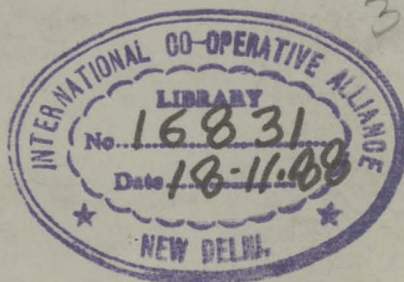




REGIONAL TRAINING COURSE  
ON  
COOPERATIVE DAIRY DEVELOPMENT  
FOR  
SOUTH-EAST ASIA

December 6th - 19th 1987

Course Material - II



334.4:637(07)(5)  
ICA/NDDB

334.4:637(07)(5) National Dairy Development Board  
ICA/NDDB ANAND 388 001 (India)

ICA Library  
334.4:637(5) ICA-R  
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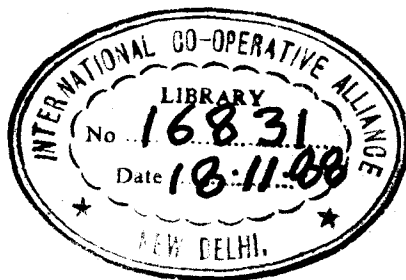
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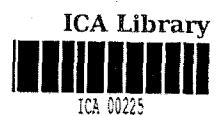
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REGIONAL TRAINING COURSE  
ON  
COOPERATIVE DAIRY DEVELOPMENT  
FOR  
SOUTH-EAST ASIA

(December 8th - 19th, 1987)

Programme Schedule:

<u>Date &amp; Day</u>	<u>Time</u>	<u>Topic</u>	<u>Faculty</u>
<u>6.12.87</u> Sunday		Expected arrival	
<u>7.12.87</u> Monday	0900 - 0945 hrs	Registration and Introduction to the Programme	
	0945 - 1045 hrs	Inauguration	
	1045 - 1100 hrs	Tea/Coffee	
	1100 - 1215 hrs	Dairy Development in India	Sh.AK Ray Chaudhuri
	1230 - 1330 hrs	Concept and Strength of the "Anand Model"	Dr.AA Chothani
	1330 - 1430 hrs	Lunch	
	1430 - 1545 hrs	The Cooperative as an Organizational Structure - its suitability for dairy development.	Prof.Katar Singh
	1545 - 1600 hrs	Tea/Coffee	
	1600 - 1730 hrs	The role of Cooperatives in the National Developmental perspective	Sh.Rai Singh
	1745 - 1930 hrs	Visit to a Primary Milk Producers' Cooperative Society	

8.12.87  
Tuesday

0630 - 0645 hrs	Tea/Coffee	
0645 - 0745 hrs	Visit to a Primary Milk Producers' Coop. Society	
0745 - 0845 hrs	Visit to Veterinary Section of Amul	
0845 - 0945 hrs	Breakfast	
0945 - 1115 hrs	Visit to Amul Dairy	
1130 - 1300 hrs	Visit to Cattle Feed Plant	
1315 - 1430 hrs	Lunch	
1430 - 1545 hrs	Critical Components of a successful Cooperative Organization.	Mr. Thomas R. Carter
1545 - 1600 hrs	Tea/Coffee	
1600 - 1715 hrs	The Spearhead Team concept in organizing cooperatives.	Dr. SP Mittal
1730 - 1940 hrs	Film show: " MANTHAN "	

9.12.87  
Wednesday

0930 - 1130 hrs	Operation Flood -its perspective.	Sh. PC Bardhan
1130 - 1145 hrs	Tea/Coffee	
1145 - 1300 hrs	Visit to Tribhuvandas Foundation	
1330 - 1430 hrs	Lunch	
1430 - 1630 hrs	Presentation of Country Papers	
1630 - 1645 hrs	Tea/Coffee	
1700 - 1800 hrs	Film show "Quiet Revolution"	

<u>10.12.87</u> Thursday	0730 - 0830 hrs	Breakfast
	0830 - 1200 hrs	Visit to Sabarmati Ashram Gaushala, Bidaj
	1315 hrs	Arrival at Anand
	1330 - 1430 hrs	Lunch
	1430 - 1615 hrs	Presentation of country papers
	1615 - 1630 hrs	Tea/Coffee
	1630 - 1800 hrs	Visit to various Divisions of NDDB
<u>11.12.87</u> Friday	0930 - 1330 hrs	Presentation of Country Papers
	1330 - 1430 hrs	Lunch
	1430 - 1600 hrs	Presentation of Country Papers
	1600 - 1615 hrs	Tea/Coffee
	1615 - 1730 hrs	Video shows:  1) Story of Anand 2) The Tides of Change
<u>12.12.87</u> Saturday	0715 - 0800 hrs	Breakfast
	0800 hrs	Departure for Baroda
	0930 - 1030 hrs	Visit to Hindustan Packaging Co. Ltd. Itola
	1100 - 1300 hrs	Visit to Baroda Dist. Coop. Milk Prod. Union Ltd. and Sugam Dairy
	1330 - 1430 hrs	Lunch
	1430 - 1800 hrs	Local Visits
<u>13.12.87</u> Sunday		Open

<u>14.12.87</u> Monday	0930-1045 hrs	The Marketing Strategy in Operation Flood Programme.	
		-Concept of the National Milk Grid and the Mother Dairy.	Sh. JJ Baxi
	1045-1100 hrs	Tea/Coffee	
	1100-1215 hrs	Milk Processing Infrastructure under Operation Flood and the contribution of the Dairy Board and other Corporate Sectors.	Sh. GM Jhala
	1215-1330 hrs	Manpower Development under Operation Flood	Prof. D. Nagabrahmam
		- Training	
		- Professionalisation in the dairy industry	
	1330-1430 hrs	Lunch	
	1500 hrs	Field work (Group of 2 persons)	
		- Visit to a primary milk producers coop. society and overnight stay	
<u>15.12.87</u> Tuesday	1100 hrs	Arrival at Anand	
	1330-1430 hrs	Lunch	
	1430-1545 hrs	Pricing of milk	Dr. PK Sinha
	1545-1600 hrs	Tea/Coffee	
	1600-1700 hrs	Clean milk production	Sh. DN Shelat
<u>16.12.87</u> Wednesday	0930-1100 hrs	Manpower Development Under Operation Flood	Dr. SP Mittal
	1100-1115 hrs	Tea/Coffee	
	1115-1300 hrs	General Features of a Dairy Plant working	Sh. SD Burde

	1300-1430 hrs	Lunch	
	1430-1600 hrs	Cattle feed plant operation, formulation and analysis	Dr.PJG Kunju & Sh.B.Girish Kumar
	1615-1730 hrs	R&D activities of NDDDB and its impact	Sh. US Vellal
<u>17.12.87</u> Thursday	0930-1330 hrs	Group work-A:  Outline the future prospects and strategy of cooperative Dairy development in the participating country.	
	1330-1430 hrs	Lunch	
	1430-1800 hrs	Group Work-B:  Workout development plans including support needed from National Governments and National Cooperative bodies.	
<u>18.12.87</u> Friday	0930-1100 hrs	Essential features of planning of coop. dairy project.	Sh. NK Kapoor & Dr. MK Niyogi
	1100-1115 hrs	Tea/Coffee	
	1115-1300 hrs	Evaluation	
	1300-1430 hrs	Lunch	
	1430 hrs	Valedictory function	
<u>19.12.87</u> Saturday		Departure.	

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REGIONAL TRAINING COURSE  
ON  
COOPERATIVE DAIRY DEVELOPMENT  
FOR  
SOUTH-EAST ASIA, ANAND.

Visit to a Primary Milk Producers' Cooperative society (PMPCS)  
for Field Work.

(14.12.87 to 15.12.1987)

<u>Name of the PMPCS</u>	<u>Name of the Participants</u>	<u>Group Coordinator</u>
Sandeshar	1. Mr. Salim Al Bakry 2. Mr. Sulistiyanto	Mr. BM Brahmhatt
Gopalpura	1. Mr. Zhou Jun 2. Mr. Chen Baolin	Mr. DN Shelat
Simarda	1. Mr. Alvin C. Avanzado 2. Mr. PK Maiti	Mr. BA Shah
Napad	1. Mr. Vichien Polvatanasug 2. Mr. Prasan Sapsongserm	Mr. YM Patel
Sihol	1. Mrs. Srisupan Prohmtong 2. Mr. Aneq - Tanormsap	Mr. KS Patel
Ravlapura	1. Mr. AKM Fazlul Haque 2. Mr. MR Chowdhury	Mr. SV Patel
Davol	1. Mr. KK Dahiya 2. Mr. RS Saini	Mr. BA Patel

REGIONAL TRAINING COURSE  
ON  
COOPERATIVE DAIRY DEVELOPMENT  
FOR  
SOUTH-EAST ASIA

INAUGURAL FUNCTION

ON

7TH DECEMBER 1987

0945-0955 hrs	Welcome address by shri G.K. Sharma Regional Director, ICA
0955-1010 hrs	Presidential address by Shri D.S. Bhuria President, NCUI
1010-1040 hrs	Inaugural address by Dr. V. Kurien Chairman, NDOB
1040-1045 hrs	Vote of thanks by Shri Rai Singh Chief Executive, NCUI.

## OPERATION FLOOD : ITS PERSPECTIVE ~ INSTITUTIONAL FRAMEWORK

### 1.00 INTRODUCTION

- 1.01 Operation Flood is a many-faceted development programme, the largest of its kind in the world. It is the largest not only in terms of investment but also in its reach. With an annual investment of Rs.1 billion, by October, 1987, the programme had covered over 5 million milk producer families; the number is gradually expanding. The programme seeks to correct a fundamental deficiency with which dairying in the country suffered in the past and which prevented its integrated development until 1970, the year in which Operation Flood was launched. The complexity of the programme is further compounded by the fact that the characteristic feature of the Indian Agriculture is unequal distribution of assets, which prevents the benefits of any developmental activity to reach evenly to all farmers.
- 1.02 The dominant feature of Indian agriculture is a large number of landless labourers and marginal and small farmers. With a small land-base on which only subsistence agriculture can be practiced it is difficult for the small farmers to feed their families on crop production alone. To supplement incomes from crop production and agricultural labour dairying has traditionally played a significant role.

- 1.03 Prior to Operation Flood, development of dairying was never perceived from the producers' view point. In contrast, dairy development was targetted in the rural areas through animal husbandry programmes and key village schemes, and in the urban areas through setting up of dairy plants to supply milk to the urban consumers, without any conscious linkage between milk production and marketing. There was a total lack of emphasis on marketing of milk, which being a perishable commodity, was the cause of exploitation of milk producers. The milk producers, whose participation was crucial to dairy development were never the focus of attention. The result was that the milk producers were exploited at the hands of middlemen, killing the incentive to produce that led to stagnation in milk production in the country.
- 1.04 The genesis of Anand Pattern, which provides the institutional framework for Operation Flood, dates back to 1946 when the first milk cooperative was organised in the Kaira district of Gujarat. Since then there has been no looking back. Slowly and steadily the nucleus of milk cooperatives began to grow and gradually evolved into a multi-tier structure. This was the best thing that could happen for dairy development in the country.
- 1.05 Henceforth dairy development has not meant just a conglomeration of programmes for animal husbandry, milk schemes and cattle colonies. Most of these programmes were initiated in isolation of each other by the government following the five-year plan approach. There were obvious difficulties in implementing them and consequently results did not show up as

expected. Although each five-year plan had a laudable set of objectives for dairy development but lack of proper coordination of the various activities was the major cause of poor returns on investment. Because of their inability to organise milk procurement in the rural areas the government milk schemes could not even procure 30 percent share of their liquid milk sale. The demand for milk in the cities and towns kept growing and was exploited by the private trade. All activities connected with milk production enhancement remained in the hands of the state veterinary and animal husbandry departments which had no system for synchronizing these inputs with marketing of milk.

#### 2.00 COOPERATIVE DAIRYING - OPERATION FLOOD

- 2.01 To overcome these problems and other related to dairy development the National Dairy Development Board was formed in 1965 under the aegis of the Ministry of Agriculture. The Anand pattern, which evolved over the years, became the accepted model for dairy development and the Government decided as a policy to develop dairying on cooperative lines.
- 2.02 The Operation Flood programme was formulated as a deliberate intervention to correct the fundamental deficiencies in the dairy sector and to impart an integrated approach to dairy development involving all aspects of milk production enhancement, procurement, processing, product manufacture, packaging and marketing. This objective is being realised by establishing viable milk producers' cooperatives, self-supportive and participative in nature. This cooperative

structure is already offering a viable alternative to unkind private operations in the areas of procurement, processing and marketing and to the uncertainties caused by factors such as seasonality. A system of inputs, for enhancing milk production, which should pay for itself is in operation. Above all, the systems are in place to ensure that the entire cooperative structure is owned and controlled by the milk producers and operated by professional managers.

2.03 The first phase of Operation Flood was initiated in 1970 with the objective of linking the 4 metrocities with 27 of its best rural milksheds. Having achieved this prime objective, the second phase of Operation Flood was set in action in 1979 to cover a much wider canvas. Operation Flood has now been extended to 168 milksheds in 23 States and Union Territories, comprising over 200 revenue districts of the total 400 in the country. Over 5 million milk producers are members of some 49,000 village dairy cooperatives. The rural dairies established under Operation Flood can together handle over 10 million litres of milk per day. They have a daily milk powder manufacturing capacity of about 600 tonnes.

2.04 The underlying philosophy of the Anand pattern cooperatives is to combine the power of its people with professional management in a vertically integrated cooperative structure that establishes a direct link between the producers and consumers of milk. This cooperative framework helps to transfer to the producers a large share of the consumers' rupee which in itself is an incentive to improve production. It also supports production enhancement by

application of modern technology appropriate to the needs and aspirations of the milk producers. By placing milk producers in command, as owners of their cooperatives, the Anand pattern involves them in the process of development and the bye-laws ensure democratic functioning of cooperative right down to the village level.

2.05 The structure of Anand pattern milk cooperatives consists of a four tier cooperative structure owned and managed by the member producers, primary milk producers' cooperative societies at the village level, milk cooperative unions at the district level, cooperative milk marketing federation at the state level and the National Cooperative Dairy Federation of India (NCDFI) at the national level. The primary cooperative societies are the foundation of the cooperative structure and are members of the respective district unions. The district unions are the members of their respective federations which in turn are the members of the NCDFI.

#### COOPERATIVE DAIRYING -- INSTITUTIONAL FRAMEWORK

##### 3.01 DAIRY COOPERATIVE SOCIETY

At the base, there is the Dairy Cooperative Society (DCS) a village level cooperative, typically with 50 to 150 milk producers as members. The primary function of the society is to procure milk from the members, pay them on a regular basis (ranging from twice daily to twice monthly) according to the fat and SNF content and supply the milk to the union. It also facilitates sale of cattle feed to members and provision of

animal health care and artificial insemination services provided by the respective union. All milk producers in the village are eligible to become members of the society.

3.02 To ensure that societies function in a democratic manner the members elect the Board of Management in a Managing Committee comprising nine members, of which three retire every year giving way to other members to participate in decision making. The nine members between themselves elect a Chairman every year, who ensures the day-to-day functioning of the society and implement resolutions passed by the Managing Committee through the Secretary who is an employee of the society. Depending on the size of the operation the society may employ additional staff. The members who sell at least 500 litres of milk annually or for a minimum period of 180 days are eligible to vote. The strength of this village level institution lies in the democratic nature in which decisions are taken especially the General Body which meets at least once in a year (within 3 months of the completion of the cooperative year). The working of the society, balance sheet, profit and loss account etc. are presented by the Managing Committee in the General Body Meeting.

3.03 Guidelines regarding the distribution of profits and bonus to the members are laid down in the bye-laws of the society. About 65 percent of the profits accruing to the society every year (after making provisions towards reserve fund, dividends and other statutory funds) is declared as bonus to contributing members to be shared in proportion to the milk contributed by them. The remaining 35 percent is set aside for developmental



activities in the village and payment of bonus to society employees. The bye-laws of the society are designed such as to ensure strong grass root level participation of members and insulate them from any form of politics.

#### 3.04 MILK PRODUCERS UNION

Another salient feature of the Anand pattern is that all registered Village Dairy Cooperative Societies are members of a district Milk Union which jointly enables them to own a dairy processing unit, cattle feed plant, facilities for animal husbandry and other management support systems. The main objective of the union is to carry out activities conducive to the economic and socio-economic development of milk producers by organising effective procurement, processing and marketing of milk. The union also organises new milk producers' cooperative societies and advises, guides, assists and controls the affiliated societies.

3.05 The Chairmen of the affiliated societies form the General Body of the union which in turn elects 12 members to the Board. The Board also has 3 other members, the Managing Director of the Union and the representatives from NDDB and the State Federation. One third of the elected members retire every year and the Chairman of the Board is elected from amongst the 12 elected Board members. The Chairman of the Board has control over the activities of the Union. The Managing Director is a full time employee of the union and is responsible for the overall management of the union.

### 3.06 FEDERATION

At the third tier in the Anand pattern cooperative structure is the State level Federation with the objective of carrying out activities for the economic development of the milk producers by efficiently organising marketing of dairy and allied products. In addition, the Federation carries out activities for promoting production, procurement and processing of milk and milk products through the affiliated milk unions and the development of related activities, such as R&D and quality control, that may be essential for the promotion of the dairy industry. Essentially, the Federation is responsible for marketing the products manufactured by the member unions, generally under a common brand name. The Federation also advises the member unions on milk price fixation and production plan.

3.07 Like the society and the union, the Federation also functions in a democratic manner with an elected Board comprising the Chairmen of all the member Unions and the Federation's Managing Director. In addition, the Board has the representatives of the Registrar of Cooperative Societies, NDDB and a nominee of the State government dairy department. The members elect a Chairman of the Board, who guides the Federation on all its functions. Member Unions' votes are weighted by the amount of milk procured by the respective unions in the previous year and profit distribution is also done on the same basis.

3.08 The Federation's Board is advised by its Management Committee, which is composed of each member union's chief executive, the

Federation's chief quality control officer and one or more non-voting co-opted technical representative of the NDDB. The Federation's Managing Director is the committee's Chairman and the General Manager its Secretary. The Management committee meets once every month and is also responsible for day-to-day implementation of the Board's policies and plans.

### 3.09 NCDFI (National Cooperative Dairy Federation of India)

The NCDFI, as its name implies, is the apex dairy cooperative at the national level and is the fourth level organisation in the Anand Pattern set-up. Located at Anand and registered as a multi-state cooperative, the NCDFI has as members the Chairmen of the State Milk Federations and the representatives from the NDDB. The NCDFI provides a common platform to the milk federations to facilitate inter-state trade of milk and milk products through the National Milk Grid and helps disseminate industry information, sharing the experience of various federations in the market. The main objective of the NCDFI is to promote the cooperative dairy industry in the country and related activities such as entering into partnership with dairy companies manufacturing specialised products in the cooperative sector. The management of the NCDFI follows the lines characteristic of the Anand Pattern that is, having an elected Board with the Managing Director of NCDFI as its Secretary.

### 4.01 THE ANAND PATTERN BYE-LAWS

The dairy cooperative institutions created in various states are governed by the respective state cooperative acts. However, a

set of bye-laws has been prepared by NDDB for the functioning of cooperative institutions which reflect the essential features of the Anand Pattern. To ensuring greater participation by the farmers and bringing in the importance of accountability, these bye-laws provide the essential guiding discipline. These bye-laws embody the basic principles and philosophies of democracy and financial viability - the hallmark of the Anand Pattern Cooperative. The fundamentals of the Anand Pattern institutional framework are laid down in these bye-laws and these are considered as mandatory for all the participating organisations under Operation Flood. The concept of Anand pattern cooperatives has been instrumental in influencing the Government's decision to emphasise on elected bodies in other cooperatives.

#### 5.01 INSTITUTIONAL COORDINATION: OPERATION FLOOD & GOVT. PROGRAMMES

Agriculture and dairying in India are state subjects and decisions related to their development are taken by the respective states. To impart greater emphasis to dairying, during the third five-year plan (1961-66) dairy development departments were created in each state. The Ministry of Agriculture at the centre has the omnibus role of guiding the states in the preparation of plans for dairying which once finalised, are reflected in the five-year plan as well as the annual plans. It also acts as conduit of any Central government funding to State governments, and plays a central role in the overall coordination of national dairy development policy. It was clear that to implement the Operation Flood programme in the states the state government set-up was not adequate and it was

necessary to create an institutional framework which would be farmer-owned to sustain in the long run the basic functions of procurement, processing and marketing of milk.

- 5.02 Experience has indicated that the programme and projects undertaken by the Government institutions have had very little impact since they lacked a participative approach by those for whom these programmes were targetted. The Integrated Rural Development Programme (IRDP), for example, assists the poor to acquire dairy animals but does not help them in marketing the milk. It is felt that if the rural development programmes of the Government are dovetailed with the Operation Flood programme the entire exercise would be more effective in bringing about rural socio-economic development. The various institutions such as ICAR, NDRI, NDDB, State agricultural universities and the state departments, all related to dairying in the country would act in unison towards the common goal of establishing a long-term self-sustaining dairy industry.
- 5.03 For the purpose of establishing greater integration among the various state level activities in dairying, animal husbandry and such other poverty alleviation programmes and the Operation Flood programme, State Coordination committees are being formed with representation by the State Dairy Cooperative Federation and the NDDB. It is expected that the scope of such coordination and integration would be extended to the district level where most of these programmes are in operation. Thus one sees in Operation Flood a cohesive element bringing together institutions of diverse nature.

5.04 It is well-recognised that cooperatives, unlike other forms of enterprises can only be nurtured and developed by directing government policies towards farmer participation and greater autonomy in the management of these institutions. For example, the best managed cooperative cannot expect to remain financially viable if the Government keeps the price of its products artificially low in favour of certain groups of society. It is unlikely that cooperatives will thrive without the Government being supportive of its autonomous and democratic character. Cooperatives cannot be seen as an island in society, unaffected by the overall economic, social and political trends that prevail in the country.

THE ROLE OF COOPERATIVES  
IN THE NATIONAL DEVELOPMENTAL PERSPECTIVE \*

Introduction

The Cooperatives in India constitute one of the principal segments of mixed economy of the country, other two being public and private sectors. It was from ancient days the doctrine of cooperation in India has been the basis of social life. The focus has always been not on the individual but on the common good. The joint family system is a very good example of cooperative life, which meant "to each according to his need and by each according to his ability". However, the genesis of present cooperatives in India goes back to the year 1904, when legislation for organisation of credit cooperatives was sponsored by the Government of India, mainly to provide institutional finance to small agriculturists, who found themselves "deeply and inextricably in debt", because of frequent famines, low productivity and the capacity of money lenders. A few cooperative credit societies were organised under the Act, more as a cautious experiment. The main object of these societies was to encourage thrift and mutual cooperation among the farmers and raising the production, finance needs on the security of their combined credit. Initially the societies were provided with Government finance free of interest on a matching basis for the first three years, and at 4 per cent thereafter, recoverable in ten annual instalments.

It was on realising the need for bringing non-credit activities also within the purview of cooperative societies, the Act of 1912 was enacted, which permitted organisation of cooperatives for undertaking non-credit activities as well. This enabled setting up of consumer cooperatives, agricultural marketing societies, industrial cooperatives and a host of other types of non-credit societies facilitating the diversification of the movement.

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\* Paper prepared by Shri Rai Singh, Chief Executive, National Cooperative Union of India, 3-Siri Institutional Area, Khel Gaon Marg, New Delhi, India.

Later in 1918 when the subject of cooperation was transferred to the States (then known as provinces) the Act of 1912 constituted the basis for subsequent cooperative legislation enacted by the States. The movement did not have any significant impact on the rural economy of the country despite the legislative and other support extended by the State Governments for even after half a century of their organisation, the credit cooperatives were found to have been catering to less than 3 per cent of the credit needs of agriculturists in the country in 1955 .

#### Cooperative Development and Planning Era

It was after the attainment of Independence, the nation adopted a policy of planned economic development for establishing an integrated and just society providing individual liberty, equality of opportunity and a basic economic minimum for all. In this context, cooperation was considered as an effective and important instrument for achieving the objectives of economic planning.

Although the subject of cooperation falls under the jurisdiction of the State Governments yet the Central Government has been, actively involved in developing the cooperatives. This is clear from the preamble to Directive Principle of State Policy and article 43 of our Constitution that the Central/State Government will provide an environment wherein cooperatives are fully imbued in the realm of social policy. The importance of cooperation in the Five Year Plans has been spelt out as follows:

The First Plan: "In a regime of planned development, cooperation is an instrument, which while retaining some of the advantages of decentralisation and local initiative will yet serve willingly and readily the overall purposes and directives of the Plan. The cooperative form of organisation can no longer be treated as only a species within the private sector. It is an indispensable instrument of planned economic action in democracy". Further it stated that "as it is the purpose of the plan to change the economy of the country from an individualistic to social and cooperative basis, its success would be judged, among other things, by the extent to which it is implemented through cooperative organisations".

The Second Plan: The building up of a cooperative sector as part of the scheme of planned development is one of the central aims of national policy. Reiterating the approach enunciated in the first five year plan, the second five year plan maintained that building up cooperative sector as a part of the scheme of planned development was one of the central aims of the national policy.



The Third Plan: "Cooperation has the merit of combining freedom and opportunity for small man with benefits of large scale management and organisation as well as goodwill and support from community. Thus, a rapidly growing cooperative sector with special emphasis on the needs of the peasant, the worker and the consumer becomes a vital factor for stability, for expansion of employment opportunities and for rapid economic development". The main emphasis was laid on diversification of cooperative activity.

The Fourth Plan: "Growth with stability". The plan stated that 'while it will be for the cooperative themselves to make the effort involved and reach those standards of efficiency which would enable them to compete with other forms of organisations serving similar purposes, Government for its part will endeavour to assist the cooperatives to equip themselves for the task in important aspects such as finance, organisation, and trained personnel'. The plan document states that 'it will be a part of the policy during the Fourth Plan to ensure that the opportunity before cooperatives should be as large and varied as they can utilise'.

The Fifth Plan: "There is no other instrument as potentially powerful and full of social purpose as the cooperative movement".

According to the Sixth Plan: "the non-exploitative character of cooperatives, voluntary nature of their membership, the principle of one-man one vote, decentralised decision-making and self-imposed curbs on profits eminently qualify them as an instrument of development combining the advantages of private ownership with public good".

During the Fifth and Sixth Five Year Plans also, the cooperatives were recognised as an important institutional framework to ameliorate the conditions of weaker section, particularly in providing inputs and working as an important line of national public distribution system.

The Seventh Plan: In India at present the Seventh Five Year Plan is in operation since 1985-86, which has the following objectives of strengthen the cooperatives to provide effective role in national development:

- i. Strengthening of institutional structure at all levels to increase their serviceability;
- ii. Creating rural infrastructure for agro-processing and allied facilities, expanding employment opportunities and better utilisation of resources;
- iii. Fostering democratic management of cooperatives so that it can work for the benefit of their members particularly the weaker sections.

## NATIONAL POLICY ON COOPERATIVES

### Resolution of 1958:

The national policy on cooperatives was enunciated by the Resolution of 1958 adopted by the Government of India. For implementing the cooperative policy as outlined for achieving the enhanced targets of cooperative development it was considered necessary for State Governments to examine their existing programmes and revise them. It was realised that the provision made in the annual plan for 1959-60 it would not be adequate and in fact during the discussions of the 1959-60 plans, the State Governments were informed that the Government of India would be prepared to consider supplementary plans for cooperative development. It was, therefore, suggested that State Governments should take immediate steps to prepare supplementary plans for the period July 1959 to March, 1960. The proposals may inter alia, include provisions in respect of the following matters:

- i. assistance to village cooperative societies;
- ii. assistance to supervising unions;
- iii. share capital contributions, loans and subsidies to marketing and processing societies;
- iv. strengthening of departmental staff; and
- v. expansion of training facilities for departmental employees and for an educational programme for non-officials.

### Resolution of 1977

The policy Resolution of 1958 was revised in 1977 and a new Policy Resolution on Cooperation was adopted. The main features of policy resolution are given below:

- i. Cooperatives to be built-up as one of the major instruments of decentralised labour intensive and rural oriented economic development
- ii. Close association of cooperatives with the process of planning and social change;
- iii. Cooperatives to be developed as a "Shield for the Weak".
- iv. Promotion of Cooperative Development on a national basis and removal of regional imbalances in the cooperative growth;
- v. Development of cooperation as an autonomous and self-reliant movement free from undue outside interference and excessive control as also from politics;

- vi. Development of Cooperatives based on enlightened cooperative participation of broad membership; free from domination of vested interest;
- vii. Development of strong and viable interested cooperative system for total and comprehensive rural development;
- viii. Development of a network of agro-processing and industrial units;
- ix. Development of consumer cooperative movement to strengthen public distribution system;
- x. Formulation of streamlined organisational system, simple and rationalised procedures for cooperatives;
- xi. Development of professional management for cooperatives.

#### Cooperative Structure

With a view to strengthening the organisational structure of cooperative a bi-pronged approach has been adopted. Firstly, the primary level cooperative societies have been reorganised so as to make them viable and one secondly steps have been taken to forge greater inter-cooperative relations, so that entire structure acts in as an integrated system.

#### National level

The National Cooperative Union of India (NCUI) is the national level apex cooperative organisation of all the national, state and multi-state cooperatives. NCUI is the spokesman of the Indian Cooperative Movement in national and international forums. The role is that of a leader and promoter of cooperative activities in every field, which include promotion of cooperatives, ideology and principles, education and training of leaders and employees, taking measures for removing regional imbalances in cooperative development, research in the field of cooperation, liaison with Government and other concerned agencies, among cooperatives and international organisations.

In addition to NCUI, there are 19 national level federations representing various sectors of the movement.

They are:

1. National Agricultural Cooperative Marketing Federation of India.
2. National Federation of State Cooperative Banks Ltd.
3. National Federation of Coop. Sugar Factories Ltd.

4. National Coop. Consumers Federation of India Ltd.
5. National Coop. Land Development Banks' Federation Ltd.
6. All India Federation of Cooperative Spinning Mills Ltd.
7. Indian Farmers Fertiliser Cooperative Ltd.,
8. National Federation of Industrial Cooperatives Ltd.
9. National Cooperative Housing Federation of India Ltd.
10. National Heavy Engineering cooperative Ltd.
11. National Federation of Urban Cooperative Banks and Credit Societies.
12. Petrofils Cooperative Ltd.
13. National Federation of Fishermen's Cooperative Ltd.
14. Krishak Bharati Cooperative Ltd.
15. National Coop. Tobacco Growers Federation Ltd.
16. National Federation of Labour Cooperatives Ltd.
17. National Cooperative Dairy Federation of India
18. All India Handloom Fabrics Coop. Marketing Society Ltd.
19. Tribal Coop. Marketing Development Federation of India

National Cooperative Development Corporation:

The Government have created the National Cooperative Development Corporation (NCDC) under a separate statute of Parliament. The Corporation is the promotional organisation that supports the efforts of cooperative ventures through out the country. It takes under its wing the planning, promotion and implementation of a diversity of cooperative schemes from the production, processing, storage and marketing of agricultural and forest produce, to the development of the consumer sector, the backward areas and the rural sector.

National Bank for Agriculture and Rural Development:

Another important agency to provide financial support to cooperatives is National Bank for Agriculture and Rural Development (NABARD), constituted to support cooperative agricultural credit sector. Besides various states have set up commodity corporations which operate through cooperatives.

Main Achievements of Cooperative Movement:

The National Development plans which lays down the strategy of development recognises cooperatives in India as the most effective vehicle for socio-economic transformation, particularly in regard to removal of poverty and creation of fuller employment opportunities. At present the Indian Cooperative Movement having more than 315000 cooperative societies with a membership of 145 million persons and working capital of 3,80,000 millions. It is one of the largest voluntary movements in the world engaged in the socio-economic development of the people. The details of the progress made by the cooperative movement in India from its initiation to date is given at Appendix-I. The following are the important achievements and targets for principle programmes of cooperative development during the 7th Five Year Plan period.

Sl. No.	Programme	Base level 1985-86	7th Five Yr. Plan Target 1989 - 1990
1.	Short-term loans (Rs.)	2432.98	5500
2.	Medium-term loans (Rs.)	199.45	500
3.	Long-term loans (Rs.)	521.00	1030
4.	Value of agricultural produce marketed through cooperatives	4193.55	5000
5.	Retail sale of fertilisers through cooperatives:		
	a) Quantity (million tonnes)	3.6	8.33
	b) Value (Rs.)	1800.00	3400
6.	Value of consumer goods distributed in rural areas (Rs.)	1434.95	3500
7.	Retail sale of consumer goods by urban consumer cooperatives (Rs.)	1658.78	3500
8.	Capacity of cooperative godowns constructed (million tonnes)	8.5	10.00
9.	Cooperative Sugar Factories installed (nos.)	186	220
10.	Cooperative Spinning Mills installed (nos.)	92	130
11.	Cooperative Cold Storage installed (nos.)	199	250

## Cooperative Activities

### Agriculture

Cooperatives play a very significant role in the development of agriculture by providing finance and infrastructural support in terms of storage, marketing, processing and distribution of agricultural inputs.

#### (A) Agricultural Credit:

As a national policy multi-agency approach to agricultural credit has been adopted. Therefore, there are three sources of agricultural finance - (1) cooperatives; (2) commercial banks; & (3) regional rural banks. The institutional framework of agricultural cooperative credit during 1984-85 consisted of 92429 primary agricultural credit societies at base level, 342 District/Central Cooperative Banks and 28 State Cooperative Banks at State level for short and medium-term cooperative agricultural credit. In case of long-term credit structure there were 19 Central Land Development Banks operating through 841 branches and 890 Primary Land Development Banks. Both the wings of cooperative agricultural credit structure recorded an impressive growth in terms of resources and operations.

#### (B) Cooperative Marketing:

The network of cooperative marketing sector consists of National Agricultural Cooperative Marketing Federation of India (NAFED) at national level, 29 State cooperative marketing federations; 171 district/regional marketing societies and 3632 primary marketing societies. Besides, specialised commodity marketing federations have also been set up in various state. For forest produce, tribal cooperative development corporations/federations are functioning in the states having larger concentration of tribal areas. There is also one inter-state cooperative marketing federation for marketing of arecanut. This vast network of marketing cooperatives covered practically all the primary and most of the important terminal and secondary marketings of the country; and has handled agricultural produce worth Rs.41935 millions during last year.

The National Agricultural Cooperative Marketing Federation of India Ltd. (NAFED) plays an important role in the price support operations of various agricultural commodities.

#### (C) Cooperative Processing:

The sector consisted of 2458 cooperative processing societies of various types. In addition, 600 primary marketing societies and 21 state and central marketing

societies were also undertaking processing activities. Principal segment of processing cooperatives consists of cooperative sugar factories which account for nearly 60% of total sugar production in the country.

Another important segment of cooperative processing sector is cooperative spinning mills. There are 73 such mills 41 weavers cooperative spinning mills and 32 growers spinning mills. The total spindleage of these mills increased to 17.82 lakhs in 1983-84. Their utilisation of spindleage was above 80% in 1983-84. There was also an increase in the yarn production from 830 lakh kilograms in 1980-81 to 1100 kilogram in 1983-84. The capacity utilisation improved from 83% in 1982-83 to 84% in 1983-84.

One of the most important trends that has taken place in the sector of cooperative processing is its further diversification. With the increased emphasis on oilseed production, cooperative oilseed processing activity has been sponsored in a big way. Foreign collaboration for this activity was established between Indian Cooperative Movement and Cooperative League of USA.

(D) Cooperative Storage:

At the beginning of Sixth Plan, the total storage capacity in the cooperative sector was 47 lakh tonnes. To strengthen this capacity further, the National Cooperative Development Corporation initiated a massive programme of construction of 20,000 godowns with storage capacity of 37 lakh tonnes in 10 states with assistance from World Bank and European Economic Community. In addition, the Corporation also initiated the programme of construction of 127 cooperative cold storage in five potato growing states with the assistance of World Bank. In 1984-85 there were 44733 godowns with a storage capacity of 79 lakh tonnes.

(E) Agricultural Inputs:

In 1983-84 cooperatives distributed fertiliser worth more than Rs.1600 crores. The quantum of fertilisers handled by cooperatives during 1983-84 is estimated at 33.75 lakh tonnes (nutrients) representing about 43% of total fertiliser consumption in the country. Besides, they also distributed other inputs e.g. improved seeds, pesticides and agricultural machinery for Rs.53 crores, Rs.29 crores and Rs.17 crores respectively.

The Indian Farmers Fertiliser Cooperative Ltd., (IFFCO) is a leading producer of fertilisers in the country, its share in the production of chemical fertilisers being 42.4 per cent of nitrogenous fertiliser production and 25.5 per cent of the phosphatic fertiliser production in the country. It has been utilising the surplus generated by way of profits for further investment in expanding the existing units, setting

up of new units and also on promoting joint ventures. Apart from being a major share-holder in the Hazira fertiliser plant of the Krishak Bharati Cooperative Ltd. (KRIBHCO), the IFFCO has decided to set up a new ammonia-urea complex recently allotted to it by the Government at Aonla in Bareilly District (U.P.).

An elaborate system of providing extension and other services to farmers developed by IFFCO has been a model for other fertiliser manufacturers in the public and private sectors. It also set up a Cooperative Rural Development Trust for promoting professional leadership and training and progressive farmers through the Moti Lal Nehru Farmers Training Institute, Phulpur. It has also established a Fertiliser Marketing Development Institute at Gurgaon for giving in-service training to its own staff and officers as also functionaries of cooperatives.

(F) Fisheries

India is the second largest producer of fish in the inland sector in the world. Promotion of cooperatives has been one of the important policy plans of fishery development. The segment of fishery cooperatives consists of 7036 cooperative societies with a membership of 7.59 lakhs. The structure of fisheries cooperative consists at the national level, National Federation of Fishermen's Cooperatives Ltd., the membership of the Federation is comprised of 46 State, regional and district level societies.

(G) Consumer Cooperatives

Consumer cooperatives have been assigned an important role in implementing Public Distribution System to protect the interest of the consumers in the country. The four tier infra-structure of consumer cooperatives broadly consists of 15981 primary consumer cooperative stores; 585 central/wholesale consumer cooperative societies; 4310 branches including 321 departmental stores at district level; 21 state level consumer cooperative federations and National Cooperative Consumers Federation Ltd. (NCCF) at the national level. In rural areas, the scheme of distribution of consumer articles through cooperatives is in operation.

As on 30th June, 1985, the retail sale of consumer goods in urban areas was to the tune of Rs.14000 millions and value of consumer goods distributed in the rural areas was Rs.15000 millions.



The National Cooperative Consumers Federation of India Ltd., which is the apex body of the consumer cooperatives in the country arranges central procurements and supplies in bulk, a variety of consumer goods. The consultancy and promotional cell of NCCF is also providing expert management services to the consumer cooperatives in the country.

(H) Urban Credit Cooperatives:

The Urban Cooperative Banks and Non-agricultural credit societies have been organised mainly to cater to the banking and credit requirements of the lower and middle class people comprising of small traders, businessmen, artisans, factory workers, salaried persons etc. in urban and semi-urban areas. The main objective of these banks and credit societies is the promotion of thrift and self-help among the members and collection of deposits from the public (in respect of urban banks) to augment resources for supply of credit to their members.

Paid up share capital of Rs.19.86 crores, total reserve of Rs.14.02 crores, and working capital of Rs.184.9 crores of 1129 banks including salary earners societies classified as primary banks under BR Act in 1969-70 have increased to Rs.152.83 crores, Rs.191.80 crores and Rs.2806.51 crores of 1281 banks respectively in 1982-83. Loans and advances of urban cooperative banks happened to be of Rs.233.39 crores in 1969-70 are now of Rs.1776.07 crores as on 30.6.83 that is more than 7 times.

OTHERS

Dairy

Dairy Cooperatives are playing an important role in dairy development by providing various services like provision of technical inputs for milk production, collection of milk processing and marketing of milk and milk products. The potential of this programme for bringing about rapid socio-economic changes of rural people is immense. This programme also plays a significant role in generating employment opportunities in the country. At present there are 50919 milk supply cooperative societies with membership of 58.20 lakhs and turnover of Rs.67,646 lakhs as on 30.6.85. There are 244 dairy plants of various size and dimensions for the public and cooperative sectors altogether these plants handled, on an average, more than 105 lakh of litres of milk per day during the year 1985-1986.

## TOURISM

In order to provide very high quality services at minimum cost, Indian Tourism Cooperative Limited (COOPTOUR) was registered as a multi unit cooperative society. The society will aim at providing cheap and efficient services to its patrons. The COOPTOUR will particularly keen to promote tourism among the people of small means and provide them opportunities for travel and sight seeing within the country and abroad. The ultimate object of this society will be to set up within the Indian Cooperative Movement a strong tourism sector which can develop links with tourism cooperatives functioning in most of the advanced countries.

## HOUSING

~~Housing is the basic need of all human beings. Every person wants to have a roof over his head to protect his life and property and also promote his well being. The cooperative sector has played very important role in providing shelter to the persons.~~

~~During 1985-86, there were about 39000 cooperative housing societies with a membership of over 2.4 millions. At present 3-tier structures is in operation in the field of cooperative housing i.e. primary, state and national.~~

## PROGRESS OF COOPERATIVE MOVEMENT IN INDIA AT A GLANCE\*

Year	No. of Societies (in thousands)	Member-ship (in Lakhs)	Working Capital (in Crores)
1906-10	1.93	1.62	0.68
1911-15	11.79	5.48	5.48
1916-20	28.48	11.29	15.18
1921-25	57.71	21.55	36.36
1926-30	92.94	36.89	74.79
1931-35	105.71	43.22	94.61
1936-40	116.96	50.77	104.68
1941-45	149.89	72.18	124.68
1945-46	172.17	91.63	164.00
1946-47	139.14	91.81	156.01
1950-51	115.46	51.54	276
1955-66	159.93	77.91	N.A.
1960-61	332.00	352.00	1312.00
1970-71	320.00	644.00	6810.00
1975-76	310.00	848.00	12432.00
1977-78	300.00	931.00	16691.00
1978-79	300.00	1814.00	18904.00
1979-80	290.00	1010.00	19058.00
1980-81	300.00	1062.00	20880.00
1981-82	288.00	1149.00	21000.00
1982-83	291.00	1208.00	21857.00
1983-84	266.70	1231.62	32749.10
1984-85**	315.00	1409.00	31400.00
1985-86**	315.00	1450.00	38000.00

\* Data as per statistical statement issued by National Bank for Agriculture and Rural Development, Bombay - 400 018, India (As Reference Annual) - 1985 issued by Publications Division, Ministry of Information and Broadcasting, Government of India.

\*\* Data as per Statistical Statement published by Ministry of Agriculture, Department of Agriculture & Cooperation, Government of India.

CRITICAL COMPONENTS  
OF  
A SUCCESSFUL COOPERATIVE ORGANISATION \*

I would like to express my appreciation to the ICA and NDDB for having extended me an opportunity to meet with this group.

As much as I am pleased and honoured by the invitation, I must confess that it has come as a bit of a surprise as, unlike the other distinguished persons who have participated in this program, I am by no means an expert. In fact, the individual and collective expertise of this group far exceeds my limited knowledge of cooperation. My only claim to conversancy with the critical components of a successful cooperative organization is the good fortune I have had to see several truly exceptional cooperative organizations in operation. In this connection I would cite the Anand Pattern cooperatives which you are studying as a prime example.

What I would hope to do then is to share a few observations with you and then, if you don't mind, to take advantage of your presence to learn from you what you feel to be the critical components of successful cooperative organizations.

Before beginning, I would like to make a brief mention of the U.S. cooperative movement, if only because many people think of the United States as a "Capitalist" country and therefore assume that cooperatives have little place in our social and economic life.

The United States has almost 50,000 cooperatives with a total membership of something like 85 million Americans. This means that virtually every American family finds a place among our cooperatives. Our 6,000 farm supply and marketing cooperatives serve more than 5 million American farmers and have a business turnover of close to \$60 billion. Farm credit cooperatives lend more than \$100 million per year to well over 1 million members. Rural Electric Cooperatives supply power to over 9 million Americans. Close to 50 million Americans belong to credit unions savings and credit cooperatives--with whom they have amassed savings of more than \$120 billion. The United States also has consumer cooperatives, housing cooperatives, and cooperatives involved with health care, education, insurance, telephones, and even cable television.

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\* Paper prepared by Mr. Thomas R. Carter, Representative in India, The Cooperative League of the USA.

While it is widely known that the United States is--at least financially -- an affluent nation, it is less well known that much of our prosperity is based on agriculture. While a decreasing number of Americans actually farm, more than 30% of our economy is based on agriculture and agro-industry. The relative productivity and prosperity of the American farmer are surprisingly recent. Until well into the 1930s, our farmers were poor, and, as a rule, not that productive. Rural areas lacked electricity and other basic infrastructure. There was exploitation of the farmer by the money lender and the trader-- often the same individual.

If the American farmer is productive and relatively prosperous today, it is in large part due to cooperatives. Cooperatives provided our farmers with a less expensive supply of essentials. Cooperatives offered our farmers a market with a fair return. Cooperatives financed our farmers at equitable interest rates. They brought our farmers the electricity they needed. Our cooperatives joined the power of the producer, the commitment of elected leaders, and the skills of professional managers, creating the potential for our farmers to become productive.

Let me turn now to the subject of the discussion, "The critical components of a successful cooperative organization".

I would begin by suggesting that the components of success in a cooperative are both the same-- and totally different-- than the elements of success in a corporate enterprise.

To explore this, however, it is probably appropriate to begin with a working definition of a "successful" organisation. There are no doubt many definitions, but I would suggest we define a successful cooperative organisation as one with the....

sustained ability to fully meet the  
evolving needs of the membership

Implicit in the concept of sustained ability is the ability of the cooperative not only to meet its costs, but to earn a sufficient surplus and attract enough member equity to invest in continual growth and modernisation.

To fully meet the needs of the membership means that within the framework of the cooperative's purpose, it is able to respond to the full range of member requirements. For example, a supply and marketing cooperative would not just provide inputs, but would procure and market produce and, if beneficial to the membership, process that produce as well.

The evolving needs of a membership reflect the fact that as an environment changes, and as the members themselves change, the cooperative recognises and adapts to those changes.

The last and most important word in the definition of a successful cooperative is membership. When we speak of meeting the members' needs, we are not using the word casually. Explicit and implicit to cooperation is the recognition that success depends on the membership determining the goals of their society. It is their needs, not the needs of the community at large, that are central to measuring the success of a cooperative venture.

What, then, are the characteristics of any successful organisation, cooperative or otherwise:

First, a successful organisation has a clear sense of its mission and sticks to it.

This would seem a very obvious point, but the landscape is littered with organizations that failed because they strayed from their purpose -- they tried either to do different things, or too many things.

Successful organisations almost invariably work with a clear statement of their purpose, a statement that defines what they are, what they do, and therefore also what they don't do. Such a statement provides a clear sense of direction as well as a basis for deciding on programs, policies and priorities.

If, when you speak to the leaders and managers of an enterprise, they can give you a simple statement of their purpose, you can be almost certain that you will see success in their work. If they cannot provide such a statement, you may well find an unsuccessful enterprise.

Second, successful organisations closely monitor the total environment in which they operate.

Social, technological, economic change all affect an organisation. As the world changes, if an organisation is unaware of those changes and how they may affect it, the organisation is likely to face the same fate as did the dinosaur.

Most organisations face competition. As their competition changes, the organisation itself must anticipate and change.

Many organisations react to changes in their environment; the most successful organisations anticipate changes and act before those changes occur.

Third, the successful organisation is sensitive to those who use its products or services and to their needs.

All organisations have a primary group of users. For a school, it is the students and their parents; for a steel company, those who use steel; for the cooperative, its members.

Just as environments change, so these users change both in and of themselves and in response to changes in the environment.

A successful organisation stays in close touch with its users and is immediately aware of changes in their attitudes towards its services or products and in the ways they feel toward the organisation itself.

Fourth, a successful organisation plans, both over the short- and longer term.

Successful organisations establish clear and measurable plans that reflect an appreciation of their environment, that are sensitive to their users' needs, and which are logically consistent with their mission.

Organisations have limited human, financial and material resources. Planning helps to ensure that these resources are used efficiently and appropriately.

Fifth, the successful organisation recognises the importance of continual monitoring of performance against its objectives.

Planning is important, but it represents only best judgements about an unknown and uncertain future. Therefore, a successful organisation carefully monitors its progress against plans and, where appropriate, modifies its implementation strategies or its objectives.

Sixth, the successful organisation strives to be effective, to be efficient and to expand.

To be successful an organisation must become effective. Once it has become effective, it must learn to become efficient while retaining its effectiveness. Over time, it must also learn to expand.

Seventh, responsibility linked with accountability are of great importance to the successful organisation

The successful organisation assigns responsibility and accountability together. Individuals who are responsible are accountable. Individuals who are held accountable are given responsibility.

Along with clear assignment of accountability and responsibility is the devolution of responsibility to the lowest level possible, consistent with acceptable performance.

Eighth, the successful organisation attracts and rewards the type of people who seek to achieve and sustain excellence.

People are the heart of every organisation. The best ideas, the finest plans will founder if they are not supported by capable and committed people.

Reward is both financial and psychological. It makes little sense to try to build a multi-million rupee business with managers who are paid only a few hundred rupees a month. But money, alone is insufficient reward for the best type of people: they require new challenges, opportunities to grow, and recognition of performance.

Last, but not least, a successful organisation creates and maintains trust, based on absolute and uncompromising integrity.

Whether it is a product, or a service, sustained success depends on the trust of the user. If the user trusts the organisation, then he or she will be loyal to that organisation and its products. Trust is built on integrity from the top to the bottom of the organisation. An organisation with people of ability and integrity will invariably succeed. However, even the finest organisation will fail once the rot of dishonesty begins to set in.

Having briefly examined the types of elements in a successful organisation, let us look more specifically at the elements of a successful cooperative--in this instance an agricultural cooperative.

I would suggest that the successful agricultural cooperative adheres to most if not all, of the following principles:

1. The cooperative links the producer with the consumer through a processing and marketing system, based, at least initially, on a single commodity.

Each step from production through retail marketing includes margins. To the extent that the cooperative can efficiently participate in procurement, processing, and marketing, it retains a proportion of those margins for its members.

At least initially, it is preferable that a cooperative deal with a single commodity or, at most, a group of closely related commodities. Each commodity is a



business and learning to be effective and efficient in running a business is not easy task. To try to learn several different commodity business at once is probably impossible.

While it is sometimes possible for a single cooperative to vertically integrate from production support through marketing, often the economics of scale dictate that several cooperatives should cooperate in a union or federation in order to run efficiently.

2. The cooperative provides services to its members through a strong and disciplined support system.

This means that all services required by members to participate in a successful cooperative must be provided to the members through personnel who are adequate in numbers, well-trained in their work and committed to their responsibilities.

3. The cooperative develops and follows carefully defined systems in which all those responsible are adequately trained.

People change over time. It is important that a cooperative rely on more than the individuals who might be employed at a given moment. Rather, each important part of the cooperative's operations should be defined and documented so that as individuals come and go, the system itself performs consistently and well.

4. Successful cooperatives use advanced technologies and methods, adapted and proven under local conditions.

Cooperative often must compete with deeply entrenched vested interests. Advanced technology can often provide the slight edge that the cooperative needs in order to compete effectively. Advanced technology, too, can provide advantages to the members, particularly if those local conditions and respect local constraints.

5. Strong management and financial systems are important to successful cooperatives.

Of particular importance are financial management and audit systems that leave little opportunity for dishonesty.

Member trust is the cornerstone of a successful cooperative. By creating financial management and audit systems that make dishonesty difficult, there is

little room for corruption. As a consequence, only responsible and committed persons are attracted to leadership positions in the cooperative.

6. Simplicity of operation is also important to success.

The simpler the operating systems, the less chance there is for the type of errors that cost an organisation in money or credibility. Therefore, every effort should be made to ensure that systems are defined as simply as possible, consistent with achievement of the desired outcomes.

Last, but by no means least, the successful cooperative adheres to the fundamental principles of cooperation.

Cooperative principles are sometimes viewed as rhetoric, or ideological window dressing. In my view, however, these are principles that are central to the success of cooperatives. The converse is true as well, the failure to adhere to cooperative principles means, at best, that the institution is not a cooperative. All too often, what is wrongly called a cooperative in such circumstances will fail, giving cooperation a bad name.

Let us look at cooperative principles for a moment:

1. Open and Voluntary Membership

Membership of a cooperative society should be voluntary and available without artificial restriction or any social, political, or religious discrimination, to all persons who can make use of its services and are willing to accept the responsibilities of membership.

While this means that no cooperative should restrict its membership to bar those of different backgrounds, it does not mean that cooperatives should accept all and sundry whether they can or cannot make use of its services and irregardless of whether they intend to accept the responsibilities of membership.

The success of cooperatives rests on a common bond of interest. To dilute such a common bond through compulsory acceptance of members who do not share that common bond, is inimical to the success of a cooperative.

By the same token, it is contrary to cooperative principles to base cooperative membership on political or social or religious grounds.

Cooperatives successful when the membership shares a common economic interest which is best served through cooperation. When this principles is diluted, so are the chances for the cooperative's success.

## 2. Democratic Control

Cooperative societies are democratic organisations. Their affairs should be administered by persons elected or appointed in a manner agreed by the members and accountable to them. Members of primary societies should enjoy equal rights of voting (one member, one vote) and participation in decisions affecting their societies. In other than primary societies, the administration should be conducted on a democratic basis in suitable form.

It is unfortunate that in many parts of the world, democratic control is seen as neither necessary nor sufficient to the success of cooperatives.

Democratic control means, quite simply, that those responsible for management of a society's affairs are ultimately and frequently accountable to the members.

In the absence of such accountability, there is a great risk that the cooperative can be treated as a means to someone else's ends. This risk becomes near certainty when the lack of democratic control is complemented by the appointment of officials by an authority other than the cooperative's elected management. In such an instance, there is no accountability to the membership either in theory, or, in practice.

Those who explicitly or implicitly support appointed boards and management do so with the argument that the membership of cooperatives lack the education and the experience to manage a complex business enterprise. Or, it is argued, the local leadership will be too subject to local pressures to manage the society's affairs in a fair and effective manner. Perhaps the best answer to this was that given by the late Prime Minister Nehru: People will make mistakes, he said, but they will learn from them and it is that experience that will create the foundation for a strong cooperative and a strong nation.

## 3. Limited Interest on Shares

Share capital should only receive a strictly limited rate of interest if any.

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Cooperatives differ significantly from corporate organisations in that benefit is linked to use, not to investment. Therefore, it is important that capital investment not be structured as a personal investment, but a contribution to building an enterprise for the benefit of all.

#### 4. Return of Surplus to Members

Surplus or savings, if any, arising out of the operations of a society belong to the members of that society and should be distributed in such manner as would avoid one member gaining at the expense of others. This may be done by decision of the members as follows: a) by provision for development of the business of the cooperatives; b) by provision of common services; or c) by distribution among members in proportion to their transactions with the society.

In this manner, those who use a cooperative are those who benefit either through common services, through further development of the business, or directly through a patronage bonus or similar mechanism.

#### 5. Cooperative Education

All cooperative societies should make provision for the education of their members, officers and employees and of the general public, in the principles and techniques of cooperation, both economic and democratic.

This is one of the most important and most ignored principles of cooperation. Yet, had cooperatives scrupulously followed this principle, is it not likely that their members would have remained loyal at times when the cooperative was at a competitive disadvantage? Would not the members have not only understood--but have had a strong and abiding commitment to democratic governance of their cooperative?

#### 6. Cooperation Among Cooperatives

All cooperative organisations, in order to best serve the interests of their members and their communities should actively cooperate in every practical way with other cooperatives at local, national and international levels.

As evident as this logical extension of cooperation might seem, like cooperative education it is often observed in the breach. Perhaps because of their strong commitment and

personal investment, cooperators are often the least cooperative of people. Nonetheless, unless cooperatives increasingly cooperative, we run the risk of losing what we have gained locally as regional and multi-national firms seize a stranglehold on our economic lives.

I have shared a few views with you today on what I believe to be the essential components of a successful cooperative. These are personal views based, as I suggested, on my observation of the work of some cooperative organisations that I believe have been most successful. There not only is room for difference of opinion on these questions, it is likely that the views of others are better conceived than my own. I would, therefore, like to conclude my remarks with my thanks to all of you for having listened patiently, and with the request that each of you share your views of the components of a successful cooperative.

Thank you.

## TASK OF MANPOWER DEVELOPMENT UNDER OPERATION FLOOD \*

### INTRODUCTION

The subject of manpower has, in recent years, become a major concern of those responsible for the management of the national economy. It is generally accepted that manpower utilisation is the critical component upon which depends our economic future. The rapid technological changes and methods of implementation demand continuous availability of highly skilled and more adaptable manpower. In today's dynamic economic and social environment, with erosion of discipline and the soaring staff cost, manpower planning and development has been identified as one of the most important basic tools for the growth and prosperity. A systematic approach to manpower forecasting, budgeting, utilisation and development is, therefore, imperative for all and dairy industry is no exception.

### OPERATION FLOOD

During the pre-independence period dairying in India was in the hands of private or government sectors. These agencies hardly cared for the interest of either the milk producers or the consumers. Neither modern technology was infused in the dairy industry nor any effort was made to run them as viable organisations. The integrated approach to dairying emerged in the cooperative sector - Kaira District Cooperative Milk Producers Union Ltd. (AMUL) in the year 1946. Its astounding success in just two decades motivated the Government of India to replicate the 'Anand Pattern' elsewhere in the country. Thus, the National Dairy Development Board was formed in 1965 and was entrusted with the responsibility to achieve this objective.

In the year 1970 the Operation Flood programme was launched the third phase of which is in progress now. This ambitious programme has a stupendous task of organising 50,000 Primary Milk Producers Societies (PMPCS), in phases, affiliated to 173 Dairy Cooperative Unions covering 256 districts in the country federated into 25 apex bodies encompassing procurement and urban marketing of milk to the tune of 18.3 and 12.4 million litre per day respectively.

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\*Paper prepared by Dr. S.P. Mittal, Manpower Development Division, National Dairy Development Board, Anand - 388 001. The views expressed here are entirely of the author and do not necessarily reflect those of the organisation with which he is associated.

### MANPOWER PLANNING

The size of the project speaks of the volume of trained manpower that would be required to run it efficiently in order to develop commercially viable organisations. Manpower planning and development is an integration of manpower policies, practices, procedures and training and development, so as to have the right number of the right kind of people in the right kind of job at the appropriate phase of the organisation's growth. It is not merely concerned with numbers alone, but rather, with "the way" in which manpower is utilised. Optimal manpower utilisation is achieved when their capability interests and aptitude match with the demands of the jobs and the objectives of the organisation. Therefore, qualitative and quantitative dimensions of manpower planning and development, as they are seen today to meet the current and the future needs, assume a very high profile and become critical in successful management of the dairy industry.

### MANPOWER REQUIREMENT UNDER OPERATION FLOOD

The dairy industry needs multidisciplinary manpower for efficient functioning, viability and growth. The National Dairy Development Board in its manpower development division plans manpower requirement and undertakes suitable multidisciplinary training programmes for the dairy personnel. A rough estimation of the manpower of different disciplines namely dairy technologist, engineer, veterinarian, agriculturist and plant technician required for the dairy organisations under the Operation Flood programme is around 13,000.

In addition, it also needs other professionals like Chartered and Cost Accountants and of course skilled/unskilled staff. Bringing all these into account the dairy industry within the ambit of the Operation Flood programme will require a huge number of trained manpower of various levels as indicated below, leave aside the skilled/unskilled staff:

At professional level:

Managerial	1800
Technical/Professional	4300
Supervisory	2000
Plant Technicians	5100
Animal Husbandry Technicians	12500

Therefore, a systematic manpower development programme will be pivotal for the success of Operation Flood.

## ROLE OF NDDB

### Manpower Planning

As stated in the earlier paragraphs proper manpower planning calls for judicious manpower forecasting and its phasing keeping in mind the technological and philosophical changes in the industry. The use of computers, data equipment and the technological advances, will be important while forecasting the manpower requirement. Identification of appropriate training need at different level forms an integral part of the process of manpower planning.

Manpower requirement for the Cooperative Milk Federation/Union under Operation Flood programme is assessed through a careful resource survey which generally includes the following steps:

1. Inventory of the existing manpower
2. Number of Dairy Cooperative Societies
3. Design and channelisation of technical inputs
4. Plant and equipment capacity
5. Product mix
6. Milk marketing and distribution system

Based on the resource survey the manpower assessment is done and this is developed into overall organisational chart. While doing so, care is taken to ensure that the organisation is neither over nor under staffed and the salary and wages bill do not exceed the reasonable limits of between 2 - 4% of the turnover. The job description and responsibility, required qualification and experience and salary structure for individual functional position form part of the organisation chart. It has been observed that many of the organisations are heavily staffed leading to a high salary bill which is detrimental to the viability and for growth of the organisations. Therefore, it is of utmost importance to impress upon the organisations to be judicious in personnel recruitments.

### Assistance in Recruitment

The recruitment of manpower requires enormous amount of foresightedness. For the unions/federation under Operation Flood recruitment is done, as per the predetermined manpower requirement, for the following groups:

- (a) Federation apprentices
- (b) Composite Spearhead TEam (CST)
- (c) Start-up team



Each team is a suitable blend of personnel drawn from various disciplines and levels for a definite purpose.

The Federation apprentices and the Composite Spearhead Team are generally recruited by the concerned implementing agency for which NDDB/IDC extends the necessary assistance. The process involves publishing the advertisement giving details of the posts, job description, desired qualification and experience, pay scale etc. in consonance with the requirements of the organisation. The selection panel, chaired by a Senior member of the implementing agency, consists of a State nominee, a practising expert in the agricultural research/education in the State and a representative from NDDB/IDC. The selected candidates are then sent to NDDB for undergoing package training programme.

The concept of start-up team has recently emerged to handle multi-facet tasks in the infancy of projects (Dairy/Cattle Feed Plant). It is envisaged to recruit and pace the team in the project areas six months prior to the commissioning of the plants. This can only be done if the implementing agencies take care of identifying right type of personnel as per schedule. The team would then be suitably trained by NDDB before assigning the job and responsibilities.

The village level functionaries e.g. lay inseminators, milk testers, society secretaries etc. are selected by respective Cooperative Milk Unions and are trained at NDDB's or Union training centres. Besides, it has been envisaged that two farmers from each of the projected 50,000 DCS would undergo farmers' induction programme at NDDB, Anand so that they can be motivated to believe that the Dairy Cooperative can be successfully run for the benefit of producer members.

#### TRAINING & DEVELOPMENT

Various training programmes for inservice and freshly recruited personnel of different levels and disciplines are conducted by the NDDB. This include farmer's induction programme as well.

Each programme is need based and is a suitable blend of lecture session, study visits, on-the-job training, review/discussion and evaluation. Lectures and discussions are liberally interspread with short teaching films to make the session more effective and interesting. Wherever necessary, the participants are provided with manuals and reading materials which would be useful for future reference. The programmes are under constant review so that suitable changes can be adjusted from time to time.

During the on-the-job training, conducted at resourceful and successful milk Unions, the trainees are exposed to the situation similar to their likely post-training assignments. This provides

an excellent opportunity to the trainees to learn various aspects of the task they would be performing in future. The concept of situational training also helps the participants to interact with the experienced practising professionals.

#### VARIOUS TRAINING PROGRAMMES

The various training programmes organised by NDDB can be grouped in the following lines:

- (a) Federation apprentices
- (b) Standard training programmes
- (c) Custom-made training programmes

#### Training programmes for Federation Apprentices

The personnel who are recruited as core staff of the Federation undergo one year apprenticeship with NDDB. These trainees are categorised as:

- Category I : Managerial
- Category II : Technical/Professional
- Category III : Supervisory
- Category IV : Technician

The trainees are sub-grouped into different specialized group e.g. Dairy Plant Management, Quality Control, Milk Procurement and Technical Inputs, Cattle Feed Plant Management, Dairy Plant Technician etc. At the end of about 25 weeks programme which includes orientation to Anand Pattern, technical class room session, study visits, on-the-job training, the trainees are sent for placement training for about 27 weeks.

During each phase of the training their performance is evaluated by the trainers to ensure the continuing interest and the extent of their receptivity. The trainees are required to submit detailed report of on-the-job training and also take part in seminars and discussion which gives a clearer indication about their sharpness to observe, clarity of perception and depth of analysis. The successful candidates are then recommended for absorption by the concerned Federation.

Based on our past experience we have now felt that we may not need to recruit and train federation apprentices any more.

### Standard Training Programmes

Standard training programmes on varied subjects are conducted on regular basis. These programmes are normally organised for in-service personnel. The trainees are invited by regular announcements to participate in these programmes. In order to decentralise training activity, and involve cooperative milk unions/federations, special trainers' training programme is also organised.

### Custom-made Training Programmes

Apart from the above groups of programmes, the Division also co-ordinates and administers custom/tailor-made programmes at the request of the Sponsoring Organisations. These programmes are conducted as per their specific/identified need. These programmes cover subjects related to engineering, technology, management, marketing, accounting, etc.

Besides this, in the year 1980 the Institute of Rural Management, Anand (IRMA) was evolved to produce competent rural managers. This itself is a step forward in developing manpower to lead the dairy industry towards achieving the goal set under Operation Flood programme. NDDB, with the assistance of IRMA also undertakes to organise workshops/seminars for Senior Managers, Chief Executives and Board of Directors of various Milk Federations/Unions.

### TRAINING FACILITIES OF NDDB

To carefully handle the volume of training, NDDB has created Regional Demonstration & Training Centre (RDTC) at Erode, Siliguri and Jalandhar in Southern, Eastern and Northern Region of India respectively. These centres generally caters the training needs of the concerned regions. The requirement of Western Region is met with the facilities created at Anand. Besides, Sabarmati Ashram Gaushala at Bidaj, Artificial Insemination Training Centre at Surat and Galbabbhai Dairy Cooperative Training Centre at Palanpur are the other centres of NDDB which are engaged in imparting training to village level functionaries. The Mansinh Institute of Training, Mehsana imparts training to dairy/cattle feed plant technicians. Macro centres have been established at 12 village milk producers' societies in Kaira district where trainees can stay and study the functioning of the society. Apart from this, in consultation with NDDB, a large number of Union Training Centres are being established which would train the village level functionaries. So far 32 such centres have already been established throughout the country.

These centres organise training programmes for the village level functionaries as indicated below:

Society Secretaries	29000
Milk Testers	23000
Management Committee Members	315000
Farmers' Induction	50000

#### FINANCIAL ASSISTANCE

Till February 1985 for any training and development activity the Federation/Unions were required to bear most of the training cost. It was felt that due to this most of the organisations were not in a position to participate in the training programmes. Considering the above it has been decided that the total training/seminar/workshop cost including the to and fro travel cost of the participating candidates would be borne by the NDDB/IDC. An amount of Rs.154 million has been earmarked for training and manpower development activity for the period of 1985-90. We expect that this would give an impetus to Manpower Development under Operation Flood.

#### THE CONSTRAINTS

So far we have illustrated the role being played by NDDB for the manpower development under Operation Flood. We have however, no hesitation to point out here that in spite of the best efforts there are many lacunae in strengthening the manpower resource.

Unawareness of the Chief Executives of the organisation about the optimum requirement of manpower and bowing out to external and internal pressures and thereby overstaffing the organisation; lack of initiation on the part of managers in training and developing people; lack of well spelt out personnel growth policy which in turn reduces the productivity due to frustration out of stagnation; reluctance on the part of professionals to develop multiskilled technicals especially in Dairy/CFP; not allowing the trained staff to implement new techniques and ideas which in turn puts off the person and loses initiative are some of the prevailing constraints. NDDB has been continuously in touch with all the implementing agencies with a view to infuse in them the usefulness of training and developmental activities.

### THE FUTURE THURST

With the success of the Operation Flood, thrust on consolidation and with the increased quantity of milk flowing through the processing plants training will continue to be a key programme. The emphasis will change taking into account the greater stress on the development of financially viable institutions with focus on dairy plant management and marketing. There will be an effort in implementing training, considering the needs and providing thrust in areas like cooperation management also and the training will have to ensure that the plant managers, supervisors and technicians are able to handle larger and more energy efficient plants proposed to be installed and are able to improve systems of control ensuring more efficient operation.

In order to achieve the goal, NDDB will strengthen the courses like milk & milk products marketing, management accounting system and add other important programmes on costing, computer programming, operation research, management information system, human relation, instrumentation and electronic control maintenance etc. More and more seminar/workshop is envisaged to be conducted for Chairman/Members of Board of Directors and senior managers of different fields of operation. In addition, management development programmes for Federation/Union staff will be organised with the assistance of IRMA.

The Regional Demonstration & Training Centres and the Mansinh Institute of Training, Mehsana will continue to conduct training programmes for supervisors and technicians. The training of village level functionaries will continue to be conducted by the Federation/Union level training centres with more vigour and accordingly these centres will be strengthened in order to meet the need. A sum of Rs.34 millions has been provided for this purpose over a period from 1985 to 1992.

## SPEARHEAD TEAM CONCEPT IN ORGANIZING COOPERATIVES\*

The cooperative societies are generally organised by the members either for safeguarding their interest from exploitation and or for common interest. Such an effort on the part of the members is a voluntary effort and this is because of a felt need to have an organization which could look after their interest. In many developing countries cooperatives are looked upon as an alternative for development and therefore are many a times sponsored by the government with a view to reach to the larger population. Some time the cooperatives are also patronised and helped in formation by the departments concerned with the commodity or trade in which the cooperative is dealing. Many a times also the cooperatives are formed because of specific need to provide certain benefits to a section of population. Depending on the kind of involvement and support it derives the character of cooperative is greatly influenced by the purpose for which the cooperative is being formed. Many a times it is seen that when the government is supporting the formation of the cooperative it was greatly dominated and influenced by the government policies.

In early 1970s when the Operation Flood Project was being implemented in various dairies of the country it was realised that one of the biggest bottleneck was acceptance of the cooperative model of dairy development in those dairies. The concept of organizing cooperatives on the lines of Anand Pattern was new. Not only the geography distance but in essence, the philosophy meaning of the cooperative was not shared in the areas other than Gujarat where a base for milk producers oriented cooperative system had flourished. It was the novel idea of the Dairy Board to tackle this situation by creating a spearhead team. In real sense spear means a weapon which can "pierce". Therefore, significantly, the spearhead team became an effective tool which successfully attempted to break the age old resistance of the people to accept a new idea. It moulded, pursued and convinced the administrators to accept the programme on "Anand Pattern Cooperatives". The team actually demonstrated the benefit of the cooperatives to the milk producers, administrators and policy makers by working in the project areas against all odds.

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\* Paper prepared by Dr. S.P. Mittal, Manpower Development Division, NDDB, Anand. The views expressed here are entirely of the author and do not necessarily reflect those of the organization with which he is associated.

The spearhead team consisted of a multi-disciplinary group of officers who had experience of working in similar cooperatives and also of freshly recruited apprentices who were rigorously trained for a period of one year.

The process of setting up a new Cooperative by a spearhead team starts on the following steps:

1. The team first discusses with local leadership, progressive farmers, officials etc. and identifies potential route for milk collection.
2. Interested farmers from villages with a good potential for formation of a milk producer's primary cooperative society are invited to Anand, to observe the structure and the working of the Kaira District Cooperative Milk Producers' Union Ltd.
3. The team visits the villages during each potential route in turn, meets the panchayat leader etc. and invites their help in setting up a leadership meeting. At this meeting, the team explains the working of Amul, Anand Pattern, NDDB, how Operation Flood came to be promulgated by the NDDB and in particular how the dairy plant is supported to come up under Operation Flood, for eventual ownership and operation by the proposed District Cooperative Milk Producers' Union. At the end of the meeting, a date is fixed for a film show at the village.
4. Members of the team visit the village on the date arranged and conduct a film show, with film on Amul and improved methods of milk production.
5. The next day, a full meeting is held with village of all interested milk producers. Again, explanation are given about the producers cooperatives, the NDDB and Operation Flood. More time is spent on explaining how a milk producers' primary society would work in the village -- and one of the milk producers for the village who has visited Anand on the Farmers Induction Programme is invited to address the meeting, to give his own impressions of how the milk producers' societies, which he actually saw, are working around Anand. Those producers, who are interested are invited to put up Rs.10/- share money and Rs.1/- as membership fee. Those who deposit this money are then entered on the roll as members of the proposed village cooperative.
6. As each village is covered, an estimate is made of the minimum amount of milk which is primary society reasonably could expect to procure at the start. The villages on a route are covered in approximately the sequence which the milk collection truck would follow, when the route is started. When the estimated procurement for the villages covered on the route is estimated as being sufficient to

fill the truck (3-4000 litres morning and evening), a date is fixed for starting the route.

7. Two days before the route is due to start, initial supplies of the materials needed by each provisional society are delivered. These include, member, record books, account ledger books, a manually operated fat testing machine, supply of acid and alcohol for testing.
8. Two team members stay in the village for 10-15 days to train and induct a provisional society's Secretary, one Milk Tester and one Assistant. In the larger villages, a clerk may also be included to help the Secretary to keep the records.
9. On the day the route is started, the project leader and members of the team accompany the truck along the route. Empty cans are supplied prior to the first collection.
10. The truck from each route comes to the Assembling Centre of Milk Union/Dairy Development Corporation where milk is chilled and despatched to the Corporation's Dairy Plant.
11. During the first seven stages of this procedure, the team agrees with the village leadership on the nominations for the Chairman and Managing Committee for the proposed society.

The objectives of the spearhead team therefore can be summarised as below:

- To initiate organising primary milk producers cooperatives on "Anand Pattern"
- To develop a basic infrastructure, capable of procuring, processing and marketing milk and supply of technical inputs such as animal health coverage, balanced cattle feed, artificial insemination, dairy extension services etc.
- To train the procurement and input (P&I) wing (counterpart from the state project implementing agency) to take out the functions of the spearhead team.
- To train the societies staff in procurement, milk testing, payment, maintaining records and general management on viable lines.
- To liaise with state officials and keep nascent cooperative organizations obtaining assistance that they may require initially.



In the course of implementing it was realised that sending the NDDB spearhead team is just not enough as it was seen that wherever the teams were withdrawn it was difficult for the project authorities to sustain the cooperatives. Therefore, under Operation Flood II, NDDB made it mandatory to recruit a "shadow" team who would be trained at NDDB and then deployed in the milkshed to work along with the Dairy Board's spearhead team.

The concept of the spearhead team is altogether different than the concept of formation of the cooperative societies for purposes other than the voluntary organizations. The spearhead team directly helps the farmers in motivating and understanding the potential they have if they can be organized themselves into a cooperative system.

ICA/NDDB/NCUI REGIONAL TRAINING COURSE  
ON COOPERATIVE DAIRY DEVELOPMENT FOR  
SOUTH-EAST ASIA, ANAND (INDIA)

6 - 19 DECEMBER 1987

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ICA/NDDB/NCUI REGIONAL TRAINING COURSE  
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SOUTH-EAST ASIA, ANAND (INDIA)

6 - 19 DECEMBER 1987

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