prompted formation of the centrally sponsored scheme for promotion of consumers cooperatives, which we shall revert to a little later.

Fourth Plan : The Fourth Five Year Plan noting the progress made thus far by the consumers cooperatives held “that stress will be laid on consolidation and strengthening of existing consumers cooperatives at a different level rather than on the organisation of new institutions. On the institutional side the weakest link in the cooperative movement lies at the level of primary consumers cooperatives”.

The plan desired to identify the institutions that are viable or potentially viable so that, on a selective basis such primary consumers cooperatives could be further strengthened and developed.

The plan further envisaged strengthening national and state federations with a view to enabling them to play effective role in procurement of supplies, beside promotional and service functions. It was planned “to develop retail outlets of the inter-mediate size, diversify the range of business and improve the operational efficiency and economic viability”.

For the rural areas the plan envisaged entrusting the distribution of consumers goods to primary agricultural credit societies supported by marketing cooperatives. It hoped “to develop an effective consumer service so that the cooperatives become part of a permanent distributive set up for making available a wide range of essential consumer goods in rural areas”.

Fifth Plan : The Fifth Five Year Plan, as in the case of the Fourth Plan laid stress on “consolidation and strengthening of existing institutions rather than on starting new ones”. It also envisaged to encourage setting up of retail outlets or department stores directly by the central/wholesale stores. It also proposed to undertake a programme of rehabilitation of about 100 existing wholesale stores and 30 department stores.

The plan also envisaged to institutionalize purchasing power of the consumers cooperative movement in its wholesale structure, namely, the National Cooperative Consumers Federation and the State Federations. It was also contemplated that the national and state level consumers federations will increasingly play a part in offering consultancy services to their constituent units.

The plan also envisaged distribution of controlled cloth by the consumers cooperatives and also other items which may be brought under such similar schemes.

Sixth Plan : The Sixth Five Year Plan document identified that inadequate marketing finance, uncertainties in the procurement of supplies and lack of trained and skilled manpower as some of the problems effecting the rural and urban consumers' cooperatives.

The plan after noting that the federal organisations often promote their own business at the cost of their constituent units called upon them to enlarge not only their own business but also provide leadership to their affiliated organisations and lend full support to them in their business operations. It hoped that the state and national level federations would undertake inter-state trade and provide coordination and linkage between marketing and consumers' cooperatives.

The plan further proposed to form cadres and devise systems so "that the key personnel are recruited for the whole range of small and medium cooperatives in an organised manner" so that the cooperative sector will "operate as one inter-linked whole than as a mere collection of small scattered institutions".

Seventh Plan : Increase number of department stores from 330 to 430. Assist consumer cooperatives and their federal bodies to set up 700 large small sized retail outlets so as to increase such outlets from 31,960 to 32,660. Foster close operational coordination among urban consumers cooperatives, village societies and agencies concerned with production procurement and distribution of consumer goods for effective distribution. Proposed to strengthen national and state consumers federations also establish regional distribution centres. Steps could also be taken up to build up a cadre of key personnel to hold managerial and supervisory positions so as to improve operational efficiency cooperatives.

Central Schemes

Scheme of 1962 : Opening of hostilities between India and China in 1962 gave a measure of urgency to set up a network of consumers cooperatives. To ensure "equitable" distribution of consumer goods at fair prices to consumers, particularly in urban areas, the Government of India has drawn up a centrally-sponsored scheme in the Natesan Committee appointed by the then National Cooperative Development and Warehousing Board. The scheme envisaged four-tier structure - national federation at the national level, state federations at the state level, wholesale societies at the city and town level supported by a number of primary societies of individual consumers. It was proposed to have wholesale stores in all cities and towns having a population of 50,000 and above. The scheme envisaged a basically federal structure even at the city or town level where wholesale societies would buy the goods on wholesale and supply to the primaries who will essentially be engaged in retail business and have membership of individuals only. However, freedom was given to the states to organise the movement in towns and cities with a network of branches (rather than primaries) for doing retail business.

The scheme resulted in non-viable small size cooperatives and a loose federal structure which contributed for inefficient working and large scale failure.

Department Stores : The 1965 war between India and Pakistan and the devaluation of rupee in 1966 gave birth to the scheme for setting up of department stores in the cooperative sector. The main features of the schemes for setting up wholesale/central societies and department stores are as follows :

- Share capital contribution on matching basis by the government; the government contributed initially upto 80 per cent of the capital hoping the government share capital would be brought down to 50 per cent by collecting capital from the members in the subsequent years.
- Loan-cum-subsidy for acquiring godown and truck. In the case of department stores loan-cum-subsidy was extended to furniture and fixtures also.
 - * Managerial subsidy for a few years,
 - * Supply of loan capital,
 - * Guarantee by the government to the banks for the margin money to enable the society to borrow upto 90 per cent of the inventories/stocks.

The 1967 general elections changed the political scene in the country, which brought different parties to the power in the states and the centre. This change in the political set up made the state governments demand scrapping up of many centrally-sponsored schemes, one of which is the scheme for financing the consumers cooperatives.

After 1971 elections, the Central Government revived the central sector scheme for setting up of the consumers cooperatives as a part of the programme for generating employment. The scope of the central schemes were enlarged from time to time to set up shops in the areas inhabited by weaker sections of the society.

In 1976 a new scheme has been formulated under the auspices of National Cooperative Development Corporation for financing distribution of consumers goods in rural areas through cooperatives. Since then some minor changes have been made shifting the emphasis from one aspect to another but by and large these schemes are still in operation.

Consumer industries : Some of the consumers cooperatives have set up manufacturing facilities with a view to produce and supply and quality goods at competitive rates to the consumers. The Government of India also formulated the schemes for encouraging setting up of the consumer industries in the consumers sector. The schemes available under the auspices of National Cooperative Development Corporation are also available to the consumers cooperatives and their federal bodies.

Mere setting up of consumers industries do not ensure that cooperatives will be able to produce quality goods at competitive prices, because the skills and knowledge required for running the retail and distributive traders are quite different from the skills and knowledge required for running the manufacturing/production units.

There is a view that consumers cooperatives should concentrate their activities and develop their skills in the retail and distributive trade rather than venture into the manufacturing activities at least in the initial years. As an alternative it is suggested that they should get the goods produced from the manufacturers, put their brand names and market the products. This will avoid making a permanent investment and divert their scarce resources, financial and human, into unknown and uncertain fields. At the same time they should ensure that the goods marketed through their retail channels are quality goods, whether procured, got manufactured or manufacture themselves. We notice a distinct trend in many other countries, where the retail and distributive units giving up their manufacturing facilities and concentrate on retail and wholesale activities.

But in the recent years it is noted that the consumers cooperatives by pooling the purchasing power of its constituent members can bargain the best terms from the manufacturers working in the competitive environment and they need not set up their own manufacturing facilities to serve the consumers. Many consumers cooperatives in the west have started dismantling the production facilities and started concentrating on pooling the purchasing power of the members in the hands of the central society, bargain very intensely with the manufacturers and pass on the benefits of such bargaining to the consumers. The retail shops, in the private sector in Bombay city, dealing in medicines could effectively achieve such an objective of bargaining even with giant multi-nationals, but being the private sector organisations they pocketed the benefits of such bargaining and did not pass them to the consumers.

Objectives of consumers cooperatives : The primary objectives of a consumer cooperative can be broadly defined as protecting and promoting the interests and welfare of the members through democratic process. A real cooperative society in the process should improve the quality of life of the members and the public in general, because it not only ensures bread butter also freedom to manage his own affairs either for good or bad. The traditional question which many politicians used to ask whether the people want freedom or bread is very eminently answered by the genuine consumer cooperative societies by saying that it provides both and asserts that it is the birth right of the members to have freedom and also bread.

Misconceptions : However, some misconceptions about the role of consumers cooperatives, have been promoted in the last few years especially since the formulation of centrally sponsored scheme in 1962. One of the misconceptions is that the consumers cooperatives will hold the price line. When the government with all its resources and institutions at its command is unable to control the prices, would not it be too much to expect that tiny small consumers cooperatives will hold the price line. Nor the consumers cooperatives should assume such a role and make a case for official support and patronage because they are bound to fail to achieve such an objective and if people start comparing their performance with this objective, they will get a very low rating.

Another mis-conception is that cooperatives shall eliminate middlemen. Here also one should be cautious because middlemen can be eliminated but the middlemen's functions cannot be

eliminated. These middlemen's functions have to be performed either by the producers or by the consumers. When any of these two fail to perform any of the functions of the middlemen, middlemen are bound to come up to fulfil the felt needs of the economy.

Again the consumers cooperatives should not be regarded as one of the middlemen interposing between the producers and the consumers. Consumers cooperative societies are the buying agents of the consumers and any profit they make is to go back to the consumers in proportion to their purchases and if anything is retained it is for promoting and protecting the interests and welfare of the consumers. Such profits even when used to strengthen the organisation, it is justified only because such strong organisations only can protect and promote the interests of the consumers and not the weaklings. Similarly, the various tiers in the consumers movement could be justified only when they work to protect and promote the interest and welfare of the consumers and not to strengthen themselves for their own sake.

This means in a genuine consumers cooperative society, all the members are the customers and all the customers are the members. If a customer is allowed to avail the services of a society without becoming a member, it is only to enable him to judge whether the services rendered by the society will meet his requirements and also to avail an opportunity for the society to find out how far that the customer will fit into the environment and culture of the society and he will be a worthy member. If this feature, that all members are customers and all customers are members, if fulfilled many problems of management of the consumers stores like how much profit the society should make, what services should the society provide will be solved automatically.

A real consumers cooperative society can eminently demonstrate, through its operations that economic and social democracy are practicable concepts and not theoretical.

Consumers cooperatives are the only bodies who can claim that they promote social responsibility of improving the quality of life.

Consumers Cooperative and Government/Manufacturers Shops

The consumers cooperatives are preferable to the retail shops operated by manufacturers and/or government though in both the cases the middlemen is eliminated for the following reasons

- i. The consumers would lose bargaining capacity when the manufacturers or government open their retail shops as it leaves open to exploitation by the manufacturers in the matter of quality, prices, services, etc. It is only the counter-veiling bargaining capacity that keeps various elements in the economy under check and improve their efficiency of performance.
- ii. Consumers would not have a voice in the matter of management of those shops. In the case of government shops, consumers can only vent out their grievances through their representatives in parliament or state legislatures but still government could escape the responsibility and accountability by saying that they are autonomous and self-governing bodies (in

cases like Civil Supplies Corporations). In the case of consumers cooperatives the members could pull up the management and make them accountable and if they are not satisfied, they can throw them out of the management through one-member one-vote.

- iii. The profits earned by these shops are not distributed to consumers and are appropriated by the owners that is manufacturer and government. In the case of government, the profits earned by these shops may help in reduction of tax rates but it will be very indirect way of distribution of profits to the consumers and does not have much incentive element.
- iv. The prices of the products sold in these shops are not in anyway less than in the market. In fact the experience shows that the prices of the commodities sold in the manufacturer's shops are higher than the prices of the same items sold in open market. This is because the manufacturers appropriate to themselves both the wholesale and retail margins on the goods sold through these shops.
- v. The consumers would not have a choice of comparing the quality and price of comparable products available in the market in these mills shops which is an essential element in fulfilling the needs of the consumers and protecting their interests.

The Government proposal that the contractors, working in public works as a part of the draught relief operations, etc. should undertake distribution of consumers goods supplied by the government at a concessional rates under food for work programme, is not a sound proposal, as the contractor may not distribute entire quantity earmarked by the government and may make profit by selling them in the open market which commands higher prices.

Cases of Success

Consumers cooperatives in the country were found to be relatively more successful in the following cases:

- (a) **Sectional Societies** : Though the cooperative principles, philosophy and ideology suggest open membership, the societies which have been started and whose membership is confined to the employees in factories, universities, members of the residential colonies having common affinity; were found to be more successful. This may be due to the fact that the members felt a sense of belonging and affinity and had a strong desire to work together with a view to help themselves and the community around them through a cooperative organisation.
- (b) **Voluntary Societies** : Societies which have been started voluntarily by the people to serve the felt needs are also found to be more successful compared to the societies started just because the government assistance and funds are available and/or to take up government business like distribution of controlled and rationed commodities either on wholesale or retail. Most of the societies which have been started to take advantage of the government assistance and government business have wound up as soon as prosperous conditions returned to the economy. Such societies have been promoted with a view to fulfil the targets

and when the persons who promoted them lost interest in the society or transferred elsewhere the societies got into difficulties.

There are also cases where a society was started voluntarily but taken the government help and assistance when offered. Many such societies have become successful because these societies were basically voluntary organisations started to fulfil the felt needs of the people though they subsequently accepted government assistance and help. Examples are Apna Bazar in Bombay, Chintamani in Coimbatore, etc.

- (c) **Urban Middle-class Membership** : Consumer societies started in urban areas dominated by service and middle-class people are also found to be more successful. One of the reasons for their success is adequate and steady purchasing power to buy the goods on cash or capacity to repay installments promptly even when purchased on credit. Since most of the consumers cooperatives in the country conduct their business in cash, ability of members to buy in cash is essential. That is why we notice that consumers cooperatives in predominantly agricultural areas where the farmers receive income once or twice in a year are not successful. Some of the examples are Apna Bazar in Bombay and Chintamani in Coimbatore. Warananagar Super Bazar though in a rural area was successful because farmers through supplementary activities have more or less steady incomes.
- (d) **Management** : The societies which could develop their own managerial personnel are also more successful than the societies which continuously dependent on outside agencies like government officers on deputation to man their managerial posts. Examples are Apna Bazar and Sahakari Bhandar in Bombay. The case of Chintamani in Coimbatore before 1976 (after 1976 things became different) the State Consumers Federation and the NCCF are some more examples.
- (e) **Genuine Cooperatives** : The societies which have been more or less adhering to the cooperative principles of democratic management and involvement of the members in the management of the societies are found to be more successful than the societies with nominated boards of directors and elections are not held for years together. Examples are Apna Bazar and Sahakari Bhandar in Bombay, Warananagar Society and Chintamani and TUCS giving a contrasting picture.

Problems of Consumers Cooperative

In the following paragraphs a few very important problems faced by the consumers cooperative movement in the country are mentioned:

- i. **Structural Integration** : We have at the base the primary societies of the individual consumers. Over the primary societies we have wholesale/central societies, state level federations and a national federation. The structure is shown in the accompanying diagram. This is a structure of the consumers movement in the country but we do not find much functional integration in the working of these tiers in the movement. For example, some

commodities are purchased by more than one tier in the movement with the result the higher tier purchasing the goods is unable to sell to its constituent members because the constituent member also purchased the same items, may be at the same price. Again some of the items required by the consumers are not purchased by any tiers resulting in the stock outs in the consumers stores.

- ii. **Supply Sources** : The movement is unable to develop reliable and dependable sources of supply for many major items of mass consumption. Many consumers cooperatives complain that they are unable to buy the goods automatically from any source of supply. Every time they have to go to the market, compare samples and the prices and buy the goods. This process involve lot of costs in terms of money and time and still is not foolproof. If the consumers cooperatives could develop some source of supply on whom they could place the orders blindly and rest assured that prices they are charged are most competitive, many of the management problems of the consumers cooperatives are solved.
- iii. **Lack of Member Participation** : The consumers cooperatives are unable to convince the public why they should become members of a consumers cooperative because they can buy the goods in a consumers store even without becoming a member and enjoy all the benefits. There is no motivation for membership.
- iv. **Sales Promotion Activities** : The consumers cooperative movement as such and even the individual consumers cooperatives do not have any systematic plans to promote the sales in their shops, build up their image, cover more and more members of the public and areas. In most cases, the people are coming to these shops for factors such as nearness to their places of residence or of office, their inherent faith and confidence in the cooperative institutions and rarely because of efforts of these managements.
- v. **Low Wholesale and Retail Margins** available on items being dealt by the consumers co-operatives. The manufacturers and producers take maximum share of the profit out of the selling price leaving only small profit margins to the retailers, wholesalers and distributors. Because of this the retail and distributive trade is unable to attract capital and attract and retain good workers.
- vi. **Non-availability of the Stores** : Most of the consumers stores at present working in the country are too small to be viable. They should increase not only the total turnover but also the breadth of the items being dealt by them to attract more and more customers to the shop.

UNIVERSITY CONSUMERS COOPERATIVES IN INDIA

*Prof. S.B. Rao**

The following are the broad findings of 14 consumers cooperative societies in Indian universities and institutes, which have responded to our enquiry:

Establishment

Seven of the 13 societies were established in 1967-68. One (IIT, Bombay) was established as early as 1959. Two were established in 1980's. The rest of them were established in 1970's.

Membership

One society (Shivaji University) is a federal society and does not have individual members; only the consumers cooperatives of the affiliated colleges are its members.

The average membership of the eleven societies which furnished the figures in this respect is 1,186; varying from 100 to 2,598. In four societies, the government has also become a member by contributing the share capital.

Share Capital

The aggregate paid up share capital of the societies under study is Rs.7.40 lakhs, which works out to Rs.62,000 per society. The paid up share capital ranged between Rs.2.80 thousands to Rs.138.68 thousands. About 68 per cent of the aggregate share capital of the societies under study was contributed by the individual members; the percentage of share capital contributed by various agencies is shown below :

- Individual members	:	68
- Government	:	21
- Universities/Institutes	:	4
- Others	:	7
Total	:	100

** Professor, Vaikunth Mehta National Institute of Cooperative Management, Pune.*

It may be noted that only in the case of four societies the concerned universities contributed the share capital. Again only in the case of four societies government contributed the share capital. In the case of 7 societies there was no share capital contribution either by the government or by the university/institute concerned.

Reserves

All the societies under study built up their reserves. The aggregate reserves of 12 societies which furnished their information, was Rs.8.28 lakhs. This works out to an average reserves of Rs.69 thousands per society which is slightly larger than the average paid up share capital of Rs.62 thousands. In the case of only 4 out of 12 societies which provided this information have reserves larger than the paid up share capital.

Facilities Provided by the Universities

Almost all the universities/institutes provided rent free accommodation. They also provided free electricity and water. Some have provided furniture on a limited scale. Some universities have provided the services of one or two employees free of cost (Kankan Krishi Vidyapeeth) to the society.

One university (Bangalore Agricultural University) used to provide working capital as loan whenever it was required by the society, but it is not providing now because the university itself is in financial difficulties.

One university (Mangalore University) purchases some of its requirements through the society and was also provides advance along with order.

Another university (North Bengal University) was selling its publications through the society. It also allows the society, the use of its vehicles and telephones.

Other Cooperative Societies

Fifty per cent of the universities/institutes under study have other types of cooperative societies of the employees on the campus. Most common type of other cooperative societies are employees thrift and credit societies. Housing cooperative is the other type to a smaller extent.

Items Dealt

Seven out of 13 societies are operating the fair price shops. Two of these societies do not deal in general provisions and grocery, otherwise all of them deal in grocery and provisions. Five societies deal in textiles. One society is selling milk. Two societies are also running canteens. One society is dealing in books and newspapers (supplying to the university); this business constitutes 23 per cent of its total business.

Business Operations

The aggregate sales of the 12 societies including the other income which reported such figures amounts to Rs.197 lakhs; the average per society is Rs.16.41 lakhs; they range from Rs.2.53 to Rs.70 lakhs. These 12 societies earned a gross profit of Rs.13.93 lakhs. This comes to 7 per cent of the gross income.

The net profit is little over 4 per cent of the aggregate income or 63 per cent of gross profit. This has become possible because the concessions the societies are receiving from the universities.

Accommodation

Many societies are provided by the respective universities adequate space to locate their shops; the area provided ranges from 300 square foot to 6,000 square foot. In addition four societies have also been provided separate godown space.

Employees

The 13 societies which reported these details employ 102 persons; of which 88 are full-time and 14 are part-time. Two societies do not have any full-time employees; they have only part-time employees. They are paid honorarium. One society pays only daily wages ranging from Rs.12 to Rs.18 per day; no monthly rated employees in that society (North Bengal University).

Board of Directors

The average number of board of directors of the 12 societies which reported this information is 10. In one society (Mangalore Kamraj University) there is no elected board. The General Manager deputed by the Government of Tamil Nadu is in overall in-charge of the society.

In another university (Sardar Patel University), the members of the board of directors are either nominated or co-opted. In another university (Marathwada Krishi Vidyalaya) all members of the board of directors are nominated.

In another society (North Bengal University) the Chairman is nominated while the other members of the board are elected. In one university (Bangalore Agricultural University) vice-chancellor is the ex-officio chairman.

VMNICM COOPERATIVE CONSUMERS STORE LIMITED, PUNE

*R.S. Deshpande**

History

Vaikunth Mehta National Institute of Cooperative Management (VMNICM) was established in 1967 in its present form. It incorporated the Central Institute of Management for Consumers Business established in 1964 at Bombay and National Cooperative College and Research Institute.

In order to provide the necessary goods and services to the participants of the various programmes and faculty and staff it was felt necessary to set up a consumer cooperative society. Accordingly, a consumer cooperative store was registered in 1972.

Objectives

- i. The main objectives of the Store was to procure and provide daily necessities of the participants and faculty and staff members as well as Institute, at reasonable price;
- ii. To ensure that the pure and unadulterated goods be provided to the customers;
- iii. To use this Store as a laboratory for cooperative business management education;
- iv. To inculcate the habit of thrift and economy; and
- v. To educate the members in home economics and house keeping.

Organisation Structure

The general body is the supreme authority of the Store. The general body elects all the nine members of the managing committee. According to the bye-laws of the Store, the Chairman, Vice-Chairman, Hon. Secretary are elected in the managing committee meeting. In order to facilitate the working, the Joint Secretaries are also elected. The tenure of the above officers is for one year.

* Reader, Vaikunth Mehta National Institute of Cooperative Management, Pune.

The VMNICM has provided a room in the hostel premises for locating the Store. Besides a cupboard, table, chair, etc. have also been provided by the Institute. The management of the Store procured from their profits the counter and other requirements for running the Store.

The paid up share capital of the Store as on 30th June 1990 was Rs.890, collected from 88 members. Its reserve as on the same date were to the tune of Rs.50,943. The Government of Maharashtra provided Rs.7,000 as contribution to the share capital of which Rs.6,000 have been repatriated. The Store did not have any borrowings. Management of the Store has set-up the price fluctuation fund, to the tune of Rs.1,886 and bad debt reserve fund, which was to be tune of Rs.1,193. The working capital of the Store was to the tune of Rs.69,000 as at the end of 30th June 1990. The Store earned the profit of Rs.7,500 during the year 1989-90.

The management of the Store was engaged in carrying out the business of procurement and distribution of the stationery, cosmetics, plastic goods, grocery, cutlery items, cleaning material etc. The Store was also engaged in the procurement and distribution of the books. For carrying out the business the democratic method of taking decisions was adopted. Value control system was implemented for controlling stocks. Stock taking and stock evaluation was done in December and June every year. All the books of accounts as per the provision of the Act and Rules are maintained. Two Joint Secretaries are engaged in the procurement and the distribution of the goods with the help of salesman and assistant salesman.

The sales for last six years are exhibited in the following table:

Year	Sales	Net Profit
1984-85	158,497	3,012
1985-86	167,059	3,050
1986-87	215,166	4,466
1987-88	272,310	3,481
1988-89	202,436	2,996
1989-90	240,937	7,516

The business of the Store increased as compared to the last year. Out of the 88 members as many as 73 members were regular purchasers. Besides the above, the participants of the different programmes continued to make purchases from the Store. We are happy to note that the purchases of 41 members were more than Rs.1,000 and the purchases of 24 members were between Rs.300 to Rs.1,000 and purchases of 5 members were between Rs.100 to Rs.300. Only 3 members' purchases were below Rs.100.

The DCBM is the main programme run by the Institute and while teaching the financing management subject, the statements of the Store are used for analysis. Keeping in view the recent trends, it has been decided to introduce the computer for maintaining the accounts and information system. It may be noted that all the employees as well as participants of the Institute make purchases from the Store. All employees are members of the Store.

Profit and Loss Account for the year ending 30th June 1990

Particulars	1989-90	1988-89
1. Sales		
Cash	28,307	
Credit	222,630	202,455
2. Cost of goods sold		
- Opening stock	6,315	14,714
- Purchases	239,416	182,204
- Packing material and conveyance & carriage.	625	640
	246,356	197,558
Less closing stock	10,667	3,315
	235,689	194,243
3. Gross Profit	15,248	11,192
4. Other Income		
- Bank interest	1,346	1,414
- Discounts received	962	1,166
	17,556	13,772
5. Expenses		
- Salary	3,900	3,688
- Honorarium to Secretary & Joint Secretary.	1,600	1,000
- Sales promotion	1,792	1,130
- Printing & stationery & other expenses.	2,273	2,031
- Depreciation	465	517
Total	10,030	8,375
6. Net Profit for the Year	7,526	2,996

Balance Sheet as on 30th June 1990 and 1989

Particulars		1989-90	1988-89
Assets			
1. Cash in hand	1,828	17,888	11,529
Cash in bank	16,060		
2. Closing stock		10,667	6,315
3. Sundry debtors		27,430	35,643
4. Investment and Deposits:			
- Fixed deposits	9,000		
- Shares in other coops.	310	9,310	9,310
6. Furniture and Fixtures:			
- Opening balance	4,652		
- Less depreciation	465	4,187	4,652
		69,482	67,179
Liabilities			
1. Share capital:			
- Opening balance	890		
- Addition	10		
- Refund	10	890	890
2. Government Share Capital:			
- Opening balance	2,000		
- Refund	1,000	1,000	2,000
3. Share capital reserve a/c.			
4. Reserve fund		52,643	48,514
5. Price fluctuation fund		1,886	1,886
6. Bad debt reserve fund		1,193	1,193
7. Govt. share capital red.fund		1,000	2,000
8. Sundry creditors		3,344	7,700
9. Profits		7,526	2,996
		69,482	67,179

SARDAR PATEL UNIVERSITY CENTRAL COOP CONSUMERS STORE

1. *Dr. S.K. Patel*
2. *Prof. K.J. Hasnani*
3. *Prof. C.S. Rana*

Introduction

At present, practically the entire distribution trade is in the private hands. The traders, in their business are, actuated by the sole consideration of making profits and are often caused of malpractices. When the goods are purchased by the traders, they are over-weighed and when the traders sell them they are under-weighed. Further, the quality of the goods they sell is not of the desired standard. Price charged is also not uniform and fair. Stocks of goods in short supply are usually withheld and discrimination is shown in their distribution. The price levels are thus raised artificially and the consumers do not get full value for what they spend. Their cost of living, therefore, increased.

These problems of the consumers can be tackled to some extent by the imposition of controls. History of controls has, however, shown that they are not sufficient to meet the situation. A permanent solution, therefore, is for the consumers to organise their cooperative stores.

Cooperative consumers' stores are voluntary organisations of the consumers, organised for procuring goods in bulk from the production centres at favourable terms and then arranging their equitable distribution to members at fair price. Various advantages can accrue to the consumers if they organise their cooperative stores. (*"Theory, History and Practice of Cooperative"* by R.D. Bedi, P.390).

-
1. *Reader, P.G. Department of Economics, Sardar Patel University, Vallabh-Vidyanagar.*
 2. *Professor & Head, Dept. of Cooperation & Economics, Anand Art College, Anand and Chairman, Board of Studies in Cooperation, Sardar Patel University, Vallabh-Vidyanagar.*
 3. *Professor & Head, Dept. of Economics, Nalini and Arvind Arts College, Vallabh-Vidyanagar.*

In this context, an attempt is made in this small paper to examine a few permanent aspect like capital, income and expenditure pattern, profit, constitution and functioning to Sardar Patel University Central Cooperative Consumer's Stores Limited, Vallabh Vidyanagar popularly known as APANA BAZAR.

University Coop Store is Established

A long felt need of the consumer's store was fulfilled when Sardar Patel University Central Cooperative Consumer's Store Limited was established on 30.9.1976 near the birth lace (Karamsad) of an iron-man of India i.e., Sardar Vallabhbhai Patel at Vallabh-Vidyanagar. Over 20,000 students studying in Vidyanagar and over 10,000 university and college employees got relief with its establishment, because since long prices of consumers' goods were constantly rising. With the establishment of this store, the consumers were assured of goods with reasonable price and fair quality. In the initial stages, the store has the "teething troubles", but later on these difficulties were solved with the help of principals, professors, university officers-cum-employees and their associations. The Government of Gujarat also provided the financial help for the sound functioning of the Store.

Objectives

Our cooperative store was established to serve the community in general and the members in particular with the following main objectives:

- i. To provide the consumers goods at fair prices;
- ii. To provide the quality and pure goods to the consumers; and
- iii. To plough-back the profit for increasing the welfare of the consumers.

Thus, the main objective of this store is to provide the consumers goods at reasonable price and of higher quality. Normally, the consumers are cheated both ways - in terms of weight i.e., they get less weight when they purchase from private traders and they have to pay higher prices. Thus, the consumers are exploited quality-wise and quantity-wise by the private traders. this store has freed the consumers from both types of exploitation.

The store is very well organised. For the organisation of this store, a board of directors has been elected with about 17 members. At the tope of the board of directors is the Chairman of the Store, who looks after all the affairs of the store. To assist the Chairman, there are two other main office-bearers - Hon. Secretary and Joint Secretary. They looked after the day-to-day affairs. There are five other committee members from all sectors of the community viz. university section, college section, student section, etc.

There are about five nominated members, one is the Accountant of the university i.e. the representative of the university, one committee member is the representative of the Government

of Gujarat, two other Government nominees : Assistant District Registrar, Consumers Cooperative Societies, Baroda and District Registrar, Cooperative Societies, Nadiad. These experts of different sections provide their valuable guidance and help in the smooth functioning of the store.

Over and above, there are three invited members. One from the Agro-Economic Research Centre, the other one from the B.J.V.M. Commerce College and the third one from the Post Graduate Department of Business Study (Commerce). They all entertain the complaints and suggestions from the consumers and thereby make certain suggestions to remove the difficulties of the consumers. As all the committee members take active interest in the smooth running of the store, its organisation is very well.

The store does not have its own building and land. But it is run in a very big spacious university building with sufficient open land. In the front side of the building, well-arranged counters, cupboards, show cases etc., are there. On the opposite corner, there is the office of the cashier, accountant and the manager. The godown is at the adjoining building which is equally spacious. The store is amidst the cluster of the college hostels and near the bus stand. Just opposite to the store, there is a very big playground of the university. Thus, the store is in a very fine locality and is in the middle of the heart of the town.

In the initial stages of the establishment of the store, the financial position was not sound. However, the State i.e. Gujarat and Central Government helped the store by providing a share capital of Rs.175,000. The members' contribution (share) is only Rs.30,000.

There are three types of members of the store. A type = permanent; B type = students; and C type : nominal for the two years.

The subscribed capital of the store is Rs.1 lakh, whereas the paid up capital is Rs.34,104, Reserve fund is Rs.110,409, other funds of Rs.215,173 and working fund is Rs.490,146.

Store Membership

The number of members during the last three years is as under:

Membership				
Members		1987-88	1988-89	1989-90
A type	:	1,021	1,050	1,059
B type	:	319	321	322
C type	:	1,016	1,134	1,217
Total	:	2,356	2,505	2,598

It can be clearly seen from the above table that the number of members has increased. In the A type only 38 permanent members have increased during the last three years. However, there is practically, no increase in the number of members of B type. However, the number of nominal members of C type has gone up by 201.

During the 4th and 5th year of the establishment of the store, the business has increased considerably and as a result of that the amount of net profit has also increased. But the store has decided to pay the share capital of the Government and hence could not give the dividend. However, the store has decided to give 6% dividend during the year 1989-90.

Business Activities

As the store was established with the objective of providing pure, qualitative and standardised products at reasonable prices to the members, a variety of standard consumers goods are being sold by the store. As far as possible, the goods are sold in packing only. Usually, the goods are purchased by the students and the employees. A discount of 2% is given to the members on cash purchase. The items sold by the store cover: soap, both washing and bath, washing power, plastic goods, electrical goods, stationery, shuttle cocks, racket, tooth-paste, tooth powder, tooth brushes, shaving brushes, blades, glasses, cups and saucers, note books, hair oil, shampoos, vaseline, begon spray, tea, sugar, dry fruits, pure ghee and vanaspati ghee-in packing, amul butter, milk powder, bournvita, juice, cosmetics, provision items and all other necessities. As far as possible the above items are purchased from good company sold to the consumers at reasonable prices.

During the season grain dal and tur dal are also sold. However, the store does not sell other food grains at present from the current year, a 5 per cent discount is given on BSC and CSC shoes, chappals and sandals.

As mentioned in the organisation, one business of the store is looked after by the Board of Directors - Committees, Chairman and Joint Secretary. Over and above, the day-to-day working of the store is looked after by the manager who is a full-time employee of the store.

In the initial stages, the business was small and hence only 3 full-time workers were employed. The number increased to nine. But at present, seven workers are employed to sell various items. The store was put into audit "A" class, but now it is in the "B" class.

The net profit of the store has been increasing during the last 3 years as the business activities of the store have expanded considerably. The table below gives the picture of the same.

Income, Expenditure and Net Profit

Particulars	1987-88	1988-89	1989-90
Paid up capital:			
- Government	65,000	65,000	45,000
- Members	32,108	33,562	34,104
Reserve fund	103,348	105,408	110,409
Other funds	182,239	199,504	215,173
Working capital	533,242	590,239	491,146
Purchases	1252,346	1190,670	1381,726
Sale	1338,325	1179,208	1082,298
Net profit	3,170	10,643	18,280

Thus it can be seen from the table that purchase and sale of different items has been increasing year after year resulting in the increase in net profit.

However, the store is not free from difficulties. It faces financial difficulties mainly because it has started, repaying the Government share capital. The workers do not work with full sincerity and zeal because they are paid low salaries. Further, all the employees and students do not purchase from the store. Cut-throat competition of private business is also faced by our store.

However, in spite of all these difficulties, the store has been functioning satisfactorily and has been serving the community at large by providing qualitative and standard goods at fair prices.

WORKING OF MANGALORE UNIVERSITY EMPLOYEES' CREDIT COOPERATIVE SOCIETY - A REPORT

*Dr. Yashavantha Dongre**

The Mangalore University Employees' Credit Cooperative Society is an infant cooperative society which has completed just seven years of service life. It was started during the year 1982-83 by a few enthusiasts among the university employees. Initially it was thought of as a modest attempt towards providing the short-term financial support to members in terms of credit and supply of provisions. During this comparatively short period the society has grown in stature and activities, into an important service unit, trying to meet all types of requirements, both of the university and of the employees of the university.

Objectives of the Society

The objectives of the society as spelt out in its bye-laws include the following:

- i. To meet the domestic and other requirements of the members;
- ii. To encourage thrift, self-help- and cooperation among the members of the society;
- iii. To create funds to be utilised for the promotion of education;
- iv. To assist the university activities in whatever respect possible; and
- v. To do such other activities in order to promote the economic, social and cultural welfare of the members.

Organisational Structure

The society has a structure with a President, a Secretary and the board of directors besides the general body. The board of directors consists of 9 members of whom two members are

** Honorary Secretary, MUECC Society, and Lecturer, Dept. of P-G. Studies and Research in Commerce, Mangalore University, Karnataka.*

nominated by the Vice-Chancellor, as university representatives. The remaining seven are elected for a 3 year term by the general body. The seven elected members include from among the teaching staff and 3 from among the non-teaching staff. These members are elected by the general body as a whole. Of the 9 members one seat is reserved for SC/ST and one for women. The board elects the president and the secretary from among its directors.

Business Management

The activities of the society are managed by the Secretary, who works as an honorary Officer. The Secretary consults and keeps the President informed about the routine activities. All the important policy and operational decisions are taken by the board which meets ordinarily once a month.

A Purchase Committee comprising of the Secretary and two of the Directors supervises all purchases made by the society.

On its establishment the society has two staff members (one on contract service) who work in different sections. These ten members include one Accountant-cum-Office Supervisor, two salesmen, six sales assistants and one cleaning assistant.

Salary and other Compensation to Employees

All the employees of the society are for the time being, placed on a consolidated monthly wages with annual increases made as per the decision of the BOD. Placement of the employees on the recommended scale and framing of the service rules are being taken up during the financial year 1990-91. The monthly consolidated salary of the employees carry from about Rs.600 to Rs.1,100 per month. Apart from the salary, the employees are given the following benefits:

- i. Annual bonus equivalent to one month's salary;
- ii. Gift incentives worth around Rs.75 every year;
- iii. 13% compound interest on the security deposits (Rs.25 is collected as security deposit from every employee every month and the amount is kept as fixed deposit with the society);
- iv. One day's salary for every half day's over time work (normally the society shopping counters will work half a day on all sundays and some of the general holidays);
- v. Interest free cash assistance upto Rs.500 which is to be repaid in 10 equal installments. This facility may be availed once in a financial year;
- vi. 15 days casual leave per year; and
- vii. Maternity leave, sick leave (half pay) and such other facilities.

Physical Assets

The physical assets of the society are mostly confined to furniture and fixtures. The sales counters and godown are on rental basis in the university commercial complex. The society occupies two sales counters (measuring a total floor area of about 3,200 square feet), one office (20 x 20 feet) and two store rooms (6 x 10 feet each).

Financial Position

The financial position of the society is becoming progressively sounder. This reflects the progress made by the society over the years (*see appendix*).

Membership

The membership of the society has increased from a mere 50 in 1982 to 350 by September 1990. The share capital of the society has increased to Rs.116,380 by the end of March 1990. (Each share is of a face value of Rs.10 and each member can buy a maximum of 50 shares).

The society offers two types of deposit facilities to the members as well as the general public. The recurring deposits with an interest rate varying from 9% to 11% and fixed deposit with an interest slab of 10% to 13% compounded on quarterly basis. The total fixed deposit is also on steady increase. The society could collect Rs.208,000 for the year 1988-89 and Rs.166,500 for the nine months of 1989-90 as fixed deposits.

A sum of Rs.35,168 has been kept under reserve fund by the end of August 1990. It is proposed to transfer the balance of Rs.39,491 (reserve fund) which was hitherto ploughed into business.

The society has not taken any loans, except a working capital assistance of Rs.20,000 from the Cooperative Department of the Government of Karnataka. Of this Rs.12,000 has already been repaid.

Business Activities

As stated in the objectives of the society, the primary emphasis of the society is to cater to the basic requirements of the university and its employees. The business activities of the society are structured keeping these objectives in mind. The important services rendered by the society include groceries, milk, newspapers, textiles, flour mill service and medium term loans. The steady progress of the society in these areas is highlighted in the table (*vide appendix*).

Medium term loan is a cash advance facility. Each member is entitled to borrow upto a limit of Rs.5,000 or 3 times the monthly salary or 10 times his share amount (whichever is lower).

The loan amount is repayable in 25 installments with a simple interest of 15%. In the case of other services, members are allowed to purchase on credit and make payment before 10th of the subsequent month. In the case of textiles, the sum due may be paid in three equal and interest free installments. The society offers discount of 5% on cash purchase of textiles.

Apart from these services the society has made arrangements, through the local dealer, for the supply of cooking gas to the members residing on the campus.

Services to University

A unique feature of our society has been the service it is offering to the university. This is with regard to the supply of books and construction materials.

It is a normal practice with the publishers/distributors of books to allow a flat discount of 10% to the libraries. However, the local distributors/retail dealers get a higher rate of discount. Observing this, the society mooted an idea of channelizing the library books through the society. The university readily agreed to the idea and permitted the society to supply books to the university library. This helped the university to acquire books on time, helped society to earn higher profit, avoided middlemen and more importantly provided for ploughing back of university funds to the benefit of members.

Looking at the success of this scheme, university asked the society to supply construction materials also. Taking the lead from its earlier experience in the supply of books, society started this service from 1987-88. As at present all the construction materials (except cement and iron) are supplied to the university through the society.

These services have greatly added to the financial strength of the society.

Volume of Business

The business operations of the society are ever on the increase. The society has crossed an annual turnover of 75 lakhs. The total sales for the 9 months financial year ending March 1990 amounted to about Rs.3,050,384. As may be seen from the table given in Appendix, bulk of this sales comprises of groceries, books and hardware materials.

Results of Business Operations

The financial results of the business operations are quite satisfactory. The society has been earning profit right from the year of its inception and the magnitude of profit has been on the increase (*see Appendix*). A perusal of the following figures would help know the position better.

Year	Income	Expenditure	Net profit
1987-88	200,473	137,934	62,539
1988-89	250,812	184,394	66,417
1989-90	225,531	168,289	57,241

Achievements of the Society

The society has, in my opinion, achieved a great deal of success with a short span of time, both in terms of services and profit. Following are the highlights:

- i. The society is meeting the basic necessities of members completely, in a place which is about 20 k.m away from the city;
- ii. Maximum permissible dividend of 12% has been declared to members since four years;
- iii. Each member gets an annual gift, in kind, varying from Rs.20 to Rs.100;
- iv. A comprehensive calendar (each worth about Rs.10) is supplied to all the members every year free of charge;
- v. Members can purchase all the materials on credit and make payment in the subsequent month;
- vi. One per cent trade discount is admissible to university hostels (both men and women) on bulk purchases from the society;
- vii. Distribution of ration items is undertaken for the benefit and convenience of the members as well as the residents of nearby villages;
- viii. Rs.10 to 20 thousand are donated to the Vishwamangala Education Society, an institution promoted by the employees of the university, to run schools for the benefit of children in and around the university campus;
- ix. Kinder-play equipment in the Vishwamangala School is provided at a cost of Rs.42,000 (payable in 3 installments);
- x. Donates towards students union, non-teaching staff union, and such other forums engaged in welfare/academic activities;
- xi. The society has been placed under category "A" over the years by the auditors of the Cooperative Department of the Government; and
- xii. Deposit schemes with attractive interest rates have been introduced not only for fostering the habit of thrift among members but also for mobilising deposits from non-members.

Gesture by the University

It is important to mention here that much of the success of the society is because of the patronage it has received by the university and its members. The university has helped the society in the initial stages by contributing a sum of Rs.10,000 towards share capital. Further, the university has reposed trust in the society by asking it to be the sole supplier of library books and building materials. To top all this, the shopping space in the commercial complex has been given to the society on a nominal rent of Re.1 per month. Further, whenever bulk purchases are to be made to the university, the society will get 50% of the money as advance against order. All this has contributed to the strength and efficiency of the society.

Proposed Programmes

Keeping in view the varied and increasing demands of the members and the university, the society has an ambitious expansion plan, which is to be undertaken in the coming five years. The plan includes a cooking gas agency, petrol bunk, printing press and book binding centre, confectionery, vegetable and fruit stall, electrical goods and stainless steel utensils. The society is also thinking of starting a door delivery system for the convenience of members. It also plans either on its own or with the cooperation of the university, to start a small public park in the residential area of the campus.

All this calls for an expanded network of organisational structure, staff strength and other infrastructural facilities. The society is confident of completing these plans successfully over the years in a phased manner.

Appendix

Mangalore University Employees Credit Coop Society Ltd. Progress of the Society : 1986-87 to 1989-90

S.No.	Particulars	1986-87 12 months	1987-88 12 months	1988-89 12 months	1989-90 9 months
1.	No.of members	212	251	307	325
2.	Total share capital	76,340	93,880	106,210	116,380
3.	Total sales	1,703,837	2,618,516	3,001,496	3,054,384
4.	Total profit	54,463	62,539	66,417	57,241
5.	Sales-grossory	691,833	817,580	1,035,013	1,035,013
6.	Sales-milk	69,721	95,630	101,925	78,322
7.	Sales-hardware	360,572	612,244	837,371	562,912
8.	Sales-books	381,960	818,677	634,338	1,058,107
9.	Sales-floor mill	0	0	5,654	2,163
10.	Sales-textile	56,050	67,606	92,874	117,354
11.	Sales-newspaper	7,605	48,873	63,619	63,151
12.	No.of employees	5	9	10	10
13.	Salary of employees	42,026	56,645	69,162	63,053
14.	Amount spent on gifts	7,000	8,000	13,000	17,500
15.	Amount given as dividend	8,336	10,132	12,745	13,965
16.	Fixed deposits	49,750	14,240	208,000	166,500
17.	M.T loans-No.of beneficiaries.	66	73	69	43
18.	M.T loans-Amount sanctioned.	217,500	295,800	283,500	214,187
19.	Reserve fund	11,943	15,631	16,604	14,310
20.	Donation to Vish-wamangala society.	9,357	8,583	14,689	10,000

UNIVERSITY OF AGRICULTURAL SCIENCES CONSUMERS COOPERATIVE SOCIETY LIMITED - A BRIEF REVIEW

*B.M. Shashidhara**

The University of Agricultural Sciences (UAS) Consumers Cooperative Society Limited was started in the year 1967 by a few pioneering teaching faculty members with a view to promote cooperative spirit among the teaching fraternity of the university particularly in the area of consumers activities. Later UAS House Building Cooperative Society and UAS Employees Credit Cooperative Society were started for the benefit of UAS employees only.

Objectives

The main objectives of the society are:

- i. To purchase necessities of life for wholesale and retail sale to the members in particular and non-members in general;
- ii. To purchase books, stationery and other articles required by the members and the colleges;
- iii. To provide credit facility to members;
- iv. To establish and conduct branches in constituent colleges and research stations; and
- v. To run a canteen.

However, with the exception of last objective the society is fulfilling the other objectives. The society is having one branch at GKVK campus in addition to main branch at Hebbal campus.

Physical Assets : The university has provided a separate building for shopping, godown and office. As such the society does not have physical assets of its own except the furniture and fittings.

Financial Position : The authorized share capital of the society is Rs.5 lakhs. The share capital of the society contributed by members and institutions is given below:

* *Assistant Professor of Cooperation, University of Agricultural Sciences, Hebbal, Bangalore.*

(a)	Paid up share capital	:	Rs.	58,830
(b)	Institutions	:	Rs.	500
(c)	Government	:	Rs.	21,560
	Total	:	Rs.	80,890

Deposits : The society since its inception has not made any efforts to mobilise deposits either from the members or outside.

Loans : The society has been borrowing for long-term loans from the government and university. At present the loans taken from university as well as government have been repaid during the current year.

Reserve and other funds : The reserve fund of the society stood at Rs.52,977 only as on 30th June 1990. The other funds are:

i.	Coop Education Fund	:	Rs.	678
ii.	Price Stabilization Fund	:	Rs.	6,576
iii.	Bad Debt Fund	:	Rs.	2,681
iv.	Donation Fund	:	Rs.	9,237
	Total	:	Rs.	19,173

Working Capital : The society is meeting the working capital out of its own funds. The major component of the working capital is from members and reserve fund created out of net profit. As on 30th June 1989 the total working capital of the society was Rs.153,040 only.

Business Activities : The main business activity of the society is sale of essential commodities, textiles and toiletries to members and non-members. In addition to the above activities the society is also providing grocery to university cafeteria and bakery.

Business Management : As per the bye-law the management of the society is vested with board of directors consisting of 15 directors. But at present there are only 9 directors out of which 8 are elected among members and one is nominated by Deputy Registrar of Cooperative Society. There is a provision to nominate two directors from among students by Director of Student Welfare. But so far the students have not been nominated by the university authorities. The Vice-Chancellor is the ex-officio Chairman of the Society. At present there are no sub-committees to look after various responsibilities. All the directors are collectively looking after each and every activity of the society.

Business Operations : The volume of the business in the society during the last three years is given below:

S.No.	Year		Volume of Business (Rupees)
1.	1986-87	:	1.3 million
2.	1987-88	:	1.4 million
3.	1988-89	:	1.6 million

Though the figures indicate an increase in the turnover of the society, in relation to growth of the university's strength in terms of both employees and students, the society's growth is too negligible.

Result of Operation : The society's performance as indicated by the results of its operation is as follows:

(Amount in Rupees)

S.No.	Year	Income	Expenditure	Profit/Loss
1.	1986-87	98,700	127,600	(28,900)
2.	1987-88	123,700	125,000	(1,300)
3.	1988-89	131,100	112,500	18,600

As indicated above the performance of the society is dismal. Even in an institution where all the members are educated and enlightened, the society has not been performing satisfactorily.

Critical Evaluation of the Society : The UAS Consumers Cooperative Society was a symbol of service and managerial efficiency for about 5 to 6 years since its inception. It has earned a good name both among the members and non-members. Unfortunately the elements such as corruption, communalism and casteism crept into its management soon and the society became a victim of the selfishness of its management from time to time. Corruption became too rampant. Elections are fought on community and caste and sub-caste lines. The efforts of some members to revive and revitalize the society are being thwarted by the dominant corrupt members. Quarrels and groupism among the directors is very common. Even the general body is divided on community lines. Purchases are often made from private traders. There is a collusion between management and traders and hence the members bear the brunt of this immoral understanding between suppliers and management. Thus instead of improvement in the activities the society is moving from bad to worse.

SHIVAJI UNIVERSITY CENTRAL CONSUMERS STORE - A CRITICAL REVIEW

*Dr. T.G. Naik**

Under the University Grants Commission's guidelines and with the help of its financial assistance the Shivaji University Central Consumers Store was established in the year 1967 after having registered with the Department of Cooperation of the State Government of Maharashtra under the registration No.KPR/CO2. Since then it has been operating upto date.

Objectives of the Central Consumers Store

The objectives of the Store envisaged in its constitution are as follows:

- i. To undertake the business of printing and publication of text books and other literary work;
- ii. If necessary to run the students' canteens and messes within the university campus;
- iii. To supply the essential consumable goods to the canteens, hostels (both boys and girls) and to the resident families of the university campus; and
- iv. To make purchases of goods on behalf of the university like stationery, chemicals and library books and other materials.

Membership Structure : The Shivaji University itself is a "A" class member of the store. The affiliated colleges are eligible to become the members of the store but only those colleges which have consumers stores on cooperative lines. The colleges which have become members of the store are known as "B" class members. The students' canteens, ladies and boys hostels are also considered to be eligible for becoming members of the Store. But their membership is considered to be "C" class membership. And lastly the Government of Maharashtra has become the member as a "D" class member of the store.

Capital Structure : The authorized capital of the store is stated to be Rs.500,000. The paid up capital amounts to Rs.105,750 forming just 21% of the authorized capital. Of the paid up capital, the share of the Government of Maharashtra and members respectively works out to be Rs.80,000 and Rs.25,750 forming 75.7 and 24.3 percent each.

* *Reader, Shivaji University, Kolhapur.*

Composition of Owned Funds : The owned funds of the stores have been classified broadly into two categories viz., (i) reserve funds; and (ii) other funds. The reserve funds so far accumulated by dedicating a certain share (25%) of the profits earned by the store every year amounts to Rs.155,644 and the others Rs.245,742 making up the grand total of the owned funds to Rs.401,386. The break up of other funds is given in the following table.

Break up of Other Funds

S.No.	Particulars	Amount (Rupees)
1.	Price fluctuation fund :	97,123
2.	Capital redemption fund :	90,000
3.	Contingency fund :	24,499
4.	Gratuity fund :	27,922
5.	Depreciation :	6,139
6.	Reserve for doubtful debts :	157
Total :		245,740

Investments : The store so far has invested Rs.5,800 in the shares of Kolhapur District Central Cooperative Bank Limited, Maharashtra State Cooperative Consumers Federation Limited and Shekari Sahakari Sangh (Farmers Cooperative Organisation at Kolhapur). It has also deposits of Rs.650 only with the producer companies which is quite meagre. Lastly the working capital of the store at present amounts to Rs.1,260,000 only, the detailed break up of which is given in the following table.

Break up of the Working Capital

S.No.	Particulars	Amount (Rupees)
1.	Cash at hand :	3,951.28
2.	Deposits in current a/c with UCO Bank :	1,316.26
3.	Deposits in current a/c with KDCC Bank :	249.81
4.	Bills receivable (cash items in process of collection) :	682,519.70
5.	Worth of provisional goods and others in the custody of salesman :	60,514.74
6.	Receivables from the employees :	368.75
7.	Rebate :	205.00
8.	Closing stock :	352,988.67
Total :		1,102,114.20

Board of Directors

The power of constituting the board of directors has been vested in the Vice-Chancellor of the university. He nominates the Chairman and members of the Board. The Chairman acts on behalf of the Vice Chairman. The members are drawn from the teaching, administrative staff and the Executive Council, two from each, of the university. Three members are drawn from the Principal's category and one member from the cooperative department of the Maharashtra Government as its nominee. The members drawn from the Executive Council of the university have dual role, since they are on both the decision making bodies of the parent and sister institutions. The board of directors is the decision making and overall policy formulating body. The members are supposed to take an active part in the above stated processes. Normally in the board of directors meetings, the accounts and purchases/sales activities are examined, reviewed and some other extra agenda on the board meeting are being discussed. The purchase committee is being constituted by the board of directors to take decisions regarding purchases of the store. The member in charge of the purchasing committee looks after the day to day transactions of the store with the assistance of the manager. The person in charge of the purchase committee greatly relies on the manager and at times, I suspect, take undue advantage of being in charge of purchases. The two members drawn from the Executive Council of the university seem to have not been interested in the development of the store, but they are rather much more concerned with major activities of the university. Sometimes they have to do a tight-rope walking in the board of directors meetings.

Management of the Store

The manager who tops the management cadre of the store is being assisted with the accountant and one unspecified clerk and three salesmen in charge of the sales departments of the store. These are all appointed by the university authorities and their salaries and service conditions are governed by the rules and regulations of the service conditions of the university employees. They are all entitled to get all the benefits of provided fund, increased dearness allowance, house rent allowance and other fringe benefits. Their services are as secured as those of other university employees. As it is true with other government run enterprises, the employees of the store do not found to be efficient, interested in expanding and developing the activities of the store and some times a tendency of taking undue advantage of being a part of the day to day management of the purchase and sale activities of the store. The efficiency is sometimes affected badly for want of coordination of activities among themselves and inter-personal rivalry and jealousy. When the employees get the certainty and security of their jobs, they tend to be rather much more irresponsible and indulging in shirking their responsibilities.

Credit Card Holders and the Supplies

The credit card holders of the store are the employees of the university. These card holders

purchase groceries, stationery and cloth and garments on credit basis from the store. The aggregate value of these purchases turns out to be on an average Rs.100,000 per month. This amount due to the card holders is being cleared by the university out of their salaries after two months. The purchases of grocery, stationery and cloth and garments on credit basis are normally 90 per cent of the total purchases. Recently the purchasers on credit basis by the employees from the store have been restricted to worth 2/3rd of their basic salaries and hence the store has to restrict the sales on credit basis to that extent. The account section of the university does not want to take the responsibility of repayment credit on behalf of the employees. Most of the employees of III and IV classes purchase goodgrains, cloth and some other goods of household use like tea, sugar, etc. on credit basis. But most of the employees have tendency to purchase goods in excess of their credit quota and hence, excessive purchases by the employees have resulted into accumulated overdues reflecting adverse financial position of the store. Prior to the imposition of restrictions in purchases to the extent of two-third value of the basic salaries, the employees were allowed to purchase goods worth two-third of the total salaries and hence purchases were on large scale. Further many of the credit card holders are the debtors to their Shivaji University Employees Credit Society and as such they have to pay monthly installments which are deducted at source. When the deductions are to be made, the accounts office has to see that the total amount deducted on various counts should not exceed the limit of the total pay. So the problem of overdues and specially accumulated overdues has surfaced as in cases of other cooperative credit banks and other nationalised commercial banks. The tendency on the part of the credit customers not to repay the credit amount of purchases has also been responsible for the overdues problem of the store. In view of the mounting overdues and difficulties in the recovery, the executive body has put severe restrictions on credit sales to the customers. This policy will result into contraction of the turnover in near future.

Public Distribution

There are 271 ration card holders who buy kerosene, wheat, rice, sugar and edible oils. In view of the fluctuating prices and their shortages in the open market, the ration card holding families regularly purchase kerosene, sugar, edible oil and sometimes rice. The qualities of wheat and rice supplied through public distribution are not to the likings of the ration card holders and as such they do not buy wheat and rice sometimes. Since the prices of sugar and edible oils in the open market always move in upward direction, the ration card holders buy these commodities without fail. All the purchases on ration cards on an average amount to Rs.29,000 per month. The distribution of commodities on ration cards can be regarded as the supplementary and expansionary activity of the store.

Purchase by the University : The following table reveals the magnitude of the purchases effected by the university:

Purchase by the University

Year	Purchases (in rupees)
1985-86	815,000
1986-87	909,000
1987-88	943,000
1988-89	873,000
1989-90	887,000

These purchases include primarily stationery, paper, sports material and others. The university itself being the "A" class share holder it purchases goods worth Rs.8-900,000 every year, forming just a negligible proportion of its annual total purchases. The university follows rather a restrictive policy in regard to the purchases from the store. The university must have been purchasing lot of chemicals and instruments required by the various departments particularly science and the humanities. The university library also purchases books from private book agencies. The university too purchases from the private dealers and agencies goods worth crores of rupees. The Rajaram College run by the State Government of Maharashtra also purchases its stationery from the store, but none of other colleges in the city. The amounts of purchases have remained almost stable in value terms. No doubt upto now the university has been protecting the interests of the consumers but confined its purchases only to stationery and paper. Because of this restrictive policy, the store could not expand its turnover and because of its structural constraints could not extend its activities to other spheres like running the boys' and ladies' mess and to supplies of other household materials to non-employees of general public.

Negative Approach of the University Executive Council : The present Executive Council of the university has a negative approach to the consumer store. They have constituted a separate cell known as 'Purchase Committee', the members of which are the Executive Council members. They are now inviting the tenders from the private dealers/agencies directly and negotiating with them. This purchase committee has started functioning as an alternative to the university consumers store. Hence, the volume of purchases and sales of the university has been contracting very rapidly. The Executive Council sometimes opines that the store is not the proper channel through which the university should make its purchases. The reasons cited by it are not justifiable e.g., the Council says that university has to purchase all the time costly good from the store which in fact, not true. It is not the place for arguing for and against either consumer store or purchase committee of the university but one should take note that the purchase committee constituted by the Executive Council has been encroaching upon the jurisdiction of the consumers cooperative.

The long-term growth rates of turnover, gross profit, expenditure and net profit : Over a long period of 1973-90, the values of the turnover, gross profits and expenditures have been increasing. The total value of the turnover increased from Rs.1,214,815 (1973-74) to Rs.2,591,000 (1989-90). Its index increased from 100 base year (1973-74) to 213.23 registering a little more than two-fold increase over the same period. The gross profit also registered a little more than three-fold increase, shooting up from Rs.67,695 to Rs.194,984. The expenditure of the store, however, increased by a little less than five times. The expenditure growth far exceeded those of the former ones. All the values expressed are in terms of current prices and as such the values have been inflated. The expenditure of the store has revealed a tendency to rise rapidly during the past five years only.

Short-term growth rates of turnover, gross profit expenditure and net profit : During the period of 1984-90 all the above variables have been continuously rising. The indices of the turnover, gross profit and expenditure changed from 100 (base year 1984-85) respectively to 116.59, 143.32 and 161.39. It is clear that the turnover and gross profits have moved to higher levels when measured in terms of rupee values. The aggregate expenditure has risen more rapidly than the first two. From the overlook on the table, one may feels complacent about the progress made by the store. But the progress seems to be deceptive, because all these values are measured in terms of current prices and due to rampant inflationary trends caused by excessive deficit spending by the central and state governments, their values stand to be inflated. In physical terms a marginal expansionary trend, though not measured actually could be noticed. Expenditures of the store seem to have been rising more rapidly when compared with them.

Conclusions and Suggestions

From the foregoing description of an organisation and functions and the analysis of the financial statements we conclude and suggest as follows:

- i. The store has very limited worked capital and as such it could not expand its volume of purchases and sales and also could not take advantage of rising prices. The structural framework of the store itself did not allow it to undertake further extension of activities. Therefore, there is a need to increase the working capital mainly by raising amount of shares either increasing the values of the present shares or by increasing the number of share holders mainly affiliated colleges and even university teachers.
- ii. The Executive Council of the university seems to be against the cooperative store on very fragile grounds. The nominees of the board of directors representing Executive Council are having no interest in protecting the consumers store. Then have rather false notions about the cooperative organisations. They, therefore, require to be refreshed in cooperative principles.
- iii. This is also true in respect of the majority of board members. Their interest lies simply in attending the meetings and as such they do not take much interest in either improving the

functional framework or developing and expanding its activities. The members of the board of directors should be drawn from those classes of the people who are aware of the importance of running economic activities on cooperative principles.

The managerial cadre including the general manager seems to have not much interested in improvement of the functioning and expansion of trading activities. In maintaining the records and accounts they are lethargic and not trained. the more important fact to be noted that they (some) have no sense of sincerity in their assigned work and also no honesty towards the institution. When their services are secured, the employees tend to be more irresponsible and somewhat little bit excessively self-conscious from business point of view. In fact mutual jealousy and difference of opinion among them are found to be common reflecting the whole image of the institutions in a distorted manner. Such type of behaviour should be checked.

And finally, the human psychology is such that it considers self-interest to be of prime importance vis-a-vis institutional and social interests. Hence a large majority of people involved directly or indirectly in cooperative organisations regard cooperative set up as an instrument for achieving their self economic interest rather than as a means of achieving social welfare of common good.

Lastly the university will have to extend institutional support in terms of making its purchases of chemicals and other instruments and the library books. For that the store itself has to prove its ability to undertake expanded activities which are rather more complicated involving the business acumen.

Growth of Turnover, Expenditure and Profit (in Rupees)

Year	Turnover	Gross Profit	Expenditure
1973-74	1,214,815 (100.00)	67,695 (100.00)	35,000 (100.00)
1974-75	1,200,000 (98.78)	48,597 (72.89)	46,510 (130.22)
1975-76	1,245,000 (102.46)	83,806 (125.70)	62,592 (175.25)
1976-77	1,360,000 (111.92)	86,257 (129.38)	66,740 (186.87)
1977-78	1,213,000 (99.82)	77,452 (116.17)	81,393 (227.90)
1978-79	1,230,000 (101.22)	76,262 (114.39)	73,310 (205.26)
1979-80	1,231,000 (101.31)	94,046 (141.06)	80,113 (224.31)

1980-81	1,187,000 (97.69)	91,958 (137.93)	79,205 (221.77)
1981-82	1,573,000 (129.45)	109,700 (155.55)	80,950 (226.66)
1982-83	1,645,000 (135.38)	108,175 (162.26)	80,949 (226.65)
1983-84	1,914,000 (157.52)	124,990 (187.48)	N.A
1984-85	2,243,000 (184.59)	136,081 (214.12)	108,806 (304.65)
1985-86	2,370,000 (195.05)	158,074 (237.11)	121,460 (340.08)
1986-87	2,534,000 (208.54)	174,666 (261.99)	168,127 (470.75)
1987-88	2,902,000 (205.91)	199,221 (298.83)	178,266 (499.40)
1988-89	3,391,600 (279.07)	245,721 (368.58)	209,000 (562.80)
1989-90	2,591,000 (213.23)	194,984 (292.47)	176,000 (492.80)

**Short-term Growth Rates of Turnover,
Gross Profit, Expenditure and Net Profit**

Year	Turnover	Gross Profit	Expenditure	Net Profit
1984-85	2,243,000 (100.00)	136,081 (100.00)	108,806 (100.00)	N.A
1985-86	2,370,000 (106.65)	158,074 (116.13)	121,460 (110.95)	N.A
1986-87	2,534,000 (114.03)	174,666 (128.62)	168,127 (154.05)	
1987-88	2,902,890 (130.63)	199,221 (146.26)	178,266 (163.22)	27,295
1988-89	3,391,657 (152.64)	245,721 (180.84)	209,000 (191.65)	38,843
1989-90	2,591,085 (116.59)	194,984 (143.32)	176,000 (161.39)	18,636
Annual Compound Growth Rate in %	2.9	7.4	10.1	

NETAJI SUBHAS COOPERATIVE TRAINING COLLEGE CONSUMERS AND CREDIT SOCIETY LIMITED : A STUDY

*B.C. Chakravarti**

Introduction

All in-service training programme aim at the development of knowledge, attitude and skill. The development of knowledge is taken care of through class room activities. For attitudinal change and sharpening of skill the practical training arrangement are made. It is arranged and designed in cooperative institutions where the trainees are to study and observe working as an outsider. The sense of commitment, responsibility, loyalty, etc. on the part of the trainees can hardly be present. The ideal situation should be to arrange a 'labs' of their own in the training complex which they will own and manage. Here they will participate in the day to day workings, suggest measures for improvement which they themselves will implement, share the fruits of their own efficiency. It shall also provide scope for leadership development in a constructive way.

With the twin objective of providing opportunity for the qualitative development of attitude and sharpening skill for works the trainees were expected to discharge in the field of their work, the authorities of the Cooperative Training College,

Kalyani, took up the task of having a registered cooperative society in the year 1960. The promoters meeting attended by the staff of the College and trainees numbering 38 resolved to form a cooperative society in the name of "Kalyani Training Centre Cooperative Society Limited". But ultimately it was registered on 13th October 1960 as Kalyani Cooperative Training Centre Cooperative Consumers' Society Limited. The membership was made open both for the staff and the trainees of the Training Centre.

Since 1960 quite a good number of amendment of bye-laws had to be made. The objectives of these amendments were to make the objective of the society more broad based. The latest being,

* Faculty Member, N.S. Coop Training College, Kalyani.

on 17.8.1981 resulting in the change of the society's previous name to "Netaji Subhas Cooperative Training College Consumers and Credit Society Limited.

Main Objectives

The society at the time of its registration had framed its objectives as noted hereunder:

- i. To arrange for the procurement for and supply to its members at reasonable rates all articles of consumption and necessities of life;
- ii. To run the common mess and canteen; and
- iii. To organise sports and other cultural activities among the members.

With the progress of time and experience the members (staff and trainees) felt the need of broadening the objective clause through time to time amendments. Clause (a) has included non-members. To enable the staff and trainees to make thrift deposits and have the facility of short-term and emergency loans the objective clause of the bye-law was amended to this effect.

Functions : Hence, at present it has become both a Consumers' Store as well as a Credit Cooperative Society. Its present functions include procurement of consumer articles for supply to members and non-members, to receive thrift deposits and allow short-term and emergency loans to its members, to organise sports and cultural activities for the members etc.

Organisational Structure : The society is managed by a board of directors consisting of 6 members elected at the annual general meeting for a term of 3 years. The elected board of directors elect amongst themselves Chairman, Vice-Chairman, Secretary and Treasurer as office-bearers. For involving trainees into the activities of the society various sub-committees are formed with them headed by a faculty member to guide them and monitor their activities. At present purchase, sales, internal audit, accounts sub-committees are in office. They function as a team with independent responsibility and are to report their progress and difficulties to the concerned faculty member. The trainees also render help in the day to day business operation to the part-time staff (only one) of the society.

Physical Assets : The society, as such, has no physical assets of its own, worthy to be mentioned. The College has provided a room in its hostel for its stores and office.

Financial Position

Since audited accounts of the society are available upto the cooperative year 1987-88 the statistical information is given for the years 1985-86, 1986-87 and 1987-88.

Financial Position

S.No. Particulars	1985-86	1986-87	1987-88
1. Share capital (members)	25,470	28,370	30,940
2. Deposits Thrift Fund (members)	25,719	31,199	38,065
3. Loans	Nil	Nil	Nil
4. Reserve fund- 15%	3,446	4,199	4,756
5. Inventory loss fund - 10%	899	1,401	1,773
6. Bad debt fund - 10%	875	1,377	1,748
7. Coop development fund - 5%	409	660	846
8. Price fluctuation fund	120	120	120
9. General meeting expenses fund	517	717	967
10. Mess welfare fund	4,777	4,974	6,089
11. Undistributed profit	5,200	6,280	8,260
12. Working capital	62,295	74,430	93,174

Observation

During these three years the increase in members' share capital has been to the extent of 20%, thrift deposits 50%, reserve fund 35% and almost all other funds have registered a growth rate of 100%. The rate of growth compared to other such societies is quite encouraging. Since the society has no borrowings from outside, the entire funds are utilised in the business of the society. Growth rate in respect of working capital during this period has been 50%. Hence it can very well be concluded that during the period the growth in financial position of this society has been phenomenal and can said to be to the extent of 50% approximately.

Business Activities and Management

While studying the business activities of the society one has to keep in mind the following factors:

Problems

- i. Seasonal fluctuation in the number of trainees-members-consumers;

- ii. The staff members mostly live outside Katyani;
- iii. The location of the shop/office in the hostel, away from the shopping centres/market is definitely a hindrance for attracting outside customers;
- iv. The need of groceries and stationeries of the trainees are quite varied. To cope up with their needs the society is to keep a very large number of assortment. The rate of movement of the articles are very slow. As a result there will be a blocked of working capital as well as the possibility of accumulation of slow moving articles in the stock resulting in the filing up of unsalable goods;
- v. There is no wholesale market nearby. The society either has to procure consumers items from the Krishnagar Wholesale Consumers Cooperative Society Limited for which cost of carriage is very high resulting in higher sales price or to purchase locally so again the sales price is bound to be higher than the market price;
- vi. It has got a part-time staff with a monthly honorarium of Rs.150; and
- vii. Pricing has to be made on the basis of 5% mark up in general. though having a pricing sub-committee but has little to do.

S.No.	Particulars	1985-86	1986-87	1987-88
1.	Purchase	22,199	17,835	8,720
2.	Sales	22,099	19,065	9,100
3.	Loans advanced	99,960	121,300	146,650
4.	Loans realized	92,035	110,975	129,050
5.	Closing stock	3,056	3,097	3,098
6.	Interest earned	5,398	5,818	8,023
7.	Interest allowed	431	1,266	3,546
8.	Loans due by members	51,936	62,261	79,861

Hence the society is more concentrating on the expansion of credit activities than the retail consumer activities. At present it mostly deals in stationeries - papers, ink, exercise books, toilet and washing soaps, mustard oil etc. The trend of retail turnover is becoming adverse year after year. Whereas, in respect of credit operations the growth rate registered in the field of loans advanced 47%; loans realized 42%, interest earned 48% and interest allowed rose to as high as 8 fold and the loans due by members 56%. The reason for the astronomical growth in interest allowed is the growth of thrift deposits from members as well the hike in the rate of interest from 6% to 8% to motivate members to increase their contribution towards thrift deposits. Whereas the lending rate for emergency loan @ 12% and short-term loan @ 9% has remained unchanged.

The day to day activities are taken care of by the Secretary with the help of part-time staff and the trainees. The board of directors generally meet once in a month to frame guidelines of operations and monitoring the performance compared to the annual budget. The sub-committee meet as and when required. Besides, internal audit by the trainees, the statutory audit is the responsibility of one cooperative audit, directorate of the Government of West Bengal without charging any audit fee. The society is placed under "C" category.

Business Operations and Results

Income, Expenditure and Profits

S.No.	Particulars	1985-86	1986-87	1987-88
1.	Gross profit	1,118	1,226	381
2.	Income (interest)	6,776	5,887	8,155
3.	Honorarium to part-time staff	1,230	1,475	1,800
4.	Other expenses (including meetings)	406	658	691
5.	Interest allowed	431	1,266	3,545
6.	Net profit	5,027	3,715	2,500

The gross profit showed a sudden fall in 1987-88 i.e., 1/3rd of 1986-87. The reason can very well be attributed to the fall in sales to half during the same period as well the coming down of stock turnover from approximately 6 times to 2.5 times. It is also evident that the retail consumer business of the society has been given lesser importance by the management.

The income on account of interest though had a fall of 15% in the year 1986-87 in comparison to the base year 1985-86 but shows an overall growth rate of 22% from the base year. Hence, with the 47% growth in lending, the income from interest has grown to the extent of 22% i.e., a ratio of 2:1.

The other field of interesting study is the interest allowed on thrift deposit showing a phenomenal but steady growth of more than 800%. Whereas the thrift deposit has increased to the extent of 50%. The reason behind this anomaly can be traced into the fact of quantum increase in the deposit and the hike in the rate of interest from 6% to 8% in the year 1986-87.

Apparently it is difficult to find out the reasons for the downward trend of net profit of the society to the extent 25% annually during this three years when the working capital and volume of business (loan) has increased. The answer to this fallacy can be traced in a simple arithmetical

comparison of the increase in interest allowed, honorarium paid and the fall in gross profit. The amount and per cent effect are already there in this study.

The study of this cooperative society will be incomplete if one takes care of only quantitative statistical indicators only without considering the qualitative aspect of its performance. If the members and management of the society stuck to the original objective of only consumers stores as a 'Lab' for the trainees and did not include the 'credit' activities subsequent, when there was no scope and possibility of having consumers business the society like many of the consumer cooperative stores of this state had to close its shutters. The trainees had to complete the tenure of their training without working in the 'Lab'. Very often the members are in dire need of credit instead of turning to the money lenders they approach the society for fulfilment of their needs. Simultaneously, his thrift deposits and share capital (share capital contribution and borrowing is linked 1:10) increase slowly, and that thereby his financial stability strengthens.

KONKAN KRISHI VIDYAPEETH CONSUMERS COOP STORE, DAPOLI

*S.G. Borude**

Brief History

This store was started in August 1967 as students' consumers cooperative store of the College of Agriculture, Dapoli, which was started in June 1965. The membership of this store was open to the students and employees of the College. The Konkan Krishi Vidyapeeth was established in May 1972 but the College Consumers' Cooperative Store continued to function till June 1984 when the College Consumers' Cooperative Store was converted into University Store and was named as Konkan Krishi Vidyapeeth Consumers' Cooperative Store, Dapoli. The membership is now kept open to the students and employees of the university at Dapoli campus only.

Objectives

The store was started with the following objectives:

- i. Supplying stationery requirements of the college students such as note books, journals, drawing sheets, thesis material, etc.;
- ii. Supplying other daily requirements of students and employees including grocery articles, milk, etc.;
- iii. Supplying stationery and other office material to the college and university offices; and
- iv. Giving opportunity to the students to learn the organisation and management of the consumers' cooperative store. Dapoli being a remote place, supplying the requirements of the students and the staff at reasonable prices was the main object.

Organisational Structure

- (a) Membership: Two types of membership is adopted, one institution as member and the other individual members.

** Head, Department of Agricultural Economics, Konkan Krishi Vidyapeeth, Dapoli and the Chairman of the Store.*

- i. Institutional Members
 - Konkan Krishi Vidyapeeth, Dapoli (Rs.10,000 share capital).
 - Konkan Krishi Vidyapeeth Employees' Credit Society (Rs.1,000 share capital).
 - ii. Individual Members
 - 'A' class members - employees buying ten or more shares each.
 - 'B' class members - employees buying five to ten shares each.
 - 'C' class members - employees buying less than five shares each.
 - 'D' class members - students buying one share each.
- (b) **Management** : The management of the store is vested with the Management Committee of 11 persons representing the university (1), employees credit society (1), 'A' class members (1), 'B' class members (1), 'C' class members (3), 'D' class members (3) and ladies category (1).
- (c) **Collection of share amount** : After the college store was converted into the university store, the share amount from the employee members was collected from their monthly pays. The Chairman had himself undertaken a campaign in the college and university offices to enrol the employees as members of the cooperative store and to obtain their written consent to deduct certain amount according to their capacity from their pay as share capital of the store. These consents were obtained voluntarily from all categories of employees. The Vice Chancellor also gave his share amount in one instalment. The amounts were collected for three years every month and were remitted to cooperative store. The amount of each member varied from Rs.10 to Rs.50 depending on their pay. This helped greatly to build up share capital of the store. Membership of the store to the students is compulsory and their share amount is collected only at the time of admission along with other fees of the college.
- (d) **Staff** : One agricultural assistant is provided by the university for full time. He is designated as manager of the store and he carries on daily sales, arranges of purchases of material in consultation with the Chairman and the Secretary. Two-three sales boys are employed by the store on daily wages and one matriculate boy is employed who writes records of the Store. However, we find difficulty in preparing annual closing accounts such as trading account, profit and loss account and balance sheet. One of the employee works as the Secretary for which some honorarium is paid to him.

Physical Assets

Building accommodation consisting of one big hall (50'x30') is provided by the university near the staff quarters free of cost. Some furniture in the form of steel cupboards, tables, chairs, racks

are provided by the university. The store also prepared some furniture of its own, which consists of wooden cupboards with glass panels, sale counters, etc. The present accommodation and furniture and fixtures are just adequate.

Financial Position

The financial sources mainly consist of share capital from institution members and individual members. The National Cooperative Development Corporation (NCDC), New Delhi has provided Rs.15,000 (Rupees 10,000 loan and Rs.5,000 for furniture). The university which is an institution member has contributed Rs.10,000 towards share capital. The financial position of the store for the last three years is given below.

S.No.	Particulars	As on 30.6.87	As on 30.6.88	As on 30.6.89
1.	Share capital	49,970	86,590	121,680
2.	Reserve fund	12,752	19,891	24,448

Business Activities

Business activities of the store consist of supply of grains, grocery articles, toiletry and washing material, umbrella, plastic material, bicycle tyres and tubes, students stationery i.e. note books, journals and thesis material, office stationery, etc. One important activity which the store has undertaken since last three years is supply of milk to the students and employees (both members and non-members). The college and the university offices purchase some stationery from our store, which provides good business to the store.

The articles kept for sale in the store are purchased in wholesale quantities from Bombay, Pune, Kolhapur, Panvel etc. mostly from private traders. Unfortunately there is no big wholesale cooperative store nearby. There are authorized dealers in Dapoli town of many manufactured commodities, from whom we purchase these items. The milk is purchased from the government dairy at Chiplun which is 70 k.m from Dapoli.

Business Management

There is a management committee of the store which meets once in two months and takes important decisions about the working of the store, approves monthly expenditure and losses due to spoilage, reduction in prices, etc. Day-to-day work of making purchases, fixing selling prices, checking records and accounts, supervision over the daily working of the store is carried out by the chairman with the help of the secretary.

Business Operations

The sales transactions of the store for the last three years are given below which will give some idea of business operations of the stores.

Particulars	1986-87	1987-88	1988-89
Total sales (Rs.)	286,589	430,385	528,950

In these sales, major share is of grocery items followed by milk and stationery items.

Results of Operations

the store has tried to keep its expenses to the minimum looking to its business turnover and earned profit every year. The store also declared some dividend and gave bonus to the persons working in the store. The result of total sales, expenditure and profit of the store is given below:

The Result of Business Operations of the Store

S.No.	Particulars	1986-87	1987-88	1988-89
1.	Members	1,215	1,173 (409+764)	1,286 (411+875)
2.	Share capital	49,970	86,590	121,680
3.	Reserve funds	12,752	19,891	24,448
4.	Total sales	286,589	430,385	528,950
5.	Total expenditure	8,559	14,530	24,818
6.	Total receipts	14,841	19,905	43,472
7.	Net profit	6,282	5,376	18,654
8.	Dividend declared	8%	5%	9%

GUIDELINES FOR PREPARING ACTION PLAN FOR A COOPERATIVE PROJECT

*Pradit Machima**

1. Introduction

It is realized that most of the cooperative planning in developing countries is not realistic because it is not based on the real situations. The desired objectives set by the cooperative is too high beyond its ability to reach. That is why most of the cooperatives failed and became defunct. Therefore, in order to avoid such mistake made in the past, an "Action Plan" or realistic planning is needed.

2. Planning

2.1 Definition of Planning

Planning is the process of making or arranging a programme of work in advance in a specific period of time for example 6 months, one year or 3-5 years.

2.2 Scope of Planning

Planning covers all aspects of project work. These are:

- i. Name of the project;
- ii. Project objectives;
- iii. Goals or targets;
- iv. Project activities;
- v. Strategy;
- vi. Manpower requirements;
- vii. Budget;

* *Consumer Cooperative Development Advisor, ICA ROAP, 43 Friends Colony, New Delhi.*

- viii. Time frame;
- ix. Implementing agency;
- x. Strategy in implementing the project; and
- xi. Project evaluation.

2.3 Why cooperative planning?

The reasons for having realistic planning or action plan are:

- i. To avoid making the same mistakes made in the past;
- ii. To adjust the cooperative programmes/activities to the reality that the cooperative can manage or afford to do;
- iii. To set priority in doing cooperative business;
- iv. To keep the managing committee, manager and staff informed about the cooperative work plans - its objectives, targets, activities, strategy, time frame, budget and details of work that needed to be done and in what manner, by whom and for what purposes;
- v. To give direction to managing committee and coop employees on their roles, activities and responsibilities in coop business in specific period of time;
- vi. To allocate certain amount of funds, man-power, materials and equipments for specific kind of work in certain period of time to the fullest extent; and
- vii. To improve cooperative efficiency.

2.4 Who is responsible for planning?

In general, planning is done by the manager and staff with the approval of board of directors (managing committee). But in a small society, the planning is made by the board of directors and approved by the annual general meeting.

3. Planning Process

Before planning is made, necessary information concerning local conditions, cooperative situations, business activities, business operations and results of its operations, problems faced and factors affecting the cooperative operations should be collected and analyzed and presented to the board of directors with suggestions for solution. If board of directors agreed on recommendations earlier, the project formulation can be made, finalised and resubmitted to board of directors for final approval. Then the realistic planning or Action Plan is complete and ready for implementation. Necessary steps for action planning are:

3.1 Fact Gathering

3.1.1 General Information

- | | | | |
|-------|--------------------------------|---|--|
| i. | Location | : | Urban or rural |
| ii. | Area | : | Area coverage under the coop. |
| iii. | Population | : | Total population, number of households, density of population, population component. |
| iv. | Education | : | Literacy rate |
| v. | Income | : | Average income and purchasing power of people in the areas. |
| vi. | Communication | : | Communication/transportation |
| vii. | Business services in the area | : | Weak or strong |
| viii. | Needs for cooperative business | : | Yes or no |
| ix. | Chance for coop success | : | Big or small |

3.1.2 Present situation of coop

- a. Number of members:
- Male
 - Female
 - Total
- b. Coop funds:
- Share capital
 - Reserves
 - Member deposits
 - Loans
 - Grants
 - Others
 - Total

Method of solving problems

Problem	Causes of Problem	Results of Problem	Solution
1. Shortage of coop funds.	1. Small membership	1. No activity or small business.	1
	2. Poor coop members	2. High cost of operations	2
	3. Lack of understanding of coop principles and practices.	3. Lack of member participation.	3
	4. Poor management	4. Unable to employ qualified staff.	4
	5. Poor leadership	5. Unable to expand coop business.	5
	6. Corruption	6. No result to members	6
	7. No one wants to help.		7
2.			
3.			
4.			
5.			

3.3 Priority in Solving Coop Problems

In solving coop problems, one must try to solve the easiest problem first, then follows by others one by one. Don't try to start from the biggest and the most difficult problems because it is very difficult to solve or not possible to do it. Therefore, one must set the priority in solving problems one by one as follows:

Priority in solving coop problems

- 1.
- 2.
- 3.
- 4.
- 5.

3.4 Project Formulation and Action Plan

Project formulation is the process of making or preparing a cooperative project. In order to do so, one must know:

- facts and information concerning local situations;
- coop principles and practices;
- cooperative situations;
- results of coop operations;
- coop problems and related problems;
- causes and roots of problems;
- results of the problems;
- ways and means of solving problems;
- project objectives;
- coop strength and weakness;
- activities;
- strategy, etc.

Then, one will be able to make a realistic plan or “Action Plan” which is ready to be implemented. The Action Plan will comprise:

1. Name of the project :
2. Project objectives :
3. Goals or targets :
4. Project activities :
5. Strategy :
6. Manpower requirements :
7. Budget :
8. Time frame :
9. Implementing agency :
10. Strategy in implementing the project :
11. Project evaluation :

Seminar Programme

Monday, 5th November 1990

- 0800 : Registration
- 0830 : Inauguration - Dr. S.C. Gupte, Vice Chancellor, Pune University, Pune.
- 0930-1000 : Tea break
- 1000-1030 : Briefing on Seminar - Prof. S.B. Rao and Mr. Pradit Machima
- 1030-1200 : Assessment of Consumers Cooperative Movement in India and in Indian Universities - Prof. S.B. Rao
- 1200-1300 : Presentation of papers by selected participants
- 1300-1400 : Lunch break and group photo
- 1400-1600 : Presentation of papers by selected participants (contd.)
- 1600-1615 : Tea break
- 1615-1715 : History of Japan's University Consumers Cooperative Movement - Mr. Osa Yoshikazu
- 2000 : Welcome Party

Tuesday, 6th November 1990

- 0900-1030 : Business Activities of Japan's University Consumers Cooperatives - Mr. Ohno Kiyotaka
- 1030-1045 : Tea break
- 1045-1200 : Store Operations and Management of Japan's University Consumers Cooperatives - Mr. Ohno Kiyotaka
- 1200-1330 : Member Activities in Japan's Consumers' Cooperatives - Mr. Ohno Kiyotaka

1330-1430 : Lunch break
1430-1545 : Group Discussions
1545-1600 : Tea break
1600-1830 : Visit to Consumers Cooperatives in Pune

Wednesday, 7th November 1990

8030-1000 : Social Roles and Future Plans of Japan's University Consumers Cooperatives - Mr. Osa Yoshikazu
1000-1015 : Tea break
1015-1200 : Presentation of group reports and discussions thereon.
1300-1400 : Lunch break
1400-1530 : Evaluation, summing up and valediction.

List of Participants

1. Participants

S.No.	Name and Position	Sponsoring University/Institution
1.	Dr. G. Krishna Moorthy Reader and Head	Registrar, Kakatiya University, Vidyaranyaपुरi, Warangal-506009.
2.	Mr. B.J. Pandya	Vice Chancellor, Gujarat University, Ahmedabad-380009.
3.	Mr. B.M. Shashidhara Asst.Professor (Coopn.)	Administrative Officer, University of Agricultural Sciences, GKVK-560005, Bangalore.
4.	Dr. Yashavantha Dongre Lecturer	President, Mangalore University Employees Credit Cooperative Society Limited, Mangalagangothri-574199, Karnataka.
5.	Mr. T. Paranjothi Assistant Professor	Principal, College of Cooperation & Banking, Mannuthy, Trichur-680651.
6.	Prof. L.M. Malaviya Professor of Commerce	Vice Chancellor, Guru Ghasidas University, Bilaspur-495009.
7.	Dr. T.G. Naik Reader in Economics	Registrar, Shivaji University, Vidyanagar, Kolhapur-416004.
8.	Mr. R.B. Changule	Chairman, Marathwada Krishi Vidypeeth Karmachari Sahakari Sanstha Ltd., Parbhani-2.
9.	Mr. M.A. Deshmukh Professor and Head	Vice Chancellor, University of Poona, Ganeshkhind, Pune-411007.
10.	Dr. D.G. Parkale Prof.of Agri.Economics	Associate Dean, College of Agriculture, Kolhapur-416004.
11.	Mr. P. Subba Rao Principal	Principal, Shahu Central Institute of Business Education & Research, University Road, Kolhapur-416004.

- | | | |
|-----|---|--|
| 12. | Dr. P.A. Koli
Professor | Principal, The New College,
Kolhapur-416002. |
| 13. | Dr. P.B. Kulkarni
Head, Dept.of Economics | Principal, V.M. Mahavidyalaya, Shirala,
Dist.Sangli. |
| 14. | Mr. S.N. Kulkarni
Lecturer | Principal, Gramsevak Training Centre
(Marathwada Agriculture University),
Jalna-431203. |
| 15. | Prof. S.G. Borude
Head. Dept.of Agri. Economics. | Registrar, Konkan Krishi Vidyapeeth
Dapoli-415712. |
| 16. | Dr. T.N. Mathur
Assistant Professor | Head, Department of Financial Management,
University of Rajasthan, Jaipur-302004. |
| 17. | Dr. Subashchang Garg
Assistant Professor | Head, Department of Financial Management,
University of Rajasthan, Jaipur-302004. |
| 18. | Mr. R.S. Deshpande
Reader | Director, VMNICM, Pune-411007. |
| 19. | Smt. A.V. Natekar
Faculty Member | Principal, Dr. V.V. Patil Cooperative Training
College, 43/16 A, Erandwana, Pune-411004. |
| 20. | Mr. B.C. Chakravarti
Lecturer | Principal, Netaji Subhash Cooperative
Training College, Dist.Nadia, Kalyani-741235. |
| 21. | Mr. S.G. Parashar
Dy. Director (Coordination) | Executive Director, National Cooperative
Union of India,3 Siri Institutional Area,
New Delhi-110016. |
-

2. NFUCA, Japan

22. Mr. Okayasu Kisaburo
Managing Director
National Federation of University Coop Associations (NFUCA),
Daigaku Seikyo Kaikan Building,
5-41-18, Chuo, Nakano-ku, Tokyo, Japan-164.
23. Mr. Osa Yoshikazu
Managing Director of Kyoto Business Association and
Executive Director,
NFUCA, Japan.

24. Mr. Ohno Kiyotaka
Managing Director of Tokyo University Cooperatives and
Member of Board of NFUCA, Japan.
25. Mr. Sishimura Ichiro, Staff of NFUCA, Japan.
26. Mr. Harada Toshiro, Staff of NFUCA, Japan.
27. Mr. Kuriki Toshifumi, Staff of NFUCA, Japan.

3. ICA ROAP, New Delhi

28. Mr. G.K. Sharma
Regional Director
ICA Regional Office for Asia and the Pacific
43 Friends Colony (East), New Delhi-110065.
29. Mr. Pradit Machima
Consumer Cooperative Development Advisor
ICA ROAP, New Delhi.

4. VMNICM Resource Persons

1. Mr. K.C. Srivastava, Director.
2. Prof. S.B. Rao, Professor & Seminar Coordinator
3. Prof. D.R. Oza, Professor
4. Dr. S.L. Tripathi, Professor
5. Prof. U.M. Shah, Professor
6. Dr. G. Ojha, Registrar
7. Dr. A.P. Kansal, Reader
8. Dr. D.P. Garg, Reader
9. Mr. R.S. Deshpande, Reader
10. Mr. M. Boothalingam, Research Officer
11. Mr. S.N. Tiwari, Research Officer
12. Mr. D.B. Mahal, Research Officer

The International Cooperative Alliance is one of the oldest non-governmental international organisations. It is a worldwide confederation of cooperative organisations of all types. Founded in London on 18th August 1895, the ICA has affiliates in 77 countries with 195 national and ten international level cooperative organisations as members serving over 648 million individual members at the primary level. The ICA is the only international organisation entirely and exclusively dedicated to the promotion of Cooperation in all parts of the world. The ICA holds Consultative Status of Category-I in the United Nations Economic and Social Council (UN/ECOSOC).

Besides the head office in Geneva, Switzerland, there are four regional offices viz. the Regional Office for Asia and the Pacific in New Delhi, India (established in 1960); the Regional Office for East, Central and Southern Africa at Moshi, Tanzania (established in 1968); the Regional Office for West Africa at Abidjan, Ivory Coast (established in 1979) and the Regional Office for Central America and the Caribbeans at San Jose, Costa Rica (established in 1989).

The ICA Regional Office for Asia and the Pacific (ICA ROAP) serves 54 national level organisations from 19 countries, representing nearly 440 million individual cooperators. These countries are : Afghanistan, Australia, Bangladesh, China, Fiji, India, Indonesia, Iran, Japan, Democratic Republic of Korea, Republic of Korea, Malaysia, Pakistan, Philippines, Singapore, Sri Lanka, Thailand, USSR and Vietnam.

Main activities of the ROAP 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 aiming at the involvement of women and youth in cooperative activities.

Finances are derived from member subscriptions, own funds and assistance from donors for various activities carried out by the ICA.

ICA Library



ICA 00069