

# **CO-OPERATIVE TRAINING**

*Notes and Proceedings relating to the Sixth Meeting  
of the Central Committee for Co-operative Training  
held on 12th and 13th September 1959*

**Vol. VI**

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**CENTRAL COMMITTEE  
FOR  
CO-OPERATIVE TRAINING  
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BOMBAY**

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**CENTRAL COMMITTEE FOR  
CO-OPERATIVE TRAINING**

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*Notes and Proceedings relating to  
Sixth Meeting*

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## **INTRODUCTORY**

**THE Reserve Bank of India and the Government of India jointly constituted a Central Committee for Co-operative Training in the year 1953 for formulating plans and for organising and directing arrangements in regard to the training of the staff of the Co-operative Departments and co-operative institutions in the country, at all levels, viz. higher, intermediate and junior. The Reserve Bank undertook the responsibility for training the higher and intermediate personnel, while the Government of India is (in conjunction with the State Governments) responsible for training the junior officers. The Central Committee acts as a Committee of the Reserve Bank so far as the training of the former two classes of staff are concerned and as a Committee of the Government of India so far as the junior officers are concerned. It administers the funds allotted to it by the Reserve Bank of India for the conduct of the superior and intermediate training courses, examines schemes for junior officers' training schools and recommends financial assistance to States in this behalf. The secretarial work relating to the Committee is done by the Agricultural Credit Department of the Reserve Bank of India.**



# **SIXTH MEETING OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING**

*(12th and 13th September 1959, at the University Building, Poona)*

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## **AGENDA**

### **NOTES**

- I. Review of progress in the training programmes.**
- II. Consideration of the proceedings of the 17th, 18th, 19th and 20th Meetings of the Standing Sub-Committee.**
- III. Expansion of training facilities.**
- IV. Financial and curricular implications of equating courses at the Regional Centres and the Block Level Co-operative Officers Training Centres for Intermediate personnel.**
- V. Evaluation of the Training Programmes.**
- VI. Training of Officers Abroad.**
- VII. Organisation of Co-operative Stores at the Training Centres.**
- VIII. Establishment of an International Wing at the Co-operative Training College, Poona.**
- IX. Establishment of a training centre for the trainers of institutions run by State Governments.**
- X. Organisation of short courses in Co-operation for MPs and MLAs.**
- XI. Supervision and evaluation of the work done by the All-India Co-operative Union and the State Co-operative Unions in regard to training of non-official workers.**
- XII. Literature for information and text-books required as accessories for training at various levels.**

**(Items VII to XII were suggested by the Ministry of Community Development and Co-operation, Government of India.)**

## NOTE I

### REVIEW OF PROGRESS IN THE TRAINING PROGRAMMES

It is one year since the Central Committee met last on 9th September 1958. During this period of one year under review the Central Committee has been reconstituted by the Government of India and the Reserve Bank of India. The Notifications issued by the Government of India and the Reserve Bank of India in this regard are appended. (Appendices 1 and 2.)

2. It was mentioned at the last meeting of the Central Committee that the organizational arrangements for the training centres conducted by the Central Committee were more or less completed by the end of 1956 and increasing attention was since then being paid to improvement in the quality and content of the training imparted in the various courses conducted at the training centres. Some of the important changes leading to qualitative improvement were also referred to at that meeting, such as introduction of the subject of Business Management in the curricula of the Regional Co-operative Training Centres and the Junior Co-operative Officers Schools and of audio-visual and extension methods in the techniques of training, laying of greater emphasis on discussion and seminar methods of teaching, better methods of assessment of candidates' performance etc. During the period under review the improvement of the quality and content of the training programmes continued to receive constant attention of the Central Committee. Some significant developments which have taken place during the period under review are indicated below :

#### *Evaluation of the Training Programmes*

3. It was mentioned at the last meeting of the Central Committee that an evaluation of the training programmes conducted by the Central Committee was taken up to judge the utility and suitability of the training courses from the point of view of the trainees and of the "employers". It was indicated to the Committee that test-questionnaires in that connexion were issued to a few ex-trainees and employers and their replies were being studied. On a study of the replies received to the questionnaire, it was later found that the purpose of evaluation would not be properly served by the questionnaire method, since the replies received were very few, and they tended to be vague and in the nature of generalisations. It was felt, therefore, that evaluation could be undertaken better through personal discussions with a few of the ex-trainees and the employers including the heads of the Co-operative and Development Departments of States and

of co-operative institutions. Accordingly, officers of the Central Committee undertook tours to meet a number of ex-trainees of the various courses and the "employers" in all the States of India excepting Jammu and Kashmir. Through personal discussions based on certain guidepoints, the officers sought to elicit candid and considered views of the interviewees on the various aspects of the training programmes. On the basis of the data collected, a comprehensive report has been prepared detailing the important views of the ex-trainees and the employers interviewed. In some respects these views have been supplemented by views gathered from the training staff at several centres and from the inspecting officers themselves. These views were carefully examined in the light of the actual experience gained by the Central Committee in the conduct of the training courses over the years, and certain suggestions for improvement in the training courses have been offered in a separate note for consideration of the Central Committee. (Note V.)

#### *Audio-visual Aids*

4. A reference was made at the last meeting of the Central Committee to the gift of certain audio-visual equipment by the Government of Canada under the Technical Co-operation Scheme of the Colombo Plan. The equipment has since been distributed to the training centres and is being used by them. A Technical Assistant has also been employed on the staff of the Training Division of the Agricultural Credit Department of the Reserve Bank of India. The Technical Assistant visits the training centres periodically to ensure that the maintenance of the equipment is done properly and, wherever necessary, to instruct the lecturers at the training centres in the use of the same. Educative films donated by the Canadian Government along with the equipment and films secured from other sources in the country are being exhibited at the training centres. It is, however, felt that suitable films under conditions obtaining in this country for the training of candidates might have to be produced by the Central Committee itself, as such films with Indian background and Indian conditions may meet the specific requirements of the training programmes better. A proposal for the production of suitable films based on Indian subjects is, therefore, under the active consideration of the Central Committee and the Reserve Bank of India.

#### *Preparation of suitable Text-books*

5. At the last meeting the Central Committee was informed that it was decided to create a "Book Fund" for the preparation and publication of suitable text-books for use at the training centres and that the Government of India were requested to sanction an initial grant of Rs. one lakh for the purpose. The

Government of India have been pleased to sanction recently a sum of Rs. 50,000 for the "Book Fund". Suitable steps for the use of the Fund will now be taken.

#### *Special Courses for Instructors*

6. During the period under review, no Refresher Courses were held for the lecturers at the training centres. However, the Central Committee has made arrangements for holding shortly a Refresher Course for the Instructors in Co-operation at the Extension Training Centres conducted by the Government of India. The Course is scheduled to be held at the Regional Co-operative Training Centre, Indore, in September-October 1959.

A reference to the Course in Business Management conducted for the benefit of the lecturers in the various training centres in May 1958 was made at the last meeting of the Central Committee. It has now been decided to conduct another course in Business Management for the benefit of the lecturers from the Regional, Block Level and Junior Co-operative Training Centres in October-November 1959 at Bombay.

#### *Purchase of buildings for Regional Co-operative Training Centres*

7. At the last meeting, the Committee was apprised of the progress made in the Reserve Bank's proposal for acquiring buildings for housing some of the Regional Co-operative Training Centres financed by it. Progress, though slow, continues to be made in this direction. The Reserve Bank are negotiating for the purchase of a plot of land situated on the Ganeshkhind Road, Poona, for constructing suitable buildings for housing the Co-operative Training College, Poona. The Committee is already aware that the Regional Co-operative Training Centre, Madras, is housed in a building purchased by the Reserve Bank for use of the Centre. It is proposed to put up additional buildings on the site for meeting the increasing needs of the training centre and construction of the buildings is under progress. For the Regional Co-operative Training Centre now located at Meerut, negotiations are in progress for the purchase of a site at Agra.

#### *Expansion and Extension of Training Facilities*

8. When the Block Level Co-operative Officers Training Centres were originally organized in 1955-56, the programme of the training of Block Level Co-operative Officers was planned for a period of five years, i.e., upto 1960-61. However, owing to the re-phasing of the programmes for the recruitment of the Block Level Officers in the States, it was decided to continue the Block Level Co-operative Officers Training Centres upto 1962-63 even on the existing pattern. The Central Committee are aware that the syllabi, practical training programmes etc. at the Block Level Co-operative Officers Training Centres are somewhat different

from those followed at the Regional Co-operative Training Centres, in view of the special requirements of those who served in Blocks. However, the distinction between the responsibilities and functions of the Block Level Co-operative Officers and of the regular officers of the Co-operative Departments is being progressively narrowed, and would cease to exist when the entire country is covered by Development Blocks and this would be achieved in the course of the next few years. In view of this, a proposal to equate the Block Level Officers Course conducted so far at the Block Level Co-operative Officers Training Centres with the Intermediate Officers Course conducted at the Regional Co-operative Training Centres is now placed before the Central Committee for their consideration. (Note IV.)

#### *Training facilities for Trainees from Foreign Countries*

9. The Central Committee was requested by the Government of India from time to time to provide suitable training facilities for trainees from foreign countries, especially from Nepal, Malaya, Thailand etc. under the Technical Co-operation Scheme under the Colombo Plan. Accordingly, the trainees from foreign countries have been admitted to suitable training courses conducted under the scheme of the Central Committee and so far about 20 foreign trainees have been offered such facilities. The cost on behalf of the trainees is borne by the Government of India in such cases. The Central Committee on its own part provides free tuition and rent-free lodging at the centres. Whenever required, the Central Committee has also arranged for the training of foreign trainees by drawing up suitable training programmes.

#### *Finance*

10. Statements of Expenditure in respect of the training courses conducted by the Central Committee at the Regional and Block Level Co-operative Officers Training Centres are given in Appendices 3, 4 and 5 respectively.

#### *Meetings of the Standing Sub-Committee*

11. During the period under review, the Standing Sub-Committee of the Central Committee for Co-operative Training met four times as shown below :—

<i>Meeting</i>	<i>Venue</i>	<i>Date</i>
17th meeting .. ..	New Delhi	26-12-1958
18th meeting .. ..	Bombay	27- 4-1959
19th meeting .. ..	Bombay	5- 6-1959
20th meeting .. ..	New Delhi	29- 8-1959

The proceedings of these meetings are put up for the information of the Central Committee as a separate item on the agenda. (Note II.)

*Progress at the Training Centres*

12. A brief review of the progress made in the conduct of the training courses at the various training centres is given in the following paragraphs.

(i) *Senior Officers Course*

13. At the time of the last meeting of the Central Committee held in September 1958, the 12th session of the course was in progress. During the period under review, the 13th session was completed. The 14th session which commenced on 1st June 1959 is in progress with 40 trainees on its roll. The session will come to an end on 31st December 1959. Details of candidates admitted to the 12th, 13th and 14th sessions are appended. (Appendix 6.) As will be seen from the statement, 470 Senior Officers will have been trained in this course with the completion of the current session. During the year under review, response from the States to this course has been fairly satisfactory and the training capacity of 40 trainees per session has been utilised almost fully.

(ii) *Intermediate Officers Course (HDC)*

14. The course is conducted at the five Regional Co-operative Training Centres at Poona, Madras, Meerut, Ranchi and Indore. The training capacity of each of the centres is 40 to 45 trainees per session, excepting at the Poona centre where the normal practice has been to admit 45 stipendiary trainees, i.e. deputed by the Co-operative Departments and co-operative institutions in addition to 15 private non-stipendiary trainees. Owing, however, to larger requirements of the Co-operative Department of the Bombay State, the capacity of the Poona centre has been increased during the last two sessions to provide training facilities to 75 candidates in all. The details of the admissions at the centres may be seen in Appendix 7.

15. While there has been greater pressure on the training facilities at the training centre at Poona, the capacity at several other centres was not being utilised to the fullest extent, as can be seen from the statements given in the Appendices 8, 9, 10 and 11. In this connexion, a circular was issued to all the States drawing their attention to the non-utilisation of the training facilities offered to them by the Central Committee and to the need to train up adequate numbers for their developmental plans in Co-operation. It is now expected that in view of the new Co-operative Policy and the expected acceleration to co-operative activity in the States, the demand for training will increase substantially. An idea of the possible increase and the need to expand the facilities at all the training centres have been discussed in a separate note for consideration of the Committee. (Note III.)

(iii) *Special Course in Co-operative Marketing*

16. As the Committee is aware, the Special Course in Co-operative Marketing conducted by the Central Committee is of two types ; one of 4 months' duration meant for experienced trainees, conducted at the Regional Co-operative Training Centres at Poona, Meerut and Madras, and the other of 6 months' duration, conducted at the Ranchi and Indore centres for candidates without previous experience. As can be seen from the statements appended, (Appendices 12, 13, 14, 15 and 16) the training capacity for this course, particularly at the Poona, Madras and Meerut centres, was not being fully utilised till recently, owing probably to the slow pace of the formation of co-operative marketing societies in the States. Recently, however, there has been a welcome change in the position as can be seen from the statements appended, the response for the current sessions of the course at all centres has been satisfactory and the training capacity is more fully utilised.

(iv) *Special Course in Land Mortgage Banking*

17. The course is conducted only at the Regional Co-operative Training Centre, Madras, and has a capacity to train about 40 candidates per session. Response from all the States has been satisfactory for this course and the training capacity has been more or less fully utilised throughout. (Appendix 17.)

(v) *Block Level Co-operative Officers Course*

18. The course is conducted at the eight Block Level Training Centres conducted by the Central Committee. (Appendix 18.) With the re-phasing of the programme of recruitment of the States, the demand for training at some of the centres has not been sufficient enough to lead to the full utilisation of the existing capacity, particularly at the training centres at Dhuri and Hyderabad. The training centre at Dhuri is intended primarily to cater to the needs of the States of Punjab, Delhi, Himachal Pradesh and Jammu and Kashmir. Since adequate numbers of candidates were not being deputed by these States the training facilities are being utilised by diversion to this centre of candidates from another State, viz. Uttar Pradesh, who were in excess of the normal training capacity of 150 candidates of the training centre at Faizabad, which is to cater to the needs of Uttar Pradesh. Similarly, the training centre at Hyderabad is being fed by diverting some of the candidates of the Bombay State. This has, however, affected the strength at the Bhavnagar centre which is intended primarily to serve the needs of the Bombay State. As a consequence of the new Co-operative Policy and the acceleration of the developmental plans in Co-operation, however, it is expected that the training facilities at all the Block Level Training Centres would be more adequately utilised by the States.

(vi) *Junior Co-operative Officers Training Courses*

19. At the time of the last meeting of the Central Committee, there were 46 schools for Junior Co-operative Personnel conducted by State Governments and co-operative institutions. During the period under review 6 more schools have been organized under the Central Committee's scheme at Aurangabad (Bombay), Patiala (Punjab), Jodhpur (Rajasthan), Trichur (Kerala), Kurwar (Uttar Pradesh) and Kalimpong (West Bengal) raising the total number to 52. The Committee has also agreed in principle to sanction one more school for Mysore in addition to the three already functioning in the State.

20. As the Committee is aware, the expenditure on certain items at the schools is shared on an equal basis by the Central Government and the State Governments. Such shareable items of expenditure have so far been salaries and allowances of teaching and guiding staff, stipend and T.A. to trainees and expenditure on libraries. With a view, however, to encouraging the provision of adequate training facilities through better and more adequate housing facilities for the Junior Training Schools, the Central Committee proposed to the Central Government that the expenditure that might be incurred by the States on improved building facilities over and above their existing level of expenditure should be included in the shareable items and shared by the Central and State Governments on an equal basis. The matter is still under correspondence with the Government of India.

21. Appendix 19 gives the details of the progress made at the Junior Co-operative Training Schools, and of the grants-in-aid sanctioned to the schools by the Government of India.



**NOTE II****CONSIDERATION OF THE PROCEEDINGS OF THE  
17TH, 18TH, 19TH AND 20TH MEETINGS OF STANDING  
SUB-COMMITTEE**

Since the Central Committee for Co-operative Training met last on the 9th September 1958, four meetings of the Standing Sub-Committee of the Central Committee were held as follows :

<i>Meeting</i>	<i>Venue</i>	<i>Date</i>	<i>Proceedings (Pages)</i>
17th meeting ..	New Delhi	26-12-1958	99—101
18th meeting ..	Bombay	27-4-1959	130—132
19th meeting ..	Bombay	5-6-1959	136—140
20th meeting ..	New Delhi	29-8-1959	154—157

The proceedings of the above meetings of the Standing Sub-Committee are placed before the Central Committee for their information.

## NOTE III

### EXPANSION OF TRAINING FACILITIES

In May 1959, the Government of India in the Ministry of Community Development and Co-operation issued a circular to all State Governments on Co-operative Policy and formulation of supplementary plans for 1959-60 in the light of the Resolution of the National Development Council on Co-operative Policy and the report of the Working Group thereon. *Inter alia*, the circular called for details regarding expansion of training facilities for departmental employees and for an educational programme for non-officials. This was followed by a circular from the Central Committee in May 1959 requesting State Governments to forward to the Committee their requirements of trained personnel in respect of all categories, in the Co-operative Department as well as in co-operative institutions for the years 1959-60 and 1960-61. The 19th meeting of the Standing Sub-Committee of the Central Committee for Co-operative Training held in Bombay, in June 1959, also discussed the issue of the expansion of training arrangements under the new Co-operative Policy. The Committee felt that sooner the Central Committee came to know from the Government of India and the State Governments about their requirements for training under the various categories of co-operative personnel, the better it would be, since arrangements would have to be programmed well in advance in matters like accommodation, teaching staff, etc.

2. In response to the circular referred to above, 12 of the States have so far sent in their estimates; and information from the States of Bihar, Madras, Mysore, Orissa, Himachal Pradesh and Manipur is still awaited. The estimates received from the State Governments relate to two years only, viz. 1959-60 and 1960-61. They are tabulated in Appendix 20.

#### *Expansion during 1959-60 and 1960-61*

3. The expansion that may become necessary on the basis of the information supplied by the States regarding the requirements in 1959-60 and 1960-61 is discussed in the following paragraphs. Expansion under the Third Five Year Plan is referred to later. The present training capacity of the courses conducted by the Central Committee at its Regional and Block Level Training Centres and by the States at their Junior Training Schools is as follows :

- |  |                               |
|--|-------------------------------|
| (i) Senior Officers Course (at the Co-operative Training College, Poona) | 80 candidates per year        |
| (ii) Intermediate Officers Course (at 5 Regional Centres)                | About 225 candidates per year |

- |   |                                      |
|---|--------------------------------------|
| (iii) Specialised Course in Co-operative Marketing (at 5 Regional Training Centres) | About 400 candidates per year        |
| (iv) Land Mortgage Banking Course (at Madras Centre only)                           | About 80 candidates per year         |
| (v) Block Level Co-operative Officers Course (at 8 Block Level Centres)             | About 700 to 800 candidates per year |
| (vi) Junior Co-operative Officers Course (at 52 Junior Training Schools)            | About 7,300 candidates per year      |

**(A) Senior Officers Course**

4. On the basis of the information received from 12 States so far (information from Bihar, Madras, Mysore, Orissa, Himachal Pradesh and Manipur is still awaited), it would be seen that during 1959-60, the 12 states expect to depute 77 candidates and in 1960-61, the figure may go up to 119. Taking into account the likely requirements of the States which have not sent the information so far, it has to be presumed that about 100 senior officers will have to be trained in 1959-60 and 160 in 1960-61. As regards 1959-60, the fourteenth session of the Senior Officers Course is already in progress and 40 senior officers are undergoing training in the session. If the requirements for 1959-60 are estimated at 100, it will mean that for the next session of the Senior Officers Course commencing in December 1959, provision will have to be made for about 60 candidates in order to make up for the shortfall in the Course which has already commenced at Poona with a strength of only 40. This will mean immediate expansion of training facilities to the extent of 50 per cent on the present capacity. For 1960-61, according to the rough estimates available, the existing capacity of the Senior Officers Course will have to be double that of the present capacity of 40 per session to train 160 senior officers during the year.

**(B) The Intermediate Officers Course**

According to the estimates available from 12 States, in 1959-60, 262 Intermediate Officers will have to be trained and in 1960-61, this figure will rise to 356. Allowing for the number of candidates who are likely to be deputed by the States which have yet to send the estimates, it can be presumed that about 350 persons would have to be trained in 1959-60 and about 481 in 1960-61. As regards 1959-60, however, the sessions of the Intermediate Officers Course at the centres have already commenced and 198 trainees are undergoing training at present. It may be observed that the current sessions at two of the centres will come to a close by December 1959 and January 1960 and at the remaining three centres by June 1960. Consequently, training arrangements may have to be provided for

about 633 candidates in 1960-61, if the backlog is to be cleared up on the basis of the estimates given by the States as shown below:

	1959-60	1960-61
Estimates given by 12 States .. ..	262	356
Rough estimates made by the Central Committee in respect of States that have not replied .. .. .	88	125
	<hr/>	<hr/>
	350	481
	+481	
	<hr/>	
Total ..	831	
Less strength in actual attendance in the Intermediate Courses for 1959-60 ..	—198	
	<hr/>	
	633	
	<hr/>	

This will involve a threefold increase in the training capacity of the centres on the existing basis.

**(C) Co-operative Marketing Course**

The existing capacity of the courses on Co-operative Marketing at the five Regional Centres is to train about 400 trainees per year. The estimates for 1959-60 and 1960-61 from 12 States are for 270 and 229 candidates respectively. It may be noted that some of the State Governments may require less number of persons to be trained in Co-operative Marketing in 1960-61 as compared to 1959-60. No expansion of the training facilities, therefore, appears to be called for in so far as the years 1959-60 and 1960-61 are concerned.

**(D) Land Mortgage Banking Course**

According to the estimates furnished by the 12 States, 99 persons will have to be trained in 1959-60 and 109 in 1960-61. Allowing for the requirements of the States which have not sent the estimates, it can be presumed that, in 1959-60, 120 candidates will have to be trained; and in 1960-61 the number is likely to go up to 140. In respect of 1959-60, the current course in Land Mortgage Banking at Madras is running to its full capacity. In the forthcoming session in 1959-60, therefore, we may have to make arrangements for training about 80 candidates with the result that arrangements will have to be immediately made for doubling the training capacity of the Land Mortgage Banking Course. In 1960-61, the training capacity of the Land Mortgage Banking Course will have to be increased to train 70 candidates per session, i.e., to the

extent of 75 per cent, on the basis of the rough estimates shown above viz., training 140 candidates from all States.

**(E) Block Level Co-operative Officers Course**

The eight Block Level Centres have a capacity to train about 700 to 800 candidates per year. As per estimates received for 1959-60 from 12 States, about 749 candidates will have to be trained. To this we may add about 200 more to provide for the States which have not sent the information. In spite of this rough estimate of 950, it may be noted that during the current sessions at the eight Block Level Co-operative Officers Training Centres only 523 candidates are undergoing training. For 1960-61, the estimates received from 12 States and calculated for the remaining six, add up to only 580. Presuming that the shortfall in the year 1959-60 will be made good in 1960-61, about 1,000 candidates may have to be trained during the year. This will call for an expansion roughly of the order of 25 per cent of the existing capacity.

**(F) Regional and Block Level Centres under a common Intermediate Course**

The Central Committee have for their consideration another item on the agenda regarding the equating of the Intermediate Officers Course and the Block Level Co-operative Officers Course. If it is decided to equate the courses and to run a common course at all the five Regional Centres and the eight Block Level Centres for intermediate personnel, the requirements of expansion at each centre may undergo further modifications. As per estimates arrived at on the basis of information supplied by the 12 States the requirements appear to be as follows:

	1959-60	1960-61
Block Level Coop. Officers Training Course.	950	580
Intermediate Officers Training Course ..	350	481
	<hr/>	<hr/>
	1,300	1,061
	<hr/>	<hr/>

It may be recalled that as stated in para 3 above, the present training capacity of the Intermediate Officers Course and the Block Level Officers Course taken together is about 1,000 candidates per year. On this basis, the total expansion necessary for 1959-60 would appear to be roughly of the order of 25 per cent. For 1960-61, no substantial expansion would appear to be necessary. Since, however, in 1959-60 only 523 candidates will have undergone training at the Block Level Course and only 198 candidates at the Intermediate Course, it may be expected that there may be about 1,300 candidates to be trained in 1960-61 in order to make up the arrears in 1959-60. On this basis the expansion needed for the year 1960-61 would again be of the order of 25 per cent on the basis of

existing training capacity of all the 13 Centres taken together. It may also be mentioned that at the Block Level Training Centres we are normally running two classes simultaneously and have made provision to that extent in terms of class-rooms and the teaching staff. At the Regional Training Centres, however, for the Intermediate Course, the present arrangements provide for only one class of 40 trainees and the teaching staff also is in proportion to the requirements of one class. If, therefore, any expansion in the total training capacity of the Block Level Training Centres and the Regional Training Centres taken together is to be contemplated, the training capacity may have to increase mainly at the Regional Training Centres in order to bring all the Centres to a uniform level of training capacity. Thus, with the provision of an additional class at the five Regional Training Centres all the requirements can be met in 1960-61, without going in for any substantial expansion at the Block Level Training Centres. It is also possible, with suitable further provisions, to raise the size of the class in the Regional Centres to 50 or 60, as may be necessary.

*(G) Junior Co-operative Officers Course*

As against the existing capacity of 52 schools to train about 7,300 candidates per year, the 12 States have indicated that during 1959-60 their requirements would be for about 6,400; and during 1960-61 for about 6,700. Allowing for the remaining six States (which include big States like Bihar, Madras, Mysore and Orissa) the total requirements are likely to be of the order of 8,000 in 1959-60; and in 1960-61 they may further increase to 9,000. This would mean that the facilities for training junior personnel will have to be expanded roughly to the extent of about 25 per cent in the next two years.

*Expansion for the Third Five Year Plan*

5. The Central Committee has no information about the precise requirements of the State Governments for trained personnel of the various categories under the Third Five Year Plan. The State Governments are being requested to supply the same. The State Governments, however, have supplied estimates for the years 1959-60 and 1960-61 and the trends evident in their estimates can be projected into the years of the Third Plan. On that basis, it may be presumed that, at the beginning of the Third Five Year Plan, expansion in training facilities at all the courses will be necessary to the extent of at least 50 per cent on the existing basis. Even according to the estimates received for 1959-60 and 1960-61, 50 per cent expansion is called for immediately in respect of the Senior Officers Course, Intermediate Officers Course and the Land Mortgage Banking Course, as mentioned in the preceding paragraphs. No immediate expansion of training facilities appeared to be necessary for the Marketing Course. However, in view of the

vital importance that is likely to be attached to Co-operative Marketing in the Third Five Year Plan, the training facilities may have to be eventually doubled on the existing basis. In respect of the Junior Officers Course, it has been mentioned above that expansion of the order of 25 per cent on the existing basis may become necessary during the years 1959-60 and 1960-61. While no precise estimates of the requirements of this category of personnel for the Third Five Year Plan can be made at this stage, it could be guessed that the training facilities for this course also may have to be increased further, say to the extent of 50 per cent. Actual expansion, however, will have to be effected only after going into the needs of each State separately. This may, perhaps, have to be done at the beginning of the Third Five Year Plan. All the above calculations are evidently very tentative and may require revision in course of time as the picture of the Third Five Year Plan becomes clearer from year-to-year.

*Administrative implications of the expansion of Training Arrangements*

6. Appendix 21 of this note gives a summary of the possibilities of expansion at the five Regional Co-operative Training Centres and eight Block Level Co-operative Officers Training Centres from the point of view of accommodation for class-rooms and hostel for the trainees. It will be seen that except at one or two centres, there is not much scope for expanding the training capacity of the centre without going in for additional buildings. According to present practice followed by the Committee, the capacity of one class is only 40 to 50 trainees. If this standard is to be adhered to, the class-room accommodation and the strength of the teaching staff will have to be increased in proportion to the additional classes that may have to be conducted at a centre. If, however, it is approved that instead of 40 trainees, a class might accommodate 60, the training capacity of a centre could be increased by 50 per cent without going in for any proportionate increase in class-room accommodation and strength of the teaching staff, though some increase would still be necessary.

*Financial implications of the expansion of Training Schemes on the presumed pace of expansion*

(A) *Senior, Intermediate, Marketing and Land Mortgage Banking Courses—Financed by the Reserve Bank of India*

7. Roughly, on the basis of a 50 per cent expansion of the training capacity, the recurring expenditure on the 13 training centres may also have to be increased by 50 per cent of the existing basis. The Reserve Bank of India have sanctioned an expenditure upto Rs. 7.5 lakhs per year on the Senior and Intermediate Officers Courses conducted at the five Regional Centres; Rs. 5.5 lakhs per

year on the Marketing Course conducted at the five Regional Centres and Rs. 80,000 per year for the Land Mortgage Banking Course conducted at the Regional Co-operative Training Centre, Madras. The sanction is nearly used to the full at the existing level of expenditure. On the basis of the contemplated expansion to the extent of 50 per cent, the Reserve Bank of India may have to be approached for raising their sanction from Rs. 7.5 lakhs per year to Rs. 12 lakhs per year for the Senior and Intermediate Courses, from Rs. 5.5 lakhs per year to Rs. 9 lakhs for the Marketing Courses and from Rs. 80,000 per year to Rs. 2.5 lakhs per year for the Land Mortgage Banking Course. These sanctions will be exclusive of the capital expenditure that the Reserve Bank of India would be incurring in providing buildings for the Training Centres proposed so far at Poona, Madras and Agra.

**(B) Block Level Training Centres—Financed by the Government of India**

The present level of budget sanction for Block Level Training Centres is about Rs. 12.6 lakhs per year. If 50 per cent expansion is contemplated, the sanction from the Government of India, which is financing these Training Centres, may have to go up to about Rs. 19 lakhs per year. Further, if the present Block Level Officers Course is substituted at these centres by a common course for Intermediate Officers, Central provision may have to be increased further to, say, Rs. 22 lakhs. The increase on this account will be necessitated by the longer duration and greater coverage of practical training tours under the Intermediate Officers Course as compared with the duration and coverage under the existing Block Level Course.

**(C) Junior Co-operative Training Centres—Aided by the Government of India**

The Government of India's grants-in-aid to the States on shareable items of expenditure of the Junior Co-operative Officers Training Centres is presently of the level of Rs. 13 lakhs per year. The grant may have to be increased in proportion to expansion of the training facilities that the States might effect according to their requirements. On the basis of a 25 per cent increase in the training capacity as estimated in para 4(G) above, provision for an increase in Central grant may have to be raised from Rs. 13 lakhs per year as at present to about Rs. 16.50 lakhs per year for the next two years. As rent for premises will have to be included in shareable items to ensure the satisfactory expansion of existing facilities, the Central grant may have to be about Rs. 18 lakhs. The provision during the Third Five Year Plan may have to be of a substantially higher order.

8. From the statements given in the paragraphs above, it will be evident that in making preparations for expansion of training



facilities, it would be extremely difficult to formulate any scheme on an accurate basis. Past experience has shown that there has been in some cases wide divergence between estimates and actuals; and several centres have been running with less than the full strength they are capable of handling. While making arrangements for expansion in training facilities, it should be made clear to all States that it would be a financial loss to the Central Committee, the Central Government and the State Governments if the expanded facilities are not fully availed of. Moreover, though it has always been the policy of the Committee to anticipate the requirements of States in making its arrangements, the actual expansion at any stage may be undertaken only after getting firm recommendations from the States for every session of a course to be commenced from time-to-time.

## NOTE IV

### FINANCIAL AND CURRICULAR IMPLICATIONS OF EQUATING COURSES AT THE REGIONAL CENTRES AND THE BLOCK LEVEL CO-OPERATIVE OFFICERS TRAINING CENTRES FOR INTERMEDIATE PERSONNEL

In the course of discussions at the Nineteenth Meeting of the Standing Sub-Committee, it was brought out that since by 1962-63 the entire country would be covered by the National Extension Service Blocks, there would not be much difference in the functions of a Block Level Co-operative Officer and his counterpart in the Co-operative Department. It was, therefore, decided that the question of equating the courses of intermediate personnel at the Regional Training Centres on the one hand and Block Level Co-operative Officers Training Centres on the other may be examined.

2. As regards curricular implications, the standards obtaining at all the training centres with regard to syllabus, methods of teaching, admission of trainees, practical training, etc., will have to be made uniform at both the present Block Level as well as the Regional Centres. A common syllabus for adoption at all the 13 centres will be evolved in the light of decisions of the Standing Sub-Committee on the suggestions made in the note (item V—Evaluation of training programmes) regarding the Intermediate Officers Course.

3. As regards the financial implications of equating the courses, it is suggested that the Reserve Bank of India may continue to finance wholly the five Regional Training Centres which are conducting the Senior Officers Course, the Long-term Course for intermediate officers and the special courses in Marketing and Land Mortgage Banking. Their budgets and audit should also continue to be the direct responsibility of the Central Committee and the Reserve Bank of India.

4. The present Block Level Co-operative Officers Training Centres may also continue to be financed by the Government of India and, as such, their budgets may be passed by the Government of India on the recommendations of the Central Committee and their audit should be subject to the control of the Comptroller and Auditor General of India. This will ensure that from the financial point of view there will be no redistribution in the responsibilities at present shouldered by the Reserve Bank of India and the Government of India. It is, however, likely that as a result of the substitution of a new Intermediate Officers Course in place of the present Block Level Officers Course, the expenditure per trainee per course may be somewhat higher on account of the longer and more

**extensive practical training tours which are included in the Intermediate Officers Course as compared with those included in the present Block Level Officers Course.**

**5. The Central Committee may approve the financial arrangements suggested above.**

## NOTE V

### EVALUATION OF THE TRAINING PROGRAMMES

#### *Introductory*

The Fourteenth Meeting of the Standing Sub-Committee, held in New Delhi in September 1957, decided that a systematic evaluation of the training courses organised by the Central Committee might be attempted with reference to some of the trainees appointed to particular posts after training and an assessment of how far the institutions or departments concerned and the ex-trainees had actually benefited by the training, should also be made. In pursuance of this decision, questionnaires were issued to the trainees of the Senior Officers Course and the Intermediate Officers Course and also their deputing authorities, inviting their views on the quality and effectiveness of the various aspects of the training courses. The object of issuing the questionnaire was only to enable us, in the light of the replies received thereto, to decide on the merits of syllabi, methods of teaching, practical training and other arrangements obtaining in the several institutions. At the discussion on the subject at the Fifth Meeting of the Central Committee for Co-operative Training, held in September 1958, the Governor of the Reserve Bank of India specially stressed the importance of obtaining employers' views with regard to the utility of our training courses.

2. On receipt of the replies to the questionnaire issued for pretesting, it was seen that the questionnaire method evoked little response and enthusiasm on the part of the trainees as well as their employers—institutional as well as departmental. Not all the ex-trainees and employers who were addressed in the matter cared to reply, and the few replies that were received did not appear to be specific or meaningful enough to be of any help in enabling us to draw useful conclusions. In view of this experience, it was felt that it would be better if some of the officers of the Central Committee, in the course of their tours in various States, interviewed deputing authorities like officials of Co-operative Departments, Development Departments, Co-operative Banks and other institutions as well as ex-trainees, and tried to get at facts through personal discussions and without troubling persons to record their views on a prescribed schedule. Certain guide points were prepared to serve as the basis on which the Central Committee Officers would try to elicit views and information from interviewees. With the help of these guide points, discussions were held with the Senior Officers of the Co-operative Departments of the different States, Managers of the Apex Co-operative Banks and other institutions and also the Managers of a few Central Co-operative Banks which had deputed trainees for our different courses. Besides these "employers", a considerable number of

ex-trainees of our Senior, Intermediate, Block Level, Marketing and Land Mortgage Banking Courses were also interviewed for the purpose of evaluation discussions in different States. Such discussions were carried out in the following States :

- |                     |                   |
|---------------------|-------------------|
| 1. Andhra Pradesh   | 8. Madras         |
| 2. Assam            | 9. Mysore         |
| 3. Bihar            | 10. Orissa        |
| 4. Bombay           | 11. Punjab        |
| 5. Delhi            | 12. Rajasthan     |
| 6. Himachal Pradesh | 13. Uttar Pradesh |
| 7. Kerala           | 14. West Bengal   |

Generally, in each State, besides the State capital, one or two district units were visited and all the available ex-trainees and employers at these centres were interviewed. The officers could contact in each State about 15 to 20 ex-trainees of different courses and in the whole enquiry about 300 ex-trainees of the different courses were interviewed and reports thereon were got ready by the officers in respect of all the States referred to above.

3. The details collected covered a fairly wide ground, ranging from important issues connected with the nature of teaching, syllabus and practical and theoretical training to comparatively minor issues pertaining to difficulties obtaining in particular centres.

For purposes of discussion at the Committee meeting, the note has been divided into two parts :

(i) *Part I* covering important observations of those interviewed, and

(ii) *Part II* indicating the action recommended thereon.

Minor issues of local importance have been left out from this note and action thereon will be pursued by the Secretariat of the Central Committee.

## *PART I*

### SUMMARY OF THE EVALUATION DISCUSSIONS

#### (I) SENIOR OFFICERS COURSE

##### *Employers' views*

4. *Utility of the Course.*—Under this category of “employers” are included the Registrars and other officers of the Co-operative Departments, chairmen and executive heads like managers of the apex and district central co-operative banks and other co-operative institutions who were interviewed in the course of the evaluation tours. They were generally of the view that the Senior Officers Course served as a good orientation course and helped to broaden the outlook of their employees through practical training tours, class-room discussions, informal contacts with

trainees from different parts of the country with varying background, special lectures arranged and availability of good co-operative literature. In a few instances it was also stated that the completion of the course gave the trainees greater confidence in work. There was greater appreciation of the practical training given to trainees and useful suggestions in this regard were made by many.

5. A few employers, especially those from the co-operative banks, however, thought that the course did not help their employees very much in their day-to-day work. When it was pointed out to them that the course was primarily intended as an orientation and refresher course and not as a specific job training course, some of them expressed the view that much as they valued a broadening of co-operative knowledge and outlook they would much desire to have more efficient personnel for day-to-day work. They had to be informed that longer courses at the training institute and pre- and post-training experience on the job can alone develop operational efficiency. On the whole, however, the employers seem to appreciate the efficacy of the training scheme in general.

6. *Raison d'être for deputation of candidates.*—Despite an overall appreciation of the scheme referred to above, it seemed that several employers sent their officers for training more to fall in line with State policy than as a result of their own appreciation of the utility of such training. As a matter of fact, in several cases enough thought was not given by employers to the nature of the course to which candidates were sent for training. In the case of co-operative institutions, in a few cases the executive heads were themselves ex-trainees of the Senior Officers Course. They in their capacity as “employers” as well as “ex-trainees” were not much impressed by the utility of the course in their day-to-day working. Regarding its importance in broadening the general outlook, however, there was a complete unanimity of opinion. This was particularly true of co-operative institutions. As regards the Co-operative Departments, however, some Registrars of Co-operative Societies were positively of the view that the Senior Officers Course did help the Assistant Registrars and the officers of equivalent rank in their work of inspection and guidance. In regard to Co-operative Departments, the deputation of the trainees for the Senior Officers Course is intended to be according to the planned programme of co-operative development in the States. Not in all cases, however, the deputation of trainees of any category has been in conformity with the original targets contemplated. This was due to the fact that the programme of recruitment was not always in conformity with the original plans.

7. *Duration.*—Some of the institutional employers were of the view that the duration of the Senior Officers Course was a

little too long and perhaps as an orientation course it could be suitably reduced to, say, four months mainly by a reduction in the period of theoretical or academic training.

*Ex-trainees' views (Senior Officers)*

8. *Duration.*—Several of the ex-trainees interviewed were inclined to think that since the Senior Officers Course was primarily a reorientation course, the rather long duration of six months was not necessary. Several of them expressed the view that the existing period allotted for practical training (which is two months) should be increased and the period allotted for theoretical training should be curtailed. Some others were of the view that the total duration itself should be cut down to four months, of which two months should be allotted for practical training.

9. *General utility of training.*—The difference in the background, qualifications and experience of the trainees coming together was another matter which was discussed by the ex-trainees rather critically. According to some, a course of this nature is not very useful for the employees of co-operative institutions like central co-operative banks. For example, the Assistant Accountant of a central co-operative bank is never directly concerned with the problems of planning and policies at the national level. Some departmental ex-trainees were also of the view that at the centre there was a conglomeration of trainees with varying background, qualifications and age groups with the result that not all the trainees could be said to have fully followed, or equally benefited from what was taught to them in the centre. Persons freshly recruited and persons on the verge of retirement were also seen among the ex-trainees. In the absence of a definite standardisation of the conditions of eligibility for admission to the centre the training imparted was not uniformly or sufficiently useful. To some, it was superfluous, whereas to some others it was too difficult to follow. It was suggested, therefore, by some of the ex-trainees that the Central Committee would do well in ensuring that candidates of comparable qualifications and background were admitted for the course. It was also suggested that particular care should be taken to see that the trainees selected were neither too old nor too young.

10. *Views on the syllabus.*—There were two distinct groups expressing different views in this regard. There was a section of trainees who felt that the period of training, particularly when it did not constitute basic training, was rather long at six months and this should be curtailed to, say, four months in all, not by cutting down the period allotted for practical training but by cutting down the period of four months allotted to theoretical training to two months. It was suggested by some of the ex-trainees that Co-operative Acts and practices in States other than Bombay and

Madras may also be given due prominence in the course. Besides, according to some ex-trainees, too many details about the History of Co-operation, Foreign Co-operation, Administrative Set-up of Co-operative Department, etc., are taught. There was a general complaint that there was too much of lecturing at the centre with very little time left for reading and discussions. On the other hand, there was an equally weighty section, holding the view that the present course of six months including the curricula of study and syllabus were very useful at the senior level and should not be changed.

11. *Practical Training.*—There was general appreciation of the kind of practical training received by them. Some useful suggestions were, however, offered by the ex-trainees which are given below :

(i) Mere reading of printed balance sheet, etc., or delivering of lectures by officers of the institutions visited which is at present usually done in the course of practical training should be avoided.

(ii) The practical training should be more intensive and extensive.

(iii) Preparatory to the practical training, full information on the working of the institutions to be visited should be given at the training centre itself. Organisation of dummy institutions, with model forms and books, to be adopted to the extent possible may be attempted.

(iv) The trainees should be given more facilities for participation in actual working at selected institutions. They may be associated with the field officers of Co-operative Departments or institutions for some length of time, say, two weeks or so, so that they might be able to learn what is being done at the concerned levels, more effectively.

#### *Refresher Courses*

12. Most of the ex-trainees were of the view that special Refresher Courses would be very useful after every three or four years.

13. There were at least a few instances in which it was observed that ex-trainees of the Senior Officers Course were making use of the notes and other material collected at the Co-operative Training Centre in their day-to-day work.

14. In general, the departmental ex-trainees of the Senior Officers Course appeared to have benefited more than the institutional ex-trainees. This was, perhaps, due to the fact that some of the subjects taught like Administrative Set-up, Agricultural Economics, etc., were likely to be more useful to a departmental employee whose duties were multifarious, ranging from propaganda



and organisation to the more routine work of audit and inspection, whereas, an employee coming from a particular institution was interested only in the subject which was of concern to him in his present job.

## (II) H.D.C. COURSE

### *Employers' views*

15. *Utility.*—The senior departmental officers like Registrars generally indicated that the Intermediate Officers Course was quite useful to the departmental personnel like Inspectors of Co-operative Societies. According to executive heads of apex and central co-operative banks, however, the course was not sufficiently useful for their personnel in regard to their day-to-day work. However, from departmental employers there was definitely greater appreciation of the utility of the long-term course. Departmental staff belonging to the intermediate category like Inspectors of Co-operative Societies were enabled to handle their day-to-day work with more confidence than before. Unlike employees of institutions who were interested only in the type of work their employing institutions were carrying on (e.g. a central bank employee was interested in banking matters more than in matters of concern to those who were in charge of all types of co-operative organisation and activity), the departmental staff were interested in almost all the subjects taught and in almost all practical training programmes they had to undergo. However, even institutional employers were generally appreciative of the breadth of outlook and vision, which their employees had gained as a result of the training though from the point of view of the day-to-day work done, no perceptible change could be immediately noticed by many. Consequently, the general impression gained in the evaluation discussions was that in deputing staff for training the institutions had done so without a specific appreciation of the utility of the training and out of a desire generally to better the competence of their staff. Actually not many institutions had given much encouragement to their trained staff by way of either higher emoluments or even by way of assignment of appropriate type of work. The trained employees often stood where they were before.

### *Method of training*

16. Some executive heads of the co-operative banks indicated that more specialised training in Banking should be provided in the H.D.C. Course. Some of them also suggested that the trainees with different interests should be suitably grouped and special training should be arranged for each group in conformity with its needs and abilities.

17. It was indicated by most of the employers, departmental as well as institutional, that Audit should be given a more important place in the curricula of the H.D.C. Course. Several of them

suggested that it should be made a compulsory subject. These employers particularly emphasised the business aspects of the co-operative movement and said that in the absence of sound knowledge of Accounts and Audit, other abilities acquired by the trainees at the Training Centre would not be of much use.

18. The Registrars of Co-operative Societies of some States were of the view that the Regional Development Schemes should be given an important place in the curricula, and elementary knowledge of the technical aspects of certain spheres to which Co-operation is being extended (for example, fisheries, distribution of chemical fertilizers, farming etc.) might also be given.

#### *Ex-trainees' views*

19. *Utility.*—The institutional ex-trainees said that the training received by them was useful in their day-to-day work only to a limited extent. Both the departmental and institutional ex-trainees, however, were unanimous as to the general utility of the training course for developing the perspective, and gaining the basic knowledge about the movement as a whole, and about the particular branch in which trainees were interested. They were particularly happy with the additional knowledge they could gain in the course of practical training.

20. *Syllabus.*—Several of the ex-trainees considered the syllabus to be too heavy. The different suggestions made with regard to the syllabus are briefly summarised below :—

- (i) Too many details of History and Foreign Co-operation are taught.
- (ii) Teaching of Accounts is not adequate.
- (iii) Methods of Single Entry System *vis-a-vis* Double Entry System are not indicated.
- (iv) Audit should be a compulsory subject.
- (v) Syllabus in Banking is too detailed and comprehensive (expressed mainly by the departmental trainees).
- (vi) According to some ex-trainees, Elements of Agriculture should be taught in greater details, whereas according to some others they should be totally eliminated.
- (vii) Some ex-trainees felt that the important regional programmes with regard to co-operative development are not given due place in the curricula.
- (viii) In teaching Co-operative Law and Practice, there was a tendency on the part of teachers to deal with conditions obtaining only in the more important States like Madras and Bombay to the practical exclusion of others. A comparative study of the conditions obtaining in the various States would be better.

*Technique of teaching*

21. Just like the ex-trainees of the Senior Officers Course, the H.D.C. Course ex-trainees also felt that heterogeneous classes should be avoided. At present trainees from different States with different background (some of them with no background at all) are brought together and all of them do not have the same standard of receptivity in regard to either the subjects taught or the practical training given.

22. Some of the ex-trainees were against the dictation of class-room notes. Some others, however, felt that in the absence of the availability of suitable text-books, at least in some subjects like Accounts, and Co-operative Law and Practice, dictation of class-room notes was unavoidable.

23. Just like the Senior Officer ex-trainees, the H.D.C. Course ex-trainees also generally felt that there were too many lectures and fewer discussions and in general little time was left for making use of the library.

*Practical training*

24. Most of the ex-trainees commented on the hurried nature and short duration of their visits, large size of the batches, non-responsive attitude of the institutions visited, lack of opportunity to have any contact with the members of societies and so on.

25. Practically most of the suggestions with regard to practical training were on the advisability of having more adequate procedural and participation training than what is presently being given in regard to loan applications, liquidation, arbitration, registration, audit of accounts and so on.

26. Suggestions such as the need for formation of dummy institutions at the centre itself and providing preparatory material before practical training tours are actually undertaken such as details of the working of the institutions to be visited, forms used, etc., were made by the H.D.C. Course ex-trainees also.

27. In practical training, it was suggested by some ex-trainees that visits to the same type of co-operative institutions in different States should be avoided. Instead, each type should be studied more intensively.

28. Almost all the ex-trainees indicated that several of the co-operative institutions visited could not give them adequate facilities on account of frequent visits by different batches of trainees. Usually the trainees were provided with some printed material like balance sheet and annual report and were given routine type of lectures by some officer of the institutions visited. This, according to them, reduced the utility of practical training.

29. Some trainees particularly pointed out the importance of practical training even in Auditing. This, they thought, would be

possible by attaching them to some Audit Officers for a period of one week or so.

30. Some ex-trainees also pointed out the necessity of having an opportunity to conduct the General Body Meeting, etc. They thought that practical training should be suitably arranged at the time when the General Body Meetings of the important co-operative institutions were conducted.

31. More intensive training in office management with reference to Co-operative Departments and co-operative institutions was also considered necessary. This suggestion came from some departmental ex-trainees.

### *Lecturing staff*

32. It was also pointed out that some of the lecturers working in our centres could not make the subjects taught interesting enough. It was, therefore, suggested that selection should be made on the basis of high academic attainments, reasonable practical experience and, in particular, their capacity to deliver lectures in the class-rooms.

### *Pre-training-job-experience*

33. Almost all the ex-trainees of the Higher Diploma Course considered pre-training job experience as very necessary. Most of them, however, felt that post-training apprenticeship was not necessary for those who had pre-training job experience. Those who did not have pre-training-job-experience felt that some apprenticeship after training was necessary. However, ex-trainees from co-operative central banks felt that a period of apprenticeship in a good central co-operative bank or preferably in an apex co-operative bank would definitely make them more efficient and useful in the discharge of their day-to-day duties.

34. Some of the ex-trainees, who were not graduates in Commerce or Economics, felt that instruction at the training centre should not presume any theoretical background in Co-operation on their part and teaching should be adjusted to the needs of an average graduate without any knowledge of Economics, Co-operation, Accounts etc.

### *Examinations*

35. While the more qualified among the ex-trainees did not find anything difficult in the present system of examinations, there were many belonging to the group of old people or poorly qualified people who held examinations to be a nightmare. The mere thought that failure therein might affect their future added to their nervousness and made them consequently book-minded, their main interest centering around their passing the examination. They,

therefore, suggested doing away or at least considerably reducing the importance attached to examination in H.D.C.

### (III) BLOCK LEVEL CO-OPERATIVE OFFICERS TRAINING COURSE

#### *Employers' Views*

36. Very few employers were in a position to comment on the utility of the training given to the Block Level Co-operative Officers. Some of the Development Commissioners and Registrars, however, held that the Block Level trainees should be particularly well conversant with Audit and Accounts and the teaching of these subjects should be more intensive.

37. Some of the Block Development Officers under whom the Block Level Co-operative Extension Officers work, were of the view that the co-operative officers were not adequately trained in the working of the Blocks and in extension methods. They also felt that the co-operative extension officers were burdened by heavy routine work of the Co-operative Department and were not consequently fully available for extension work in the Blocks. Some of the Block Development Officers also complained that the co-operative extension officers, though working under them, were also independently controlled by the Co-operative Department resulting in some lack of co-ordination work.

38. Some officers were of the view that very soon functions of the Block Level Co-operative Officers and those of the other departmental staff of intermediate category were likely to be the same, as such the training for them should also be on the same lines.

#### *Ex-trainees' views*

39. With regard to duration, syllabus and practical training, the ex-trainees of the Block Level Courses had more or less the same suggestions to make. They particularly pointed out that the practical training given to them should be longer in duration and more intensive in nature. Moreover, they wanted practical training to be arranged in co-operatively well developed States like Bombay, Madras and Punjab, a facility afforded at present to the trainees of the Intermediate Course but denied to the trainees of the Block Level Co-operative Officers Course. The experienced trainees in particular felt that practical training arranged in their own State did not give them any new experience or knowledge.

40. Some of the ex-trainees of the Block Level Course raised the question as to why they should be given training which was somewhat different from the one given at the Regional Centres. They felt that they also belonged to the intermediate category and required to do similar work, and the training given for all intermediate personnel should, therefore, be of the same type.

## (IV) SPECIAL COURSES

(A) *Land Mortgage Banking Course**Employers' views*

41. The employers, departmental as well as institutional, seemed as a rule to be satisfied with the Land Mortgage Banking Course. Managers of the Land Mortgage Banks visited in the course of evaluation expressed the view that the training imparted at the Course conducted in Madras was usually not only for developing general understanding of the problems, but it was being made use of by the ex-trainees very effectively even in their day-to-day working. For instance, in the matter of preparation of loan applications, maintenance of accounts, details connected with land acquisition and survey, the trained employees were definitely better than before.

42. The Chairman of one Central Land Mortgage Bank suggested that though Land Mortgage Banking Course was a special course, Audit and Rural Economics could be usefully taught for the Land Mortgage Banking trainees also.

*Ex-trainees' views*

43. *Utility.*—The ex-trainees were also generally satisfied with the training received and were of the view that the training received was helping them even in their day-to-day work.

44. *Syllabus.*—While the trainees were generally satisfied with the syllabus, they felt that in regard to methods of land legislation and survey work, practices obtaining in different parts of the country should be taught to the trainees coming from different States. A few ex-trainees of the course also suggested that topics like Elements of Agriculture, Land Legislation, etc., having a direct bearing on long-term finance in the rural areas should be included in the syllabus.

45. As regards practical training, it was suggested by some of the ex-trainees that besides the Madras and Andhra Pradesh institutions which were very frequently visited by different batches, land mortgage banking institutions in some other States like Bombay should also be visited. It was also felt that the total period of practical training should be increased and more days should be spent in primary and central land mortgage banks than allotted at present. This could be done by raising the total period of training from four and a half months to six months. They also felt that the strength of each batch should be reduced.

(B) *Marketing Courses**Employers' views*

46. Some of the comments were : No encouragement was at present given to the trained candidates. It was said that often

seniority stood in the way. The solution, therefore, lies in the proper selection of the personnel to be trained. They should be persons who were eligible for promotion and the juniors could be selected only if the seniors were not otherwise qualified.

#### *Ex-trainees' views*

47. Some of the Marketing Course ex-trainees revealed that they were not posted in conformity with the special training they had received. This was perhaps partly due to the time lag between the training of candidates and the formation of the planned marketing societies.

48. According to several of the ex-trainees, mere practical job experience in co-operative field was not enough for making them well equipped to receive specialised training. Some practical training job experience in marketing work itself was considered necessary before they were sent for the special training.

#### *Practical training*

49. According to some ex-trainees, training in Regulated Markets, Exchanges, etc., was not intensive enough.

50. It was also suggested that practical training should be considered as more important than theoretical training. It was felt that if the trainees were attached for some time to the co-operative marketing institutions it would be more helpful.

#### *Syllabus*

51. The syllabus was considered heavy by some of the ex-trainees of both the Marketing Courses, i.e., one of six months' and the other of four months' duration.

52. Some of the Marketing Course ex-trainees felt that the Marketing Legislation as obtaining in different States was not taught as thoroughly as it should have been.

53. Some of the ex-trainees of Marketing Courses wanted special training in Accounts and Audit with reference to the working of marketing institutions.

#### *Post-training apprenticeship*

54. According to some, post-training apprenticeship was particularly necessary since marketing was entirely a new sphere to which Co-operation was being extended in some of the States.

#### *Conclusion*

55. As a result of the tours undertaken by the officers of the Central Committee in connection with evaluation, valuable experience has been gained regarding the attitude of both employers and employees towards the training schemes. Without being able to spot out specific instances of better performance as a result of

training, the impression found was that employees on the whole were benefited subject of course to differences in aptitudes, qualifications and experience between different individuals. Suggestions to make the courses more acceptable to employers and more useful to the employees, particularly in regard to practical training and curricula of study, were made in almost every State. Matters of comparatively minor significance such as those relating to hostel facilities, mid-term vacation, and other amenities at centres were also brought to notice and these are being examined on merits at the office of the Central Committee. Only the more important ones of policy connected with the conduct of the various courses of training organised by the Central Committee are being highlighted and submitted for consideration of the Standing Sub-Committee.

## *PART II*

### SUGGESTIONS FOR MODIFICATIONS IN COURSES

#### SENIOR OFFICERS COURSE

56. In the light of experience gained in the conduct of the course and also keeping in view the suggestions received from the ex-trainees and the employers, certain changes are considered desirable for the Senior Officers Course. These changes have, of course, to be in tune with the objective which the course is to serve, viz., reorientating the officers, whether from Co-operative Departments or co-operative institutions in the developments in co-operative policy and programmes, and in the bearing that plans and policies may have, to particular regions in which officer trainees may have to serve and also to particular fields of development in which they are specially interested, at the directing level. Keeping this purpose in view, the following changes are suggested in the matter of syllabus and conduct of the course.

#### *Admissions*

57. It appears desirable that admission to the Senior Officers Course should be strictly regulated to ensure that the trainees are of comparable attainments, from the point of view of age, experience and academic attainments so that maximum benefit may be derived from the class-room lectures and discussions, practical training tours and from opportunities of mutual exchange of views amongst the trainees. Exceptions in the matter of admission had to be made in the past for various reasons and candidates had to be admitted to the course from the point of view of their senior position though some of them were not quite suitable with regard to academic qualifications, background of experience, etc. In some cases, even candidates without previous experience had to be admitted because of the plea that they were to fill senior posts. In view, however, of the experience gained in the course of the evaluation tours, and



also in view of the experience gained at the training college, it is felt that certain standards as indicated below should be enforced while making admissions in future.

The officer from service seeking admission to this course should necessarily (a) occupy a senior post, (b) have had at least three years' experience of service in the senior cadre, e.g., Deputy or Assistant Registrar, Manager or Secretary of a Central co-operative bank, etc., and (c) have put in a total service of ten years in the Co-operative Department or institution. In the case of direct recruits to senior cadre, the persons concerned should have put in a minimum period of five years' service in the cadre. The above conditions for admission will also incidentally serve another objective, viz., prevent immature young candidates being sent for training. Though no minimum age may be prescribed, it appears desirable that for this course, seniority in experience should be at a premium *vis-a-vis* other qualifications. At the same time, it would not be desirable to admit old persons with only a few years of service left before them. They may not probably be able to benefit much from the course and give full return to their department or institution. It is, therefore, suggested that the upper age limit may be prescribed at 45.

#### *Duration*

58. The present duration of the Senior Officers Course is six months consisting of four months of training at the centre and two months of practical training on tours. In view of the seniority of officers admitted to the course and in view of the objectives of the course stated above, it appears that the duration may suitably be reduced to a total period of four months consisting of about two and a half months of training at the centre and about one and a half months of practical training. The alterations suggested below in the syllabus and other aspects of the course will go further to ensure that the reduced duration of four months adequately serves the purposes of the course.

It may, however, be that for some time to come and for certain reasons, it may become necessary by way of exception, to admit to the course candidates who may not be adequately qualified to benefit fully from the course. It is suggested, therefore, that for such candidates, a preparatory period of two months of advanced training at the centre may be prescribed. Candidates may be expected during this period to come up to the standard of the general class of trainees through readings in the library and discussion with the staff of the centre and through such other measures that the teaching staff may recommend.

#### *Syllabus*

59. Generally the syllabus of the course does not appear to need material modifications. However, in the light of experience

gained, it appears that the History of Co-operative Movement in India and the Account of Co-operation in foreign countries may have to be presented in a perspective different from what is being done now. These subjects may be studied only to the extent necessary to enlighten the present-day problems and policies in the country.

60. On the question of covering the subjects in the class-room it will be difficult to lay down specifically as to how intensively particular subjects with reference to different topics contained therein should be taught. Only the lecturers, in the light of the awareness of the present-day needs of the trainees, can decide as to which portions should be more intensively covered and which portions should be dealt with only in a general manner. The reduction in the time devoted for lecturing on the specific subjects of the syllabus can thus be utilised for discussions in the class-room. It can perhaps be suggested that, generally speaking, in every period some time should be devoted for discussions.

61. There seems to be an impression that there is a very high weightage given to credit problems in the curricula. It can, however, be stated that weightage at present given to credit activity is by no means on the high side in view of the fact that still credit forms the most important part of the co-operative activity in the country. It is, however, recognised that non-credit institutions are also assuming importance now. For personnel connected with such specialised spheres of co-operative activity, therefore, suitable weightage may be given to the specific non-credit side in the curricula of study according to the needs of the individual trainees. For example, industrial co-operatives, warehouses, etc., can be specially studied by the persons connected with that work. Thus groups of employees requiring such a shift in emphasis may be formed and special classes for such groups should be organised without disturbing the general course of study.

### *Practical training*

62. To make practical training more effective, the following suggestions may be considered.

(i) It is necessary to ensure more fully than is at present done that before the trainees visit societies and banks for practical training, they should be thoroughly posted with the historical and statistical information about the institution to be visited. This would enable the trainees to concentrate on the discussion about major issues of policy and practice with the manager, directors and members of the institution visited. Proper posting of the trainees with necessary background information in advance may also help in evoking better response and interest from the authorities of the institution visited.

(ii) The batches for practical training should be as small as possible. The maximum strength of any batch should not exceed five to eight.

(iii) It appears advisable that institutions, even though good ones, should not be overburdened with frequent visits by too many batches of trainees for practical training. This could be achieved by spreading visits over a larger number of societies for different batches of trainees.

(iv) There is need to take suitable measures in persuading co-operative institutions visited for practical training to take adequate interest in giving their co-operation in training. The reduction in the number of batches of trainees visiting particular institutions and the advance posting of trainees with background information regarding the institutions as mentioned above should go a long way in overcoming the lack of response from the institutions. Moreover, steps are also being taken to devise some arrangement by which the institutions visited from time to time by our trainees can be paid an honorarium by way of an ex-gratia payment in consideration of their co-operation in the matter of practical training. This matter is being further examined.

(v) Wherever possible, discussions with members and office-bearers of the societies visited may be arranged.

### *Staff*

63. It is recognised that in a training scheme intended for senior in-service personnel, maximum results can be obtained only through the services of guiding staff who have had practical experience in co-operation. Every endeavour has, therefore, been made and is being made to obtain the services of capable and experienced people from the Co-operative Departments of the various States, though it has not been always possible for Co-operative Departments to spare their best men.

64. In this connection, it may be stated that there are certain subjects like Rural Economics and Banking which qualified persons from universities and colleges may be able to handle. It is true that even in the teaching of these subjects, practical experience in co-operative field will be of much value. It is, therefore, suggested that if academically qualified men with some teaching experience in colleges are recruited, and are given further opportunities to gain practical experience, they may prove more successful.

### *Refresher Courses*

65. While the refresher courses are now considered necessary, the nature of such courses with regard to the content and duration, etc., may have to be examined in detail. It may be emphasised that the refresher course cannot simply be a briefer version of the main course. It will have to be programme-orientated to suit

the requirements of the particular participants that may attend the course.

### INTERMEDIATE OFFICERS COURSE

#### *Admissions*

66. The Intermediate Officers Course can be regarded as the basic course for preparing the officers in the essentials of efficient and successful co-operative activity. The course is meant for intermediate personnel such as inspectors of co-operative societies, auditors, managers and assistant managers and accountants of central co-operative banks, etc. Since the course is a basic one, it may not be necessary to insist on long experience of field work before admission. Admission may be open to candidates falling in the intermediate category provided they have the minimum necessary educational qualification which normally is a University degree. It would, however, be necessary to prescribe some minimum acquaintance with co-operative work as a pre-condition for admission. A pre-training job experience of about six months can be considered adequate. The only other condition that need be imposed is that the maximum age limit for admission should be not more than 45.

#### *Syllabus*

67. Among various points of view which are being considered regarding the syllabus followed, particularly important is the one regarding elimination of some historical data which, in the context of developments today, may not have much useful significance. In this connection, the following suggestions are offered.

(i) In teaching History of Co-operation and Co-operation in Foreign Countries, some saving of lecture hours can be effected. For this purpose, a detailed examination of how much history should be taught and for what period, will be necessary. To avoid lengthy lectures, it may be desirable to change the syllabus suitably in this regard, by greater stress being laid on teaching the history of co-operation in developing countries rather than in countries already developed. Attempts will have to be made to limit the number of lectures by prescribing the specific topics for each and then to relate the instruction and discussion to the practical needs of the national and State plans of development. There may be certain topics which will better be discussed in a seminar than in a lecture. Working out details on the above lines will have to be done after consulting the Principals of all the training centres and some leading co-operators.

(ii) In the subject of Book-keeping and Accounts, certain points require to be attended to. The need for practical work in the class-room itself on this subject is clear as the teachers of this subject would have to ensure that every trainee attains at least a

minimum satisfactory standard. The teaching of this subject should take account of both the systems of account-keeping, viz., double entry as well as single entry, emphasising that one which actually obtains in the State in which the trainee has to work. This would be necessary to make the trainees more efficient for their work.

68. In the present syllabus for the intermediate course, auditing is not a compulsory subject. The suggestion that it should be a compulsory subject has come from many quarters. There appears to be need to provide for the study of audit as a compulsory subject inasmuch as accounts have to be kept in a manner satisfactory from the auditors' point of view. It can, therefore, be suggested that the subject of accounts should also include the study of audit with particular reference to co-operative audit and perhaps one-fourth to one-half of the paper on the subject could be devoted to audit alone. Details of this modification will have to be discussed further with Principals and teachers concerned.

69. In the matter of Co-operative Law the present syllabus prescribes study of the Co-operative Societies Acts in detail and some sections of other laws in a general way. It appears necessary that the teacher in Co-operative Law should attach importance to describing cases adjudged by co-operative tribunals. In teaching other laws, like the Contract Act, etc., it would be enough if brief lectures thereon are given instead of attempting an exhaustive description of the same.

70. In the subject of Banking, it would be necessary to integrate the teaching of co-operative banking with that of banking in general so that the trainees do not learn general banking first and then Co-operative banking as a separate adjunct. The integrated subject of co-operative and general banking would perhaps lend better point to the study of these subjects in the syllabus.

71. One of the general difficulties encountered appears to be that though the syllabus for the course is the same at all the training centres, the emphasis and coverage of particular subjects differ according to the discretion of the lecturers doing the subjects at the different centres. In the interests of uniformity of teaching standards and also of ensuring proper emphasis being given to different topics in the syllabus, it may be suggested that detailed synopsis of the subjects may be got prepared and made available to the trainees and to the teaching staff at all the centres, so that the broad lines of study are clearly indicated.

#### *Working hours*

72. Normally, every trainee should work for at least ten hours a day including work in the college. On this presumption, it is suggested that the class-room work of "guided activity" including lectures, tutorials, seminars, etc., should be limited to a total of five to six hours per day. This should leave the trainees at

least four hours for their own work in regard to the training course.

*Mid-term vacation*

73. The present course for the intermediate officers does not provide for any mid-term vacation. It stretches for a period of 11 months without a break. This puts a strain on the trainees. It would, therefore, be desirable to provide for a mid-term vacation of three to four weeks with suitable adjustments made in the theoretical and practical training periods so that the total period of the course, including the vacation, remains constant at 11 months. During the vacation, it may be laid down that the trainees will not be eligible for stipends but they may be paid T.A. to go to their places and return.

*Practical training*

74. In practical training, it appears that not all the co-operative institutions give enough response and co-operation in the matter of affording facilities for practical training. In addition to considering ex-gratia payments to the societies visited and cutting down the strength of each batch and choosing more societies for such visits, it will also help if the trainees visit the co-operative societies and banks during the periods suitable to the institutions. For this purpose, things to be studied at an institution can be divided into two categories, viz., those that can be studied only when the institution is actually working and those that can be seen and discussed even after official hours of business are over.

75. In the matter of guides also, certain changes appear necessary. It is beyond doubt that the calibre of the guide and the interest taken by him in the training of candidates under his charge go a long way in ensuring effective practical training. At present either a lecturer of the centre or an officer of the Co-operative Department retired or in service, specially appointed for the purpose, usually leads a batch of trainees. It would, however, be necessary to modify this system so as to get more guides from the institutions themselves. At important co-operative banks and institutions and also in important cities, guides could be appointed from among local qualified persons. They could be expected to guide all batches of trainees that may visit the institution or the particular place. This would ensure effective training at the institutions and also would help in evoking better response from the institutions. Under such an arrangement, guides will not accompany the trainees in their journey from place to place.

It may, however, not always be possible to have guides from the institutions visited themselves when the trainees are visiting primary societies particularly in villages. This difficulty could be obviated if guides stationed at particular places (say the headquarters of a district) are asked to guide the batches visiting societies

in or near about his headquarters. Another solution would be to arrange the study of primary village societies in the vicinity of the training centre itself, instead of having long tours for the purpose. This can be done even during the period of theoretical training. For such a study, there will not be any difficulty of guidance since the lecturer at the centre itself can be suitably entrusted with the work.

#### *Teaching staff*

76. Several members of the teaching staff at present are either taken on deputation from the Co-operative Department or are directly recruited usually from among retired co-operative officials. It may, however, be desirable to recruit qualified persons from the Universities also for teaching general subjects like Banking, Rural Economics, Accounts, etc., as has been mentioned above in connection with the Senior Officers Course. To get suitable men, it may be necessary to provide service conditions for such staff as are likely to be retained on a permanent or semi-permanent basis. This will have to be further examined in detail.

77. As regards Block Level Co-operative Officers Course, a separate note on the financial and curricular implications of equating the courses at the Regional Centres and the Block Level Centres is placed before this meeting. On the basis of the decisions taken on that note, suitable revisions in the course for Block Level Officers will be made.

78. As regards Special Courses in Co-operative Marketing and Land Mortgage Banking, no major changes in the methods and contents of curricula are at present contemplated. The points having bearing on the specific centres will be dealt with individually.

## NOTE VI

### TRAINING OF OFFICERS ABROAD

Attention is invited to the Proceedings of the Fourteenth Meeting of the Standing Sub-Committee held on the 3rd September 1957 at New Delhi. The report of Sir Malcolm Darling on Co-operative Education and Training, submitted to the Planning Commission, the Government of India, was one of the subjects discussed, at that meeting. One of the important recommendations made by Sir Malcolm in that report, related to the training to be given to officers of the Agricultural Credit Department connected with the Central Committee for Co-operative Training in certain selected countries abroad. In his report, Sir Malcolm had referred to the short study sessions obtaining in France and also to the correspondence course obtaining in Sweden, the former dealing with Marketing and Processing, Finance and Credit, Transport, Accounting and Law and the latter being popular in Sweden on the consumers' side. After referring to these courses, Sir Malcolm recommended—

“ These courses are more for the future than the present and I only mention them in order that they may be borne in mind when the time is ripe for their introduction. Meanwhile, it might be considered whether a Co-operative Educational Officer should not be sent to Europe to study co-operative educational institutions there.

My final recommendation under this head is that there should be a short special course in co-operation of two or three weeks for:—

- (a) Entrants into the Indian Administrative and Agricultural Services, and,
- (b) key personnel in the Agricultural Credit Department of the Reserve Bank if they have no direct experience of the movement in India.”

This recommendation along with others made by Sir Malcolm was considered at the Standing Sub-Committee Meeting referred to above and it was decided that this matter should be further examined. Again, Prof. Laidlaw, in his review of the arrangements for Co-operative Training at the Fifteenth Standing Sub-Committee Meeting held in February 1958, emphasised the value of a short in-service course as in Sweden and several other European countries. He was also of the opinion that it would be useful if a couple of members of the staff of the Central Committee went to Sweden and studied the training arrangements in that country. It is time that action in regard to the recommendation made by these experts is initiated at our end.



2. The organisational pattern for conducting co-operative training of the staff of Co-operative Departments and co-operative institutions in this country can be taken to be broadly stabilised by now. We have, therefore, to devote more attention towards improvement in the quality and nature of training imparted. Both, Sir Malcolm Darling and Prof. Laidlaw have laid emphasis on the value of extension methods and the importance of audio-visual education in imparting co-operative training in the country. The holding of short specific purpose courses has also been recommended by both. Particularly, in these two aspects, we are now at a stage where a beginning must be made. A comparative study of the techniques adopted both in regard to staff training and member education in some of the important foreign countries, particularly Sweden, United Kingdom, Denmark, Switzerland, U.S.A., U.S.S.R., West Germany and Finland, would be of very great value to those who hold responsible positions in our training schemes. In the sphere of audio-visual education, one more country has played a very important part and that is Canada where admirable work has been done in the promotion of co-operative education by the St. Francis Xavier University.

3. This question was discussed at the Twentieth Meeting of the Standing Sub-Committee held at New Delhi on the 29th August 1959. The members of the Sub-Committee appreciated the need for training abroad of some of the officers of the Central Committee connected with policy making. The Sub-Committee also felt that apart from the officers of the Central Committee, some officers from the Central and State Governments who were equally concerned with laying down of policies should also be sent abroad for training. After some discussion, the following tentative suggestions were reached.

(i) Two officers of the Central Committee, one officer from the States, one from the Ministry of Co-operation and one from the staff of the training centres, should be selected for such training.

(ii) These five officers need not go in a team but may be sent to selected countries so that at the end of the tour, the experience gained by them may be pooled and put to such use as is considered proper and necessary by the Central Committee.

(iii) Emphasis may be placed on intensive study and for this purpose the officers should have maximum freedom of movement in the countries visited and devote their time for concentrated study. This will be greatly facilitated if they proceed individually rather than as a team so that they can secure individual attention from the authorities in foreign countries during the course of their study.

(iv) The total duration of study abroad may be limited to a period of nine to ten weeks, to be suitably programmed according to the nature and number of institutions to be visited.

4. Some of the premier institutions which may be visited by the officers are given in the appendix to this note.

5. Pursuant to the above suggestions, it is suggested that the itinerary may be drawn up as follows:—

*Reserve Bank Officer No. 1*

Canada and U.S.A.—Canada particularly to study the audio-visual education programme conducted at the St. Francis Xavier University.

*Reserve Bank Officer No. 2*

United Kingdom, Sweden, Finland and Switzerland..

*Training Centres' Representative*

United Kingdom and Denmark/Sweden or West Germany.

*Central Government Representative*

United Kingdom, Sweden and West Germany or Canada.

*State Government Representative*

U.S.S.R., Denmark and Finland.

*Financial implications*

6. The understanding arrived at, at the meeting was that as far as the Central and State Governments' officers were concerned, the Central Committee would not be called upon to make any financial contribution. The Central Committee will, therefore, have to provide the financial resources required to depute two officers from the Reserve Bank and one officer from among the staff of the training centres. It is roughly estimated that the cost of the foreign tours including passage, travelling allowance in the countries visited, etc., will not exceed Rs. 15,000 on an average for an officer. The Reserve Bank may, therefore, have to be approached for a total grant not exceeding Rs. 50,000 for three officers.

7. The Central Committee is requested to approve of the scheme in principle and authorise the Standing Sub-Committee to prepare detailed schemes and take steps for their implementation.

### APPENDIX TO NOTE VI

## PREMIER INSTITUTIONS OF CO-OPERATIVE EDUCATION, ETC., IN FOREIGN COUNTRIES

### *U.S.A.*

On the national level there are three agencies, namely, the Co-operative League of the United States of America, the American Institute of Co-operation and the Farm Credit Administration, all of which are intimately connected with Co-operative Education.

2. There is Consumers' Co-operative Association which sponsors a management training programme for competent young men for future responsible position.

3. Co-operative Press and Radio have been helpful in the dissemination of Co-operative principles and practices.

### *U.S.S.R.*

4. The Higher Co-operative School, Higher Pedagogical Institute. The scheme for technical training of co-operative staff in the U.S.S.R. assumes the shape of a four-storey pyramid with Co-operative Trade Schools, short-term courses and individual training (of apprentices) as the basis with a smaller number of Co-operative Technical Schools above and two Institutes of Soviet Co-operative Trade and the Higher Co-operative School forming the two upper storeys.

### *Sweden*

5. (i) The Co-operative College of Sweden—K.F. The College conducts different courses for salesmen, shop assistants, managers, etc., and sends out teachers to societies to give lessons and help them frame training courses.

(ii) The Swedish Co-operative Agricultural College, Sanga Sabe. The College conducts courses for all types of personnel in the Co-operative Movement. Besides, there are quite a few different types of training programme conducted by K.F. and other organisations for women, young men, those who desire training by correspondence, etc.

### *United Kingdom*

6. The Co-operative College, Loughborough, Manchester. This College, in collaboration with the Colonial Office, offers a special course for the benefit of overseas students and awards diplomas in Social Science, Co-operation, Co-operative Management and Honours Diploma in Co-operation and Social Science.

### *Denmark*

7. The Co-operative College of Denmark, known as "Andelskole". Besides a standard course of eight months, this

college has organised short courses ranging from one week to three weeks' duration in apprenticeship, managerial training, retail societies' management, training of board members of various co-operative societies, etc.

#### *West Germany*

8. The Co-operative College of the Central Union of the German Consumers' Co-operative Societies—lot of attention is devoted here to member education and to training of employees of local societies. Week-end classes supplemented by film shows are arranged in different parts of the country by the Education Department of the Central Union. In the agricultural sector also good efforts are made to spread co-operative education.

#### *Switzerland*

9. At the Co-operative College, Basle, vocational training imparted to sales staff, managerial personnel, auditors of co-operative societies and leaders of study circle is noteworthy. Advanced courses in Co-operation are also given in Universities.

#### *Finland*

10. (i) The Co-operative College for Agriculturists run by K.K., i.e., the Central Co-operative Union.

(ii) The Co-operative College for Consumers, called the Jollas College of Co-operation. Training for increased efficiency and team work and training for independence in thought and action and character training are important features of the training schemes obtaining in Finland.

#### *Canada*

11. Co-operative Education in Canada is a well-knit structure as three main agencies interest themselves in Co-operative Education, viz., the Co-operative Movement itself, the Universities and the Government. However, the most important work in this direction is done by the St. Francis Xavier University. It is claimed that the Antigonish Movement of Co-operative Education has transformed the outlook of resignation and despair on the part of farmers and fishermen into a new time-perspective of strength and hope. Great strides have also been made in Canada on the audio-visual side, which is a new feature in co-operative training recently introduced at our Training Centres at the instance of Prof. A. F. Laidlaw who worked as a Special Consultant to the Central Committee for a year and half.

## NOTE VII

### ORGANISATION OF CO-OPERATIVE STORES AT THE TRAINING CENTRES

If the spirit of co-operation is to be introduced among the villagers, it is of utmost importance that all workers who come in contact with them, whether belonging to co-operative institutions, Co-operative Department or other departments, should be equipped with sufficient knowledge of the basic principles and practice of co-operation. Apart from class-room lectures, discussions and visits to co-operative societies for studying their working, the most effective way of achieving this would be that in every training centre, suitable co-operatives should be organised so that the trainees get practical knowledge of how a co-operative functions. There are various activities in the training centres which can be organised on co-operative lines. For example, the mess could be co-operatively run. Consumer requirements of the trainees can also be provided through a co-operative society. Furthermore, wherever there is a farm attached, the operations could be co-operatively carried out. The responsibility for management, maintenance of accounts, etc., should vest in the trainees who should participate in the work to the maximum extent possible. Apart from the economic benefits, by working together, the trainees will develop a spirit of mutual help and self-reliance.

2. Every person admitted into the training centre should be required to join the co-operative and buy shares in them. When he leaves the institution the shares can be sold to the new batch of trainees coming into the institution.

3. This question was discussed on 28th and 29th July 1959, at the Mysore Conference of State Ministers of Co-operation which recommended that "for imparting to trainees practical knowledge as to how co-operatives function every training centre for Village Level Workers, Extension Officers, Block Development Officers and Co-operative Officers should have a co-operative society, which might run the mess and supply consumer articles, etc. The farms attached to these training centres should also be run on co-operative lines."

4. Under the ægis of the Central Committee for Co-operative Training, the following institutions are functioning at present:

<i>Category of personnel</i>	<i>No. of training centres</i>	<i>Annual capacity</i>
(i) Senior Officers .. .. .	1	80
(ii) Intermediate Officers .. .. .	5	225

<i>Category of personnel</i>	<i>No. of training centres</i>	<i>Annual capacity</i>
(iii) Specialised personnel:		
(a) Co-operative Marketing .. .. .	5	} 220
(b) Land Mortgage Banking .. .. .	1	
(iv) Block Level Co-operative Officers .. .. .	8	800
(v) Junior personnel .. .. .	53	6,750

5. The Central Committee for Co-operative Training has, it appears, not issued instructions regarding the formation of co-operatives at the various training centres. At the Regional Co-operative Training Centre, Madras, although residential accommodation is provided for 66 trainees in two hostels, a co-operative mess has not been organised. The trainees go and take their food at the nearby hotels where the quality of food leaves much to be desired.

On the other hand, at the Faizabad Training Centre, an un-registered co-operative mess and a co-operative bank have been established.

In Himayatsagar (Hyderabad) where more than 400 trainees are receiving training as (i) Block Level Co-operative Officers, (ii) Block Development Officers and Extension Officers and (iii) Village Level Workers, a co-operative store has been registered. Recently, the Principals of the three training centres and Instructors in Co-operation met together and agreed to formulate a scheme for a common store for the three institutions. The membership of the store will be open to—

- (a) the trainees;
- (b) the staff; and
- (c) the institutions.

6. For implementing the decisions taken at the Mysore Conference, it is necessary that the Central Committee for Co-operative Training should consider the matter and issue instructions to all the training institutions. The Department of Co-operation will pursue the question of setting up such stores with other departments responsible for administering institutions for training of Village Level Workers, Block Development Officers, Extension Officers, Orientation Trainees, etc.

## NOTE VIII

### ESTABLISHMENT OF AN INTERNATIONAL WING AT THE CO-OPERATIVE TRAINING COLLEGE, POONA

In December 1958 the Ambassador of India in Sweden sent a proposal for the establishment of an International College for Co-operation, with the aid of Denmark and Sweden, to the Deputy Chairman, Planning Commission, New Delhi. The Planning Commission discussed it on the 11th February 1959 and decided that whatever assistance would be available from Denmark and Sweden may be accepted and that the nature and form of assistance should be worked out by the Central Committee for Co-operative Training, Bombay. The Committee was accordingly requested by the Government of India (Department of Co-operation) to convey their views on the proposal.

2. This subject was considered by the Standing Sub-Committee of the Central Committee for Co-operative Training at its meeting held at Bombay, on the 27th April 1959. The following conclusions were reached :

(i) While welcoming the proposals for an International College on Co-operation and the foreign aid available for the purpose, the Sub-Committee recommended that a modest start should be made by organising an International Wing at the Co-operative Training College, Poona, or at any other Regional Training Centre.

(ii) The establishment of a full-fledged and independent International College might be considered later after experience is gained for a period of two or three years.

(iii) The Training Centre in the International Wing may provide class-room and hostel accommodation. The experts available with the help of foreign countries, such as Sweden and Denmark, may be attached to the International Wing of the College and foreign trainees as well as Indian trainees might be admitted into the Wing.

(iv) The running expenditure of the International Wing in the form of stipends, travelling expenses, salaries, allowances, etc., for staff and purchase of books might be met from the aid available from Denmark and Sweden.

(v) Details of curriculum, training course, etc., might be settled later, possibly in consultation with the staff attached to the International Wing.

(vi) Pending the establishment of an International Wing at one of the training centres, the help available from Sweden and

Denmark might be utilised, if these countries agree to depute some experts to assist the elaborate schemes which the Central Committee have already made.

3. The suggestions of the Central Committee for Co-operative Training, duly supported by the Department of Community Development and Co-operation, were communicated to the Planning Commission.

4. The management of the International Wing should be vested in a Board of Management consisting of (a) the Central Committee for Co-operative Training; (b) one nominee each of (i) Sweden, (ii) Denmark and (iii) U.N. agencies; (c) one nominee each of (i) the Ministry of Community Development and Co-operation (Department of Co-operation), (ii) Ministry of Food and Agriculture (Department of Agriculture), (iii) Ministry of External Affairs; and (d) the State Government in which the International Wing will be located.

5. It is also considered that after utilising the aid available from Sweden, Denmark and other agencies, if any additional funds were required, the Government of India should find them.

6. The Planning Commission have approved of the proposals. Concurrence of the Ministry of Finance has been sought.

7. Approval of the Central Committee is solicited for further action as soon as the concurrence of the Finance Ministry is available.



## NOTE IX

### ESTABLISHMENT OF A TRAINING CENTRE FOR THE TRAINERS OF INSTITUTIONS RUN BY STATE GOVERNMENTS

The Central Committee has been organising special refresher courses for instructors in Village Level Workers Training Centres and the third course of four weeks duration is expected to commence in the third week of September 1959. As regards instructors in other training institutions, there is no arrangement for bringing them together and familiarising them with the latest thinking on the subject. It is, therefore, considered that arrangements should be made for holding refresher courses for them. The main purpose of these courses should be to give them a clear understanding of the objectives of the movement and the most suitable methods for fostering them. It is believed that these refresher courses would bring about a homogeneity of approach in the means and techniques of teaching. It will not be possible to bring to these refresher courses all the instructors in all the training institutions at the same time as that will completely dislocate the work of the training institutions. A phased programme for sending them to the refresher course will have to be formulated. It is suggested that one or two trainers from each institution should be sent to the refresher course which may, to the maximum possible extent, be run during the time the training institutions are having their vacations.

2. In this connection, the question of having a separate institution for such training needs consideration. Such an institution has been established at Dehra Dun for giving training to instructors employed in Orientation Training Centres and other centres. If the above proposal is agreed to, the following points will require consideration:

- (i) Location of the training centre;
- (ii) Duration of the training courses;
- (iii) The facilities required at the centre; and
- (iv) Estimate of costs and how to meet them.

**NOTE X****ORGANISATION OF SHORT COURSES IN CO-OPERATION  
FOR M.Ps AND M.L.As**

M.Ps and M.L.As have evinced considerable interest in co-operative development and it would be useful if arrangements are made to give them a short course of training in Co-operation. Such courses have, in the past, been organised in respect of Community Development programmes and the response from the M.Ps and M.L.As has been quite satisfactory.

2. The object of these courses is to give the M.Ps and M.L.As a general idea of what Co-operation is and the lines on which the movement is being developed. Instead of devoting a good deal of time to a discussion of academic issues, efforts should be made to deal with the practical problems that arise from day-to-day. Broad questions of law, procedure and practice and how to develop the co-operative spirit should be dealt with in this course. A good deal of time should also be spent in visiting co-operative societies of different types in order to give them an idea of the actual practical problems of co-operative development.

3. It will be difficult to assemble M.Ps and M.L.As at one place for such training and it will, therefore, be necessary to organise short courses not exceeding two to three weeks at suitable places in various regions. Hyderabad, Ranchi, Indore and Dhuri or Faizabad are suggested as suitable places. The question of how the expenses that will be incurred by the M.Ps and M.L.As on travelling and on boarding and lodging will be met also requires consideration.

**NOTE XI****SUPERVISION AND EVALUATION OF THE WORK DONE BY THE ALL-INDIA CO-OPERATIVE UNION AND THE STATE CO-OPERATIVE UNIONS IN REGARD TO TRAINING OF NON-OFFICIAL WORKERS**

Under the auspices of the All-India Co-operative Union, the programme of training office-bearers, members and prospective members is being organised through State Governments and State Unions. As a part of this scheme, a Development Officer is attached to each State Union for exercising proper supervision over the work of the peripatetic training parties which will function at least in one block in a district. The All-India Co-operative Union will also have Educational Officers to go round and see how the work is conducted.

2. There is, however, no real system of evaluation of the work done by these parties. In view of the great importance of the scheme, the question for consideration is—

- (a) whether evaluation of the work done should be undertaken;
- (b) if so, whether the Central Committee would be able to take up this work.

In case the Central Committee agrees to take up the responsibilities, additional funds would be made available for the purpose by the Central Government.

**NOTE XII****LITERATURE FOR INFORMATION AND TEXT-BOOKS  
REQUIRED AS ACCESSORIES FOR TRAINING AT  
VARIOUS LEVELS**

The absence of suitable literature for the general public as well as for the different categories of trainees in various training institutions has been a limiting factor in the proper understanding of the objectives of and approach to co-operative development.

2. The question of arranging text-books for use in training centres is receiving the attention of the Central Committee for Co-operative Training. In April 1958, the Standing Sub-Committee of the Central Committee resolved that suitable text-books both in the basic languages and in the regional languages be prepared. For financing this programme, the Government of India have recently sanctioned a sum of Rs. 50,000 to the Central Committee for constitution of a 'Book Fund.' The Central Committee is now engaged in working out the details of the scheme.

3. Apart from these text-books, literature for popular use and for the intelligentsia in the shape of pamphlets, brochures, etc., has to be brought out. Similarly, for the use of students in high schools and colleges, where co-operation should receive increasingly greater attention, books emphasising the essentials but avoiding too many technical details will have to be made available.

4. It is for consideration—

- (i) as to how this problem should be dealt with;
- (ii) whether a phased programme for bringing out the literature should be formulated and how it should be implemented; and
- (iii) whether the Central Committee for Co-operative Training can take up this work and, if so, to what extent.

PROCEEDINGS OF THE SIXTH MEETING OF THE  
CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING  
HELD ON THE 12TH AND 13TH SEPTEMBER 1959

*Present :*

Shri V. L. Mehta (*Chairman*)

Prof. D. G. Karve

Shri B. Venkatappiah

Shri M. R. Bhide, I.C.S.

Shri M. L. Batra, I.A.S., Registrar of Co-operative Societies,  
Punjab

Dr. A. U. Shaikh, I.A.S., Registrar of Co-operative Societies,  
Bombay

Shri V. Balasundram, I.A.S., Registrar of Co-operative Societies,  
Madras

Shri J. C. Ryan (*Member-Secretary*)

Shri S. K. Dey, Union Minister for Community Development and Co-operation, was present for some time on both days and took part in the deliberations of the Committee.

Shri V. L. Mehta and Dr. A. U. Shaikh attended only on the 13th.

Shri R. G. Saraiya, Shri A. K. Dutt, Registrar of Co-operative Societies, West Bengal, Shri V. K. Rao, Secretary, Planning Commission, Shri K. D. Malaviya, President, All-India Co-operative Union and Shri Iftikhar Hussain, Registrar of Co-operative Societies, Uttar Pradesh, had intimated their inability to attend the meeting.

Shri M. P. Bhargava, Additional Commissioner for Co-operation, Ministry of Community Development and Co-operation, Government of India, Shri M. S. Menon, Director, All India Co-operative Union, Shri S. B. Saran and Shri J. P. Misra of the U.P. Co-operative Department attended as observers.

Welcoming Shri S. K. Dey, the Chairman said that it was a great pleasure for the Committee to have him in their midst, particularly since this was the first time the Minister in charge of Co-operation at the Centre was attending a meeting of the Central Committee; and that his guidance and advice in the deliberations of the Committee would be most welcome. He expressed gratification over the fact that the Central Committee had been receiving great encouragement and cordial co-operation from the Central Government since its inception. He added that the Central Committee had been endeavouring to serve the purpose for which it

was set up as effectively as possible and in that sense should be regarded as one of the most useful bodies set up in the country.

Shri S. K. Dey thanked the Chairman for his kind welcome and expressed his appreciation of the work done by the Central Committee. He stressed the need for a proper understanding of the philosophy underlying Co-operation which pervaded, in a sense, the entire life of society. In this connection he appreciated the importance of training not only the personnel working in Co-operative Departments and institutions but also of the people who as members were to serve and be served through Co-operation. He regarded the Central Committee as the highest body for advising the Government of India on matters of Co-operative Education and Training and wanted it to forge ahead in intensifying and expanding the facilities for such training in a manner commensurate with the growing needs of the Movement under its developmental plans.

In the same connection Shri Dey thought it would be desirable to set up a Central Institute solely devoted to the training of instructors in Co-operation. He felt that the Central Institute should be able to create the spirit of crusaders in the instructors in Co-operation, who would then transmit it to the personnel undergoing training through them. Apart from the initial training of instructors in Co-operation, the proposed Central Institute should be useful in organising periodical refresher courses for the benefit of all the instructors to enable the latter to become well posted with the latest developments in co-operative policies and programmes. He also felt that the Central Institute could give special training in Administration to key co-operative personnel. The institute would no doubt look after the training needs of the co-operative instructors working under the Central Committee's scheme, but he felt that the Central Committee might also consider whether the same facilities at the Central Institute could not also be made available to co-operative instructors connected with the education and training of non-official co-operators. Shri Dey also assured active support of his Ministry to the Central Committee in its programmes of co-operative training.

The Committee then took up the items on the Agenda for consideration.

#### *ITEM I : Review of Progress of the Training Programmes :*

The Chairman of the Standing Sub-Committee, Prof. D. G. Karve, drew attention to the fact that the review had indicated under-utilisation of the facilities for training provided in some of the training centres and stressed the need for their full utilisation in future. The review was recorded.

**ITEM II : Consideration of the Proceedings of the 17th, 18th, 19th and 20th Meetings of the Standing Sub-Committee**

The proceedings of the Meetings of the Standing Sub-Committee were recorded.

**ITEM III : Expansion of Training Facilities**

It was generally agreed that in view of the large developmental plans to be carried out in the country, the need for expansion in training facilities at all levels would be there, but it was at the Junior Officers level that the need would be most pronounced.

The Central Committee should therefore be prepared to expand considerably the training facilities for the junior personnel immediately, and keep in readiness to meet any increase in demand for the higher and intermediate levels which may take place.

It was agreed that there was no immediate need for increasing the number of either the Regional or Block Level Training Centres. As a matter of fact the existing eight Block Level Centres were intended to train enough Block Level Co-operative Officers even under the earlier plan of covering the entire country with Community Development Blocks by the end of the second Five-Year Plan. This programme has now been rephased and extended over a longer period. The existing centres would, therefore, be able to meet all the requirements in regard to the training of Block Level and other Intermediate Officers, with suitable modifications and expansion.

**ITEM IV : Equating the Block Level Course with the Intermediate Officers Course**

The Committee agreed that the Block Level Co-operative Officers Course be equated with the Intermediate Officers Course and a common course for the Intermediate Officers might be introduced at all the 13 training centres. The new course would correspond with the present Intermediate Officers Course as revised in the light of the decisions taken by the Committee separately on "Evaluation of Training Programmes."

The financial implications of equating the courses as brought out in the note on the subject and the suggestions made therein were approved. Shri Bhide said that the Government of India would continue to make adequate funds available to the Block Level Training Centres even after they are reorganised.

**ITEM V : Evaluation of the Training Programmes**

*Senior Officers Course*

Prof. D. G. Karve, Chairman of the Standing Sub-Committee, drew the attention of the Committee to certain points in connection with the changes to be made in the Senior Officers Course. In regard to admission to the Course, he emphasised that both the

status and the seniority of the persons to be admitted might have to be taken into account. It was, therefore, agreed that:

(i) Newly recruited senior personnel should first be sent to a Regional Centre for training after acquainting them with rural and official work for six months in the Department.

(ii) To be eligible for admission in the Senior Officers Course, one should have had at least three years of experience as a senior officer in full charge after completion of his initial training.

(iii) As regards officers promoted from intermediate to senior cadres, they also should have put in three years of service in the senior cadre before being considered eligible for admission in the Senior Officers Course.

(iv) It was also decided that the upper age limit of the candidates might be fixed at 45 years. The limit, however, could be relaxed in suitable cases upto 50 at the discretion of the Central Committee.

(v) The same criteria may be applied to institutional personnel also.

Another suggestion considered was with regard to the duration of the Senior Officers Course. It was proposed that the period should be reduced from six months to four months. However, after some discussion it was decided that the final decision about the duration of the Course might be taken by the Standing Sub-Committee after taking into account the recommendations in this regard of the Principals of the various training centres. For this purpose and for the purpose of working out a detailed scheme of implementation of the new decisions, it was stated, a conference of Chairmen and Principals would be convened at an early date.

Prof. D. G. Karve also drew attention to an important change proposed in the method of training at the Course. Seminars and discussions on important topics might be adopted to a greater extent. This was of course dependent on corresponding response from the trainees by way of considerable reading and thinking on their own part. Special attention would have to be given to groups of trainees having separate interests for specialisation. In this connection, the importance of teaching certain things in common to all groups of trainees in a general class, supplemented by facilities for studying in groups problems of special interest to the groups, was appreciated by the Committee.

Shri B. Venkatappiah pointed out in this connection that institutional trainees of the Senior Officers cadre had some special needs which might be looked into, by the proposed Principals Conference and the Standing Sub-Committee. He also pointed out that the Central Committee was pursuing arrangements for the training of Registrars on the one hand and of Senior Officers like



the Assistant Registrars on the other. There was no provision made however for the training of senior officers ranking in between these two, such as Deputy Registrars and Joint Registrars. He felt that some special course for their training should be arranged at the Co-operative Training College, Poona, where training might be organised on the syndicate system in small batches. This also might be discussed at the proposed Principals' Conference.

### *Intermediate Officers Course*

Prof. D. G. Karve highlighted certain points for revision of the Intermediate Officers Course. (i) He stressed the importance of pre-training-job-experience on the part of candidates for at least six months before they were deputed for training at the Intermediate Officers Course. Shri M. R. Bhide agreed to take up this question with the State Governments. (ii) In regard to practical training provided in the course, Prof. Karve felt that the number of institutions at which the training could be given must be considerably increased so as to reduce the burden of training on a few institutions only. (iii) This naturally involved the question of supplying guides on adequate scale. In this connection, Prof. Karve suggested that instead of there being a guide accompanying a batch of trainees throughout the practical training tour, as is the general practice at present, there may be local guides appointed at major institutions and in other areas, guides may be appointed for particular districts or localities. These guides may look after the practical training of the batches of trainees that might visit the institution or localities concerned. (iv) In the matter of the present system of examinations, Prof. Karve felt that the trainees tend to suffer from the obsession that without appearing for the written test, their future would be in jeopardy. If such obsession is allowed to dominate the interests of trainees, this would prove definitely inimical to the cause of complete job training which the Central Committee has in view. He therefore suggested that the examination system might be progressively done away with and substituted by a system under which the whole year's work could be divided into several stages and the candidate would be given credit at the end of each stage; and the final assessment will be based on the entire credits earned by the candidate at different stages and the observations made in that connection by the Instructors. He felt that a trial could be given to the new system for at least two years. It was agreed that the subject could be further discussed at the ensuing Principals' Conference and decision taken by the Standing Sub-Committee in the light of the recommendations of the Conference. (v) In regard to syllabus, an important change suggested was the introduction of Audit as a compulsory subject in the Intermediate Course and of greater emphasis on the study of extension methods. It was decided to leave the final decision as regards the exact method of doing this to the Standing Sub-Committee in the light of the

conclusions to be reached at the Principals' Conference. (vi) Prof. Karve further pointed out that the number of trainees in a class should not, as a rule, exceed 50 and they should be divided into groups for the purposes of study of special subjects of common interest to the group. The Committee approved the proposal. (vii) A change in the period of training was also agreed upon. The duration of the Intermediate Officers Course which is now 11 months might include one month's mid-term vacation. It was further agreed that during the vacation, the candidates should not be paid stipend. However, travelling allowance from the training centre to their homes and back could be paid.

In the course of discussion on the payment of stipend it was brought to the notice of the Committee by some members, that in some of the States, the trainees received only the stipend paid by the Central Committee during the period of their training and that no salaries or maintenance allowances were paid to them by the State Governments or the institutions employing them. It was made clear at the meeting, therefore, that the stipend to be given by the Central Committee was not intended to be a substitute for the salary that a trainee might receive from his employer during the period of training, but was paid in addition to the salary which he was supposed to receive. Shri M. R. Bhide agreed that the Government of India would take up with State Governments the question of the trainees being paid their regular salaries and allowances during the period of training in addition to the stipend paid by the Central Committee.

It was also suggested that the dates of commencing the training courses at the various training centres might be fixed as near to a common date as possible in order to facilitate running of refresher courses during vacations.

### *Special Courses*

The Committee appreciated the arrangements in existence for the Land Mortgage Banking Course at Madras. As regards the special course in Co-operative Marketing, while existing arrangements were generally approved, certain suggestions were made for improvement. Shri M. R. Bhide indicated that it would be helpful if a business expert from a commercial firm was associated on full-time basis for every session of the course. It was also suggested by Prof. Karve that Marketing Courses might be so arranged at the training centres that trainees received thorough practical training at the Marketing Societies in their busy seasons. It was suggested that it would be good to attach one or two candidates at a time to a marketing society for about a fortnight for intensive practical training.

**ITEM VI: *Training of Officers of the Central Committee in foreign countries***

The proposal made in the note on the item was generally approved. It was further agreed that there could be two candidates from the States instead of one as suggested in the note. Besides, there might also be one more candidate for training abroad from the All-India Co-operative Union. The finance necessary would be provided by the Reserve Bank of India in the case of officers of the Central Committee and of the Instructors from the Regional Training Centres, by the Central Government in the case of the officers from the Government of India and State Governments, and by the All-India Co-operative Union in the case of their officer.

*(Items suggested by the Department of Co-operation, Ministry of Community Development and Co-operation, Government of India)*

**ITEM VII: *Organisation of co-operative stores at the training centres.***  
—The Committee accepted the principle of the proposal.

**ITEM VIII: *Establishment of an International Wing at the Poona Training College.***

Shri M. R. Bhide explained briefly the origin of the proposal and the progress made in the matter. He stated that the proposal as it stood was rather vague and before any concrete step was taken to establish the International Wing, the Government of India might have to contact the Indian Ambassador in Denmark and Sweden and to explore further what the exact proposal was likely to be in its organisational, financial and technical aspects. He also referred to the suggestions made earlier by the Central Committee in this regard and felt that the concerned foreign countries might be consulted on the acceptance of the suggestions made with regard to them. The Committee agreed with the observations made by Shri Bhide.

In connection with the arrangements for management of the International Wing as detailed in the note on the item, Shri Venkatappiah observed that a separate management body for the International Wing would neither be suitable nor desirable and that the International Wing when established should be an integral part of the training centre and managed accordingly by the authority conducting the training centre. Shri S. K. Dey, Minister, made it clear that no institution or section in co-operative training will be set up in India except as a part of the activities of the Central Committee itself.

**ITEM IX: *Establishment of training centre for the trainers of institutes run by the State Governments.***

Prof. Karve explained in the beginning that the needs of trainers should be regarded as more or less individual and

that for at least some time to come they could be better served by organising occasional special courses at different but convenient places than through an institute permanently located at a place.

Shri Dey explained that a central institute would ultimately be more suitable for organising refresher courses and also for giving initial training courses to the instructors not only in the subject matter of Co-operation but in training methods as in community development work. The training institute will have enough trainees to train in continuous rotation of courses, and if possible, the facility of refresher courses and basic training courses could be extended to the peripatetic instructors working under the non-official training scheme.

Shri B. Venkatappiah observed that it would perhaps be better not to take a final decision in the matter at the meeting but the members of the Committee might offer suggestions as to how the Central Committee may further examine the issue with a view to implementation. In this regard he suggested that the matter might be examined from the point of view of the objectives of the Central Institute, of the type of trainees to be trained, of the staff arrangements and of the suitability of a location for the Institute.

Shri Bhide suggested that there might be two types of training courses for instructors. There may be a refresher course of short duration for existing instructors and a longer course of three months for lecturers to be appointed hereafter. The longer course of three months might be taken by the prospective lecturers before they are put on their job at the training centres.

Shri Ryan pointed out that there were two classes of teachers at the training centres, viz., those that came on deputation from the Co-operative Departments of the States and those who were directly recruited by the Central Committee. In addition, there were also part-time lecturers in particular subjects. The question of giving training in the proposed Central Institute could be considered worthwhile only in the case of direct recruits who were likely to serve the centres longer than others who were part-time lecturers or would revert back to their parent department at the end of their deputation period. If, however, deputation from departments for a minimum period of five years could be secured, then such staff might be given training in the Central Institute. He also referred to the difficulty likely to be faced in getting competent men for staffing the Central Institute itself. In this connection he felt that the question of creating a cadre of educational officers in Co-operative Departments of State Governments and in the Agricultural Credit Department of the Reserve Bank of India might be given consideration.

After some discussion, it was agreed that, to begin with, some arrangements at three or four places for training the instructors at the Junior Centres might be contemplated on a pilot basis. In the light of experience gained, similar courses could be considered for teachers at Regional and Block Level Training Centres, for whom a more selective approach would be necessary. It was also decided that the matter might be given further consideration at the ensuing Principals' Conference.

**ITEM X: *Organisation of short courses in Co-operation for M.Ps and M.L.As.***

The Committee agreed that there was need for short syndicate type of courses for M.L.As and M.Ps and particularly for members of the various Committees of Parliament and State Legislatures for fuller understanding of the developmental plans in Co-operation and their varied implications. It was suggested that the courses might be organised on a State-wise basis for short periods of seven to ten days and run as seminars, so that members could have full scope to express their views. The organisational arrangements might be made by the State Co-operative Unions. Eminent co-operators and Registrars of Co-operative Societies might be invited to guide and participate in the courses. The Committee agreed to make available the services of the staff at the training centres as and when required for the purpose.

**ITEM XI: *Supervision and Evaluation of the work done by the All-India Co-operative Union and the State Co-operative Unions in regard to training of non-official workers.***

Shri Dey observed that while the day-to-day supervision of the training programme should, no doubt, rest with the All-India Co-operative Union and the State Co-operative Unions who conducted the training programmes, there was a definite need for an independent agency for additional evaluation of the work done. He felt that the Central Committee would be the suitable agency to take up this work.

In this connection Prof. Karve suggested that the relation between the Government of India and the All-India Co-operative Union should be probably of the same nature as that between the Co-operative Department and the State Co-operative Union at the State level. The Government of India may, therefore, conceive of some arrangement, say a unit within the Ministry, for evaluation of the training programmes of the non-official personnel. Shri Dey and Shri Bhide, however, thought that if there was to be a separate agency for evaluation outside the All-India Co-operative Union and State Unions it might suitably be not in the Ministry, but with the Central Committee. Prof. Karve agreed that the Central Committee had the responsibility for advising the Government of India and the State Governments on the patterns of training programmes

but even in this regard Shri B. Venkatappiah pointed out that the Central Committee had not been consulted systematically and normally on schemes of non-official training apart from some specific proposals referred to it occasionally. After some discussion it was decided that the evaluation of the work done in connection with non-official training might be undertaken by a special Committee to be appointed by the Government of India in consultation with the Central Committee. The All-India Co-operative Union, the State Co-operative Unions and the State Governments may be associated in some agreed manner with this Committee.

**ITEM XII: *Literature for information and text-books required as accessories for training at various levels.***

Shri Dey suggested that the Central Committee might take an overall picture of requirements in terms of text-books and other literature for the training programmes of official and non-official workers. In particular, the Central Committee should take on itself the primary responsibility for getting prepared a basic minimum of accepted or approved text-books.

Shri V. L. Mehta suggested that the Central Committee might prepare a comprehensive bibliography of books on co-operative subjects.

Prof. Karve explained that the Central Committee has already accepted the responsibility for preparing literature for its training programmes. It might not, however, be necessary for it to undertake it as regards the literature for Member Education which is being looked after by the All-India Co-operative Union and the State Unions.

**SEVENTEENTH MEETING OF THE STANDING SUB-COMMITTEE OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING**

*(26th December 1958 in the Committee Room, Ministry of Food and Agriculture, New Delhi)*

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**AGENDA**

**NOTES**

- I Review of action taken on the proceedings of the fifth meeting of the Central Committee for Co-operative Training.
- II Review of progress made at the various Co-operative training centres.
- III Consideration of the final report to the Central Committee for Co-operative Training submitted by Prof. A. F. Laidlaw, Colombo Plan Consultant.
- IV Request by the Registrar of Co-operative Societies, Madhya Pradesh and the Secretary, Manipur Administration, for relaxing the minimum qualifications required for admission to the Junior Co-operative Officers Training Centres.
- V Training arrangements for the personnel of Industrial Co-operatives at the Regional Co-operative Training Centre, Madras.
- VI A proposal to revise the rates of daily allowance and travelling allowance for non-official members attending the Local Committee Meetings of the Block Level Co-operative Officers Training Centres.
- VII The recommendations of the Annual Conference on Community Development held at Mount Abu in May, 1958.
- VIII A scheme for reorientation training of the Village Level Workers in substitution of the scheme for the training of Junior Co-operative Personnel in Uttar Pradesh.
- IX The preliminary report on the evaluation of the training programmes conducted by the Central Committee for Co-operative Training.

**NOTE I****REVIEW OF ACTION TAKEN ON THE PROCEEDINGS OF THE FIFTH MEETING OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING****ITEM I : *Review of Progress made at the various co-operative training centres***

1. The Central Committee for Co-operative Training had published two years back a pamphlet indicating the facilities provided by the Central Committee for Co-operative Training. An adapted pamphlet, which with suitable revisions is proposed to be published for general information, is under preparation.

2. The Central Committee reviewed the use made by the various State Governments, of the training facilities available under the schemes of the Central Committee for Co-operative Training. A suitable circular letter has been issued to the States indicating the extent to which they have been able to use the facilities and urging them to make fuller use according to their requirements (Appendix 22).

3. The programme for the training of Block Level Co-operative Officers was originally drawn up for a period of five years. However, owing to the rephrasing of the programme for covering the country with development blocks, the programme for training will also have to be readjusted. The Ministry for Community Development have already addressed the State Governments to take stock of the position and indicate their future requirements. The Ministry of Food and Agriculture have been addressed by the Central Committee in this regard indicating therein that further action might await the data collected by the Ministry for Community Development. A copy of the letter to the Ministry of Food and Agriculture is enclosed (Appendix 23).

4. With a view to compile a bibliography of literature available in regional languages useful to the co-operative training centres, all the co-operative training centres in the country have been addressed to supply the necessary information. It is expected that the bibliography will be ready by the time the Standing Sub-Committee meets next.

5. The Central Committee had submitted a scheme to the Government of India in the Ministry of Food and Agriculture for creating a 'Book Fund' with an initial grant of Rs. 1 lakh (copy of the letter is enclosed—Appendix 24). The proposal is still under the consideration of the Ministry.

6. In pursuance of the decision of the Committee, instructions have been issued to the Regional and Junior Co-operative



Training Centres to introduce Business Management as a separate subject. In the case of the Regional Co-operative Training Centres for the Regular Intermediate Course two periods in a week will be devoted to this subject and the paper on the subject will carry 50 marks. For the special course on Co-operative Marketing, about 15 periods in all will be devoted to this subject. The training centres have been also advised to arrange for about half a dozen outside lectures on this subject by specialists in the field. In the case of Junior Co-operative Training Centres, in pursuance of the decision of the Regional Conferences of Junior Co-operative Training Centres, a new syllabus on "Business Management and Secretarial Practice" has been drawn up in the place of the existing subject "General Management of Co-operative Societies and Secretarial Practice and set-up of the Co-operative Department." The training centres have been advised to introduce this subject from the commencement of the next course (Appendices 25 and 26).

**ITEM II : *Consideration of the proceedings of the various Standing Sub-Committee meetings***

No action is necessary.

**ITEM III : *Consideration of the proceedings of the Conference of Chairmen of Local Committees and Principals of the Regional and Block Level Co-operative Training Centres***

1. Alterations in the syllabi for the various courses have been intimated to the training centres (copy of the letter together with enclosures is at Appendix 27).

2. The training centres have been advised regarding the importance and desirability of adopting co-operative institutions in the vicinity for developing close contacts. Some of the training centres have already taken steps in this regard and quarterly reports have been called for in this respect.

3. The conclusions reached at the Conference regarding assessment of trainees' performance have been brought to the notice of the training centres.

**ITEM IV : *Review of the training arrangements for the Junior Co-operative Officers***

1. In accordance with the decision of the Central Committee a schematic proposal has been drawn up to include Rent of th Building and Hostel Accommodation as one of the shareabl items for subsidy from the Government of India to the States in respect of the Junior Co-operative Training Centres and submitted to the Ministry of Food and Agriculture for their approval. A copy of the scheme is appended for information (Appendix 28).

2. The modifications in the syllabi have been conveyed to the Registrars of Co-operative Societies of all the States with a request to incorporate them in the syllabi at the training centres (Appendix 29).

3. The various points regarding assessment of performance of the trainees, as decided at the Conferences have been brought to the notice of the Registrars of Co-operative Societies for necessary action.

**ITEM V : *Items suggested by the Registrars of Co-operative Societies of different States for consideration of the Central Committee for Co-operative Training***

The various decisions taken have been communicated to the Registrars of Co-operative Societies who had raised the issues for consideration of the Central Committee.

**ITEM VI : *Any other matter raised with the permission of the Chairman***

The president of the All-India Co-operative Union has been informed of the views of the Central Committee regarding the representation of the All-India Co-operative Union on the Central Committee for Co-operative Training.

## NOTE II

REVIEW OF PROGRESS MADE AT THE VARIOUS  
CO-OPERATIVE TRAINING CENTRES

A review of the progress made in the formulation of training schemes and the organisation of the training arrangements during the last five years since the Central Committee was set up, was made in the notes submitted to the Central Committee at its fifth meeting in September 1958. The present review covers a period of about three months since August 1958. The progress made in regard to the various courses of training schemes conducted under the auspices of the Central Committee is indicated below:

1. *Senior Officers Course, Poona*

The 12th session which was in progress at the time of the meeting of the Central Committee in September 1958 came to a close during the period under review, training 25 departmental and 17 institutional candidates. The total number trained at this centre so far comes to 389. The 13th session commenced on 17th November 1958 with 41 trainees on the rolls. The State-wise distribution of the officers is indicated in the following statement:

State	No. of candidates under training		
	D.	I.	Total
Assam ... ..	2	1	3
Bombay ... ..	9	5*	14
Himachal Pradesh ... ..	1	—	1
Kerala ... ..	1	—	1
Mysore ... ..	3	—	3
Madhya Pradesh ... ..	4	—	4
Madras ... ..	—	3	3
Orissa ... ..	2	—	2
Rajasthan ... ..	2	2	4
Uttar Pradesh ... ..	—	1	1
West Bengal ... ..	2	—	2
Punjab ... ..	—	2	2
Jammu and Kashmir ... ..	1	—	1
Total ... ..	27	14	41

D=Departmental.

I=Institutional.

\* Includes one candidate from the Department of Research and Statistics.

2. *Intermediate Officers (Long-term) Course*

The sessions that were current at the time of the last meeting of the Central Committee are still in progress except the one at Indore where the session (third) came to an end on the 15th December 1958, training 43 candidates. The session at Meerut will come to a close in January 1959 and those at Poona, Madras and Ranchi

in June 1959. With the completion of the course at Indore the total number of candidates who would complete training would come to 740. The statement below indicates the progress in the five Regional Co-operative Training Centres :

*Statement of progress at Intermediate Officers Training Centres as on 31-12-58 (Long-term Course)*

Centre	States served	Number of the current session	Date of commencement	No. of candidates under training				No. already trained
				D	I	P	Total	
Poona	Bombay	VI	1-7-1958	56	14	4	74	267
Madras	Madras, Andhra Pradesh, Mysore and Kerala	V	14-7-1958	13	19	..	32	169
Ranchi	Bihar, Orissa, West Bengal, Assam, Manipur and Tripura	V	1-7-1958	38	..	..	38	150
Meerut	Uttar Pradesh, Punjab, Jammu and Kashmir, Delhi and Himachal Pradesh	III	17-2-1958	12	19	..	31	49
Indore	Rajasthan and Madhya Pradesh	—	The class is not in session					110

### 3. Special Courses

#### (i) Co-operative Marketing Course

The progress made in the Marketing Courses at the Regional Co-operative Training Centres is given below :

*Statement of progress at the Regional Co-operative Training Centres in respect of the Marketing Course*

Centre	No. of the current session	Date of commencement of the session	No. of candidates undergoing training			No. of candidates already trained
			D	I	Total	Total
Poona	VII	29-9-1958	23	1	25*	152
Madras	V	15-12-1958	32	..	32	115
Ranchi	III	1-7-1958	25	5	30	72
Meerut	VII	27-10-1958	16	1	17	158
Indore	†					38

D=Departmental.

I=Institutional.

\* Includes one candidate from Malaya under the Technical Co-operation Scheme of the Colombo Plan.

† No session in progress. Third session is scheduled to commence on the 5th January 1959.

#### (ii) Co-operative Land Mortgage Banking Course

The fifth course which was in progress since 13th June 1958 with 39 trainees came to an end on 12th October 1958, and the

sixth commenced on 14th November 1958 with 42 trainees. The number of officers trained so far comes to 186.

(iii) *Block Level Co-operative Officers Training Centres*

The progress made at the eight Block Level Co-operative Officers Training Centres is indicated in the statement below:

*Statement of progress at the Block Level Co-operative Officers Training Centres*

Centro	States served	No. of current session	Date of commencement	Date of closing	Candidates undergoing training	Candidates already trained
Gopalpur-on-Sea ..	Bihar, Orissa .. ..	IV	1-11-1958	30-9-1959	122	273
Hyderabad ..	Andhra Pradesh, Mysore and Kerala .. ..	IV	13-10-1958	12-9-1959	42	153
Kota .. ..	Rajasthan and Madhya Pradesh .. ..	III	3-3-1958	2-2-1959	75	172
Tirupathi (Short-term Course of 3½ months)	Andhra and Madras ..	IX	20-9-1958	3-1-1959	55	299+1 from Jordan
Dhuri (Long-term Course)	Punjab, Himachal Pradesh, Uttar Pradesh, Jammu and Kashmir and Delhi .. ..	III	1-5-1958	31-3-1959	42	81
Dhuri (Short-term Course of 4½ months)	Punjab .. ..	V	1-11-1958	15-3-1959	16	67
Faizabad ..	Uttar Pradesh .. ..	III	1-5-1958	31-3-1959	87	263
Kalyani ..	West Bengal, Assam, Manipur, Tripura and N.E.F.A. .. ..	III	1-7-1958	30-5-1959	52	108
Bhavnagar ..	Bombay .. ..	III	15-2-1958	14-1-1959	34	137
				Total ..	525	1,554

It will be seen that at four of the centres, viz., Gopalpur-on-Sea, Tirupathi, Hyderabad and Dhuri (Short-term Course), the current session commenced during the period covered by this review while at the others the third course was still in session. With the completion of the courses at the above four centres the total number trained so far will come to 1,554 besides 525 who are still undergoing training.

4. *Junior Officers Training Centres*

The number of Junior Officers Co-operative Training Centres which was 46 at the time of last meeting, increased by three to 49 during the period under review; two of the additional three schools began to function at Delhi and Jodhpur from 8th October and 1st September 1958 respectively. The third one was the school at Aurangabad (Bombay State) which commenced functioning in

April 1958 but was recognised by the Central Committee during this period.

Proposals for financial assistance for 1958-59 from the Government of India are being received from States and these have either been recommended to the Union Ministry of Food and Agriculture or are under scrutiny at the Secretariat. So far applications in respect of 23 schools for Rs. 6.17 lakhs have been recommended to the Government of India for 1958-59.

**NOTE III****CONSIDERATION OF THE FINAL REPORT TO THE  
CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING  
SUBMITTED BY PROF. ALEXANDER F. LAIDLAW,  
COLOMBO PLAN CONSULTANT**

Prof. A. F. Laidlaw, Associate Director, Extension Department, St. Francis Xavier University, Antigonish, who came to India as a Colombo Plan Consultant to the Central Committee for Co-operative Training, stayed in India for about 18 months from October 1956 to February 1958. In June 1957 he submitted a Preliminary Report for the consideration of the Central Committee giving his first impressions and views on the arrangements for co-operative training sponsored by the Committee before he left India in February 1958 to take up his new assignment of National Secretary, Co-operative Union of Canada. This report was considered by the Standing Sub-Committee of the Central Committee for Co-operative Training at its meeting in New Delhi on 3rd September 1957. He has now submitted the Final Report giving his impressions and views on the arrangements for co-operative training which are given in the annexed note.

2. As observed by Prof. Laidlaw, the Report contains some of the points raised by him in his Preliminary Report which had already been discussed by the Standing Sub-Committee. Therefore, in the Note attached, only the points that were not raised by Prof. Laidlaw in his earlier report have been indicated and comments offered.

3. Besides these, there is a chapter, "General Observations on Structure and Organisation" dealing with certain aspects such as Government control of Co-operatives in India, some results of official control and the State and the co-operative movement.

*Statement showing recommendations contained in the Final Report by Prof. Laidlaw  
and comments thereon*

Para in the  
Report

Recommendations in the Final Report

Comments

11

The training programme is largely for Government officers and, therefore, helps to strengthen the control of public officials on the Co-operative Movement.

The training centres provide training facilities both for the employees of the Government Co-operative Departments and co-operative institutions. In the context of present conditions in India, a larger number of Government officers are required to work in the co-operative field than the number of employees of the co-operative institutions. Therefore, in the training programmes also there is a larger number of Government officers at some of the centres. As Prof. Laidlaw himself has said, "one thing that could be said in favour of the present set-up is that thousands of Government officers who formerly went into service with little or no understanding of co-operatives are now receiving a good grounding in them."

12

Different types of training are under different authorities; for example, Block Level Officers are trained under one structure and Junior Officers under another. The co-operative training within a State should be under an integrated system.

The Regional and Block Level Co-operative Officers Training Centres are at present directly conducted by the Central Committee and the Junior Co-operative Training Centres are conducted by the State Governments. The integration of the training programme for officials and non-officials (staff and member-education) under one authority has already been dealt with in the note on the subject submitted to the Standing Sub-Committee at its 14th Meeting held on 3rd September 1957.

13

Under the present system the Junior Officers Training Centres are generally quite inferior to the Block Level Co-operative Officers Training Centres and Regional Training Centres, although there are a few exceptions.

Standards of management of schools conducted by the States have naturally not been uniform in the different States. However, in the system of inspection covering the Junior Training Centres, every effort is being made to point out the deficiencies in individual cases to the State Governments and it is expected that the standards of all the Junior Centres will shortly be brought up to the desired level. The recent Regional Conferences of the Junior Co-operative Training Centres have given a lead in the matter of ensuring uniformly high standards at all the training centres. Action on the recommendations of the Conferences is being pursued separately.



Para in the  
Report

Recommendations in the Final Report

Comments

- 19 For practical training, groups of three or four trainees each should be attached to successful co-operative societies to work as apprentices for fairly long periods. The staff of these societies should be paid an honorarium to supervise the trainees.
- 21 The tendency in some States is to relegate Government officers to teaching positions when they are found unsuitable for work.
- 23 The staff members should be sent to duty in the field after not more than three years of teaching and replaced by men fresh from active work in and with co-operative societies.
- 24 Too high proportion of the instructors are retired Government officers from State Co-operative Departments.
- 29 The main qualification for entrance for Block Level Co-operative Officers Centre is College graduation. However, graduation is not a necessity for the best preparation for co-operative work. Many of the trainees have no rural background at all.

This has already been considered by the Standing Sub-Committee and action is being pursued separately on this point.

In the Centres conducted by the Central Committee every care is taken to select the best available staff for giving instructions. Further, wherever instances of shortcomings in the teaching personnel come to the notice of the Central Committee, steps are being taken to change the persons concerned.

The suggestion is sound and is already being implemented.

There is a high proportion of instructors who are retired Government officers because experienced and capable people from co-operative institutions are not available to the necessary extent. Moreover, there is quite a good number of lecturers at the Regional and Block Level Training Centres who are not retired officers but are actually in service and are on deputation with the Central Committee. In the case of Junior Training Centres, most of the staff members are men on active service. Retired Government officials are generally not appointed on the staff of these centres.

The States' requirements of Block Level Co-operative Officers are roughly of the order of six to seven hundred officers per year. It has generally not been possible for the State Co-operative Departments to find such a large number from out of experienced staff. Fresh recruitment has, therefore, to be resorted to on a large scale in most of the States for manning the posts of Block Level Co-operative Officers except only in

30 The Principal of the Training Centre should also sit on the Committee to select trainees and his decision should be final word, as to whether an applicant should be accepted or not.

32, 33, 34 Training Centre should be in an attractive location and with suitable living quarters for teachers and trainees and space for park, courtyard and sports ground. Education should not be confined to class-room, but should become unconscious part of every hour and all activities.

Madras and Andhra and in Punjab to some extent. In the case of experienced men, no insistence on college graduation as a minimum qualification for entrance for the Block Level Officers Course is made. However, when fresh recruits are to be trained as Block Level Officers, some insistence on educational qualifications becomes necessary by way of a general rule to ensure ability to absorb intelligently the training that is imparted at centres. Moreover, since the Block Level Officers are officers belonging to the Intermediate category, graduation cannot be considered to be an excessively high qualification. As for rural background, persons with rural background and sufficient educational qualifications are not easily available to the required extent.

Moreover, the recruitment for Block Level Officers is a matter fully within the purview of the State Governments and the suggestions of Prof. Laidlaw can be brought to their notice for suitable action on their part.

For administrative reasons, it has not been found possible for Principals of the training centres to be associated in the selection of the candidates. In most cases, there are Public Service Commissions or Selection Boards to do the job and they are expected to recruit only the most suitable personnel. It may be mentioned that the issue was discussed at the Conferences of the Junior Training Centres held in 1957-58 and it was agreed that while the Principals should not be associated in the selection of trainees, they should bring to the notice of the Central Committee for further action on their part, glaring cases where the trainees were conspicuously unfit for training.

The locations and buildings of the Block Level and Regional Centres are generally of a satisfactory standard. It is recognised that the locations and buildings of some of the Junior Co-operative Centres leave much to be improved and it is with this view in end that the Central Committee have now taken up the issue with the Government of India. The matter is still under consideration of the Government of India and the Central Committee.

Para in the  
Report

Recommendations in the Final Report

Comments

- 37      Wherever possible there should be joint library to serve two or more educational centres that are located close together.
- 38      State Governments were falling down badly in their responsibility in providing Junior Centres with buildings and equipment.
- 40      From the extent of the syllabus it would appear that National Extension Service will have as co-operative officers essentially the same type of persons as the State Co-operative Departments. However, the Block Level Co-operative Officers need a different approach for co-operative development and therefore require different type of training.
- 48      For Block Level Officers, some of the theoretical and technical courses on Co-operation should be reduced and they should receive instead more training in rural development, agriculture, extension methods, adult or social education, community planning and group organisation.
- 49, 50      There should be better co-ordination of training for various kinds of workers in the field of rural development. Future development

The suggestion can be implemented wherever possible.

The matter is already referred to above in paras 32, 33 and 34.

The distinctive needs of the Block Level Co-operative Officers are recognised and suitable modifications in the syllabus for the course have already been adopted by the Central Committee. Only recently, topics on Extension Methods and Business Management have been added to the syllabus. Moreover, even from the beginning, the syllabus for the Block Level Officers has been drawn on different lines from that for the regular personnel of the State Co-operative Departments. In the syllabus for the Block Level Officers, there is greater emphasis on Rural Economics and allied problems. Moreover, special lectures are arranged on sociological and agricultural matters.

Already covered in para 40 above. As stated therein, the syllabus of the Block Level Officers Course does provide for instruction in rural developments, agriculture, extension methods and social education. In the practical training part of the course, training is being given for nearly a month in learning methods of community planning and group organisation and social education. Practical training is arranged in the Community Development Blocks and emphasis in instruction during this period is not on Co-operation, but on matters referred to above.

Co-ordination for various kinds of workers in the field of rural development can further be brought about by re-orientation courses for all the concerned staff together. How-

of rural India can best be served through composite training centres which combine agriculture, social education, co-operative training and training for village level workers all in one institution with only differentiation of training to some extent.

51, 52

There is too much blind reliance on co-operative ideals, legislation and Government regulation and much less on good management. Training in the theory and principles of co-operation must be complemented by selection and training of business managers.

57

Good business managers are those who have a natural aptitude for management. For this reason, the process of selection of managers is always more important than their training.

67

#### *Member-education*

- (1) It should encourage the use of vernacular as the medium through which the people will participate in the co-operative societies.
- (2) Large number of leaders should be trained.
- (3) Methods of group discussion and study clubs should be widely used.
- (4) More use of audio-visual aids should be made.
- (5) The educational programme should reach into the schools and teach co-operatives as a part of the regular training of youth.
- (6) The education of women should be an important part of the educational programme.
- (7) The unions should make use of the services of specialised institutions in carrying on their work.

ever, this is a matter for the Development Departments of the States to consider.

The importance of good management in co-operative societies is adequately recognised by the Central Committee and a special subject on Business Management has been introduced in the syllabi of the Intermediate Course, Marketing Course and Junior Co-operative Officers Training Course.

It is recognised that good business managers must have natural aptitude for management and it is to be expected that the co-operative institutions will bear this in mind. However, training also is important and the Central Committee is providing for it adequately.

The programme suggested will be very useful for member-education. The All-India Co-operative Union is directly concerned with this and therefore this may be brought to their notice.

## NOTE IV

### REQUEST BY THE REGISTRAR OF CO-OPERATIVE SOCIETIES, MADHYA PRADESH, AND SECRETARY, MANIPUR ADMINISTRATION, FOR RELAXING THE MINIMUM QUALIFICATIONS REQUIRED FOR ADMISSION TO THE JUNIOR CO-OPERATIVE OFFICERS TRAINING CENTRE

The first meeting of the Central Committee for Co-operative Training held in December 1953 recommended that candidates for admission to the Junior Officers Training Course should generally be matriculates or possess equivalent qualifications. However, on the representations received from the erstwhile Governments of Madhya Bharat and Saurashtra, the question of relaxing the minimum qualifications for admission to the Junior Officers Training Course was considered by the Standing Sub-Committee at its eighth meeting held on 7th July 1955. It was decided that while ordinarily only matriculates could be admitted to the schools, an exception might be made in the case of those non-matriculates who had put in at least three years of service either in the Co-operative Department or in a co-operative institution. On the basis of the above decision, in cases where specific requests were made to us by a particular State for relaxing the minimum qualifications, we have been permitting admission of non-matriculate candidates who have put in at least three years' service in the co-operative field.

2. In November 1957, the Joint Registrar of Co-operative Societies, Madhya Pradesh, informed us, *inter alia*, that since considerable difficulty was being experienced in finding persons for the posts of managers or secretaries of large-sized societies with the requisite minimum qualifications laid down by the Central Committee, a decision was taken at the gazetted officers meeting of the Co-operative Department of the State held in 1957 to the effect that the minimum qualification of matriculation should be relaxed down to the 'middle examination' in the case of secretaries of large-sized societies. He, therefore, requested us to permit admission of non-matriculates with no co-operative experience to the Junior Officers Training Course. The request made by the Joint Registrar was considered by the Standing Sub-Committee at its fifteenth meeting held on the 14th February 1958. It was suggested for the consideration of the Standing Sub-Committee that although persons who did not satisfy the minimum qualifications laid down by us would not be able to do their job well after they were posted as secretaries or managers of co-operative institutions, still, as a concession, we might perhaps reduce the qualifying period of experience from three years to one year. However, the Committee

felt that "it was not desirable to relax the stipulations now laid down for admission to the Junior Officers School as requested by the Madhya Pradesh State. At present for the Junior Officers Course the trainees should be at least matriculates; this could be relaxed in special cases when the candidates had considerable experience. Acceptance of suggestions received would mean that neither academic qualifications nor practical experience need be considered necessary for admission to the Junior Officers Course." The above decision was communicated to the Registrar of Co-operative Societies, Madhya Pradesh.

3. The issue was considered further by the Central Committee at its meeting held in September 1958, on a suggestion by the Registrar of Co-operative Societies, Rajasthan. It was pointed out to the Registrar that non-matriculates who had about three years' experience were eligible for admission.

4. The issue has again been raised by two States. When the Deputy Governor of the Reserve Bank (Shri B. Venkatappiah) had been to New Delhi recently, the Registrar of Co-operative Societies, Madhya Pradesh, and some others who met him reiterated that the minimum qualification rule for admission of candidates to the Junior Co-operative Officers Training Schools in Madhya Pradesh was causing much difficulty and that people with the prescribed minimum qualifications were not available to be sent on training and for eventual service with the large-sized societies which were in urgent need of trained personnel. The Registrar, therefore, desired that so far as Madhya Pradesh was concerned, the minimum educational qualifications prescribed, viz., matriculation, should be done away with and even the other conditions indicated by us, viz., that in the case of non-matriculates there should be a minimum period of previous service, should be withdrawn. In other words, even non-matriculates with no previous experience should be admitted for training in the schools, for Junior Personnel in Madhya Pradesh for eventual recruitment as secretaries of large-sized societies in that State.

The Secretary to the Manipur Administration has also represented to us in this regard stating that in the rural and hilly areas of Manipur, it is difficult and almost impossible to get matriculates or persons who have put in about three years of service in the Co-operative Movement, for being deputed for training in the Junior Co-operative Officers Training School at Imphal. The Secretary has requested for the relaxation of the condition stipulated by us, viz., three years' previous experience in the co-operative societies so that nominees of the co-operative societies even without previous experience may be allowed admission to the school provided there is an assurance that they will be employed after training.

5. It is for consideration whether persons less qualified than the minimum prescribed, can really benefit from the training given at the Junior Centres and to what extent they would be able to carry out the job entrusted to them in an efficient manner as a result of the training. The difficulty in making them follow the classes—theoretical as well as practical—will be greater in the case of persons who are not only non-matriculantes, but who are also absolute freshers without previous experience in any co-operative institution. When there is so much unemployment among the educated classes in the country, it is difficult to follow how matriculantes are not available for co-operative jobs. The backwardness of some of these States is scarcely an argument to indicate that matriculantes without jobs are rare. A reference to the local Government Employment Bureaux may show that there are enough matriculantes available. In the circumstances, it is for consideration whether the suggestions made by the Registrars of Co-operative Societies of Madhya Pradesh and Manipur can be accepted.

## NOTE V

### TRAINING ARRANGEMENTS FOR THE PERSONNEL OF INDUSTRIAL CO-OPERATIVES AT THE REGIONAL CO-OPERATIVE TRAINING CENTRE, MADRAS

In 1955 the Central Committee for Co-operative Training received a proposal from the erstwhile Madhya Bharat Government for organising the training centre for industrial co-operative personnel of the Junior Officers' status. On this request the Standing Sub-Committee came to the following decision.

“The proposals made by the Director of Industries, Government of Madhya Bharat, to start another training school for the subordinate co-operative personnel of industrial co-operatives were approved in principle by the Standing Sub-Committee. The school, however, should essentially be for imparting training in principles and practice of Co-operation with special emphasis on the organisation and management of Industrial Co-operatives and not to be a ‘handicrafts’ school which includes Co-operation as only one of the subjects of study. The Member-Secretary was authorised to dispose of the proposal in the light of this view and the general scheme for training subordinate co-operative personnel already approved by the Committee.”

2. At the third Meeting of the Central Committee for Co-operative Training held in the year 1956, it was decided that, to meet the requirements of the various specialised categories of personnel for co-operative development, specialised courses in certain selected subjects, such as Land Mortgage Banking, Co-operative Marketing and Industrial Co-operatives would have to be organised at the Regional Co-operative Training Centres. The special courses on Land Mortgage Banking and Co-operative Marketing were already in progress. The question of organising a special course on Industrial Co-operatives was deferred to a later date.

3. Subsequently we received a reference from Shri Renu, Secretary of the Small Scale Industries Board, enquiring about the training arrangements available for the industrial co-operative personnel. In reply, it was indicated that already in one State (Orissa) arrangements had been made for the training of such personnel at the junior level. Similar facilities could be arranged in respect of other States. In regard to the training arrangements for intermediate personnel, it was indicated that short courses on the lines already approved by the Central Committee for Co-operative Training could be organised at the Regional Co-operative Training Centres, provided a minimum of 25 to 30 candidates were available for each course.



4. The Working Group on Industrial Co-operatives appointed by the Ministry of Commerce and Industries, which submitted its report in July 1958, has made certain suggestions regarding training and education for industrial co-operative personnel. The principal recommendations are:

(i) Every State should open one or two training schools on industrial co-operatives for the training of junior co-operative officers and employees of the co-operative institutions on the lines of the existing Junior Schools for the regular co-operative personnel. The entire expenditure on such schools should be met by the Government of India in the initial stages and the organisation and other matters connected with the establishment and running of these schools might be dealt with by the Central Committee for Co-operative Training.

(ii) For the personnel of the intermediate category, the Working Group recommended the organisation of special courses at the Regional Co-operative Training Centres, provided at least 25 candidates were available for each course.

(iii) Organisation of a special branch of the Senior Officers Training Course at Poona with adequate emphasis on Business Management was recommended for the key officers of the apex marketing institutions. The Government's decision on these recommendations of the Working Group is still awaited.

5. Meanwhile, on a reference from the All-India Handloom Board regarding training facilities, the Standing Sub-Committee, at its fifteenth meeting held in February 1958, agreed to sponsor arrangements for the training of the personnel of the handloom co-operatives. The All-India Handloom Board have also advised the State Governments to make estimates of the personnel required for weavers' co-operative societies and to approach the Central Committee with definite proposals. The State Governments, it is understood, are working out details of their requirements and proposals of some States are likely to be received in the near future.

6. The Government of Madras have since proposed that a special course on Industrial Co-operation may be organised at the Regional Co-operative Training Centre, Madras. Officers of the Madras Government had discussions with the Member-Secretary on these proposals before the decisions of the Working Group on Industrial Co-operatives were formulated and accordingly the following broad outline for the short-term course was arrived at.

(i) The duration of the short-term course may be for three months—two months for theoretical training and one month for practical training.

(ii) Two courses in a year, each of three months' duration, may be conducted at the Regional Co-operative Training Centre, Madras, at convenient intervals.

(iii) The Director of Industries and Commerce will depute candidates not exceeding 40 for each course.

(iv) The candidates will be eligible for the usual concessions allowed by the Central Committee for trainees of the Intermediate Courses.

(v) There will be in all the following five subjects for the short-term courses :

- (1) Co-operative Law
- (2) Co-operative Principles and Practices
- (3) Industrial Co-operation
- (4) Co-operative Accounts and Cost Accounting
- (5) Business Management and Secretarial Practice.

(vi) The State Government will arrange to provide the necessary accommodation if so desired by the Central Committee.

7. The Government of Madras have now approached us to introduce such a course at the Regional Co-operative Training Centre, Madras. The proposal received from the Government of Madras is in accordance with the earlier decision of the Central Committee for Co-operative Training in the matter of organising special courses on Industrial Co-operation.

8. In view of the recommendations of the Working Group on Industrial Co-operatives, organisation of training facilities for the personnel of Industrial Co-operatives on an all India basis will have to be considered by us probably in the near future. As such, we may approve the Madras scheme as a pilot measure on an *ad hoc* basis even as we did in the case of Marketing Course. The Committee may also recommend to the Reserve Bank of India that they may meet the financial requirements in respect of the organisation of this course as in the case of other short-term specialised courses at the Regional Co-operative Training Centres.

## NOTE VI

### A PROPOSAL TO REVISE THE RATES OF DAILY ALLOWANCE AND TRAVELLING ALLOWANCE FOR NON-OFFICIAL MEMBERS ATTENDING THE LOCAL COMMITTEE MEETINGS OF THE BLOCK LEVEL CO-OPERATIVE OFFICERS TRAINING CENTRES

At the Ninth Standing Sub-Committee Meeting held on 22nd November 1955, it was decided that the members of the Local Committees for the Block Level Co-operative Training Centres should be paid travelling and daily allowances at the following rates while attending meetings of the Local Committees.

1. *Government officials*

The respective State Governments will bear the expenditure.

2. *Others*

Travelling allowance and daily allowance for the non-official members of the Local Committees of the Block Level Co-operative Officers Training Centres will be as under :

(i) *Travelling allowance*

- (a) One first class return fare by rail
- (b) One third class for servant, if taken

(ii) *Daily allowance*

At the rate admissible to the Registrar of Co-operative Societies of the State in which the Training Centre is situated.

2. It has now been represented by some of the members (other than Government officials) of the Local Committees that the rates of travelling and daily allowances as prescribed above affect them adversely. The following specific points have been brought to our notice.

(i) Under the existing rules no conveyance charges for covering the distance from the nearest railway station to any training centre and back and no mazdoor charges are payable.

(ii) Where the place of a member's residence and the place where the Local Committee Meeting is held are not connected by rail, no road mileage is payable—only actual public conveyance charges are payable. On the other hand, Government officials receive in such cases road mileage varying from 44 to 63 nP per mile depending on their status.

(iii) Sometimes, the actual duration of the stay of the Local Committee Members at the place where the meeting is held (to

which place they have to travel from another town) does not involve any overnight stay or even a stay for eight hours which in some States makes the members eligible for daily allowance. Consequently they become ineligible for any daily allowance under the rules made applicable to them. They do not also receive incidentals or mileage as the Government officers do in such cases. It is represented by the non-official members, therefore, that they go out of pocket in such circumstances.

3. It is felt that in view of the points raised above, some revision of the T.A. and D.A. rules is necessary to meet the genuine difficulties of the non-official members attending the Local Committee Meetings. In this connection, the following revised T.A. and D.A. rules are suggested for the consideration of the Standing Sub-Committee.

**I. Government officials**

The respective State Governments will bear the expenditure.

**II. Others**

**1. Travelling allowance :**

- (a) One first class return fare by rail
- (b) One third class for servant, if taken.

2. In respect of journeys between places which are not connected by rail and also between the railway stations and the training centres, mileage at the rate admissible to the Registrars of Co-operative Societies of the States where the training centres are located may be given.

**3. Daily allowance**

(a) This may be at the rate admissible to the Registrars of Co-operative Societies of the States in which the training centres are situated.

(b) Where no halt is made which makes daily allowance payable under (a) above, an allowance equal to half the amount of daily allowance prescribed to the Registrars of Co-operative Societies of the States where the training centres are located, may be permitted, to cover out-of-pocket expenses.

**NOTE VII****THE RECOMMENDATIONS OF THE ANNUAL CONFERENCE ON COMMUNITY DEVELOPMENT HELD AT MOUNT ABU IN MAY 1958**

The Annual Conference on Community Development held at Mount Abu from 20th to 24th May 1958 had, among others, made certain recommendations in respect of the training of co-operative personnel. The Government of India in the Ministry of Food and Agriculture had requested us to implement these recommendations in so far as they relate to the training of co-operative personnel. A similar request was subsequently received from the Government of India in the Ministry of Community Development. The matter is, however, under correspondence at present.

A statement is enclosed showing the recommendations of the Mount Abu Conference and our comments thereon, as communicated by us to the Government of India, for the information of the Committee.

## *Recommendations of Mount Abu Conference and our comments*

### **Recommendations**

(i) Orientation training to Block Level Extension Officers (Co-operation) should be given for one and a half months in addition to the job training for ten and a half months.

(ii) In the syllabus for the training of Block Level Extension Officers (Co-operation) there should be provision for training in the various State laws and practices. Lectures on these subjects should be given by the Experts of the State Governments concerned.

(iii) Instructors should be given orientation training and further refresher training.

### **Our comments**

In respect of the training for work in the co-operative field, particularly in Community Projects and N.E.S. Blocks, orientation is itself a part of job training, and this is attended to in the course at the Centre. The Block Level Co-operative Officers Training Centres are, therefore, purposely located in rural areas and the syllabi and the curricula are given a definitely rural bias. Further, the need for such orientation as a part of the technical training was specially stressed at the Fourth Meeting of the Central Committee for Co-operative Training, held in January 1957, and the content of the training course was, therefore, enlarged to include teaching in Extension Methods through instructions, practical visits and audio-visual aids specially procured for the purpose under the Colombo Plan. If, however, some further or more elaborate training in extension methods is proposed to be given under the new arrangements or the idea is to give a general orientation course for the entire team of specialists in the N.E.S. Blocks, there is no objection to the trainees of the Block Level Co-operative Officers Course also partaking in the same.

In view of the fact that the training at the Block Level Co-operative Training Centres combines orientation with subject matter training, any further orientation course, if at all necessary, should come after the personnel have gained some experience on the job.

There is provision in our syllabus for a study of special features of the co-operative law applicable to the areas concerned.

(a) In regard to the suggestion to organise refresher courses for the teaching staff, the scheme drawn up by the Central Committee for the training of Block Level Co-operative

## Recommendations

(iv) The staff-student ratio should be reasonable and, for practical training, ten trainees may be attached to an instructor.

(v) Theoretical and practical training should have concurrent correlation. A long period of theoretical training followed by another long period of practical training should be avoided.

(vi) Instructors should pay 'follow up' visits to blocks where persons trained by them are working.

## Our comments

Officers contemplates an Instructional Course to the teaching staff. Details of the arrangements in connection with such a course are under preparation and the course is proposed to be held shortly. One course of instruction in audio-visual education as well as extension methods has already been completed in February 1959. Thus all necessary steps are being taken to impart refresher training for the trainers at our centres.

(b) The Principals and lecturers of these training centres are selected with utmost care and while making the selection, care is taken to see that they have the necessary academic qualifications and practical experience in co-operative movement. Moreover, efforts are being made to give refresher courses to the teaching staff.

The normal ratio of teaching staff to trainees is one Principal and three lecturers for each training centre conducting two classes simultaneously. As regards practical training, every effort is being made to attach not more than 10 trainees to one guide. For this purpose, in addition to the teaching staff, the required number of persons either from the Co-operative Department or from Institutions or retired persons are specially appointed on temporary basis.

Both the theoretical and practical courses are interspersed in such a way that after a brief period of theoretical instructions the trainees are given opportunity for practical study. Thus during the 10-month session, according to the present programme, after an initial period of three months' theoretical instructions, 1½ months are spent in practical training. This is followed again by three months of theoretical training after which they again go out for 1½ months' practical training, returning to the training centre for a period varying from 15 days to one month to review the work of the whole session and to finally round off all studies made.

The Committee is aware of the need in this direction and steps are being taken to make proper evaluation of training

(vii) Pre-acquaintance with field work should be arranged before a Block Level Extension Officer is sent to a training centre.

(viii) After training, and before taking independent charge, the Block Level Extension Officer may be attached to an experienced Block Level Extension Officer for a month or two.

(ix) The question whether the training of co-operative personnel at the Regional Training Centres and the Block Level Extension Officers Training Centres should remain separate as at present or not, should be further examined jointly by the Ministry of Food and Agriculture and the Ministry of Community Development.

programmes. An evaluation project has been taken in hand and officers of the Central Committee are going round all the States interviewing employers such as Registrars of Co-operative Societies, Block Development Officers, Executive Authorities of Apex Co-operative Banks and Institutions and District Central Banks, and ex-trainees. It is intended to evaluate the training programme through personal interviews.

This is a good suggestion, which has also been made by Sir Malcolm Darling. However, this is a matter for the State Governments to implement; mostly administrative difficulties have stood in the way of the adoption of this suggestion.

The proposal to give a preliminary experience before a person is put on the job is acceptable. This again is a matter for the State Governments to give effect to, taking into account the recruitment programme and their other administrative arrangements.

The question of having only one form of training course for all intermediate grade staff, irrespective of whether they were required for work in National Extension Service areas or not, was considered, and it was decided to have a separate course for the Block Level Co-operative Officers in view of both the urgency of requirements for such officers as well as the special rural bias which has to be given to the course of study prescribed for these officers. When once the pressing needs in these directions are met, it might be possible to fall back on the general Higher Diploma in Co-operation Course, with a short-term orientation training in rural extension work for those who need it. The Intermediate Course at the Regional Training Centres naturally takes in all aspects of co-operatives, rural and urban, extension as well as business aspects. It is both more comprehensive and more extensive than the Block Level Officers Course. Its equivalent can be given to Block Level trainees only by means of brief supplementary course which has always been contemplated. Any further examination of this question may be made in consultation with the Central Committee for Co-operative Training.



## NOTE VIII

### A SCHEME FOR REORIENTATION TRAINING OF THE VILLAGE LEVEL WORKERS IN SUBSTITUTION OF THE SCHEME FOR THE TRAINING OF JUNIOR CO-OPERATIVE PERSONNEL IN UTTAR PRADESH

Uttar Pradesh has six Junior Co-operative Training Schools and a school for the training of Co-operative Auditors at Jehangirabad, functioning under the scheme of the Central Committee for Co-operative Training. These schools were originally conducting courses of the duration of nine months. Subsequently in 1957-58 the duration of the courses was reduced to six months in order to meet more speedily the requirements for trained personnel during the Second Five Year Plan period. In July 1958, however, the State Government advised us of their intention to extend the training period again to nine months as they felt that the duration of six months was not sufficient to cover the syllabus prescribed by the Central Committee for Co-operative Training. The courses in five out of the six schools have already been extended to nine months since August 1958.

2. These schools have a capacity to train 80 trainees each in one session. The total capacity of the six schools is thus 480 in one session of nine months. Normally the candidates deputed for training at these schools are fresh recruits selected by the State Co-operative Union. On completion of training they are posted as Co-operative Supervisors under the Uttar Pradesh Co-operative Union.

3. During 1958-59 the State Budget included a provision to train 720 Supervisors. This target, it is stated, could not be reached in the regular course for training of Co-operative Supervisors. It was, therefore, decided by the State Government to absorb some of the existing Village Level Workers as Co-operative Supervisors. The Village Level Workers had already undergone training of the duration of 18 months in Agriculture and allied subjects including Co-operation and therefore, it was decided by the State Government that only a reorientation training course of the duration of six weeks at the six Junior Co-operative Training Schools would be sufficient before they are absorbed as Co-operative Supervisors. The scheme for reorientation training of the Village Level Workers is thus intended to replace the regular training for six or nine months as the case may be for the training of Junior Co-operative Personnel laid down by the Central Committee for Co-operative Training. The Registrar of Co-operative Societies, Uttar Pradesh, has requested us to accord approval therefor.

4. The chart given in the annexure indicates the comparative curricula for the Integrated Training Course for Village Level Workers and the Junior Co-operative Officers Training Course.

5. It would appear from the chart given in the annexure that the training course for Village Level Workers is deficient so far as subjects of (i) Co-operative Law, (ii) Accounts and Auditing; and (iii) Banking are concerned. It is this deficiency that is sought to be removed with the reorientation training course of the duration of six weeks in the subjects of (i) Co-operation, (ii) Co-operative Law, Procedure and other Laws, (iii) Book-keeping and Accounts; and (iv) Organisation and Working of Co-operative Societies.

6. In assessing the short reorientation scheme proposed by the Uttar Pradesh Government for the former Village Level Workers in substitution of the regular Junior Co-operative Officers Training Course, the following points may have to be considered. Firstly, it will be difficult to do full justice within a period of six weeks to the three subjects intended to be covered at the reorientation course, viz., Co-operation, Co-operative Law, Procedure and other Laws and Book-keeping and Accounts. Secondly, the subject of Banking does not find place in the syllabi for the Village Level Workers Training Course as well as the reorientation training Course. The importance of this subject cannot be overlooked. Thirdly, practical training as imparted to the village level workers in their original course is not intended to be intensive training in Co-operation as contemplated under our scheme. No provision for removing this deficiency has been made in the reorientation course. The importance of practical training emphasised in our scheme is thus undermined under the proposed new arrangement. Lastly, from the statistics of the two sessions of reorientation course available with us it appears that the response of the Village Level Workers was disappointingly poor as only 56 out of the 468 who were offered training in the reorientation course, availed themselves of it. This has been attributed to the fact that the Village Level Workers are more qualified and better paid than the Co-operative Supervisors. Nevertheless, it is for consideration if for the sake of only a few candidates it would be advisable to recognise any substitute course in place of the Central Committee's Junior Officers Training Course.

7. The Committee may indicate whether we may agree to recognise the reorientation course in regard to the former Village Level Workers as proposed by the Government of Uttar Pradesh in substitution of the Central Committee's regular Junior Co-operative Officers Training Course.

## ANNEXURE TO NOTE VIII

Integrated Training Course for Village Level Workers	Periods allotted for covering theoretical course	Junior Co-operative Officers Training Course
1	2	3
1. Agriculture I—Soil Management and Agricultural Engineering ... ..	115	1. Co-operation—History and General Principles
2. Agriculture II—Crop Husbandry ... ..	129	2. Co-operative Law and Procedure and other Laws
3. Horticulture and Plant Protection ... ..	136	3. Rural Economics and Elements of Agriculture
4. Animal Husbandry ... ..	146	4. Banking—General and Co-operative
5. Co-operation ... ..	72	5. Book-keeping and Accounts and Auditing
6. <i>Panchayats</i> ... ..	82	6. General Management of Co-operative Societies and Secretarial Practice and set-up of Co-operative Department
7. Public Health ... ..	96	
8. Social Education ... ..	49	
9. General, including Extension Principles and Programme Planning ... ..	77	
10. Minor Engineering Works.	36	
Total ... ..	938	
(i) Theoretical training ... ..	260 days	Theoretical Training—4 months
(ii) Practical Training (visits to villages) ... ..	80 days	Practical Training —2 months
(iii) Final Examination ... ..	15 days	<u>6 months</u>
(iv) Job Training as Apprentices ... ..	75 days	
(v) Final removal of deficiencies ... ..	15 days	
Sundays, Holidays, Vacation etc. ... ..	445 days	
	95 days	
	<u>540 days</u>	
or, say ... ..	18 months	

## NOTE IX

### THE PRELIMINARY REPORT ON THE EVALUATION OF THE TRAINING PROGRAMMES CONDUCTED BY THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

At the Fourteenth Meeting of the Standing Sub-Committee held at New Delhi in September 1957 a decision was taken as under :

“ It was also felt that, now that the various courses have been in progress for some time, a somewhat more systematic evaluation should be attempted than has been done hitherto. For this purpose, a few cases may be chosen of trainees appointed to particular posts or institutions after training and an assessment made of how far the institutions have actually benefited by the training given to their employees.”

2. In pursuance of this decision, the Fifteenth Meeting of the Standing Sub-Committee held in February 1958 in Bombay was advised that a questionnaire was being issued to the trainees of the Senior Officers Course and the Intermediate Officers Course and their employers and that it had been decided to pre-test the questionnaire by issuing them, in the first instance, to a few employers and ex-trainees on a random basis and after modifying them in the light of the replies received, issue them finally. This preliminary action was taken in February 1958 and the questionnaire was sent to the Registrars of Co-operative Societies of three States, Managers of some co-operative banks who had deputed their employees for our training courses and some ex-trainees of our Senior and Intermediate Officers Courses. And, in our note on the review of the progress, placed before the Fifth Meeting of the Central Committee for Co-operative Training in September 1958, it was indicated that the replies received to the questionnaire were being studied. In the course of the discussions on this item, the Governor stressed the importance of the employers' views also. Thus, our evaluation was intended to be comprehensive—the utility of our training schemes to the trainees themselves, to their employers and to the co-operative movement as a whole, was to be evaluated in as realistic a manner as possible.

3. Unfortunately, however, the questionnaire method evoked very little interest or enthusiasm on the part of either the trainees themselves or their employers, institutional or departmental. Even the few replies that were received to our questionnaire, did not appear to be candid or revealing enough to be of any help in enabling us to draw useful conclusions therefrom. In a number of cases, the objectives of our enquiries appeared to have been lost sight of and the replies received had in a few cases become rather personal in nature also.

4. In view of this experience, it was felt that it would be better if some of the officers of the Central Committee were sent round the various States, to interview employers as well as ex-trainees belonging to the Co-operative Department and co-operative institutions and try to judge the effects of our training schemes on the interviewees concerned. Certain guide points were got prepared to serve as the basis on which officers of the Central Committee would try to elicit information. It was not the intention that the evaluation itself was to be made on the basis of the replies received to the questions; on the other hand, these points were to be really regarded as guide points only and nothing more. Many new questions would strike the interviewing officers in the course of their talks with people and answers to such questions might really be more revealing than the answers to questions already indicated to them, as they were bound to be spontaneous and not deliberately framed. A copy of the instructions intended to be followed in this regard, is enclosed for the information of the Committee.

5. So far three States have been visited in connection with the evaluation work, viz., Andhra Pradesh, Bombay and Delhi. West Bengal and Orissa have just now been taken up by one of our officers and another officer will be doing evaluation work in Rajasthan.

6. The experience gained so far has revealed that this method of evaluation has been fruitful of results. The interview method has been proving to be a success in bringing out the general reactions of the interviewees in regard to the training programme and it appears that they have given serious thought to the guide points sent to them before the interviews. However, on the basis of the data we have in respect of two or three States, it should be regarded as too premature to draw any positive conclusions; yet, the attention of the Standing Sub-Committee may be drawn to some of the important points that came to light in the course of our officers' discussions in the two or three States already covered. On some of the issues, the policies pursued by the Central Committee have received confirmation, e.g., in regard to the period of training and the general favourable effect of our training on the trainees, while on certain others, probably, some kind of orientation may be called for. A few of the important points on which we may have to bestow some thoughts, are given below:

(i) The need for having the right type of teaching personnel seems to have been stressed by many. It would appear that wherever teaching of particular subjects was in the hands of mature and experienced persons, the trainees were able to derive positive benefits from the lecturers whereas teaching by comparatively young and inexperienced people had left very unfavourable impressions on the minds of the trainees. In a Staff Training College,

the necessity of having the right type of teaching personnel cannot be over-emphasised.

(ii) Selection of the right type of candidates for training from the point of view of qualifications, practical experience and general intelligence—factors necessary for deriving full benefits from our training schemes both from the institutional and departmental levels may also call for some change in the present policy. The standard of some of the trainees, at all levels, does not appear to have been satisfactory.

(iii) Some employers do not seem to have studied our syllabus or thought over our practical or theoretical training schemes with any special interest. They appear to have been deputing candidates more to fall in line with the national policy than from any real appreciation on their part of the actual utility of our training schemes to their institutions. Probably, we should have a little more of "sale literature" which would effectively bring out the results of our training in a manner that would carry conviction with the employers at various levels.

(iv) An intensification of the practical training schemes may be called for. This may be in the direction of reducing the size of each batch of trainees so that individual attention may be possible. We may also have to think in terms of selecting more institutions as training grounds for our practical training programmes as it is felt that we have been imposing too great a strain on a limited number of institutions in certain States alone. For instance, in land mortgage banking training, we may think of sending out people for such training to areas other than Madras, e.g., Andhra, Mysore and Saurashtra.

(v) The need for the introduction of Public Relations and Personnel Management as one of the subjects of study has also been brought out in the course of interviews already held. No doubt, this is already provided for in our curricula but the adequacy or otherwise of this will, of course, be examined by the Secretariat of the Central Committee in the light of the experience gained.

(vi) Some misunderstandings on certain aspects of our training scheme have also got to be cleared. For instance, the programme of visits to training institutions which includes a rapid round of visits to several types of co-operative institutions, has been misunderstood to constitute part of their practical training and from this point of view the opinion has been expressed by some that such lightning visits were not useful. Actually, the object of this round of visits prior to participation training is intended to serve as an aid for a good and realistic appreciation of various problems which co-operative officers will be called upon to tackle from time to time.

(vii) Another point on which some misunderstanding seems to exist, relates to theoretical training. In teaching some subjects, such as book-keeping, invariably stress is laid only on the double entry system but there are several States where the single entry system is in vogue and it is desirable that the lecturers should refer not only to the ideal that should be there but also to the actuals that are already being followed in regard to accounts-keeping. Similarly, in every subject, the variance of practices from State to State on particular issues, as distinguished from precepts or ideals, should be stressed by the lecturers in their classes. We believe it is already being done but still reiteration may have to be done by us in due course.

(viii) Other suggestions offered by interviewees related to intensive post-training participation in an institution belonging to the category from which an ex-trainee came, e.g., training of an apex bank employee in another apex bank of standing for a period of two to three months, periodical refresher courses, organisation of Dummy Banks in our training centres and so on.

7. As has been brought out in the introductory paragraph, this note is submitted to the Standing Sub-Committee only on the basis of the experience gained in two or three States and should be regarded as entirely preliminary in nature. The intention is that all the States in the Indian Union should be covered and the points collated and brought out in the form of a general note for the consideration of the Standing Sub-Committee and ultimately, the Central Committee for Co-operative Training. For the present, this note is just to apprise the Standing Sub-Committee of the line of approach followed and the results achieved so far in regard to evaluation of our Training Schemes.

### *EVALUATION OF TRAINING PROGRAMMES*

Since the constitution of the Central Committee for Co-operative Training in November 1953, a number of training courses have been started for different categories of co-operative personnel. In the light of experience gained during the last five years, it is felt that an attempt may be made to evaluate the training programmes with a view to finding out whether the different arrangements now in force in respect of different categories of personnel meet fully and effectively the actual requirements of the institutions they serve and if not, what improvements are needed in the same. It is felt that the best means of ascertaining this is to discuss the various aspects of the training programmes with the deputing authorities like the Registrars of Co-operative Societies, heads of co-operative institutions, etc., and also with some of the ex-trainees themselves.

2. For this purpose, it has been decided that some officers of the Central Committee should, as early as possible, meet the

concerned authorities and ex-trainees and discuss with them the training programmes with the above object in view.

3. While the discussions will not be confined to any rigid and pre-conceived framework, they can be directed towards facilitating an analysis of specific issues arising out of the implementation of the training programmes. For example, in the course of discussions with the employers the intrinsic value of training as judged by the deputing authorities, the particular aspects of training which are considered by them as most effective, the basic things in our training programme which are considered by the deputing authorities as most helpful, suggestions from the deputing authorities for improvement in respect of syllabi, practical training, etc., will form the main guide points. A list of a few important points which may be discussed is appended.

4. In the course of the discussions with the ex-trainees, the experience of the ex-trainees in their actual field of work in the light of the training received by them will be of use to the Central Committee in shaping their future policy. Their views on those aspects of training which they considered most useful to them in the discharge of their duties and also their suggestions about the further improvement in the training programmes will also be helpful in evaluating the training programmes. It is expected that the ex-trainees will co-operate with this evaluation project by giving their serious and candid views in the course of our personal discussions with them. It can of course be assured that anything said by an ex-trainee in the course of such discussions will not be used with reference to him individually.

5. The Registrars and other officials of the Co-operative Departments of various States, executive heads of the co-operative institutions deputing trainees to the training centres organised by the Central Committee and the ex-trainees of our training courses are requested to co-operate with the officers of the Central Committee to make this study a success.

## I

### *Evaluation of the training programmes—Guide points for Interviewing Registrars and other Employers*

(1) Why are candidates sent for training—reasons—reasons could be policy of the State decided at higher levels—service rules, appreciation of the intrinsic value of the training, pressure from the Government, Co-operative Department in the case of co-operative institutions, etc.

(2) At what stage is the training considered most effective—at the beginning of the career or after some experience—what is the current practice in the State—reasons.



(3) Would the response for sending the candidates for training be better if shorter courses are organised—is it inconvenient to send trainees for the duration of the existing training courses—if shorter courses are preferred, what should be the coverage of syllabus—in what respects can the existing syllabus be curtailed to suit shorter courses.

(4) Suggestions for improvement in respect of syllabus—are all the subjects presently included in the syllabus considered useful and necessary—what subjects can be deleted and what can be substituted.

(5) Is the practical training provided in the various courses considered adequate—if not, how should a change be brought about—what should be the nature of the practical training programmes, observation type, intensive type, etc.

(6) Any suggestions for persuading co-operative societies to take a greater interest in the practical training programmes.

(7) Do you appreciate the usefulness of the study of Rural Economics and Elements of Agriculture—has it served to broaden the outlook of the trainees deputed by you and increased their technical efficiency in co-operative work.

(8) Your views about auditing as a compulsory subject in the basic course for the Junior and Intermediate trainees—have the auditor-trainees trained under the Central Committee's courses shown any notable ability—what are the defects of the training in auditing, if any.

(9) Suggestions for improving the technique of training (the existing technique including group discussion, seminars, synopsis, etc., to be explained to the employer).

(10) Have the officers trained by the Central Committee and working under you shown any greater understanding of their duties as a result of training given (this should be discussed with specific reference to the different aspects of work, such as inspection and supervision, accounts and audit, liquidation and arbitration, education and propaganda, etc.).

(11) Can any specific instances be given of notable work done by trained candidates—have you put the trained people specially on particular jobs—what have been the results.

(12) Are there any instances in which you feel that the lack of trained personnel has been responsible for lack of satisfactory progress in the case of particular institutions or regions.

(13) What incentives have been provided for training in your State or institution—is posting of trained candidates being done according to the nature of training given.

(14) Do candidates selected for training show any reluctance—reasons in cases where this is so.

## II

### *Evaluation of the training programmes—Guide points for discussion with the ex-trainees*

1. Background information like age, qualifications, experience, details of posting after training, whether familiar with rural life, etc. Also whether the trainees knew something about the training course or he had any practical training as probationer or he had special training in Co-operative Theory and Practice before he was sent for training.

2. Whether the completion of the training was a condition for the continuation of his employment or promotion?

3. Whether the trainee feels that due to the training he had undergone his own knowledge and perspective of the co-operative movement has improved with reference to the principles and practice of Co-operation, the part Co-operation is designed to play in the Five-year Plans and in particular whether the trainee has received training to enable him to attend to his own responsibilities with more understanding, confidence and success.

4. Specific instances of the ex-trainee being able to do his job better on account of the training may be mentioned with reference to different aspects of his work like organisation and registration of societies, liquidation and arbitration, supervision and inspection and so on.

5. Does the trainee think that his posting has been made after taking into account the abilities he has specially acquired during the training?

6. In view of the trainee's experience at the training centre, has he any comments to make pointing out both the desirable features as well as the features which need improvement in respect of the following—

- (i) Syllabus with reference to each subject.
- (ii) Technique of class-room instructions.
- (iii) Practical training programme, types of institutions visited, study of forms and procedure of the institutions visited, notes and discussions during practical training programme and so on.
- (iv) Library—adequacy of books on different subjects, journals, etc.
- (v) Discussions, seminars, exchange of views, etc.

(vi) Accommodation, residential as well as of the training centre and their maintenance.

7. Whether the trainee feels that he would have benefited from the training more if he were given any pre-training job experience.

8. Whether the trainee feels that he would have been able to do his job better had he been given for some period an opportunity for post-training apprenticeship before he was regularly posted.

9. Whether the trainee has retained any contact with the officers who were trained along with him both socially as well as for exchanging views and experiences.

10. Whether the trainee feels that in the light of the developments in the programme for co-operatives since he was trained, any refresher course for him will be advantageous.

PROCEEDINGS OF THE SEVENTEENTH MEETING OF THE STANDING SUB-COMMITTEE OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING HELD ON 26TH DECEMBER 1958 IN THE COMMITTEE ROOM, THE MINISTRY OF FOOD AND AGRICULTURE, NEW DELHI.

*Present :*

1. Prof. D. G. Karve
2. Shri K. R. Damle
3. Shri B. Venkatappiah
4. Shri R. H. Chishti, and
5. Shri G. D. Goswami

ITEM I: *Review of action taken on the proceedings of the Fifth Meeting of the Central Committee for Co-operative Training*

(i) With reference to the proposal to bring out an adapted pamphlet indicating the facilities provided by the Central Committee for Co-operative Training, it was decided that in addition to this general pamphlet, smaller pamphlets explaining the facilities offered to personnel working in different types of institutions, such as co-operative marketing societies, land mortgage banks, central co-operative banks, etc., should also be published by the Central Committee.

(ii) It was decided that the Local Committees for the various Regional and Block Level Co-operative Training Centres should consider in their meetings the progress made in the utilisation of training facilities by co-operative institutions and Co-operative Departments working within the areas served by the centres concerned. For this purpose, review of the utilisation of training facilities should be an item on the agenda of the Local Committee Meetings. A note on this item may, if necessary, be prepared in the secretariat of the Central Committee for Co-operative Training and placed before the meeting of the Local Committee for discussion and for suggesting steps that may be taken to encourage larger utilisation of the training facilities provided by the Central Committee.

(iii) On the subject of continuing the training arrangements for the Block Level Co-operative Officers, the Co-operation Adviser in the Ministry of Community Development explained that the Ministry was still awaiting data from the State Governments regarding their phased programmes for covering the States with development blocks and the consequential arrangements necessary for the training of personnel for these blocks. The Chairman indicated that the Planning Commission, while discussing the annual plans for the various State Governments might also take into account the training arrangements in conformity with the plans.

**ITEM II: *Review of progress made at the various co-operative training centres***

The note on this item was recorded.

**ITEM III: *Consideration of the final report to the Central Committee for Co-operative Training submitted by Prof. A. F. Laidlaw, Colombo Plan Consultant***

The various recommendations made by Prof. Laidlaw, together with the comments indicated in the note were discussed and the Committee generally agreed with the comments indicated in the note. The Committee placed on record its appreciation of the valuable contribution made by Prof. Laidlaw to the training programmes conducted by the Central Committee during his assignment with the Committee. It was also decided that the final report submitted by Prof. Laidlaw should be got printed with a suitable preface thanking the Professor for his work and outlining the action already taken on the issues arising out of his report.

**ITEM IV: *Request by the Registrar of Co-operative Societies, Madhya Pradesh and the Secretary, Manipur Administration, for relaxing the minimum qualifications required for admission to the Junior Co-operative Officers Training Centres***

The Committee felt that while it was not desirable generally to relax the prescribed minimum qualifications required for admission to the Junior Co-operative Training Centres, the difficulties faced by particular States might be further gone into. Perhaps, for persons not having the minimum qualifications prescribed, the Chairman pointed out, that some *ad hoc* training, which would equip them for the tasks for which they are recruited and would later on serve as a preliminary to the regular training in the Subordinate Training Centres might be thought of by State Governments concerned. Before anything concrete could be recommended, it was felt that the requirements of States like Madhya Pradesh, Rajasthan and Manipur should be investigated further by some officer of the Central Committee and his report might form the basis for positive action by the Standing Sub-Committee.

**ITEM V: *Training arrangements for the personnel of industrial co-operatives at the Regional Co-operative Training Centre, Madras***

The Committee approved in principle the proposal contained in the note to organise a special course on Industrial Co-operation at the Regional Co-operative Training Centre, Madras, as a Pilot Scheme, based on the experience of which the organisation of similar courses at other Regional Training Centres might be thought of. The Committee, however, desired that the proposal should be scrutinised with reference to the staff needs of States, the number

of trainees who may need to be trained, the syllabus to be followed, financial implications, the various types of industrial co-operatives operating in the States, etc., by the Chairman, the Deputy Governor Shri B. Venkatappiah and the Member-Secretary before proceeding further. The Committee also agreed that the Reserve Bank might be requested to place the necessary funds at the disposal of the Central Committee for the conduct of this course after the scrutiny referred to above, was over.

**ITEM VI:** *A proposal to revise the rates of daily allowance and travelling allowance for non-official members attending the Local Committee Meetings of the Block Level Co-operative Officers Training Centres*

It was decided that in accordance with the usual practice with the Government of India, the non-official members of the Local Committees of the Block Level Co-operative Officers Training Centres should be paid travelling and daily allowances on the scale applicable to senior officers of the Government of India.

**ITEM VII:** *The recommendations of the Annual Conference on Community Development held at Mount Abu in May, 1958*

The note on the item was recorded.

**ITEM VIII:** *A scheme for reorientation training of the village level workers in substitution of the scheme for the training of Junior Co-operative Personnel in Uttar Pradesh*

The Committee felt that the reorientation course of six weeks proposed by the Uttar Pradesh Government to train their village level workers with a view to enabling their absorption as Co-operative Supervisors was not adequate as a substitute for the regular course of instruction approved by the Central Committee for the Junior Co-operative Training Centres in the State.

**ITEM IX:** *The preliminary report on the evaluation of the training programmes conducted by the Central Committee for Co-operative Training*

The Chairman outlined the various steps taken to conduct the evaluation of the training programmes and a few tentative conclusions indicated by the Surveys completed so far in two or three States. The Committee agreed with the general line of approach and recommended that a final report should be placed before it for consideration soon after the Survey was completed.

**EIGHTEENTH MEETING OF THE STANDING SUB-COMMITTEE OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING**

*(27th April 1959 in the Board Room, the Reserve Bank of India, Bombay)*

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**AGENDA**

**NOTES**

- I. Review of progress made in the various Co-operative Training Courses.
- II. Proposal for an International College for Co-operation.
- III. Proposal to conduct a course in Business Management for lecturers at the Junior Co-operative Training Centres.
- IV. Proposal to organise a third Refresher Course for Instructors at the Extension Training Institutes and Extension Officers in the National Extension Service.
- V. Relaxation of the conditions of minimum qualifications for admission to Junior Co-operative Officers Training Schools in Madhya Pradesh.
- VI. Extension of duration of training period at the Junior Co-operative Officers Training Centre at Srinagar in Jammu and Kashmir State.
- VII. Training of foreign trainees under the Colombo Plan in the training courses conducted by the Central Committee.

## NOTE I

## REVIEW OF PROGRESS MADE IN THE VARIOUS CO-OPERATIVE TRAINING COURSES

1. *Review of progress in training courses*

The present review relates to a brief period of three months since the S.S.C. met last on 26th December 1958. During this period, new sessions for the H.D.C. Course commenced at Meerut and Indore and for the Block Level Co-operative Officers Course at Kota, Tirupathi and Bhavnagar. Besides, new sessions of the special course in Co-operative Marketing also commenced at Poona, Meerut, Indore and Ranchi. Details of courses currently in session are given in the following paragraphs:—

2. *Senior Officers Course*

The thirteenth session which commenced on 17th November 1958 will come to an end on 16th May 1959 at the Co-operative Training College, Poona. The number of candidates undergoing training at the current course is 41, of which 27 are departmental and 14 institutional. Including these the total number so far trained will be 430.

The next session, i.e., the fourteenth session, is scheduled to commence on 1st June 1959.

3. *Intermediate Officers Training Course (H.D.C.)*

The stage of progress at the Intermediate Officers Course is evident from the table furnished below. Till now, 776 officers belonging to Intermediate category have been trained in the Course and 205 are currently under training.

Statement showing the progress of the Intermediate Course

Centre	States served	No. of current session	Date of commencement	Date of closing (tentative)	Number of candidates under training				No. already trained
					D.	I.	P.	Total	
Poona ..	Bombay ..	VI	1-7-58	30-6-59	56	14	3	73	267
Madras ..	Madras, Kerala, Andhra Pradesh, Mysore ..	V	14-7-58	13-6-59	13	20	..	33	169
Ranchi ..	Bihar, West Bengal, Assam, Manipur, Orissa, Tripura ..	V	1-7-58	31-5-59	37	..	..	37	150
Meerut ..	Uttar Pradesh, Punjab, Jammu and Kashmir, Himachal Pradesh, Delhi ..	IV	20-2-59	19-1-60	10	18	..	28	80
Indore ..	Madhya Pradesh, Rajasthan ..	IV	15-1-59	14-12-59	24	10	..	34	110
								205	771



#### 4. Special Course in Co-operative Marketing

601 trainees have completed their training in this course so far and 157 are undergoing training currently at the five Regional Centres as indicated in the following table :

Centre	States served	No. of current session	Date of commencement	Date of closing (tentative)	Number of candidates under training				No. already trained
					D	I	P	Total	
Poona ..	Bombay, Madhya Pradesh, Mysore, Rajasthan..	VIII	23-2-59	22-6-59	26	5	..	31	175
Madras ..	Andhra Pradesh, Madras, Kerala, Orissa, West Bengal ..	V	15-12-58	13-4-59	28	..	..	28	115
Ranchi ..	Assam, Bihar, Jammu and Kashmir, Manipur, Orissa, Tripura, Uttar Pradesh, West Bengal ..	IV	15-1-59	14-7-59	29	5	..	34	102
Meerut ..	Assam, Bihar, Delhi, Himachal Pradesh, Jammu and Kashmir, Manipur, Punjab, Tripura, Uttar Pradesh..	VIII	30-3-59	29-7-59	34	1	..	35	171
Indore ..	Andhra Pradesh, Bombay, Delhi, Himachal Pradesh, Jammu & Kashmir, Kerala, Madhya Pradesh, Madras, Mysore, Punjab, Rajasthan ..	III	5-1-59	4-7-59	14	15	..	29	38
					131	26	..	157	601

#### 5. Special Course in Land Mortgage Banking

The sixth session of the Course having come to an end on 13th March 1959, the next session is scheduled to commence on 15th June 1959. The number of officers trained so far is 228.

#### 6. Block Level Co-operative Officers Training Course

The special short-term course of 4½ months' duration conducted at the Dhuri Centre will be discontinued since no more of the experienced personnel from the Punjab, for whom it was meant, remain to be trained. In all 83 officers were trained in this course.

The following table indicates the present position in the matter of training of Block Level Co-operative Officers.

Centre	States served	No. of current session	Date of commencement	Date of closing (tentative)	Number of candidates under training				Number already trained
					D	I	P	Total	
Gopalpur on-Sea	Bihar, Orissa ..	IV	1-11-58	30-9-59	105	..	..	105	273
Kalyani ..	West Bengal	III	1-7-58	30-5-59	52	..	..	52	108
Bhavnagar	Assam, Manipur, Tripura, NEFA	IV	16-2-59	15-1-60	70	..	..	70	171
Kota ..	Rajasthan, Madhya Pradesh ..	IV	18-2-59	17-1-60	98	..	..	98	247
Hyderabad ..	Mysore, Andhra Pradesh, Kerala	IV	13-10-58	12-9-59	42	..	..	42	133
Faizabad ..	Uttar Pradesh ..	III	1-5-58	31-3-59	79	..	..	79	263
Dhuri ..	Uttar Pradesh, Punjab, Himachal Pradesh, Delhi, Jammu & Kashmir ..	III	1-5-58	31-3-59	41	..	..	41	164*
Tirupathi ..	Special Short-term-Course ..	X	19-1-59	3-5-59	40	..	..	40	355
								527	1,734

\* Includes 83 trained in short course

### 7. Junior Co-operative Officers Training Courses

The number of Junior Co-operative Officers Training Centres which was 49 at the time of the last meeting rose to 52, three additional schools having been organised and recognised under the Central Committee's scheme at Jodhpur (Rajasthan), Trichur (Kerala) and Kurwar (U.P.)

During the financial year 1958-59, the Central Committee received applications from State Governments for recommending financial assistance from the Central Government; and a total grant-in-aid of Rs. 13,67,047.58 in respect of 51 schools from 17 States and Administrations was recommended for the year 1958-59 as shown in the appended statement. One school at Tezpur in Assam was left out as the necessary particulars about the working of the school were not received.

The 52 schools working at present under the Central Committee's scheme can train about 7,300 junior co-operative personnel per year. As at the end of December 1958, about 10,800 candidates completed training at these schools under the Central Committee's scheme and about 3,300 were under training.

### 8. Evaluation of the training programme

The work of evaluation of the training programme to which reference was made at the last meeting, was completed in some

more States, viz., Uttar Pradesh, Himachal Pradesh, the Punjab, Madhya Pradesh, Madras, Kerala and Mysore during the period under review. The reports of the officers who interviewed the employers and ex-trainees in different States are under preparation. The only State in which the data is proposed to be collected yet is Bihar.

### APPENDIX

*Statement showing the grants-in-aid for the Junior Co-operative Officers Training Schools for the year 1958-59 recommended to the Government of India*

State	School	Amount of grant-in-aid recommended
		Rs.
Andhra Pradesh .. .. .	1. Anantapur	13,064.67
	2. Hyderabad	28,333.70
	3. Rajahmundry	33,135.39
	4. Hyderabad	68,503.13
Assam .. .. .	5. Joysagar	26,604.68
	6. Tezpur	—
Bihar .. .. .	7. Deogarh	23,363.04
	8. Pusa	32,794.42
	9. Ranchi	23,925.76
Bombay .. .. .	10. Aurangabad	27,197.50
	11. Bhavnagar	23,300.00
	12. Jalgaon	31,279.56
	13. Nagpur	30,746.00
	14. Patan	24,632.79
	15. Poona	31,287.50
Delhi .. .. .	16. Surat	28,851.27
	17. Delhi	9,700.34 9,700.34*
Himachal Pradesh .. .. .	18. Mashobra	8,754.39 9,254.41*
Jammu and Kashmir .. .. .	19. Srinagar	21,230.46
Kerala .. .. .	20. Kozhikode	18,856.00
	21. Trichur	5,839.00
	22. Trivandrum	17,760.00
Madhya Pradesh .. .. .	23. Agar	34,235.00
	24. Jabalpur	32,300.00
	25. Nowgong	22,735.83
Madras .. .. .	26. Coimbatore	44,473.44
	27. Madras	41,363.96
	28. Madurai	43,512.67
	29. Tanjore	48,111.22
Manipur .. .. .	30. Imphal	{ 14,315.02 14,315.03*
Mysore .. .. .	31. Dharwar	25,240.00
	32. Mercara	20,488.90
	33. Mysore	27,731.00

<i>State</i>				<i>School</i>	<i>Amount of grant-in-aid recommended</i>
					<i>Rs.</i>
Orissa	..	..	..	34. Cuttack	22,394.78
				35. Gopalpur-on-Sea I	27,763.34
				36. Gopalpur-on-Sea II	21,975.06
Punjab	..	..	..	37. Jullundur	15,665.00
				38. Patiala I	14,335.00
				39. Patiala II	19,200.00
Rajasthan	..	..	..	40. Jaipur	28,256.00
				41. Jodhpur	16,392.50
Uttar Pradesh	..	..	..	42. Bilari	18,549.78
				43. Kurwar	9,201.56
				44. Lucknow	16,820.67
				45. Pepeganj	28,701.53
				46. Hastinapur	29,272.31
				47. Varanasi I	22,267.86
				48. Varanasi II	23,417.72
49. Jehangirabad	29,153.00				
West Bengal	..	..	..	50. Barsul	31,354.08
				51. Jhargram	29,542.50
				52. Uttarpara†	31,971.50
					13,876.97*
				<b>Total ..</b>	<b>13,67,047.58</b>

\* Share of Delhi, Himachal Pradesh, Manipur and Tripura Administrations to be borne by Government of India.

† Candidates from Tripura are admitted in Uttarpara School, West Bengal.

## NOTE II

### PROPOSAL FOR AN INTERNATIONAL COLLEGE FOR CO-OPERATION

In December last, the Ambassador of India in Sweden sent a proposal for an International College for Co-operation to the Deputy Chairman, Planning Commission, New Delhi. This proposal is given as appendix to this note. The Planning Commission discussed it on 11th February 1959 and decided that whatever assistance would be available from Denmark and Sweden may be accepted. It was also decided that the nature and form of this assistance should be worked out by the Central Committee for Co-operative Training. The Committee has been accordingly requested by the Government of India in the Ministry of Community Development and Co-operation to convey their views on the proposal.

#### *Outline of the Ambassador's proposal*

The main points made in the proposal are:

(i) The present practice of periodical Seminars arranged in Denmark for the officers and social workers from Asian and Latin American countries is not very useful for the reason that the trainees are in the midst of social organisations and economic conditions which are far advanced as compared with conditions in their home countries. Further, the experts in charge of the Seminars have inadequate knowledge about the conditions in India and other Asian countries to which the participants belong.

(ii) Consequently it will be better if the Danish experts go out to foreign countries at the cost of the Danish Government and help in the training of a larger number of officers and students from these countries every year keeping in view the local conditions.

(iii) To this end it is likely that the Danish Government would be prepared to send experts for an International College or Institute on Co-operation which could be started in India. Officers and social workers from India and from Asian countries would attend the course in teams, visit Community Development Blocks in various regions where the problems of the co-operative movement could be discussed with the village leaders.

(iv) This College should have a farm of about 200 acres attached to it, so that the trainees could practise and try the principles of co-operation in agriculture, cattle breeding, dairy farming, etc. The farm attached to the College is expected to give the necessary impetus to co-operative farming in India. It is also envisaged that the College could take up the training of students on bigger co-operative farms.

(v) The duration of the course at the College is expected to be two years.

(vi) There is also a Swedish proposal for an International College in India. In the note submitted by the Ambassador it is indicated that while the Swedish Ambassador in India would desire the College to be located near Delhi, people associated with the United Nations are contemplating such an institution in Malaya. The Ambassador has stressed that the Swedish and Danish proposals should be combined to have a really successful College on Co-operative Organisation in India.

(vii) Certain benefits are expected to follow from this proposal for an International College for Co-operation of the type indicated above. The Danish experts and trainees can go out to Community Development Blocks and hold discussions with the village leaders which will benefit all. The co-operative farm run by the College is expected to be a model co-operative farm for village leaders to visit. The staff and trainees can also help other co-operative farms. Moreover, the proposal will be of political value since officers and social workers from Asian countries will come to India to attend the College run with international co-operation.

2. The Standing Sub-Committee may consider the proposal of the Swedish Ambassador. The following comments are put up for consideration.

*(A) Acceptance of the proposal*

The Central Committee for Co-operative Training should welcome the proposal for the International College for Co-operation. The Committee might agree to conduct such a College.

*(B) Venue of the International College*

Such a College may be situated at a place like Bangalore where the climate is pretty uniform throughout the year and might suit people coming to attend the course from Asia and the Far East. Bangalore is also centrally located and will enable students to visit societies in the surrounding States.

*(C) Candidates for the College*

The candidates who are to be trained at this College are specified in the Ambassador's note as officers and social workers. As for officers from Government Departments, we should insist on their being of gazetted rank. As regards social workers and non-officials in general, we should insist on candidates being sponsored by the National or State Co-operative Union or Institute and on their status being equal to that of gazetted officers. Otherwise, all and sundry will seek admission and this will hamper the instructors. The candidates sponsored by the various countries will have to be approved by the respective Governments according to Protocol.

**(D) Duration of the Course**

The Ambassador's note suggests two years. This is far too much. The present Seminars in Denmark run only for six weeks. This is too little. A course of six months should be the normal period.

**(E) Subjects for the Course**

These will have to be settled in consultation with the Danish and Swedish experts. In our present training schemes, the compulsory subjects are: Co-operation, Co-operative Law, Banking, Book-keeping, Auditing and Rural Economics. The optional subjects are: Banking, Marketing, Land Mortgage Banking, Industrial Finance, Administration, etc. The International College may concentrate attention on Co-operation and Co-operative Law with special reference to practices obtaining in advanced countries of Europe, America and even Russia and China. The real thing that will be expected of the International College is the adaptation of co-operative methods and practices in advanced countries to suit the conditions in underdeveloped countries. This essential part of the training will really have to be done in Seminars conducted by the College.

**(F) Teaching Staff**

The strength of the teaching staff will depend upon the strength of the candidates to be trained. Not more than 40 students can be normally handled in one class; but for an International College to train 40 students only may not be worth it. It may probably have a strength of 100 candidates grouped into two classes: This means that about 20 teachers would be needed, because most of the teaching will be done in "seminars" or "workshops." Ten out of the twenty teaching staff will be tutors. These 20 teachers will distribute the study tours of the candidates among themselves according to convenience. Of the 20 teachers, 10 may be recruited by Sweden and Denmark and the remaining 10 may be recruited by the Indian Government giving suitable representation to the countries likely to participate in the International College.

**(G) Study Tours**

The study tours arranged by the College should consist of visits to Development Blocks, successful co-operative institutions and even institutions that are tottering. The study tours, especially those organised towards the end of each course, may be devoted to the organisation of one or more co-operatives of suitable types in a locality where no co-operatives exist. The students will have to start from scratch under the guidance of their teachers and establish a new co-operative society, taking, of course, the aid of official and non-official co-operative leaders of the State concerned.

**(H) Attached Co-operative Farm**

The Ambassador's proposal provides for a plot of 200 acres attached to the International College to serve as a model co-operative farm. This, however, may not be considered necessary. The College is not to teach agriculture but to teach methods of getting people to run co-operative institutions. Its activities would be more with people than with lands and the instructions imparted by it should be devoted to handling people and orientating them towards co-operative efforts, not to teaching methods of agriculture. The latter function is the work of agricultural colleges and experimental farms. There is, however, no harm in having 20 or 30 acres of land attached to the College where a vegetable garden, a dairy, a poultry farm, a piggery, etc., may be run with the intention of catering to the needs of the students.

**(I) Cost of the International College**

Since Denmark and Sweden have some funds to contribute towards the College, we may suggest that the lands and buildings will be provided by the Government of India and the working expenses may be met in full by Denmark and Sweden. The Government of India will have to select an area of about 20 acres and construct a building thereon. It may not be necessary for any part of the capital expenditure being met by other countries lest it should lead to complications later regarding ownership, etc. The working expenses to be borne by Denmark and Sweden will consist chiefly of the salaries of the staff of the College, stipends to the students attending the College, travelling expenses of both, pay of office establishment and other working expenses including the cost of a library. Figures regarding these can be worked out later. The candidates will come to the College at their own cost or that of their sponsoring institutions or Governments and the return expenses will also be borne similarly; but their expenses on tours within India will have to be borne by the International College.

**(J) Interim help from Denmark and Sweden**

The International College will inevitably take time to be set up. In the meanwhile, a start may be made by Denmark and Sweden by deputing their experts to assist the elaborate training scheme which the Central Committee for Co-operative Training have already built up. Instructions should be imparted by them to students attending our training centres, for at least one month at each centre, in modern co-operative practices and in selecting those which are suitable for the local area in consultation with the students. For this purpose, the country may be divided into four



regions. The Regional and the Block Level Co-operative Training Centres that may fall in each region are listed below:—

Delhi	Calcutta	Poona	Madras
Dhuri* Meerut Faizabad* Kota*	Kalyani* Ranchi Gopalpur-on-Sea*	Poona Bhavnagar* Indore	Madras Tirupathi* Hyderabad*

\* Block Level Co-operative Officers Training Centre.

Eight instructors at the rate of two per region might suffice. Each region may have one senior experienced lecturer and a tutor. All the eight instructors may be sent to India for one year in the first instance. It may be that, when the International College is started, some of these may be absorbed by that College.

## APPENDIX

*Copy of letter dated 17th December 1958 from Shri Kewal Singh, Ambassador of India in Sweden, to the Deputy Chairman, Planning Commission, New Delhi*

I write this in continuation of my letter dated the 9th December. The following publications in English on Primary Agricultural Societies and Co-operative Movement in Denmark are being sent today by the diplomatic bag:

- (a) Programme of the Federation of Danish Small Holders' Societies
- (b) Life in Denmark
- (c) The Danish Co-operative Movement
- (d) The Co-operative Movement in Denmark
- (e) Social patterns in the Northern countries of Europe
- (f) The Agricultural Council of Denmark
- (g) By-laws for the Federation of Danish Agricultural Societies
- (h) Constitution of the Federation of Danish Co-operative Societies
- (i) Denmark's Agricultural Mortgage System

These are the only publications which I could get in English, but I am sure they contain full information on the agricultural societies and the co-operative movement in Denmark. If you would like me to send some particular information in addition, we could easily get the Danish texts and translate the relevant portions which could be of interest to you.

2. I had long discussions with Mr. Axelsen Drejer, Director General of the Co-operative Organisation and Mr. Toyberg-Frandzen, Vice-President of the Technical Assistance Programme in Copenhagen. The latter was in India for several years (as Minister of Denmark in Delhi) and knows our economic and agricultural problems very well. It was, therefore, more useful to exchange views with him on the possibilities of Danish assistance towards the development of the co-operative movement in India.

3. First of all, I would like to make a few general observations as a result of my talks with the two officers mentioned above. There are a number of important aspects of the Danish Co-operative Movement which should be of particular interest to us. First of all, as anywhere else, Danish co-operative movement is a voluntary association of farmers with the objective of achieving their common welfare. The Co-operative Societies are extremely decentralised

and there is no interference or direction either from the central organisations or from the official authorities. This means that the Danish farmers and other members of a co-operative society in Denmark have to take keen interest in the principles and the functioning of their societies and exercise maximum initiative. In this respect, the Danish co-operative societies are the training ground and the strong basis of the political democracy in Denmark. To us this aspect can be of great importance as, while we have given universal suffrage to our people, their active participation in the national policies and national activities can only be assured if they have more opportunities of democratic education in the co-operative movement and in the *panchayats* of the villages. The Danish farmer, for example, keenly participates in the discussions and the decisions of the societies of which he is a member and has to exercise real responsibility. Since the Danish farmer is not content merely with running his farm, but takes keen interest in these social organisations, he is the pillar of strength for democracy and socialism in this country. These village co-operative societies because of their autonomous existence also provide excellent opportunities for training of leaders who later on play important part in the national life. It will thus be seen that apart from the well-known benefits of the co-operative movement, in Denmark this organisation is particularly important in giving the villagers education in democracy and social-mindedness. Another aspect of the Danish co-operative movement is that it covers almost every important activity of the Danish citizen. For example, for the farmers there are credit societies, consumer societies, marketing societies, production societies, insurance societies, etc., and an individual is usually a member of 10 to 15 co-operative societies. The principles are the same, but it helps a Danish citizen to participate in a number of co-operative organisations with a view to promote his welfare in many respects in association with other people having the common objective. The Government interference or direction being negligible, the co-operative organisations rely on themselves and therefore they demand utmost initiative, self-dependence and ability to take sound decisions on the part of the Danish citizens. The National Co-operative Organisations take up important matters with various Ministries of the Government in the interest of the co-operative societies and other co-operative organisations, for example, those for export and import, are directly in touch with similar organisations in other countries.

4. There is no doubt that the working of the co-operative movement among the agriculturists in Denmark is of great interest to us. How best can we take advantage of the experience of Denmark in the co-operative movement which extends over nearly a hundred years with a view to help the growth and expansion of the co-operative movement in India? For this purpose, I had two talks with Mr. Toyberg-Frandzen and also discussed the subject

with Drejer, Head of the Co-operative Organisation. They told me that they got every year a number of officers and social workers from Asian and Latin American countries who attended the seminars on co-operative movement in Copenhagen. The course, I understand, is for two or three months and the visiting officers, in addition to the lectures, are shown the functioning of the co-operative societies in Denmark. This is Denmark's contribution under the Technical Assistance programme. I asked Mr. Toyberg-Frandzen if a few officers coming from India and seeing the functioning of the co-operative movement in Denmark could really make a useful contribution towards the progress of the co-operative movement in India. These officers came and stayed in hotels in Copenhagen, they saw the social organisation and the economic conditions which were far advanced and they left after two or three months' visit to deal with the social and economic conditions which were absolutely different. On return they were likely to be dismayed by the work under entirely different economic and social conditions or they were apt to start with excessive enthusiasm to revolutionise the movement when the evolution of the co-operative movement has to be gradual and has to be based to the utmost on the initiative of the villagers themselves. Again a few officers going back to a vast area like India could hardly make a substantial contribution to the progress of the co-operative movement in that country. Mr. Toyberg-Frandzen admitted that he himself was not at all happy about the contribution Denmark was making in helping India in the development of the co-operative movement. He said that his own opinion was that a lot of money was wasted on air passages and stay in hotels and the experts in Denmark who are in charge of the Seminars talk without the least knowledge of the conditions in India and other Asian countries. He felt that while Denmark would like to co-operate more actively with India's efforts in the co-operative movement, the present system did not serve a very useful purpose. The best solution would be for some Danish experts to go to India at the cost of the Danish Government and help in the training of a large number of Indian officers and students every year keeping in view the local conditions.

5. In my second discussion, Mr. Toyberg-Frandzen told me that the Danish Government would be very happy to send experts for an International College or Institute on Co-operation which could be started in India. At this Institute, a large number of officers and social workers from India and from other Asian countries could be given lectures by the Danish experts and the teams could visit Community Development Blocks in various regions where the problems of co-operative movement could be discussed with the village leaders both for the benefit of the trainees as well as the village communities. Another aspect of this College could be that, if the Government of India so desired, an area of about 200 acres could be run as under training at the College. In this manner the

people attending the College could, in practice, try the principles of co-operative movement in agriculture, cattle breeding, dairy farming, etc. This co-operative farm of the trainees at the College could be a model farm for the village leaders to come and see from various parts of India. This aspect of the International College could be very useful in giving impetus to the co-operative farming in India. If this experiment is found successful, the Government of India could have a much bigger co-operative farm with a few hundred students who could spend a year or two of training in the co-operative movement at the College and at the same time they could work at the farm thus earning for themselves as well as for the International College. These students, if the project is expanded after some time, could like officers and social workers become leaders in the co-operative movement in various States. Another function which the International College could take over would be to give guidance to independent co-operative farms which may be established by the Government in newly irrigated areas or in the new colonies set up for the refugees.

6. It will be seen that an International College for Co-operative movement will have great possibilities of helping our co-operative movement on the right lines in various ways. It will not only train officers and social workers, but will also help them in running a co-operative farm applying the principle of co-operation in production and sale of the agricultural and dairy products and meeting the needs of the community. In addition, the International College could, on bigger co-operative farms, take up the training of a couple of hundred students who could come for a course of two years. For the students, this will combine *shramdan*, training in co-operation and social-mindedness, close contact and understanding of the conditions of the agriculturists and actual work as farmers. They could be paid stipends from the produce of the farm to attract them to the College. These students could later become village leaders and help the co-operative movement all over India. Thirdly, the College could give guidance to the new co-operative farms situated in its neighbourhood particularly where the co-operative movement will start from the very beginning based on the initiative, understanding the sense of responsibility of the villagers. In addition to all this, the professors and the trainees from the International College for Co-operation could visit Community Development Blocks in various States and hold discussions with the village leaders.

7. As a result of my discussions with him, I found that Mr. Toyberg-Frandzen was extremely keen that such a College should be started in India. Even for the Danish Government, it will be a matter of pride that some real service was being rendered to the underdeveloped countries instead of spending money, as at present, on passages, stays in hotels, etc., of a handful of officers from Asia.

What the College would require is a few modest buildings and a couple of hundred acres of land to start with. The experts will be sent by the Danish Government as a part of their Technical Assistance Programme. Our expenditure, if any, will be more than covered by the produce from the land which the trainees will cultivate and run on co-operative lines. Lastly, there is the important political consideration that an International College for training in Co-operation will be situated in India where a large number of students will come from other Asian countries.

8. Mr. Toyberg-Frandzen has not yet obtained the formal approval of his Government, but he wanted to know if the Government of India will be interested in such a project. He was sure that if the Government of India was agreeable, the Danish Government could move the United Nations Organisation with the suggestion that such a College should be set up in India instead of getting a large number of trainees from India and other Asian countries to Copenhagen. The Danish Government will naturally agree to spend the same amount to sending the experts to India and might even increase their contribution to make the College a real success which, apart from its service to the co-operative movement in the Asian countries, will also greatly strengthen India-Danish friendship.

9. I should also mention that the Swedish Co-operative Movement has launched an appeal to all Swedes to contribute one Kroner per head this year for helping the co-operative movement in India. They hope to raise about Rs. 2,000,000 which could also be used for the proposed International College for co-operation. Madame Alva Myrdal, the Swedish Ambassador in Delhi, had told me a couple of weeks ago, that she was keen that such a college should be started near Delhi, while some people in the U.N.O. were in favour of having the College in Malaya. I feel that the Swedish and the Danish proposals can be combined to have a really successful College on Co-operative Organisation in India.

10. I shall be grateful if you could kindly let me have your advice on the suggestion in the preceding paragraphs regarding the setting up of an International College for Co-operation in India. If you feel that the Government of India will be interested in this proposal which, I feel, can be of immense help to us, I shall request Mr. Toyberg-Frandzen to obtain the formal approval of the Royal Danish Government. I do hope you will kindly let me have a reply as early as possible.

With kind regards.

**NOTE III****PROPOSAL TO CONDUCT A COURSE IN BUSINESS MANAGEMENT FOR LECTURERS AT THE JUNIOR CO-OPERATIVE TRAINING CENTRES**

As approved by the Central Committee for Co-operative Training at its fifth meeting held on 9th September 1958, the subject of Business Management has now been introduced in the Intermediate Officers Course, and the Co-operative Marketing Course at our regional centres and in the syllabus of the Junior Co-operative Officers Training Course in the various States. In order to reorient the lecturers at the Regional and Junior Co-operative Training Centres before they took up teaching of the subject, a course on Business Management was organised at Bombay in May-June 1958. The course was of the duration of three weeks and twelve lecturers at the rate of one from each of the Regional and Block Level Centres and 16 lecturers from Junior Co-operative Schools conducted by the States attended the course.

2. It is felt that a similar course has become necessary now, mainly from the point of view of the Junior Training Schools. In the previous course, due to limitation of accommodation and other facilities, we could admit only 16 lecturers from the Junior Schools. There are, however, 52 schools working under the Central Committee's scheme at present and most of them have not got on their staff any lecturer trained to teach the subject of Business Management.

3. It is, therefore, suggested that another course in Business Management may be organised by the Central Committee in the month of October-November 1959. The details of the course could be as indicated below :

*Duration of the Course*

4. The Course may last for three weeks as was the case with the previous course. This was found to be sufficient.

*Scope of the Course*

5. The course may be conducted more or less on the same lines as the previous course. Details are given in Appendix 30.

*Number of lecture-trainees who may attend*

6. There are at present 52 schools working under the Central Committee's scheme. It is expected that about 40 lecturers from the Junior Co-operative Officers Training Schools may attend the course if we exclude those who attended the earlier course. But some of the lecturers who were trained at the previous course might have left the training centres and their substitutes will have

to be invited. Some of the lecturers from our Regional and Block Level Centres too may attend. The estimated number of trainees will therefore be about 50.

### *Venue of the Course*

7. Last time the course was organised at Bombay. Even now, Bombay would be convenient from the point of view of organisation, availability of experts in business management, availability of senior officers of the Reserve Bank to talk to the trainees and so on. As regards accommodation of a lecture hall and hostel for the trainees, we are likely to get the required facilities in some of the Bombay Colleges as October-November would be the mid-term vacation period.

### *Cost of the Course*

8. The main items of expenditure involved will be the following :—

(a) *T.A. and D.A. to the Lecturer-trainees*: As was done previously, this expenditure should be borne by the respective training centres. In the case of the Junior Training Schools, we may approach the Government of India recommending that half the expenditure of T.A. and D.A. incurred on a lecturer deputed from a school may be borne by the Government of India, in case the total expenditure on T.A. and D.A. on teaching staff of the school for purposes of practical training tours exceeds the prescribed shareable maximum of Rs. 1,000 in the year (Government of India's share running up to Rs. 500).

(b) *T.A. and D.A. to expert lecturers*: If the course is held at Bombay, for a few experts who may be called from outside Bombay, a provision of not more than Rs. 1,000 may have to be made.

(c) *Honorarium to expert lecturers*: Payment of Rs. 100 per lecture for experts in Business Management as honorarium was found necessary for the previous course. It is suggested that the same honorarium may be given now. About Rs. 2,000 may be provided for the purpose.

(d) *Rent for hostel accommodation and lecture hall*: For the previous course, we could secure a lecture hall and hostel facilities from the Sydenham College, Bombay. The total expenditure on rent for residential accommodation of 20 participants (who availed of it) was Rs. 340. Towards rent for the lecture hall Rs. 135 were paid. It is suggested that in view of the larger number of trainees and the possibility of having to pay higher rates for accommodation, a provision of Rs. 1,500 may have to be made for the purpose this time.



(e) *Contingencies* : There may be some expenditure on stationery, tea for guests, transport charges and other contingencies etc. A sum of Rs. 500 may have to be provided for this purpose.

The total expenditure for organising the course will come to Rs. 5,000.

(f) *Who should bear the expenditure* : Since the course is to be organised mainly for the benefit of lecturers from the Junior Training Schools, the Government of India may be requested to sanction a sum of Rs. 5,000 for the course and place it at the disposal of the Central Committee. If approved, the Government of India would be approached in the matter.

## NOTE IV

### PROPOSAL TO ORGANISE A THIRD REFRESHER COURSE FOR INSTRUCTORS AT THE EXTENSION TRAINING INSTITUTES AND EXTENSION OFFICERS IN THE NATIONAL EXTENSION SERVICE

The Central Committee has so far organised two short refresher courses in Co-operation for instructors at the Extension Training Centres. The first short course of six weeks' duration was organised at the request of the Indian Council of Agricultural Research in 1954 and was held at the Co-operative Training College, Poona, from 6th December 1954 to 20th January 1955. Twenty-four instructors from different States attended the course. The second course was conducted, at our suggestion, at the Block Level Co-operative Officers Training Centre, Kota, for six weeks from 24th November 1956 to 5th January 1957. Twenty-six instructors attended the course.

2. The Director of Extension Training in the Ministry of Agriculture has now requested the Central Committee to arrange for another short-term refresher course of one month's duration in Co-operation for the instructors at the Extension Training Centres. The course is to be arranged preferably after July 1959. The Director desires to have a syllabus also prepared by the Principal of the Centre where the course would be held. The proposed course is meant for approximately 30 instructors who will be drawn from the various Extension Training Institutes and deputed by the Ministry of Agriculture. Boarding arrangements at the expense of the trainees are requested to be made by the authorities of the Centre where the training will be arranged. Travelling allowances and daily allowances of the trainees from the place of duty to the Centre for joining the course and leaving the Centre after the expiry of the course are proposed to be met by the Governments of the States from where the trainees will be drawn.

3. It is proposed by the Director of Extension that the course should last for one month of which one week should be utilised for practical training. The break up of one month's course as suggested by him will be:

- |  |         |
|--|---------|
| (a) Refresher training in technical subject matter .. .. .   | 2 weeks |
| (b) The Second Five-Year Plan—planning and implementation of programme including extension methods .. .. . | 1 week  |
| (c) Visits to fields and Development Blocks and research institutions .. .. .                              | 1 week  |

4. The Central Committee may agree to conduct the course as requested by the Government of India. The course could be

conveniently conducted in one of the centrally situated training centres where hostel accommodation would be available during August to October. From this point of view, the Regional Training Centre, Indore, would perhaps be convenient.

5. The syllabus followed for the last course held at Kota in 1956-57 (Appendix 31) could be adopted for this course with suitable modifications. The syllabus would be covered basically by the teaching staff of the centre. Supplementary special lectures by experts from the Government of India, the Reserve Bank, other training centres, etc., could be arranged. Besides lectures, group discussions and seminars may also be included.

6. It appears from the proposal made by the Government of India that the training programme of practical training is to be drawn only for a week. A provision of Rs. 20 per trainee is proposed to be made by the Government of India. During the last course, the trainees visited Bombay State also for practical training. Therefore, higher travelling allowance was provided for.

7. The Government of India have agreed to bear the cost of the course to the extent of Rs. 1,500 as detailed below :

	Rs.
Honorarium to lecturers .. .. .	500.00
Honorarium to office staff .. .. .	50.00
Field trip at Rs. 20 for 30 trainees .. .. .	600.00
Miscellaneous contingencies .. .. .	300.00
	1,450.00
	about 1,500.00

It may be mentioned that for the first course conducted in 1954-55, the total expenditure amounted to Rs. 2,701.80 and for the second one Rs. 3,081.39. The difference between these figures and the lower one proposed now is mainly due to lower provision of T.A. for the practical training tours in the proposed course.

8. As only honorarium for lecturers is provided for in the estimate, it is presumed that the T.A. and D.A. of the experts who will be invited from the Government of India, the Reserve Bank of India and the Training Centres, for delivering lectures at the course will be borne by the respective authorities. The Regional or Block Level Training Centre where the course would be organised may have to provide free hostel accommodation for the trainees. Boarding arrangements would be at the expense of the trainees.

9. If the proposal for the organisation of the refresher course is approved, appropriate action will be taken in hand.

## NOTE V

### RELAXATION OF THE CONDITIONS OF MINIMUM QUALIFICATIONS FOR ADMISSION TO JUNIOR CO-OPERATIVE OFFICERS TRAINING SCHOOLS IN MADHYA PRADESH

The first meeting of the Central Committee for Co-operative Training held in December 1953 decided that candidates for admission to the Junior Co-operative Officers Training Course should generally be matriculates or possess equivalent qualifications. However, on representations received from the erstwhile Governments of Madhya Bharat and Saurashtra, the question of relaxing the minimum qualifications for admission to the Junior Officers Training Course was considered by the Standing Sub-Committee at its meeting held in July 1955 and it was decided that while ordinarily only matriculates could be admitted to the schools, an exemption might be made in the case of those non-matriculates who had at least put in three years of service either in the Co-operative Department or in a co-operative institution. This relaxation does not, however, appear, to have met the difficulty experienced by the States of Madhya Pradesh, Rajasthan and Manipur in getting duly qualified candidates for training in adequate numbers, and they have been representing for further relaxation of the minimum qualifications. When Shri B. Venkatappiah, Deputy Governor, visited Madhya Pradesh in November 1958, it was again represented to him that the minimum qualification condition prescribed for admission of candidates to the Junior Co-operative Officers Training Course was causing much difficulty in Madhya Pradesh and that there should be further relaxation in order to enable even non-matriculates without previous co-operative experience to be admitted to the Course. The matter was therefore discussed by the Seventeenth Standing Sub-Committee held in December 1958 and the Committee felt that "while it was not desirable generally to relax the prescribed minimum qualifications required for admission to the Junior Co-operative Training Centres, difficulties faced by particular States might be further gone into. Perhaps, for persons not having the minimum qualifications prescribed, the Chairman pointed out that some *ad hoc* training which would equip them for the task for which they were recruited and would later on serve as a preliminary to the regular training in the Sub-ordinate Training Centres might be thought of by the State Governments concerned. Before anything concrete could be recommended, it was felt that the requirements of States like Madhya Pradesh, Rajasthan and Manipur should be investigated further by some officer of the Central Committee and his report might form the basis for positive action by the Standing Sub-Committee."

2. Accordingly, the question of relaxation of the minimum qualification in Madhya Pradesh was studied by one of the officers of the Central Committee in January 1959. His report is appended (Appendix 32).

His main conclusions are :

(i) On the present pay scale and in the present stage of the spread of education in Madhya Pradesh there is a real difficulty experienced in Madhya Pradesh in finding matriculates who will accept village jobs and stick to them on the present scale of remuneration.

(ii) It would not be practicable to suggest a sufficiently high revision of the terms of remuneration and get it agreed to by the Co-operative Department, central co-operative banks and large-sized societies.

(iii) The persons educated upto the Middle Standard (VIII standard of the High School) may be expected to have the capacity to work satisfactorily as managers of large-sized societies and group secretaries of small societies provided they are properly selected and trained.

It may, therefore, be concluded in the context of the difficulty actually experienced in Madhya Pradesh at present that some relaxation in the minimum qualification for admission to the Junior Co-operative Training Course is called for. At present the Central Committee considers the following two categories of persons eligible for admission to the Junior Co-operative Training Course.

- (a) Matriculates even without experience;
- (b) Non-matriculates who have at least three years of experience in co-operative work.

It is suggested that under relaxation the following categories may be considered eligible for admission.

- (A) Matriculates even without any experience.
- (B) Persons educated upto the Middle Standard Examination, i.e., VIII Standard having one year's experience and particularly recommended by the Registrar as being suitable for admission to the Course.
- (C) The Registrar may admit at his discretion upto 20 per cent of the capacity of the class, i.e., for eight seats per session per class, candidates who have at least passed Middle Standard, i.e., VIII Standard examination but who may not have even the necessary experience of one year as laid down in (B) above. The Registrar may use this discretion only in case of candidates who in his opinion are positively fit for the course.

It is felt that the above relaxation would be sufficient to meet the difficulty experienced in Madhya Pradesh for the present. In the light of further experience the matter could be given further consideration.

3. The Member-Secretary's comments on the report and on the issue of relaxation of the minimum qualification are as follows :

(i) " Madhya Pradesh wants to admit into the Junior Officers Training Centres the paid staff of village co-operative societies (secretaries or group-secretaries). Group-secretaries have not been successful in States where they have been tried. The account books of most societies are not kept at the society's headquarters as the group-secretaries prefer to keep the account books either at their own headquarters or at the headquarters of the central bank. This practice must be discontinued. The enhanced scale of subsidy proposed by the Working Group on Co-operative Policy will enable the replacement of group-secretaries by part-time paid secretaries or clerks in every small society. They may be non-matriculates; but they need not join the Junior Officers Training Course for their training. The Registrar may be told that Junior Officers Training Course is not intended for this class of paid staff. Secretaries of village societies should attend courses conducted by the All-India Co-operative Union and the State Co-operative Union.

(ii) " The secretaries of large-sized societies are expected to undergo training in the Junior Officers Training Course. If matriculates are not available for the posts of secretaries of large-sized societies it is because their scale of pay is low. The Madhya Pradesh State Co-operative Conference held at Shivpuri in December 1958 recommended a pay scale of Rs. 50-4-90 plus D.A. for them. This is too low. We reckon the pay of a manager of a large-sized society at Rs 100 per month or Rs 1,200 per year. It is on this reckoning that a Government subsidy of Rs 3,000 is provided for every large-sized society for a period of three years. A starting pay of Rs. 100 per month will secure matriculates as managers for large-sized societies. The Employment Exchanges at Indore, Bhopal and Jabalpur state that matriculates will be available on the Central Government pay scale of lower division clerk which is Rs 60-125 plus Rs 36 as dearness allowance. The Madhya Pradesh Registrar should enhance the scale of pay for managers of large-sized societies obtaining a subsidy from the Government of India and not clamour for reduction of educational standards for managers of large-sized societies. One of the chief arguments for large-sized societies is that they will be able to employ qualified and efficient managers. Efficiency will be sacrificed if educational qualifications are lowered.

(iii) " Even central co-operative banks in Madhya Pradesh are employing non-matriculates on their staff. It is no wonder that

the standard of accounting in the central co-operative banks there is low. The staff of a central co-operative bank ought to be more efficient than even the staff of a large-sized society. Central banks should not be permitted to entertain non-matriculantes on their staff.

(iv) "The Employment Exchanges at Indore, Bhopal and Jabalpur have stated that nobody has approached them for matriculates to work as managers of large-sized societies or group-secretaries. In fact, they were totally ignorant of such employment opportunities in co-operative institutions. There are matriculates registered on their books waiting for jobs. In these circumstances, we need not patronise non-matriculantes at the expense of unemployed matriculates by relaxing the educational qualifications prescribed by us for admission to the Junior Officers Training Course. The present minimum standard of a pass in the matriculation examination or at least three years' service in the co-operative institution may continue to be insisted upon."

4. The Standing Sub-Committee Meeting may consider the issue and decide on the action as contemplated by it in its Seventeenth Meeting held in December 1958.

**NOTE VI****EXTENSION OF DURATION OF TRAINING PERIOD AT THE JUNIOR CO-OPERATIVE OFFICERS TRAINING CENTRE AT SRINAGAR IN JAMMU AND KASHMIR STATE**

The Secretary to the Government of Jammu and Kashmir conveyed to the Central Committee in January 1958 that the State Government would like to extend the duration of the training course for Junior Co-operative Officers conducted by the State Government at Srinagar from six months to one year, as the percentage of successful candidates at the school was progressively declining in the examinations held at the school. In order to be able to study the issue, some details about the organisation of the training arrangements at the school like question papers set, percentage of passes in different examinations conducted, some answer books, qualifications of candidates admitted, etc., were called for from the State authorities. The information was made available in February 1959. On examination of the information provided it was found that a large number of failures was mainly in the subjects of Co-operative Law and Practice and Audit and Accounts. It was further noticed that a significant number of trainees admitted to the training course was not eligible for admission according to the minimum qualifications laid down by the Central Committee in this regard.

2. While the State authorities could be asked to be more particular about the minimum qualifications of candidates admitted to the course with a view to improving the performance of the trainees, it is also felt that extension of the duration of training period in the case of the Srinagar school would be desirable, taking into account the peculiar conditions in the State and also the keenness of the State Government to extend the duration of the course. It may be mentioned that though the duration of the Junior Co-operative Officers Training Course in many States is of six months, the Central Committee has agreed to extend the duration in some cases. In the States of Madras and Andhra Pradesh the Central Committee has agreed to a course of 12 months for departmental candidates and of 11 months for institutional and private candidates. At the schools in Uttar Pradesh, the duration of the course is presently nine months and in Orissa too the same is the case for departmental candidates. We may, therefore, agree to the extension of the duration of the training period from six to twelve months in the case of the Jammu and Kashmir State.

3. If the duration is thus extended to 12 months the duration of practical training may be extended from two to three months.



**NOTE VII****TRAINING OF FOREIGN TRAINEES UNDER THE COLOMBO PLAN IN THE TRAINING COURSES CONDUCTED BY THE CENTRAL COMMITTEE**

The Central Committee for Co-operative Training is conducting five Regional and eight Block Level Co-operative Officers Training Centres for the training of senior and intermediate personnel of Co-operative Departments and co-operative institutions of States in India. While these 13 training centres are under the Committee's direct control, there are 52 junior schools conducted by the State Governments for junior personnel of the co-operative movement. These latter are only under the ultimate supervision of the Central Committee. The expenses of the training centres including stipends and travelling allowances to trainees and salaries and allowances of teaching staff are being borne entirely out of funds provided by the Reserve Bank of India in the case of the Regional Training Centres. They are borne out of funds provided by the Government of India in the case of the Block Level Co-operative Officers Training Centres. The expenses of training arrangements at the Junior Co-operative Training Schools are borne by the State Governments or co-operative institutions managing the schools and are shared by the Central Government to the extent of 50 per cent in the case of certain shareable items like salaries and allowances of staff, stipend and travelling allowance of trainees and expenses on the purchase of books for the library.

2. These training arrangements organised by the Central Committee and the State Governments are intended for the benefit of trainees from co-operative institutions and Co-operative Departments of States in India. However, the Government of India have been offering facilities for co-operative training to some candidates deputed by foreign countries like Nepal, Philippines and Malaya under the Technical Assistance Scheme of the Colombo Plan. The Government of India in such cases have approached the Central Committee for making provision for the training of these foreign trainees at the training centres conducted by the Central Committee and by the State Governments. The Central Committee has readily provided such facilities available to the foreign trainees deputed through the Government of India.

3. In the case of these foreign trainees the Central Committee provides only free tuition and free hostel accommodation at the Centres. The Committee does not pay any stipend or travelling allowance to these trainees. These expenses are borne by the Government of India.

4. So far, the number of foreign trainees deputed to the training centres conducted by the Central Committee has not been

very large. The statement appended to this note (Appendix 33) gives the particulars of the foreign trainees and the training courses at which they were trained. The question that may arise in this connection is whether the Central Committee should continue to provide the facilities of free tuition and free lodging for all the foreign trainees that might be deputed for training or whether the Government of India may be requested to reimburse the Central Committee for the facilities provided.

5. It is presumed that the Standing Sub-Committee will have no objection to continue to extend the facilities of free tuition and free lodging to foreign candidates deputed through the Government of India under the Colombo Plan.

PROCEEDINGS OF THE EIGHTEENTH MEETING OF THE  
STANDING SUB-COMMITTEE OF THE CENTRAL COM-  
MITTEE FOR CO-OPERATIVE TRAINING HELD ON 27<sup>TH</sup>  
APRIL 1959 AT THE RESERVE BANK OF INDIA, BOMBAY

*Present :*

1. Shri B. Venkatappiah
2. Shri M. R. Bhide
3. Shri J. C. Ryan

Prof. D. G. Karve, Chairman of the Standing Sub-Committee, was away on tour to foreign countries.

*ITEM I: Review of progress made in the various Co-operative Training Courses*

As a point allied to the subject matter of the note, Shri M. R. Bhide suggested that lecturers from the training centres might be deputed in batches of three or four at a time to the orientation training courses of the duration of four to six weeks conducted by the Ministry of Community Development and Co-operation for personnel like the Block Development Officers. He felt that the training at the orientation courses would serve to give to the lecturer-trainees a broader idea of the Community Development work. It was decided that fuller particulars of the courses may be obtained from the Government of India and appropriate action be taken in the light of information received.

*ITEM II: Proposal for an International College for Co-operation*

It was felt that the scheme as outlined by the Ambassador of India in Sweden left certain points to be clarified such as the agency to run the College, the sources for the overall funds required for the institution, etc. It was also felt that initial commitment of funds on a large scale on the part of the Government of India in the matter of capital expenditure of land, building, equipment, etc., might not be considered necessary at this stage before the response to the scheme from countries like Denmark and Sweden on the one hand and Asian countries on the other could be ascertained in clearer terms. It was decided, therefore, that while the proposal for an International College on Co-operation and the foreign aid available for the purpose might be welcomed, only a modest start could be made by organising an International Wing at the Co-operative Training College, Poona, or at any other Regional Training Centre. The establishment of a full-fledged independent International College may be considered later in the light of experience gained at the International Wing for a period of two or three years.

The training centre at which the International Wing may be organised may provide class-rooms and hostel accommodation for

the purpose. The staff and equipment also may be available for such use of the International Wing as may be felt necessary. Experts available with the help of foreign countries like Denmark and Sweden may be attached to the International Wing at the College and foreign trainees as well as some Indian trainees might be admitted to the Wing. The running expenses of the International Wing in the form of stipends and travelling allowances to trainees and salaries, allowances, and travelling allowances to the staff attached to the International Wing and expenditure on purchase of books and periodicals may be met from the aid available from Denmark and Sweden. Details of the curriculum of the training course may be settled later, possibly in consultation with the staff attached to the International Wing.

It was also agreed that pending the institution of the International Wing at one of the training centres, the help available from Denmark and Sweden could be immediately utilised if the countries depute some of their experts to assist in the elaborate training scheme which the Central Committee for Co-operative Training have already built up. The services of the experts could be utilised in the manner outlined in Section J of the note put up for consideration of the Standing Sub-Committee.

It was agreed that a proposal could be sent to the Government of India on the above lines.

**ITEM III: *Proposal to conduct a Course in Business Management for lecturers at the Junior Co-operative Training Centres***

The note on the subject was generally accepted. Shri Bhide indicated that the Government of India might sanction a sum of Rs. 5,000 for the conduct of the course as outlined in the note on the subject.

**ITEM IV: *Proposal to organise a third Refresher Course for Instructors at the Extension Training Institutes and Extension Officers in the National Extension Service***

The note on the subject containing the proposal for the organisation of the refresher course was accepted.

**ITEM V: *Relaxation of the conditions of minimum qualifications for admission to Junior Co-operative Officers Training Schools in Madhya Pradesh***

After some discussion on the subject, it was decided that its consideration might be postponed to the next meeting of the Standing Sub-Committee and the Registrars of Madhya Pradesh and Rajasthan might be invited to the meeting for discussion on the subject.

**ITEM VI:** *Extension of duration of training period at the Junior Co-operative Officers Training Centre at Srinagar in Jammu and Kashmir State*

It was decided that the consideration of the subject might be postponed to the next meeting of the Standing Sub-Committee and the Registrar of Co-operative Societies, Jammu and Kashmir might be invited to the meeting for discussion on the subject.

**ITEM VII:** *Training of foreign trainees under the Colombo Plan in the Training Courses conducted by the Central Committee*

The note on the subject was accepted. The Standing Sub-Committee agreed to continue to extend at the training centres conducted by it, the facilities of free tuition and free lodging to foreign candidates deputed through the Government of India under the Colombo Plan.

**NINETEENTH MEETING OF THE STANDING SUB-COMMITTEE OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING**

*(5th June 1959 at the Reserve Bank of India, Bombay)*

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**AGENDA**

**NOTES**

- I. Review of progress made in the various co-operative training courses.
- II. Expansion of training arrangements in the light of development plans for Co-operation (note not submitted).

## NOTE I

### REVIEW OF PROGRESS MADE IN THE VARIOUS CO-OPERATIVE TRAINING COURSES

The Eighteenth Meeting of the Standing Sub-Committee was held on 27th April 1959. Since then a new session of the Senior Officers Course commenced on 1st June 1959 at which 41 trainees from different States have been admitted. In respect of other courses at the Regional and Block Level Training Centres, the position more or less remains unchanged. In regard to Junior Co-operative Officers Training Centres, a proposal from the Government of Mysore to start a school for Auditors at Bangalore has been recently approved by us. With the commencement of functioning of this school, the total number of Junior Co-operative Officers Training Centres working under the scheme of the Central Committee for Co-operative Training will be 53.

2. On the various decisions of the Eighteenth Meeting of the Standing Sub-Committee, action has been initiated. In regard to the proposals for an International College for Co-operation, a Course in Business Management for lecturers at the Junior Co-operative Officers Training Centres, a refresher course for the instructors at the Extension Training Institutes and extension officers in the National Extension Service, the Government of India have been suitably addressed.

#### *Evaluation of training programmes*

3. Since the last meeting of the Standing Sub-Committee, the work of interviewing employers and ex-trainees in Bihar was also completed. With this the programme of interviews with 'employers' and ex-trainees has been completed for all States excepting Jammu and Kashmir. The scrutiny and analysis of data collected are under progress.

#### *Training requirements during 1959-60*

4. On the basis of a circular from the Additional Secretary to the Government of India to all State Governments on the subject of formulation of supplementary plans for co-operative development for 1959-60 consequent on the new co-operative policy, we have addressed all the State Governments requesting them to send their estimates of the number of persons of different categories they would be deputing for training at the Courses organised by the Central Committee for Co-operative Training during the years 1959-60 and 1960-61 respectively (Appendix 34). They have also been requested to indicate their requirements for specialised training for different categories of personnel in spheres such as marketing,

land mortgage banking, etc., separately. The estimates will be helpful in assessing the extent to which the existing training facilities under the Central Committee's scheme may have to be expanded to cope with increased requirements of trained personnel on the part of State Governments in the coming years.



PROCEEDINGS OF THE NINETEENTH MEETING OF THE  
STANDING SUB-COMMITTEE OF THE CENTRAL COM-  
MITTEE FOR CO-OPERATIVE TRAINING HELD AT  
BOMBAY ON 5TH JUNE 1959

*Present :*

1. Prof. D. G. Karve, *Chairman*
2. Shri B. Venkatappiah
3. Shri M. R. Bhide
4. Shri J. C. Ryan, *Member-Secretary*

Sarvashri V. K. Rao and G. D. Goswami of the Planning Commission also attended. The meeting was convened for considering "Expansion of training arrangements in the light of development plans for Co-operation."

The discussion at the meeting covered the following points.

(i) *Expanding and re-organising arrangements at the Block Level Training Centres*

Shri M. R. Bhide explained to the meeting that the Government of India had already asked the State Governments to give estimates of their requirements of trained personnel over the next three to four years and they were asked to phase the programme of recruitment suitably. He indicated that in view of the State Governments extending the programme of covering the entire country with National Extension Service Blocks from 1961 to 1963, and also in view of the increased requirements of State Governments in this connection consequent on growing emphasis on co-operative organisation, the Block Level Training Centres might have to continue longer than envisaged previously. He also stated that the Government of India would be prepared to continue to bear the expenditure on these centres as long as necessary. He mentioned that already a Working Group on co-operative development in the third Five-Year Plan had been set up at the Government of India level and the estimates and recommendations made by the Central Committee for Co-operative Training for the third Five-Year Plan could be incorporated in the recommendations of the Working Group.

The Chairman agreed that the Block Level Training Centres might have to continue till 1962-63 even on the existing pattern since the State Governments had extended their phased programme of recruiting Block Level Co-operative Extension Officers till that year. Secondly, the Chairman observed that in view of the programme for intensive co-operative development in the years to come, the requirements of training were likely to increase, and from this point of view, the Block Level Training Centres might

have to be put on a permanent basis and if necessary reorganised to meet the demands for training, arising in the context of the new co-operative policy. The Chairman also observed that the sooner the Central Committee came to know from the Government of India and the State Governments about their requirements of training under the various categories of co-operative personnel, the better it would be since arrangements would have to be programmed well in advance in matters like accommodation, teaching staff, etc.

It was also agreed at the meeting that as a general rule, the increased demand for training facilities, if any, should be met by expanding the capacity of the existing training centres and additional centres should be started only if they were found to be absolutely necessary. It was indicated that the scope and the limit of further expansion of the existing centres should be examined by the Central Committee, buildings available for the purpose being an important criterion to be taken note of.

(ii) *Bridging the difference between the Intermediate and the Block Level Co-operative Officers Training Courses*

Shri M. R. Bhide observed that the distinction between the Intermediate Officers Course conducted at the Regional Centres and the Block Level Officers Course conducted at the Block Level Centres would not be of much significance in the light of the fact that the entire country was to be covered by the National Extension Service Blocks and the distinction between extension officers working in Block areas and co-operative inspectors working in non-Block areas would disappear. The nature of the functions to be discharged by a Block Level Co-operative Officer and those of the regular co-operative inspectors would then be the same. He, therefore, desired that the distinction between the Intermediate Course at the Regional Centres and the Block Level Co-operative Officers Course at the Block Level Co-operative Officers Training Centres, should be eventually done away with and a common course be conducted at all the Regional and Block Level Centres for intermediate personnel. The Chairman agreeing with the underlying principle of the suggestion, observed that this course would entail an important policy decision on the part of the Central Committee as well as on the part of the Government of India and the Reserve Bank of India. Financing of the Block Level Centres is now entirely the responsibility of the Government of India while the Regional Centres are financed by the Reserve Bank of India. It would, therefore, be necessary to go into the financial and curricular implications of the proposal of equating the two courses. Shri Bhide felt that the plan at this stage should assume that the Government of India will continue to bear their share of the expense as at present.

(iii) *Expansion in the arrangements for the training of Junior Co-operative Officers*

The Chairman observed that in view of the adoption by all State Governments of a policy of intensive co-operative development in the years to come, the training facilities for the Junior Co-operative Officers also would have to be expanded proportionately. Shri B. Venkatappiah observed that the Central Committee should examine the training arrangements in the States for the Junior Co-operative Officers and take the necessary initiative in bringing about adequate training facilities whenever the training arrangements were considered inadequate to meet the additional requirements of trained personnel in the light of the plans of co-operative development adopted by the various States. He also pointed out that numerous part-time secretaries of small primary co-operative societies which would occupy an important place in all schemes of co-operative development would have to be given some kind of training and the problem would call for careful examination in consultation with the State Governments.

The Chairman in this connection observed that the Central Committee had already been considering a proposal to make the rent of the training centres and hostels a shareable item in the scheme approved by the Central Committee with a view to encouraging the expansion of training facilities on the part of the States. Shri Bhide agreed that rent could be a shareable item; however, he clarified that it would be only the increase in expenditure on rent over and above what the State Governments were already spending that could be shareable and not the entire expenditure on rent incurred on housing the training centres and the hostels. In this connection, the Member-Secretary suggested that the Centre's contribution should be made available even to those training centres which had already put up their own buildings.

(iv) *Training Courses in Co-operation that may be organised by social and political organisations*

Attention was drawn to schemes of co-operative training of non-official workers proposed to be conducted by social organisations and political parties as a result of the increased importance given to Co-operation in the plans of the economic development of the country. The Chairman wanted to know the views of the Government of India on this point and how the training courses conducted by social organisations and political parties would stand in relation to training courses conducted by the Central Committee for Co-operative Training. Shri M. R. Bhide made it clear that if a non-official who might have undergone a training course organised by a political party became a member of the staff of any co-operative institution, he would still be deemed to need the training in

appropriate courses conducted by the Central Committee. The Chairman desired that this should be made clear to the sponsors of such co-operative training courses and Shri Bhide assured that this had already been done. Thus the training imparted in sessions organised by social service or political organisations would be that of "Co-operative Organisers," and not of co-operative office-bearers or officers.

(v) *Proposal from the Registrar of Co-operative Societies, Bombay, for admission of 110 departmental candidates at the H.D.C. Course at Poona*

Letter from the Registrar of Co-operative Societies, Bombay, requesting the Central Committee to make provision for the training of 110 departmental candidates and 10 institutional candidates in addition to private candidates for the Higher Diploma in Co-operation at the Co-operative Training College, Poona, was considered. It was decided that the total admissions at the Higher Diploma in Co-operation Course for the year 1959-60 should not exceed 80 in all. Of these, 10 seats may go to private candidates and 70 stipendiary seats to candidates from the Department of Co-operation, Department of Cottage Industries and Industrial Co-operatives and co-operative institutions in the Bombay State. If the number of stipendiary candidates exceeded seventy, attempts might be made to accommodate the excess in the centres at Ranchi or Madras. It was expected that reasonable balance would be maintained between institutional and departmental candidates while making up the quota for Bombay.

(vi) *Miscellaneous matters*

It was decided to address the Government of India for information on the following matters :

(a) The nature of the training imparted at the training centres conducted by the Government of India themselves in co-operation and extension methods—the curricula, syllabus covered, the strength of classes held, teaching staff employed, etc.

(b) Courses run by social and political organisations for training in Co-operation.

(c) Facilities for the training of co-operative instructors at Extension Training Centres conducted by the Government of India. In this connection it was decided that the question of the initial training of the co-operative instructors may be taken up by the Central Committee with the Government of India. At present, the Central Committee have only been organising refresher courses for such instructors.

The question of bringing out suitable text-books on Co-operation was also discussed. The importance and urgency of bringing out suitable co-operative literature was taken note of. It was noted that the Committee is awaiting Government decision on a scheme for a 'Book Fund' sent to it as per the decision of the Committee at an earlier meeting.

**TWENTIETH MEETING OF THE STANDING SUB-COMMITTEE OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING**

*(29th August 1959 in Krisht Bhavan at New Delhi)*

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**AGENDA**

**NOTES**

- I. Review of progress in the various co-operative training courses.**
- II. Review of action taken on the proceedings of the Seventeenth, Eighteenth and Nineteenth Meetings of the Standing Sub-Committee of the Central Committee for Co-operative Training.**
- III. Expansion of training facilities.**
- IV. Equating the Block Level Course with the Regional Course.**
- V. Evaluation of the training programmes.**
- VI. Introduction of Co-operative Audit as a compulsory subject and Industrial Co-operation as a special subject at the Regional Co-operative Training Centre, Madras. (This was discussed at the Meeting of the Central Committee held in September 1959.)**
- VII. Request from the Registrar of Co-operative Societies, Punjab, for 52 seats in the next session of the Long-term Course at the Regional Co-operative Training Centre, Meerut.**
- VIII. Training of co-operative farming personnel in Co-operation. (Note not submitted.)**

## NOTE I

REVIEW OF PROGRESS IN THE VARIOUS  
CO-OPERATIVE TRAINING COURSES

The present review covers a period of two months since the Committee last met. During this period new sessions for the Intermediate Officers Course commenced at the Poona, Madras and Ranchi Centres, for Marketing Course at the Poona, Ranchi and Indore Centres and for Block Level Co-operative Officers Course at the Kalyani Centre. Details of courses in session are given below:

1. *Senior Officers Training Course*

The current session (14th) which commenced on 1st June 1959 with 40 officers from various States as shown in the statement below will come to a close on 30th November 1959.

State	Number of candidates admitted		
	Departmental	Institutional	Total
Andhra Pradesh .. .. .	2	1	3
Assam .. .. .	1	1	2
Bihar .. .. .	4	—	4
Bombay .. .. .	4	1	5
Jammu and Kashmir .. .. .	2	—	2
Kerala .. .. .	1	—	1
Mysore .. .. .	2	—	2
Madras .. .. .	—	1	1
Madhya Pradesh .. .. .	1	2	3
Orissa .. .. .	2	—	2
Punjab .. .. .	1	—	1
Rajasthan .. .. .	2	2	4
Uttar Pradesh .. .. .	2	1	3
West Bengal .. .. .	4	1	5
Philippines .. .. .	1	—	1
Delhi .. .. .	—	1	1
Total .. .. .	29	11	40

Including the number currently undergoing training, the total number of candidates trained in this course will be 470.

2. *Intermediate Officers Training Course*

Up till now 917 officers have been trained at the Intermediate Officers Course and 198 are currently undergoing training. The

progress made in the conduct of this course is evident from the following table:

Centre	States served	No. of current session	Date of commencement	Date of closing	No. of candidates reporting in the current session				No. already trained
					D	I	P	T	
Poona	Bombay ..	VII	1-7-59	30-6-60	52	18	2	72	340
Madras	Madras, Andhra Pradesh, Mysore, Kerala ..	VI	15-7-59	14-6-60	16	20	..	36	200
Meerut	Uttar Pradesh, Jammu and Kashmir, Delhi, Himachal Pradesh, Punjab ..	IV	20-2-59	19-1-60	10	19	..	29	80
Ranchi	Manipur, Tripura, Assam, West Bengal, Orissa, Bihar ..	VI	1-7-59	31-5-60	24	3	..	27	187
Indore	Rajasthan, Madhya Pradesh ..	IV	15-1-59	14-12-59	24	10	..	34	110
								198	917

D=Departmental. I=Institutional. P=Private. T=Total.

### 3. Special Course in Co-operative Marketing

During the period under review new sessions commenced at the Poona, Ranchi and Indore Centres. The details of the current sessions of the course in progress at the Regional Co-operative Training Centres are given below:

Centre	No. of current session	Date of commencement	Date of closing	Candidates under training			No. already trained
				D	I	T	
Poona .. .. .	IX	6-7-1959	5-11-1959	35	2	38†	207
Madras .. .. .	VI	1-5-1959	31-8-1959	25	1	26	143
Meerut .. .. .	IX	17-8-1959	•	•	•	•	206
Ranchi .. .. .	V	3-8-1959	2-12-1959	42	3	45‡	136
Indore .. .. .	IV	3-8-1959	2-12-1959	30	9	39‡	67

\* The current session which is IX in the series commenced on 17-8-1959. The strength of the class has not been intimated to us so far.

† Including one foreign trainee under Colombo Plan.

‡ Figures indicate the candidates admitted.

### 4. Special Course in Land Mortgage Banking

The seventh session which commenced on 15th June 1959 with 43 trainees is currently in session. The number of candidates so far trained is 228. The next session is expected to commence in November 1959.



### 5. Block Level Co-operative Officers Training Course

During the period under review the new session commenced at Kalyani with 41 trainees. The number of candidates undergoing training at all the Block Level Co-operative Officers Training Centres is 523. Details pertaining to the course conducted at the various centres are given in the following statement.

Centre	States served	No. of current session	Date of commencement	Date of closing	No. of candidates under training	Candidates already trained
Faizabad	Uttar Pradesh .. ..	IV	1-5-59	31-3-60	90	341
Kota .. ..	Rajasthan and Madhya Pradesh .. ..	IV	18-2-59	17-1-60	96	247
Hyderabad	Mysore, Andhra Pradesh and Kerala .. ..	IV	13-10-58	12-9-59	42	153
Dhuri .. ..	Punjab, Jammu and Kashmir, Himachal Pradesh, Delhi, (Uttar Pradesh as a special case) .. ..	IV	1-5-59	31-3-60	37	205*
Bhavnagar	Bombay .. ..	IV	16-2-59	15-1-60	70	171
Kalyani	West Bengal, Assam, Manipur, Tripura and N.E.F.A... ..	IV	1-7-59	31-5-60	41	160
Gopalpur-on-Sea .. ..	Bihar and Orissa .. ..	IV	1-11-58	30-9-59	105	273
Tirupathi (Short-course of 3½ months) .. ..	Madras and Andhra Pradesh .. ..	XI	19-5-59	3-9-59	42	395
					523	1,945

\* Includes 83 candidates trained in short-term course since discontinued.

N.B.—Data in the last column includes the figures in respect of sessions completed.

### 6. Junior Co-operative Officers Training Courses

There was no important development to report in this regard. The number of schools functioning remained unchanged at 52. We have since agreed in principle to sanction one more school in Mysore. The State Government's specific proposals for grant-in-aid are awaited.

**NOTE II****REVIEW OF ACTION TAKEN ON THE PROCEEDINGS OF THE SEVENTEENTH, EIGHTEENTH AND NINETEENTH MEETINGS OF THE STANDING SUB-COMMITTEE OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING****(I) REVIEW OF ACTION TAKEN ON THE PROCEEDINGS OF THE SEVENTEENTH MEETING OF THE STANDING SUB-COMMITTEE****(i) *Publication of pamphlets indicating the facilities provided by the Central Committee***

As decided at the Fifth Meeting of the Central Committee for Co-operative Training, steps are being taken to bring out suitable pamphlets explaining the facilities offered to personnel working in different types of institutions.

**(ii) *Inclusion of review of the utilisation of training facilities in the area served by a training centre in the agenda of the Local Committee meeting***

As decided by the Central Committee at its Fifth Meeting, the Principals of the Regional and Block Level Co-operative Officers Training Centres have been instructed to include in the agenda for the Local Committee meeting, a review of the utilisation of the training facilities by co-operative institutions and departments working within the area covered by the Centre.

**(iii) *Final report to the Central Committee for Co-operative Training submitted by Prof. A. F. Laidlaw, Colombo Plan Consultant***

As decided by the Standing Sub-Committee, the final report submitted by Prof. Laidlaw with suitable preface thanking the Professor for his work and outlining the action already taken on the issues arising out of the report, is being sent to the Press.

**(iv) *Request made by the Registrar of Co-operative Societies, Madhya Pradesh and the Secretary, Manipur Administration, for relaxing the minimum qualifications required for admission to the Junior Co-operative Officers Training Course***

In accordance with the decision of the Standing Sub-Committee, an officer of the Central Committee visited Madhya Pradesh and made a report. The report was placed before the Committee at its Eighteenth meeting, but its consideration was postponed. Meanwhile, the same officer also visited Rajasthan and his report is under preparation.

- (v) *Proposal to introduce a course for the intermediate personnel of industrial co-operatives at the Regional Co-operative Training Centre at Madras*

The proposal to organise a special course on Industrial Co-operatives at the Regional Co-operative Training Centre at Madras is under consideration.

- (vi) *Proposal to revise rates of daily allowance and travelling allowance to non-official members attending the Local Committee meetings of the Block Level Co-operative Officers Training Centres*

In order to give effect to the decision of the Standing Sub-Committee, viz., that the non-official members of the Local Committees of the Block Level Co-operative Officers Training Centres should be paid travelling and daily allowances on the scale applicable to the senior officers of the Government of India, rules relating to the same were called for from the Government of India. A copy of the rules has since been received and it will be communicated to the Centres for implementation.

- (vii) *Request from the Registrar of Co-operative Societies, Uttar Pradesh, to approve the scheme for reorientation training of the village level workers in substitution of the scheme for the training of Junior Co-operative Personnel*

The decision of the Standing Sub-Committee to the effect that the course conducted to train the Village Level Workers was not adequate as a substitute for the course approved for the Junior Co-operative Personnel was communicated to the Registrar of Co-operative Societies, Uttar Pradesh.

- (viii) *Preliminary report on the evaluation of the training programmes conducted by the Central Committee for Co-operative Training*

The survey connected with the evaluation of the training programme has been completed. The findings of the survey form the subject of Note V.

(2) REVIEW OF ACTION TAKEN ON THE PROCEEDINGS OF THE EIGHTEENTH MEETING OF THE STANDING SUB-COMMITTEE

- (i) *Training of the teaching staff of the Regional and Block Level Training Centres at the Orientation Training Courses conducted at Mussoorie*

While reviewing the progress made in the various co-operative training centres, Shri M. R. Bhide suggested that lecturers from the training centres might be deputed in batches to the above

course conducted by the Ministry of Community Development and Co-operation for personnel like the Block Development Officers. It was decided that fuller particulars of the course might be obtained from the Government of India and appropriate action taken in the light of the information. Accordingly, details of the course were obtained from the Government of India. The status of officers who are expected to join the course is not normally below that of a district officer of a State. However, the Department of Community Development have agreed that Principals of important co-operative institutions may be sent for training at Mussoorie. It has, therefore, been decided to depute the Principals of the Block Level Co-operative Officers Training Centres at Kota and Gopalpur-on-Sea to the next session commencing on 1st October 1959. The Government of India have been addressed in the matter.

(ii) *Proposal for an International College for Co-operation*

The decision of the Standing Sub-Committee was communicated to the Government of India for further action, who informed us that the same has been forwarded to the Planning Commission for comments.

(iii) *Proposal to conduct a Course in Business Management for lecturers at the Junior Co-operative Officers Training Centres*

As preliminary to the conduct of the above course, the views of the Principals and those specialists on the subject who delivered lectures to the trainees of the first course, which was organised at Bombay in May 1958, were solicited and the same were analysed. The Government of India have also been requested to sanction a sum of Rs. 5,000 and their reply is awaited. It is expected that the course could be organised in October-November 1959.

(iv) *Proposal to conduct a refresher course for instructors at the Extension Training Institutes and extension officers in the National Extension Service*

At its Eighteenth meeting, the Standing Sub-Committee had approved the conduct of a third refresher course for co-operative instructors at the Extension Training Institutes and extension officers in the National Extension Service Blocks. The Course is to be held at the Regional Co-operative Training Centre, Indore. The details of the course such as syllabus, number of special lectures to be delivered, duration of practical training, etc., have been communicated to the Director of Extension Training, Government of India, with a request that he may take necessary steps for selection of the candidates for training. The refresher course is proposed to commence from 21st September 1959 and close on 20th October 1959.

(3) REVIEW OF ACTION TAKEN ON THE PROCEEDINGS OF THE NINETEENTH MEETING OF THE STANDING SUB-COMMITTEE

(i) *Expanding and reorganising arrangements at the Block Level Training Centres*

As indicated at the meeting, the scope and the limit of further expansion of the existing centres *vis-a-vis* the possible increased demand for training facilities has been examined by the Central Committee. The tentative decisions arrived at by the Committee form item III on the agenda of the Twentieth Meeting of the Standing Sub-Committee (please see note on pages 9—16).

(ii) *Bridging the difference between the Intermediate and the Block Level Co-operative Officers Training Courses*

This forms item IV on the agenda of the Twentieth Meeting of the Standing Sub-Committee (please see note on pages 17—18).

(iii) *Miscellaneous matters*

(a) As indicated by the Committee, information on the following matters has been called for from the Government of India:

(1) The nature of the training imparted at the training centres conducted by the Government of India themselves in Co-operation and extension methods.

(2) Courses run by social and political organisations for training in Co-operation.

(3) Facilities for the training of co-operative instructors at Extension Training Centres conducted by the Government of India.

(b) *Publication of suitable text-books on Co-operation—'Book Fund'*

The Government of India have since sanctioned an *ad hoc* grant of Rs. 50,000 for the constitution of a "Book Fund" for bringing out suitable text-books on Co-operation. Details of the scheme are being worked out.

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**NOTE III**

**EXPANSION OF TRAINING FACILITIES**

Please see note on pages 9—16.

**NOTE IV**

**EQUATING THE BLOCK LEVEL COURSE WITH THE  
REGIONAL COURSE**

Please see note on pages 17—18.

**NOTE V**

**EVALUATION OF THE TRAINING PROGRAMMES**

Please see note on pages 19—38.

**NOTE VI****INTRODUCTION OF CO-OPERATIVE AUDIT AS A COMPULSORY SUBJECT AND INDUSTRIAL CO-OPERATION AS A SPECIAL SUBJECT AT THE REGIONAL CO-OPERATIVE TRAINING CENTRE, MADRAS**

The Local Committee for the Regional Co-operative Training Centre, Madras, in their meeting held on 30th June 1959, recommended that Co-operative Audit should be introduced as a compulsory subject of study for the Intermediate Officers Course which commenced at the Centre on 15th July 1959. It has been stated in the note approved by the Local Committee on the subject that the trainees at the Madras Centre, both past and present, have been keen on the introduction of Co-operative Audit as a compulsory subject to enable them to have a thorough knowledge of it as it is essential for efficiency of work in the co-operative institutions or in the Co-operative Department.

2. In this connection, it may be stated that this issue has been discussed in another note on the evaluation of the training programmes which has been submitted to this meeting of the Standing Sub-Committee. It has been suggested therein that Audit may be included as a part in the compulsory subject of Book-keeping and Accountancy in the revised Intermediate Officers Course. The weightage to be given to Audit in the combined paper on Accounts and Audit should be between twenty-five and fifty per cent. If the suggestion is approved, the revised course along with the inclusion of Audit in the syllabus will become applicable at all the Regional Training Centres. The point of view of the Local Committee of the Regional Co-operative Training Centre, Madras, will, therefore, be met substantially. It does not appear necessary to make Audit an independent subject only at the Madras Centre.

3. The Local Committee has further recommended that the Audit should be introduced as a compulsory subject from the current session which commenced on 15th July 1959. It will, however, be perhaps too late to introduce the new subject in the course at the present stage. The Standing Sub-Committee may, therefore, approve of the introduction of the subject in the syllabus to be operative from the session commencing in July 1960.

4. The Local Committee of the Regional Co-operative Training Centre, Madras, has also recommended that Industrial Co-operation may be included in the optional subjects taught at the Madras Centre. It may be mentioned that in the syllabus of the Intermediate Officers Course, trainees are required to choose one out of some optional subjects like Advanced Banking, Agricultural Marketing, Industrial Co-operation, Land Mortgage Banking,

etc. Arrangements have not, however, been made for the teaching of all the optional subjects at all the Regional Training Centres. At the Regional Training Centre, Madras, Industrial Co-operation is not presently included in the subjects taught. The Local Committee now recommends that this should be done. The Principal has, however, proposed that this suggestion of the Local Committee be made effective from the session of 1960-61 only, as the trainees of the current session have already chosen their optional subject from out of the subjects presently provided for specialisation at the Centre. The recommendations of the Local Committee and of the Principal may be approved for making arrangements for teaching the subject at the Regional Training Centre, Madras, from the session commencing in July 1960.



## NOTE VII

### REQUEST FROM THE REGISTRAR OF CO-OPERATIVE SOCIETIES, PUNJAB, FOR 52 SEATS IN THE NEXT SESSION OF THE LONG-TERM COURSE AT THE REGIONAL CO-OPERATIVE TRAINING CENTRE, MEERUT

The Registrar of Co-operative Societies, Punjab, has pointed out difficulties experienced by him in deputing candidates for training in time for the session of the Intermediate Officers Course which commenced in February 1959 at the Regional Co-operative Training Centre, Meerut. He also requested that a special session might be held in August 1959 for the convenience of candidates from the Punjab. To this, we replied that it would not be possible for us to conduct a special session of the Intermediate Course in August 1959. Besides, the facility offered at the Meerut Centre had not been fully utilised during the last three years, and the arrangements for any special session would be considered only when the facilities normally provided were utilised fully. Subsequently the Registrar enquired if it would be possible to admit 52 candidates from Punjab to the next session commencing in February 1960.

2. The training capacity of the Regional Co-operative Training Centre, Meerut, is 40 per session of the Intermediate Officers Course. If the Registrar's request is to be complied with and a few trainees deputed by other States served by the Centre are to be provided for, special arrangements for additional teaching staff, accommodation for class-room and hostel, provision for finances for stipend and travelling allowance, etc., would be necessary.

3. The increased demand for seats from the Punjab Registrar in this specific instance appears to be an *ad hoc* one. According to information sent to us separately in connection with the increased requirements of trained personnel, the Government of Punjab have indicated that they would depute in 1959-60 (actually it will be 1960-61 now) 52 inspectors, and in the subsequent year, only 16. This means that if at all we approve the request of the Punjab Registrar, some *ad hoc* arrangements for only one session will have to be made to train the 52 candidates.

4. We may, therefore, agree to admit only about 40 candidates from Punjab to the next session commencing at the Meerut Centre in February 1960. A few candidates, say upto 10, from other States served by the Centre may also be admitted. The Governments of Punjab and the other States could be informed that their remaining candidates may be got trained at our Block Level Training Centre at Dhuri where the training capacity is not being fully utilised at present. Moreover, with the equating of the Intermediate and Block

**Level Courses as already contemplated by the Central Committee, there will be no difference in the content of training imparted at the Regional Co-operative Training Centre, Meerut, and the Block Level Co-operative Officers Training Centre, Dhuri, which may then be fully used by the Punjab.**

**PROCEEDINGS OF THE TWENTIETH MEETING OF THE  
STANDING SUB-COMMITTEE OF THE CENTRAL  
COMMITTEE FOR CO-OPERATIVE TRAINING**

*(29th August 1959 at New Delhi)*

*Present :*

1. Prof. D. G. Karve, *Chairman*
2. Shri B. Venkatappiah
3. Shri M. R. Bhide

Shri J. C. Ryan, Member-Secretary of the Standing Sub-Committee, did not attend the meeting as he was away on tour outside India.

**ITEM I :** *Review of progress in the various co-operative training courses*

The Chairman drew attention to the fact that there had been under-utilisation of the training facilities available at several of the existing training centres.

After a brief discussion the note on the subject was recorded.

**ITEM II :** *Review of action taken on the proceedings of the 17th, 18th and 19th Meetings of the Standing Sub-Committee*

The Chairman referred to the request of the Registrar of Co-operative Societies, Madhya Pradesh, to relax the minimum qualifications required for admission to the Junior Co-operative Officers Course. He said that no doubt our approach was that whosoever took up co-operative service should be given a suitable course of training in Co-operation. At the same time, the Chairman added, some formula, both in regard to the minimum qualifications and in regard to the minimum period of service in the Co-operative Departments or co-operative institutions would have to be prescribed as a general rule for admission to the Junior Co-operative Officers Training Course. However, he felt that the request made by the Registrar, Madhya Pradesh, might have to be treated as a special case, and some *ad hoc* training arrangements might have to be made. Shri Venkatappiah suggested that this question could be examined in greater detail when the report on Rajasthan which was recently visited by an officer of the Central Committee in this connection also became available.

The Chairman then mentioned that a grant of Rs. 50,000 for the creation of a 'Book Fund' had been received from the Government of India and that concrete steps for utilising the 'Fund' would be taken within the next two or three months. To begin

with, he stated, the materials already available with the Central Committee might be gone through to see which of them should be got printed without delay.

Shri Bhide mentioned about the arrangements for training of junior co-operative personnel in Andhra Pradesh. He said that while the junior schools were primarily intended for training the departmental and institutional personnel, there had been a preponderance of private candidates admitted to the schools in Andhra Pradesh. It was not certain whether all the private candidates who had been trained in the junior schools were intended to be finally absorbed in service either in the Co-operative Department or co-operative institutions. It was, therefore, suggested that the whole matter might be looked into by the Central Committee.

The other items in the note on the subject were recorded.

*ITEM III: Expansion of training facilities*

*ITEM IV: Equating the Block Level Course with the Regional Course*

*ITEM V: Evaluation of the training programmes*

The above subjects were discussed with reference to their main features. It was decided that the notes on the above three items should be sent to the Members of the Central Committee for Co-operative Training for further discussion at its next meeting to be held at Poona on the 12th and 13th September 1959.

*ITEM VI: Introduction of Audit as compulsory subject at the Madras Centre*

The Chairman stated that while provision of instruction in Audit was essential, introduction of Audit as a full compulsory subject would not be a sound proposition and that Audit should be included as an important part in the compulsory subject of Book-keeping and Accountancy in the Intermediate Officers Course. Before finalising the proposal he would like to discuss the matter with the Principals and ascertain their opinion.

*ITEM VII: Request from Registrar of Co-operative Societies, Punjab, for 52 seats in the next session of the Long-term Course at the Regional Training Centre, Meerut.*

Commenting on this item, the Chairman said that the request of the Registrar of Co-operative Societies, Punjab, to admit 52 candidates to the next session at Meerut commencing in February 1960 could be met partially by taking as many candidates

## **APPENDICES**

## APPENDIX 1

(Reference Note I relating to Sixth Central Committee Meeting)

No. 1-73/57-Coop. III.

GOVERNMENT OF INDIA

MINISTRY OF COMMUNITY DEVELOPMENT AND CO-OPERATION

(DEPARTMENT OF CO OPERATION)

NEW DELHI, the 2nd May 1959  
12th Vaisakha 1881

## RESOLUTION

The Government of India in the Ministry of Community Development and Co-operation (Department of Co-operation), in consultation with the Reserve Bank of India, have decided to reconstitute the Central Committee for Co-operative Training, constituted under the Ministry of Food and Agriculture (Agriculture), Resolution No. F. 36-9/53-P.C. III, dated the 24th November, 1953, with the following members:—

- |   |                 |
|---|-----------------|
| 1. Shri V. L. Mehta,<br>Chairman,<br>All-India Khadi and Village Industries<br>Commission,<br>BOMBAY-1.               | <i>Chairman</i> |
| 2. Prof. D. G. Karve,<br>C/o Reserve Bank of India,<br>BOMBAY.  | <i>Member</i>   |
| 3. Shri B. Venkatappiah,<br>Deputy Governor,<br>Reserve Bank of India,<br>BOMBAY.                                     | "               |
| 4. A Representative of the Ministry of Com-<br>munity Development and Co-operation (De-<br>partment of Co-operation). | "               |
| 5. A Representative of the Planning Commis-<br>sion.  | "               |
| 6. The President,<br>All-India Co-operative Union.  | "               |
| 7. Shri R. G. Saraiya,<br>Chairman,<br>Bombay State Coop. Bank,<br>BOMBAY.  | "               |

8. The Registrars of Co-operative Societies, *Members*  
Bombay, Madras, West Bengal, Uttar  
Pradesh and Punjab.
9. The Chief Officer, *Member-Secretary*  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY.

Ordered that a copy of this Resolution may be communicated to all State Governments, all Ministries of the Government of India, Cabinet Secretariat, Planning Commission and the Reserve Bank of India.

Ordered also that it may be published in the *Gazette of India*.

(Sd.) M. R. BHIDE,  
*Additional Secretary.*

## APPENDIX 2

(Reference Note I relating to Sixth Central Committee Meeting)

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

D.O. Ref. No. ACD. TRG. 3607/TS. 2-59. 13th May, 1959.

Dear Shri

CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING  
—RECONSTITUTION OF

In terms of D.O. No. ACD. 2985/AC. 50-53 dated 16th November 1953 the Reserve Bank of India had constituted the Central Committee for Co-operative Training to implement the Bank's part of the scheme for co-operative training. The Government of India have in consultation with the Reserve Bank of India decided to reconstitute the Committee with the following members:—

- |  |                 |
|--|-----------------|
| 1. Shri V. L. Mehta,<br>Chairman,<br>All-India Khadi and Village Industries<br>Commission,<br>BOMBAY-1.        | <i>Chairman</i> |
| 2. Prof. D. G. Karve,<br>C/o Reserve Bank of India,<br>BOMBAY.   | <i>Member</i>   |
| 3. Shri B. Venkatappiah,<br>Deputy Governor,<br>Reserve Bank of India,<br>BOMBAY.                              | "               |
| 4. A Representative of the Ministry of Community Development and Co-operation<br>(Department of Co-operation). | "               |
| 5. A Representative of the Planning Commission.  | "               |
| 6. The President,<br>All-India Co-operative Union.   | "               |
| 7. Shri R. G. Saraiya,<br>Chairman,<br>Bombay State Co-operative Bank Ltd.,<br>BOMBAY.                         | "               |
| 8. The Registrar, Co-operative Societies,<br>Bombay State,<br>POONA.   | "               |



- |     |  |                          |
|-----|--|--------------------------|
| 9.  | The Registrar, Co-operative Societies,<br>MADRAS.  | <i>Member</i>            |
| 10. | The Registrar, Co-operative Societies,<br>West Bengal,<br>CALCUTTA.                        | "                        |
| 11. | The Registrar, Co-operative Societies,<br>Uttar Pradesh,<br>LUCKNOW.                       | "                        |
| 12. | The Registrar, Co-operative Societies,<br>Punjab,<br>JULLUNDUR.                            | "                        |
| 13. | The Chief Officer,<br>Agricultural Credit Department,<br>Reserve Bank of India;<br>BOMBAY. | <i>Member-Secretary.</i> |

2. The Reserve Bank will meet the travelling and halting expenses of the members of the Committee (other than the official representatives of the Government of India and the Planning Commission) who come to Bombay from outside to attend the meetings. The officials (other than those mentioned above) will be reimbursed their expenses on the scale admissible to them under their respective rules of service, while the non-officials will be paid halting and travelling allowances on the basis admissible to the senior officers of the Bank. A memorandum showing the scale on which the travelling and halting allowances are paid to the senior officers of the Bank is enclosed.

Yours sincerely,  
V. SIVARAMAN.

*MEMORANDUM*

(a) *Travelling Allowance :*

- (i) One first class or air-conditioned class, where available, return fare by rail, or return fare by air if the journey is performed by air.
- (ii) One-third class fare for servant, if taken.
- (iii) Actual cartage, transport and coolie hire.

(b) *Halting Allowance :*

Rs. 20 per day.

*N.B.*—The halting allowance during the period of transit will be paid at the rate of Rs. 20 per diem.

**APPENDIX 3**

*(Reference Note I relating to Sixth Central Committee Meeting)*

**STATEMENT OF EXPENDITURE IN RESPECT OF REGIONAL CO-OPERATIVE  
TRAINING CENTRES**

(July to June)

Centre	1952-53	1953-54	1954-55	1955-56	1956-57	1957-58	1958-59*
<b>Poona</b>							
Senior and Intermediate Officers Courses ..	50,272	92,118	2,45,678	2,42,358	2,73,995	2,81,004	2,97,544†
Intermediate Officers Courses							
Madras .. .. .	—	—	99,779	1,02,711	78,966	82,156	82,192
Meerut .. .. .	—	—	—	20,933	84,986	74,312	1,00,023
Indore .. .. .	—	—	—	43,348	61,376	86,095	94,580
Ranchi .. .. .	—	—	44,879	87,426	1,13,304	1,06,892	1,05,935
<b>Total ..</b>	<b>50,272</b>	<b>92,118</b>	<b>3,90,336</b>	<b>4,96,776</b>	<b>6,12,627</b>	<b>6,30,459</b>	<b>6,80,274</b>

\* Figures subject to audit.

† Includes Rs. 36,000 being the contribution of the Bombay State Co-operative Union.

**APPENDIX 4**

*(Reference Note I relating to Sixth Central Committee Meeting)*

**STATEMENT OF EXPENDITURE IN RESPECT OF THE SPECIAL COURSES AT THE  
REGIONAL CO-OPERATIVE TRAINING CENTRES**

(July to June)

Centre	1955-56	1956-57	1957-58	1958-59*
<b>Short-term Course on Co-operative Marketing</b>				
Poona .. .. .	31,929	56,916	37,632	51,390
Madras .. .. .	—	3,260	73,928	65,657
Ranchi .. .. .	—	8,786	78,338	73,054
Indore .. .. .	—	—	32,398	51,203
Meerut .. .. .	1,404	76,217	47,877	53,604
<b>Short-term Course on Land Mortgage Banking</b>				
Madras .. .. .	4,653	49,974	51,651	58,171
<b>Total ..</b>	<b>37,986</b>	<b>1,95,153</b>	<b>3,21,824</b>	<b>3,53,079</b>

\* Figures subject to audit.

## APPENDIX 5

(Reference Note I relating to Sixth Central Committee Meeting)

STATEMENT OF EXPENDITURE IN RESPECT OF BLOCK  
LEVEL CO-OPERATIVE OFFICERS TRAINING CENTRES

(April to March)

Centre	1955-56	1956-57	1957-58	1958-59*
	Rs.	Rs.	Rs.	Rs.
Hyderabad .. ..	53,786	70,650	83,941.16	1,08,883.49
Gopalpur-on-Sea .. ..	58,808	1,14,812	1,44,030.26	1,32,177.65
Bhavnagar .. ..	22,210	96,818	1,24,936.39	77,264.63
Kota .. ..	24,231	1,19,594	1,21,691.66	1,23,889.99
Tirupathi .. ..	23,812	80,366	84,032.92	1,00,577.96
Faizabad .. ..	—	1,68,435	1,53,276.29	1,30,011.00
Dhuri .. ..	—	68,652	1,40,169.34	1,11,484.47
Kalyani .. ..	—	77,522	1,00,413.35	1,19,492.99
<b>Total .. ..</b>	<b>1,82,847</b>	<b>7,96,849</b>	<b>9,52,491.37</b>	<b>9,03,782.18</b>

\* Figures subject to audit.

**APPENDIX 6**

*(Reference Note I relating to Sixth Central Committee Meeting)*

**CO-OPERATIVE TRAINING COLLEGE, POONA**

**SENIOR OFFICERS COURSE**

Name of the State deputing the candidates	I to XI Session		XII Session		XIII Session		XIV Session		No. of candidates	
	D	I	D	I	D	I	D	I	Already completed training	Under-going training
Andhra Pradesh .. .. .	17	15	—	—	—	—	2	1	32	3
Assam .. .. .	22	7	2	1	2	1	1	1	35	2
Bihar .. .. .	31	2	4	—	—	—	4	—	37	4
Bombay .. .. .	26	17	6	1	9	5	4	1	64	5
Himachal Pradesh .. .. .	9	4	1	2	1	—	—	—	17	—
Jammu and Kashmir .. .. .	12	2	2	—	1	—	2	—	17	2
Kerala .. .. .	7	1	1	2	1	—	1	—	12	1
Mysore .. .. .	14	4	2	—	3	—	2	—	23	2
Madras .. .. .	—	12	—	3	—	3	—	1	18	1
Madhya Pradesh .. .. .	38	13	—	1	4	—	1	2	56	3
Orissa .. .. .	12	—	2	—	2	—	2	—	16	2
Punjab .. .. .	9	12	—	2	—	2	1	—	25	1
Rajasthan .. .. .	18	6	2	1	2	2	2	2	31	4
Uttar Pradesh .. .. .	2	10	1	3	—	1	2	1	17	3
Manipur .. .. .	3	2	—	—	—	—	—	—	5	—
West Bengal .. .. .	11	6	2	1	2	—	4	1	22	5
Indian Universities .. .. .	—	1	—	—	—	—	—	—	1	—
Foreign countries .. .. .	2	—	—	—	—	—	1	—	2	1
Delhi .. .. .	—	—	—	—	—	—	—	1	—	1
<b>Total ..</b>	<b>233</b>	<b>114</b>	<b>25</b>	<b>17</b>	<b>27</b>	<b>14</b>	<b>29</b>	<b>11</b>	<b>430</b>	<b>40</b>

D = Departmental.

I = Institutional.

I to XI Sessions completed before the date of the last meeting of the Central Committee, i.e., 9th September 1958.

XII Session from 23rd April 1958 to 22nd October 1958.

XIII Session from 17th November 1958 to 16th May 1959.

XIV Session from 1st June 1959 to 31st December 1959.

## APPENDIX 7

(Reference Note I relating to Sixth Central Committee Meeting)

## CO-OPERATIVE TRAINING COLLEGE, POONA

## INTERMEDIATE OFFICERS COURSE

Name of the State deputing candidates	I to VI Sessions (Completed)			VII Session* (In progress)			No. of candi- dates	
	D	I	P	D	I	P	Al- ready com- pleted train- ing	Under train- ing
Bombay .. ..	137	64	65	52	20	..	266	72
Assam .. ..	2	..	..	..	..	..	2	..
Himachal Pradesh .. ..	2	..	..	..	..	..	2	..
Kerala .. ..	10	..	..	..	..	..	10	..
Madras .. ..	..	1	..	..	..	..	1	..
Bihar .. ..	1	..	..	..	..	..	1	..
Andhra .. ..	1	2	..	..	..	..	3	..
Madhya Pradesh .. ..	33	6	..	..	..	..	39	..
Manipur .. ..	1	..	..	..	..	..	1	..
Orissa .. ..	1	..	..	..	..	..	1	..
Punjab .. ..	..	2	..	..	..	..	2	..
Rajasthan .. ..	5	..	..	..	..	..	5	..
Tripura .. ..	2	..	..	..	..	..	2	..
Nepal .. ..	1	..	..	..	..	..	1	..
Sikkim .. ..	1	..	..	..	..	..	1	..
Mysore .. ..	3	..	..	..	..	..	3	..
<b>Total .. ..</b>	<b>200</b>	<b>75</b>	<b>65</b>	<b>52</b>	<b>20</b>	<b>..</b>	<b>340</b>	<b>72</b>

D = Departmental.

I = Institutional.

P = Private.

\* From 1st July 1959 to 30th June 1960.

Note:—The Centre serves the needs of Bombay State. Prior to the commencement of the Course at other Centres, candidates from other States were also admitted.

Note:—I to V Sessions were completed before the date of last meeting of Central Committee, i.e., 9th September 1958 and VI Session was in progress.

## APPENDIX 8

(Reference Note I relating to Sixth Central Committee Meeting)

REGIONAL CO-OPERATIVE TRAINING CENTRE,  
MADRAS

## INTERMEDIATE OFFICERS COURSE

Name of the State deputing the candidates	I to V Ses- sions (Completed)		VI Session* (In progress)		Number of candidates	
	D	I-	D	I	Al- ready com- pleted train- ing	Under- going train- ing
Andhra Pradesh .. .. .	12	31	2	11	43	13
Kerala .. .. .	52	13	7	6	65	13
Madras .. .. .	..	38	..	2	38	2
Mysore .. .. .	18	5	8	..	23	8
Assam .. .. .	2	1	..	..	3	..
Bihar .. .. .	3	..	..	..	3	..
Bhopal .. .. .	2	..	..	..	2	..
Coorg .. .. .	2	..	..	..	2	..
Hyderabad .. .. .	4	..	..	..	4	..
Madhya Pradesh .. .. .	1	1	..	..	2	..
Madhya Bharat .. .. .	3	2	..	..	5	..
Orissa .. .. .	3	..	..	..	3	..
Saurashtra .. .. .	1	3	..	..	4	..
Tripura .. .. .	2	..	..	..	2	..
Vindhya Pradesh .. .. .	1	..	..	..	1	..
Nepal .. .. .	..	..	..	..	..	..
Pondicherry .. .. .	..	..	..	..	..	..
Total ..	106	94	17	19	200	36

\* From 15th July 1959 to 13th June 1960.

Note: I to IV Sessions were completed before the date of last Central Committee meeting, i.e., 9th September 1958, and V Session was in progress at the time of meeting.



## APPENDIX 9

(Reference Note I relating to Sixth Central Committee Meeting)

## REGIONAL CO-OPERATIVE TRAINING CENTRE, RANCHI

## INTERMEDIATE OFFICERS COURSE

Name of the State deputing the candidates	I to V Sessions (Completed)		VI Session* (In progress)		No. of candidates	
	D	I	D	I	Already com- pleted training	Under- going training
Assam .. ..	16	3	1	1	19	2
Bihar .. ..	78	—	7	—	78	7
Manipur .. ..	8	3	8	1	11	9
Orissa .. ..	24	1	4	—	25	4
West Bengal .. ..	18	3	—	—	21	—
Tripura .. ..	13	1	4	1	14	5
Bhopal .. ..	4	—	—	—	4	—
East Punjab .. ..	—	1	—	—	1	—
Himachal Pradesh .. ..	1	—	—	—	1	—
Pepsu .. ..	1	1	—	—	2	—
Saurashtra .. ..	4	—	—	—	4	—
Uttar Pradesh .. ..	1	5	—	—	6	—
Nepal (Under Colombo Plan) .. ..	1	—	—	—	1	—
Total .. ..	169	18	24	3	187	27

D = Departmental.

I = Institutional.

\*From 1st July 1959 to 30th May 1960.

Note.— I to IV Sessions were completed before the date of last meeting of the Central Committee, i.e., 9th September 1958, and V Session was in progress at the time of meeting.

## APPENDIX 10

(Reference Note I relating to Sixth Central Committee Meeting)

## REGIONAL CO-OPERATIVE TRAINING CENTRE, MEERUT

## INTERMEDIATE OFFICERS COURSE

Name of the State deputing the candidates	I to III Sessions (Completed)			IV Session* (In progress)		Number of candidates	
	D	I	Private	D	I	Already completed training	Undergoing training
Uttar Pradesh .. ..	1	33	4	—	11	38	11
Punjab .. ..	3	11	—	1	5	14	6
Jammu and Kashmir .. ..	9	—	—	—	—	9	—
Himachal Pradesh .. ..	12	—	—	3	—	12	3
Delhi .. ..	6	1	—	6	2	7	8
Nepal .. ..	—	—	—	—	1	—	1
<b>Total ..</b>	<b>31</b>	<b>45</b>	<b>4</b>	<b>10</b>	<b>19</b>	<b>80</b>	<b>29</b>

D = Departmental.

I = Institutional.

\* From 20th February 1959 to 19th January 1960.

Note :—I and II Sessions were completed before the date of last meeting of Central Committee, i.e., 9th September 1958 and III Session which was in progress came to an end on 16th January 1959.

## APPENDIX 11

(Reference Note I relating to Sixth Central Committee Meeting)

## REGIONAL CO-OPERATIVE TRAINING CENTRE, INDORE

## INTERMEDIATE OFFICERS COURSE

Name of State deputing the candidates	I to III Sessions (Completed)			IV Session* (In progress)		No. of candidates	
	D	P	I	D	I	Already completed training	Under-going training
Madhya Pradesh .. ..	54	1	22	17	10	77	27
Rajasthan .. .. .	26	—	2	7	—	28	7
Ajmer .. .. .	1	—	—	—	—	1	—
Vindhya Pradesh .. ..	3	—	1	—	—	4	—
Total .. .. .	84	1	25	24	10	110	34

D = Departmental.

I = Institutional.

P = Private.

\* From 15th January 1959 to 14th December 1959.

Note :—I and II Sessions were completed before the date of last meeting of Central Committee, i.e., 9th September 1958 and III Session which was in progress came to an end on 15th December 1958.

## APPENDIX 12

(Reference Note I relating to Sixth Central Committee Meeting)

### CO-OPERATIVE TRAINING COLLEGE, POONA SPECIAL SHORT-TERM COURSE IN CO-OPERATIVE MARKETING

Name of State deputing candidates	I to VI Sessions (Completed)		VII Session (Completed)		VIII Session (Completed)		IX Session (In progress)		No. of candidates	
	D	I	D	I	D	I	D	I	Already trained	Under training
Bombay .. .. .	16	17	4	—	10	—	3	—	47	3
Madhya Pradesh .. .. .	14	1	—	—	—	1	5	2	16	7
Mysore .. .. .	11	2	2	—	4	4	4	—	23	4
Rajasthan .. .. .	3	—	—	1	—	—	8	—	4	8
Andhra Pradesh .. .. .	29	1	—	—	—	—	—	—	30	—
Assam .. .. .	2	—	—	—	—	—	—	—	2	—
Bihar .. .. .	12	—	15	—	11	—	18	—	38	18
Delhi .. .. .	1	—	—	—	—	—	—	—	1	—
Himachal Pradesh .. .. .	—	—	—	—	—	—	—	—	—	—
Jammu and Kashmir .. .. .	—	—	—	—	—	—	—	—	—	—
Madras .. .. .	19	2	—	—	—	—	—	—	21	—
Orissa .. .. .	2	1	—	—	—	—	—	—	3	—
Kerala .. .. .	11	1	—	—	—	—	—	—	12	—
Uttar Pradesh .. .. .	9	—	—	—	—	—	—	—	9	—
Malaya (Foreign trainee) .. .. .	—	—	1	—	—	—	1	—	1	1
<b>Total</b> ..	<b>129</b>	<b>25</b>	<b>22</b>	<b>1</b>	<b>25</b>	<b>5</b>	<b>39</b>	<b>2</b>	<b>207</b>	<b>41</b>

D = Departmental.

I = Institutional.

Note : 1— States served by the Centre are Bombay, Madhya Pradesh, Mysore and Rajasthan. Prior to the commencement of the Course at the other centres, candidates from other States were also admitted.

Note : 2— I to VI Sessions from 15th February 1956 to 27th August 1958.

VIII Session from 23rd February 1959 to 22nd June 1959.

VII Session from 22nd September 1958 to 21st January 1959.

IX Session from 6th July 1959 to 5th November 1959.

Note : 3— I to VI Sessions completed before the date of the last meeting of the Central Committee for Co-operative Training, i.e., 9th September 1958.

APPENDIX 13

(Reference Note I relating to Sixth Central Committee Meeting)  
 REGIONAL CO-OPERATIVE TRAINING CENTRE, MEERUT  
 SPECIAL SHORT-TERM COURSE IN CO-OPERATIVE MARKETING

Name of State deputing candidates	I to V Sessions (Completed)		VI Session (Completed)		VII Session (Completed)		VIII Session (Completed)		IX Session (In progress)		No. of candidates	
	D	I	D	I	D	I	D	I	D	I	Al- ready train- ed	Under train- ing
Assam .. .. .	19	—	2	—	2	—	3	—	3	—	26	3
Bihar .. .. .	13	—	7	—	12	—	13	—	11	7	45	18
Delhi .. .. .	—	—	—	—	—	—	—	—	—	—	—	—
Himachal Pradesh .. .. .	2	—	4	—	—	—	—	—	—	—	6	—
Jammu and Kashmir .. .. .	1	—	—	—	—	—	—	—	—	—	1	—
Manipur .. .. .	2	—	—	—	—	—	1	—	—	—	3	—
Punjab .. .. .	19	9	—	3	—	1	3	—	2	3	35	5
Tripura .. .. .	—	—	—	—	—	—	—	—	—	—	—	—
Uttar Pradesh .. .. .	64	—	—	—	1	—	5	—	10	—	70	10
Orissa .. .. .	9	—	—	—	—	—	—	—	—	—	9	—
Rajasthan .. .. .	2	—	—	—	—	—	—	—	—	—	2	—
West Bengal .. .. .	2	—	—	—	—	—	—	—	—	—	2	—
<b>Total .. .. .</b>	<b>133</b>	<b>9</b>	<b>13</b>	<b>3</b>	<b>15</b>	<b>1</b>	<b>25</b>	<b>—</b>	<b>26</b>	<b>10</b>	<b>199</b>	<b>36</b>

D = Departmental.

I = Institutional.

Note 1.—States served by the centre are Assam, Bihar, Delhi, Himachal Pradesh, Punjab, Jammu and Kashmir, Manipur, Tripura and Uttar Pradesh.

Note 2.—I to VI Sessions from 20th May 1956 to 25th September 1958.

VII Session from 27th October 1958 to 26th February 1959.

VIII Session from 30th March 1959 to 29th July 1959.

IX Session commenced on 17th August 1959.

Note 3.—I to V Sessions completed before the date of the last meeting of the Central Committee, i.e., 9th September 1958.

APPENDIX 14

(Reference Note I relating to Sixth Central Committee Meeting)

REGIONAL CO-OPERATIVE TRAINING CENTRE, MADRAS

SPECIAL SHORT-TERM COURSE IN CO-OPERATIVE MARKETING

Name of State deputing candidates	I to III Sessions (Completed)		IV Session (Completed)		V Session (Completed)		VI Session (Completed)		VII Session* will commence on 14-9-1959		No. of candidates	
	D	I	D	I	D	I	D	I	D	I	Al-ready trained	Under-training
Andhra Pradesh .. .. .	40	—	8	5	18	—	12	—	11	8	83	19
Kerala .. .. .	2	2	1	—	—	—	—	—	—	2	5	2
Madras .. .. .	28	—	8	—	9	—	10	—	—	—	55	—
Orissa .. .. .	10	—	4	—	—	—	—	—	4	—	14	4
West Bengal .. .. .	5	—	2	—	—	—	4	—	5	—	11	5
Total ..	85	2	23	5	27	—	26	—	20	10	168	30

D = Departmental.

I = Institutional.

\* Admissions in progress and as such figures are tentative.

Note 1.—Capacity of the course is to train 30 candidates per session.

Note 2.—I to IV Sessions from 15th June 1957 to 3rd December 1958.

V Session from 15th December 1958 to 13th April 1959.

VI Session from 1st May 1959 to 31st August 1959.

VII Session will commence from 14th September 1959.

Note 3.—I to III Sessions were completed before the date of last meeting of the Central Committee, i.e., 9th September 1958.

## APPENDIX 15

(Reference Note 1 relating to Sixth Central Committee Meeting)

## REGIONAL CO-OPERATIVE TRAINING CENTRE, RANCHI

## SPECIAL SHORT-TERM COURSE IN CO-OPERATIVE MARKETING

Name of State deputing candidates	I and II Sessions (Completed)		III Session (Completed)		IV Session (Completed)		V Session (In progress)		No. of candidates	
	D	I	D	I	D	I	D	I	Already trained	Under training
Assam .. .. .	7	—	1	—	2	—	2	—	10	2
Bihar .. .. .	4	—	5	—	8	—	16	—	17	16
Jammu and Kashmir .. .. .	—	—	—	—	—	—	—	—	—	—
Manipur .. .. .	3	—	—	—	—	—	3	—	3	3
Orissa .. .. .	4	—	4	—	—	1	—	—	9	—
Tripura .. .. .	4	—	2	—	—	—	3	—	6	3
Uttar Pradesh .. .. .	19	—	9	—	16	—	15	—	44	15
West Bengal .. .. .	14	4	4	5	—	4	3	3	31	6
Bombay .. .. .	—	—	—	—	—	—	—	—	—	—
Himachal Pradesh .. .. .	5	—	—	—	—	—	—	—	5	—
Kerala .. .. .	—	2	—	—	—	—	—	—	2	—
Mysore .. .. .	—	2	—	—	—	—	—	—	2	—
Punjab .. .. .	—	3	—	—	—	—	—	—	3	—
Rajasthan .. .. .	1	—	—	—	2	—	—	—	3	—
<b>Total .. .. .</b>	<b>61</b>	<b>11</b>	<b>25</b>	<b>5</b>	<b>28</b>	<b>5</b>	<b>42</b>	<b>3</b>	<b>135</b>	<b>45</b>

D = Departmental.

I = Institutional.

Note 1—States served by the centre are Assam, Bihar, Jammu and Kashmir, Manipur, Orissa, Tripura, Uttar Pradesh, and West Bengal.

Prior to the commencement of the course at the other centres candidates from other States were also admitted.

Note 2—I to III Sessions from 15th May 1957 to 31st December 1958, IV Session from 15th January 1959 to 14th July 1959, V Session from 3rd August 1959 to 2nd February 1960.

Note 3—I to II Sessions were completed before the date of last meeting of the Central Committee, i.e., 9th September 1958.

## APPENDIX 16

(Reference Note I relating to Sixth Central Committee Meeting)

### REGIONAL CO-OPERATIVE TRAINING CENTRE, INDORE

#### SPECIAL SHORT-TERM COURSE IN CO-OPERATIVE MARKETING

Name of State deputing candidates	I Session (Completed)		II Session (Completed)		III Session (Completed)		IV Session (In progress)		No. of candidates	
	D	I	D	I	D	I	D	I	Already trained	Under training
Andhra Pradesh .. .. .	—	—	—	—	—	—	—	—	—	—
Bombay .. .. .	2	3	—	1	1	1	—	—	8	—
Delhi .. .. .	—	—	—	—	—	—	—	—	—	—
Himachal Pradesh .. .. .	—	—	—	—	—	—	—	—	—	—
Jammu and Kashmir .. .. .	—	—	—	—	—	—	—	—	—	—
Kerala .. .. .	—	4	—	7	—	2	—	2	13	2
Madhya Pradesh .. .. .	—	10	—	4	—	8	5	3	22	8
Madras .. .. .	—	—	—	—	—	—	—	—	—	—
Mysore .. .. .	—	—	—	—	4	2	—	—	6	—
Punjab .. .. .	—	—	—	7	—	2	—	4	9	4
Rajasthan .. .. .	—	—	—	—	9	—	15	—	9	15
Uttar Pradesh (as a special case) .. .. .	—	—	—	—	—	—	10	—	—	10
<b>Total</b> .. .. .	<b>2</b>	<b>17</b>	<b>—</b>	<b>19</b>	<b>14</b>	<b>15</b>	<b>30</b>	<b>9</b>	<b>67</b>	<b>39</b>

D—Departmental.

I—Institutional.

Note 1—I to II Sessions from 15th November 1957 to 8th December 1958. III Session from 5th January 1959 to 4th July 1959. IV Session from 3rd August 1959.

Note 2—States served are Andhra Pradesh, Bombay, Delhi, Himachal Pradesh, Jammu and Kashmir, Kerala, Madras, Madhya Pradesh, Mysore, Punjab and Rajasthan.

Note 3—Session I was completed before the date of the last meeting of the Central Committee, i.e., 9th September 1958.



## APPENDIX 17

(Reference Note I relating to Sixth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES TRAINED IN THE SPECIAL COURSE IN CO-OPERATIVE LAND MORTGAGE BANKING AT REGIONAL CO-OPERATIVE TRAINING CENTRE, MADRAS

State	I to IV Sessions (Completed)		V Session (Completed)		VI Session (Completed)		VII Session (In progress)		No. of candidates	
	D	I	D	I	D	I	D	I	Already completed training	Undergoing training
Andhra Pradesh ..	19	1	6	1	6	—	6	—	33	6
Assam .. .. .	8	—	2	—	2	—	2	—	12	2
Bihar .. .. .	23	—	—	—	3	—	5	—	26	5
Bombay .. .. .	3	14	—	5	—	6	—	5	28	5
Kerala .. .. .	3	7	—	4	2	2	—	1	18	1
Madhya Pradesh ..	6	3	—	—	—	1	—	—	10	—
Madras .. .. .	18	8	3	6	5	—	—	7	40	7
Mysoore .. .. .	4	1	4	—	4	—	4	—	13	4
Orissa .. .. .	4	—	4	—	2	—	2	—	10	2
Punjab .. .. .	6	—	—	—	—	1	—	—	7	—
Rajasthan .. .. .	4	—	—	—	2	—	4	—	6	4
Uttar Pradesh ..	2	—	—	—	4	—	3	—	6	3
West Bengal .. ..	10	—	2	—	—	—	3	—	12	3
Manipur .. .. .	2	—	1	—	—	—	—	—	3	—
Tripura .. .. .	1	—	—	—	—	—	2	—	1	2
Himachal Pradesh ..	1	—	—	—	1	1	—	—	3	—
<b>Total</b> .. .. .	<b>114</b>	<b>34</b>	<b>22</b>	<b>16</b>	<b>31</b>	<b>11</b>	<b>31</b>	<b>11</b>	<b>228</b>	<b>42</b>

D=Departmental.

I=Institutional.

Note.—I to IV Sessions were completed before the date of last meeting of the Central Committee, i.e., 9th September 1958.

V Session from 13th June 1958 to 12th October 1958.

VI Session from 14th November 1958 to 13th March 1959.

VII Session from 15th June 1959 to 14th October 1959

**APPENDIX 18**

*(Reference Note I relating to Sixth Central Committee Meeting)*

**STATEMENT SHOWING THE PROGRESS OF TRAINING IN THE BLOCK LEVEL  
CO-OPERATIVE OFFICERS TRAINING CENTRES**

Place where the centre is located (1)	States served (2)	No. of the Session (3)	Dates of commencement (4)	Dates of conclusion (5)	No. of candidates trained (6)	No. of candidates under training (7)	Remarks (8)
1. Gopalpur-on-Sea (122)	Bihar and Orissa	I II III IV	15-10-55 1-11-56 1-11-57 1-11-58	14- 8-56 30- 9-57 30- 9-58 30- 9-59	79 97 97 273	105	
2. Kalyani (73)	West Bengal, Assam, Manipur, Tripura and N.E.F.A.	I II III IV	1- 6-56 1- 7-57 1- 7-58 1- 7-59	31- 3-57 31- 5-58 31- 5-59 31- 5-60	41 67 52 160	91	
3. Faizabad (150)	Uttar Pradesh	I II III IV	1- 6-56 1- 5-57 1- 5-58 1- 5-59	31- 3-57 31- 3-58 31- 3-59 31- 3-60	142 121 78 341	90	
4. Dhuri (45)	Punjab, Jammu and Kashmir Himachal Pradesh and Delhi Adm.	I II III IV	1- 5-56 1- 5-57 1- 5-58 1- 5-59	28- 2-57 31- 3-58 31- 3-59 31- 3-60	14 67 41 122	36	
Dhuri (Short-term course)	Punjab	I II III	1- 7-56 15-11-56 16- 9-57	14-11-56 31- 3-57 31- 1-58	15 23 17		As a special case candidates from Uttar Pradesh are admitted

		IV	1- 2-58	15- 6-58	12				
		V	1-11-58	15- 3-59	16				
						83		Nil†	to Dhuri from II Session. U.P. candidates trained so far are 1957-58—42, 1958-59—21 and 30 candidates are undergoing training in 1959-60 Session.
5. Tirupathi (180 per year in 3 sessions)	Madras and Andhra Pradesh	I	25- 1-56	9- 5-56	39				†This course has been discontinued.
		II	25- 5-56	8- 9-56	37				
		III	24- 9-56	8- 1-57	26				
		IV	23- 1-57	7- 5-57	34				
		V	23- 5-57	6- 9-57	35				
		VI	22- 9-57	5- 1-58	35				
		VII	21- 1-58	5- 5-58	39				
		VIII	21- 5-58	4- 9-58	55*				*Includes one candidate from Jordan.
		IX	20- 9-58	3- 1-59	55				
		X	19- 1-59	3- 5-59	40				
						395		42	
6. Bhavnagar (80)	Bombay	XI	19- 5-59	3- 9-59					
		I	20- 2-56	19-12-56	49				
		II	15- 2-57	14- 1-58	88				
		III	15- 2-58	14- 1-59	34				
						171		70	
7. Kota (104)	Rajasthan and Madhya Pradesh	IV	16- 2-59	14- 1-60					
		I	21- 1-56	20-11-56	86				
		II	4- 2-57	3- 1-58	86				
		III	3- 3-58	2- 2-59	75				
						247		96	
8. Hyderabad (81)	Mysore, Andhra Pradesh and Kerala	IV	18- 2-59	17- 1-60					
		I	17-10-55	16- 9-56	53				
		II	18-10-56	17- 9-57	36				
		III	28-10-57	27- 9-58	64				
						153		42	As a special case candidates from Bombay are admitted to this centre. The number of Bombay candidates trained and under training; 1957-58—50 and 1958-59—26.
		IV	13-10-58	12- 9-59					
						1,945		482	

Note:—Figures in brackets represent sanctioned intake capacity per session.

**APPENDIX-19**

*(Reference Note I relating to Sixth Central Committee Meeting)*

**STATEMENT SHOWING THE LOCATION OF THE JUNIOR CO-OPERATIVE OFFICERS TRAINING SCHOOLS, NUMBER OF COURSES COMPLETED, CAPACITY OF THE SCHOOLS, NUMBER OF CANDIDATES TRAINED, AND UNDER TRAINING AND THE GRANTS-IN-AID SANCTIONED TO THE SCHOOLS AS ON 30TH JUNE 1959**

Name of the State	Location of the school	Date of commencement of the 1st session under the scheme of the Central Committee	No. of courses completed	Capacity of the school per year	No. of candidates trained	No. of candidates who have completed the training, but whose results have not yet been made available to us	No. of candidates under training	Grant-in-aid sanctioned by the Government of India for			Grant-in-aid recommended by the Central Committee
								1955-6	1956-7	1957-8	1958-9
								Rs.	Rs.	Rs.	Rs.
Andhra Pradesh	1. Anantapur	1- 7-1955	4	160	187	164	N.A.	—	8,348	12,769	13,065
	2. Hyderabad I (Central Co-op. Inst.)	9- 7-1956	3	160	196	29	376	—	55,293	30,264	68,503
	3. Hyderabad II (Co-op. Trg. College)	4-10-1955	4	160	55	19	64	33,060	32,890	13,383	28,334
Assam	4. Rajahmundry	1- 7-1955	4	160	370	188	N.A.	—	14,224	20,059	33,135
	5. Joysagar	1- 3-1956	6	80	82	17	N.A.	—	32,400	27,600	26,605
	6. Tezpur (closed since 1-4-59)	2- 9-1957	3	80	75	41	—	—	—	—	—
Bihar	7. Deoghar	22-10-1956	5	160	69	286	N.A.	—	13,456	33,141	23,363
	8. Pusa	1- 4-1956	6	160	260	146	N.A.	5,789	35,694	33,141	32,794
	9. Ranchi	19- 9-1955	7	160	338	165	N.A.	18,632	36,600	34,930	23,926
Bombay	10. Aurangabad	1- 4-1958	2	160	62	—	77	—	—	—	27,198
	11. Bhavnagar	16- 7-1955	7	80	206	—	67	13,600	18,175	19,581	23,300
	12. Jalgaon	1- 1-1957	4	160	233	—	97	—	6,300	31,200	31,280
	13. Nagpur	1-10-1955	7	160	387	—	73	13,637	31,500	33,766	30,746
	14. Patan	1- 1-1957	4	160	143	—	95	—	6,300	26,900	24,633
	15. Poona	1- 9-1955	7	160	386	—	99	56,142*	96,800*	31,875	31,288
	16. Surat	1- 9-1955	7	160	387	—	86	56,142*	96,800*	24,375	28,851

Delhi Administration	17. Delhi .. .. .	8-10-1958	—	80	—	—	—	—	—	22,620†	19,400†
Himachal Pradesh	18. Simla .. .. .	15-4-1954	5	80	134	—	32	9,729	—	12,560†	18,009†
Jammu and Kashmir	19. Srinagar .. .. .	6-2-1956	6	100	76	—	37	—	13,965	22,170	21,230
Kerala	20. Kozhikode .. .. .	21-10-1955	6	120	332	60	N.A.	—	29,842	20,000	18,856
	21. Trichur .. .. .	1-11-1958	1	80	—	—	N.A.	—	—	—	5,839
	22. Trivandrum .. .. .	1-11-1955	7	80	151	50	N.A.	8,595	18,650	18,300	17,760
Madhya Pradesh	23. Agar .. .. .	1-7-1955	7	160	363	85	N.A.	32,920	33,560	30,280	34,235
	24. Jabalpur .. .. .	9-6-1956	6	160	275	75	N.A.	—	27,880	26,860	32,300
	25. Nowgong .. .. .	1-9-1955	7	160	264	134	N.A.	15,100	30,770	25,485	22,736
Madras	26. Coimbatore .. .. .	16-4-1956	5	160	357	435	N.A.	—	28,964	23,076	44,473
	27. Madras .. .. .	15-4-1955	5	160	301	124	N.A.	—	50,430	68,516	41,364
	28. Madurai .. .. .	1-8-1956	4	160	287	294	N.A.	—	14,092	24,453	43,513
	29. Tanjore .. .. .	11-7-1955	5	160	416	290	117	—	28,964	23,990	48,111
Manipur	30. Imphal .. .. .	3-2-1956	5	80	77	40	N.A.	—	16,650	33,200†	28,630†
Mysore	31. Dharwar .. .. .	1-9-1955	7	160	368	157	—	56,142*	96,800*	28,290	25,240
	32. Mercara .. .. .	9-10-1955	7	160	138	137	—	7,071	15,860	16,625	20,489
	33. Mysore .. .. .	1-6-1956	6	160	204	165	—	—	22,870	29,124	27,731
Orissa	34. Cuttack .. .. .	11-7-1955	11	160	247	109	55	29,985	28,325	21,357	22,395
	35. Gopalpur-on-Sea—I .. .. .	15-11-1956	4	160	246	—	33	—	9,274	31,040	27,763
	36. Gopalpur-on-Sea—II .. .. .	16-7-1956	7	160	191	68	30	—	22,275	21,623	21,975
Punjab	37. Jullundur .. .. .	1-9-1955	9	160	293	63	53	18,600	21,200	29,350	15,665
	38. Patiala I .. .. .	2-1-1956	6	160	129	153	N.A.	6,012	17,000	15,090	14,335
	39. Patiala II .. .. .	1-11-1958	6	160	129	153	N.A.	6,012	17,000	15,090	19,200
Rajasthan	40. Jaipur .. .. .	1-4-1955	9	160	200	144	N.A.	31,038	10,025	24,761	28,256
	41. Jodhpur .. .. .	1-9-1958	1	160	37	—	36	—	—	—	16,393
Uttar Pradesh	42. Bilari .. .. .	1-5-1956	5	160	230	74	N.A.	—	54,000‡	23,065	18,550
	43. Hastinapur .. .. .	1-2-1957	4	160	140	158	N.A.	—	48,100§	28,855	29,272
	44. Jehangirabad .. .. .	5-10-1957	2	160	183	—	62	—	—	33,420	29,153
	45. Kurwar .. .. .	1-12-1958	—	160	—	—	112	—	—	—	9,202
	46. Lucknow .. .. .	1-5-1956	5	160	306	76	N.A.	—	54,000‡	23,865	16,821
	47. Pepeganj .. .. .	9-9-1956	4	160	194	51	61	—	48,100§	30,325	28,702
	48. Varanasi I .. .. .	10-9-1956	5	160	301	64	N.A.	—	48,100§	30,435	22,268
	49. Varanasi II .. .. .	10-9-1956	5	160	215	139	N.A.	—	48,100§	29,595	23,418
West Bengal	50. Barsul .. .. .	8-10-1956	5	160	378	—	10	—	13,403	34,993	31,354
	51. Jhargram .. .. .	25-5-1957	3	160	177	—	—	—	—	29,025	29,543
	52. Kalimpong .. .. .	6-11-1958	1	80	—	16	N.A.	—	—	—	—
	53. Uttarpara .. .. .	16-1-1957	4	160	163	132	N.A.	—	5,366	46,521¶	45,848¶
	<b>Total</b>			<b>7,500</b>	<b>10,809</b>	<b>4,465</b>	<b>1,672</b>	<b>2,99,910</b>	<b>9,49,445</b>	<b>12,51,853</b>	<b>13,67,050</b>

N.A.—Not available.

\* Combined sanction for three schools at Poona, Surat and Dharwar.

† Includes contribution of the Government of India towards the share of State Governments.

‡ Combined sanction for two schools viz. Bilari and Lucknow.

§ Combined sanction for four schools viz. Pepeganj, Hastinapur, and Varanasi I and II.

¶ Includes contribution of the Government of India towards the share of the Tripura Administration.

**APPENDIX 20**

*(Reference Note III relating to Sixth Central Committee Meeting)*

**SUPPLEMENTARY PLAN—1959-60 AND 1960-61**

**STATEMENT SHOWING THE ESTIMATES OF TRAINING REQUIREMENTS OF CO-OPERATIVE PERSONNEL  
BY THE STATE GOVERNMENTS**

State	Estimates of training requirements for different courses.											
	Senior Officers Course		Higher Diploma Course		Coop. Market- ing Course		Land Mortgage Banking Course		Block Level Coop. Officers Course		Junior Officers Course	
	1959-60	1960-61	1959-60	1960-61	1959-60	1960-61	1959-60	1960-61	1959-60	1960-61	1959-60	1960-61
Andhra Pradesh .. .. .	6	6	60	50	75	40	52	52	100	80	1,200	1,400
Assam .. .. .	2	4	1	2	6	10	2	6	10	10	100	200
Bihar .. .. .	N.A.	—	—	—	—	—	—	—	—	—	—	—
Bombay .. .. .	20	40	58	115	35	40	10	10	130	140	1,440	1,440
Jammu and Kashmir .. .. .	4	6	—	—	2	2	—	—	—	—	100	100
Kerala .. .. .	9	10	19	23	13	15	9	10	16	16	312	312
Madhya Pradesh .. .. .	9	9	35	45	40	50	4	6	74	74	660	900
Madras .. .. .	N.A.	—	—	—	—	—	—	—	—	—	—	—
Mysore .. .. .	N.A.	—	—	—	—	—	—	—	—	—	—	—
Orissa .. .. .	N.A.	—	—	—	—	—	—	—	—	—	—	—
Punjab .. .. .	8	8	52	16	20	20	2	2	—	—	711	320
Rajasthan .. .. .	10	21	7	60	—	11	10	15	55	40	645	598
Uttar Pradesh .. .. .	4	6	13	20	73	32	6	6	330	—	1,000	720
West Bengal .. .. .	4	8	8	16	3	7	2	2	34	27	133	620
Delhi .. .. .	—	—	4	4	1	1	—	—	—	—	120	90
Himachal Pradesh .. .. .	N.A.	—	—	—	—	—	—	—	—	—	—	—
Manipur .. .. .	N.A.	—	—	—	—	—	—	—	—	—	—	—
Tripura .. .. .	1	1	5	5	2	1	2	—	—	—	25	20
<b>Total .. .. .</b>	<b>77</b>	<b>119</b>	<b>262</b>	<b>356</b>	<b>270</b>	<b>229</b>	<b>99</b>	<b>109</b>	<b>749</b>	<b>387</b>	<b>6,446</b>	<b>6,720</b>

N.A. = Not available.

**APPENDIX 21**

*(Reference Note III relating to Sixth Central Committee Meeting)*

**STATEMENT SHOWING THE HOSTEL ACCOMMODATION, ETC., AVAILABLE AT OUR REGIONAL AND BLOCK LEVEL TRAINING CENTRES**

Name of the Centre	Name of the Course and duration of each session	Teaching staff	Number of class rooms	Hostel accommodation		Existing training capacity of the Centre		Remarks
				Present maximum capacity of the hostel (Number of trainees)	Number of trainees accommodated as on 15-8-59	Per Session	Per Year	
Co-operative Training College, Poona	Senior Officers Course (6 months)	1 Principal 5 Full-time lecturers 1 Part-time lecturer	1 Main Hall and 15 other rooms*	40	40	40	80	*Common to all the three courses.  During 1959-60, 80 candidates were admitted as a special case of which 72 are at present undergoing training.
	Intermediate Officers Course (12 months)	4 Full-time lecturers 5 Part-time lecturers		80	72	60	60	
	Marketing Course (4 months)	The lecturers of the Senior and Intermediate Officers Courses are utilized for this course also		40	38	40	80	
Regional Co-operative Training Centre, Madras	Intermediate Officers Course (11 months)	1 Principal 3 Full-time lecturers 1 Part-time lecturer	4 Class rooms*	35	36	45	45	*Common to all the three courses.  ‡No separate class rooms and hostel. Classes are held when the trainees of the Intermediate Officers Course are away on practical training. *Common for both courses.
	Marketing Course (4 months)	2 Lecturers		30	26	30	60	
	Land Mortgage Banking Course‡ (4 months)	2 Lecturers		—	43	40	80	
Regional Co-operative Training Centre, Meerut	Intermediate Officers Course (11 months)	1 Principal 2 Lecturers	2 Lecture rooms*	70*	29	45	45	
	Marketing Course (4 months)	2 Lecturers		—	25(a)	40	80	

(a) The class is not in session. Figures relate to the previous session.

Name of the Centre	Name of the Course and duration of each session	Teaching staff	Number of class rooms	Hostel accommodation		Existing training capacity of the Centre--		Remarks
				Present maximum capacity of the hostel (Number of trainees)	Number of trainees accommodated as on 15-8-59	Per Session	Per Year	
Regional Co-operative Training Centre, Ranchi	Intermediats Officers Course (11 months) Marketing Course (6 months)	1 Principal 3 Lecturers 2 Lecturers	2 Lecture halls and 7 rooms*	45	27	45	45	*Common for both courses. †There is an interval of 2 to 3 weeks between two consecutive sessions. In one year, therefore, two sessions cannot be completed.
				40	(b)45	40	80†	
Regional Co-operative Training Centre, Indore	Intermediate Officers Course (11 months) Marketing Course (6 months)	1 Principal 3 Lecturers 2 Lecturers	2 Class rooms and 1 common hall*	72*	34	45	45	*Common for both courses. §There is an interval of 2 to 3 weeks between two consecutive sessions. In one year, therefore, two sessions cannot be completed.
				—	39(b)	40	80§	
Block Level Co-operative Officers Training Centre, Kota	Block Level Officers Course (11 months)	1 Principal 3 Lecturers	2 Lecture rooms	75	96	108	108	Overcrowded
Block Level Co-operative Officers Training Centre, Bhavnagar	Block Level Officers Course (11 months)	1 Principal 2 Lecturers	2 Lecture rooms	63	63¶	80	80	¶7 trainees are staying outside
Block Level Co-operative Officers Training Centre, Kalyani	Block Level Officers Course (11 months)	1 Principal 3 Lecturers	2 Class rooms	80	41	73	73	
Block Level Co-operative Officers Training Centre, Dhuri	Block Level Officers Course (11 months)	1 Principal 2 Lecturers	2 Class rooms	100	37	100	100	
Block Level Co-operative Officers Training Centre, Faizabad	Block Level Officers Course (11 months)	1 Principal 5 Lecturers	3 Class rooms	150	90	150	150	
Block Level Co-operative Officers Training Centre, Tirupathi	Block Level Officers Course (3½ months)	1 Principal 2 Lecturers	2 Lecture rooms	60	42	60	180	
Block Level Co-operative Officers Training Centre, Hyderabad	Block Level Officers Course (11 months)	1 Principal 2 Lecturers	1 Seminar Hall and 2 lecture halls	80	42	81	81	
Block Level Co-operative Officers Training Centre, Gopalpur-on-Sea	Block Level Officers Course (11 months)	1 Principal 5 Lecturers	3 Class rooms	120	105	122	122	

(b) Figures indicate the candidates admitted.



## APPENDIX 22

*(Reference Note I relating to Seventeenth Standing Sub-Committee Meeting)*

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

Ref. No. ACD. TRG. 8066/TS. 3-58

22nd December 1958

The Secretary to Government,  
(All States)

Dear Sir,

TRAINING FACILITIES PROVIDED BY THE CENTRAL COMMITTEE  
FOR CO-OPERATIVE TRAINING

The Central Committee for Co-operative Training, constituted jointly by the Government of India and the Reserve Bank of India in November 1953, has been in existence for five years now and at the fifth Meeting of the Central Committee held on 9th September 1958, the opportunity was availed of to review the utilisation of the existing training facilities by the various State Governments. The statement attached indicates the number of candidates deputed by your State Government to the various training courses so far. The Central Committee is appreciative of the co-operation extended by your State and also by the co-operative institutions there. No doubt there have been certain shortfalls in the anticipated requirements of the State in respect of trained personnel and consequently the number of trainees who have completed training. As you are aware, the Central Committee had devised the various arrangements with reference to certain anticipated targets, some of which for certain obvious reasons have not, as referred to above, been fulfilled. At the same time the earnestness shown by the Co-operative Department and the co-operative institutions is definitely indicative of their appreciation of the importance of co-operative training and education in the progress of the movement. We shall, therefore, be glad if the State Governments will take stock of the requirements of the State in respect of the personnel yet to be trained and see to it that the facilities provided at the Training Centres are used to the fullest extent possible.

Yours faithfully,  
M. A. CHIDAMBARAM,  
for Member-Secretary.

## APPENDIX 23

(Reference Note I relating to Seventeenth Standing Sub-Committee Meeting)

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

Ref. D.O. No. ACD. TRG. 6030/TS. 12-58      13th November 1958

Dear Shri Chishti,

Please refer to your D.O. letter No. 2-38/58-C. III dated October 4, 1958 enquiring about the shortfall in the strength of the various Block Level Co-operative Officers Training Centres. This issue has been engaging our attention also and we have indicated to the State Governments concerned our fears in this regard during several meetings as well as in correspondence. Copies of such correspondence have been sent to the Ministry of Food and Agriculture. However, there are certain developments which seem to have contributed to the present declining strength and they are dealt with below :—

2. The first factor relates to the original estimates regarding the personnel to be trained. According to the same about 800 persons a year were to be trained and this was arrived at when the year for the completion of the programme for extension of Community Development was set at 1961. Now the Government of India in consultation with the State Governments have taken a decision to extend this period upto 1963. The requirements for personnel will get spread out accordingly. This, among other things, accounts for the smaller number deputed by the States. Secondly, the State Governments' policies in regard to recruitment have also influenced the position. In several States, the trainees are newly recruited by the Public Service Commissions. Some of these selected for training do not turn up when the training courses commence. The State Governments wait for a month or two expecting them to turn up. Meanwhile, it becomes too late for them to call for candidates from the waiting list. We have brought this to the notice of some State Governments (e.g. Government of Bihar *vide* our endorsement No. ACD. TRG. 4961/TS. 14(i)-58 dated 4th October 1958 to the Ministry) and we expect them to keep an adequate number in the waiting list for the future. A third important factor seems to be the way in which recommendations of some of the visiting teams from the Government of India have been made. For example, in the Ministry's letter No. 2-53/58-Coop. III dated 13th October 1958, the requirements for Rajasthan for the next five years have

been communicated and the number of candidates to be deputed are as follows :

1959	..	..	..	..	..	..	..	26
1960	..	..	..	..	..	..	..	18
1961	..	..	..	..	..	..	..	28
1962	..	..	..	..	..	..	..	34
1963	..	..	..	..	..	..	..	90

As against this, the annual requirement originally estimated by the Community Projects Administration was 34 candidates per year. If the State Government follows the recommendation of the Training Team, there will necessarily be a shortfall during the first three years whereas during the last year the number to be trained will stand at the figure of 90 in 1963. Thus there will be an unusually large number to be trained in one year and this will be beyond the capacity of the training centre to bear. It will, therefore, be better if recommendations of this kind are communicated to the State Governments after consulting the Central Committee.

3. In view of the fact that the Community Development Programme has been rephased now and extended by another 2 to 3 years, the current response to the training centres will be less than what was contemplated originally. Also the State Governments would require the continuation of the existing facilities for a few years more beyond the original period of 5 years. The Ministry for Community Development have already addressed the State Government to take stock of the position and indicate their future requirements. As soon as the necessary data are collected by the Ministry for Community Development the question will have to be gone into further. It is, therefore, felt that in the light of the action already taken to persuade the State Governments to make full use of the training facilities, it may not be necessary to re-state it particularly when their requirements have undergone some change. You may, therefore, kindly get into touch with the Ministry for Community Development and after the preliminary data are available, we can proceed further in the matter.

Yours sincerely,  
(SD.) J. C. RYAN.

## APPENDIX 2A

*(Reference Note I relating to Seventeenth Standing Sub-Committee Meeting)*

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

Ref. No. ACD. TRG. 3368/TS. 146-58.

1/2 July, 1958.

The Commissioner for Co-operation,  
Ministry of Food and Agriculture,  
Government of India,  
New Delhi.

Dear Sir,

## GRANT FOR PREPARATION OF TEXT-BOOKS

The Central Committee for Co-operative Training had been considering ways and means of preparation and publication of suitable text-books for use in the training centres. At the fourth meeting of the Central Committee for Co-operative Training held in January 1957 the Chairman had indicated that the training arrangements, particularly for the subordinate co-operative personnel, and to a greater degree for member-education suffered for the lack of suitable text-books. Though there were a few good books in English, no systematic efforts were being made except in a few isolated cases, to have these text-books prepared in the regional languages or in Hindi. The question was subsequently discussed at the Regional Conference for Junior Co-operative Training Schools held at Bangalore.

2. The Standing Sub-Committee of the Central Committee, which met at New Delhi in April 1958, considered the urgent need to prepare suitable text-books both in the basic language as well as in the regional languages. Several alternative ways of getting this done expeditiously were considered, and it was decided that the Central Committee for Co-operative Training will have to take up the responsibility for this. This implied that the Central Committee would incur the necessary expenditure for the preparation of the text-books, such as the payment of honorarium for writing or for translation, and also that the Committee would arrange for their publication and distribution either by itself or through some approved publishers, the Central Committee retaining the copyright to such publications. Regarding finances for this purpose the Committee considered two alternatives, namely, (1) the Central Committee for Co-operative Training should be given a lumpsum grant to create "a Book Fund" out of which it will incur the necessary expenditure and to which will be credited all the sale proceeds. Since the Block Level Co-operative Officers Training

Centres are in more immediate need of such books and they will be valuable to the Junior Officers Training Courses also, it was felt that the contribution to this fund should initially at least come from the Government of India. The fund would be administered by the Central Committee. (2) The other alternative was to prepare specific programmes in respect of individual publications and obtain the necessary sanction of funds for the same from the Government of India.

3. We have examined these alternatives suggested by the Standing Sub-Committee and feel that the first alternative, namely, a lumpsum grant from the Government of India for the "Book Fund" would be the most feasible and convenient way of getting the programme executed. This will enable the Central Committee to immediately initiate preparation and publication of text-books in all the subjects of instruction rather than begin the work in a piecemeal fashion. The procedure proposed to be adopted in preparing these text-books will be broadly as follows:

The subject will be divided into suitable chapters and would be allotted to experts in the field who are conversant with the particular aspects. Care will be taken to see that this is done in such a manner as not to affect the unity of treatment of the whole composition. The draft chapters, when received, will, however, be scrutinised by a special sub-committee consisting of not more than three persons, with the Chairman of the Standing Sub-Committee, as the President. The entire work will be co-ordinated by the Member-Secretary. As is the practice in several institutions both Indian and foreign (e.g., Indian Council of Agricultural Research), honorarium will have to be paid to the persons contributing chapters allotted to them. The minimum honorarium to each contributor would be about Rs. 500, the actual amount varying with the size of the assignment. This, however, is a question of details of procedure. It is estimated that a book, for instance, on "Theory, History and Practice of Co-operation" may, on the basis of about nine major parts, require about Rs. 6,000 by way of honorarium to be paid to the authors of the different parts. The cost of printing a book of about 275 to 300 pages will be about Rs. 5,000 for 2,000 copies. Thus a single text-book is likely to cost about Rs. 11,000. Thus taking into account a programme for preparing text-books on (1) Co-operative Law, (2) Theory, History and Practice of Co-operation, (3) Rural Economics, (4) Banking including land mortgage banking, (5) Industrial Co-operatives and (6) Business Organisation, the cost of the publications may be placed at Rs. 75,000. It would be well to prepare a model text-book in English as that can form the basis for vernacular editions and thus preserve homogeneity in content and standard. The translation work of the six books indicated above will require a sum of not less than Rs. 25,000.

4. On the above basis the Central Committee would require a grant of Rs. 1 lakh as the nucleus of the "Book Fund" to be maintained by it, from out of which it will undertake the preparation and publication of text-books for the use of the co-operative training centres. While the expenditure on the preparation and publication of books will be incurred out of this fund, the proceeds of sale of these publications will be credited back to the same fund so that it will be a sort of revolving fund with which the Committee would be able to further its activities in the matter of suitable text-books and other literature connected with training and education. The publications will have to be priced suitably so that they will be within the reach of the general reading public and of the students in particular.

5. It is suggested, therefore, that the Government of India may be moved to sanction a grant of Rs. 1 lakh in lumpsum as a nucleus of the "Book Fund" to be maintained by the Central Committee for Co-operative Training as described above.

Yours faithfully,  
(SD.) M. A. CHIDAMBARAM,  
for *Member-Secretary*

## APPENDIX 25

*(Reference Note I relating to Seventeenth Standing Sub-Committee Meeting)*

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

Ref. No. ACD.TRG. /TS. 5-58

3rd November 1958

The Registrar,  
Co-operative Societies,  
(All States)

Dear Sir,

**INTRODUCTION OF BUSINESS MANAGEMENT AND SECRETARIAL PRACTICE AS A SUBJECT IN THE CURRICULUM OF THE JUNIOR (SUBORDINATE) CO-OPERATIVE OFFICERS TRAINING COURSES**

The Central Committee has for some time been considering the introduction of the subject of Business Management as a subject for study in the curriculum of the Junior (Subordinate) Co-operative Officers Training Courses. The study of Business Management has been felt necessary in view of the fact that co-operative institutions dealing with credit, banking, marketing, industrial production, etc., are essentially business concerns and require skilled management for efficient working. Like all other types of enterprises, co-operatives also may be concerned with arrangement for procurement of raw materials, organisation of production, raising of funds, marketing of finished products, public relations, office management, etc. It is, therefore, felt that training in Business Management to the staff of Co-operative Departments and co-operative institutions might contribute to the efficiency of working of these institutions. This point was particularly emphasised by Prof. A. F. Laidlaw and by Sir Malcolm Darling in their observations on our training programme.

2. At the Junior Co-operative Training Schools Conference held at Bangalore in August 1957, it was recommended that the existing subject of "General Management of Co-operative Societies and Secretarial Practice and set up of Co-operative Department" in the curriculum of the Junior Co-operative Officers Training Course should be substituted by a subject dealing with Business Methods and Secretarial Practice. This suggestion of the Conference at Bangalore was considered by the two other Conferences of Junior Co-operative Training Schools held later at Patiala and Ranchi covering the remaining States in the country and these Conferences agreed with the decision arrived at, at the Bangalore Conference.

3. Accordingly, the Central Committee has decided that Business Management and Secretarial Practice should be one of the compulsory subjects taught in the Junior Co-operative Officers Training Courses. This will be in substitution of the existing subject of "General Management of Co-operative Societies and Secretarial Practice and set up of Co-operative Department," in the syllabus framed by the Central Committee. A syllabus for the subject of Business Management and Secretarial Practice has been approved by the Central Committee and a copy is attached for your information. We have now to recommend that this subject may be introduced for study in the curriculum of the Junior (Sub-ordinate) Officers Training Schools in your State.

4. The subject of Business Management and Secretarial Practice may comprise of two parts—Part 1—Business Management and Part 2—Secretarial Practice. Both parts together should form one subject and this subject should rank equally with other compulsory subjects in the curriculum for the purpose of examination. The marks assigned to this subject for the examination may be divided equally between the two parts of Business Management and Secretarial Practice.

5. You will recall that the Central Committee conducted at Bombay in May—June 1958 a course of Instruction in Business Management for the lecturers in the training centres so that they might have an idea of the problems involved in Business Management in the different sectors of the economy and relate them to those in the co-operative sector. The lecturers who attended the Course may generally be entrusted with the teaching of this subject. Whenever possible, specialists in the field may also be invited to give about half a dozen lectures per course on the more important of the points in the syllabus. The lectures by specialists can be on honorary or paid basis like the special lectures in the subject of Elements of Agriculture.

6. It is possible that some of the points mentioned in the syllabus of Business Management can be covered more conveniently while dealing with other subjects. To avoid overlapping, therefore, lecturers dealing with the different subjects might in consultation with one another decide on the programme of instruction so as to avoid duplication of lectures on the same points.

7. It is recommended that the subject of Business Management and Secretarial Practice should be introduced in the Junior Officers Training Courses from the next session.

Yours faithfully,

M. A. CHIDAMBARAM,  
for *Member-Secretary*.



## SYLLABUS ON BUSINESS MANAGEMENT AND SECRETARIAL PRACTICE FOR JUNIOR OFFICERS COURSE

### PART I

#### *Business Management*

#### I. FOR CREDIT AND MULTI-PURPOSE SOCIETIES:

*Distinctive features of Co-operative Societies.*

*Location of office with reference to convenience of members.*

*Office Organisation*—Neatness, cleanliness, arrangement for convenience for working, decoration—display of notices, charts, pictures, educational material for the information and education of members.

*Working hours to suit members' convenience.*

*Office working*—suitable arrangement of records, files, ledgers, forms—their maintenance and renewal—distribution of work among staff members.

*Estimation of needs of cash from time to time*—safe custody—maintenance of proper accounts—authority for disbursement—Bank account and its operation.

*Duties and responsibilities of office-bearers*—secretary, chairman, managing committee members—devolution of authority among controlling bodies—procedure for managing committee and general body meetings—preparation of agenda, writing of proceedings, taking action thereon—study of society by-laws and circulars of Co-operative Department and Central Financing Agency.

*Importance of good relations* with member-customers, Government officials, public institutions, co-operative banks, etc. Personal qualities needed—understanding, tolerance, eagerness to be helpful, resourcefulness, conscious effort to radiate goodwill, clean moral character, unoffending language.

*Finance*—budget for the office—authority for disbursement—procedure for dealing with Central Financing Agency—estimation of societies' need for money at proper times—procedure for making advances to members—estimation of members' needs for productive finance with reference to type of crop, extent of cultivation and technique of farming—procedure for repayment and recovery of loans—recovery through marketing society—classification of debts: good, bad and doubtful—estimation of overdues—steps necessary in case of non-recovery.

*Storage*—society godown—precautions for safe custody—reservation of members' produce and goods required by members—knowing the goods by varieties and qualities—procedure for storing separately goods belonging to different members—procedure for accepting goods for custody and for giving delivery—arrangements for sale of supplies—weights and measures—proper display of price—fixation of prices with reference to costs and prevailing market prices.

Transport arrangements for bringing in supplies and sending out members' produce.

## II. ADDITIONAL TOPICS FOR NON-CREDIT SOCIETIES :

*Production problems*—Choosing raw materials, tools and processes—training of workers—preparation of a work programme—assignment of work—standardisation of parts and products.

*Procurement*—of raw materials or assembling of commodities to be marketed—practices in use—knowing different varieties and qualities—transportation and storage arrangements.

*Marketing policies*—estimation of demands—knowing the customers—pricing of products with reference to cost—competition in price, quality and service.

Different methods of sales and sales practices—display, auction, tender, negotiation, *hatta* system.

Sales promotion—establishing goodwill for brand—advertising and publicity.

Sales Department—organisation—display—salesman—qualities of a good salesman.

## PART II

### *Secretarial Practice*

Organisation of Indian companies and their difference with co-operatives—Board of Directors—functions and duties—committee and their functions—duties of secretaries and their staff—drafting of reports of meetings and drafting of resolutions.

Types of Secretaries—qualities of a good secretary—Personal Secretary—Company Secretary—Secretary of a Co-operative Society—duties of a secretary of a co-operative society—duties in relation to chairmen and directors of the society—relation to staff, officers of financing agencies, and of Co-operative Department.

Office management and maintenance of accounts, records and ledgers—disposal of files and old records.

Admission of members—eligibility of membership—application and allotment of shares—calls on shares—transfer of shares—issue of share certificates (the relevant sections in the Act for the above). Procedure for accepting and operating deposits, sanction of loans, overdrafts, cash credits, etc.—classification of loans—acceptable securities for different kinds of loans—operation of bank accounts.

Procedure of meetings—annual and special meetings of the General Body—Board, Committee meetings—notice for meetings—preparation of agenda—recording of minutes—taking action thereon—powers of the General Body, Board of Directors, Chairman, Managing Director, etc.

Preparation of statements—normal credit statements, etc.—submission of financial statements, statistical data, etc., to the Co-operative Department and financing institutions.

**APPENDIX 26**

*(Reference Note I relating to Seventeenth Standing Sub-Committee Meeting)*

**CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING**

Ref. No. ACD. TRG. 5809/TS. 5-58.

*3rd November 1958.*

The Principal,

Dear Sir,

**INTRODUCTION OF BUSINESS MANAGEMENT AS A SUBJECT IN THE CURRICULA OF THE INTERMEDIATE AND MARKETING COURSES**

The Central Committee has for some time been considering the introduction of the subject of Business Management as a subject for study in the curricula of the Intermediate Officers Course and the Special Course on Co-operative Marketing. The study of Business Management has been felt necessary in view of the fact that co-operative institutions dealing with credit, banking, marketing, industrial production, etc. are essentially business concerns and require skilled management for efficient working. Like all other types of enterprises, co-operatives also may be concerned with the arrangement for procurement of raw materials, organisation of production, raising of funds, marketing of finished products, public relations, office management, etc. It is, therefore, felt that training in Business Management to the staff of co-operative departments and co-operative institutions might contribute to their greater efficiency. This point was particularly emphasised by Prof. A. F. Laidlaw and by Sir Malcolm Darling in their observations on our training programmes.

2. The Central Committee has accordingly decided that Business Management should be one of the compulsory subjects taught in the Intermediate Officers Course as well as in the Special Course on Co-operative Marketing. A syllabus for the subject has been approved by the Central Committee (copy attached for information). We have now to advise that this subject should be introduced for study in the curricula of the Intermediate Officers Course and the Special Course on Co-operative Marketing forthwith commencing from the current sessions. At the Indore and Meerut Centres, however, the subject can be introduced from the next session of the Intermediate Course scheduled to start early in 1959. So also, as the current sessions of Co-operative Marketing at the Regional Co-operative Training Centres at Madras, Ranchi and Indore are fairly advanced, the subject may be introduced fully only from the next sessions.

3. The subject of Business Management will rank for 50 marks as an independent subject for the examination of the Intermediate Officers Course (on the basis that other subjects carry 100 marks). There need not be more than 2 periods per week devoted to this subject.

4. You will recall that the Central Committee conducted at Bombay in May-June, 1958 a Course of Instruction in Business Management for the lecturers in the training centres so that they might have an idea of the problems involved in Business Management in the different sectors of the economy and relate them to those in the co-operative sector. The lecturers who attended the Course may generally be entrusted with the teaching of this subject. Whenever possible, specialists in the field may also be invited to give about half a dozen lectures per course on the more important of the points in the syllabus. The lectures by the specialists can be on honorary or paid basis like the special lectures in the subject of Elements of Agriculture.

5. It is possible that some of the points mentioned in the syllabus of Business Management can be covered more conveniently while dealing with other subjects. To avoid overlapping, therefore, lecturers dealing with the different subjects might in consultation with one another decide on the programme of instructions so as to avoid duplication of lectures on the same points.

Yours faithfully,

M. A. CHIDAMBARAM,  
for *Member-Secretary*.

**SYLLABUS OF BUSINESS MANAGEMENT FOR INTERMEDIATE  
OFFICERS COURSE**

*Distinctive features of co-operative form of business organisation.*

*Location*—Importance to good business—considerations involved.

*Size of business unit*—with reference to concept of optimum return—with reference to factors of production available, techniques, problems of marketing, competition in the market, etc.

*Office organisation*—office system and lay-out—files, records, and forms—correspondence—working hours—administrative cost.

*Office administration*—organisation of authority, relationship of staff—delegation of authority and responsibility—departmentation—co-ordination among various functionaries.

*Devolution of authority among controlling bodies and functionaries*—duties and responsibility of office-bearers, management committee, etc.

*Procedure of general and managing committee meeting*—preparation of agenda—writing of proceedings—taking action thereon.

*Public relation of the business unit*—relations with Government Department, public institutions, members and the general public.

*Finance*—sources of fixed and working capital—finance for marketing—liquidity of financial position—financial policy of the business.

*State policy in respect of finances in co-operative enterprises.*

*Insurance and control of business risks.*

*Production problems for industrial and processing societies*—choosing of raw materials, tools and processes—standardization of parts and products—preparation of a works programme—assignment of work—payment of wages to members and workers—time and piece-rate systems of wages—other incentives—recruitment and training of workers—attitude to member workers.

*Procurement of raw material in bulk*—distribution among members—storage and safe custody.

*Sales policy for industrial and processing societies*—estimation of demand—pricing with reference to cost and market condition—competition in price, quality and service—selection and approach to customers.

Sales promotion—market studies—advertisement and publicity—organization of sales departments—appointment and training of salesmen.

Forms of assistance given by States.

*For marketing societies*—assembling and storage of members' produce—knowing different varieties and qualities of produce—market practices of sales—recovery and disposal of sale proceeds—transportation, different modes of transport available—charging of transport cost.

Finance available from co-operative banks—linking of marketing with co-operative credit afforded to members—link with higher federal bodies of co-operative marketing—functioning of regulated market.

*Consumers' co-operative stores*—estimation of demand—study of the market—pricing with reference to cost and market conditions—competition in price, quality and service.

Procurement of goods for sales in bulk—contact with co-operative producers' society—storage and safe custody.

Sales promotion—window display—arrangement of goods in the stores.

Disposal of unsaleable goods.

Disposal of cash collections—operation of bank account.

Links with higher federal bodies of co-operative marketing.

Assistance given by the State.

## APPENDIX 27

(Reference Note I relating to Seventeenth Standing Sub-Committee Meeting)

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

Ref. No. ACD. TRG. 6300/TS. 6-58

22nd November, 1958.

The Principal,  
Regional Co-operative Training Centre,

Dear Sir,

CHANGES IN THE SYLLABUS FOR THE INTERMEDIATE  
OFFICERS TRAINING COURSE

The Conference of Chairmen of Local Committees and Principals of the Regional and Block Level Co-operative Officers Training Centres held in December 1956 considered certain changes in regard to the syllabus for the Intermediate Officers Training Course. Further, Sir Malcolm Darling who visited India as Consultant to the Planning Commission in 1956-57 suggested in his report certain modifications to the syllabus. These suggestions as well as a few others were considered at the Conference of Chairmen of Local Committees and Principals of Regional and Block Level Co-operative Officers Training Centres held on 18th and 19th July 1958 at Bombay and thereafter were approved by the Central Committee for Co-operative Training at their fifth meeting held on the 9th September 1958. Modifications to the syllabus in accordance with the decisions arrived at, at these meetings, are given in the enclosure to this letter. You are requested to incorporate them in the syllabus for the Course. The training centres at Madras; Ranchi and Poona may introduce the revised syllabus from the current session itself and the training centres at Indore and Meerut may do so from the session commencing in 1959.

2. Kindly acknowledge receipt of this letter.

Yours faithfully,

S. B. MAHABAL,  
for *Member-Secretary*.



**CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING**  
**REVISION OF SYLLABUS FOR INTERMEDIATE CO-OPERATIVE PERSONNEL**  
*(Enclosure to letter No. ACD. TRG. 6300/TS. 6-58 dated 22-11-58)*

Page No.	Line No.	Item No.	Revision adopted
<b>SUBJECT I—Theory, History and Practice of Co-operation</b>			
1	2	A -2	Omit —Syndicalism Add —Socialism
2	3-4	B II -2 B II -11	Omit —Mortgage Banks in Prussia Add —International Co-operative Alliance
2	15	B III-2	Omit —Grain Bank
	17-18	-6	„ —Taluka Development Board
	19	-8	„ —Crop Protection Society
	19	-9	„ —Land Mortgage Bank
	21	-10A	„ —Thrift Society
	23-24	-13	„ —Industrial Co-operative Producers Resource Society
	25-26	-16	„ —District Supervision Committee
	26	-17	„ —Banking Union
	26-27	18	„ —Co-operative Board—District—Divisional
	28	-20	„ —Bombay Provincial Co-operative Institute
	29	-22	„ —State Land Mortgage Bank
		B III-A	Add —Multipurpose Societies
		B	„ —Processing Societies
		C	„ —Industrial Society—Cottage and Small Scale Weavers' Society
		D	„ —State Co-operative Unions
		E	„ —Health Co-operatives
2	38 1-2	B IV	Omit —Higher and Intermediate Personnel to be trained—5 Regional Centres to be established
3		B IV	Add —Central Committee for Co-operative Training—Training for Higher, Intermediate Block Level and Junior Staff The following para on extension methods may be added

Page No.	Line No.	Item No.	Revision adopted
			<p>as the last item of the subject:</p> <p>Extension work in the co-operative movement—Nature of extension work—need for it in the co-operative movement—what the extension worker is expected to do—relevant aspects of psychology of the village people—approach to individuals, groups and masses—various extension methods and their suitability in different conditions—use of audio-visual aids like printed material, placards, flash cards, flannel graphs, plays and dramatic skits, films, film strips, radio broadcasts etc.</p>
<b>SUBJECT III—Co-operative Law</b>			
5			<p>Add the following explanatory note under "A critical study of model by-laws":</p> <p>"Where model by-laws of institutions functioning in the State are available they may be studied; otherwise, the model by-laws prepared in any other State where the institution is reasonably well developed may be studied."</p>
<i>Other Laws</i>			
6	13-14	B-4	Omit —Bombay Agricultural Debtors' Relief Act—Underlying Principles
6	15-19	-5	,, —Bombay Moneylenders' Act—and the whole part.
6	21-22	-7	,, —Bombay Land Revenue Code—Chapter X and Sections 150-155

Page No.	Line No.	Item No.	Revision adopted
<b>SUBJECT IV—<i>Book-keeping and Accountancy</i></b>			
8	9-14	VII	Omit —Ascertainment of profit under Single Entry System etc. till the end of the item VII
8	15-18	VIII	„ —Preparation of total accounts etc. till the end of the item VIII
8	28-34	X-(C)	„ —Company accounts etc. till the end of the item (e)
<b>OPTIONAL SUBJECTS—<i>Land Mortgage Banking</i></b>			
<b>(1) THEORY</b>			
12	5	Substitute	Omit —Norway and Sweden
12	6		Travancore-Cochin by Kerala
12	22-23		„ —Second and Third Loans— System of foreclosure
			Add —Land Improvement Loans— Importance—Rural Banks
<b>(4) GENERAL</b>			
13	8-9	Substitute	Omit —Need to revise Tenancy Laws— Position of Land Mortgage Banking under Tenancy Laws.
			—Tenancy and Tenancy Laws and Land Mortgage Banking —Recent Land Reforms measures and the need to protect interests of Land Mortgage Banks.

*Note:* Page numbers and line numbers refer to the booklet—“Co-operative Training—Syllabus for Intermediate Co-operative Personnel”—published in June 1956.

## APPENDIX 28

(Reference Note I relating to Seventeenth Standing Sub-Committee Meeting)

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

No. ACD. TRG. 6039/TS. 32-58

13th November, 1958.

The Secretary to the Government of India,  
Ministry of Food and Agriculture,  
(Department of Agriculture),  
New Delhi.

Dear Sir,

ARRANGEMENTS FOR THE TRAINING OF JUNIOR CO-OPERATIVE PERSONNEL EMPLOYED IN THE DEPARTMENT AND INSTITUTIONS IN THE VARIOUS STATES

Please refer to the Ministry's letter No. F. 36-11/54-C(E) dated 21-22 September, 1954, conveying the approval of the Government of India for the scheme for the training of Junior Personnel of the Co-operative Departments and the Institutions, as recommended by the Central Committee for Co-operative Training at its meeting held on 5th July 1954. According to the approved scheme, expenditure on certain selected items, indicated below, were shareable between the Government of India and the State Governments on a 50:50 basis :

1. Salary to teaching staff including travelling and other allowances
2. Stipend to trainees
3. Travelling allowance to lecturers
4. Travelling allowance to trainees
5. Honorarium for special lecturers
6. Library.

The Central Committee have been recommending grants-in-aid to the State Governments on the above basis.

The question of including rent for school buildings and hostel as a shareable item was considered by the three Regional Conferences of Junior Co-operative Officers Training Schools held at Bangalore, Ranchi and Patiala. The conclusions arrived at at these conferences are as follows :—

*Bangalore Conference*

“ In view of the unsatisfactory and inadequate facilities available for housing the training classes and the hostel in most of the

States, and also since the State Governments will not be in a position by themselves to finance the construction of buildings for the purpose, the meeting suggested that the Central Government should provide at least a matching financial assistance to the State Governments to enable them to acquire or construct suitable buildings. In the course of the discussions it was also suggested, as an immediate step, that the Central Government should be approached to share the cost of hiring the required premises in the same manner as is done with other shareable items like salaries, stipends, and library. In this connection a reference was made to the discussion at the State Ministers' Conference held at Mussoorie wherein it was suggested that the rent of the training institutions should be included in the shareable items of expenditure."

#### *Ranchi Conference*

"The Conference endorsed the suggestion of the Bangalore Conference on the subject in view of the unsatisfactory and inadequate facilities available for housing training classes and hostel at most of the training centres. It was, however, agreed that such proposals (especially those regarding construction or purchase) should be carefully worked out on the basis of estimates of personnel required over a period of years, and accommodation necessary, so that there will be assurance of the continuation of the training institutes for a reasonably long period."

#### *Patiala Conference*

"In the course of the discussions, the delegates from Uttar Pradesh, Jammu and Kashmir and the Punjab specially highlighted the difficulties in respect of accommodation for training centres in their respective States. It was agreed that in view of the importance of having suitable accommodation for the purpose of training, the conclusions arrived at, at the two previous Conferences should be endorsed. It was emphasised that proposals for adequate grants from the Government of India should be carefully worked out on the basis of estimates of the personnel required to be trained."

This question was discussed at the Standing Sub-Committee meeting held at Delhi on the 10th April 1958 and it was decided as follows: -

"Improvement in this regard was urgently called for in the larger interests of efficiency in training. It was felt that this could in part be met by bringing rent also under the group of items on which expenditure would be shared by the Government of India. This, however, did not amount to any change in the existing pattern of financial assistance, but only the inclusion of a new item. Assistance in this regard will also be subject to the condition that it will not reduce the present rate of expenditure incurred by the

State Governments. It was, therefore, decided that a schematic proposal should be submitted to the Government of India for obtaining their administrative approval before specific grants to individual States were recommended. While forwarding the scheme a ceiling in regard to the amount of assistance that will be available from the Government of India should also be indicated."

The conclusion reached at the Standing Sub-Committee meeting and the three Regional Conferences of Junior Co-operative Schools was further considered by the Central Committee for Co-operative Training in their meeting held on the 9th September 1958, which specifically observed as follows :

" It was felt that the subject of grants for buildings for all the training centres should be pursued and that as an immediate step rent for improved housing facilities should be included as a shareable item of expenditure between the Central Government and the State Governments."

As will be seen from these conclusions all the officials and non-officials concerned with the running of the Junior Co-operative Officers Training Schools are convinced that the conditions of the buildings for the training centres and hostels do not conform to the standards which are considered necessary from the point of view of efficiency. The same has been the opinion of Prof. A. F. Laidlaw, Colombo Plan Consultant who visited several of these training centres and reported that there was much scope for improvement in the existing arrangements. Extracts from Prof. Laidlaw's report on the various training schools are also enclosed.

The co-operative training centres are largely in the nature of staff training centres and, therefore, it is essential that besides accommodation for class rooms, suitable facilities for hostels are also provided. The bulk of the training centres do not have any hostel facilities at the moment and this prevents the training centres from imparting that feeling of common purpose which workers in a field like Co-operation should develop. As an incentive for the State Governments to improve conditions in this regard it was felt that grant-in-aid from the Government of India to meet the enhanced expenditure incurred by the State Government to make available better types of accommodation may prove effective. This expenditure may be shared between the Government of India and the State Governments on the prescribed basis of providing matching contribution. In accordance with the usual principles, it is to be ensured that assistance in this regard will not result in any reduction in the present rate of expenditure by the State Governments. On the contrary the assistance is intended to enable the State Governments to spend more for better accommodation which is necessary for the efficient working of the training centre.

The Central Committee's resolution as quoted earlier consists of two parts :

1. Grant-in-aid for buildings—this is to be pursued later;
2. As an immediate step rent for improved housing facilities should be included as a shareable item of expenditure between the Central Government and the State Government.

According to the decision of the Standing Sub-Committee a ceiling in regard to the amount of assistance that will be available from the Government of India was also to be indicated. Taking into consideration all the factors an expenditure of Rs. 1,000 per month per training centre would appear to be appropriate. This rent is for the class room as well as for the hostel. The State Government would continue to bear their present expenditure and only the difference between this and the maximum amount proposed (i.e. Rs. 1,000) should be shared on a 50 : 50 basis as in the case of other shareable items of expenditure. The State Government will be eligible for this grant-in-aid only on the Central Committee being satisfied of the improved facilities made available. It is expected that the additional expenditure incurred by the training centres for the improved housing facilities may generally range between Rs. 400 and Rs. 800. The share of the Central Government will thus approximately be about Rs. 200 to Rs. 400 per month per training centre on an average. Even taking the outer limit of Rs. 400 per month as the maximum, the liability of the Centre may not exceed Rs. 2.25 lakhs per year. It is requested that the administrative approval for the above proposal may kindly be communicated and thereafter the State Governments will be advised suitably and the necessary provision incorporated in the grant-in-aid proposals for each training centre.

Yours faithfully,

J. C. RYAN,  
*Member-Secretary.*

## ANNEXURE

EXTRACTS FROM THE REPORTS OF PROF. LAIDLAW ON  
THE SCHOOLS FOR TRAINING SUBORDINATE CO-  
OPERATIVE PERSONNEL*State: Bihar*

Name and address of the school: Ranchi Central Co-operative Training Institute, Ranchi.

The buildings of the training institute and the hostels for the students are all together in the one place. But although they are in one convenient area they could be made much better by some beautification of the grounds and planting of shade trees. Some of the rooms which I was in seemed to lack sufficient sunlight, the windows being too small. The library was not very tidy or pleasant, but this was probably because the room had been locked up while the trainees were away.

*State: Bombay*

Name and address of the school: Maharashtra Regional Co-operative School, Poona.

This centre is in rented quarters. The offices and the class rooms are quite good, and in general the centre is quite satisfactory, although too small. There are no grounds around the centre available to the trainees, for the centre is confined to the first floor of a private home.

I was told that they are paying Rs. 550 for the centre and Rs. 400 for the hostels. This is a very high rental bill and it would appear to me that it would be much cheaper in the long run to build a proper centre. In general I have found all over the country that rented accommodations are simply not suitable for co-operative training centre. The hostels can accommodate only 50 trainees and the remainder are living with relatives or elsewhere.

*State: Madras*

Name and address of the school: Madras Central Co-operative Institute, Madras.

This is a rented building without any hostel. The trainees get room and board for themselves wherever they can find accommodation. As I have said in previous reports, this is an unsatisfactory arrangement; only the fully residential centre is completely satisfactory. It is very difficult to have a good programme of extra-curricular activities in a non-residential centre, and moreover, the staff cannot get to know the trainees as well when they are scattered about living in different places.



*State: Orissa*

Name and address of the school: Sambalpur Co-operative Training Institute, Sambalpur.

The first thing that one finds on visiting this centre is that the accommodations are altogether inadequate. The building is a rather old one and not in very good repair. There is no electric power and this is a serious handicap in the activities of the centre. Although the centre is trying to conduct two separate courses, there is only one lecture room, the other class being held on a half exposed verandah. There is no proper library and no well-lighted rooms where the trainees could read. Moreover, although the accommodation is limited, the owner of the building who rents it at Rs. 500 per month still reserves three rooms for himself. The hostel accommodations are in the same building, but there is only room for forty trainees and the others have to live outside. So from the viewpoint of facilities, this centre seems to be lacking in about everything that goes to make up a satisfactory centre.

*State: Punjab*

Name and address of the school: Patiala Co-operative Training Institute, Patiala.

There is no proper centre, so to speak, for this training institute. They merely have three rooms on the first floor of the State Co-operative Bank. There is one lecture room, which is simply partitioned off from a larger room, a small office and a small reading room, which is not at all suitable for the purpose. There is a rented hostel about one mile away to accommodate 40, the other trainees living with relatives. There is no proper library, but books can be borrowed from the various administrative offices in the building. I thought that the question of accommodation could be improved here if they could have half of the larger room of which the lecture hall forms part, and use the other half for reading room and library space. However, I am not sure that the extra space would be available.

*State: Rajasthan*

Name and address of the school: The Rajasthan Co-operative Training School, Jaipur.

The building now occupied by the Training School is one which is rented by the State Government at Rs. 150 per month. There is no hostel arrangement for the trainees and they simply find living accommodations wherever possible. This situation makes it virtually impossible to have any extra-curricular activities or training programme outside of the regular lectures.

***State: Uttar Pradesh***

**Name and address of the school: Lucknow Co-operative Training Institute, Lucknow.**

I did not like either the location or the accommodations at this centre. The main centre is a rented building which is not suitable for a training institute at all. There is no proper lecture hall; one class is held out on a verandah and another in a small dark space not large enough for a class room. Some of the rooms in the building are retained by the owner for godown space. Fans are rented for six months at a time and then removed. The hostel accommodations might be acceptable, but the centre itself certainly is not. I do not think this place provided by the State Government is worthy of the capital city in the most populous State in India. The co-operative movement deserves something better for accommodation for training the young supervisors, who are in many respects the most important workers in the movement. It is my opinion that something should be done to require the State Governments to provide adequate and proper buildings for the junior officers' training centres.

## APPENDIX 29

*(Reference Note I relating to Seventeenth Standing Sub-Committee Meeting)*

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

Ref. No. ACD. TRG./TS. 32-58

25th November, 1958.

The Registrar of  
Co-operative Societies  
(All States)

Dear Sir,

**Sub : CHANGES IN THE SYLLABUS FOR THE JUNIOR CO-OPERATIVE OFFICERS TRAINING COURSE**

Sir Malcolm Darling who visited India as consultant to the Planning Commission in 1956-57 had suggested in his report certain modifications in the syllabus for the Junior Co-operative Officers Training Course. These suggestions as well as a few others were considered at the three Regional Conferences of the Junior Co-operative Officers Training Centres held at Bangalore, Ranchi and Patiala and the conclusions reached at these Conferences were further considered by the Central Committee for Co-operative Training at their meeting held on the 9th September 1958. It is now proposed to incorporate some changes in the syllabus approved earlier by the Central Committee. They are given in the annexure to this letter. The syllabus as modified here together with the subject of "Business Management and Secretarial Practice" substituted in place of the former subject of "General Management of Co-operative Societies and Secretarial Practice and Set up of Co-operative Department" as communicated in our letter No. ACD. TRG. /TS. 5-58 dated 14th November, 1958, is recommended for adoption at the Junior (Subordinate) Co-operative Training Schools in your State. The new syllabus may be followed from the next session of the course immediately succeeding the current one. In the case of training centres where the current session has not progressed very far, you may kindly give specific orders if the changes should be incorporated from the current session or only from the next session.

2. Please acknowledge receipt and keep us posted with the steps taken in the matter.

Yours faithfully,  
S. B. MAHABAL,  
for Member-Secretary.

**REVISION OF SYLLABUS OF THE JUNIOR (SUBORDINATE) CO-OPERATIVE OFFICERS TRAINING COURSE (APPROVED BY THE CENTRAL COMMITTEE IN SEPTEMBER 1958)**

*N.B.*—Page No. and line No. refer to the booklet “Syllabus for Training of Subordinate Co-operative Personnel” published in June 1956.

<i>Page No.</i>	<i>Line No.</i>	<i>Item No.</i>	<i>Revisions to be adopted</i>
1	2	3	4

**SUBJECT I—Co-operation, History and General Principles**

P. 1	L. 14-30	II	For item “II History” substitute the following : “II History: Progress of the Co-operative Movement in India—Origin and the Act of 1904—Act of 1912—growth of District and Provincial Co-operative Banks, Unions and Federations—Expansion of the movement after co-operation became a provincial subject—co-operatives during the periods of economic depression—Measures taken for rectification and rehabilitation during the thirties—Co-operatives under the war-time and post-war economy.”
P. 2	L. 10	III (iii) (1)	Substitute the word “Sale” by “Marketing.”
P. 2	L. 16 & 17	III (iii) (4)	Omit the whole item “All-India Co-operative Society for Marketing—objects, constitution, working and functions.”
P. 2	L. 24	III (iii) (7)	Omit the whole item “Forest Labourers’ Societies.”
P. 3	L. 3 to 5	III (iii) (10)	The following may be read in place of existing item—“(10) Co-operative Education Societies and Co-operative Medical Aid.”

<i>Page No.</i>	<i>Line No.</i>	<i>Item No.</i>	<i>Revisions to be adopted</i>
1	2	3	4
P. 3	After line 5		<i>Add as new items, (a) "Any other type of institution of regional importance" (b) "Large-sized societies—special features of working in different conditions—credit and non-credit activities."</i>
P. 3	L. 8 & 9	IV	Omit "Supervising agencies in Madras, Bombay and other States."
P. 3	L. 11 & 12	V	Omit "in Bombay, Madras and some other States."
P. 3	L. 15	VI	After "Co-operative Institutions" insert "Share contribution."
P. 3	L. 17 to 19	VI	Omit "Agricultural Debt Relief Acts and Money Lenders Acts and their repercussions on the co-operative movement."
P. 3	L. 21 to 33	VII	Omit lines 21-25 "Planning and Economic . . . priorities in planning" and lines 32-33 "Developments in regard to the second Five Year Plan."  Also omit lines 26-28 from "Broad principles . . . reference to agriculture" and substitute "Broad achievements of Planning and details of the current Plan."
P. 4	L. 1 & 2	VIII	Omit the whole item "Role of co-operatives in the Community Project Areas."
P. 4	L. 7	IX	<i>Add at the end "Role of State Bank of India in Agricultural Credit."</i>
P. 4	L. 8	X	Before "Achievements" insert "Handicaps and."
P. 4	L. 12	X	After "inadequate finance" insert, "borrowing for social ceremonies."

<i>Page No.</i>	<i>Line No.</i>	<i>Item No.</i>	<i>Revisions to be adopted</i>
1	2	3	4
<b>SUBJECT 2—Co-operative Law and Procedure and other Laws</b>			
P. 4	L. 24 to 27	2	Omit everything except "The Co-operative Credit Societies Act 1912."
P. 4	L. 29	3	After "of the State" insert "and the rules made thereunder and model bye-laws of the types of society of regional importance."
P. 4 P. 7	L. 29 to L. 8	3	Delete the remaining portion under item 3 from "together with" in line 29 of page 4 to "... appeal lies in each case", in line 8 on page 7.
P. 7	L. 9	4	Omit the whole item "Rules framed under Co-operative Societies Act."
P. 7	L. 10	5	Omit the whole item "Co-operative Manuals and Circulars."
P. 7	L. 11	6	Omit the whole item "Tenancy legislation in force in the State."
P. 7	L. 12	7	The following may be read in place of existing item 7: "Land Revenue Act—Sections dealing with recoveries as arrears of Land revenue."
P. 7	L. 13 to 15	8	Omit the whole item "Indian Companies Act."
P. 7	L. 17 to 18	9	Omit "Second Schedule paragraphs 2 on arbitration."
P. 7	L. 20 to 21	11	Omit the whole item "Transfer of Property Act."
P. 7	L. 22 to 24	12	Omit all sections and articles of the Indian Limitations Act specified except "182."
P. 7	L. 25	13	Omit the item "Court Fees Act (relevant points)."

<i>Page No.</i>	<i>Line No.</i>	<i>Item No.</i>	<i>Revisions to be adopted</i>
1	2	3	4
P. 7	L. 26	14	Omit the whole item "Negotiable Instruments Act."
P. 7	L. 27	15	After "Sales Tax Act" <i>add</i> "only sections relating to Co-operatives."
P. 7	L. 29	17	After item 17 <i>add</i> as new items: <i>a.</i> "Indian Penal Code—Sections dealing with embezzlement, criminal breach of trust and tampering with the record." <i>b.</i> "The sections of the Contract Act dealing with contract of indemnity and guarantee."

(*N.B.*: While teaching the subject "Co-operative Law", reference should be made to high court rulings and standing orders.)

### SUBJECT 3—*Rural Economics and Elements of Agriculture*

P. 8	L. 2		Change the title of the subject to "Elements of Rural Economics and Agriculture."
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#### *Part I: Rural Economics*

P. 8	L. 4 to 6	(i)	Omit everything except "Rural Economics: General scope—land tenure and agrarian reforms."
P. 8	L. 12	(ii)	Omit "crop insurance."
P. 8	L. 15	(iii)	Omit "cattle insurance."
P. 8	L. 19 to 21	(iv) (7)	Omit "(7) Effect of peculiarities of agricultural production on agricultural marketing."
P. 8	L. 27	(v) (5)	Omit "(5) Commercial banks as lending agencies."
P. 9	L. 1 and 2	(vi)	Omit "large-scale industries."

<i>Page No.</i>	<i>Line No.</i>	<i>Item No.</i>	<i>Revisions to be adopted</i>
1	2	3	4
P. 9	L. 8-13	(vii)	Omit item (vii) and substitute "National Extension Services and Community Projects—Self-help and self-sufficiency."
P. 9	L. 14-19	(viii)	Omit the item (viii) and substitute "Rural Welfare activities."

*Part II: Elements of Agriculture*

P. 10	L. 5-9		Under " <i>Introductory</i> " omit paragraph 2 "Soil formation . . . soils of the State."
P. 10	L. 20-23		Omit the whole paragraph "Pests and Diseases: All the pests . . . remedial measures."
P. 10	L. 25-32		Under " <i>Soil management</i> " omit everything except the first sentence "Fertility of land and factors affecting fertility."
P. 11	L. 3		Under " <i>Farm managements</i> "—Omit "farm records and accounts."

SUBJECT 4—*Banking—General and Co-operative*

SECTION I: *General*

P. 11	L. 13-18		Omit "Classification of banking institutions—(a) On the basis of their objects, joint stock, co-operative, State-owned etc." and "(b) On the basis . . . each of them."
P. 11	L. 24-26		Omit paragraph "A short account of the . . . fields of employment."
P. 11 to P. 12	L. 27 } L. 22		The portion from "Functions of the banks with special reference to co-operative banks" followed by items 1 to 6 as amended below may be omitted from section I 'General' and included in section II on page 14 as the first paragraph after line 8.



<i>Page No.</i>	<i>Line No.</i>	<i>Item No.</i>	<i>Revisions to be adopted</i>
1	2	3	4
P. 12	L. 1-2	(3)	Omit the whole item (3) " Agency functions . . . credit investigation"
P. 12	L. 10	(4)	after the words " confirmed credit, etc." <i>add</i> "and travellers' cheques."
P. 12	L. 16	(5)	After the words " title to goods " <i>add</i> " Stock Exchange Securities."
P. 13	L. 19-21		Under " Banking operations " omit paragraph " Miscellaneous services rendered . . . of opinons, etc."
P. 13	L. 30-31	}	Under " Advances to customers " omit " Stocks and shares (quoted and unquoted)," " Life policies," " Guarantees," " Book debts," " Ships," " Documents of title to goods," (See item 5 under " Functions of the Banks " etc.)
P. 14	L. 2, 4, 5, & 7		
P. 14 and P. 15	From L. 19 on page 14 to line 11 on page 15		Omit the whole Section III "Money market . . . powers of Reserve Bank."

**SUBJECT 5—*Book-keeping and Accounts***

P. 16	L. 15-19	4	Omit the whole item " Audit: Explanation of the . . . audit classification " in view of what follows under subject No. 6 " Auditing."
P. 16	L. 22	5	Under ' Miscellaneous ' <i>add</i> at the end " Consignment Account and Branch Account."

**SUBJECT 6: *Auditing***

P. 17	L. 22-24	6	Omit the whole item " Depreciation—principal . . . fictitious assets." (See item 2 under Book-keeping and accounts.)
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<i>Page No.</i>	<i>Line No.</i>	<i>Item No.</i>	<i>Revisions to be adopted</i>
1	2	3	4
P. 17	L. 28-30	9	Omit the whole item "Verification of assets . . . overdue assets." (See item 2 under Book-keeping and Accounts.)
P. 17 P. 18	L. 31-32 } L. 1 & 2 }	10	Omit everything except "method of stock-taking."
<b>SUBJECT 7</b>			
P. 18 to P. 21			The subject "General Management of Co-operative Societies and Secretarial Practice and Set-up of Co-operative Department" is substituted by the subject "Business Management and Secretarial Practice" the syllabus for which has been forwarded with our letter No. ACD. TRG. /TS. 5-58 dated 14th November, 1958.

## APPENDIX 30

*(Reference Note III relating to Eighteenth Standing Sub-Committee Meeting)*

**COURSE IN BUSINESS MANAGEMENT CONDUCTED IN BOMBAY IN MAY-JUNE, 1958**

**(1) Purpose of the Course**

Co-operatives are essentially business organisations and with the growing volume of their transactions, the business aspects of their working have to be emphasised. While the various aspects of co-operative management are being taught in the existing curricula, it is proposed to give more emphasis on the business aspect and introduce it as a special subject of study in all our training centres. As in the case of private business, the co-operatives are also concerned with methods of organisation, arrangements for procurement of raw materials and marketing of finished products, problems of costing, availability of finance, problems of production in industrial and processing societies, sales policy including publicity and advertisement and also sales promotion at the retail end. To supplement the past experience available in the co-operative field, it is considered necessary that the lessons available in the more organised side of production and distribution in private and State enterprises will have to be grasped by co-operative workers in order that they may be able to analyse the problems in the co-operatives and sift out the solutions necessary for them. For imparting the necessary instruction in this regard, reliance has to be placed mainly on experts in business management working with private and public business enterprises.

In the course of instruction it is not expected that the various experts who will be giving talks will be able to impart a sufficient fund of co-operative experience to the members of the course. On the other hand, it is expected that they will expound their own experiences in the spheres of their activity so that the members of the course can themselves think on these problems and arrive at appropriate conclusions.

**(2) Scope of the Course**

About 20 lectures by experts in different spheres of business will be arranged on the following topics :—

1. General Management
2. Finance
3. Procurement of raw materials, machine tools etc.
4. Production
5. Storage

6. Transport
7. Personnel management
8. Marketing
9. Publicity
10. State policy
11. Teaching methods

### (3) *Method of the Course*

The method of instruction which will be followed at the course will be largely group discussions. On every topic, the expert lecturer invited to speak will give a synopsis in advance, which will be distributed to the trainees. He will then expound his subject in a lecture. This will be followed by group discussions on the points made by the expert. The whole class will then assemble to get doubts clarified from the expert and if necessary invite him to give his views on any particular point. Besides discussions on the lectures delivered by experts, similar discussions will also be held on the syllabus of business management to be followed at different training centres. In addition, some reading material will also be prepared and distributed to the participant trainees.

The above method will be useful as the purpose of the course is more to introduce the teaching staff of the training centres to the problems of Business Management, than to provide them with a fund of readymade knowledge.

## APPENDIX 31

(Reference Note IV relating to Eighteenth Standing Sub-Committee Meeting)

**SYLLABUS FOR THE PROPOSED TRAINING CLASS FOR THE INSPECTORS IN THE COMMUNITY PROJECTS AND NATIONAL EXTENSION TRAINING CENTRES**

**I. General :**

1. Rural Sociology.
2. Agrarian legislation—general principles—pertaining to—(a) Agricultural Debtors' Relief Acts, (b) Money Lenders' Acts, (c) Tenancy Acts, (d) Warehousing and Marketing Legislation and Regulated Markets.
3. Economic planning and co-operation and place of co-operation under the Five-Year Plan.
4. Co-operation and Community Projects and National Extension Services.
5. Idealism and significance of co-operative thought; and scope of co-operative activities.
6. Privileges and concessions enjoyed by different types of societies.

**II. Organisation and working of different types of societies with particular reference to (a) constitution, (b) funds, (c) problems of management, (d) distribution of profits and (e) essentials of success :**

**1. Types of Societies :**

(a) Agricultural co-operation—(i) agricultural credit and multipurpose co-operative societies, (ii) co-operative farming, irrigation and crop protection societies, (iii) cattle breeding societies, (iv) crop and cattle insurance societies, (v) grain banks, (vi) rural housing, (vii) health co-operatives, (viii) co-operative dairies, (ix) taluka development boards, (x) marketing co-operatives and processing societies (xi) banking unions and central banks, (xii) land mortgage banks.

2. Non-agricultural societies—(i) Labour contract, (ii) forest labourers; (iii) industrial co-operatives and (iv) women and co-operation.

**III. Accounts :**

General principles underlying farm accounting and farm records and records and accounts.

## APPENDIX 32

(Reference Note V relating to Eighteenth Standing Sub-Committee Meeting)

RELAXATION OF MINIMUM QUALIFICATIONS REQUIRED FOR ADMISSION TO THE JUNIOR OFFICERS TRAINING COURSE IN MADHYA PRADESH

The first meeting of the Central Committee for Co-operative Training held in December 1953 decided that candidates for admission to the Junior Co-operative Officers Training Course should generally be matriculates or have equivalent qualifications. However, on representation received from the erstwhile Governments of Madhya Bharat and Saurashtra, the question of relaxing the minimum qualifications for admission to the Junior Officers Training Course was considered by the Standing Sub-Committee at its meeting held in July 1955 and it was decided that while ordinarily only matriculates could be admitted to the schools, an exception might be made in the case of those non-matriculates who have at least put in three years of service either in the Co-operative Department or in a co-operative institution. This relaxation does not, however, appear to have met the demand of the States of Madhya Pradesh, Rajasthan and Manipur and they have been representing for further relaxation of the minimum qualification. When the Deputy Governor (Shri B. Venkatappiah) visited Madhya Pradesh in November 1958, it was again represented to him that the minimum qualification condition prescribed for admission of candidates to the Junior Co-operative Officers Training Course was causing much difficulty in Madhya Pradesh and that there should be further relaxation in the conditions prescribed as minimum qualifications. The matter was again discussed by the 17th Standing Sub-Committee held in December 1958 and the Committee felt "that while it was not desirable generally to relax the prescribed minimum qualifications required for admission to the Junior Co-operative Training Centres, difficulties faced by particular States might be further gone into. Perhaps, for persons not having the minimum qualifications prescribed, the Chairman pointed out that some *ad hoc* training which would equip them for the task for which they are recruited and would later on serve as a preliminary to the regular training in the Subordinate Training Centres might be thought of by State Governments concerned. Before anything concrete could be recommended it was felt that the requirements of States like Madhya Pradesh, Rajasthan and Manipur should be investigated further by some officer of the Central Committee and his report might form the basis for positive action by the Standing Sub-Committee."

2. Accordingly, the question of relaxation of the minimum qualification in Madhya Pradesh was studied by me during my tour in that State from 27th January to 6th February 1959.

## II. *Plea of Co-operators and Officers of the Co-operative Department in Madhya Pradesh*

3. On the basis of their actual experience the officers of the Co-operative Department in Madhya Pradesh from Joint Registrar to Assistant Registrars whom I contacted in Madhya Pradesh, were strongly of the view that in the present conditions in Madhya Pradesh it is difficult to get matriculates to work on a stable basis for village societies on the pay scale offered to them presently or even on that of a lower division clerk in the Madhya Pradesh Government service. Their view all along was that occasionally it would be possible to recruit matriculates no doubt for the village society jobs; but that the matriculates would not stick to the jobs since there would always be opportunities for jobs in urban areas to which they could aspire. It was stated that matriculates were usually accustomed to the conveniences of city life and therefore disliked to stay in villages and brave the inconveniences and rigours of the village life. In their opinion, people from villages who were educated upto to Middle Standard, i.e. VIII Standard or so, would be suitable recruits for working as managers of large-sized societies or group secretaries of small societies since there would be no prospects for employment for these people in urban areas and consequently they would be prepared to stick on to the village jobs.

4. It may also be mentioned that this view is shared by the non-official co-operators too. The recent conference of co-operators held in December 1958 at Shivpuri in Madhya Pradesh passed a resolution recommending that the candidates who are non-matriculates may be considered eligible for admission to our Junior Co-operative Training Schools provided the candidates have at least one year's experience to their credit. It will be recalled that for such candidates the present minimum qualification of experience laid down by the Central Committee is three years. The Shivpuri Conference wants this stipulation of experience to be relaxed to one year.

## III. *Conclusions of the data collected at Indore, Bhopal and Jabalpur*

5. The data collected at Indore, Bhopal and Jabalpur regarding availability, appointment, scale, qualifications, etc. of managers of large-sized societies and group secretaries of small-sized village co-operative societies is given in detail in the Annexure

to this note. The conclusions that appear to emerge from the data are the following:

(a) About 50 per cent of the managers of the existing large-sized societies for Madhya Pradesh as a whole are matriculates. There are, however, regional variations; for example, in the Bhopal District, out of the existing 26 managers of large-sized societies, as many as 24 are matriculates, while in the Jabalpur District out of the existing 21 managers of large-sized societies, only 7 are matriculates.

(b) Wherever matriculates become available to work as managers of large-sized societies they do not show any inclination to stick on to the jobs. They seek opportunities of employment in urban areas and as soon as possible get away from the village jobs. Consequently, there is a high "turnover" in the case of these managers.

(c) The secretarial work of small-sized societies is done by group secretaries or society inspectors or supervisors employed by the central co-operative banks on their staff. A high percentage of these employees of the banks are non-matriculates. Of the 29 group-secretaries of the Indore Central Co-operative Bank only 4 are matriculates and of the 11 group-secretaries of the Jabalpur Central Co-operative Bank only 3 are matriculates. However, all the 12 supervisors of the Bhopal Central Co-operative Bank are matriculates.

(d) It appears that persons trained between VIII standard and matriculation but who have not passed the matriculation examination are available to work as managers of large-sized societies or secretaries for small-sized societies. They also have a tendency to stick on to the jobs since there are no brighter prospects available to them in urban areas. Moreover, such people appear to be available on the existing pay scales that are offered by the central co-operative banks.

(e) There are many non-matriculates already working as managers of large-sized societies and group secretaries of small-sized societies and they are considered capable to do their jobs especially after training. It is, however, appreciated that matriculates if available would be preferable to non-matriculates for the job.

#### IV. *Whether higher remuneration will be the solution of the problem*

6. Before proceeding further on the basis of the conclusions of the data given in the preceding paras, it would be desirable to consider two issues regarding higher scales of pay, etc. for the potential employees and a possible preliminary course for non-matric employees.

7. It is theoretically possible to say that matriculates would be available to work in villages provided the remuneration is made



sufficiently attractive to them. It appears from the enquiries made with the local people as well as with the Employment Exchange that the pay scale that would attract matriculates to stay in villages would at least have to be equal to the Central Government pay scale for a lower division clerk which is Rs. 60 to Rs. 125 plus Rs. 36 as dearness allowance. It, however, does not appear to be a matter of practical feasibility that either the Co-operative Department or the central co-operative banks or the large-sized societies would be in a position to agree to a pay scale of this level. Even the Madhya Pradesh State Co-operative Conference held at Shivpuri in December 1958 has recommended only a pay scale of Rs. 50-4-90 plus D.A. for managers of large-sized societies.

**V. *Whether a preliminary course would be desirable for the candidates who are not qualified for the Junior Co-operative Training Course***

8. When the question of relaxation of minimum qualifications for admission to the Junior Co-operative Training Course was being considered at the Standing Sub-Committee in December 1958, the Chairman had pointed out that some *ad hoc* training which would equip the lesser qualified candidates for the task for which they were recruited and which would later on serve as a preliminary to the regular training in the Subordinate Training Centres might be thought of by the State Governments concerned.

9. During my discussion with officers of the Co-operative Department in Madhya Pradesh, it appeared that such an alternative of a preliminary course would come up against the following difficulties.

- (A) The co-operative societies and the central co-operative banks would find it difficult to depute their candidates for training at two courses within a period of 3 or 4 years, once at the preliminary course, and again at the regular Junior Officers Training Course.
- (B) The State Government would probably not be prepared to conduct such a preliminary training course unless the same assistance of the Central Government sharing 50 per cent of the expenditure on salary, stipend, etc. is forthcoming. If such assistance is agreed to, it will in effect mean two types of Junior Training Courses under the Central Committee's scheme.
- (C) If the preliminary course is only to be an elementary course, it would not equip the candidates with sufficient training to do their work satisfactorily before they are trained further in the regular course for the Junior Co-operative Officers.

10. It is felt that the above difficulties are of material significance and that the solution to the problem may have to be found by way of relaxing the minimum qualification laid down by us.

#### VI. *Suggestion for relaxation*

11. The foregoing considerations throw up the following factors that are relevant in coming to some conclusions in the matter of relaxing the minimum qualifications for admission to our Junior Co-operative Training Course.

(i) On the present pay scale and in the present stage of the spread of education in Madhya Pradesh there is a real difficulty experienced in Madhya Pradesh in finding matriculates who will accept village jobs and stick to them on the present scale of remuneration.

(ii) It would not be practicable to suggest a sufficiently high revision of the terms of remuneration and get it agreed to by the Co-operative Department, central co-operative banks and large-sized societies.

(iii) The persons educated upto the Middle Standard (VIII standard of the High School) may be expected to have the capacity to work satisfactorily as managers of large-sized societies and group secretaries of small societies provided they are properly selected and trained.

12. It may, therefore, be concluded in the context of the difficulty actually experienced in Madhya Pradesh at present that some relaxation in the minimum qualification for admission to the Junior Co-operative Training Course is called for. At present the Central Committee considers the following two categories of persons eligible for admission to the Junior Co-operative Training Course.

- (a) Matriculates even without experience.
- (b) Non-matriculates who have at least three years of experience in co-operative work.

It is suggested that under relaxation the following categories may be considered eligible for admission.

- (a) Matriculates even without any experience.
- (b) Persons educated upto the Middle Standard Examination i.e. VIII Standard having one year's experience and particularly recommended by the Registrar as being suitable for admission to the Course.
- (c) The Registrar may admit at his discretion upto 20 per cent of the capacity of the class, i.e., for 8 seats per session

per class candidates who have at least passed Middle Standard, i.e., VIII Standard Examination but who may not have even the necessary experience of one year as laid down in (b) above. The Registrar may use this discretion only in case of candidates who in his opinion are positively fit for the course.

13. It is felt that above relaxation would be sufficient to meet the difficulty experienced in Madhya Pradesh for the present. In the light of further experience the matter could be given further consideration.

**DATA COLLECTED REGARDING AVAILABILITY,  
APPOINTMENT, SCALE, QUALIFICATIONS OF MANAGERS  
OF LARGE-SIZED SOCIETIES, GROUP SECRETARIES OF  
VILLAGE CO-OPERATIVE SOCIETIES IN MADHYA  
PRADESH**

1. I made an enquiry about these in three districts of Indore, Bhopal and Jabalpur in Madhya Pradesh and the information as became available to me at these places is summarised below :

**I. At Indore**

2. In the two districts of Indore and Nemad, there are no secretaries appointed by the village co-operative societies individually. The work of keeping the records of the societies, writing of accounts, etc. is done by the group secretaries, who are employees of the central co-operative bank, Indore (the Indore Premier Co-operative Bank). The bank at present employs 20 group secretaries and 14 supervisors to supervise the working of group secretaries. Each group secretary is required roughly to attend to the work of about 20 village primary credit societies on an average. The records of these societies are mostly maintained at the head office of the bank at Indore or at its three branch offices in Nemad district to which also its jurisdiction extends.

3. One supervisor is appointed by the bank to supervise the functioning of 45 such societies. In all, there are about 700 societies affiliated to the central co-operative bank at Indore and of these, about 684 are agricultural societies.

4. The Bank's pay scale for the group secretaries is Rs. 40-4-80-EB-5-100 and that for supervisors Rs. 60-4-100-EB-5-125.

5. The minimum educational qualification for the group secretaries appointed by the Bank is the Middle Standard (i.e., VIII Standard Pass). For newly recruited supervisors, the minimum qualification is matriculation. Of the 29 group secretaries at present in the employ of the bank, only 4 are matriculates. The Manager of the bank was of the view that matriculates will not ordinarily be available to work as group secretaries on the pay scale offered by the bank, though it is as good as that of a lower division clerk of the Madhya Pradesh Government. The manager also felt that candidates who were only educated upto middle standard were working quite satisfactorily as group secretaries of the bank.

6. I visited one large-sized society and one small-sized society near Indore. The manager of the large-sized society was a non-matriculate and it was learnt from the manager of the central co-operative bank as well as from the office-bearers of the society that the non-matriculate manager was doing satisfactory work. From

his replies to my queries it appeared that he well understood the working of the society.

7. I also met Shri Bhagvat Sabu, the Chairman of the District Local Board, Indore, who happens to be a co-operator too. His personal view was that matriculates will not stay at the village jobs. He said he was experiencing much difficulty in getting matriculates as village teachers.

## II. At Bhopal

8. In Bhopal District also there are no independent secretaries appointed by the village co-operative societies to work for them. The work of writing up of accounts of the societies and keeping of the records is done by supervisors appointed by the central co-operative bank at Bhopal. Only in a few cases, elected office-bearers of the societies themselves write accounts under the guidance of the supervisor of the bank. The bank at present employs 14 supervisors for this purpose which comes to roughly 15 working societies on an average per supervisor. The record of the societies is kept at the society's office in the village and in the custody of the Chairman of the society. The supervisor of the bank is expected to visit each society at least once a month. The disbursement of moneys to the members of a society is done through two office-bearers of the society who draw the money from the office of the bank at Bhopal and distribute the same to the members of the society in the presence of the bank's supervisor or the Co-operative Extension Officer of the Department.

9. The scale of pay of the bank's supervisor is Rs. 50-4-90-EB-5-100 plus Rs. 38 as dearness allowance per month plus fixed T.A. of Rs. 40 per month.

10. The minimum qualification prescribed for the post of a supervisor is matriculation and training at the Agar or Nowgong Junior Co-operative Training School. There are at present 12 supervisors in the employ of the bank and of these 2 are Intermediate (College) passed and the rest are matriculates.

## III. Information about the large-sized societies under the jurisdiction of the Assistant Registrar at Bhopal

11. There are at present 35 large-sized societies in the Bhopal district. Eight of these were organised in 1956-57, 20 in 1957-58 and 7 in 1958-59. The societies organised in 1958-59 have not yet started functioning and there are no managers appointed for them. Of the remaining 28 societies, 26 have managers of which 24 are matriculates and 2 non-matriculates. In all 6 managers are trained.

12. The pay of the managers appointed for the large-sized societies is Rs. 45 plus Rs. 24 as dearness allowance per month.

13. The Assistant Registrar at Bhopal was of the view that most of the matriculates who are appointed as managers for the large-sized societies have no intention to stick on to their work on any long-term basis. They are eager to secure Government service, which though not financially more remunerative, is still more attractive because of the security and prestige it offers. It was pointed out by him that the managers appointed earlier for the 8 large-sized societies organised in 1956-57 have all left and new managers have been appointed in their place. Of the 20 societies organised in 1957-58, 10 are having their second managers. The Assistant Registrar was of the view that there are still good employment opportunities for matriculates in Madhya Pradesh and consequently matriculates appointed as managers of large-sized societies in villages are inclined to seek better prospects in urban areas and in Government service.

14. I visited a large-sized society near Bhopal. The manager was a non-matriculate but trained at the Agar School. It appeared from the way the society's books were maintained and from the report of the Chairman of the society that he was doing his work satisfactorily.

#### *IV. At Jabalpur*

15. In the Jabalpur District also there are no independent secretaries appointed by the village co-operative societies. The work of writing up of the accounts of the societies and keeping the records of the societies is done by the society inspectors appointed by the central co-operative bank at Jabalpur. At present, the bank employs 11 society inspectors for about 244 societies affiliated to it. This comes to about 25 societies per society inspector. The society inspectors are expected to visit each of the societies only twice a year and that too between November and June. The record of a society is kept at the office of the society at the village. The members of the society receive loan money at the bank's Head Office and also make their repayments to the bank individually. It is only occasionally that moneys are distributed to the members through the Chairman of a society.

16. The pay scale of the society-inspectors appointed by the bank is Rs. 40-2½-80 plus Rs. 30 as dearness allowance, plus house rent allowance. A trained society inspector gets an additional increment of Rs. 5.

17. The minimum educational qualification for the society-inspector appointed by the bank is matriculation failed, i.e., candidates must have at least appeared for the matriculation examination. Of the 11 society-inspectors at present in the employ of the bank, 3 are matriculates and 8 are matric-failed.

18. Moreover, there are 13 large-sized societies affiliated to the bank, all of which have managers individually. Of these, 9 are trained managers. Of the 13 managers, 3 are matriculates, 8 are matric-failed and 2 have passed only VIII Standard examination. The pay scale of the managers of the large-sized societies is Rs. 40-4-80 plus Rs. 24 as dearness allowance per month which comes to a minimum of Rs. 64 per month.

19. The President of the Bhopal central co-operative bank, Shri Beohar Rajendra Singh, was of the view that non-matriculates from villages should be preferred to matriculates from cities and that non-matriculates would work quite satisfactorily as managers of large-sized societies or as society-inspectors of the bank.

20. Shri D. P. Bhargava, Joint Secretary of the bank, however, felt that in view of the responsible nature of the work of the large-sized societies, matriculation should be the minimum educational qualification. However, he felt that matriculates would be available only if the pay scale is sufficiently improved.

#### V. *Information regarding large-sized societies*

21. The Assistant Registrar at Jabalpur provided information about the large-sized societies in the Jabalpur District. In all there are 26 large-sized societies in the Jabalpur District, 10 organised in 1956-57, 11 in 1957-58 and 5 in 1958-59. There are no managers appointed yet for the 5 societies-organised in 1958-59. All the 21 societies organised in 1956-57 and 1957-58 have managers individually. Of these 21 managers, 7 are matriculates and the rest non-matriculates. Their scale of pay is Rs. 40-4-80-5-100. Three of the 10 societies organised in 1956-57 are having their second managers appointed in 1958, the earlier ones having left.

#### VI. *Information collected at the Joint Registrar's Office, Indore*

22. There were 418 large-sized societies organised upto the end of March 1958 and about 195 are expected to be organised during 1958-59. Thus, in all, by the end of March 1959, there will be about 600 large-sized societies working in Madhya Pradesh. The pay scale of the managers of large-sized societies as approved by the Registrar is Rs. 40-4-80-5-100 plus Rs. 33 as dearness allowance. Matriculate candidates get 2 additional increments. It was not possible to get to know how many of the Managers of the 418 large-sized societies organised by the end of March 1958 were matriculates. But by way of a rough idea, it was stated that between 50 to 60 per cent of them may be matriculates.

Enquiries were also made at the office about other government functionaries at the village level in order to get a comparative view of the situation. It was gathered that village level workers are ordi-

narily required to be matriculates though some non-matriculates also have been appointed. The scale for matriculate village level workers in Madhya Pradesh is Rs. 60-3-125 plus Rs. 38 as dearness allowance per month. For non-matriculates, the scale is Rs. 60-3-90 plus Rs. 38 as dearness allowance.

23. For *panchayat* work, *panchayat* secretaries are appointed. They are called village assistants. In Mahakoshal Region their pay scale is Rs. 50-2/2-70 without any dearness allowance. In Vindhya Pradesh Region of Madhya Pradesh, the pay scale is Rs. 30-1-40 plus Rs. 36 as dearness allowance. The minimum educational qualification for *panchayat* secretaries is Middle Standard, i.e. VIII Standard passed. In Madhya Bharat and Bhopal regions of the Madhya Pradesh State there are no regular cadres yet for *panchayat* work.

24. Teachers in village primary schools appear to be of all types of qualifications from Intermediates and Matriculates to candidates who have not even passed the Middle Standard Examination. The pay scales for the teachers in villages are:

- (a) Upto the Middle Standard passed candidate: Rs. 40 to 70 plus D.A.
- (b) For Middle Standard trained candidates; or Matriculate untrained candidates: Rs. 45-5-100.
- (c) For Matriculate or Intermediate trained candidates: Rs. 50-5-125.

#### VII. *Information collected at the Employment Exchanges at Indore, Bhopal and Jabalpur*

25. The officers in charge of employment exchanges at Indore, Bhopal and Jabalpur were contacted with a view to find out the conditions of availability of matriculates to work as Managers and Secretaries of village co-operative societies. At all the three exchanges, it was learnt, that so far no approach has been made at all to the Employment Exchanges for recruitment of matriculates to work as Managers of the co-operative societies or group Secretaries of the central co-operative banks. In fact, the officers in charge of Employment Exchanges appeared to be totally ignorant about the employment opportunities available with the central co-operative banks and co-operative societies. All the three officers stated that there was no evidence with them to show that matriculates were offered jobs in villages and that they refused. They were not, therefore, in a position to say whether matriculates would be available or not to work in villages. If we make a reference to them through their Directorate at Jabalpur, they will be willing to send out circulars to matriculates registered with them and find out their reaction. This, however, does not appear to be necessary



as answers given by the prospective employees will not reveal whether they would stick on to the jobs if offered.

26. As their personal opinion, the officers in charge of all the three Employment Exchanges at Indore, Bhopal and Jabalpur expressed the view that on the pay scale of a lower division clerk of the Madhya Pradesh Government, i.e. Rs. 40 to 80 plus dearness allowance, matriculates in all probability will not be willing to accept and stay with jobs in villages. To compensate them for the inconveniences they would be facing in the village life, they would need higher emoluments such as better pay scale and housing facilities. The pay scale, it was stated, that would attract matriculate candidates to village jobs would be the pay scale of the Central Government for a lower division clerk which is Rs. 60 to 125 plus Rs. 36 as dearness allowance which means a minimum of Rs. 96 per month, to start with.

27. It may also be mentioned that the Employment Exchanges at Indore and Bhopal reported that there were about 300 matriculates registered with them for employment. The number of matriculates registered at the Employment Exchange at Jabalpur was stated to be about 1,000.

28. It was also reported at all the three Employment Exchanges contacted that the jobs secured through them by matriculates over the previous year were mostly urban jobs.

**APPENDIX 33**

*(Reference Note VII relating to Eighteenth Standing Sub-Committee Meeting)*

**TRAINING OF FOREIGN NATIONALS UNDER THE TECHNICAL CO-OPERATION  
SCHEME OF THE COLOMBO PLAN**

Country from which deputed	Name of the candidate	Centre	Type of course	Period
Malaya	Mr. Tuan Syed Mansur Bin Salim	Co-operative Training College, Poona	Short-term Marketing	VIII Session 22-9-58 to 21-1-59
Nepal	Shri Pradyumna Lal	Regional Co-operative Training Centre, Ranchi	Intermediate Course	IV Session 15-7-57 to 14-6-58
Nepal	Shri K. K. Sharma	Co-operative Training College, Poona	Intermediate Course	IV Session 1-7-57 to 30-6-58
Nepal	Shri Biswash Prasad Bhattarai	Regional Co-operative Training Centre, Meerut	Intermediate Course	IV Session 20-2-59 to 19-1-60
Nepal	Shri Bhuwan Nan Kayastha Shri B. N. Ghirmire Shri S. L. Newa Shri N. K. Basnyat Shri P. P. Sharma	Junior School at Agar, Madhya Pradesh	Junior Course	VI Session 24-2-58 to 23-8-58

TRAINEES RECENTLY PROPOSED

Nepal	2 Candidates	Co-operative Training College, Poona	Senior Officers Course	} In the ensuing sessions.
	1 Candidate	Block Level Co-operative Officers Training Centre, Hyderabad	Block Level Officers Course	
	2 Candidates	Regional Co-operative Training Centre, Madras	Intermediate Course	
	1 Candidate	Regional Co-operative Training Centre, Madras	Marketing Course	
	1 Candidate	Regional Co-operative Training Centre, Madras	Land Mortgage Banking Course	
Philippines	1 Candidate	Co-operative Training College, Poona	Senior Officers Course	
	1 Candidate	Co-operative Training College, Poona	Marketing Course	

## APPENDIX 34

*(Reference Note I relating to Nineteenth Standing Sub-Committee Meeting)*

## CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

Ref. No. ACD. TRG. 4107/TS. 188-59

29th May, 1959.

The Secretary to the Government,  
Department of Co-operation,  
(All States)

Dear Sir,

**CO-OPERATIVE POLICY AND FORMULATION OF SUPPLEMENTARY  
PLANS FOR 1959-60—TRAINING REQUIREMENTS**

Please refer to the letter No. F. 1-12/59—Co-op. I dated 11th May 1959 from Shri M. R. Bhide, I.C.S., Additional Secretary to the Government of India to you on the above subject. As would be seen from annexure 'A' to the above letter, the State Governments are expected to take steps for strengthening their Co-operative Departments and for arranging suitable training for the co-operative personnel.

2. As you are aware, the Central Committee for Co-operative Training conducts five Regional Training Centres and eight Block Level Co-operative Officers Training Centres for the training of Senior and Intermediate personnel from the Co-operative Departments and Co-operative Institutions in the States. Moreover, for the training of Junior personnel from Co-operative Departments and Co-operative Institutions in your State, you have been running Junior Co-operative Training Schools under the scheme of the Central Committee. In view of the considerable increase in the number of personnel of Co-operative Departments and Co-operative Institutions that may come about as a result of the new co-operative policy, it now becomes necessary to reassess the adequacy of training facilities provided by the Central Committee.

3. We shall, therefore, be glad if you will kindly send us your estimates of the number of persons of different categories you would be deputing for training at the courses organised by the Central Committee for Co-operative Training during the years 1959-60 and 1960-61 separately in the proforma enclosed. The requirements of specialised training for different categories of personnel in spheres such as Marketing, Land Mortgage Banking, etc. may also please be indicated separately. You may also indicate the number of junior personnel you propose to train in the Junior Co-operative Training Schools in your State.

4. We shall be glad, if you will kindly arrange to forward to us such estimates of requirements of trained personnel for your State in the enclosed form before 30th June 1959.

Yours faithfully,  
G. P. BHAVE,  
for *Member-Secretary*.

Encl. 1.

No. ACD. TRG. 4117/T.S. 188-59 of date.

1. Copy forwarded for information to the Registrar of Co-operative Societies (All States).

*Estimates of training requirements of co-operative personnel*

State:—

<i>Category of personnel</i>	<i>Number of persons required to be trained during</i>		<i>Remarks</i>
	<i>1959-60</i>	<i>1960-61</i>	
(1)	(2)	(3)	(4)
1 Senior Officers*			
2 Intermediate Officers†			
(a) for Regular Course (H.D.C. Course)			
(b) for Special Course (Co-op. Marketing)			
(c) for Special Course (L.M. Banking)			
(d) Block Level Co-op. Officers (11 months' duration)			
3 Junior Officers‡			

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\* Officers in charge of direction or control at State, Divisional or District Level; also key executives of State, Divisional and District Institutions (Deputy Registrars, Assistant Registrars, Managers or Accountants of Co-operative Banks etc.).

† Staff next in rank to Senior Officers; viz. Inspectors, Sub-Inspectors, Assistant Managers or Inspectors of Banks, etc.

‡ Those at the lower cadres, e.g., Supervisors, Clerks, Salesmen, etc.

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