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# CO-OPERATIVE TRAINING

*Notes and Proceedings relating to the Fifth Meeting  
of the Central Committee for Co-operative Training  
held on 9th September 1958*

**Vol. V**

JULY 1959

**CENTRAL COMMITTEE  
FOR  
CO-OPERATIVE TRAINING  
RESERVE BANK OF INDIA  
BOMBAY**

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**CENTRAL COMMITTEE FOR  
CO-OPERATIVE TRAINING**

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*Notes and Proceedings relating to  
Fifth 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.

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

*(9th September 1958, at the Reserve Bank of India Building,  
Mint Road, Bombay)*

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## **AGENDA**

### **NOTES**

- I. Review of progress made at the various co-operative training centres.
- II. Consideration of the proceedings of the various Standing Sub-Committee Meetings.
- III. Consideration of the proceedings of the Conference of Chairmen of the Local Committees and Principals of the Training Centres held on 18th and 19th July 1958 at Bombay.
- IV. Review of the training arrangements for the junior co-operative officers—some points arising out of the recent Conferences of junior co-operative training schools.
- V. Consideration of items suggested by the Registrars of Co-operative Societies of the various States.
- VI. Any other matter raised with the permission of the Chairman.

## NOTE I

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

It is now almost five years since the Central Committee for Co-operative Training started functioning in November 1953 with the avowed object of organising and directing arrangements in regard to the training of personnel employed or to be employed in the Co-operative Departments and co-operative institutions at various levels in different States. During this period the Committee put into operation the programme of integrated co-operative training drawn up at its first meeting held in December 1953. And today functioning under its guidance and control are the Senior Officers' Course at Poona, the Intermediate Officers' Courses at five centres, namely, Poona, Madras, Meerut, Ranchi and Indore, the Block Level Co-operative Officers' Training Centres at eight places and 46 schools for the training of junior co-operative officers in the various States. In addition, Special Courses on Co-operative Marketing have been organised at the five Regional Co-operative Training Centres and a Special Course on Land Mortgage Banking has been organised at the Regional Co-operative Training Centre, Madras.

2. The programme of member education formulated by the All-India Co-operative Union is also in progress in different parts of the country.

3. With the organisational arrangements thus complete, the attention of the Central Committee during the period since the last meeting was devoted mainly for improving the quality and content of training imparted in the various courses. The Standing Sub-Committee kept these matters under periodical review. It met four times during the year. In regard to the Regional and Block Level Co-operative Officers' Training Centres, the second Conference of Chairmen of Local Committees and Principals of training centres was held in July 1958 to review arrangements and consider improvements. (The first Conference had taken place in December 1956.) There was also held during the course of the year a series of three conferences which reviewed the progress of the organisation and management of junior co-operative training centres. For this purpose the States were grouped into three convenient regions and the conferences were held at Bangalore, Ranchi and Patiala. These conferences have helped in the assessment of the suitability of the training imparted so far and gauging the improvements necessary for bringing the training arrangements in the centres more in line with the actual requirements. One consequence has been a shift of emphasis from lecture to seminar and teaching

to discussion type, and the giving of more importance to practical training than to written examinations. The circular issued by the Chairman of the Standing Sub-Committee to all our Training Centres in this regard is appended for information (Appendix 1).

4. In its effort towards improving the training arrangements the Central Committee had the benefit of the advice and assistance of two experts in the co-operative field, namely, of Sir Malcolm Darling, who visited India in the first quarter of 1957 to study and advise on the Co-operative Movement, and of Prof. A. F. Laidlaw who functioned as Consultant on Co-operative Education to the Central Committee for a period of 18 months from October 1956 to February 1958. The recommendations made by Sir Malcolm Darling in regard to co-operative training were considered at the fourteenth meeting of the Standing Sub-Committee and appropriate action had been initiated. Prof. Laidlaw submitted a Preliminary Report in June 1957 and it was considered at the fourteenth meeting of the Standing Sub-Committee. His final report on completion of his assignment in India is awaited.

5. A beginning was made in initiating special refresher courses for the teaching staff. A special course on Audio Visual Education was conducted at Kota in February 1958; another special instructional course on Extension Methods and Co-operative Development was held at Kota in February-March 1958; and later in May-June 1958 a special course on Business Management was conducted at Bombay.

6. At the last meeting it was mentioned that in view of the increase in the activities of the Central Committee pertaining to the schemes for which the Reserve Bank of India took financial liability, the Reserve Bank had raised its financial commitments to Rs. 13.80 lakhs per annum for the various courses. Funds from the Government of India continued to be made available to the Central Committee for running the Block Level Co-operative Officers' Training Centres. Details of the expenditure on the various training centres directly supervised by the Central Committee are given in Appendices 2, 2A and 2B.

7. In respect of junior officers' training centres for which the Government of India grant assistance to the State Governments on the recommendations of the Central Committee, in respect of certain shareable items, the Central Government's provisional grants amounted to Rs. 12.3 lakhs for 1957-58. Grant-in-aid in respect of schemes for member education is being made available by the Government of India partly to the All-India Co-operative Union and partly to the State Governments where the various schemes are being implemented.

*Senior Officers' Course*

8. Of the Senior Officers' Course, 12 sessions have been completed so far and in all 389 candidates have been trained. This takes account also of the four sessions completed before the Central Committee was constituted. The distribution of candidates from the various States is indicated in Appendix 3 to this Note. It will be seen therefrom that not all the States have taken advantage of these training facilities in an equal measure; nor have the candidates deputed for training been evenly distributed as between co-operative institutions and departments in all the States. A more detailed examination of the State-wise response to the various courses is given in later paragraphs. Out of 389 candidates who were deputed for the Course, as many as 267 were from the co-operative departments and 122 from the co-operative institutions.

9. This course is primarily a refresher course, intended for personnel who have already had basic training in Co-operation and sufficiently long experience over a number of years. Therefore, as a technique of training, reliance has been placed more on discussions and seminars than on classroom lectures. It has been recently decided that the class should concern itself not so much with the usual syllabus as with discussions on a series of topics of current importance dealing with problems in Law or Practice or Co-operative Policy or with such questions of economic and social significance as affect the working and development of co-operatives. Outline papers on such topics or case studies are to be prepared in advance and discussions held thereon. To make the transition from the present practice to the new one gradual, the officers of the Agricultural Credit Department who handle concerned subjects, and other experts in the co-operative field are now being increasingly associated to lead discussions held on important subjects at the College. It is expected that these officers will sit with the trainees in continuous session for a day or two and discuss with them subjects of current importance.

10. The Committee has increasingly realised that it would be better not to mix officers with long experience and those with little or no experience in one and the same class. The only way by which this could be done, short of organising two separate courses at each level of service, is to divide the trainees into appropriate groups according to their background of educational qualifications and service experience, vocational interest, etc., and adjust teaching as far as possible to the capacity and need of each group. Such specialised attention could be provided for in the arrangements for discussion groups, and for tutorials, in the drawing up of practical training programmes, in the division of trainees into suitable batches for practical study, etc.

### *Intermediate Course*

11. As will be seen from Appendix 4, all the regional training centres have completed two or more sessions of the intermediate course. However, it has been noticed that in relation to the existing capacity of the training centres (about 40/45 per class), generally there was a shortfall in the number of candidates deputed by the Co-operative Departments and the co-operative institutions. As will be seen from the State-wise description of the utilisation of the training arrangements (Appendices 4A to 4E), there has been considerable lopsidedness in regard to the deputation of candidates. Some States deputed exclusively departmental candidates while others deputed only institutional candidates. While the departmental candidates deputed were by and large of the intermediate category, a similar uniformity of standard has not been feasible in the case of the candidates from co-operative institutions. While no doubt there will always be doubtful cases on the margin, in many cases the recommendations for admission by the States appeared to have been made without proper understanding of the pattern of training arrangements formulated by the Central Committee. In a few cases matriculates with no experience and belonging to the lowest category of service were recommended. It was for this reason mainly that admission has recently been refused to a number of candidates for the current session at the Regional Co-operative Training Centre, Madras.

### *Special Course on Co-operative Marketing*

12. In the review submitted to the last meeting it was explained that in the light of the experience gained of diversified needs a course of four months' duration for personnel with experience in the co-operative field would be organised at Poona, Madras and Meerut and that a six months' course for those who have no co-operative background would be organised in the remaining two regional training centres, namely, at Indore and Ranchi. All these courses have now been started but the classes have had to be conducted with much less strength than has been intended. Enquiries reveal that in most cases the shortfall resulted from difficulties in the State Governments' programmes of recruitment and the inadequate response from co-operative institutions. Also in a few cases the programme for promoting co-operative marketing has not kept pace with the planned targets. Details of candidates deputed are given in Appendices 5, 5A to 5E.

### *Land Mortgage Banking Course*

13. So far, four courses have been completed and the fifth course is in progress since 13th June 1958. The first three courses were designed for a period of  $4\frac{1}{2}$  months consisting of one month's theory and  $3\frac{1}{2}$  months' practical training out of which training

under revenue officials was for two months—one month for land records and survey and another month for land acquisition. Later experience, however, indicated that the practical training of one month under revenue officials for land acquisition, was longer than necessary and in consultation with the Registrars of Co-operative Societies, Madras and Andhra Pradesh, the duration of the practical training in land acquisition has been reduced to 15 days. Thus the entire course now lasts for four months instead of 4½ months as originally planned. The response from the various States for this course has been satisfactory (Appendix 6). Many of the States where land mortgage banking is yet to develop have taken adequate advantage of the training facilities.

#### *Block Level Co-operative Officers' Training Course*

14. The statement indicating State-wise deputation of candidates for the above Courses at various centres is appended (Appendix 7). As will be seen from the statement, at several centres the total capacity to train the candidates has not been fully utilised. For example, the number of candidates trained at Faizabad which can train about 150 candidates was only 121 in the second and 99 in the third session. The Bhavnagar Centre, which can train about 80 candidates a year for the Bombay State, is training at the current session only 34 candidates. In regard to the State-wise deputation, it will be seen from the statement that the number of candidates deputed by the Punjab is conspicuously low for the regular course. Similarly, Mysore and Kerala have deputed few candidates to the Hyderabad Centre and the total number of candidates at the third session at this Centre would have been as low as 14 but for the diversion of 50 candidates from Bombay State to this Centre. For this course by and large fresh recruits are expected to be deputed by State Governments. The reasons for the shortfall generally put forward by the State Governments are: lack of adequate response from the candidates for whom similar or better jobs are available and the hesitation or unwillingness on the part of the candidates to execute an agreement under which they are required to serve the State for at least five years failing which they are liable to refund the stipend money.

#### *Junior Officers' training centres*

15. Since the Central Committee met last time the number of Junior Co-operative Schools has increased from 37 to 46. The new schools have been organised in West Bengal, Uttar Pradesh, Assam, Bombay and Jammu and Kashmir. Details of the existing schools are given in Appendix 8.

Of the 46 schools, 38 can cater for 160 candidates per year in two batches of 80 each. The remaining eight have equipment to train only 80 per year. Since the commencement of the scheme

10,075 candidates have completed training and 2,418 candidates are under training. While the capacity of the existing schools is large, and if necessary can be expanded to meet the increased requirements, it has been found that in several institutions the State Governments have not been able to make full use of the facilities available for training, one of the reasons being that recruitment has not kept pace with estimates. Also there is a continued reluctance on the part of the co-operative institutions to depute their employees for training on account of the cost involved, particularly where substitutes have to be employed. During the visits of the officers of the Central Committee and of the Agricultural Credit Department every opportunity is taken to impress upon the authorities concerned the need for fully utilising the capacity of these training centres. At the three Regional Conferences held, this point has been further emphasised.

16. By and large the majority of the training schools have adopted six months as the duration of the course. In Uttar Pradesh the course was for nine months but subsequently owing to the increased requirements for personnel, the duration of the course was reduced to six months. We are now informed that the State Government proposes to revert shortly to the old arrangement of having a nine months' course. In the case of Madras and Andhra the training schools continue their old practice, namely, 12 months' course for personnel of the Co-operative Departments and 11 months' course for personnel from co-operative institutions.

The duration of the practical training in schools where six months' courses are in vogue is two months, in courses of longer duration a slightly longer period obtains. In the majority of the training centres the teaching staff conduct the practical training by taking out the trainees in convenient batches. In a few others the trainees are attached to departmental officers who are instructed to give them the necessary practical training. While advantages have been claimed for both the methods, in as many as 37 training centres practical training is wholly taken charge of by the teaching staff, while in the case of the remaining nine centres it is conducted on a departmental basis. The Government of Madras have now decided that the practical training for junior co-operative staff would be the responsibility of the teaching staff and have discontinued the practice of attaching the candidates to departmental officers.

17. The scheme drawn up by the Central Committee was designed to provide a common programme of instruction so that employees in various spheres, namely, Government and institutions, develop a common outlook. However, in some States separate arrangements exist for the training of the staff of the co-operative departments and institutions.

18. The Secretariat of the Central Committee continued to receive quarterly progress reports on the working of these schools. The officers of the Agricultural Credit Department visited the schools periodically.

*Review of the extent of utilisation of training facilities by the States*

19. In the following paragraphs an attempt is made to analyse the extent to which individual States have made use of the training facilities. Separate statistics for each State are given in the appendices. In the absence of any precise estimate of the requirements of trained personnel, a quantitative assessment is difficult. All the same, the review helps to bring out some salient features of the responses from individual States.

(1) *Andhra Pradesh\** (Appendix 10)

20. For the Senior Officers' Course from Andhra State only six institutional candidates were deputed during 1954-58, for the Intermediate Officers' Course 40 candidates were deputed, of whom eight were departmental. For the course on Co-operative Marketing the demand was comparatively large, covering as it did as many as 86 candidates. Only six of these, however, were from co-operative institutions as against 80 from the Department. This may be largely due to the State's practice of placing the services of departmental staff at the disposal of the co-operative institutions. For the Special Course on Land Mortgage Banking, 25 candidates were deputed. For the short course for Block Level Co-operative Officers, the State has been deputing its quota of 15 candidates per session from the beginning of the Course at Tirupati. However, last year we received a request that the State would require 20 more additional seats and this was agreed to. It is expected that the State Government will utilise the full capacity. The arrangements for the training of junior co-operative personnel have been a continuation of the arrangements which existed before the Central Committee Scheme was introduced. In one of the centres, only departmental candidates are trained. The remaining three centres cater to institutional and private candidates. Stipends at these three training centres are limited to a small number of institutional candidates. These junior officers' training centres are on the whole running to capacity. However, in the case of the Co-operative Training College, which was taken over from the old Hyderabad State, there are only 19 candidates in the current course against 40 for a class. The State Government's attention has been drawn to this shortfall.

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\* The figures referred to here relate to the Andhra State before reorganisation and the new Andhra Pradesh after that date. The figures for old Hyderabad State are given separately in the appendix.

(2) *Assam* (Appendix 11)

21. The response from this State for the various training arrangements has been good throughout. An interesting feature is that the number of senior officers trained from this State is in excess of that of the intermediate officers. While in the case of senior officers 25 departmental and 6 institutional candidates have been so far deputed, the corresponding figures for departmental and institutional candidates for the intermediate course have been 22 and two respectively. For the course on Co-operative Marketing, the State has deputed 31 candidates so far, all from the Co-operative Department. For Land Mortgage Banking also the State has sent 10 officers for training. In the case of Block Level Co-operative Officers' Training Course, Assam had been allotted 21 seats originally. However, as against 63 candidates who should have been trained, only 42 candidates have so far been trained or are under training.

(3) *Bihar* (Appendix 12)

22. Excepting for the current session, Bihar had deputed a sizable number of senior officers, viz., 35 from the Co-operative Department and two from the co-operative institutions. In the Intermediate Officers' Course also as many as 83 candidates have been trained. Regarding the Marketing Course, the facilities available at Poona, Ranchi and Meerut have been uniformly utilised and in all 42 candidates have been trained. For the Land Mortgage Banking Course as many as 23 officers have been deputed for training. The State have also been utilising more or less completely the quota allotted to them in the Block Level Co-operative Officers' Training Course. The three Junior Co-operative Officers' Training Centres conducted by the State are also working near to full capacity.

(4) *Bombay* (Appendix 13)

23. The response to the various courses excepting to the Marketing Course has been fairly high. After the reorganisation of the State, there has been considerable increase in the demand for trained personnel and in the Intermediate Officers' Course at Poona, 25 additional seats have been provided for the State at the current session. To meet the State's demand for training on an increased scale, a sizable number of Block Level Co-operative Officer trainees from the State were diverted last year to the Block Level Training Centre at Hyderabad. We have been informed that similar facilities both at Bhavnagar and Hyderabad would be required by the Bombay State for the current year also. The number of Junior Co-operative Training Centres in the reorganised State now totals six, two of them being newly organised.

(5) *Kerala* (Appendix 14)

24. This State also has made good use of the arrangements for co-operative training excepting in the case of the Block Level Co-operative Officers' Course. The explanation given by the State in regard to the shortfall in the number of candidates deputed to the Block Level Course is that almost all the Inspectors of the Department have had co-operative training previously either from the Co-operative College conducted at Trivandrum or from one of the Centres conducted by the Central Committee, and that consequently Inspectors of the Department do not require a full course of training for 11 months. The State, however, expressed its willingness to depute candidates for a short course. It was explained to them that candidates from Kerala could not be treated on a par with the candidates from Madras and Andhra who are deputed for a short-term course at Tirupati, in view of the differences in the nature of the basic training received by them and that, therefore the purpose would not be served by giving them a short-term course.

(6) *Madhya Pradesh* (Appendix 15)

25. This State had more or less adequately distributed its training requirements for personnel for the Co-operative Department as well as co-operative institutions, nearly a third of the personnel trained being from co-operative institutions. 52 senior officers and 133 intermediate officers have been trained. For the Marketing Course only 30 candidates have been deputed. Nine have been trained in the Land Mortgage Banking Course. For the Block Level Officers' Course, 148 candidates have been deputed. In recent sessions of the Junior Training Centres, however, the training capacity of the centres has not been fully utilised.

(7) *Madras* (Appendix 16)

26. For the Senior and Intermediate Officers' Course this State have not deputed any departmental candidate so far. This matter was taken up with the State Government in pursuance of the earlier decision of the Central Committee and the State Government have replied that they felt that the existing system of training in the State is preferable.

27. The State have utilised to the fullest extent facilities afforded for the training of Block Level Co-operative Officers in the short course at Tirupati. For the course on Co-operative Marketing, 59 candidates have been deputed so far. Similarly, advantage has been taken of the Land Mortgage Banking Course and 36 candidates have received training. The four Junior Officers' Training Centres in the State continued to work to full capacity though in the mofussil centres private candidates were admitted on a large scale.

(8) *Mysore* (Appendix 17)

28. By and large the response is not very encouraging. In the Senior Officers' Course they have so far trained 20, in the Intermediate Course 30, in the Marketing Course 15, in Land Mortgage Banking 9 and in Block Level Co-operative Officers' Course 13. In respect of Junior Officers the capacity is satisfactorily utilised. The question of utilising the training facilities available has been taken up with the State Government at various stages and is being pursued.

(9) *Orissa* (Appendix 18)

29. The demand for training from the State has been fairly even, taking into account the size of the State.

(10) *Rajasthan* (Appendix 19)

30. Excepting in the case of the Block Level Co-operative Officers' Training and to some extent the Senior Officers' Training, the response appears to be inadequate. In the case of the junior personnel there is only one school in the State and even here its full capacity is not being utilised.

(11) *Punjab* (Appendix 20)

31. The State Government had prescribed the Senior Officers' Course for six months as part of the three years' probation for newly recruited Gazetted officers. We admitted some of these officers in the earlier stages, but in view of the fact that the Senior Officers' Course is a refresher course, the State Government have been informed that newly recruited senior officers will benefit more by undergoing the regular Intermediate Course. As regards Intermediate Officers' Course, the response has been poor and the issue was taken up with the State Government time and again. In this State no distinction is made between the staff for regular co-operative duties and those engaged on co-operative extension work in Community Development Areas. In view of this there were some doubts as to whether the candidates from this State should be deputed to the Regional Co-operative Training Centre, Meerut, or to the Block Level Co-operative Officers' Training Centre, Dhuri. As a result of discussions held recently it has been decided that all the departmental candidates from Punjab State would henceforth be deputed to the Regional Co-operative Training Centre, Meerut, where arrangements would be made to provide some additional instruction in Extension Work. It has also been decided that the short course at Dhuri for the candidates from Punjab will be held only to give the refresher course for the existing personnel who have already undergone the basic training under the old Punjab system. Thus with one more short course, the conduct of the short course at Dhuri will no longer be necessary.

32. For the Co-operative Marketing Course, 41 candidates have been deputed. Six officers have been trained in Land Mortgage Banking.

33. In the two Junior Training Centres in the State, mostly departmental candidates are being trained.

(12) *Uttar Pradesh* (Appendix 21)

34. Uttar Pradesh have so far deputed 16 candidates for the Senior Officers' Course of whom 13 are from co-operative institutions. For the Intermediate Course, 40 candidates have been deputed of whom 39 are from co-operative institutions. The response to the Co-operative Marketing Course has been large. So far, 101 candidates have been deputed, the largest number for any State. For the Land Mortgage Banking Course only two candidates have been deputed.

35. In the Block Level Co-operative Officers' Training Course the State have trained more officers than were estimated earlier. As in the case of Punjab, in this State also no distinction is made between the staff of the Co-operative Department on regular duties and those in National Extension Areas. However, the State Government have preferred to train all their staff through the Block Level Co-operative Officers' Training Centre at Faizabad. Hence no departmental candidates have been deputed to the Intermediate Officers' Course at Meerut. The State have seven training schools for junior co-operative officers, six for training supervisors and one for training co-operative auditors. All the candidates in these schools are departmental candidates. There has been no deputation of candidates from co-operative institutions to the junior schools. This question has been taken up with the State Government.

(13) *West Bengal* (Appendix 22)

36. Twenty candidates of whom twelve are from the Co-operative Department, have been deputed to the Senior Officers' Course. The response to the Intermediate Course has not been satisfactory; only 21 candidates, including three from co-operative institutions, have been deputed so far. In the Block Level Co-operative Officers' Course 110 candidates have been trained. The poor response to the regular course was explained as being due to certain confusion regarding the appropriate role of the intermediate officers and the Block Level Co-operative Officers. The position has since been clarified to the State Government and they have agreed to make full use of the Intermediate Course at Ranchi as well as the Block Level Co-operative Officers' Course at Kalyani. Thirty-eight candidates have been deputed to the Special Course on Co-operative Marketing and 12 for the course on Land Mortgage Banking. The State have been conducting one additional Junior

Co-operative Training School each year for the last two years and as on date they have three schools with a capacity to train about 300 candidates every year. In recent sessions, there has been some shortfall in the number of candidates at these training centres and the State Government are looking into the matter.

(14) *Other States* (Appendices 23-27)

37. The smaller States, namely, Himachal Pradesh, Tripura, Manipur, Jammu and Kashmir and Delhi have on the whole been making adequate use of the training facilities.

*Review of measures taken to improve the training programmes*

38. The main steps taken by the Central Committee in the matter of improving training arrangements are indicated below :—

(1) *Audio-Visual Aids*

39. Prof. A. F. Laidlaw during his study of the training arrangements laid special emphasis on the technique and the facilities available for practical training. It was also increasingly realised that the use of teaching aids would be of considerable assistance in classroom teaching as well as in Extension Work among the public. Consequently, the Central Committee moved in the matter of equipping the training centres with audio-visual aids. Thanks to the keen interest taken by Prof. Laidlaw in the matter, the Government of Canada were kind enough to present the Central Committee with 13 sets of 16 mm film projectors and 35 mm film strip projectors with the necessary accessories and a stock of films. To acquaint the members of the teaching staff with the use of these equipment, a Course on Visual Education was organised by the Central Committee for Co-operative Training at the Block Level Co-operative Officers' Training Centre, Kota, for a period of one week from 3rd February to 8th February 1958. One lecturer from each of the 13 training centres attended the course. Instruction in this course broadly fell into two categories: one relating to the operation of the equipment, and second relating to the use of audio-visual aids in extension teaching. A report on the course prepared by the Secretariat has already been made available to the members of the Committee. The equipment received from the Government of Canada are being distributed to the training centres.

(2) *Extension Methods*

40. In view of the importance of Extension Methods in the development of the Co-operative Movement, it was felt that the teaching staff in the various training centres should be well acquainted with the recent developments in the most fruitful ways of using the advanced technique of Extension Education. The Central Committee, therefore, thought of organising a course on Extension Methods for selected lecturers from the higher training centres as

well as from the Junior Training Centres. It was also decided that this opportunity of getting together lecturers from all the centres should be utilised to arrange for an instructional course on the recent developments in the co-operative and allied fields. An instructional course was, therefore, conducted for three weeks at the Block Level Co-operative Officers' Training Centre, Kota, in February 1958. For the first time the representatives of all the Co-operative Training Centres in the country assembled in one group for discussion and exchange of views. The Report on the Course together with the synopsis for the various lectures is placed on the table for the information of the members of the Committee. The Central Committee was also fortunate to obtain a Memorandum prepared by Prof. A. F. Laidlaw on "Extension Work in the Co-operative Movement" which has been printed and published by the Committee.

(3) *Introduction of Business Management as a subject in the curricula*

41. In the context of the growing volume and diversity of transactions of various types of co-operative organisations consequent on the rising tempo of co-operative development under the Five-Year Plans, it was felt necessary to include the study of Business Management in the curricula of the various training courses. The Standing Sub-Committee of the Central Committee for Co-operative Training, therefore, decided that Business Management should be introduced as a compulsory subject in the Intermediate and Junior Training Courses and in the special courses on Co-operative Marketing, while, in the Block Level Officers' Training Courses, emphasis on Business Management would be placed by the lecturers teaching various subjects instead of prescribing it as a compulsory subject.

42. As the subject was new to the lecturers themselves, it was felt necessary to arrange for them a short instructional course. Accordingly a brief course of three weeks' duration was conducted at Bombay from 19th May to 7th June 1958. Twenty-eight lecturers from Regional, Block Level and Junior Co-operative Training Centres attended the course. The course consisted of lectures by experts on the subject drawn from private, State and co-operative enterprises, group discussions amongst the participants, detailed study of the tentative syllabus on Business Management and visits to certain business enterprises.

(4) *Bangalore Conference on practical training in the Courses on Co-operative Marketing*

43. Practical training, important in all the courses of co-operative training, is particularly so in respect of the course on Co-operative Marketing, since the management of marketing

societies is perhaps more difficult than that of some other forms of co-operative organisation. With a view to further improving the arrangements for practical training, a small conference was convened by the Member-Secretary of the Central Committee for Co-operative Training at Bangalore in January 1957. The Principals of the Regional Co-operative Training Centres, where the Special Courses on Co-operative Marketing were held, attended the Conference. The Proceedings of the Conference are given in Appendix 9. The Conference emphasised, in particular, that training should be as thorough as possible, and that for this purpose the trainees should be organised in small batches for visiting a few societies only and staying there long enough to study the procedures and methods of working.

#### (5) *Preparation of text books*

44. At the last meeting of the Central Committee the need for a systematic effort for the preparation of suitable text books in English as well as in the regional languages was emphasised. The Standing Sub-Committee at its meeting held in April 1958 considered the urgent need to prepare suitable text books both in the basic language as well as in the regional languages and examined several alternative ways of getting this done expeditiously. It was decided that the Central Committee for Co-operative Training would have to take up the responsibility for this, which implied that it would have to incur the necessary expenditure for the preparation of the text books such as the payment of honorarium for writing or for translation and also for the publication and distribution either by itself or through some approved publishers. The Committee, in particular, considered two alternative proposals in this connection—(1) The Central Committee should be given a lump-sum grant to create a 'Book Fund' out of which it would incur the necessary expenditure for publishing books and to which will be credited all the sale proceeds. In view of the Central Government's interest in the Block Level Co-operative Officers' Training Course and the Junior Officers' Training Course, it was also 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.

After examining these two alternatives it was decided that the former alternative would be more convenient and accordingly the Government of India have been requested to sanction a grant of Rs. 1 lakh for the purpose. Their reply is awaited.

(6) *Evaluation of the Training Programme*

45. In order to evaluate the results of the training on individual trainees, especially with reference to the manner in which it has proved useful in their work in different spheres, it was considered necessary that a brief questionnaire relating to the experience of the trainees after their training, the extent to which they have been able to utilise the training undergone, etc., should be issued to the ex-trainees in various courses. Accordingly, test-questionnaires were issued to a few ex-trainees of the Senior and Intermediate Officers' Courses and to four employers like the Registrars of Co-operative Societies and heads of the deputing co-operative institutions. It was also decided to undertake similar evaluation of the training programme in respect of the Block Level Co-operative Officers in each State with reference to their training requirements. The replies received are being studied. In the light of these replies, the questionnaires will be revised, if necessary, and issued to sufficiently large number of ex-trainees and employers to make the study more representative.

**NOTE II****PROCEEDINGS OF THE STANDING SUB-COMMITTEE  
MEETINGS**

Since the Central Committee for Co-operative Training met on 14th January 1957, four meetings of the Standing Sub-Committee of the Central Committee were held as follows :

<i>Meeting</i>		<i>Place</i>	<i>Date</i>
13th meeting	.. ..	Bombay	27-6-1957
14th meeting	.. ..	New Delhi	3-9-1957
15th meeting	.. ..	Bombay	14-2-1958
16th meeting	.. ..	New Delhi	10-4-1958

The proceedings of all the meetings together with the notes and agenda for each meeting which have been circulated already among the members of the Central Committee for Co-operative Training, are placed below for the information of the Central Committee. (Please see pages 47 to 198.)

### NOTE III

#### CONFERENCE OF THE CHAIRMEN OF LOCAL COMMITTEES AND PRINCIPALS OF TRAINING CENTRES

The Central Committee are aware that periodical conferences of officers connected with the running of our training centres have been held from time to time with a view to exchanging notes on several issues arising from the practical working of these Centres. The first meeting of this type was held in August 1955 and was attended by the Registrars of Co-operative Societies of some States and the Principals of the Regional Training Centres then functioning. The second Conference was held in December 1956, the main invitees for which were the Chairmen of the Local Committees and Principals of the 13 Training Centres conducted by the Central Committee. In pursuance of the same practice, a third Conference of the Chairmen of Local Committees and the Principals of the Training Centres was held at Bombay on 18th and 19th of July 1958. A copy of the proceedings of this Conference is submitted for information (Appendix 28). Some of the important points arising from the proceedings of the Conference are dealt with below:

##### (1) *Changes in the syllabi*

In the light of our experience of the working of the Block Level and Intermediate Training Centres, it was felt that some changes in the existing syllabi would be necessary. In this connection Sir Malcolm Darling who undertook a study tour of the Movement in this country in January-March 1957, had made a number of recommendations. *These suggestions were considered by the Conference and modifications in the syllabi were recommended, as indicated in the proceedings appended to this note. These modifications may be accepted as they will go to simplify the syllabi and bring them in conformity with current requirements.*

Another significant improvement in the syllabi is the introduction of the subject of Business Management at the Intermediate Officers' Course and the Special Course on Co-operative Marketing. *A tentative syllabus prepared for the subject has been considered by the Conference of Chairmen and Principals and may be accepted for incorporation in the syllabi of the Intermediate and Marketing Courses.* It was further observed by the Conference that Business Management need not be a special additional subject for the Block Level Officers' Course. However, some additions are sought to be made in the syllabus of the Block Level Officers' Course so as to reorient the syllabus for the Course from the point of view of Business Management also.

## **(2) *Practical Training***

In the discussions at the Conference, it was suggested that pre-training field experience might be made a part of the training programmes. While the utility of pre-training field experience was appreciated, it was however decided at the Conference that it would not form a part of the training programme. If the State Governments recruited the personnel well in advance and deputed them for training after they had gained some experience it would certainly be good for the training centres and the trainees themselves. Another important suggestion considered at the Conference related to the class-room preparation for practical training before the trainees were actually sent out. The Chairman of the Standing Sub-Committee has in this connection issued a circular to the Principals of the training centres impressing on them the need to brief the trainees adequately about the institutions to be visited under practical training well in advance.

The Chairman of the Standing Sub-Committee also stressed the importance and desirability on the part of our training centres to adopt co-operative institutions in the vicinity of the centre for developing close contact between the training centre and the community around it. Such a contact would not only be of help in the training of co-operative personnel but would also create a fund of goodwill and respect for the training centres in the areas in which they were working. In other words, our Centres should be able to make their existence appreciated by the people around and should materially contribute to the progress of the Movement in the area.

## **(3) *Technique of training and assessment of the trainees' performance***

It has been realised that the pure lecture method is not the most suitable method of instruction at a staff training college. Accordingly in our training programmes we have already given an important place to seminars and discussions as techniques of instruction. Since the need to further emphasise their importance is felt, directives have been issued to the Principals of the Training Centres that greater use of seminars and discussions method should be made a regular technique of instruction. This has become necessary as it is felt that in a staff training centre every trainee, having previous experience of his own in his field of work, can contribute materially to the understanding of the problems by all.

As a corollary to this approach it follows that a hit or miss examination would not be a flawless method of judging a trainee's performance during the course of training. The policy pursued in this respect has been to place less stress on the examination method and progressively give a greater place to a system under which a continuous assessment of the trainee's performance through-

out the course by the lecturers who can judge a trainee through his industry, application to work, the active part that he might take in discussion, quality of notes that he may prepare, etc., would be possible. It is, however, realised that wholesale substitution of the examination method cannot be done all on a sudden; steps have however, been taken to reduce the emphasis on written tests as a method of judging the trainee's performance in the special course on Co-operative Marketing and in the Block Level Co-operative Officers' Course. At the Intermediate Officers' Course where a Diploma in Co-operation is awarded at the end of the course it has not been found possible to dispense with the examination method altogether. A final examination is conducted at the end of each course to assess the trainee's merit. However, in this course also the exclusive importance of the final examination is modified by giving weightage in the final assessment to periodical tests that are held during the courses. A *viva voce* test also is now included as an integral part of the final examination, though no minimum percentage in this has been prescribed for passing the examination. The marks obtained in it will, however, count for the purpose of placing a trainee in a particular class, say first, second or third.

*Action on the conclusions reached in the Conference will suitably be taken in hand.*

## NOTE IV

### REGIONAL CONFERENCES OF JUNIOR CO-OPERATIVE OFFICERS' TRAINING CENTRES

The thirteenth meeting of the Standing Sub-Committee of the Central Committee for Co-operative Training approved that Conferences of the Junior (Subordinate) Co-operative Officers' Training Centres should be convened for suitable Zones to examine their working and find out possibilities of improvement thereon, if any. The absence of uniformity noticed in different centres regarding the duration of the course, content of the training, arrangements for practical training, category of personnel trained, administrative arrangements, etc., made such Conferences particularly necessary. To make the Conference representative of all those interested in co-operative training, invitations were extended to Principals of the training centres, to the Registrars of Co-operative Societies of the States, representatives of the state co-operative unions, of state co-operative banks and also of the central co-operative banks in the concerned Zone. In view of the large number of centres concerned, it was further decided that instead of one single conference, three conferences might be held on Zonal basis as under :

**Zone I** .. Madras, Kerala, Mysore, Bombay and Andhra Pradesh.

**Zone II** .. Uttar Pradesh, Punjab, Himachal Pradesh, Rajasthan, Jammu and Kashmir, Madhya Pradesh and Delhi.

**Zone III** .. Bihar, Orissa, West Bengal, Assam, Manipur and Tripura.

Accordingly, the first of the Conferences was held for the States in Zone I at Bangalore from 12th to 14th August 1957. The second Conference for the States in Zone III was held at Ranchi from 19th to 21st June 1958 and the third Conference for the States in Zone II was held at Patiala from 25th to 27th July 1958.

These Conferences discussed, in particular, the following items:

- (1) Review of progress made in the arrangements for training Junior Co-operative personnel.
- (2) Building and hostel accommodation.
- (3) Suitability of training given in the light of requirements.
- (4) Liaison between the Block Level and Regional Co-operative Training Centres on the one hand and the

Junior Co-operative Officers' Training Centres on the other.

- (5) Programme of practical training.
- (6) Organisation of training arrangements and methods of teaching.
- (7) Syllabus.
- (8) Assessment of trainees' work.
- (9) Extra-curricular activities.

The proceedings of the three conferences are appended for information (Appendices 29, 30 and 31). Some points arising out of the proceedings of the conferences are dealt with below for consideration by the Central Committee.

#### *Building and hostel accommodation*

The Bangalore Conference concluded that 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 might not by themselves be in a position to finance the construction of buildings for the purpose, the Central Government should provide at least a matching financial assistance to the State Governments to enable them to acquire or construct suitable buildings.

It was also suggested that as an immediate step the Central Government should be approached with a request that the cost of hiring the required premises should be treated as a shareable item in the same manner as other shareable items like salaries and stipends.

At the Conference at Ranchi this conclusion was endorsed and it was further agreed that such proposals for construction or purchase of buildings for the training centres and hostels should be carefully worked out on the basis of an assessment of the long-term needs for accommodation so that there would be an assurance that the accommodation provided would be utilised for a reasonably long period of time.

The Conference at Patiala also endorsed the conclusions reached at the Bangalore and Ranchi Conferences.

It may be mentioned that a proposal to include rent for the premises and the hostel of junior schools as a shareable item of expenditure was considered by the 16th meeting of the Standing Sub-Committee of the Central Committee held in April 1958. The

Sub-Committee approved the proposal and felt that improvement in regard to the accommodation facilities was urgently called for in the larger interest of efficiency in training. *The Sub-Committee 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. The Committee further felt that assistance in this regard would be subject to the condition that it will not reduce the present rate of expenditure incurred by the State Governments. It was decided that a schematic proposal will be submitted to the Government of India for obtaining their administrative approval before specific grants to individual States were recommended. While forwarding this scheme a ceiling in regard to the amount of assistance that would be available from the Government of India was also to be indicated.*

*Suitability of training in the light of requirements*

In view of the conclusions reached at the three Regional Conferences, *the Central Committee may approve the following on the subject of suitability of training given in the light of requirements.*

(1) In view of the differences in the educational qualifications, experience of service and other background traits of the trainees admitted to the same class, the teaching staff should give special attention to the individual needs of the trainees as far as practicable and endeavour to bring the whole class up to the required standard.

(2) Since the Junior Officers' Course is a basic training course, it may be a general common course for all personnel from Co-operative Departments and from the different types of co-operative organisations. No specialisation in particular fields need be provided for. If, however, any State Government considers it necessary, special subjects may be introduced in the Junior Co-operative Officers' Training Courses (for example, Industrial Co-operation, Land Mortgage Banking, etc.) provided such arrangements do not impair the satisfactory instruction in the group of common subjects.

(3) Arrangements may be made to offer suitable employment opportunities to the private trainees trained, if any.

(4) A sort of follow-up record of the trainees who complete their training may be maintained at the Training Centre to check up on the posting of the trainees after they are sent out from the training centre and to assess their performance in the field. Such a follow-up record would be useful in assessing the suitability of training given.

(5) Wherever possible Principals of the training centres concerned should be associated with the selection of candidates for the training course.

(6) Some pre-training field experience would be desirable. It should be arranged for by the State Government before the trainees are deputed for training.

### *Practical Training*

The Bangalore Conference made certain specific suggestions in respect of interspersing of practical training with theoretical training, duration of practical training, and division of practical training into two parts, namely, general study and intensive study. The Bangalore Conference also specified the number of days which may be spent for the study of various types of co-operative institutions.

At the Ranchi Conference the suggestions made at the Bangalore Conference were accepted and it was also made clear that the question of providing post-training apprenticeship might be considered by the State Governments. The Ranchi Conference also felt that the performance during the practical training should find an important place in the final assessment of the candidates.

At the Patiala Conference specific suggestions were made in respect of workshop training, training in audit of the societies, procedural training at the centre itself, etc., as elaborated in the proceedings.

*On the basis of conclusions reached at the Conferences, the Central Committee may recommend to the State Governments the following suggestions for implementation according to local requirements.*

(i) Practical training should be interspersed with theoretical training.

(ii) In a course of six months, practical training should be at least of two months' duration and if the course is of longer duration the practical training programme should also be proportionately longer.

(iii) Performance during the practical training should be taken into account at the time of final assessment of the candidates.

(iv) If it is considered convenient, the training centres may follow as a model the pattern of practical training imparted at the Junior Co-operative Officers' Training Centre at Jullundur which may be seen in Appendix 31.

(v) The specific suggestions in respect of the tours of observation and of intensive practical training, the distribution of the available time over different types of societies to be visited, etc.,

as made at Bangalore (given in Appendix 29) may be followed by the training centres as far as practicable.

*Liaison between the Block Level Officers' and Regional Co-operative Training Centres on the one hand and the Junior Co-operative Officers' Training Centres on the other*

The Bangalore Conference made specific suggestions in respect of occasional lectures, special lectures, co-ordination in the matters of examination, practical training programmes, publication of magazines and so on. These conclusions were fully endorsed at the Conferences at Ranchi and Patiala. We may now communicate the specific suggestions made at the Bangalore Conference to all the Registrars of Co-operative Societies who may implement these through the concerned authorities. *The suggestions in respect of which our Regional and Block Level Centres can help may be circulated by us to all our thirteen training centres for necessary action.*

*Organisation of training arrangements and methods of teaching*

The Conference at Bangalore concluded that normally in schools where six months' sessions are held, six periods of 45 minutes' duration per day should be sufficient to cover the syllabus. The Conference also recommended the introduction of the discussion or seminar method of instruction. It also pointed out the need for introduction of the tutorial method of teaching as part of the lecturing work. In this connection the Conference emphasised the need to organise a Teachers' Camp so that the necessary demonstration of the various aspects could be done. It was also agreed that the teaching staff at the various training centres should not be disturbed for at least a period of three years as far as possible.

At the Conferences at Ranchi and Patiala the conclusions reached at the Bangalore Conference were endorsed.

It was also suggested at the latter Conference that every week one period of each should be provided for discussions, seminars, library and tutorials.

*The Central Committee may approve the conclusions reached at the Conferences for recommendation to the State Governments and training centres for adoption as far as possible.*

*Preparation of suitable text-books*

The Bangalore Conference considered the present inadequacy of suitable text-books and felt that preparation of text-books could be better undertaken by teachers and regional co-operative unions and that the Central Committee might offer incentives in the shape of financial assistance to such of the schemes as were able to produce text-books of proved merit. If this did not give satisfactory

results, the Central Committee might have to tackle the problem on its own. The above conclusion reached at the Bangalore Conference was fully endorsed at the Ranchi and Patiala Conferences also.

It may be mentioned here that the Central Committee has already considered the question of preparation of text-books in connection with the Regional and Block Level Training Centres and approached the Government of India for a lump sum grant of Rs. 1 lakh to a Book Fund which the Central Committee may draw upon for getting suitable text-books prepared and published.

The question of preparation of suitable text-books for the Junior Co-operative Training Centres could be taken up in the light of experience that may be gained in the preparation of text-books for the other training centres.

### *Syllabus*

The Conference at Bangalore concluded that the six subjects, viz., Co-operation, History and General Principles, Co-operative and other Laws, Rural Economics and Elements of Agriculture, Banking, Book-keeping and Accounts, and Auditing, should be compulsory for all the trainees. The Bangalore Conference felt that the items falling under the General Management of Co-operative Societies and Secretarial Practice in the present syllabus appeared to be a continuation of the portions covered under the other subjects such as History and Principles of Co-operation, Auditing, etc., and were in some respects duplications of the portions already covered. It was, therefore, felt that such repetition should be avoided. The Conference was also of the opinion that it would be desirable to have separate paper dealing with Business Methods and Secretarial Practice. It was felt that the syllabus on the subject should be prepared by the Central Committee and circulated for comments to the Registrars of Co-operative Societies and Principals of the Training Centres. The Bangalore Conference also considered the suggestions given by Sir Malcolm Darling in regard to the syllabi on the various subjects and accepted these with a few modifications. The modifications suggested by the Bangalore Conference are given in proceedings of the Conference attached. The Conference at Ranchi also endorsed the suggestions of the Bangalore Conference. It was emphasised at the Ranchi Conference that the syllabus given should be regarded as a road map indicating broadly the passage over which the class was to be steered. The Conference at Patiala also endorsed the suggestions of the previous two Conferences with the following modifications:—

- (1) Introductory portion in the first subject Theory, History and Practice of Co-operation should be retained.

- (2) Specific provision should be made in the syllabus to cover problems relating to large-sized societies.
- (3) While teaching the subject "Co-operative Law," reference should be made to the High Court rulings; instructions may be accordingly given to the teaching staff of the training centres.
- (4) The whole syllabus should be considered to deal with only elements of the subjects and the last subject "Rural Economics and Elements of Agriculture" should be renamed as "Elements of Rural Economics and Agriculture."

Besides these, the Conferences at Ranchi and Patiala also approved the syllabus on the subject "Business Management" which was placed before them for approval.

*The Central Committee may approve the modifications suggested in the Syllabus at the Bangalore Conference subject to the following modifications.*

- (1) Introductory portion in the subject "Theory, History and Practice of Co-operation" may be retained.
- (2) Specific provision may be made in the syllabus for the study of the large-sized societies.
- (3) The syllabii for all the subjects should be taken to deal only with the elements of the subjects.

A statement giving the suggestions of Sir Malcolm Darling, the recommendations of the Regional Conferences and the action proposed is given as Appendix 32.

The Central Committee may approve that Business Management and Secretarial Practice may be introduced as a separate subject in the curriculum of the Junior Co-operative Officers' Course in place of the seventh subject in the present syllabus, viz., General Management of Co-operative Societies and Secretarial Practice. The syllabus for Business Management as approved by the Conferences may be approved by the Central Committee. (As given in Appendix 33.)

#### *Assessment of trainees' performance*

The Bangalore Conference was of the opinion that two to three periodical tests might be held during the period of training and the results of these periodical tests together with the results of the final examination should be taken into consideration in the proportion of 30:70 at the time of the final assessment of trainees' performance. The Conference also felt that the final assessment might take account of the trainees' performance in practical training

which might be assessed partly on the basis of marks given for the notes prepared by the trainees and partly on the basis of a *viva voce* test. In regard to failed candidates, the Conference felt that a failed candidate should be allowed three more chances, viz., to reappear at the next three consecutive examinations. It was also agreed that the candidates should be allowed to appear in individual subjects and those who had obtained more than 50 per cent marks in a subject might be exempted from appearing in that subject again. The Bangalore Conference prescribed the following categorisation for the successful candidates :

Pass : 40 per cent in the aggregate with 35 per cent in each subject.

II Class : 50 per cent in the aggregate

I Class : 60 per cent in the aggregate

Distinction : 70 per cent in individual subjects

It was also suggested at the Bangalore Conference that the trainees, after the successful completion of the training course, should be awarded a Diploma in Co-operation.

The Conference at Ranchi endorsed the conclusions reached at the Bangalore Conference.

At the Conference at Patiala also the Bangalore Conference conclusions were approved. However, a modification was suggested that the percentage of the minimum number of marks for passing in individual subjects might be raised to 40.

*The Central Committee may approve the specific suggestions made at the Bangalore Conference and recommend them for adoption at the training centres. The modification suggested by the Patiala Conference also may be brought to the notice of State Governments concerned.*

#### **General**

*Besides the above specific items which were discussed as a part of the agenda, the following general observations made at the Conferences may also be noted :*

(i) It was agreed that all the training centres should be provided with equipment such as a typewriter, a duplicating machine, sufficient stationery, etc., to enable them to circulate the synopsis of lectures among the trainees.

(ii) The importance and need of utilising the entire amount provided on library in the budget of each training centre was emphasised at all the three conferences.

(iii) At the Ranchi Conference it was suggested that the provision for T.A. to trainees at the rate of Rs. 60 per session was not sufficient in certain States. It was, however, clarified that this provision was meant to cover only the T.A. expenditure proper and was not expected to make up for the boarding and other incidental outdoor expenses for which stipend paid to trainees was expected to be utilised. It was also expressed at the Ranchi Conference that during the period of practical training higher stipend should be allowed to the trainees as in the Intermediate and Senior Courses.

## NOTE V

### ITEMS SUGGESTED BY THE REGISTRARS OF CO-OPERATIVE SOCIETIES OF DIFFERENT STATES FOR THE CONSIDERATION OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

#### A. ITEMS SUGGESTED BY THE REGISTRAR OF CO-OPERATIVE SOCIETIES, MADRAS

##### I. *Upgrading of the posts of the Principal of the Regional Co-operative Training Centre and the Block Level Co-operative Officers' Training Centre*

The Principal of the Regional Co-operative Training Centre at Madras is an officer of the grade of the Deputy Registrar of Co-operative Societies in the Co-operative Department. Till now, the lecturers of this training centre were officers of the grade of Co-operative Sub-Registrars of the department; it has recently been decided by the Central Committee for Co-operative Training, that having regard to the status of the officers who are deputed for training at the Centre, the lecturers should be of the rank of Deputy Registrars. It is essential, that along with the upgrading of the posts of the lecturers the post of the Principal also should be upgraded. Only if the Principal is an officer of a higher rank, the advice and guidance tendered by him to the lecturers will evoke better response, and the supervision and control exercised by the Principal over the lecturers can be more effective.

Similarly the posts of lecturers in the Block Level Co-operative Officers' Training Centre at Tirupati, has been recently upgraded from the rank of the Co-operative Sub-Registrar to the rank of the Deputy Registrar. The Principal of this Centre is of the rank of a Deputy Registrar. The reasons given for the upgrading of the post of the Principal of the Regional Co-operative Training Centre, hold good in this case also.

It is therefore necessary that in the interests of the efficiency of the Regional Training Centres, and Block Level Officers' Training Centres, that the posts of Principals should be upgraded in all such centres where the lecturers are of the same status as the Principal.

##### II. *Financial assistance for the construction of building and hostel for the Junior Co-operative Officers' Training Centres*

Some of the Junior Co-operative Officers' Training Centres are housed in buildings which are ill-suited and inadequate for the purpose. Most of them do not have hostel accommodation—in

the Madras State none of the institutes has hostel accommodation. It is obvious that without these amenities, the trainees cannot fully concentrate their attention on their studies. The Conference of Junior Co-operative Officers' Training Centres in the Southern Zone held at Bangalore, in August 1957, took note of the unsatisfactory and inadequate facilities available for housing the training classes and the hostels, and in view of the fact that the State Governments were not in a position, by themselves, to finance the construction of buildings for these purposes suggested that the Central Government should provide at least a matching financial assistance to State Governments to enable them to acquire or construct suitable buildings. It is necessary to pursue further action on this suggestion.

**III. *Appointment of Co-operative Sub-Registrars as guides for the trainees during practical training—terms and conditions***

The Central Committee for Co-operative Training has accepted the suggestion that officers of the grade of Co-operative Sub-Registrars may be appointed as guides for the trainees during their practical training tour. The matter is under correspondence between the Government and the Central Committee, with regard to the salary and allowances payable to the guides. An early decision on this matter may be taken.

**IV. *Need for giving a more effective training in agricultural practices and methods to the Extension Officers who are trained at the Block Level Co-operative Officers' Training Centres***

One of the items included in the syllabus for the Block Level Co-operative Officers is "Rural Economics." Under "Rural Economics" the following subjects are expected to be taught to the trainees :—

Plants—various parts, their function and the way of taking food and kind of food taken and the effect of each kind on the growth.

Seeds—their selection and storage, etc., and germination and usefulness.

Recognition of plants and seeds—study of important crops of the State, their classification and cultivation, cost of production, income, profit and loss, etc.

Soil—its variations, fertility, classification and valuation.

Irrigation—methods of irrigation—water requirements of crops.

Manures—kinds, methods of preparation, times and quantity of application of crops, etc.

Fruit plants—nursery, method of plant propagation, cultivation and care of fruit crops, fruit preserves and products.

Live-stock—poultry, care, feeding, marketing, etc.

Dairy—dairy animals, care, feeding, clean milk production and milk products.

2. The nature of the subjects mentioned in para one is such that only an officer qualified in Agricultural Science and with practical experience, can do full justice in teaching them. It is understood that "Rural Economics" is now handled by an officer of the Co-operative Department. No doubt he can deal with some aspects of "Rural Economics" such as agricultural credit, agricultural marketing, rural and cottage industries, land tenures, etc. But the other aspects mentioned in para one which are of a technical nature, can be dealt with efficiently only by an agricultural officer. There is, therefore, an imperative need to associate an officer qualified in Agricultural Science and practice with the teaching staff of the training centre, to teach these subjects. The trainees are now taken to an agricultural farm in the course of training, where the working of the farm is explained to them. If an officer qualified in Agricultural Science is associated with the teaching staff, he can make this study tour more useful to the trainees.

#### B. ITEMS SUGGESTED BY THE REGISTRAR OF CO-OPERATIVE SOCIETIES, RAJASTHAN

##### I. *Short-term Refreshers' Courses for Senior Officers from time to time to acquaint with the trends of the Movement in the country*

The officers of the Co-operative Department undergo training at the Co-operative Training College, Poona. This course is for a period of six months. After training the officers are posted in the districts where they become engrossed in their day-to-day duties. Most of them possess little or no means of advancing their knowledge or being posted with the progress of the Movement even in their own country.

As it is, Co-operation is rapidly making headway throughout the world. In India the Socialistic Pattern of Society has been fixed as the ideal and to achieve that the co-operative methods of living and working find a very important place in our set-up. It is, therefore, very essential that the field officers should be equipped with the *modus operandi* of expanding the Movement in the different States.

It is, therefore, considered expedient that Refreshers' Courses of the officers which would go a long way to achieve our objective

should be held after interval of, say, three years. Such courses need not be of more than three to five weeks' duration.

II. *Relaxation in the educational qualifications for admission to the Subordinate Officers' Training Centres in respect of managers and secretaries of the large-sized societies*

The co-operative movement in many States like Rajasthan is in its infancy. Prior to the integration of the princely States, there existed no local arrangements for imparting training to the field workers, both officials and non-officials of the Co-operative Department. In 1951 a training school was started by the Rajasthan Government in Jaipur for imparting training to the subordinate officers. In October 1955 this centre took up the training programme sponsored by the Standing Sub-Committee for Co-operative Training from which month its expenses were also shared by the Government of India.

The question of imparting training to the managers and the secretaries of the large-sized societies cropped up as a result of the encouragement given to such societies as a part and parcel of the policy of implementation of the Second Five-Year Plan. The minimum educational qualification prescribed for admission to a Subordinate Officers' Training Centre is matriculation. Although there is no dearth of matriculates but the cases of the non-matriculate employees in the societies also deserve to be considered. These persons have acquired knowledge and experience of the actual working of the societies. Moreover, these persons are possessed of a rural bias generally which is an essential quality in a man who is required to work for the economic uplift of the rural masses. If only these persons are given the additional advantage of the training under the scheme adopted by the Central Committee, these persons would at any time be equal to, if not better than matriculates who are mostly fresh and raw from school while the latter are seasoned in the ups and downs of life.

It will, therefore, be in the interest of the Movement if the ban on a non-matriculate is removed and he is also allowed admission in the Subordinate Officers' Training Centres. A restriction may, however, be imposed that the non-matriculates should have put in at least two or three years in a co-operative institution. .

It sometimes even happens that the present workers, though non-matriculates, have acquired qualifications equivalent to matriculation, e.g., they have passed the Ratna, Bhushan, etc.

Further, if not for all times, this relaxation should continue for the next three to five years at least so that none of the old co-operators are compelled to go out of the field.

C. ITEMS SUGGESTED BY THE REGISTRAR OF CO-OPERATIVE SOCIETIES, WEST BENGAL.

1. *Provision for end-of-the-course examination at the Block Level Co-operative Officers' Training Centres*

*Extract from the Registrar's letter*

"It has been directed by the Central Committee in their letter No. ACD.TRG.1820/TS.13(vii)—58 dated 14-4-1958 that no final examinations should be undertaken at these centres although the system of conducting the final examination is being followed at the other Regional Co-operative Training Centres, viz., Ranchi, Madras, Meerut, etc. It is probably desirable that uniform policy may be adopted in this regard. Directly recruited officers are mostly sent to the Block Level Co-operative Officers' Training Centre at Kalyani and end-of-the-course examination would have been helpful in the matter of fixing their *inter se* seniority. Attention, in this connection, is invited to this office letter No. 44 dated 3-1-1958."

*Comments*

The question of the end-of-the-course examination was considered by the ninth meeting of the Standing Sub-Committee of the Central Committee for Co-operative Training held in November 1955. The Committee decided that "there should be class tests at periodical intervals, on the results of which the trainees should be given certificates at the end of the course."

Under the present practice, there is an end-of-the-course examination for the Intermediate Officers' Course conducted at the Regional Co-operative Training Centres. The final assessment of the trainees' performance during the course is, however, based not entirely on the end-of-the-course examination. Along with the end-of-the-course examination, periodical tests and practical training are also taken into account. The weightage attached to the end-of-the-course examination and periodical tests and practical training in the final assessment for the Intermediate Officers' Course is in the proportion of 70 : 30. A Diploma in Co-operation is also awarded to the successful candidates of the Intermediate Officers' Course.

In regard to the Block Level Officers' Course, the present practice, as instructed by the Standing Sub-Committee, is to hold periodical tests and to assess the performance of the candidate on the basis of monthly progress reports. If an examination is at all held at the end of the course, it ranks on par with other periodical tests. The final assessment of the candidate's performance during the course is based on his performance in the periodical tests and on the remarks he obtains in monthly progress reports. No diploma is awarded to the successful candidates of this course.

It has generally been the Central Committee's view that the end-of-the-course examination is not the proper method of assessing the candidates, especially in an in-service training course. The candidate is better judged by a continuous process of assessment carried on by the members of the teaching staff throughout the period of the course on the basis of their personal contact with the trainee and their assessment of his performance in various fields such as written tests, practical training, quality of notes prepared, part taken in discussion in the class-room, etc. Appropriate to this system of continuous assessment throughout the course, the candidate's performance is expressed not in terms of marks but in terms of grades like 'A', 'B', 'C', 'D' in the various items of assessment which are ultimately translated into such general categorisation as 'excellent', 'good', 'fair', and 'poor'. No doubt such categorisation is a broad one and not helpful in determining the *inter se* merit of the candidates bracketed in one category like 'good' or 'fair'. However, the process of continuous assessment throughout the course does not lend itself very well for giving marks to candidates as measure of their performance in the final assessment. Accordingly, the Central Committee had written to the Registrar of Co-operative Societies, West Bengal, in January 1958 that "In view of the nature of training given as also the nature of duties which are appropriate to these officers, assessment merely by means of the end-of-the-course examination according to the marks obtained therein will not be proper. However, the Principals were free to conduct periodical tests which were to be in the nature of accompaniment to the normal work of training, and a somewhat comprehensive test during the closing month providing for the award of marks. But the final assessment was to be made on the basis of their performance in the class and during the study tour throughout the training period rather than in any one examination.

"In these circumstances, we feel that the question of seniority of officers in the department should be decided on the basis of their actual discharge of duties rather than on their performance at the end-of-the-course examination."

It may also be noted that at the Conference of the Chairmen and Principals of the Regional and Block Level Co-operative Officers' Training Centres held in July 1958, it was agreed in regard to the assessment of the trainee's work at the Block Level Co-operative Officers' Training Centres that "the present method of assessment of the trainee's work was satisfactory; the categorisation of the trainees might be based on the following four criteria:

1. Written test
2. Performance in practical training
3. Class-room performance, and

4. General performance based on the monthly progress report.

The last should take into account not only the curricular performance but also the extra-curricular performance of the trainee.

It will be better to give under these headings only grades like 'A', 'B', 'C', 'D', etc."

The Central Committee may consider if a change in the existing system of assessment of the trainee's performance as elaborated in the recommendations of the Principals Conference requires any change.

2. *More detailed training in the business aspect of marketing societies*

*Extract from the Registrar's letter*

"Special Courses on Marketing Societies are conducted at the Regional Co-operative Training Centres at Ranchi, Meerut and other Centres, but it is felt that more emphasis should be laid on training of officers of the Co-operative Directorate and employees of marketing societies in the business aspect of marketing and in the technical aspect of grading and warehousing. It is understood that special arrangements had been made with Messrs. Lever Brothers Ltd., Bombay, for organising such a course in respect of marketing of groundnuts. It may be considered whether such specialised courses may be arranged in respect of marketing of paddy, jute and other cereals."

*Comments*

So far as a shift in emphasis towards business aspects of marketing is concerned, it will be seen that this issue has already been dealt with; it is proposed to introduce the subject of Business Management in the special courses on Co-operative Marketing conducted by the Central Committee at the Regional Co-operative Training Centres.

As regards the technical aspect of Grading and Warehousing, the subject was considered by the Standing Sub-Committee of the Central Committee for Co-operative Training in its fifteenth meeting held in February 1958. The Committee felt "that since the training required for warehousing personnel is technical and is concerned more with such subjects as 'proper maintenance of goods,' deterioration, infestation, etc., it might be proper for the Warehousing Corporation or other concerned bodies to make the necessary arrangements for such training. Co-operation of the Central Committee would always be available for handling such subjects as pertained to Co-operation, which may form part of the curricula of studies for the course."

### 3. *Syllabus for Junior Officers' Training Institutes*

*Extract from the Registrar's letter*

“Discussions regarding the syllabus for Subordinate Training Centres took place in the Conference at Bangalore and at Ranchi. It seems desirable that the syllabus should be finalised early.”

*Comments*

As will be observed from the note on item IV, the revision of the syllabus is before this meeting of the Central Committee for consideration.

### 4. *Fixation of pay of Officers of the Co-operative Directorate on deputation to Regional and Block Level Officers' Training Centres on the scale of the Central Committee for Co-operative Training*

*Extract from the Registrar's letter*

The Registrar of Co-operative Societies, West Bengal, has observed on this point “at present pay of officers of the Co-operative Directorate on deputation to Co-operative Training Centres managed by the Central Committee for Co-operative Training is fixed on the basis of their present salary plus 20 per cent of the same as deputation allowance. This pay is not attractive enough for really competent officers. It is suggested to the Central Committee for Co-operative Training that senior scale for lecturers and Principals be invariably allowed to such officers and their pay fixed on such scales with due regard to the last salary drawn by them in their service cadre.”

*Comments*

This is for the Committee's consideration.

PROCEEDINGS OF THE FIFTH MEETING OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING HELD ON 9TH SEPTEMBER 1958

*Present :*

1. Shri V. L. Mehta (*Chairman*)
2. Prof. D. G. Karve
3. Shri K. R. Damle, I.C.S.
4. Shri B. Venkatappiah
5. Shri A. Palaniappa Mudaliar, Registrar of Co-operative Societies, Madras.
6. Shri G. Viswanatham Chetti, Registrar of Co-operative Societies, Andhra Pradesh.
7. Shri A. K. Dutt, I.A.S., Registrar of Co-operative Societies, West Bengal.
8. Shri Niranjan Singh, I.A.S., Registrar of Co-operative Societies, Rajasthan.
9. Shri N. P. Chatterji, I.A.S., Registrar of Co-operative Societies, Uttar Pradesh.
10. Shri J. C. Ryan (*Member-Secretary*).

Shri K. Subrahmanyam Nayudu, Chief Officer, Rural Credit Section, State Bank of India, Bombay, Shri S. S. Puri, I.A.S., Registrar of Co-operative Societies, Punjab, Dr. A. U. Shaikh, I.A.S., Registrar of Co-operative Societies, Bombay State, and Shri R. V. Madhusudan Rao, I.A.S., Additional Registrar of Co-operative Societies, Andhra Pradesh, attended by special invitation. Shri R. G. Saraiya, Shri B. Mukerjee, I.C.S., Joint Secretary, Ministry of Community Development, Shri B. G. Rao, I.C.S., Joint Secretary, Planning Commission, had intimated their inability to attend the meeting. Shri K. D. Malaviya, President, All-India Co-operative Union, could not attend.

Shri V. L. Mehta, Chairman, welcoming Shri H. V. R. Iengar, Governor, Reserve Bank of India, who had been invited to initiate the meeting, thanked him for sparing time to give the benefit of his views on matters pertaining to co-operative training to the members of the Central Committee. He particularly appreciated the various observations that the Governor was reported to have made at a recent Press conference regarding the provision of rural credit and the progress of training arrangements for co-operative personnel. These indicated the keen interest taken by the

Governor in the problems of training and co-operative progress with which the Committee was concerned. Referring to some of the important developments that had taken place since the Central Committee met last in January 1957, the Chairman said that one of the most important developments was the extension and expansion of the scheme of agricultural credit including facilities for training personnel. All programmes of expansion had very large financial implications and accordingly the programme of training facilities involved large amounts of expenditure and he expressed his satisfaction with the way demands for funds were being met by the Central Banking authority and the Government of the country.

The Chairman then referred to the increase of training facilities since the Committee was formed in November 1953, and welcomed the growing use that had been made of those facilities by most States. He expressed the hope that States which appeared to lag behind would make up in the coming years. The Chairman specially emphasised the need for suitable accommodation for the training centres, and in that connection stated that the present housing of the College at Poona needed urgent improvement.

Referring to the programmes of expansion, the Chairman mentioned the arrangements for training the personnel of industrial co-operatives which were being contemplated. He recalled that the Government of India had appointed a Working Party presided over by the Chief Officer of the Agricultural Credit Department, to go into the special requirements of the industrial co-operatives and that its report had been recently submitted. Shri Mehta also referred to the scheme of providing audio-visual instruction to the trainees which the Central Committee have taken up recently.

Shri H. V. R. Iengar, Governor of the Reserve Bank of India, addressing the Committee, expressed appreciation of the fact that the Committee had adopted a flexible approach in regard to its methods of training. One particular feature which had been adopted by the Committee was the increasing use of seminars and discussions as a method of instruction in the various subjects. Alluding to the working of the Administrative Staff College at Hyderabad he expressed the opinion that fundamentally trainees do not need lectures so much as good discussion. In this connection he referred to the suggestions made by Prof. A. F. Laidlaw, Consultant under the Colombo Plan with the Central Committee and Sir Malcolm Darling, who visited India at the request of the Planning Commission, for improving the training scheme and expressed satisfaction regarding the readiness of the Committee to accept and implement several of these recommendations. In his

remarks the Governor referred to the impressive growth of the Central Committee's activities in response to requirements and exigencies. He added that the very practical scheme that had thus been evolved from stage to stage would no doubt be even further streamlined as and when that was appropriate. He noted that in the five years of its existence the Committee had trained over 13,125 personnel of different categories and as many as 3,620 are undergoing training at the moment in about 60 training centres located in different parts of the country..

The Committee then took up the various items on the agenda for consideration.

**ITEM I: REVIEW OF PROGRESS MADE AT THE VARIOUS CO-OPERATIVE TRAINING CENTRES**

General satisfaction was expressed with the manner in which the various States had made use of the training facilities available. It appeared that the short-falls in several cases had occurred not so much on account of the lack of appreciation on the part of the States of the facilities available but the inadequate progress in the implementation of the various programmes for co-operative development in the States, as was evident in the case of co-operative marketing and Block Level Co-operative Officers. In the latter case the short-fall, compared to the original targets fixed when the training arrangements for extension workers were formulated, was primarily due to the rephrasing of the programme for covering the entire country with National Extension Blocks so as to be spread over a further period of two or three years. Consequent on this the States would require the continuation of the existing facilities for a few years more beyond the original five-year period. It was agreed that the Secretariat should examine the training arrangements for Block Level Extension Officers in the light of recent developments in consultation with the appropriate Ministries in the Government of India.

The Chairman of the Standing Sub-Committee explained the various steps taken for preparing suitable text books for the use of the training centres and the proposed scheme for a Book Fund with a grant of rupees one lakh from the Government of India. During the discussion, it was agreed that a bibliography of suitable books available in regional languages should be compiled and the information should be made available to the States. With a view to avoiding duplication in the preparation of text books, the details of the scheme now under scrutiny by the Government of India should be made known to the Registrar of Co-operative Societies of the different States.

Dealing with the question of assessment of the work of trainees in the Block Level Co-operative Officers' Course in broad categories, and the difficulty faced by certain States in the matter of fixing seniority of the trainees in the absence of any regular marking system, it was clarified that the training institutions of the Central Committee would not be able to indicate any definite order of seniority in service for the candidates on the strength of their performance at training institutions. The seniority of the candidates should continue to be decided on the normal basis of service rules in each State, such as the rank given at the time of selection by the Public Service Commission or by the actual performance of the candidates after being posted for duty. Incidentally, the procedures adopted in different States for the recruitment of Block Level Co-operative Officers and the payment they get during the period of training came up for discussion. In several States only officers who were already in Government service were deputed for the course. They received stipends from the Central Committee in addition to the pay from the Department. In other States, the candidates were selected by the Public Service Commission and before regular appointment they were sent to the training centre to be appointed on satisfactory completion of training. During the period of training they would receive only the stipend and other concessions that were available under the scheme of the Central Committee. It was decided that a detailed note regarding the various practices in the different States should be prepared to facilitate re-examination of the question.

One of the Registrars expressed the view that in the various programmes for training under the Community Development Scheme, the subject of Co-operation was not being given due emphasis. It was decided that efforts should be made to see that training in Co-operation was of the required standard and for this purpose the Community Development Ministry might be contacted so that the Central Committee could, if necessary, assist them in their programme.

**ITEM II: CONSIDERATION OF THE PROCEEDINGS OF THE VARIOUS  
STANDING SUB-COMMITTEE MEETINGS**

Proceedings of the various meetings of the Standing Sub-Committee were recorded.

**ITEM III: CONSIDERATION OF THE PROCEEDINGS OF THE CONFERENCE OF CHAIRMEN OF THE LOCAL COMMITTEES AND PRINCIPALS OF THE TRAINING CENTRES HELD ON 18TH AND 19TH JULY 1958  
AT BOMBAY**

Proceedings of the Conference of Chairmen of the Local Committees and the Principals of the Training Centres were considered and recorded.

ITEM IV: REVIEW OF THE TRAINING ARRANGEMENTS FOR THE JUNIOR CO-OPERATIVE OFFICERS—SOME POINTS ARISING OUT OF THE RECENT CONFERENCES OF JUNIOR CO-OPERATIVE TRAINING SCHOOLS

Proceedings of the Conference of the Junior Co-operative Officers' Training Schools held at Bangalore, Ranchi and Patiala reviewing the training arrangements for the Junior Co-operative Officers were considered and recorded for suitable action. In this connection the following observations were specifically made.

(1) It was felt that the subject of grants for buildings for all the training centres should be further 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.

(2) It was felt by some Registrars that the allotment of Rs. 60 per trainee per course for travelling allowance was too little both for a useful programme of practical training and also in view of the increasing cost of travel; similarly, the allotment for T.A. to staff was also felt to be inadequate. It was agreed that these points will be further examined and suitable action taken.

ITEM V: ITEMS SUGGESTED BY THE REGISTRARS OF CO-OPERATIVE SOCIETIES OF DIFFERENT STATES FOR CONSIDERATION OF THE CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING

A : *Suggestions received from the Registrar of Co-operative Societies, Madras*

(1) *Upgrading of the posts of the Principal of the Regional Co-operative Training Centre and the Block Level Co-operative Officers' Training Centre*

It was explained that the selection for appointment as Principal depended on the suitability of the person rather than on the specific grade in service. In view of the fact that the salary of the Principals of the Regional and Block Level Training Centres was fixed at the appropriate stage in the scale of Rs. 500-50-1,000, there was no need to have any change in the present practice in making these appointments.

(2) *Financial assistance for the construction of building and hostel for the Junior Co-operative Officers' Training Centres*

Already covered under Item III.

- (3) *Appointment of Co-operative Sub-Registrars as guides for the trainees during practical training—terms and conditions*

It was explained that the proposal for appointing Departmental Officers for guiding batches of trainees during practical training was still under examination.

- (4) *Need for giving a more effective training in agricultural practices and methods to the Extension Officers who are trained at the Block Level Co-operative Officers' Training Centres.*

It was explained that under the present arrangements in several of the training centres, Agricultural Officers were being closely associated with instruction in agricultural topics. Wherever this was not so, suitable steps would be taken to ensure satisfactory arrangements.

**B : *Item suggested by the Registrar of Co-operative Societies, Rajasthan***

(1) The Committee was in agreement with the proposal of the Registrar of Co-operative Societies, Rajasthan, regarding the organisation of short Refresher Courses for senior officers from time to time to acquaint them with the trends of the Movement in the country at large. This matter would be further examined by the Standing Sub-Committee.

(2) The Resolution of the Seventh Standing Sub-Committee provided for admitting non-matriculates with not less than three years' experience in the Junior Officers' Training Centres. This meets the demand made by the Registrar.

**C : *Items suggested by the Registrar of Co-operative Societies, West Bengal***

The Registrar of Co-operative Societies, West Bengal, did not press the various points in his notes, as they had already been dealt with in one way or another under other items.

**ITEM VI : ANY OTHER MATTER RAISED WITH THE PERMISSION OF THE CHAIRMAN**

The Member-Secretary, Central Committee for Co-operative Training, read a letter received from Shri K. D. Malaviya, President, All-India Co-operative Union, in which he had enquired whether he had been invited as the President of the All-India Co-operative Union and had suggested that someone else besides the President might represent the All-India Co-operative Union on the Central Committee. The Secretary had informed Shri Malaviya

that the invitation had been sent to him in his capacity as President of the All-India Co-operative Union and not on an *ad hoc* basis and that similar invitations were also sent in the past to Shri R. G. Saraiya and the late Shri Syamnandan Sahaya when they were Presidents of the All-India Co-operative Union. The Committee felt that it was not necessary for any institution to be represented by more than one member and that the President of the All-India Co-operative Union was being treated as an ex-officio member of the Committee.

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

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*Notes and Proceedings relating to Thirteenth to  
Sixteenth Sub-Committee Meetings*

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

(27th June 1957, at the Reserve Bank of India Building, Bombay)

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AGENDA

NOTES

- I Review of the action taken on the proceedings of the last (twelfth) meeting of the Standing Sub-Committee.
- II Review of progress made in the schemes of training.
- III Regional Conferences of subordinate training schools.
- IV Progress in purchase of premises for the Poona Centre.
- V Consideration of the proposal to construct additional buildings at the premises of the Madras Regional Training Centre.
- VI Arrangements for intensive practical training—Appointment of guides, etc.
- VII Consideration of action to be taken in respect of candidates at the Block Level Co-operative Officers' Training Centres who have not completed the course satisfactorily.
- VIII Introduction of "Extension Methods" in the curriculum of the Block Level Co-operative Officers' Training Course.
- IX Consideration of a proposal for instituting a Provident Fund Scheme for directly recruited employees of the Central Committee for Co-operative Training.
- X Audit of accounts of the training centres.

**NOTE I****REVIEW OF ACTION TAKEN ON THE PROCEEDINGS OF THE LAST (TWELFTH) MEETING OF THE STANDING SUB-COMMITTEE****ITEM I: REVIEW OF FURTHER ACTION TAKEN ON THE PROCEEDINGS OF THE ELEVENTH MEETING OF THE STANDING SUB-COMMITTEE**

As desired by the Standing Sub-Committee, the Community Projects Administration was addressed to consider the extension of the period of training for the Block Level Co-operative Officers' Training Centres from 10 months to 11 months. This has since been agreed to and the State Governments have been advised accordingly. The period of training will be 11 months including one month of vacation, and during the period of vacation the trainees will not be eligible for any stipend. They will, however, be eligible for travelling allowance to go home and return to the Centre.

**ITEM II: REVIEW OF THE PROGRESS MADE AT THE VARIOUS CO-OPERATIVE TRAINING CENTRES**

While discussing the progress of the training arrangements at the Madras Regional Co-operative Training Centre, the Committee recommended that steps should be taken to put up suitable additional structures at the premises of the centre as early as possible in view of the urgent need for instituting a number of additional courses at the Centre. Action is being pursued and the details of the steps taken in this connection are given in the Note v.

**ITEM III: CONFERENCE OF THE CHAIRMEN OF LOCAL COMMITTEES AND PRINCIPALS OF CO-OPERATIVE TRAINING CENTRES**

The Conference of the Chairmen of the Local Committees and the Principals of various training centres was held at Bombay on 17th, 18th and 19th December 1956. The proceedings of the Conference were submitted to the Central Committee for their consideration and they were recorded.

**ITEM IV: ARRANGEMENTS FOR THE TRAINING OF PERSONNEL REQUIRED FOR THE WAREHOUSING CORPORATIONS**

We have not yet received any suggestion from the Warehousing Board regarding the arrangements necessary for training the personnel of the Warehousing Corporations.

**ITEM V: PROPOSAL TO ORGANISE A SECOND REFRESHER COURSE FOR THE INSTRUCTORS AT EXTENSION TRAINING CENTRES**

A refresher course was arranged at the Block Level Co-operative Officers' Training Centre, Kotah, from 24th November 1956 to 4th January 1957. Total number of officers trained was 26.

**ITEM VI: REQUEST FROM UTTAR PRADESH TO ORGANISE A SECOND CENTRE IN THE STATE FOR TRAINING THE BLOCK LEVEL CO-OPERATIVE OFFICERS OF THE STATE**

The Government of Uttar Pradesh were informed of the decision that the surplus candidates who could not be admitted at Faizabad might be deputed to Dhuri Training Centre. This was accepted by the Government of Uttar Pradesh, and accordingly 44 trainees were deputed to the Dhuri Centre for the current course.

**ITEM VII: PAYMENT OF HONORARIUM FOR LECTURES GIVEN BY THE GOVERNMENT OF INDIA OFFICERS ON CO-OPERATIVE MARKETING**

The question of payment of suitable honorarium for lectures arose in connection with the deputation of officers from the Directorate of Marketing and Inspection, Government of India, for delivering special lectures at the Meerut Regional Training Centre. The Committee sanctioned the payment of honorarium to these officers as a special case on the ground that these lectures formed part of the normal instructions and were delivered by the officers in the absence of qualified lecturers who could not be appointed in time. At the same time the Committee made it clear that lectures delivered by guests for broadening the experience and knowledge of trainees as distinct from normal instructional lectures would continue to be on a purely courtesy basis. This decision has been communicated to all the training centres.

**ITEM VIII: CONSIDERATION OF THE FORM OF CERTIFICATES FOR THE SPECIAL COURSE ON CO-OPERATIVE MARKETING**

Necessary action has been taken and the form of certificate approved by the Standing Sub-Committee has been introduced.

**ITEM IX: BRINGING TO THE NOTICE OF THE COMMITTEE THE RECOMMENDATIONS OF THE MUSSOORIE CONFERENCE**

No action.

**ITEM X: CONSIDERATION OF A PROPOSAL THAT COST OF COOKS, ETC., AT THE TRAINING CENTRES BE MET BY CENTRAL COMMITTEE—HYDERABAD PROPOSAL**

The decision of the Sub-Committee that the cost of the cooks could not be borne on the establishment of the training centre has been communicated to the Block Level Co-operative Officers' Training Centre, Hyderabad.

## NOTE II

## REVIEW OF PROGRESS MADE IN THE SCHEMES OF TRAINING

## 1. Senior Officers' Course

At the time of the last meeting, the ninth course of the Senior Officers' Training Classes was in session at the Poona Training College. This came to a close on 2nd March 1957. The tenth session commenced on 18th March 1957 with 40 candidates. Details of candidates recommended by various Registrars and admitted to the course are appended (Appendix 34). From this it will be seen that as against 32 departmental and 15 institutional candidates who were recommended, 29 and 12 respectively were admitted. Three departmental and three institutional candidates had to be refused admission either because they were ineligible or the requests were received too late. One candidate admitted to the course failed to report.

## 2. Intermediate Officers' Course

The stage of progress in the training of the intermediate grade personnel at each of the five Regional Co-operative Training Centres is given below:—

Centre	States served	No. of the current course	Date of commencement of the course	Date of conclusion of the course	Number of candidates admitted		
					Departmental	Institutional	Total
1. Poona ..	Bombay	IV	2-7-56	30- 6-57	31	14	45
2. Madras ..	Madras, Andhra, Kerala, Mysore	III	2-7-56	31- 5-57	27	17	44
3. Ranchi ..	Bihar, Orissa, West Bengal, Assam, Manipur, Tripura	III	1-8-56	30- 6-57	34	1	35
4. Indore ..	Rajasthan, Madhya Pradesh	II	16-1-57	15-12-57	34	8	42
5. Meerut ..	Uttar Pradesh, Punjab, Jammu and Kashmir, Delhi, Himachal Pradesh	II	15-2-57	14- 1-58	10	13	23

It may be seen that while the centres at Poona, Madras and Indore received almost the full complement of candidates (normal capacity being 45), the number at Ranchi and Meerut was low. The State-wise composition of candidates for the current session at Ranchi is as follows: 18 candidates from Bihar, five from Orissa, four from Assam, two from Manipur, five from Tripura and one from West Bengal. An analysis of admissions for the previous two courses also at the Centre (Appendix 35) reveals, firstly, that West Bengal have not made much use of the training facilities at the Centre, and, secondly, that the number of institu-

tional candidates from all the States has been comparatively small. The reason for the apathy of West Bengal to send candidates to Ranchi is to some extent explained in the State Government's letter to the Principal dated 27th May 1957; an extract of which is given below: "The category of officers entitled to the Intermediate Officers' Course is that of inspectors of co-operative societies. The next batch of directly recruited inspectors will receive training in the Block Level Co-operative Officers' Training Centre at Kalyani, while auditors will receive training as for subordinate personnel at the Co-operative Training Institute, Uttarpara." They have, however, intimated to us that a few institutional candidates will be deputed to this course.

Similar is the case at the Meerut Centre. As may be seen from details of candidates at Appendix 36, Uttar Pradesh and Punjab have not sent any departmental candidates for training. While no specific reasons are available for the absence of candidates from Uttar Pradesh, the Punjab Government have informed us that their recruitment of candidates and the date of commencement of the course at Meerut did not synchronise. The issue has been discussed with the Registrar of Co-operative Societies, Punjab, who has agreed to properly adjust the recruitment programme.

In the case of Madras also, the State Government have not deputed so far any departmental candidate for training at the Regional Co-operative Training Centre. The Central Committee which examined the position at its third meeting held in January 1956 suggested that it would be desirable for the Co-operative Sub-Registrars, particularly those directly recruited, to be suitably trained at these centres and that this might be facilitated by altering the existing rules of probation so as to include the period at the training centre as part of the probation period. This suggestion has been conveyed to the Government of Madras for suitable action.

### 3. *Special Courses*

#### (1) *Co-operative Marketing*

Arrangements for the organisation of special courses on Co-operative Marketing on the lines approved by the Committee at its last meeting have been completed at the four centres at Poona, Madras, Meerut and Ranchi. The course at Poona, Madras and Meerut is of four months' duration intended to train candidates who are already in service under Government or co-operative institutions and have sufficient experience in regard to Co-operation. The course at Ranchi is for a longer duration of

six months and is intended for comparatively fresh recruits, the extra two months being needed for imparting training in general principles of Co-operation. A similar course is to be held at the Training Centre at Indore also. The arrangements at Indore have been delayed owing to the difficulty of getting suitable accommodation for holding classes and for the hostel. The Government of Madhya Pradesh have been moved in the matter.

Under the above arrangements, the various States have been grouped in the following manner for being served by each centre in respect of the Co-operative Marketing Course:

<i>Centre</i>	<i>States served</i>
Poona ...	Bombay, Madhya Pradesh, Rajasthan, Mysore.
Madras ...	Andhra, Kerala, Madras, West Bengal, Orissa.
Meerut ...	Assam, Bihar, Uttar Pradesh, Punjab, Jammu and Kashmir, Himachal Pradesh, Delhi, Tripura, Manipur
Ranchi ...	All States
Indore ...	All States

} (for comparatively new recruits)

Since the Committee met last, two more courses on Co-operative Marketing have been held at each of the centres at Poona and Meerut. Details of candidates admitted to these courses are shown in Appendices 37 and 38.

The first course on Co-operative Marketing at the Training Centre at Madras commenced on 15th June 1957 with 29 candidates, of whom 15 were from Andhra, 10 from Madras, two from Orissa and one each from West Bengal and Kerala. While the number of seats to this course had to be limited to 30 due to lack of hostel accommodation, there was no case of refusal of admission as only 29 candidates were recommended by the Registrars concerned.

At Ranchi, the first course on Co-operative Marketing of six months' duration for fresh recruits commenced on 15th May 1957. As many as 98 applications were received against 40 seats, and 53 were admitted. State-wise break-up of applications received and candidates admitted are given in Appendix 39.

## (2) *Land Mortgage Banking*

In the last review it was mentioned that at least two courses on Land Mortgage Banking should be conducted at the Regional Co-operative Training Centre, Madras, every year after the com-

pletion of the *ad hoc* course on 15th October 1956. Accordingly, one session was held from 5th November 1956, to 19th March 1957, and a second session has commenced on 5th June 1957. Details of candidates admitted from various States to the above three courses are given in Appendix 40 to the note. It is expected that every year about 80 candidates will be trained in this course.

A suggestion has been received from the Principal, Regional Co-operative Training Centre, Madras where the land mortgage banking course is conducted, that the period of practical training in land acquisition work could with advantage be reduced from one month to 15 days, thereby reducing the total period of the course from  $4\frac{1}{2}$  months to four months. At present the period of  $4\frac{1}{2}$  months' training is distributed as follows:

Theory classes	...	...	...	...	1 month
Survey training	...	...	...	...	1 month
Land acquisition training	...	...	...	...	1 month
Study in primary land mortgage banks	...	...	...	...	1 month
Study in central land mortgage banking	...	...	...	...	15 days

The Principal's suggestion has been based on the opinion of the lecturers who guided the trainees and the revenue officers under whom they were trained. The suggestion was referred to the Registrars of Madras and Andhra Pradesh for their opinion. The former has already agreed and the latter's reply is awaited.

#### 4. Block Level Co-operative Officers' Training Course

The first course of training at all the Block Level Co-operative Officers' Training Centres has been completed. The second course has started at all the centres, except Kalyani where it is expected to commence from 1st July 1957. Details of candidates trained in the first course and admitted for training in the second course are given in Appendix 41.

At the Block Level Co-operative Officers' Training Centre, Tirupati, where short courses of  $3\frac{1}{2}$  months' duration are being conducted for the experienced personnel of Madras and Andhra States, two more sessions (bringing the total to four) have been completed, and the fifth session had commenced on 23rd May 1957. It is noticed that while Madras were able to depute full quota of 25 candidates, only 10 candidates out of the quota of 15 selected by Andhra Pradesh have joined the course.

Similar short course of  $4\frac{1}{2}$  months' duration has been organised at the Block Level Co-operative Officers' Training

Centre, Dhuri, for experienced candidates from Punjab. Two courses have been organised so far in which 38 candidates have been trained. It is expected that the course may have to be repeated to enable 88 more candidates from Punjab to be trained in this manner. These 88 candidates are reported to have already had basic training in Co-operation.

It may be mentioned that the members of Local Committee for the Block Level Co-operative Officers' Training Centre, Kalyani, desired that to tone up the efficiency of the Centre, it was necessary to change the Principal and appoint a suitable person in his vacancy.

The Local Committee had suggested the name of Shri R. R. Goswami who was in the Co-operative Department for some time. However, the Registrar of Co-operative Societies, West Bengal, has now stated that Shri Goswami will not be suitable, having regard to the qualifications required for the post and in consultation with the Chairman of the Local Committee (Development Commissioner, West Bengal) and Co-operation Secretary, has suggested another, Shri D. B. Mukherjee, an Assistant Registrar. He is stated to be 30 years' old, holds a Master's degree and had some teaching experience before he was appointed as Assistant Registrar in 1951. His present pay is Rs. 350. This candidate *prima facie* satisfies the requirements for the post of Principal. But the affairs of the Kalyani Centre should be, for the present at least, in the hands of a person with sufficient experience of teaching and administration. It may be mentioned in this connection that recently the Registrar of Co-operative Societies, Manipur, brought to our notice that a candidate from that State who was trained in the first course at Kalyani was found unable to write accounts or direct arrangements for organising a society though the final assessment report on this candidate given by the Principal shows him as good. The need for a very efficient Principal for the Centre is obvious. One possibility of putting the Centre in order will be to post Shri Sen Gupta who belongs to the West Bengal Co-operative Department, and who is at present working as Principal of the Regional Training Centre, Ranchi, as Principal at the Kalyani Centre. Shri Sen Gupta has three years' experience as Principal at Ranchi and his work has been quite good. Consequential arrangements can be made to fill up his place at Ranchi.

One fact which may be taken note of in connection with the Block Level Officers' training is that the demands of the States for training them bear very little relation to the quota which had been prescribed for each State in consultation with the Community Projects and National Extension Service

organisation. Thus, while in respect of some States there is a very much larger demand for training, deputation from certain other States falls far short of the quota that had been allotted to them. For instance, the Kerala Government deputed only four candidates as against their original quota of 20 for the second course at the Hyderabad Training Centre. Mysore has not found it possible to depute any candidate so far. On the other hand, Rajasthan had requested us to allot to them 20 seats for the second session which has since commenced at the Kotah Training Centre over and above their normal quota of 34. Similarly, the Government of Bombay have requested facilities for training 100 candidates as against their original requirements of 80 candidates. It is also learnt that the Government of Bombay would like to have one extra session at Bhavnagar to impart training to some 80 candidates whom they desire to train in addition to their yearly quota. In the case of Uttar Pradesh too, their requirements appear to be about 200 as against their quota of 135 candidates per annum.

We do not know why such wide variations from the prescribed quotas have occurred, although some of them might perhaps be due to the changes consequent on the reorganisation of the States. In any case it appears desirable that the quota for each of these States should be examined again by the Ministry of Community Development, taking into account the number of blocks that are to be established during the Plan period in each State. This would help the Committee to programme for the arrangements for training at each of the training centres in greater conformity with requirements.

##### 5. *Subordinate co-operative personnel*

The scheme for the training of subordinate co-operative personnel has now been adopted by all the States in the Indian Union. With the approval of the schemes received from Mysore and West Bengal, there is no State now which is left out of the scheme except Jammu and Kashmir. The Registrar of Co-operative Societies of that State has informed us that he has submitted a scheme on the lines approved by us to his Government and it is awaiting their approval. Efforts are being made to get the scheme expedited. Even amongst the Centrally administered areas, it is only Tripura which has no separate arrangements for the training of subordinate co-operative personnel. The West Bengal Government have agreed to make the necessary arrangements for the training of the personnel from Tripura. Delhi is shortly commencing a Subordinate Training School. In Himachal Pradesh, no school exists at present though a class was organised

in 1955. It is, however, possible to afford adequate training facilities for Himachal Pradesh candidates in the proposed school at Delhi.

There are 40 subordinate co-operative training schools now functioning under the scheme in the various States as shown below:

<i>State</i>						<i>No. of schools</i>
1. Bombay	...	...	...	...	...	6
2. Madras	...	...	...	...	...	4
3. Andhra	...	...	...	...	...	4
4. Uttar Pradesh	...	...	...	...	...	6
5. Madhya Pradesh	...	...	...	...	...	3
6. Orissa	...	...	...	...	...	2
7. Punjab	...	...	...	...	...	2
8. Bihar	...	...	...	...	...	3
9. Kerala	...	...	...	...	...	2
10. Mysore	...	...	...	...	...	3
11. Rajasthan	...	...	...	...	...	1
12. Manipur	...	...	...	...	...	1
13. West Bengal	...	...	...	...	...	2
14. Assam	...	...	...	...	...	1
					Total ...	40

Normally, the capacity of each of these schools is placed at 160 candidates a year in two batches of 80 every six months. However, in some of the small States, prior to their reorganisation, separate schools had been organised with a capacity of only 80 a year, that is, on the basis of 40 per course of six months. The number of such schools is only six. In Madras and Andhra the period of training is longer, viz., 11 months for institutional and 12 months for departmental candidates. But some of the schools have admitted about 160 candidates per year per school. The total capacity of all the schools is, therefore, about 5,000 per year. It is estimated that about 6,000 candidates have been trained in these schools during the two years 1955-56 and 1956-57 in which the scheme has been in operation.

#### 6. *Training of non-officials of co-operative societies*

In the last review it was mentioned that the All-India Co-operative Union had drawn up a scheme for member-education

which would be extended at the rate of 55 units each year during the Second Five Year Plan period. This scheme was forwarded to the Committee for comments and we resubmitted it to the Government of India agreeing with the scheme and giving our suggestions thereon. The Ministry of Agriculture have since approved the scheme.

The All-India Co-operative Union was sanctioned a grant-in-aid of Rs. 36,950 for the financial year ending 31st March 1957, for the reorganisation of their office to look after the scheme and for conducting a refresher course for the instructors who are to be put in charge of the training units in the various States. The Union conducted the training course for the Instructors at Dohai, in Uttar Pradesh for two months from 9th March 1957. The Government of India have also sanctioned grants-in-aid to 16 States covering in all 55 District units for the period ending 31st March 1957, as indicated below:

<i>Name of the State</i>	<i>No. of districts</i>	<i>Amount sanctioned Rs.</i>
1. West Bengal ... ..	3	3,240
2. Mysore ... ..	4	4,020
3. Rajasthan ... ..	5	4,800
4. Himachal Pradesh ... ..	1	1,680
5. Manipur ... ..	1	1,680
6. Tripura ... ..	1	1,680
7. Andhra Pradesh ... ..	4	4,020
8. Assam ... ..	2	2,460
9. Bihar ... ..	3	3,240
10. Bombay ... ..	6	5,580
11. Kerala ... ..	2	2,460
12. Madhya Pradesh ... ..	7	6,360
13. Madras ... ..	2	2,460
14. Orissa ... ..	3	3,240
15. Punjab ... ..	4	4,020
16. Uttar Pradesh ... ..	7	6,360
<b>Total ...</b>	<b>55</b>	<b>57,300</b>

The grant-in-aid sanctioned represents the cost of inspectors to be in charge of these units at the rate of one inspector for each

unit and a Development Officer to be attached to the State Co-operative Union to assist them in their general activities. The Government of India bear the entire expenditure on this staff.

It will, however, be remembered that before the formulation of the above scheme (of the All-India Co-operative Union now sanctioned by the Government of India), we had called for schemes for member-education from various State Governments, and, as decided by the Standing Sub-Committee at its tenth meeting, forwarded them with suitable comments to the Ministry of Food and Agriculture for sanction. The Chairman of the Standing Sub-Committee had, therefore, informed Shri Krishan Chand, Joint Secretary, Ministry of Food and Agriculture, that "in selecting the areas now under consideration, care should be taken to see that the newer scheme strengthens the efforts which are now being made, and is integrated with the whole plan of co-operative training of non-officials in each State." We had no information about the details of the scheme in respect of which sanctions had been issued by the Ministry as, for instance, on what basis the number of districts had been selected for each State, etc. Nor had the Ministry informed us whether the schemes of the States approved and forwarded by us to the Ministry had been sanctioned grant-in-aid or the matter was receiving their consideration. This was fully discussed at the fourth meeting of the Central Committee, and accordingly the Government of India were addressed to intimate the position.

In reply we have received a copy of the circular addressed by the Central Government to all the State Governments wherein it is stated that in case they wished to organise additional units, the Central Government would consider their case for financial assistance, the pattern of which would be the same as that in the case of the All-India Co-operative Union's scheme (copy of the circular is given at Appendix 42). It is presumed that the State Governments will be forwarding their applications direct to the Ministry of Agriculture. We have asked the Ministry to keep us informed of the progress in the matter.

#### *7. Second Refresher Course for the instructors in Co-operation at the Extension Training Centres*

As decided by the Standing Sub-Committee at the last meeting, the second Refresher Course for the instructors in Co-operation in the Extension Training Centres was conducted at the Block Level Co-operative Officers' Training Centre, Kotah, from 24th November 1956. The course lasted for a period of six weeks, the last two weeks being devoted for study tour consisting

of visits to co-operative societies in Bombay State. A report on the working of this course is appended to this note as Appendix 43.

8. *Conference of Principals of Regional Training Centres held at Bangalore on 23rd and 24th January 1957*

The Conference of Chairmen of Local Committees and Principals of the Training Centres, which was held in Bombay in December 1956, emphasised the importance of practical training in view of the need to get efficient personnel to take full charge of their duties immediately after their training. This was felt particularly in respect of such specialised courses as the training in marketing. In order to give effect to this and draw up a proper programme of practical training in co-operative marketing, a meeting was convened of the Principals of the Regional Training Centres at Bangalore on the 23rd and 24th January 1957.

This Conference discussed the objectives of the training programme, the method of training, the contents of a model programme and the supervisory and administrative problems connected with it and made several recommendations in these regards. A copy of the proceedings of the Conference is appended (Appendix 9).

Some of the suggestions of the Conference like the division of the class into small batches for purposes of practical training, intensive training in a few selected societies, etc., have been kept in view in the programme of training that have been drawn up since.

9. *Proceedings of the Local Committee Meetings*

Proceedings of the following meetings of the Local Committees for the training centres were received and dealt with by the Secretariat suitably:

<i>Name of the centre</i>						<i>Date of meeting of the Local Committee</i>
Poona	...	...	...	...	...	25- 6-1956 27-10-1956 21- 1-1957
Madras	...	...	...	...	...	29- 5-1956 28- 8-1956 12- 3-1957
Ranchi	...	...	...	...	...	6- 4-1956 15- 7-1956 21-11-1956 8- 4-1957

<i>Name of the centre</i>						<i>Date of meeting of the Local Committee</i>
Meerut	...	...	...	...	...	20- 9-1956
						30- 1-1957
Indore	...	...	...	...	...	13- 6-1956
						26- 9-1956
						8- 4-1957
Kalyani	...	...	...	...	...	29- 5-1956
						8- 10-1956
Gopalpur-on-Sea	...	...	...	...	...	30- 5-1956
						28- 8-1956
						28- 2-1957
Kotah	...	...	...	...	...	2- 1-1956
						10- 6-1956
						24- 9-1956
						31-12-1956
Hyderabad	...	...	...	...	...	15-10-1955
						13- 2-1956
						28- 1-1957
Bhavnagar	...	...	...	...	...	23- 1-1956
						31- 3-1956
						24- 8-1956
						7- 12-1956
Faizabad	...	...	...	...	...	27- 8-1956
						28-12-1956
Tirupati	...	...	...	...	...	12- 6-1956
						18-11-1956
						20- 3-1957
Dhuri	...	...	...	...	...	16- 7-1956
						22-10-1956
						1- 3-1957

The budgets of all training centres were also scrutinised and approved.

### NOTE III

#### REGIONAL CONFERENCE OF SUBORDINATE TRAINING SCHOOLS

The tenth meeting of the Standing Sub-Committee held on the 25th February 1956 considered certain proposals received from the Registrar of Co-operative Societies, Madhya Bharat, regarding the desirability of convening a conference of Subordinate Co-operative Training Schools in the Hindi-speaking areas. It was, however, decided that it was not possible for the Central Committee for Co-operative Training to organise such a conference at that stage.

2. Now that the subordinate training schools under the scheme of the Central Committee are functioning in all the States in the Indian Union, it is felt that it would be advantageous to examine the working of these institutions and convene for this purpose a meeting or meetings of those in charge of the subordinate training schools, as was done in respect of the Regional and Block Level Co-operative Training Centres. The discussion of the problems of the subordinate training institutions is even more necessary than those of the regional centres, because :

(1) The arrangements in the different States for the training of the subordinate category of personnel are not on a uniform basis from the point of view of duration, content of the course, administrative arrangements and even with regard to the category of personnel trained.

(2) In the case of the Regional Training Centres some degree of periodical appraisal is automatically secured, and the Central Committee kept in touch with the progress, through the Local Committee meetings. The subordinate training institutions, on the other hand, have for the most part gone on their own without any regular and periodical inspection either by the Central Committee or by the State Governments.

(3) Some of the State Governments had already some sort of arrangements for the training of subordinate personnel. New schemes of training framed for these States, therefore, have taken due regard of these and have been prepared with the minimum disturbance to their existing arrangements. This naturally has resulted in considerable diversity in the training arrangements for the subordinate personnel in the different States. It is necessary to ascertain whether, and to what extent, this diversity is justified by local circumstances and whether the institutions are able to satisfy, qualitatively and quantitatively, the requirements of the States for trained personnel of this category.

3. It would be useful, therefore, to call up a conference of those in charge of subordinate training schools to discuss, among other subjects, problems relating to such aspects of training as :

- (i) The syllabi and the curricula of studies adopted by the schools ;
- (ii) methods of teaching ;
- (iii) the staff position and distribution of work-load ;
- (iv) arrangements for practical training ;
- (v) duration of the courses ;
- (vi) assessment of the trainees' work ; and
- (vii) methods of recruitment and absorption of candidates after training.

4. On the analogy of the Conference of the Chairmen of Local Committees and Principals of the Regional Training Centres, however, it is not possible to get the problems of all the subordinate training institutions in the country discussed satisfactorily at one all-India conference. In respect of the subordinate training arrangements, the local factors are very important, and the medium of instruction in these schools is ordinarily the regional language. Also the number of institutions in the country is large, and one all-India conference representing all the institutions will be too unwieldy. It is, therefore, suggested that the conference may be held on a regional basis. For this purpose the States may be grouped into three zones as follows :

Zone I ... Madras, Kerala, Mysore, Bombay and Andhra Pradesh.

Zone II ... U.P., Punjab, Himachal Pradesh, Bihar, Rajasthan, Jammu and Kashmir.

Zone III ... M.P., Orissa, Bengal, Assam and Manipur.

5. On the basis of the above grouping, it is suggested that the venue of the conferences may be as follows :

Zone I ... Poona, Madras or Bangalore.

Zone II ... Delhi or Ranchi.

Zone III ... Calcutta.

It would be well to arrange the conference at one of the Regional Training Centres or subordinate training schools, where facilities are available for the purpose, in each of these zones. It is suggested that the first meeting may be held for Zone I representing the southern group of States.

6. Since the training arrangements in the subordinate schools have to correspond more closely to local conditions, it would be well to make the conference as widely representative of local interests as possible within the limits imposed by considerations of speedy and efficient disposal of work. Besides the Principals of the training centres and the Registrars of Co-operative Societies of the States, we might include a representative of the State Co-operative Union, another of the State Co-operative Bank and the third to represent the central co-operative banks in each State in the zone. Thus the number of invitees for the three zones will be as follows:

			<i>Zone I</i>	<i>Zone II</i>	<i>Zone III</i>
Number of schools	...	...	19	12	9
No. of Principals	...	...	19	12	9
No. of Registrars	...	...	5	7	5
No. of State Co-operative Union members	...	...	5	3	3
No. of State Co-operative Bank representatives	...	...	5	6	4
No. of representatives of Central co-operative banks	...	...	5	5	4
			<u>39</u>	<u>33</u>	<u>25</u>

7. An important point for consideration is the question of who should meet the travelling allowance for the invitees and the cost of organisation of the conference. The cost is not likely to be much if the travelling allowance of the Government officials is borne by the respective Governments and the travelling allowance of the institutional representatives by the concerned institutions. Since the Government of India and the State Governments are generally responsible for the arrangements for the training of subordinate personnel, they would be the proper authorities to bear the expenditure in respect of these conferences. It is not, however, certain that in such a case the States and institutions will fully participate in the conferences, as some may be reluctant to bear the expenditure. It is, therefore, for consideration whether we might suggest that the Government of India should bear the expenditure for these conferences. It is estimated that expenditure on account of travelling and daily allowance and other items on these conferences may roughly amount to Rs. 25,000.

8. If the above proposals are approved, the first conference may be convened sometime towards the end of July or early in August.

**NOTE IV****PROGRESS IN PURCHASE OF PREMISES FOR THE  
POONA CENTRE**

The Committee was apprised in its ninth meeting held in November 1955 that the Committee of the Central Board of the Reserve Bank of India had, on the recommendations of the Central Committee, accepted in principle the construction of suitable accommodation for the training centre at Poona at an approximate cost of Rs. 5 to 7 lakhs.

2. In the course of efforts to secure suitable accommodation several sites and buildings were inspected. The Law College premises were found to be satisfactory and adequate. A valuation of the property was made by the Engineers representing the Law College and the Reserve Bank. While the former valued the property at Rs. 16½ lakhs, the latter valued it at Rs. 14½ lakhs, the difference being in the valuation of land. It was, therefore, agreed by the Reserve Bank that with the exclusion of certain portion of total area offered by the College, the Bank might offer a sum not exceeding Rs. 11 lakhs.

3. This offer, however, was not acceptable to the Law College authorities who felt that the price of Rs. 11 lakhs was inadequate. A counter-offer has been made by them suggesting that the Bank may take up the property after excluding an area of six acres (which includes water reservoir and swimming pool) out of the total area of 14 acres for Rs. 12½ lakhs.

4. It may now be necessary to consider whether a higher price be offered or close the negotiation and look out for another site or building.

## NOTE V

### CONSIDERATION OF THE PROPOSAL TO CONSTRUCT ADDITIONAL BUILDINGS AT THE MADRAS REGIONAL CO-OPERATIVE TRAINING CENTRE

At the last meeting of the Standing Sub-Committee it was stated that the Reserve Bank of India had purchased, at the price of Rs. 3 lakhs, the premises occupied by the Regional Co-operative Training Centre, Madras. Discussing the progress of the several courses, the Sub-Committee recommended that steps should be taken to put up additional structures at the Madras Centre as early as possible to meet the urgent need for additional accommodation for the conduct of a number of special training courses.

2. At present, three courses are being conducted at the Madras Centre, viz., (1) the long course for the intermediate personnel, (2) the land mortgage banking course, and (3) the special course on Co-operative Marketing. With the accommodation now available at the Centre for teaching and hostel purposes, it is possible only to conduct regularly the long course for the intermediate personnel. The land mortgage banking course has had to be conducted on a make-shift basis during the time either when there is recess for the intermediate course or when the trainees are away on practical training tour. The co-operative marketing class, which has been started from 15th June 1957, has had to be located in a hired building on a rent of Rs. 400 per mensem, situated far away from the premises of the Centre. Even for the long period course the Centre has had to confine itself to the provision of facilities for the teaching of only three optional subjects instead of five prescribed under the scheme. It has, therefore, become necessary to take immediate steps to construct additional accommodation at the Centre.

3. Accordingly, the Principal of the Centre was asked to consult an engineer and send a sketch of the plan for additional buildings to accommodate the new classes and the hostel, with an estimate of cost for the same. The plan that was forwarded by the Principal in pursuance of this consisted of three blocks, viz., (1) for teaching, (2) for additional hostel and (3) for mess. The proposal was to convert the present teaching block into an additional hostel building. The estimated cost of these structures was Rs. 6.6 lakhs.

4. The plan and the estimates were scrutinised, and it was felt that before the Central Board of the Bank was approached for approval of the proposal and the necessary financial sanction, an on-the-spot study of the plan might be made by the Chairman.

Accordingly, on the 17th May 1957, the Chairman visited the Centre, and in consultation with the Principal and the architect suggested some modifications to the plan as originally proposed. As the plan now stands, the teaching block will consist of a two-storeyed building with provision for three lecture halls to accommodate 40 to 45 students each and four halls to accommodate about 25 students each. In addition, there will also be a lecture hall to accommodate about 80 students and an auditorium where all the classes can congregate and special public lectures or other extra-curricular activities could be held. There will also be the usual complement of Principal's and staff rooms and library. The new hostel block will also consist of a two-storeyed building, with provision to construct more floors if needed. The kitchen and dining rooms will be in a separate block.

5. According to the instructions of the Chairman, the Principal was addressed to get a fresh sketch of the proposed buildings prepared and an estimate of the same forwarded to the Committee. The plan, together with the estimates, has now been received. It is seen that the construction according to this plan would cost Rs. 7.26 lakhs.

## NOTE VI

### ARRANGEMENTS FOR INTENSIVE PRACTICAL TRAINING—APPOINTMENTS OF GUIDES, ETC.

Having regard to the urgent need for fully trained personnel who could immediately take up positions of responsibility in co-operative departments and institutions, the Committee has been at pains to give as practical a bias as possible to the whole training programme of the various categories of co-operative personnel. At present in the senior officers' course, two months are provided for practical training out of a total duration of six months; in the intermediate course at the five regional training centres, practical training occupies  $4\frac{1}{2}$  months out of a total training period of 11 months; in the special co-operative marketing course of four months, practical training is allotted two months; and in the land mortgage banking course, practical training covers  $3\frac{1}{2}$  months out of a total period of  $4\frac{1}{2}$  months of the course. At the Block Level Co-operative Officers' Training Centres, practical training occupies three months out of a total effective training period of 10 months.

2. The arrangements for a useful programme of practical training for all these ranks of personnel came up for discussion at the Conference of the Chairmen of Local Committees and the Principals of the Regional and Block Level Training Centres held in Bombay in December 1956. Following the discussions at this Conference, another meeting of the Principals of the Regional Centres was held at Bangalore in January 1957 specifically for considering the steps to be taken to make practical training as near to requirements of the various categories of personnel as possible. This meeting laid down a detailed programme for intensive practical training, particularly with reference to the special marketing class. The meeting further recommended that the trainees of the marketing class should be divided into batches of not more than five each. In order to make this study as intensive as possible, the meeting suggested that the practical training programme should be confined to selected States, viz., (1) Bombay, (2) Madras and (3) Mysore (which includes South Canara, Coorg, Dharwar and North Canara). The districts and the societies which should be visited for the purpose in each of the States were also specified. Since the marketing class normally consisted of 40 students, the proposal was made that it should be divided into eight batches with eight instructors to guide them. Each training centre is being provided with two lecturers for marketing. In addition to these two lecturers, six more instructors will thus have to be found for taking the batches of trainees on their practical tour.

3. The meeting also recommended that in respect of the practical training for the regular intermediate personnel each batch of trainees should not consist of more than 10 candidates. Each regional training centre, therefore, will also require the services of one or two instructors in addition to the regular lecturers at the centre. In addition, for the Block Level Training Centres, where the strength of the classes is very much higher, a larger number of instructors will be needed to guide the trainees during their practical tour.

4. Since only three or four States are suggested for detailed visits by the trainees of marketing class and these States also are visited by the trainees of the regular class at the regional centres, it may be assumed that there would be trainees from one centre or another almost continuously visiting these States and demanding the assistance of instructors. In regard to the Block Level Officers' training, the States covered for practical training are more owing to the larger number of centres and the practice of allowing the trainees to visit the institutions in their own State to the extent necessary.

5. The practice now being followed to overcome the difficulty of obtaining sufficient number of instructors is to request the concerned Registrars of Co-operative Societies to provide the assistance of experienced guides belonging to the department or institutions, or in the absence of these, from among the retired officers who are willing and are able to do the work. At the Poona Centre, the trainees have been divided into four or five batches, and as many outside guides have been appointed since the Centre has no lecturers specifically appointed for the marketing course only. At the Meerut Centre, for the trainees of the second marketing session guides from amongst the retired officials of the Co-operative Departments of Bombay, Madras and Mysore States were appointed to take the trainees round the societies in these States. These demands for instructors to guide the batches of trainees have been made so far, however, on purely *ad hoc* basis as and when the needs arose. In view of the regular demand for such instructors it appears advisable to enter into some arrangements with the State Governments to spare the services of a specific number of officers for specified periods every year to attend whole time to the practical training work of the several batches of trainees visiting the concerned States. The instructors may be drawn from the ranks of experienced officers in the Co-operative Departments or non-official institutions recommended by the Registrar or from among retired officers of the departments.

6. The non-official instructors secured for guiding the trainees of the marketing course at the Poona Centre as well as the second

session at the Meerut Centre were remunerated with an honorarium of Rs. 200 per month and a lump-sum daily allowance of Rs. 200 per month for each guide. Railway fare and incidental charges were also paid. It is for consideration whether we may address the Registrars of the States to provide, on a continuous basis, a specified number of instructors all the year round on the above terms for accompanying the trainees in their practical training tour. If this is approved, a statement of cost will be prepared and the budgets of the various centres suitably revised to provide for this. It may be mentioned that in respect of the Block Level Training Centres, provision has already been made in the model budget to the extent of about Rs. 3,150 per centre a year (at the rate of a lump-sum provision for the whole course of practical training of Rs. 450 each for seven tutors for a class of 100 trainees) in connection with the practical training of the candidates. In addition, provision to the extent of Rs. 3,000 has also been made for T.A. and D.A. of the staff including also of the regular staff.

7. An incidental, but no less important, problem is the question whether the societies which are regularly being visited by batch after batch of trainees could be paid some token amount in order to keep up the interest of the staff of the societies in assisting the training programme. This is suggested because most of the trainees and instructors who returned from these visits have complained of lack of enthusiasm and interest evinced by the institutions in taking care of them.

**NOTE VII****CONSIDERATION OF ACTION TO BE TAKEN IN RESPECT OF CANDIDATES AT THE BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRES WHO HAVE NOT COMPLETED THE COURSE SATISFACTORILY**

A question has arisen as to what should be done in respect of candidates who fail to complete satisfactorily their course of training at the Block Level Co-operative Officers' Training Centres. According to our instructions on the subject, such candidates have to undergo the course again to be eligible for employment, and, during this period, they will not be entitled to any stipend or other concessions.

2. The question was not of very much practical importance till now, as there were no failures at any of the Block Level Training Centres. In the session at the Faizabad Training Centre, however, which closed on 31st March 1957, 17 out of 142 who underwent the course, were declared not to have completed their course satisfactorily. In this connection, the Member-Secretary received a letter from Shri Mangla Prasad, Chief Whip and Deputy Minister of Co-operation and Parliamentary Affairs, Government of Uttar Pradesh, in April 1957, pointing out that the procedure requiring the 'failed' candidates to undergo the training over again for one full year at their own cost was too hard on the candidates, that some of them had sacrificed permanent services to take up this work and that something should be done to ease the position for them. Shri Mangla Prasad has suggested, therefore, that these 'failed' candidates might be allowed to attend the classes without any monetary concessions for a further period of three months, at the end of which a supplementary examination may be held for them in the subjects in which they had failed.

3. It may be stated that in the case of the intermediate-grade candidates who are trained at the Regional Training Centres, the decision of the Principals' Conference is that 'failed' candidates can appear for two more consecutive examinations in all the subjects in which they have failed. For this purpose they are not required to undergo the whole course again. This distinction between the Block Level and the Regional Training Centres is made possible because the Regional Centres cater to the needs of not merely rural institutions, but also of urban areas, where professional efficiency is valued more than even personal qualities. In the case of the Block Level Officers' training, however, where the training has to be oriented to rural needs, attitude and behaviour and the capacity to understand rural problems and impart

confidence to others are of even more importance than mere technical ability.

4. Advisedly, therefore, less emphasis is placed on examination in respect of the Block Level Officers' training than in the intermediate training at the Regional Centres. The performance of the trainees at the Block Level Co-operative Officers' Training Centres is not judged only by one final examination at the end of the course and candidates are not declared to have passed or failed on the results of this examination. The method of judging a candidate's performance is to watch his progress throughout the year. There is a monthly report on his performance prepared and kept by the Principal in consultation with the staff members. There are at least four tests in each of the subjects during the year. There are two reports on the practical training that the trainee undergoes. In addition, there may also be a comprehensive test at the end of the course. A candidate is declared to have completed the course satisfactorily or otherwise on the basis of all these reports and the records kept in his behalf throughout the year. It is for this reason that a candidate, who is declared to have not completed the course satisfactorily on the basis of his record throughout the year, is required to undergo the whole course again. Under the existing arrangements and the method of assessment of the candidates, therefore, it is not possible to allow the candidates who have not come up to the standard to qualify for a favourable certificate by appearing for a supplementary examination alone.

5. It had been suggested that our declaring these trainees as 'failures' would embarrass the State Governments who had recruited these candidates after a careful selection and either they would have to ignore our instructions and continue to keep them in service or terminate their services. In the alternative, they would have to revise their service rules suitably to allow the candidates to take the training for one more year at their own cost. To obviate all this, it was suggested that the classification of trainees as given by us and the record of their performance might go into the confidential dossier of these officers in the respective States. This would be easy, as even under our system we are sending the certificates of these trainees to the concerned State Governments and not to the trainees themselves. Since they are already in employment, it was suggested that a bad entry of this nature at the beginning of their official career would act as a sufficient deterrent to their playing truant in the training classes.

6. It may, however, be stated that the candidates after their recruitment are sent to the training centres to get themselves qualified for the work they have to do. If at the end of the course,

after applying all the tests mentioned above, we find that a candidate is still not up to the mark and requires further training, we should not hesitate to say so, and this is all that we do in the certificate.

7. In the specific case of the 17 'failed' candidates from the Faizabad Centre, the Committee may indicate its decision.

8. Allied to what has been discussed above, two other questions arise for consideration, viz.,

- (1) How is the valuation of the performance of the candidate to be made, and
- (2) how are the prescribed details of the certificate for the post to be filled up by the Principals.

In regard to (1), it may be stated that certification would depend on both qualitative and quantitative assessment of the candidate's performance. As the Chairman has remarked, "the whole purpose of the certificate is to give a report which would not be related rigidly to marks assigned but generally reflect the standard of the candidate in broad terms." Taking into account the facts that the candidate's performance is to be judged throughout the year and not by one final end-of-the-course examination, that there are to be monthly reports about his performance and the fact that the assessment of theoretical papers is to be in qualitative terms while that in monthly reports is to be in well-marked gradations, the conclusion emerges that the assessment of the performance of a trainee for the whole of a year should be the subjective assessment made by the Principal in consultation with the staff members. The basis of such a subjective assessment may be the marks secured by the candidate in written test, the quantitative marks or qualitative gradation secured by him in practical training, the monthly reports maintained by the Principal and the overall impression created by the candidate about his general performance at the Centre. These are mentioned because there seem to be still some doubts regarding the proper assessment of the trainee's work.

9. Regarding the filling up of the details prescribed in the certificate, difficulties have risen in respect of the definition of 'aptitude for', 'interest in' and 'progress in'. It is for consideration whether a definite interpretation may be given to the above terms in the following manner:

'Aptitude for' is to be used for subjects in which the candidate shows natural inclination.

'Interest in' is to be used for subjects in which the candidate makes special effort to acquire proficiency.

'Progress in' is to be used in case the candidate was not up to the mark at the beginning of the course, but has made progress in the subjects during the period of the course.

It should be open to the Principals to mention different subjects simultaneously against these remarks. This may be done by writing the subjects afresh against the remarks and not merely scoring off some subjects from the certificate.

10. In regard to the 'special remarks' column, it is for consideration whether this column may indicate the extra-curricular activities of a candidate, his leadership, initiative, resourcefulness, etc.

## NOTE VIII

### INTRODUCTION OF EXTENSION METHODS AS ONE OF THE SUBJECTS AT THE BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRES

At the last meeting of the Central Committee for Co-operative Training, the Registrar of Co-operative Societies, Bombay, had suggested the introduction of 'extension methods' as one of the subjects for the Block Level Co-operative Officers' Training Course. Later the Deputy Development Commissioner, Bombay, who visited the Block Level Co-operative Officers' Training Centre at Bhavnagar, made this suggestion again, and also advised that the lecturer to be entrusted with the teaching of the subject 'extension methods' should be deputed for training at some Extension Training Centre. In the meantime, Shri Ishwaran, Development Commissioner, Bombay, had a discussion with the Registrar of Co-operative Societies on this subject as a result of which the latter made a specific suggestion to introduce the subject at the Block Level Co-operative Officers' Training Centre, Bhavnagar, and also indicated the scope of the study of the subject. Besides this, in response to our request, the Registrar also sent a tentative draft of the syllabus for the training of 'group level workers' as a suitable frame-work for defining the content of the subject 'extension methods' which could be introduced at the Block Level Officers' Training Centre.

2. In this connection, in the first instance, decision has to be taken on the necessity for introducing this subject at the Block Level Co-operative Officers' Training Centre. If it is decided to introduce the subject, its exact content and scope may have to be suitably defined and the details of other aspects such as fitting the teaching of this additional subject in the existing time schedule, arrangements for teaching of the subject, etc., may have to be worked out.

3. In the existing course for Block Level Co-operative Officers, emphasis has already been placed on familiarising trainees with the National Extension and Community Development and place of Co-operation in programmes connected with these. In the programme of practical training, the trainees are required to devote 15 days for studying the actual working of the National Extension Service Blocks, practical problems in the implementation of extension schemes, etc. In the theoretical training, under the subject 'Rural Economics' the trainees are required to study the various aspects of rural and agricultural problems, village institutions and their role in the economic development, main features

of the Community Projects and National Extension, their place in the National Plan, etc.

4. These, however, cover only the programme content and the programme objectives; they do not go into the details of the way in which they are to be achieved. Study of extension methods would fill in this gap and acquaint the trainees as to 'how' to proceed with co-operative extension, what should be the right approach, the social education techniques that can be adopted to put the co-operative institutions on sound footing, etc. 'Extension methods', from this point of view, stands as a distinct subject which may require special study.

5. In this connection, the syllabi sent by the Registrar of Co-operative Societies, Bombay, were examined and it was found that many of the items contained in these were already covered in the existing course for the Block Level Co-operative Officers' under the subjects 'Rural Economics' and 'Co-operation'. Taking into account this fact, the tentative frame-work of the syllabus that can be prepared may include only a few items such as 'meaning and principles of extension,' 'the role and duty of extension workers,' 'programme planning,' 'different extension techniques,' etc. The theoretical training in the subject may have to be supplemented by the practical training tours in the National Extension Service Block areas, during which the trainees can actually observe and if possible themselves practise different techniques of extension with special reference to co-operative extension. This may perhaps require one month's practical training in the National Extension Service Blocks instead of 15 days which is the period provided at present. Thus, if it is decided to introduce the subject in the Block Level Co-operative Officers' Course the arrangements for its teaching can be fitted in the existing arrangements without necessitating any major changes.

6. On the basis of the above, decisions may have to be taken on the following points:

- (i) If it is decided to introduce the teaching of extension methods at the Block Level Co-operative Officers' Training Centres, whether it should be introduced as an independent subject or a part of the subject like 'Rural Economics.'
- (ii) Whether a special lecturer at each of the Centres should be entrusted with the teaching of the subject or it will be enough to appoint, at least as a beginning, an expert on the subject who shall go round the Block Level Co-operative Officers' Training Centres and deliver a series of lectures on the subject at each of the Centres.

## NOTE IX

### TRAINING COLLEGE STAFF—PROVIDENT FUND

A representation was received in August 1956 from one of the teaching staff in the Madras Centre, that a system of contributory provident fund should be introduced for such of the staff who like him were direct recruits. His demand was based on the fact that while in the case of staff on deputation, the Centre was contributing towards their pension, nothing was being done for direct recruits. It is necessary to examine the question further and ascertain the possibilities of introducing a scheme as desired by the lecturer.

2. There are at present 49 lecturers (including Principals) at the eight Block Level Centres and four Regional Centres (excluding Poona). Out of the 49 members of the teaching staff, 28 are on deputation and 16 are retired personnel re-employed. All the directly recruited staff in Poona are employees of the Bombay Provincial Co-operative Institute, and enjoy the provident fund benefits provided by the Institute. Thus the number of lecturers to whom provident fund benefits can at present be extended is only five. Details regarding these five members are given in the Annexures to this note. One of these lecturers, Shri K. P. Sinha, has been continued for a second term of one year, only because a suitable substitute could not be found. Hence if the scheme is to be instituted as an inducement for the lecturers to continue, it would be just for four persons out of a total of 49.

3. In case it is decided to introduce such a scheme, one point for consideration is whether we should include the clerical and other office staff also in the scheme, and also whether we should extend it to the menial staff as well. In case we do so, the scheme would benefit a large number of persons, viz., office staff numbering 32 and menial staff numbering 85, besides the four lecturers mentioned earlier. If it is also decided to include, in addition, retired and re-employed persons within the benefits of the scheme, as is done in the Bombay Provincial Co-operative Institute, the number would be still larger by 16.

4. The temporary character of our training centres, however, raises some difficulties. The training scheme not being of a permanent nature, most of our appointments are made for one year only and are extended from year to year. In any scheme of contributory provident fund, a minimum period of service is fixed (say five years) for the employee to entitle him to the employer's contribution towards provident fund. (This can of course be waived in exceptional cases, but not as a rule.) Such a restriction would not fit in with the terms of appointment of our staff, according to which the period of service is fixed as one year in the first

instance and extended from year to year. The difficulty can be overcome only if we make the appointments for an initial period of the minimum number of years needed to qualify for the employer's contribution. In the alternative, we may fix a lower employer's contribution than that which generally obtains in well-established institutions and totally waive the condition of minimum period of service.

5. Generally, the employers' contribution will be an amount equal to the employees' contribution and subject to a maximum percentage of the salary. In the Reserve Bank of India the maximum is fixed at 10 per cent of the salary and the minimum employee's contribution at 5 per cent. (In addition there is a voluntary scheme in which only the employees contribute with no contribution from the employer.) In the Bombay State Co-operative Institute the percentage of contribution is fixed at  $8\frac{1}{2}$  per cent (i.e., equivalent to one month's salary in a year). Usually, in other institutions, the percentage is  $6\frac{1}{2}$  or 1 anna in the rupee of the salary.

6. The annual pay-bill in respect of the directly recruited staff, including the retired and re-employed personnel, the office and the menial staff, is of the order of Rs.  $1\frac{1}{2}$  lakhs, and the additional expenditure in introducing the scheme would be about Rs. 15,000 at 10 per cent and Rs. 7,500 at 5 per cent as employer's contribution.

7. One further implication of the proposal is that the Central Committee will have to act as trustees of the Provident Fund and frame necessary rules regarding its investment.

8. Details regarding the administration of the scheme, rules and regulations, etc., will be prepared after a decision is taken in regard to the points raised in the note.

#### ANNEXURE I

##### DIRECTLY RECRUITED TEACHING STAFF (Excluding superannuated personnel)

Centre	Name	Age	Date of first appointment	Salary
Hyderabad ..	Shri C. V. Nair, Principal	31 years	5-10-1955	Rs. 400
Hyderabad ..	Shri K. Viswanadha Rao, Lecturer	22 years	19-10-1955	265
Madras ..	Shri A. Sathyamoorthy, Lecturer	28 years	5-7-1954	265
Ranchi .	Shri B. N. Chaubey, Lecturer	24 years	7-3-1956	265
Ranchi ..	Shri K. P. Sinha, Lecturer	24 years	12-3-1956	265

## ANNEXURE II

Training centre at	Teaching staff		Direct recruits		Direct Recruits	
	Total	Deputed	Super-annuated	Others	*Office staff	†Menial staff
Madras ..	7	6	..	1	2	6
Ranchi ..	6	2	2	2	3	9
Meerut ..	5	2	3	..	3	5
Indore ..	3	1	2	..	2	6
Gopalpur-on-Sea	4	3	1	..	4	7
Hyderabad ..	3	..	1	2	2	5
Tirupati ..	3	3	..	..	2	7
Kotah ..	4	1	3	..	3	11
Bhavnagar ..	4	4	..	..	3	7
Faizabad ..	5	3	2	..	3	9
Dhuri ..	4	2	2	..	3	6
Kalyani ..	1	1	..	..	2	7
<b>Total ..</b>	<b>49</b>	<b>28</b>	<b>16</b>	<b>5</b>	<b>32</b>	<b>85</b>

\* One post of typist and one post of Office Superintendent not filled in.  
Two are on deputation (excluded from the statement).

† Two posts not filled.

**NOTE X****AUDIT OF ACCOUNTS OF THE TRAINING CENTRES**

The finance required for the training schemes drawn up by the Central Committee is made available by the Reserve Bank and the Government of India. The funds from the Reserve Bank are utilised for training senior and intermediate training schemes and are directly administered by the Committee. Those from the Government of India are spent on the Block Level Co-operative Officers' Training Centres by the Central Committee. The finance required for conducting subordinate co-operative officers' training courses is shared by the State Governments and the Government of India, on an agreed basis, and the latter's contribution is made available to the former directly, on the basis of the recommendations made by the Central Committee. Thus, while the responsibility of the Committee in respect of funds required for conducting senior, intermediate and Block Level Co-operative Officers' Training courses is direct, it is only indirect in respect of funds spent for subordinate training centres. In the latter case the audit of accounts is undertaken by the State Governments, though the Central Committee has a right to inspect the working of subordinate schools and also to look into their accounts whenever necessary. In the former case, however, the Committee has to make arrangements for audit of accounts of the Training Centres with a view to seeing that the funds are properly used.

2. The Committee has made arrangements for the audit of accounts of these Centres by officers of the Agricultural Credit Department. The Reserve Bank is satisfied with this audit in respect of funds made available by it for the senior and intermediate officers' courses. But, in respect of funds made available by the Government of India for Block Level Co-operative Officers' Training Centres, the Accountant General has also to audit the accounts according to an agreement reached with the Food and Agriculture Ministry. Certain problems have arisen in this connection.

3. It may be mentioned here that since the Central Committee is situated in Bombay, the funds are made available by the Government of India through the Accountant General, Bombay. The Member-Secretary draws the amounts sanctioned and credits them into an account styled as "Block Level Co-operative Officers' Training Centres' A/c" with the Reserve Bank of India, Bombay. Funds are remitted to the Training Centres in instalments as and when required. These funds are spent by the Principals, under the supervision of Local Committees, in accordance with budget

approved by the Central Committee. The Training Centres send to the Secretariat of the Central Committee monthly statements of accounts with details of expenditure incurred.

4. The Accountant General, Bombay, sent a party of officers to the Committee for test audit of accounts on the 9th and 10th April 1957. On the basis of this test audit he has informed the Member-Secretary that his auditors would like to have the original documents in respect of all expenditure incurred at the eight training centres instead of copies or extracts of accounts which are available in this office. In this connection they would expect the Secretariat to collect from all the eight training centres files of salary and stipend bills, ledgers showing receipts and payments under various heads of accounts, files of travelling allowance bills, and all vouchers, books and periodicals register, dead-stock register and files regarding tenders called for and contracts executed.

5. It is obvious that since the eight training centres are situated in different parts of India, it will be difficult for the Secretariat to collect at Bombay the above particulars required by the Accountant General, Bombay, keep them safe and return them after audit. In this connection the following two alternatives are suggested:—

(i) The Accountant General, Bombay, may confine his check to an audit of all the statements and reports received here from the eight centres (including audit reports by officers of the Agricultural Credit Department) and the accounts maintained here regarding receipts from Government remittances to the eight centres.

(ii) The Accountant General of the different States where the eight centres are situated may take up the audit of all the books and accounts there and send their reports to the Accountant General, Bombay, who may consolidate these reports and also audit the accounts maintained by the Agricultural Credit Department.

PROCEEDINGS OF THE THIRTEENTH MEETING OF THE  
STANDING SUB-COMMITTEE OF THE CENTRAL COM-  
MITTEE FOR CO-OPERATIVE TRAINING HELD ON 27<sup>TH</sup>  
JUNE 1957 AT THE RESERVE BANK OF INDIA BUILDING,  
BOMBAY

*Present :*

1. Prof. D. G. Karve (*Chairman*)
2. Shri P. N. Thapar
3. Shri B. Venkatappiah
4. Shri J. C. Ryan (*Member-Secretary*)

Shri M. R. Bhide, Joint Secretary, Planning Commission, also attended the meeting.

*ITEM I: Review of action taken on the proceedings of the last (twelfth) meeting of the Standing Sub-Committee*

The Note on the subject was recorded.

*ITEM II: Review of progress made in the training schemes*

The Note on the subject was recorded.

A reference was made to the fact that West Bengal had sent few candidates to the Intermediate Course at the Ranchi Centre during the last three sessions. It was noted that West Bengal Government had proposed to send directly recruited inspectors for training at the Block Level Co-operative Officers' Training Centre at Kalyani and auditors for subordinate training to the Co-operative Training Institute, Uttarpara. It was suggested in this context that the Member-Secretary might find out from the West Bengal Government as to how many of the directly recruited inspectors were meant for work as Block Level Officers and how many for staffing the regular cadre in the Co-operative Department. As for the auditors, the Member-Secretary should inquire from the West Bengal Government about the training of those officers doing audit who correspond to the Inspectors in the Co-operative Department and fall in the intermediate category and thus should receive their training at the Intermediate Course at Ranchi. While on this point, it was also suggested that a note may be prepared giving an analytical review of—

- (i) State-wise deputation of candidates to the various courses ;
- (ii) of these, the number of departmental and institutional candidates deputed ;
- (iii) shortfalls in the normal capacity of the course, centre-wise, and the extent to which these are traceable to individual States ;

- (iv) reasons for the shortfall from the concerned States; and
- (v) suggested course of action.

In connection with the Land Mortgage Banking Course, the Committee agreed that the period of practical training in land acquisition might be reduced from one month to 15 days without affecting the efficacy of the training given. Consequently the duration of the course on Land Mortgage Banking would be reduced from four and a half months as at present to four months.

In regard to the Block Level Co-operative Officers' Training, the Committee took note of the fact that the demands of some of the States for training the Block Level Officers bore little relation to the quota which had been prescribed for each State in consultation with the Community Projects and National Extension Service Organisation. It was suggested that this might be due to re-phasing of the programme for the opening of new Community Projects and National Extension Service Blocks and partly, also due to the lack of a clear demarcation, on the part of the States, of the candidates to be trained at the Regional Training Centres and those who should be trained in the Block Level Training Course. In order to ascertain the correct position, the Committee suggested that the Food and Agriculture Ministry might be addressed to take up the matter with the Community Projects Administration and obtain the necessary information. It was also made clear that if there was any backlog of untrained candidates, it would be possible to make necessary arrangements for their training on receipt of specific demands from the States.

In regard to the appointment of the Principal at the Block Level Co-operative Officers' Training Centre at Kalyani, it was decided that as recommended by the Registrar of Co-operative Societies, West Bengal, Shri D. R. Mukherjee be appointed as Principal on probation for one year. It was also decided that Shri Mukherjee should be invited for a short orientation course at Bombay at some suitable time.

In regard to the training of non-officials, while the letter from the Ministry indicated that demands for increased number of units for training on the pattern of the scheme of the All-India Co-operative Union coming from States with well-organised State Co-operative Unions, would be acceded to, it was not equally clear whether other schemes which might not exactly correspond to this pattern, but which would further the progress of non-official training in the States on sound lines essentially conforming to the approved pattern would be sanctioned by the Government of India for financial assistance. The natural construction would be that such sanction would be accorded, and the Committee felt that the Ministry of Food

and Agriculture might make this clear and forward the schemes recommended by the Central Committee for suitable financial assistance.

*ITEM III: Regional Conferences of Subordinate Training Schools*

It was agreed to hold the Conferences as suggested in the note on the subject. It was also agreed that the Central Government might be requested to sanction Rs. 25,000 for holding the three proposed regional conferences.

*ITEM IV: Progress in the purchase of premises for the Poona Centre*

Considering the variety and number of courses now being conducted at the Co-operative Training Centre at Poona and possibilities of their further expansion, the Committee felt that it would be of the utmost importance for the Reserve Bank to secure, as early as possible, suitable and permanent accommodation for the Poona Centre either by finalising negotiations in regard to the property of the Law College Society at Poona, which would give a suitable building ready to hand for the purpose, or by acquiring alternate buildings, if available, or if none of these courses is possible by constructing new buildings.

*ITEM V: Consideration of the proposal to construct additional buildings at the Madras Regional Co-operative Training Centre*

The Committee considered the revised plan and estimates for new buildings to be put up on the premises of the Regional Training Centre, Madras, and felt that these met the requirements for additional accommodation for the Centre. In view of the urgency and importance of the training programmes at the Centre, the Committee recommended that the Reserve Bank should take immediate steps to put up the proposed additional structures in the premises of the Centre.

The Committee also referred to the pending proposal for acquiring premises at Agra for the Regional Co-operative Training Centre, now located at Meerut. It was agreed that after the preliminary valuation of the building at Agra belonging to the Rajasthan Government had been made, the Government of India should be approached to utilise their good offices with the Rajasthan Government to bring the negotiations to a favourable settlement.

*ITEM VI: Arrangements for intensive practical training—Appointment of guides, etc.*

The Note on the subject was recorded.

The need was recognised for appointing adequate number of guides to conduct batches of trainees on practical training as decided upon at the Conference of the Principals and Chairmen of the Local Committees of Training Centres held at Bombay in December 1956 and at the meeting of the Principals of Regional Training Centres held at Bangalore in January 1957. With regard to the selection and appointment of these guides, the Committee felt that there could not be a uniform pattern and that they might have to be selected from any or a combination of the three sources, namely, experienced officers from the Department, retired officers willing and able to take up the work and officers or retired officers with experience from non-official co-operative institutions. The choice and terms of appointment of these officers would depend upon the type, extent and itinerary of the practical training tours of the different classes. For this purpose it would be useful to maintain a register of suitable personnel available in the different States who could be drawn upon for guiding and instructing the trainees of the different courses during their practical training. In this connection it was decided to institute an all-India register of persons who would be eligible for the variety of duties and responsibilities which devolve on the Central Committee.

The cost of the practical guides will have to be met by the Reserve Bank of India in respect of the Regional Training Centres and by the Government of India in respect of the Block Level Training Centres. The Committee, therefore, recommended that the Government of India should suitably enhance the provision made in this respect with regard to the Block Level Training Centres to an additional amount which was not likely to exceed Rs. 50,000 per annum for all the Centres. Detailed estimates may, however, have to be worked out for each Centre and a specific suggestion will have to be made for the necessary appropriation.

Regarding the token payment in order to keep up the interest of the staff of societies frequently visited by trainees referred to in the note on the subject, it was decided that further experience should be gathered by taking suitable action in individual cases.

*ITEM VII: Consideration of action to be taken in respect of candidates at the Block Level Co-operative Officers' Training Centres who have not completed the course satisfactorily*

The Note on the subject was recorded.

Regarding the 17 candidates who were not declared as having completed the course satisfactorily at the Faizabad Centre, the Committee suggested that they should be regarded as cases of retarded progress rather than of failure. Consequently, steps might be taken to examine the case of each candidate separately in order

to see whether he could not be brought up to the required standard by further training for a suitable period in subjects, including practical training, in which his performance was not satisfactory. No stipend and travelling allowance would be payable in respect of this additional training.

**ITEM VIII: *Introduction of extension methods as one of the subjects at the Block Level Co-operative Officers' Training Centres***

It was decided to incorporate training in extension methods as a part of the syllabus at the Block Level Co-operative Officers' Training Course.

To impart training in extension methods, it was further decided to find out if a suitably qualified person could be secured to go round all the eight Block Level Centres in turn and impart training in extension methods for about one month at each of the Centres. After some experience had been gained, it might be possible to train a lecturer from each of the eight Centres to take classes in extension methods.

**ITEM IX: *Staff of the training centres—Provident Fund***

The Note on the subject was recorded.

The principle of instituting a provident fund scheme for persons directly recruited by the Central Committee was approved. It was agreed that a scheme might be instituted wherein after one year of service, the employee could contribute  $8\frac{1}{2}$  per cent of his salary, the Central Committee contributing an equal amount. It was further decided that the scheme might cover all office and menial staff also, who were recruited directly.

It was resolved that suitable recommendations might be made to the Government of India and the Reserve Bank of India to approve such a scheme.

**ITEM X: *Audit of accounts in the training centres***

Regarding the audit of accounts of Block Level Training Centres, the Committee agreed with the two alternatives suggested in the Note, viz.,

- (i) The Accountant General, Bombay, may confine his check to an audit of all the statements and reports received here from the eight Centres (including audit reports by officers of Agricultural Credit Department) and the accounts maintained here regarding receipts from Government remittances to the eight Centres.

- (ii) The Accountant General of the different States where the eight Centres are situated may take up the audit of all the books and accounts there and send their reports to the Accountant General, Bombay, who may consolidate these reports and also audit the accounts maintained by the Agricultural Credit Department.

Further steps in the matter may be taken after consultation with the Accountant General, Bombay.

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

*(3rd September 1957 at No. IV Committee Room, Ministry of Food and Agriculture, Government of India, New Delhi)*

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**AGENDA**

**NOTES**

- I. Review of progress made in the schemes of training.
- II. Consideration of the Report on Co-operative Training submitted by Prof. A. F. Laidlaw, Colombo Plan Consultant.
- III. Consideration of the Report of Sir Malcolm Darling on Co-operative Training and Education submitted to the Planning Commission.
- IV. Regional Conference of Subordinate Co-operative Training Schools—Request for sanction of funds.

## NOTE I

## REVIEW OF PROGRESS MADE IN THE SCHEMES OF TRAINING

1. *Senior Officers' Course*

The tenth course for the Senior Officers which commenced at the Co-operative Training College, Poona, on the 18th March 1957 with 40 candidates, continued to be in session and will be over on the 17th September 1957. The next course is scheduled to commence from 4th October 1957 and the recommendations of Registrars in respect of the candidates to be admitted for this course have been invited from different States.

2. *Intermediate Officers' Course*

The stage of progress in the current courses at the Regional Co-operative Training Centres is given below:

Centre	States served	No. of current course	Date of commencement of course	Date of conclusion of course	Number of candidates admitted			
					Departmental	Institutional	Private	Total
1. Poona ..	Bombay	V	1-7-1957	30-6-58	23	21	12	56*
2. Madras ..	Madras, Andhra, Kerala and Mysore	IV	10-7-1957	9-6-58	18	22	..	40
3. Ranchi ..	Bihar, Orissa, West Bengal, Assam, Manipur, Tripura	IV	15-7-1957	30-6-58	33	3	1	37
4. Indore ..	Rajasthan, Madhya Pradesh	II	16-1-1957	15-12-57	30	6	..	36
5. Meerut ..	Uttar Pradesh, Punjab, Jammu and Kashmir, Delhi, Himachal Pradesh	II	15-2-1957	14-1-58	10	9	..	19

\* Includes one candidate from Nepal under the Colombo Plan who has been admitted as private candidate. Besides, 11 private candidates have also been admitted.

It may be seen that in all the Centres except the Poona Centre, there is a shortfall in admissions, the shortfall being quite marked in the case of the Meerut Centre. The position in respect of the first course conducted at the Meerut Centre from 15th January 1956 to 15th December 1956 and the current one which began from 15th February 1957 has been as given below:

*Break-up of the Intermediate Officers' Course at the Meerut Centre*

States	FIRST COURSE				SECOND COURSE		
	No. of Departmental candidates	Institutional candidates	Private	Total	Departmental candidates	Institutional candidates	Total
Uttar Pradesh .. ..	..	15	..	15	..	4	4
Punjab .. .. ..	..	4	..	4	..	4	4
Jammu and Kashmir .. ..	4	..	..	4	4	..	4
Himachal Pradesh .. ..	2	..	..	2	4	..	4
Delhi .. .. ..	2	..	..	2	2	1	3
Private .. .. ..	..	..	4	4	..	..	..
<b>Total .. .. .</b>	<b>8</b>	<b>19</b>	<b>4</b>	<b>31</b>	<b>10</b>	<b>9</b>	<b>19</b>

It will be noticed that Punjab and Uttar Pradesh have not sent any departmental candidates, while the other States have not sent any institutional candidates (except one from Delhi for the current course). The reasons for the shortfall in respect of departmental candidates appear to be (i) increasing diversion of personnel to Block Development work and consequently for training to the Block Level Training Centres in preference to the Regional Training Centres; (ii) failure to keep a proper distinction between the intermediate and the junior staff and consequent diversion of intermediate staff to the junior officers' training schools; and (iii) lack of proper planning in regard to recruitment and its co-ordination with the training programmes. In respect of institutional candidates, the shortfall can be ascribed to (i) lack of sufficient persuasion to send the candidates for training; (ii) failure to incorporate in the terms of service the condition to undergo the prescribed training course; and (iii) the reluctance to incur the additional cost involved in having to appoint a substitute. The whole question is being considered in detail.

### 3. Special Courses

#### (1) Co-operative Marketing

The special short-term courses on Co-operative Marketing at Poona, Madras, Meerut and Ranchi were in progress and the present position in regard to these is shown below:

Name of Centre	States served	No. of session	Date of commencement	Date of conclusion	No. of candidates admitted			No. of candidates under training
					D.	I.	Total	
Madras*	Andhra, Kerala, Madras, West Bengal, Orissa	I	15-6-1957	14-10-1957	28	1	29	25
Poona*	Bombay, Madhya Pradesh, Mysore, Rajasthan‡	IV	15-7-1957	14-11-1957	20	7	27	20
Meerut*	Assam, Bihar, Uttar Pradesh, Punjab, Himachal Pradesh, Jammu and Kashmir, Delhi, Tripura and Manipur	IV	21-8-1957	20-12-1957	..	..	32	Candidates are still joining. 34
Ranchi †	(all States)	I	15-5-1957	14-11-1957	41	12	53	

\* Course of four months for experienced personnel.

† Course of six months for new entrants.

‡ 10 candidates from Uttar Pradesh are admitted as a special case.

The commencement of the special course (of six months' duration) at the Regional Co-operative Training Centre, Indore, has been delayed owing to the difficulty of getting suitable accommodation for holding classes and for the hostel. The Government of

Madhya Pradesh who were approached in the matter have since made available to us some additional portions in the existing premises of the Centre. These are proposed to be inspected immediately to see if any repairs are necessary before they can be used for holding the classes.

(2) *Land Mortgage Banking*

The third session of the Land Mortgage Banking course which commenced on the 5th June 1957 is in progress and will come to a close on the 19th October 1957. The next session of the course is proposed to be commenced from 4th November 1957. As decided at the last Standing Sub-Committee Meeting, the period of this course has been reduced from 4½ months to four months consequent on the reduction of the period of training in Land Acquisition from 1 month to 15 days.

4. *Block Level Co-operative Officers' Training Centres*

During the two months, following the previous meeting of the Standing Sub-Committee which was held in June 1957, there have been few developments in these training arrangements. At the Kalyani Centre, the second session of the course commenced on 1st July 1957. Seventy-six candidates comprising 57 from West Bengal, 15 from Assam, two from N.E.F.A. and one each from Manipur and Tripura have been deputed for training. As decided at the thirteenth meeting of the Standing Sub-Committee, Shri D. R. Mukherjee has been appointed as Principal of the Centre. He has already taken charge of his duties. As suggested at the last meeting, Shri Mukherjee has been instructed to get oriented to the new developments in the co-operative field by discussions with the officer-in-charge of the Agricultural Credit Department at Calcutta. This will be followed by discussions with Reserve Bank (Agricultural Credit Department) Officers in Bombay, which are being arranged.

The current sessions at some of the centres are about to come to an end, and arrangements are being made to commence the next sessions. The Government of Bombay had stated that they would like to get their candidates trained in two batches in February and October each year and that the number proposed to be trained would be about 60 each time. They had also stated that with a view to clear the back log, they would like the training arrangements for a batch of 60 to be finalised before October 1957. The candidates from Bombay State are normally trained at the Block Level Co-operative Officers' Training Centre, Bhavnagar. However, a class for training of Block Level Officers has already been in session at the Centre since February 1957 and as difficulty was experienced in providing accommodation for classes and hostel for

the additional candidates to be trained from October 1957, it was proposed to the Bombay Government that their trainees could conveniently be sent for training to the Block Level Co-operative Officers' Training Centre at Hyderabad where a new session of the course was scheduled to commence from October 1957. The Bombay Government have agreed to this proposal and suitable arrangements are being made for the purpose.

##### 5. *Subordinate Co-operative Personnel*

Organisation of Subordinate Training School at Delhi, to which reference was made in the notes of the last meeting, has since been sanctioned by the Government of India and the Registrar of Co-operative Societies, Delhi, has been instructed to proceed further in the matter. The proposed school is expected to train 60 candidates per year in two sessions of six months each, i.e., 30 candidates per session. Though this number falls short of the normal approved by the Central Committee, it has been decided to approve this arrangement as a special case. Further, the Ministry of Home Affairs have agreed to the proposal of having a combined school for the training of subordinate personnel from Delhi and Himachal Pradesh, subject to the condition that both the administrations concerned, viz., Delhi and Himachal Pradesh would be consulted in the matter.

##### 6. *Training of non-officials of co-operative societies*

A scheme for the training of non-official co-operative personnel was received from Manipur Administration and the same was recommended to the Government of India for financial assistance during 1957-58.

##### 7. *Conference of Principals of Subordinate Training Centres held at Bangalore on 12th to 14th August 1957*

At the last meeting of the Standing Sub-Committee it was agreed to hold a Conference of Principals of Subordinate Training Centres on regional basis and for this purpose the schools were grouped into three zones as follows:—

Zone I	...	Madras, Kerala, Mysore, Bombay, Andhra Pradesh.
Zone II	...	Uttar Pradesh, Punjab, Himachal Pradesh, Bihar, Rajasthan, Jammu and Kashmir.
Zone III	...	Madhya Pradesh, Orissa, West Bengal, Assam and Manipur.

Accordingly, the first Conference of Principals of Schools in Zone I was held at Bangalore from 12th to 14th August 1957. In

addition to the Principals of the Schools, the Registrars of the States concerned and a few non-official co-operators were also invited. The Conference reviewed the progress made in and facilities available for the training of junior (subordinate) personnel and made suggestions in respect of several aspects such as syllabus, practical training, methods of examinations, buildings for the schools, etc.

The proceedings of the Conference are being finalised and will be forwarded to the members in due course.

**NOTE II****A NOTE ON THE REPORT BY PROF. LAIDLAW TO  
CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING  
ON ARRANGEMENTS FOR CO-OPERATIVE TRAINING**

Prof. Laidlaw has submitted a report to the Central Committee for Co-operative Training giving his preliminary impressions and views on the arrangements for co-operative training sponsored by the Committee.

It may be stated that most of the points referred to by Prof. Laidlaw are already engaging the attention of the Central Committee and the following remarks on the relevant points raised by him in his report may serve to indicate the latest position in respect of the same.

STATEMENT STATING OBSERVATIONS MADE BY PROF. LAIDLAW ON THE ARRANGEMENTS MADE FOR CO-OPERATIVE TRAINING AND OUR COMMENTS THEREON

PART I

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the Report

Observations

Comments

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1. Due to the various stages of co-operative development, there should be different programmes to match different regions.

(1) All training courses comprised broadly two parts—theoretical and practical. The theoretical part of the course is generally common to all training centres conducting the course. Regional variations are reflected in the practical training programmes organised by the Centres situated in different parts of the country. (2) Absolute conformity of the syllabus and standard of teaching to local variations is not possible, as some grouping of States is unavoidable. (3) The academic standard of the trainees, from whichever area they come, is not much different. (4) In the syllabus for some of the subjects, e.g., Co-operative Law and Practice, study of other Acts and regulations and parts of Rural Economics, aspects of regional importance are stressed. Subjects like Co-operative Principles, Book-keeping and Accountancy do not, on the other hand, call for different standards. (5) Arrangements for practical training do take account of local needs. A large part of the practical training, especially in respect of Block Level Officers, is arranged in the region itself. (6) A part of the teaching staff—in many cases, the entire staff—is recruited from the States within the region. There is thus not much risk of the standard or content of teaching being out of alignment with the standard and needs of the trainees in the respective region. (7) Some planned and deliberate mixing of the standards is not also without advantage, as trainees coming together from areas of different stages of development stand to benefit by mutual association. To some extent this is being done.

2. There is too much attention to theoretical study as compared with practical training. This results in too many scholars, but few experienced men of business.

(1) Institutional training, as distinct from apprenticeship training, cannot altogether avoid an academic or classroom bent. But correctives are applied to give it a sufficiently practical turn. Thus, as we are going on gaining experience, we are putting increasing emphasis on practical training. In this connection attention may be drawn to the discussions at the two Principals' Conferences held at Bombay and Bangalore. We might be able to give it a more pointed practical bias as we gain more experience.

- (a) Theoretical classes are interspersed with practical training, so that one would help illustrate and lend point to the other.
- (b) Extensive visits of observation are followed at a subsequent stage by intensive study by participation in the daily working of a few selected societies.
- (c) The number of trainees composing a visiting team is being progressively reduced to give each better opportunities of study.
- (d) A system of guides and qualified tutors is being evolved. The limiting considerations are non-availability of guiding personnel and of suitable institutions. In both respects progress is being made.
- (e) Tour notes, reports of guides, knowledge of practical working as displayed in *viva* tests, etc., are being given as much importance as written tests.
- (f) In Block Level Officers' Training Classes, week-end visits to outlying villages to orient the trainees to village life and village problems are being encouraged.

(2) The correct mixture of theory and practice will naturally vary with the type of trainees for whom it is

Observations

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intended and the character of the training to be given. For instance, (a) a distinction has to be made between raw recruits and experienced personnel. Thus in the intermediate course at the Regional Centres (where mostly the trainees are already persons with some experience) practical training covers  $4\frac{1}{2}$  months; in Block Level, where the trainees are mostly raw recruits, only three months. In the shorter courses at Tirupati and Dhuri, where the trainees are experienced inspectors, practical training covers almost half the period. Again, in the marketing class, the comparatively less experienced personnel at Ranchi and Indore get a longer course in theory. This is because the new recruits have first to be given a grounding in what the Co-operative Movement and particular forms of co-operative activity stand for before they are given an on-the-job training; the others can understand and benefit by longer periods of training in new field techniques and business methods. (b) Secondly, practical training obviously has to play a larger part in specialised courses than in general training courses. In the marketing course, for instance, it comprises two out of four months and in the land mortgage banking course  $3\frac{1}{2}$  out of  $4\frac{1}{2}$  months.

(3) We cannot also lose sight of the fact that Co-operation, in the manner in which we have taken to it, is not just merely routine business, but it is also a deliberate pattern of organising social relations. It comprehends more than business, and we cannot, therefore, ignore the emphasis on principles. This is especially so as a larger number of trainees come from urban surroundings and unless they are deliberately and intensively conditioned to the policy underlying the working out of co-operative plans

their participation would not only be inefficient, but actually misguided. The programme of co-operative development is a part of the overall plan of economic development and there is need for theoretical training to impress upon the trainees the role that Co-operation is to play in this process of change.

(4) Introduction of "Business Methods" as one of the subjects at the centres is under consideration. For teaching this subject, lecturers might be drawn from co-operative institutions or from the business world.

2        3. Co-operative training programmes should be integrated with agricultural training, social education and training for extension service.

The suggestion by Prof. Laidlaw is very sound. As far as possible the training centres have been located in places where training facilities in subjects like agriculture, social education, etc., are available. However, owing to certain practical difficulties, such as want of accommodation, in all cases it has not been possible to do so. The next best is to give in the co-operative training classes some training in agriculture and extension methods and in extension workers' training classes some lessons in co-operative theory and practice. This is to some extent being done, especially in the Block Level Co-operative Officers' classes and in the Extension Training Centres. There might be scope for further liaison. This is being studied.

2        4. Integration of co-operative training programme by bringing officials and non-officials together under one authority for training and education.

An outstanding achievement of the Central Committee for Co-operative Training is that it has attempted to do away with the official *versus* non-official approach. In the several training courses it has been emphasised that the officials and the non-officials should receive the same training so that they have a common approach. Thus, except in two or three States, there are no separate institutions for departmental and co-operative staff.

If, however, the Professor has made the distinction on the basis that employees' training and member-education are at present entrusted for implementation to two separate agencies, it may be stated that organisational arrangements and technique of teaching have to be somewhat different in the two cases. There are at present five agencies interested in co-operative training and education, viz.; the Central Committee, the All-India Co-operative Union, the Central Government, the State Governments and the State Co-operative Unions. All these are represented on the Central Committee. At the stage of implementation, the agencies are different. Membership education has to be decentralised and State unions have to be associated with and made the active agencies for its implementation.

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It may also be stated as a matter of historical circumstance that the Central Committee came to assume responsibility for co-operative training to the extent it has done because the non-official agencies for training at different levels had either not come into existence at all, or were too undeveloped to take the initiative in the matter. In view of the urgency of co-operative development, however, the training programmes could not be delayed. A central organisation like the Central Committee became necessary to work out and implement programmes of training on an all-India basis. Actual working is carried out in close co-operation with co-operative unions wherever possible. All the institutions directly conducted by the Central Committee are of an inter-State character.

3

5. While India seems to be committed to long courses, the possibility of using short courses more and more as time goes on should be explored.

3

6. The lecture method dominates the present programme of training and it may be better to reduce daily lectures from five hours to three hours.

There is no such prepossession as is inferred by Prof. Laidlaw, namely, long course *versus* short course. Each has got its own place. Where training has to be given to inexperienced and absolutely untrained personnel, the course has got to be comparatively longer. Shorter courses would be more appropriate for 'in service' training, i.e., training for men who have already had some experience in service. We are arranging for relatively short-term courses in co-operative marketing and land mortgage banking and also for the senior officers. Moreover, the presumption that the personnel after completion of their present course of training gets no further training is not correct. In fact, when the programme for Block Level Officers was drawn up, it was always understood that after the completion of the requirements of trained personnel for the next five-year period, there would be the need for reorientation and refresher courses for the same personnel. Also the training arrangements are sought to be fitted to the various levels of official work. Thus, while the intermediate officers are promoted to the senior rank after their training, the senior officers' course will be in the nature of a refresher course, particularly if it is 4-5 years after they have had their basic training. Even otherwise regional seminars for the staff is a matter under consideration in several States. It may be stated that in addition to the provision made by the Central Committee some of the States are having short refresher sessions arranged by the Departments for officers in groups of districts and by the Registrar for the district officers, e.g., Madras.

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After the last Conference of the Chairmen and Principals, the Training Centres have been advised that more attention should be devoted to seminars and discussion. Even in regard to lectures on the theoretical part on, it has always been our intention that 'lectures' should be instruc-

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7. The influence of written examinations on the programme and atmosphere of training centres needs watching.

tional and of seminar character ; but in giving effect to this certain difficulties are met.

- (i) The number of participants should not be very large, say, not more than 15 or 20. This would mean the splitting up of the present classes into two or three smaller ones. Accommodation facilities should be available for these ;
- (ii) Library and reading room facilities should be more than what they are now, and
- (iii) the teachers should know how to guide the classes in seminars.

Schemes for improving the situation in all these respects are always under active consideration.

Some of the subjects like book-keeping and accountancy, in any case, are practical in content. The classes in these will, therefore, tend to be instructional.

In four out of our five courses, viz., the Senior Officers' Course, the Block Level Officers' Course, the Co-operative Marketing Course and the Land Mortgage Banking Course, there is no final examination on the basis of which the trainees pass or fail in the course. Only at the Intermediate Training Course, a final year-end examination is being held, but even here a *viva* test based on practical training is introduced to supplement written examination and specific credits are given on the basis of the records of the earlier periodical tests. In the case of the Block Level Officers, the method of judging the performance of the candidates is based on their progress throughout the year. There is a

monthly report and two reports on practical training, besides four tests, on the basis of which a candidate is declared to have completed his course satisfactorily or otherwise. In the specialised courses, written tests play even a less important part.

- 4 8. I would like to be critical of the system whereby the Registrar sets papers and corrects them for certain training centres.

Nowhere is a Registrar of Co-operative Societies appointed as an examiner in his capacity as Registrar. In a few centres where there is a system of end-of-the-course examination the Registrar or an officer of the Department is appointed in his personal capacity as one of the examiners. The other papers are valued by non-officials or by the teaching staff. This does not in any way reflect on the capacity of the Principal and the teaching staff to do the work themselves. There is in any case nothing inherently wrong in making a Registrar one of the examiners. He is usually a member of the Local Committee. He takes a particular interest in practical training, and he has a direct interest in getting the staff, who is later to work under him and in the institutions in his jurisdiction, trained in a suitable manner.

- 4 9. Every Centre should have a good programme of extra-curricular activities.

After the last Conference of the Chairmen and Principals certain concrete steps have been taken in regard to extra-curricular activities; the Dhuri Centre has taken a village for activities of the kind, and at Bhavnagar some intensive study of the surrounding blocks is undertaken. Kotah organised a procedural study in the working of village councils and discussions. Want of play-grounds is a limiting factor to athletics and sports. The age of the trainees in some of the courses is often a limiting factor in their active participation in games and such activities as group singing and music.

4

10. Another extensive field for teachers and trainees is in creative writing and translation for the Co-operative Movement, especially in the preparation of simple lessons. The ponderous language of much of the literature of the Movement here not only places it beyond the understanding of the great majority, but also makes it infernally dull reading even for the educated.

The question of suitable text books for lectures on Co-operation has been engaging the attention of the Central Committee. There is no gainsaying the fact that good text books are lacking. The Conference of Principals considered this question and emphasised the need for this. Specific proposals in this regard have to be worked out, and the staff of the training centres are being requested and encouraged to take up the work. Available books on the subject are mostly written by University men, and are not specially intended for vocational guidance. It has been found difficult in all countries to have really good books on Co-operation written in simple or common language. Co-operative manuals, for instance, are instructive, but do not, of course, make easy reading. All professional books are apt to be dull except to those interested in these. Literature using the language of the "market-place and the fields" is, however, necessary for publicity and propaganda as a part of membership education. This is kept in view.

It may be mentioned that at some of the centres, a 'house-journal' is conducted and the staff and trainees of the centres write in it.

5

11. Practical training. Large batches of trainees on tour should be avoided and training in the field has to be supervised by practical men of experience.

(i) Some of the suggestions in regard to practical training have already been implemented, for example, the number of trainees in each batch has been considerably reduced. In the case of marketing, other circumstances permitting, the number of trainees in each batch will be only five; in the case of Block Level and Regional Centres, 8-10. When they visit large institutions like co-operative banks in the town itself or commercial banks the number is sometimes even less.

(ii) The question of appointing suitable guides for practical training is receiving attention. The question of appointing manager or staff member of societies as associate instructor is being examined in detail in consultation with the institutions. Some experimental programmes are being worked out in selected places.

5 12. Lecturers should be men of practical knowledge and undoubted experience. "Text-book type" of lecturer is hardly the kind required.

As far as possible, only people with experience have been appointed as Principals and lecturers. In two or three centres there may be a lecturer with no large field experience, but he generally takes such subjects as Rural Economics and Accounts. Even this was done because we could not get suitable departmental people combining field experience with capacity for teaching. As suggested by the Professor, it is also our intention that the teaching staff should go back to their regular work after a few years of teaching and then again come back. There are, however, administrative difficulties when the Departments themselves are struggling with insufficient staff. Since the activities of the Central Committee have started only recently it is too early to realise practical results of a policy of rotation between field work and teaching.

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5 13. Teaching load tends to be too heavy.

The question of teaching load engaged the attention of the last Conference and it was decided that it can reasonably be about 12 and 18 teaching periods for Principals and lecturers respectively. By standards prevailing in other educational institutions and universities in India, this is not heavy. And even this load is there only in a few centres where more than one class are being held. The problem is not so much the reduction of teaching work as that of organising it in a more purposeful, creative and co-ordinated assistance to the trainees. This is being steadily pursued.

- 6      14. Staff members should reside at or near the Centre.
- 6      15. Trainees, especially in the Block Level Training Centres, are too young and immature. I should like to see them at least five years older, and that much richer in the problems of the workaday world. College graduates in India are two or three years younger and rather immature compared to graduates in my own country.
- 6      16. Raw recruits and experienced men should not be mixed in the same class.

The question of accommodation has always presented a problem, and until the premises of the Training Centres are owned by the Central Committee on behalf of the Reserve Bank or the Government of India, it may not be possible to provide for good residential accommodation for the teaching staff. However, where facilities are available this has been provided, as in the case of Faizabad, Dhuri, Gopalpur-on-Sea and Kalyani.

With the large number of requirements for the various programmes of development to be satisfied as expeditiously as possible, recruitment has had to be from the lower age group. As a general pattern in Indian conditions from 25 to 40 years would for long represent the active group.

As far as possible this is sought to be avoided by having different courses for the two. In Co-operative Marketing, there are separate courses for the experienced and in-experienced. The Block Level Officers' Course is meant mostly for raw recruits. For the intermediate training at Regional Centres, there is not much of a mix-up as yet, as most of the trainees are drawn from personnel already in employment. Some mixing of raw and experienced men cannot, however, be avoided, but this is a transitional phase which may not be repeated as soon as the immediate requirements are met. Thereafter, experienced men will attend orientation course and the raw men attend regular course. Even in the existing circumstances, grouping based on length of experience is possible for practical training, if not for classroom lecturing.

6 17. Train considerably more men than there are positions to fill.

The State Governments have been faced with paucity of suitable men even against existing posts. Moreover, there is a big backlog of untrained personnel awaiting training. Our first attention is naturally to get these trained, and consequently almost the whole of our training programme, at present, is, as noted above, an 'in-service' training programme.

7 18. All centres are lacking in teaching aids.

No doubt, the Training Centres lack teaching aids and equipment, such as audio-visual sets, station wagons, etc. Steps are, however, being taken to acquire these. As regards the question of supply of station wagons, though it is a desirable arrangement, financial implications stand in the way. However, this also is included in the proposal for aid from Canada under the Colombo Plan.

7 19. Libraries are meagre.

Considerable difficulties have been experienced in building up the libraries due to non-availability of suitable publications, but no efforts, and certainly no funds, are being spared in this regard. The main difficulty is not so much the non-availability of money as of publications.

7 20. Private office for each staff member.

Non-availability of accommodation is the limiting factor, but steps are being taken to see that though each member cannot be given a room, suitable work facilities for staff are provided at the Training Centres.

7 21. *Medical Officer*: Each training centre should also have a medical officer attached to it, not merely a physician who is on call in case of emergency, but one who comes regularly to the centre to check on sanitation, food and all matters relating to the health of the trainees.

While arrangement has been made for medical attention, a scheme for regular visits has not yet been fully worked out. Members of the teaching staff at every centre are appointed wardens of hostels and they keep a general oversight on sanitary and other living conditions, in consultation with medical officers.

## PART II

### GENERAL OBSERVATIONS ON EDUCATION FOR CO-OPERATIVE DEVELOPMENT

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the Report

Observations

Comments

8

1. *Integration*: "Education" is generally spoken of in connection with non-officials, and seems to be regarded as not so important or not requiring the same attention as "training."

There has actually been no intention to treat "Education" and "Training" as if they imply two distinct concepts. Whatever distinction has come about in practice has only been accidental. For purposes of convenience the Central Committee has addressed itself to the problem of professional or staff training; the A.I.C.U. has been active in the sphere of member-education. But on this ground there is no cleavage between official and non-official. In fact the Central Committee is not a purely official body. Both the Chairmen of the Central Committee as well as of its Standing Sub-Committee are non-officials. The Central Committee has an interest in membership education also, as A.I.C.U. has interest in Co-operative staff training. While professional training can be arranged comparatively more easily—it is often a question of only funds, accommodation and qualified trainers—membership education requires local collaboration to a degree which makes progress slow and variable. Moreover, the requirements of the Plan created pressing demands for trained personnel to manage the institutions, and therefore this work was taken up earlier.

8-9        2. An attitude amounting to antagonism between officials and non-officials has been coming to the surface in some places. If this were only evidence of the readiness of non-officials to accept responsibility we should all be happy, but I am convinced that it is not. Official and non-official should together work out plan of phased withdrawal of Government.

9            3. "Training" and "education" should be in the same educational centre or institution and eventually under the one authority.

9 to 10     4 to 7. *The Role of Government*: Those who look upon co-operatives as a sort of hand-aid of State enterprise have missed the very genius of the Movement. Even in the socialist pattern of society, co-operatives must live independently of the State. There is unwillingness of officialdom in India to give more responsibility to co-operative societies, on the assumption that the members are not capable of managing their own affairs. The whole plan of co-operative education should be geared to the eventual withdrawal of Government and official agencies from their present position of control. Five functions may be assigned to Government permanently.

Whereas in the pattern of planned development that is being followed in India withdrawal of Government from developmental activity will appear to be somewhat inappropriate, it should be stated that in all schemes of training both officials and non-officials have been fully co-operating and working together.

This has been commented on in (1) above.

The programme of joint endeavour and division of work between official and non-official agencies in the sphere of co-operative development is actually being worked out in the spirit in which Mr. Laidlaw has enumerated what he considers to be the suitable functions of Government.

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Observations

Comments

9 to 10

- (1) Helping to create a favourable atmosphere for the growth of voluntary co-operatives.
- (2) Providing the necessary legislation for good co-operative development.
- (3) Providing a *minimum* amount of supervision, as much as seems necessary in the public interest, and leaving the Movement to control its own audit service.
- (4) Supplying certain kinds of financial assistance to co-operatives that give community service in the nature of public utilities. (Warehousing and cold storage facilities are examples of such services.)
- (5) Publishing accurate and up-to-date statistical information on co-operatives.

10 to 12

8 to 12. *The State as the Educational Unit:* There should be established in each State a Council for Co-operative Education. A variety of educational programme should be conducted in centres which make no distinction between officials and non-officials. There are good

The Reserve Bank and the Government of India came to assume responsibilities as the States did not have the financial resources, the technical know-how and the institutional aids needed for the purpose.

Inter-State organisation, at least for the higher personnel, has become necessary, because some of the States

reasons for recognising the State as the basic unit for all co-operative education

- (1) The large numbers.
- (2) The language.
- (3) The social differences.
- (4) Wide variation in co-operative development. State Council for Co-operative Education should be appointed jointly by the official body, that is, the State Government represented by the Registrar, on the one hand, and by the non-official body, the State Co-operative Union, on the other.

The Central Committee would be necessary for some years to come, to act in an advisory capacity to allot finances and to provide perhaps one apex institution.

will not be able for some time at least to get enough qualified instructors, nor even provide full facilities for practical training.

Senior officers, for instance, could stand distinctly to gain by inter-regional discussions and studies, as they can compare experience, pool knowledge and appraise their own local problems by reference to developments elsewhere.

The present pattern is for every State to have a State Co-operative Union which is predominantly a non-official body, although the Co-operative Department of the State might be suitably represented on it. The most important function of the Union is education. At one end it operates through District Unions for co-operative education of members of societies, office-bearers, etc., and at the other it conducts co-operative training institutions for junior staff. As has already been mentioned, the Central Committee operates in co-operation with the State Governments and State Institutes or Unions.

### NOTE III

#### CONSIDERATION OF THE REPORT OF SIR MALCOLM DARLING ON CO-OPERATIVE TRAINING AND EDUCATION SUBMITTED TO THE PLANNING COMMISSION

*Recommendations of Sir Malcolm Darling regarding Co-operative Training and Education in India and comments thereon*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
25—28	64-66	No one should be appointed Registrar without at least a year's training. Every Registrar should have on his staff someone competent to succeed him and sufficiently trained and experienced to be able to do so. Registrars should not be transferred under at least three years, and generally not for five years or more. Ordinarily, no one from the India Administrative Service should be appointed Registrar under 12 years' service.	<p>Recommendations 25 to 28 have been repeatedly stressed by a number of committees and conferences, of which the latest were the Conference on Marketing and Co-operation held at Hyderabad in November 1955 and the State Ministers' Conference held at Mussoorie in July 1956.</p> <p>These Conferences carried a resolution on exactly the same lines as now suggested: "The Superior personnel should be kept in their posts for at least three years and preferably for five years."</p>	(Action—Government of India and State Governments.)
29	68	All appointed Joint or Deputy Registrars direct should attend a Senior Officers' Course at Poona and get six months' training in addition.	This practice is desirable and if the States agree to follow this practice regularly a suitable course will be organised by the Central Committee.	(Action—Government of India and State Governments.)

6	30	69	<p>Technicians employed in connection with any kind of industrial society should have three to four months' training which should include a short course in the theory, history and practice of Co-operation.</p>	<p>These technicians whose work has a bearing on the co-operative character of the enterprise, e.g., business managers, supervisors, executives in charge of purchase and marketing work, etc., should have a course in Co-operation. Likewise those drawn from the co-operative field and put in charge of industrial co-operatives should have a training in business management and concerned aspects of the technical work in which they are employed. In the case of the latter, the Conference of the Chairmen and Principals of Training Centres held in August 1955 felt that such candidates deputed by large institutions like co-operative sugar mills, to the Senior Officers' Training Course, should, apart from their general co-operative training, have also a period of specialised training in a select institution. Some of the States are organising training classes for personnel connected with industrial co-operatives. Orissa has already started a training school for the purpose and a proposal on similar lines is under consideration in Madras.</p>	<p>(Action—State Governments.)</p>
31	70	<p>Advisers to the Registrars on Banking, and Finance, if appointed within the Department should receive a year's training in banking, six months of which should be spent in a commer-</p>	<p>This will be desirable. At the same time it may be stated that Advisers in view of the responsibilities of their position, should have not merely a year's or six months' training in either</p>	<p>(Action—State Governments.)</p>	

*Recommendations of Sir Malcolm Darling regarding Co-operative Training and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
32	71	<p>cial bank or in the State Bank of India. If appointed from outside the Department, they should get six months' training in co-operative banking and other co-operative financial activities.</p> <p>A model training scheme for Assistant Registrars is recommended.</p>	<p>of the fields (depending from which they are drawn) but should as far as possible, be men with sufficient experience in 'both' fields.</p> <p>This is acceptable. In Madras, according to Service Rules, directly recruited Deputy Registrars have to undergo during the period of probation a training course of one year, and hold charge of a Co-operative Sub-Registrar's office for a period of one year. Usually, probationary Assistant Registrars in some other States also like Bombay, Punjab, W. Bengal, are sent for training in the Senior Officers' Course, supplemented presumably by some field training also, but such training might not be as full as suggested by Sir Malcolm.</p>	<p>(Action—State Govern- ments.)</p>

33	72	For Inspectors attendance at an Intermediate Level Course should be supplemented by at least six months' field training.	Such a stipulation would no doubt be desirable. Its adoption would, however, depend on a number of factors, viz. (i) whether the State has already a reservoir of trained personnel, or whether it is only just making a beginning; (ii) the urgency with which trained personnel are required to undertake development programmes; (iii) the willingness and ability to bear the additional cost involved in an extended period of training; and (iv) the need to plan recruitment programme sufficiently in advance of actual employment.	(Action—State Governments.)
34	73	The desirability of a rural background for all in constant contact with the villager should be given full effect to in recruitment.	Where, as now, the training is mostly in-service training, this stipulation of further six months' field training might not be necessary in all cases.  In view of the demand for a large number of personnel for the various programmes it has not been possible to prescribe rural background and experience as an essential qualification for appointment. Efforts are made, however, during the course of the training itself to emphasise the "rural development" aspect and to bring the trainees as much in contact with village life as possible. In the case of new recruits to senior posts, we suggested in a circular letter to the Registrars dated 5th January 1956 that	(Action—State Governments.)

*Recommendations of Sir Malcolm Darling regarding Co-operative Training  
and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
35	75	More persons should be recruited than needed for employment to allow for weeding out the unfit during training.	<p>before selecting these candidates for training, steps should be taken to ensure that they were given the necessary rural orientation.</p> <p>This is a very important point. Here again considerations of cost, priority (i.e., the need to train first untrained men already in employment), difficulties of accommodation and of getting requisite qualified teaching staff, etc., have had to be taken into account before taking an additional personnel for training. Recruitments are, however, made usually against specific vacancies.</p>	(Action—State Govern- ments.)
36	77	Special staff will be needed to enable the large areas co-operatively undeve-	The revision of the Second Five-Year Plan on the basis of annual pro-	(Action—State Govern- ments, Central Committee

		<p>loped to keep pace with the plan; the Registrars should advise their Governments accordingly.</p>	<p>gramme has taken into account the requirement for personnel particularly after the reorganisation of States. Perhaps this point has to be kept under constant review by the States.</p>	<p>for Co-operative Training and Government of India.)</p>
37	78	<p>A statistician should be added to the staff of the Registrar, Andhra, Madras and Bombay.</p>	<p>In connection with the progressing of the co-operative plan in the different States, the appointment of a statistician with a unit in the Co-operative Department for collection of statistics of progress, is under consideration.</p>	<p>(Action—State Governments.)</p>
38	81	<p>The training course should be revised to secure a better balance between the practical and the theoretical.</p>	<p>The question of a better balance between theoretical training and practical training is under constant review by the Central Committee. In view of the large number of new entrants who are to be trained, they have necessarily to be given a good grounding in theory, history and organisation. At the same time, arrangements for practical training are being reviewed with a view to equip the trainees in procedural matters relating to the organisation, administration of societies, etc., while at the training centre itself, so that when they go to co-operative institutions for practical study, they will be able to understand the working of the institutions better. The number of institu-</p>	<p>(Action—Central Committee for Co-operative Training.)</p>

*Recommendations of Sir Malcolm Darling regarding Co-operative Training  
and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
39	82	The syllabi of the courses should be revised and shortened.	<p>tions allotted for practical training of each candidate have been reduced with a view to making practical study more intensive.</p> <p>The question of coverage of the syllabus to suit the requirements of the type of personnel is under constant review at the Conferences of the Principals and the Chairmen of Training Centres arranged by the Central Committee for Co-operative Training. As regards the suggestion that there should be more explicit mention of the role of N.E.S. in relation to the co-operative movement, it should be noted that all schemes of rural development now in operation have been fully covered, but more specific modifications will be made in suitable</p>	(Action—Central Committee for Co-operative Training.)

			places. Steps are also being taken to include a short course on "extension methods" in the syllabus for the Block Level Training Centres. At the recent Conference of the Principals of the Junior Officers' Training Centres in the South Zone held in Bangalore from 12th to 14th August 1957, the suggestions regarding the syllabus for the Junior Officers' Course given by Sir Malcolm Darling were considered and with very few changes accepted.	
40	83	There should not be more than four lectures a day in any training course.	There are six "periods" in each Training Centre at present. With the increasing emphasis on seminars and discussion methods, the number of "lecture" classes is likely to be reduced.	(Action—Central Committee for Co-operative Training.)
41	84	The seminar system should be more freely used.	The Conference of Principals has emphasised the utility of seminars, and it is proposed to make use of this technique of teaching to an increasing extent at the various training centres. Prof. Laidlaw, the Colombo Plan Consultant, is expected to help us in organising and demonstrating the value of such seminars.	(Action—Central Committee for Co-operative Training.)
42	87	More time should be allowed in the courses for reading.	With reduction in the number of lectures, more time for reading will be available to the students.	(Action—Central Committee for Co-operative Training.)

*Recommendations of Sir Malcolm Darling regarding Co-operative Training  
and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
43	88	The libraries of the training centres should be better stocked.	The stocking of libraries adequately has been handicapped more because of the non-availability of several publications than lack of funds. However, efforts are being made to build up good libraries, and the Central Committee has a programme to re-print some of the important books which are now out of stock. A list of suitable additions to the library is being compiled in collaboration with other libraries. Sir Malcolm has also promised to send to the Central Committee a list of books. He has also been requested to purchase, on behalf of the Central Committee, copies of such books as he considers would be useful to us. On selection, orders will be placed. It might be desirable to request the Central and the State Governments to make available a free supply of all	(Action—Central Committee for Co-operative Training.)

44	89	There should be not more than one intermediate and final examination.	reports and publications bearing on problems of co-operative and general development to all training centres, Regional, Block Level and Junior Officers.	(Action—Central Committee for Co-operative Training.)
45	90	Excessive "homework" should be discouraged.	At the last meeting of the Principals and Chairmen of the Training Centres held in December 1956, it was agreed that in a course lasting from 11 to 12 months there can be three periodical tests and one final examination. For the six months Subordinate Training Classes, two tests might perhaps suffice. For these categories of personnel it is the general feeling that a few periodical tests would help to hold the attention of the trainees as well as to keep a record of their progress. For the Senior Officers' Course no examination is prescribed. Moreover, the set examination pattern of the test is being gradually altered to an assessment of general progress.	(Action—Central Committee for Co-operative Training.)
			In the report it is mentioned that the hours of work at home given in one centre were from 5 to 6 a.m., 7 to 8 a.m., and 7-30 to 8 p.m. It would appear, however, that these hours were not for assigned or prescribed "homework," but they were for providing a rough time-table for the trainees' own use.	

*Recommendations of Sir Malcolm Darling regarding Co-operative Training and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
46	91	Minor recommendations in regard to the training centres.	<p>(i) <i>Permanent staff</i>: In two centres it is pointed out that people with practical experience are not available for some of the teaching posts. One of the centres Sir Malcolm had in mind was Ranchi Centre, where, for want of suitable departmental officers, we had to appoint outsiders. This is being rectified. There is considerable dearth of the right type of teaching staff with requisite practical experience. Wherever immediately we have to appoint outsiders, the policy is to progressively replace them with more experienced staff.</p> <p>(ii) Again for the above reasons, namely, shortage of the right type of persons, there was some delay in filling up posts in Indore and Meerut. Since Sir Malcolm's visit, however, the</p>	(Action—Central Committee for Co-operative Training.)

Batches of students taken on tour should be limited to ten for observation, and to three for participation.

The Standing Sub-Committee of the Central Committee has recently taken a decision to reduce the number of

(Action—Central Committee for Co-operative Training.)

posts at the above Centres have now been filled up with persons having departmental experience.

(iii) We had been writing to the Government of Punjab that the post of the Principal of the Junior Officers' Training Centre, Jullundur, should not be combined with that of the Educational Assistant Registrar. The matter is still under correspondence with the State Government.

(iv) The suggestion is to have some vacation for courses with longer duration, viz., the Intermediate Course. For the Block Level Officers' Course there is already a vacation. In respect of the Intermediate Officers' Course, though there is no vacation for the trainees, there is one month's break between two courses for the teaching staff. The question of vacation for the Intermediate trainees has not so far been considered, as the trainees till now are employees who are expected to be on duty continuously for the training period and their leave, etc., are governed by their respective service rules.

*Recommendations of Sir Malcolm Darling regarding Co-operative Training  
and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
			<p>trainees in each batch taken on tour for practical training to about 10. The batches for the Marketing Course are expected to be composed of still smaller units. This has not been possible in the past as suitable guides were not available. Since then, proposals have been finalised for having additional guides for the training courses conducted by the Reserve Bank. In respect of Block Level Officers' Course, though the provision for the additional guides is there, the financial allocation for the purpose is not sufficient and as decided by the Standing Sub-Committee at its thirteenth meeting, the Government of India is being addressed to provide a larger financial allocation for this purpose.</p>	

48	93	Societies, such used for the practical purposes of training, should be given some special staff for the necessary explanations and guidance.	The question of providing some special staff or remuneration for the purpose to some of the institutions constantly visited by the trainees (so that somebody conversant with their working will be available to explain to the trainees and guide them) is under active consideration of the Central Committee.	(Action—Central Committee for Co-operative Training.)
48	94	Societies within easy reach of the centres may be used for practical study.	The suggestion is that the societies round about the training centre should serve more or less as a workshop and the trainees might be sent on selected days, to study these. Already such arrangements have been made in one or two centres like the Block Level Co-operative Officers' Training Centres at Hyderabad, Dhuri, Bhavnagar, etc.  Here again practical difficulty is experienced for want of suitable transport available with the training centres. Proposals are under consideration for acquiring a jeep with trailer for each of the centres under the Colombo Plan from Canada and when this becomes available it should be possible to arrange for this type of visits on a systematic basis.	(Action—Central Committee for Co-operative Training.)

*Recommendations of Sir Malcolm Darling regarding Co-operative Training  
and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
50	96	No one should be allowed to take a course without first receiving from three to six months' field training.	The principle is sound. The difficulties in implementing this are given in the comments on recommendation No. 33 above.	(Action—State Govern- ments.)
51	97	After training no one should be given independent charge of a post without working for a certain period under the personal supervision of an officer of a superior grade.	The principle is sound. The difficulties in implementing this are given in the comments on recommendation No. 33 above.	(Action—State Govern- ments.)
52	98	Men with over five years' service should not be trained with men of less than one year's service.	The mixing up of the trainees with varying experience in the same class is not of course desirable. It has not, however, been possible to avoid this altogether at the present initial stage owing to various reasons. The demand at a particular time from the two categories, i.e., those with over five	(Action—Central Com- mittee for Co-operative Training.)

			<p>years' experience and those with less than five years' experience, taken individually has not been such as to warrant the conduct of two separate classes. This particularly happens in the case of the Senior Officers' Course. At the intermediate level there is not at present much of a mix up, as most of the trainees are older hands. At the Block Level courses, this is avoided by having a shorter and a longer course separately for older and newer employees respectively. So too, for specialised courses like marketing. As the older batch of untrained personnel gets exhausted it would become more and more possible to have trainees of uniform standard in the several classes.</p>	
53	99	<p>At both the intermediate and the higher level there should be two courses, one for new entrants the other for those who require a course to prepare them for new responsibilities.</p>	<p>Same as above. This would be done even with existing classes wherever possible.</p>	<p>(Action—Central Committee for Co-operative Training.)</p>
54	100 and 101	<p>The Course for Senior Officers directly appointed should include "Rural Economics and Elements of Agriculture" as a compulsory subject and another course at the same level might well include "Business Management" as an optional subject.</p>	<p>The Central Committee is examining this question further and suitable action will be taken.</p>	<p>(Action—Central Committee for Co-operative Training.)</p>

*Recommendations of Sir Malcolm Darling regarding Co-operative Training  
and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
55	103	No one whose post involves attending a course and passing an examination should be confirmed in the post until he has passed it.	On the recommendation of the Standing Advisory Committee on Agricultural Credit this point was brought to the notice of the State Governments.	(Action—Government of India and State Governments.)
56	104	Short refresher course should be held regularly in all States.	Short refresher course for the staff is desirable. The arrangement for this could more conveniently be done by the Registrar of each State. Such arrangements already exist in some of the States.	(Action—State Governments.)
57	105	Experiments should be made with the study session as used in France.	It might be desirable for the Central Committee to collect the literature on the courses conducted in France in the first instance. After examining this in detail suitable steps can be taken in the direction indicated.	(Action—Central Committee for Co-operative Training.)

57	106	It would be desirable to depute a Co-operative Educational Officer to Europe to study the prevalent arrangements for Co-operative Education there.	This should be further examined.	
58	107	The correspondence course as a method of teaching should be borne in mind with a view to its introduction at a later stage.	The organisation of correspondence courses is much more difficult than institutional arrangements for training. This requires a large and effective staff at the headquarters. This may be considered after a year or so.	(Action—Central Committee for Co-operative Training.)
59	108	There should be a short special course in Co-operation for entrants into the Indian Administrative and Agricultural Services, and also, if necessary, for key personnel in the Agricultural Credit Department of the Reserve Bank.	As regards the short special course in Co-operation to the entrants in Indian Administration and Agricultural Services, it may be mentioned that on the basis of the suggestion made at the third meeting of the Central Committee this was circularised to the various State Governments. At the Indian Administrative Training School, New Delhi, lectures on Co-operation are also delivered to the officer-trainees. However, this cannot be a substitute for the special course in Co-operation. For this purpose it would be desirable to incorporate in the curriculum of training of these officers a regular course comprising about 12 lectures on the subject.	(Action—Government of India, State Governments and Reserve Bank of India.)
			As regards the key personnel in the Agricultural Credit Department,	

*Recommendations of Sir Malcolm Darling regarding Co-operative Training  
and Education in India and comments thereon—continued*

Recommendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
60	109	Regional Training Centres are needed for training those concerned with teaching members of co-operative societies; and the training should be given in the language of the region.	<p>though no theoretical training is prescribed for them, they are given practical training of an intensive nature lasting for about six months before they are put on regular work.</p> <p>With the expansion in the programme for member-education, more training centres will be necessary like the one held at Dohai for training the teaching staff. When the demand is large this can be arranged on a regional basis, in which case it is also possible to impart the instruction in the regional language.</p>	(Action—Government of India and All-India Co-operative Union.)
61	110	It might be better to train presidents of societies with other members of committee rather than with secretaries.	In the scheme for member-education, the arrangement is to train the presidents and the secretaries of primary societies together for a period of about six weeks.	(Action—Central Committee for Co-operative Training.)

			<p>The suggestion of Sir Malcolm is that the president may be trained along with the Committee members for a duration of only about a week. What perhaps prompted the adoption of the former alternative was that in many cases the president was almost as much responsible as the secretary for the maintenance of accounts, etc. Therefore, it was thought that a better grounding would be necessary for the president also. However, it was not the intention to be dogmatic about the course, and presidents might be left to their choice, whether to take the longer course along with the secretaries or the shorter one along with the Committee members.</p>	
62	111	<p>Special attention should be paid to the education of members of large societies.</p>	<p>This might be taken notice of in the programmes of training of members of societies.</p>	<p>(Action—All-India Co-operative Union.)</p>
63	113	<p>The use of the drama in the teaching of members of societies should not be overlooked and might usefully be taken up by the National Extension Service, in collaboration with the Co-operative Departments and the All-India Co-operative Union.</p>	<p>We agree.</p>	<p>(Action by the Co-operative Department and All-India Co-operative Union.)</p>

*Recommendations of Sir Malcolm Darling regarding Co-operative Training  
and Education in India and comments thereon—continued*

Recom- mendation No.	Para No. of the main Report	Recommendation	Comments	Remarks
1	2	3	4	5
64	116	No one should be appointed Co-operative Extension Officer without at least a year's field experience.	This is acceptable. The difficulties have already been mentioned earlier.	(Action—Community Projects Administration.)
65	117	All Block Development Officers appointed direct should be trained as recommended.	This relates to the training of the Block Development Officers. At present they get only a brief general course which is capable of further improvement.	Do.
66	119	Co-ordination with the technical departments concerned can be best secured by the system described.	This deals with the co-ordination with the technical departments concerned by holding periodical meetings where programmes are considered, mutual problems discussed and differences thrashed out. This arrangement would leave the departmental control over the field staff unaffected.	Do.

67	119	<p>If Block Development Officers are given administrative control over Co-operative Extension Officers, they should be properly trained in the theory and practice of Co-operation, and Co-operative Extension Officers should be given at least two years' field experience before being posted to a block.</p>	<p>Some training in theory and practice of Co-operation is necessary for the Block Development Officers.</p> <p>As regards at least two years' field experience to Co-operative Extension Officers, this may not be feasible immediately in view of the large number required immediately. However, from the long-term point of view this objective is desirable.</p>	Do.
68	120	<p>Block Development Officers should not be liable to frequent transfer.</p>	We agree.	Do.
69	122	<p>The posts of Co-operative and Panchayat Extension Officer should not be combined.</p>	We agree.	Do.
70	124	<p>The National Extension Service through its co-operative staff should try to persuade groups of villagers of the same tribe or caste to reduce their expenditure on social ceremonies, where it seems out of proportion to their resources.</p>	We agree.	Do.

## NOTE IV

### REGIONAL CONFERENCE OF SUBORDINATE CO-OPERATIVE TRAINING SCHOOLS—REQUEST FOR SANCTION OF FUNDS

At the last meeting of the Standing Sub-Committee, at which the Secretary, Ministry of Food and Agriculture, was present, it was decided that Regional Conferences of Junior Officers' Co-operative Training Schools should be convened in three zones and that for this purpose the Government of India should be approached to sanction a sum not exceeding Rs. 25,000 for meeting the necessary expenditure. This estimate was made on the basis, as pointed out in that note, that the Government of India should bear the expenditure on the travelling allowances of the Principals and State Government officials as well as the non-official invitees attending the Conference. It was felt that otherwise the meeting would not be fully attended and the object of calling up the meeting would not be met.

In accordance with this decision of the Standing Sub-Committee, the Government of India was addressed on 11th July 1957 to accord sanction to the convening of the meeting and incurring the cost as agreed to by the Committee. Further to this, on 15th July 1957, we wrote to the Government of India stating that we were proceeding with the preliminary arrangements for conducting the meeting in anticipation of Government's sanction and invitations to persons were being issued accordingly. The invitation, among other things, stated that the travelling and daily allowances for attending the Conference would be met by the Central Committee out of the funds provided by the Government of India for the purpose. The meeting was held from 12th to 14th August 1957, and 21 officials and 12 non-officials (excluding the invitees from Bangalore) attended the Conference.

The Government of India have now, in their letter dated 10th August 1957 (which was received by us at Bangalore), conveyed their administrative approval to the holding of the Conference, but conditioned their approval with the following remarks:

(i) The T.A. and D.A. to official delegates (such as State Government representatives) should be governed according to the normal rules, i.e., that they should get T.A. and D.A. from their own State Governments.

(ii) Non-official delegates should be paid T.A. on the basis of actual railway fare, but no servants should be allowed.

(iii) The T.A. bills of Principals of the Training Centres should be met out of the funds of the Training Centre and that if

on account of this there is a shortfall in the aggregate grant in respect of each school it may be made good at the end of the financial year, if justified on the basis of actual expenditure.

(iv) The expenditure on contingencies should be very limited.

*T.A. to officials*

(i) It may be stated that it was in the expectation that the Government of India would agree to the suggestion of the Standing Sub-Committee, that we agreed to pay the official invitees their T.A. and D.A. out of the funds to be provided by the Government of India. The experience in the past was that when the State Governments were requested to meet the T.A. bills, some of the State Governments were reluctant to bear the expenditure and send their representatives. Even in the present case several of the State Governments have stated that they have permitted their representatives to attend the Conference on the specific understanding that they will have no liability for T.A.

*T.A. to non-officials*

(ii) This again is on the lines approved by the Standing Sub-Committee earlier and is on the same lines as that in force for the non-official members of the Local Committee for the Block Level Co-operative Training Centres. In view of the high position held by several of the invitees, it was felt that they might feel it inconvenient to attend if the facility to take a servant was not provided for them.

*T.A. to Principals*

(iii) The Government of India have suggested that the T.A. bills of the Principals should be met from the funds of the respective training centres. It will, however, be difficult to find the necessary funds from the budgets of the Training Centres. The provision in the budget for T.A. and D.A. for Principals and other teaching staff is only about Rs. 1,000 and of this only Rs. 500 is the contribution of the Central Government. The expenditure on account of the attendance at the Conference will amount to Rs. 100 to 125 in respect of each Principal, and if this is to be charged to the Centre, it would be hard pressed for meeting the expenditure on practical training tours. Also it will be a cumbersome procedure to incur a shortfall and then approach the Government of India at the end of the financial year to make good the deficit. In any case, a good part of the funds will have to come from the Government of India, and there does not seem to be any valid objection why it would not be made available in the manner suggested by us.

It was in the hope that the Government of India will accord the necessary sanction that we held the Conference and committed ourselves to the expenditure. The Government of India had asked us, in their letter dated the 3rd August, to give a break-up of Rs. 25,000. We had given a rough estimate of the several items of expenditure as desired by them in our reply dated 8th August 1957. We had also informed the concerned Under-Secretary to the Ministry of Food and Agriculture and the Co-operation Adviser over the phone just before we left for Bangalore, that we were proceeding with the Conference in the hope that the necessary sanction would follow. No indication was given at that time that difficulties of the kind would be raised by the Government of India.

T.A. bills of the invitees are being received and pending a decision by the Government of India they will be held up.

The Committee may indicate the action to be taken on the above. It is also to be decided whether the remaining two conferences should be held as proposed earlier.

PROCEEDINGS OF THE FOURTEENTH MEETING OF  
THE STANDING SUB-COMMITTEE OF THE CENTRAL  
COMMITTEE FOR CO-OPERATIVE TRAINING HELD ON  
3RD SEPTEMBER 1957 AT NEW DELHI

*Present:*

Prof. D. G. Karve (*Chairman*)  
Shri P. N. Thapar  
Shri B. Venkatappiah  
Shri J. C. Ryan (*Member-Secretary*)

Shri M. R. Bhide, Joint Secretary, Planning Commission Government of India, also attended the meeting on special invitation.

*ITEM I: Review of progress made at the various training centres*

The Committee noted the inadequate response from several States in utilising the training facilities available at the various training centres, particularly the Regional Co-operative Training Centres. For example, in the case of the Meerut Regional Co-operative Training Centre, Uttar Pradesh has not deputed any departmental officers and even from the institutions only four trainees are attending the second course; the response from the Punjab has also been limited though they have made some promises for the third session. The result has been that while there were 31 trainees\* for the first session there are only 19 in the second session as against a provision for 45 trainees. Accordingly, it was decided that these shortfalls should be brought to the notice of the State Governments and if necessary this should be followed up by visits by the officers of the Central Committee and the Ministry of Food and Agriculture to discuss with the State authorities the necessity to make full use of the facilities available, as otherwise, in the long run, this would affect adversely the programme of co-operative development. It was also felt that the lack of response from the co-operative institutions might be due to ignorance about the various facilities available under the scheme for co-operative training, particularly on the part of co-operative institutions, and it was suggested that a note detailing the facilities available should be prepared and distributed, through the Registrars of Co-operative Societies, to co-operative institutions for their information.

It was also felt that, now that the various courses had been in progress for some time, a somewhat more systematic evaluation should be attempted than had been done hitherto. For this purpose a few cases may be chosen of trainees appointed to particular

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\*Including four private trainees.

posts or institutions after training and an assessment made of how far the institutions have actually benefited by the training given to their employees.

*ITEM II: Consideration of the Report on Co-operative Training submitted by Prof. A. F. Laidlaw, Colombo Plan Consultant*

Before taking up the various points raised in the preliminary report on Co-operative Training submitted by Prof. A. F. Laidlaw, Colombo Plan Consultant, at the suggestion of the Chairman, Prof. Laidlaw briefly explained the important points in his report. He posed two main problems, viz., (a) whether it is not possible to integrate the training of co-operative personnel of various categories in respect of each State in one institution so as to avoid duplication of effort, secure greater economy in expenditure, ensure the best use of qualified staff, which is scarce, and also help in bringing together the various categories of personnel at the training stage; and (b) should not co-operative training be much more of a business training than it is at present. He explained that each State should be allowed to make its own arrangements for training of senior, intermediate and junior officers, the Central Committee providing only the necessary co-ordination at the top. He had particularly in mind the example of States where the training arrangements for the junior officers of the Department were conducted by the Government, those for the staff of the co-operative institutions by State Co-operative Union and those for the intermediate personnel by the Central Committee. If an integration was effected there could be a common Principal of superior qualifications and experience and experts could be attached to teach particular subjects in all courses where common subjects existed, instead of having two or more separate lecturers. Regarding the second point, Prof. Laidlaw wanted that the theoretical training in the various courses should be reduced and the business and practical side increased more or less in the nature of on-the-job training or apprentice training.

There was a full discussion on these points. The general opinion of members was that for at least some time to come the continuance of separate institutions would be necessary for administrative, financial as well as physical considerations. The programmes of training had, however, to be integrated, and the maximum possible co-ordination of resources was to be brought about. These opportunities should continue to be explored.

Regarding the second point raised by Prof. Laidlaw, the general feeling was that with the experience already gained it should be possible to move further in the direction of making a business-like administration of co-operative duties more specifically a part of education than has been done in the past. When the initial training programmes have caught up with the needs of fresh staffing, the pattern of short courses may be more generally adopted.

The Committee thereafter considered the individual recommendations made by Prof. Laidlaw and the Note on the subject was generally approved.

*ITEM III: Consideration of the Report of Sir Malcolm Darling on Co-operative Training and Education submitted to the Planning Commission*

The Committee discussed the various recommendations of Sir Malcolm Darling relating to Co-operative Training and Education and agreed in general with the remarks contained in the Note. It was also decided that the Government of India should be requested to extract the recommendations relating to Co-operative Training and Education from the rest of Sir Malcolm Darling's report and to send them separately to the Ministries of the Government of India concerned and the State Governments for necessary action, as it was felt that this procedure would ensure quicker action in regard to these recommendations.

*ITEM IV: Regional Conference of Subordinate Co-operative Training Schools—Request for sanction of funds*

The Committee reiterated the importance of convening the Conference of Junior Officers' Co-operative Training Schools as already decided at the previous meeting. The Committee also considered the various points raised by the Government of India in regard to the expenditure connected with these conferences and indicated that the Secretariat might again address the Government of India requesting them to reconsider their earlier decision and to sanction the necessary expenditure.

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

(14th February 1958, at the Reserve Bank of India Building, Bombay)

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AGENDA

NOTES

- I Review of progress made in the training scheme.
- II Review of action taken on the proceedings of the last meeting.
- III Refresher Course for lecturers at the Regional Co-operative Training Centres.
- IV Visits of newly appointed Registrars of Co-operative Societies to the Agricultural Credit Department and other important centres.
- V Consideration of improvements in existing courses of study and introduction of new courses.
- VI Proposal to institute a system of Provident Fund for the employees in the Regional and Block Level Co-operative Officers' Training Centres.
- VII Rates of T.A. and D.A. to the teaching staff at the various Regional and Block Level Co-operative Officers' Training Centres.
- VIII Training of supervisory and audit staff required for weavers' co-operative societies.
- IX Proposal for reduction in the duration of the Special Short-term Course at Block Level Co-operative Officers' Training Centre, Dhuri.
- X Request by the Registrar of Co-operative Societies, Madhya Pradesh, for relaxing the minimum qualifications prescribed for admission to the special course on Co-operative Marketing and Junior Officers' Training Centres.
- XI Arrangements for the training of warehousing personnel.
- XII Payment of better emoluments by co-operative banks to employees passing the examination of the Indian Institute of Bankers.

**NOTE I****REVIEW OF PROGRESS MADE IN THE TRAINING SCHEME**

The present review takes us to January 1958, and this period marks the completion of four years since the first meeting of the Central Committee for Co-operative Training was held in December 1953. During this period organisational part of training arrangements for different categories of co-operative personnel as envisaged by the Committee has been completed and the attention of the Committee is now being increasingly focussed on qualitative improvement of the several training arrangements rather than on their expansion, although the possibilities in the latter direction are also being kept in view. The progress made since the Standing Sub-Committee met last on 3rd September 1957 is briefly reviewed below.

*1. Senior Officers' Course*

The tenth session of the course which was in progress when the Committee met last came to a close on 17th September 1957. Forty candidates were trained in this session, bringing the total number of candidates trained in the course since 1952 to 310. The eleventh session commenced on the 4th October 1957 with 37 candidates as given below:

<i>Name of the State</i>	<i>Number of candidates admitted to the current session (11th)</i>		
	<i>Departmental</i>	<i>Institutional</i>	<i>Total</i>
Assam .. .. .	1	1	2
Bombay .. .. .	5	2	7
Bihar .. .. .	3	..	3
Himachal Pradesh .. .. .	1	..	1
Jammu and Kashmir .. .. .	4	..	4
Kerala .. .. .	..	1	1
Madhya Pradesh .. .. .	5	..	5
Mysore .. .. .	2	..	2
Orissa .. .. .	2	..	2
Rajasthan .. .. .	2	2	4
Uttar Pradesh .. .. .	..	1	1
West Bengal .. .. .	1	..	1
Madras .. .. .	..	1	1
Punjab .. .. .	2	1	3
<b>Total ..</b>	<b>28</b>	<b>9</b>	<b>37</b>

## 2. Intermediate Officers' Course

The stage of progress of the training course at the five Regional Co-operative Training Centres for intermediate personnel is given below:

Centre	State	No. of the current session	Date of commencement of the current session	Date of closing of current session	No. of candidates		
					Departmental	Institutional	Total
1. Poona	Bombay	V	1-7-57	30-6-58	24	21	56*
2. Madras	Madras, Andhra, Kerala and Mysore	IV	10-7-57	9-6-58	18	21	39
3. Ranchi	Bihar, Orissa, West Bengal, Assam, Manipur and Tripura	IV	15-7-57	14-6-58	36	4	40
4. Indore	Rajasthan and Madhya Pradesh	III	16-1-58	15-12-58	35	10	45
5. Meerut*	Uttar Pradesh, Punjab, Jammu and Kashmir, Delhi and Himachal Pradesh	II	15-2-57	14-1-58†	10	8	18

\* Including 11 private candidates.

† III session scheduled to commence on 19-2-58.

Since the last meeting, the sessions at Indore and Meerut came to a close on 15th December 1957 and 14th January 1958 respectively, while sessions at Poona, Madras and Ranchi are still in progress. A subsequent session has commenced at Indore on 16th January 1958. The session at Meerut is due to commence on 19th February 1958. The response of candidates at Indore in the current session is better than in the previous one; 45 candidates have been admitted as against 36 in the previous session. The question of shortfall of candidates at the Meerut Centre was examined by the Secretariat. Since the shortfall was found to be mainly due to small number of candidates deputed by Uttar Pradesh and Punjab, the Registrars of these States were requested by the Secretariat as well as the Government of India to give consideration to the matter. As a result, the total number of candidates recommended for the session commencing from 19th February 1958 has come to 39 so far.

## 3. Special Courses

### (i) Co-operative Marketing

The stage of progress of the Co-operative Marketing Course at the different centres is indicated below:

Centre	No. of current session	Date of commencement	Date of closing	Number of candidates under training			Total number of candidates trained at the Centre so far
				Departmental	Institutional	Total	
1. Madras	II	1-11-57	28-2-58	32	..	32	25
2. Poona	V	2-12-57	1-4-58	9	1	10	128
3. Meerut	V	2-1-58	30-4-58	9	3	12	130
4. Ranchi	II	9-12-57	8-6-58	39	..	39	34
5. Indore	I	15-11-57	14-5-58	10	10	20	..

Thus, with the commencement of six months' course at Indore, special courses on Co-operative Marketing are now being conducted at all the five Regional Co-operative Training Centres.

The number of suitable candidates recommended for admission to the current sessions were quite short of the expected needs of various States based on their programme of development of co-operative marketing. This was particularly marked in the cases of sessions which commenced at Poona and Meerut recently. It was, therefore, felt that this matter should be taken up with the State Governments concerned. Accordingly a circular letter (Appendix 44) was sent to the Registrars of Co-operative Societies of all States on 15th January 1958. The circular explains the difference between the Marketing Course of four months' duration at Poona, Madras and Meerut and the one of six months' duration at Indore and Ranchi and the type of candidates who may be deputed to these centres. The Registrars have been requested to state the reasons for the shortfall in the number of candidates deputed by them as against their anticipated requirements for the planned development of co-operative marketing. Their suggestions for rectification of defects, if any, and for improvements in the course are also invited. Their replies are awaited.

#### 4. Land Mortgage Banking

With the conclusion of the third session of the special short-term course on land mortgage banking, at which 39 candidates completed their training, the total number of personnel trained in land mortgage banking so far comes to 107. The fourth session of the course commenced on 4th November 1957 with 41 candidates, of whom 28 are departmental and 13 institutional, as shown in the table given below:

Name of the State	Number of candidates admitted to the current session		
	Departmental	Institutional	Total
Andhra .. .. .	4	1	5*
Assam .. .. .	2	..	2
Bihar .. .. .	6	..	6
Bombay .. .. .	..	6	6*
Kerala .. .. .	1	2	3
Madhya Pradesh .. .. .	2	2	4
Madras .. .. .	5	2	7
Orissa .. .. .	1	..	1
Mysore .. .. .	3	..	3
West Bengal .. .. .	4	..	4
Total .. .. .	28	13	41

\* One more admitted but did not join.

The duration of the course has been reduced from 4½ to four months, as decided earlier.

### 5. Block Level Co-operative Officers' Training Centre

The stage of progress of training at Block Level Co-operative Officers' Training Centres is indicated below:

Centre	States served	No. of current session	Date of commencement	Date of conclusion	Number of candidates	
					Under training	Already trained
Gopalpur-on-Sea	Bihar and Orissa	III	1-11-57	30-9-58	101	178
Hyderabad	Andhra, Mysore and Kerala	III	28-10-57	27-9-58	65	89
Kotah	Rajasthan and Madhya Pradesh	II	14-2-57	23-1-58	86	86
Tirupati (Short-term Course of 3½ months)	Andhra and Madras	VII	21-1-58	5-4-58	40	206
Bhavnagar	Bombay	II	15-2-57	14-1-58	89	49
Dhuri	*Punjab, Himachal Pradesh, Delhi and Jammu and Kashmir	II	1-5-57	31-3-58	67	14
(i) Regular Course of 11 months	Punjab	III	16-9-57	31-1-58	17	38
(ii) Short-term Course of 4½ months						
Faizabad	Uttar Pradesh	II	1-5-57	31-3-58	126	142
Kalyani	West Bengal, Assam, Manipur, Tripura and NEFA	II	1-7-57	31-5-58	67	41
Total ..					658	843

\*In addition to the above States, those candidates from Uttar Pradesh who could not be accommodated at Faizabad Centre are given admission here.

It may be stated that at the Hyderabad Centre, during the current session the number of candidates admitted from the three States served by the Centre is as follows:—

Andhra	...	...	...	...	...	Nil
Mysore	...	...	...	...	...	12
Kerala	...	...	...	...	...	2

The Government of Bombay, however, wanted 60 additional candidates to be trained from October 1957 and since the facilities available at the Bhavnagar Centre were not enough to accommodate these additional 60 in a separate session beginning from October, it was decided to admit them at the Hyderabad Centre. This also helped the Hyderabad Centre to utilise its capacity more fully. It may be stated that 51 candidates have been admitted from Bombay State for the current session.

### 6. Junior Officers' Training Course

The number of Co-operative Training Centres for Junior Officers has increased from 42 in September 1957 to 45. Their distribution in various States, the amount of grant-in-aid granted

by the Government of India, the number of candidates trained so far and the number under training are shown in the following table:

Name of the State	Number of schools	Number of candidates trained so far	Number of candidates under training	Grant-in-aid sanctioned by the Government of India
				Rs.
Andhra .. .. .	4	910	395	*
Assam .. .. .	1	97	..	27,600.00
Bihar .. .. .	3	546	78	1,01,212.00
Bombay .. .. .	6	1,019	422	1,33,931.00
West Bengal .. .. .	3	249	227	64,018.00
Jammu and Kashmir .. .. .	1	N.A.	N.A.	*
Kerala .. .. .	2	430	100	18,300.00†
Madhya Pradesh .. .. .	3	370	229	82,625.00
Madras .. .. .	4	891	752	1,40,035.00
Manipur .. .. .	1	107	..	33,200.00‡
Mysore .. .. .	3	418	206	§
Orissa .. .. .	3	416	182	74,020.00
Punjab .. .. .	2	411	119	15,090.00
Rajasthan .. .. .	1	353	88	§
Uttar Pradesh .. .. .	8	819	566	33,420.00†

\* Proposals pending sanction.

† Proposals of some schools pending sanction.

‡ Including share of the Manipur Government borne by the Government of India.

§ Proposals not yet received.

The organisation of a junior officers' training centre at Delhi, to which a reference was made in the note for the last meeting, has not yet been completed by the State Government though the scheme has been approved by the Central Committee and a grant-in-aid has been sanctioned by the Government of India.

### 7. Training of non-officials

A scheme for training honorary office-bearers of co-operative societies (non-official personnel) was received from the Government of Punjab. It was confirmed by the Registrar of Co-operative Societies, Punjab, that the simultaneous operation of this scheme with other units sanctioned under the scheme of the All-India Co-operative Union might not create any disparity either in contents of training or in the essential features of organisation such as staff, etc., or in the convenience of trainees. The scheme has been recommended to the Government of India for financial assistance during 1957-58.

### 8. Miscellaneous

(i) In order to systematically assess the utility of training courses, it was decided to evaluate the training programme with

reference to its effectiveness and use to trainees. Accordingly a set of questionnaire is being issued to trainees of the Senior Officers' and the Intermediate Officers' Courses and their employers. It has 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, if needed, in the light of the replies received, issue the final questionnaire. This preliminary action has already been taken. Questionnaires relating to Block Level Officers' Course will also be issued shortly.

(ii) In pursuance of the recommendations made at the Conference of Principals of Regional Co-operative Training Centres held at Bangalore in January 1957 to discuss ways and means of improving the arrangements for training personnel of co-operative marketing societies, a set of forms of books and documents, etc., generally used by marketing societies in different States, have been collected. These are intended to be used for imparting training in procedural matters. They have, in the first instance, been circulated amongst the Registrars of various States and the Principals of the Regional Training Centres for obtaining their comments on the usefulness and adequacy of the several forms. A number of useful suggestions have been received, and after incorporating these, it is proposed to get these forms printed so that every trainee attending the course on co-operative marketing could be supplied with a copy for his general use.

(iii) Prof. Laidlaw, Consultant on Co-operation under the Colombo Plan Aid, has now been working with the Committee for nearly 17 months. He visited all the 13 training centres for Intermediate and Block Level Co-operative personnel and a large number of the Junior Co-operative Officers' Training Centres. His reports on the working of these institutions have been of considerable use to the Central Committee for Co-operative Training. He has been particularly helpful in training lecturers of the training centres in adopting the discussion-cum-exposition method of teaching as against relying merely on classroom lectures and notes.

A brief memorandum on "Extension Work in the Co-operative Movement," was prepared by him at the request of the Central Committee. This memorandum, it is felt, will serve as a guide not only to the lecturers in handling the subject at the training centres, but also generally to all extension workers who have devoted themselves to the cause of Co-operation.

Thanks mainly to the efforts of Prof. Laidlaw, the Central

education from the Government of Canada under the Colombo Plan Aid Programme. The Government of Canada have made available 13 sets of 16 mm. sound film projectors and thirteen 35 mm. strip projectors both complete with necessary accessories and spare parts valued at about \$14,000.00. Some \$25,000.00 worth of pamphlets and books are expected to arrive in a few months' time. The Central Committee had also requested for a jeep and a trailer together with a generator set for each of the training centres. It is understood that these may be provided in the aid programme for 1958-59. The first consignment of film and film strip projectors arrived in India early in January 1958 and were formally presented by Mr. T. F. Harris, Canadian Government Trade Commissioner, to Shri V. L. Mehta, Chairman of the Central Committee at a function organised at the Reserve Bank of India. A Press note issued on the occasion and the speeches made by Mr. Harris and Shri V. L. Mehta are appended to this note. (Appendices 45, 46 and 47.)

For acquainting the staff of the training centres with the use of the projectors, etc., a course of about a week is being organised in February 1958 at Kotah in Rajasthan. This will be followed by a three weeks' instructional course in extension methods for the lecturers of the Junior Co-operative Officers' Training Schools. Prof. Laidlaw, assisted by other experts, is initiating the staff in the use of Audio-Visual Equipment and the adoption of co-operative extension methods. A full report on these courses will be submitted to the next meeting.

Prof. Laidlaw is due to leave India shortly to take up an important assignment in his country as National Secretary of the Co-operative Union of Canada.

## NOTE II

### REVIEW OF ACTION TAKEN ON THE PROCEEDINGS OF THE LAST MEETING

#### ITEM I : REVIEW OF PROGRESS MADE IN THE SCHEMES OF TRAINING

The question of shortfall in the number of candidates deputed to the Regional Co-operative Training Centre, Meerut, was pursued both by the Secretariat of the Central Committee and the Government of India. The Co-operation Adviser to the Government of India addressed a letter on 6th September 1957 to the Registrar of Co-operative Societies, Uttar Pradesh, impressing upon him the need to get an adequate number of candidates trained each year. The Registrar has promised to extend full co-operation in the matter. It may be stated that for the current session at Meerut, there are 19 candidates from Uttar Pradesh. The Member-Secretary during his visit to Punjab in December 1957, also brought to the notice of the Registrar of Co-operative Societies, Punjab, the small number of candidates, particularly departmental, deputed by Punjab to the Regional Co-operative Training Centre, Meerut. As a result, the Punjab Registrar has deputed a larger number, among whom are three probationary Assistant Registrars.

The Secretariat has also prepared a small pamphlet describing the Intermediate Courses conducted at the various Regional Co-operative Training Centres. Copies of the same have been circulated to the Registrars of the various States and also mailed to the co-operative central banks, state co-operative banks and other important co-operative institutions.

In pursuance of the decision taken at the last meeting for systematically evaluating the utility of training given and the benefits which have accrued to the concerned institutions, a suitable questionnaire is being issued to trainees of the Senior Officers' Course and Intermediate Officers' Course and their employers. A similar questionnaire will follow for trainees of Block Level Co-operative Officers' Course.

#### ITEM II : CONSIDERATION OF THE REPORT ON CO-OPERATIVE TRAINING SUBMITTED BY PROF. A. F. LAIDLAW, COLOMBO PLAN CONSULTANT

Many of the suggestions given by Prof. Laidlaw, e.g., improving practical training programme, introduction of discussion methods in teaching, improvement of library, organisation of extra-curricular activities, etc., are being given effect to. With regard to the two specific points which were referred to by Prof.

Laidlaw viz., integration of the training arrangements for the different categories of personnel and the need to make co-operative training more of a business training than at present, the Committee itself had indicated that the first was not immediately possible. Regarding the second, attempts are being made to give a more practical approach to the training programme and it is proposed to make Business Management one of the subjects for the training courses.

ITEM III: CONSIDERATION OF THE REPORT OF SIR MALCOLM DARLING ON CO-OPERATIVE TRAINING AND EDUCATION SUBMITTED TO THE PLANNING COMMISSION

The recommendations in regard to Co-operative Education and Training made by Sir Malcolm Darling in his report together with the views of the Standing Sub-Committee were forwarded to the Government of India for necessary action.

ITEM IV : REGIONAL CONFERENCE OF JUNIOR (SUBORDINATE) CO-OPERATIVE TRAINING SCHOOLS—REQUEST FOR SANCTION OF FUNDS

In accordance with the decision of the Committee, the Government of India were again requested to reconsider their earlier decision and sanction the necessary expenditure for the Regional Conference of Principals of Junior Co-operative Schools, etc. However, the Ministry have not finalised the sanction so far. Consequent on this the travelling allowance bills of delegates who attended the first Conference of the schools from the southern zone at Bangalore in August 1957 are pending payment. It has also not been possible to proceed with arrangements for holding Conferences of the schools in other zones.

### NOTE III

#### REFRESHER COURSE FOR LECTURERS AT THE REGIONAL CO-OPERATIVE TRAINING CENTRES

Now that the Regional Co-operative Training Centres have been working for over three years, it is felt that a short Training Camp for the lecturers of these centres is necessary. Most of the lecturers are either on deputation or retired officers from the Department, and as such they have sufficient practical experience in their particular field. Many of them are, however, new to teaching and have to be coached in the methods of instructions. Further, they are not likely to be familiar with the new concepts associated with the recent developments in co-operative policy and practice and would need to be oriented in these. Since these lecturers come from different States, which are in varying degrees of progress in co-operative development, their standard of knowledge, both of theory and practice, is also not uniform. In view of all this, it is proposed that a short training course of about three weeks' duration, which can be considered as a refresher course, may be arranged in the first instance for the lecturers of the Regional Co-operative Training Centres.

This refresher course, it is proposed, should be more of the nature of a discussion forum than a series of formal lectures. Sufficient provision should also be made for the visit of the lecturer-trainees to typical co-operative institutions. Groups of lecturers could be given distinct problems, on which they might submit reports at the end of their visits to different co-operative institutions. It is also proposed that in order to make the course effective and purposeful, the lecturers might be listed according to their respective qualifications, experience, background and the subjects taught and divided into suitable groups on the above basis, so that discussions, study, etc., of each group would be oriented to its specific need.

It is suggested that the course might be held some time in May or June 1958. The month of June will suit the training centres at Madras, Poona and Ranchi, on account of the intercession vacation. Meerut and Indore trainees will also be on practical training course during this period. In order to minimise disturbance to the normal work, it is suggested that during the period of the proposed training course, Principals might be asked to arrange a few lectures by outside experts on specific subjects, and after return from their refresher course, the lecturers could be asked to speed up the teaching of their subjects by extra classes, if necessary, to make up the time lost.

Bombay, Poona or Madras is suggested for the venue of the camp. Poona will be convenient from the point of view of climate and accommodation.

It is also suggested that we need not bring together all the lecturers from the training centres. The Principals in all cases and the lecturers who mainly deal with Accounts and the part-time lecturers can be left out. If this is done, it is estimated that the number attending the refresher course will be about 28.

The subjects to be dealt with in the course might be broadly classified into two, (i) General and (ii) Special.

(i) General will be that which will be common to the whole class. This will include such topics as (1) the best ways of imparting practical and theoretical training by such means as the use of case studies, discussion groups, etc. (2) general developments in the social and economic field which affect co-operative progress, (3) elementary principles of Business Management.

(ii) Special subjects will consist of (a) Co-operation (General) and Rural Economics, (b) Marketing, (c) Banking and (d) Industrial Co-operation. The grouping of lecturers will be done mainly on the basis of their interest in these subjects. Another cross division might possibly be on the basis of those requiring more attention on the practical side and those requiring more attention on the theoretical side of their subject. On each subject, readings and papers will be prepared in advance, case studies worked out and visits to a few select institutions arranged as much for the purpose of illustrating methods of study as for the study of the institutions themselves.

It is suggested that the expenditure for deputing the lecturers to the course might be borne from the funds of the respective training centres. Provision for meeting miscellaneous expenditure connected with the conduct of the course will have to be made by the Reserve Bank of India.

## NOTE IV

### VISITS OF NEWLY APPOINTED REGISTRARS OF CO-OPERATIVE SOCIETIES TO THE AGRICULTURAL CREDIT DEPARTMENT AND OTHER IMPORTANT CENTRES

In the notes submitted to the third meeting of the Standing Advisory Committee it was mentioned as follows:—

“Another question concerns measures for bringing about greater contact between the Agricultural Credit Department of the Bank and the Registrars and other key personnel of the co-operative movement. The suggestion is that key personnel of the Co-operative Department and institutions, such as Registrars (or Senior Joint Registrars or Deputy Registrars corresponding to Joint Registrars), Managing Directors of apex banks, secretaries and managers of the bigger central banks should be provided opportunities for spending some time in the Agricultural Credit Department and, if convenient, in a few important co-operative institutions in the Bombay State. The period of stay may be generally limited to three to four weeks. This arrangement is likely to enable the officers and others concerned to understand and appreciate the wider policies and mechanism of agricultural credit and to apply such knowledge to the working of their own departments or institutions. An important consideration to be borne in mind in selecting the candidates is that the personnel trained are likely to remain in their posts for a reasonable length of time. It would also be desirable, for obvious reasons, that this scheme should begin with the co-operatively less developed States.”

2. The Conference on Marketing and Co-operation held at Hyderabad in November 1955 and the Second Conference of State Ministers on Co-operation held at Mussoorie in July 1956, recommended that the superior personnel (by which they meant Registrars and other top personnel), who “do not have previous co-operative experience, should have a special orientation course.” Sir Malcolm Darling also in his report of June 1957 on the Co-operative Movement emphasised the need for the training of the Registrars. He said, “It is now generally accepted that all concerned with the working of the Co-operative Movement must be fully trained in the principles and practice of Co-operation. This naturally applies with special force to the Registrar... it should now be a hard and fast rule that no one should be appointed Registrar without at least a year’s training.” (Para 64.)

3. The need for getting the Registrars properly equipped for the task has acquired added force because of (1) the vastly increased responsibilities for technical direction and guidance

they are expected to shoulder under the new scheme of state partnership and integrated co-operative development and (2) the changes in the economic and social spheres in the context of which the co-operative policy has to be re-shaped. This need is further underlined by the fact that in quite a few states, the officers who fill the posts are not men who have grown in the Department, but those who are drafted to it according to the exigencies of service and who are likely to be shifted again before they have had time to learn the work through the normal process of doing it for some time. This is a handicap not merely to the officers, but also to the Reserve Bank which is vitally interested in seeing that co-operative institutions build up certain standards of capital strength and operative efficiency, with such technical and financial assistance from the State as would make the whole credit policy effective. It is felt, therefore, that these officers should be given facilities to get themselves acquainted with the credit policy and operational methods of the Agricultural Credit Department of the Reserve Bank of India and the working of one or two comparatively well developed state co-operative banks and other institutions before they settle down to work in their States. In fact, a few of the Registrars during informal discussions have expressed their desire to have a short study tour of the kind arranged for them. The offer of facilities for visit to the Agricultural Credit Department for purposes of such study has already been made to the Registrars of Mysore and West Bengal.

4. In broad terms, the nature of the arrangements would be that the Registrars would be afforded facilities, one by one if necessary, to visit the Agricultural Credit Department of the Reserve Bank of India, and also a few important co-operative institutions. During their stay in the Agricultural Credit Department they will hold detailed discussions with the officers regarding the developments in co-operative policy and practice and study relevant files. The information required for the purpose, the files to be studied, etc., will be carefully listed, compiled and kept ready for reference and a programme of discussion arranged to suit the particular needs of each State. This will be supplemented by a programme of visits to institutions.

5. If approved, the State Governments will be addressed in the matter requesting them to afford the necessary facilities for such study to their Registrars. Officers of the Agricultural Credit Department during their visits to the various States might also discuss this with Registrars and the State Governments and persuade them to agree to the proposal. It has to be considered how the cost of the deputation of such officers for study to the Reserve Bank has to be met.

## NOTE V

### CONSIDERATION OF IMPROVEMENTS IN EXISTING COURSES OF STUDY AND INTRODUCTION OF NEW COURSES

The training courses for the Senior, Intermediate and Junior Co-operative Officers have now been in operation variously at the different centres for the last 2-3 years, and they may now be said to be fairly well established as far as the broad features of the programme are concerned. The several arrangements have, however, to be kept under constant review and changes in these to bring them more and more in conformity with practical requirements have to be constantly made. The conferences of the Principals of the Training Centres held at Bombay and Bangalore were efforts in this direction. The suggestions of Prof. Laidlaw and Sir Malcolm Darling in this regard have already been brought to the notice of the Committee. In the light of all these we may now consider what further improvements can be made in the training programmes during the current year. These proposals may be considered broadly under two heads, (1) programmes for expansion and the undertaking of new courses, and (2) programmes for qualitative improvement of the existing courses and methods of instruction.

#### I. NEW COURSES

##### (i) *A course for managers and secretaries of reorganised primary societies*

The Junior Officers' Course at present provides basic training to those engaged in the organisation, supervision and management of primary societies. This is intended, however, to serve only as a general groundwork. Those who are required to work as secretaries and managers of the new reorganised primary societies will in addition require specific orientation in the working of the integrated scheme of credit. For this purpose, a short orientation course of four to six weeks' duration for the secretaries, managers and inspectors who are posted, or intended to be posted, in charge of the reorganised societies, would be desirable. These courses can be organised at the Junior Officers' Training Schools. It may well be that some of these officers have already had basic training at the Junior Officers' Schools; but in view of the new responsibilities to be undertaken by them it would be advisable to give these officers an additional briefing before they are put on work. The schools where such courses are to be organised and the staff who should give the training will no doubt have to be carefully chosen.

(ii) *Extension lectures in commerce colleges*

To create a general interest in co-operative forms of enterprise among those who are being trained for business careers, the commercial colleges may be approached, and, with their consent, a series of extension lectures on Co-operation for the undergraduates may be organised under the auspices of the consenting institution as part of a regular educational programme.

(iii) *Course on Management and Salesmanship*

In the same manner the commercial colleges might be persuaded to arrange a series of lectures in Business Management and Salesmanship to the co-operative staff. Such reciprocal arrangements on a regular basis would be of considerable benefit to both.

(iv) *Lectures on Co-operation to I.A.S. Officers*

The I.A.S. Training School even now arranges for some lectures on Co-operation, as they do in other subjects of general interest; but these are made on an *ad hoc* basis, more or less outside their regular curriculum. In view of the importance of Co-operation as a form of economic activity and the basis of a new social order, it is necessary that the I.A.S. Officers, from whose ranks mostly the Registrars of Co-operative Societies are chosen in the States, should have some knowledge of the trends of developments in the co-operative field. It appears necessary, therefore, to provide for a definite and well-planned course of lectures on Co-operation for the I.A.S. trainees as an integral part of their training course. A copy of a letter received from the Government of India in this connection is appended (Appendix 48).

(v) *Refresher courses*

The present training arrangements do not provide for any refresher courses for the junior and intermediate ranks of personnel, with the result that a person, who has had basic training in the lower ranks, gets a chance of a sufficiently good refresher course only when he gets up to the rank of a *senior officer*, which in many cases happens only after long years of service, if ever. Quite apart from the annual meetings of short duration held by the Departments of some States for discussing administrative problems and co-operative practice, there is need for organising full-fledged refresher courses, say, of two or three months' duration, for all officers, departmental and institutional, so aligned in point of time and contents as to correspond with their stages of promotion from the lower to the higher categories of service or the introduction of a new policy or programme.

(vi) *Introduction of new subjects and topics*

In the present curriculum of the course for the intermediate officers, Block Level or regular, the subjects for study are Theory and Practice of Co-operation, Co-operative Law, Banking, Book-keeping and Accountancy and Rural Economics. Besides these compulsory subjects, the regular course also offers variously at the different centres, optionals in the subjects of Advanced Accountancy and Auditing, Advanced Co-operative Banking, Agricultural Marketing, Industrial Co-operation, and working of Co-operative Departments and societies. The subjects taught at these courses would need further addition. The two which suggest themselves are (1) Extension Methods (Part of which has to be Rural Sociology), which has to be made compulsory for the Block Level Co-operative Officers' course and dealt with more elaborately in the subject of Rural Economics in the Intermediate and Junior Officers' courses; (2) Business Management and Secretarial Practice, which should be included in the curriculum of the Intermediate and Junior Officers' courses. Business Management should be a subject for the marketing course also.

In this connection, the observations made in the editorial of the "All-India Co-operative Review" of February 1958, an extract of which is appended, may be perused. The editorial states that "training in the art and techniques of business management for the managers and top executives of the bigger business and industrial co-operatives" is very necessary and that the All-India Co-operative Union should, therefore, set up a Business Management Institute, or if that is not immediately possible, organise at least two or three courses in Business Management every year for the managers of the bigger co-operative organisations. It is undoubtedly a fact that the executives and managers of the bigger co-operative organisations should have a good grounding in the "art and technique of business management." This is, however, a problem both of recruitment as well as training. If at the time of recruitment to these posts care is taken to see that only persons with requisite knowledge, and if possible experience in business administration are taken, then all that will have to be done will be to give them a further training in the co-operative aspects of the business undertaking of which they are put in charge. This, by and large, is being taken care of by our co-operative training institutions. In addition, if we introduce also a separate subject, Business Management and Secretarial Practice, and also include in our practical training arrangements facilities for studies of business operations of well-established private firms engaged in the enterprises which are of interest to the co-operatives, this should suffice to meet the needs in the directions pointed out by the editorial.

It might be necessary to organise courses in consumers co-operation also, as has been done in Marketing and Land Mortgage Banking. As a beginning, consumers' co-operation might be offered as an optional subject and applications invited for the next session. Training in other fields of co-operative activity like Co-operative Fisheries, Co-operative Dairying, etc., might be introduced against specific demand.

#### (vii) *Teachers' Training*

The instructors at the Training Centres, excepting very few, are officers drawn from the Department. They have experience in their particular branch of work, but many of them would need to be trained in the art of teaching. Moreover, in many cases their knowledge of theory and principles is so old as to have become almost outdated, and they would need to be oriented in the new concepts which have now come to be associated with co-operative activity and economic policy in general. In the practical field itself, new techniques have grown up and experiments made with which they have to be made familiar. Arrangements have, therefore, to be made to give to the lecturers a thorough course of training in these aspects. The lecturers have to be selected according to the subjects they are interested in and grouped on the basis of their background in experience and academic qualifications. The course has to be made intensive and addressed as much as possible to the specific requirements of each lecturer. Papers, readings, seminars, demonstration classes, discussion groups, practical visits will all have to be combined to make the course effective and useful.

## II. IMPROVEMENTS IN THE CURRICULUM OF EXISTING COURSES

### (i) *Senior Officers' Course*

At present, this course is of six months' duration, and only Senior Officers with sufficient experience are expected to attend the course. It is intended to be a refresher course, where the method of education will be predominantly of the seminar and discussion group type. As at present conducted, however, this method has not been adequately stressed. This needs to be changed. Instead of the usual syllabus, the class should concern itself with a series of topics of current importance dealing with problems in law or practice or co-operative policy or such questions as the effects of important economic or social measures on the working of co-operatives, etc. Outline papers on such topics or case studies on questions of current importance should be prepared in advance and each paper should be the subject of discussion. Lectures on important aspects of developments by experts in each field may also be arranged, but even such lectures

should lead to discussions. In order to keep up the standard of instruction at the level befitting the rank of the trainees and to brief them well in current developments in practice and policy, the officers of the Agricultural Credit Department who handle these questions, assisted by other experts in the co-operative field, will have to take a more direct interest in the class and lead the discussions on important subjects. As a first step, a programme of week-end visits to the class by such officers has been arranged. These officers would sit with the trainees in continuous session for a day or two and discuss with them on subjects of current importance.

(ii) *Other courses*

To a lesser degree perhaps, but very much more than now in any case, the classes at other than the Senior Officers' level should also make increasing use of the discussion method. The training centres and some of the schools have already been initiated into this by Prof. Laidlaw. The instructional course now being organised at Kotah for the lecturers of the Training Centres and Schools would further give them the necessary know-how of education through seminars and discussion groups.

(iii) *Differentiation by groups in the same class*

At present the class for each category of personnel is treated more or less as one homogeneous group, and the lectures, discussions, etc., are generally pitched at a uniform level for the whole class. In practice this does not work out very satisfactorily. The trainees usually are a composite group, representing diverse interests in the co-operative field, although belonging to the same category, and also with varying degree of experience, including some with no experience at all. In fact, one difficulty usually felt in conducting the different courses is that persons with experience and new entrants are put in the same class, as there are no separate courses for such persons belonging to the same category. While the senior officers' course, as at present organised, is meant for experienced persons, the intermediate and the junior officers' courses are more or less attuned to the needs of new entrants. There would thus appear to be need to provide for some arrangements whereby the fresh recruits to the senior posts would get a basic training appropriate to their level of service, and the intermediate and junior officers, who are experienced but untrained, would get a training which, in duration and content, will not be the same as that provided for new-comers. The only way by which this need can be met, short of organising two separate courses at each level of service, is by dividing the class into appropriate groups according to the background, educational qualifications, service experience, vocational interest, etc., of the

trainees and adjust teaching to the capacity and needs of each group. Such specialised attention should be apparent in the arrangement of discussion groups, organisation of tutorials, preparation of practical training programmes, division of trainees into batches for practical study and in fact in every aspect of training connected with the course.

(iv) *Arrangements for practical training*

As a result of constant attention, arrangements for practical training are getting more and more in accord with requirements. There is still, however, scope for further improvement in this direction. Some of the suggestions made in this connection are:

(a) More and more it should be the policy to take in for training only persons who have had some preliminary field experience. Recruitment and terms of service, etc., should be so arranged as to make this possible.

(b) Visits to too many societies and involving long journeys should be eschewed. About eight to ten societies should suffice.

(c) Of the societies selected, two should be very good ones; two not so good, where the trainees should try to find out how best they can be brought up to the standard of the very good ones; and two which are definitely bad, where they should try to explore the reasons why the societies are so; was it due to faulty or hasty organisation, insufficient funds, lack of supervision and so on.

(d) In the case of Block Level Co-operative Officers, arrangement should be made for visits to a community project area near the Centre every two months or so. Each time, the trainee should stay in the Block for three or four days. The visits should be so timed that they would be able to attend the monthly meetings of the Project Officers. They should sit with the Block Development Officers, A.D.Os., Social Welfare Officers, Agricultural Officers, etc., and note the progress made since their last visit.

### III. GENERAL

#### 1. *Preparation of manual*

Co-operative Departments of some of the States have prepared Co-operative Manuals giving details of organisation, administration, etc., of important types of societies, history and growth of the Movement in the State, Co-operative Societies Act and Rules and the organisation and working of the Department and non-official bodies connected with the promotion and supervision of the Movement. It might, however, be useful to prepare

short manuals for each important type of society separately, taking into account the all-India position and attaching thereto a set of forms, by-laws, etc., pertaining to the same. A beginning has already been made in getting together the forms in use by the marketing societies of the different States. Such a manual will considerably assist in the intra-mural training in procedures and the working of societies which will be a prelude to field study.

## 2. *Regional language*

The Junior Officers' Course at present is mostly conducted in the regional languages of the States. In course of time Hindi or other regional languages are likely to be used to an increasing extent for other courses also. Already Hindi is being used as the medium of instruction at least in one Block Level Training Centre. In any case efforts will have to be made to bring about the production of necessary co-operative literature in important regional languages.

## 3. *Extra-curricular activities—Journals*

At present although the training centres organise once in a while a lecture or arrange a debate outside the normal class work, not much attention is given to extra-curricular activities. Nothing serves to build up community interest and a sense of corporate life as common recreation, entertainment and cultural programmes. These programmes have to be not merely programmes for the trainees of the centres, but should invite the participation of the people of the locality. The centres have been advised to build up such community of interest with the villages around and participate in the social life of the place. This has to be more sedulously fostered.

The desirability of each Centre preparing and publishing a journal of its own has already been impressed on them. A circular letter addressed to all Principals suggested that the journals should be devoted to articles and observations of a serious nature pertaining to the subjects of study at the Centre, that articles contributed should indicate the results of experiments of special importance and analysis of special study made during practical training tour or otherwise, and that it would be better to confine to about two issues in a year. Two or three articles may be from trainees or ex-trainees. The journal should thus be a means of maintaining the bond between the trainees, past and present, and the Centre. Three Centres have already brought out journals and the others are making efforts to do so.

## NOTE VI

### PROPOSAL TO INSTITUTE A SYSTEM OF PROVIDENT FUND FOR THE EMPLOYEES IN THE REGIONAL AND BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRES

The Standing Sub-Committee, at the meeting held on the 27th June 1957, had agreed to constitute a scheme of provident fund for directly recruited employees at the training centres under the control of the Central Committee. It was also decided that such of the employees as had completed one year's service should be included in the scheme and their contribution as well as the contribution of the Central Committee might be fixed at 8½ per cent of the pay. It was further resolved that the matter might be taken up with the Reserve Bank and the Government of India.

While endeavouring to take further action in the matter, certain difficulties have been experienced. In view of this the subject is again submitted for consideration of the Standing Sub-Committee.

For administering the Provident Fund Scheme and the investment of collection and contribution, there has to be a Committee, which will be the "Trustees" or "Administrators." The employees contributing to the provident fund can be exempted from income-tax only if the fund is vested in two or more persons under a Trust and it cannot be refunded save with the consent of all the beneficiaries. It is not likely that either the Government of India or the Reserve Bank of India as a corporate body will be prepared to shoulder the responsibility for administering the scheme. It will, therefore, have to be done by the Central Committee itself. The members of the Standing Sub-Committee or the Member-Secretary, jointly with one or two officers of the Central Committee and one representative from the contributing employees, can form the Board of Trustees. The other alternative is to appoint a bank like the State Bank of India as Administrator of the scheme. In the latter case the cost of the administration of the scheme will be comparatively heavier when related to the volume of operations under the scheme. The cheaper course would be for the Central Committee to administer it. Even in this case there will be difficulty if the trust is to be registered since the Central Committee as such is an *ad hoc* body without corporate powers. As such it is doubtful whether we can bring into existence a legal body to administer the scheme.

There is another difficulty in framing the rules of the Provident Fund Scheme. The Central Committee is an *ad hoc* body

and the schemes put into operation by it are still on a temporary basis. Though there is a large degree of certainty about the continuance of the Regional Co-operative Training Centres financed by the Reserve Bank, the future of the eight Block Level Co-operative Training Centres financed by the Government of India is uncertain after the current period of five years. Therefore, it will be very difficult to enforce a minimum period of service after which only the contribution of the employer would become available. For example, in the case of the Provident Fund of the Reserve Bank, the employer's contribution will be paid only after a minimum period of service of five years. No such rule can be incorporated in the scheme of the Provident Fund of the training centres.

The staff appointed at the training centres may be broadly classified as of three types, viz., (i) those taken on deputation from the Co-operative Departments and institutions, (ii) those recruited directly, and (iii) those recruited after retirement from Government service. In the case of officers on deputation, the Provident Fund Scheme of the Central Committee will not apply, since they are governed by the terms of deputation. In the case of the last category, i.e., those employed after superannuation, it is not the usual practice to give the employer's contribution. Therefore, the Provident Fund Scheme is intended to benefit only those directly recruited for service in the training centres. There are only a few who are direct recruits. [The number of such recruits among the teaching staff is only of the order of five (excluding those employed after retirement), whose aggregate basic pay does not exceed Rs. 1,550. Among the office and subordinate staff the total number of such men is 135, whose aggregate basic pay comes to only Rs. 4,790. (These figures do not include the Poona Centre staff.)] This category will consist partly of young men who have still to make a career. In their case the Provident Fund Scheme of the Central Committee is likely to have very little attraction since we cannot assure them any continuity of service beyond one year. Even in the case of others, the appointments are made on a yearly basis, and the Provident Fund Scheme would have little meaning in the sense of being able to accumulate a good part of their salary as savings which would be available at the time of their retirement. Therefore, the scheme is expected to benefit largely the office staff and the subordinate staff. Taking into account the existing staff who have been directly recruited and who have put in more than one year's service, their total contributions to the Provident Fund Scheme would hardly amount to Rs. 500 per month.

It is felt that to administer a provident fund, into which the net contribution will be hardly Rs. 500 per month, will not be

worthwhile. The demand for provident fund has arisen on the ground that it means a little more pay of a deferred nature. Therefore, it is felt that instead of undertaking a complicated procedure of provident fund scheme, the Central Committee can agree to give to the *directly recruited staff* a gratuity at the rate of a month's salary for every completed one year's service. The gratuity will be paid when the employee finally leaves the training centre.

**NOTE VII****RATES OF T.A. AND D.A. TO THE TEACHING STAFF AT THE VARIOUS REGIONAL AND BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRES**

At present the T.A. and D.A. rates for the teaching staff at the various centres are given on the following basis:

(1) In the case of officers on deputation from State Governments, the rates of T.A. and D.A. are according to the stipulations contained in the deputation order issued by the State Government. In some cases the rates pertain to those prevailing in the parent States, while in some others they pertain to the rates where the Centre is located. However, in some of these States the rates are very low, i.e., less than what the Central Committee has decided for its own directly recruited staff at its training centres. In such cases, with the concurrence of the State Governments, these officers have been allowed to draw T.A. and D.A. at the rates applicable to the direct recruits.

(2) In the case of directly recruited staff (including officers appointed after superannuation) lecturers are allowed single first class fare, a daily allowance of Rs. 4 per day, counted on the basis of every 24 hours or part thereof involving a night's journey, actual bus fare and actuals in regard to incidentals such as mazdoor charges, conveyance, etc.; the corresponding T.A. and D.A. rates for Principals are single first class railway fare and Rs. 6 per day.

There have been various representations from most of these training centres that the rates of T.A. and D.A. prescribed by us are very low and consequently the incumbents have been put to considerable hardship while on tours. Ordinarily these tours last not less than a month at a stretch, involving journey from place to place every other day or so. Recently, certain proposals were put before the College Committee of the Co-operative Training College, Poona, regarding T.A. Rules for their staff for approval. In this connection, a decision was taken by the College Committee that in view of the functioning of the Co-operative Training College as an important unit of the Central Committee for Co-operative Training, no isolated decision applicable to this Centre alone need be taken, and if any decision is taken, it should be after taking into account the rules framed for the purpose by the Central Committee for Co-operative Training.

In regard to the rates given by the Central Committee for its directly recruited staff and those at present prevailing for the staff of the State Governments and for those at the Co-operative

Training College, Poona, the important differences are the following:

Under the Central Committee Rules, irrespective of the salary drawn, the teaching staff of the lecturer's cadre are given first class railway fare and D.A. at the rate of Rs. 4 per day; under the State Government Rules in some cases officers appointed as lecturers do not get first class railway fare and daily rates of Rs. 4, since these are governed by the actual salary drawn, i.e., in these cases slab rates are applicable. At the same time in respect of the staff of the State Governments they have this advantage that though the rate of D.A. is not very high, they get a fairly good rate of mileage or extras on train fares for journey undertaken, and this is particularly advantageous when long journeys are undertaken, as, for example, when the lecturers go from Poona to Madras and so on. Also in the case of the State Government employees, for tours within or outside the States, they get all the advantages of a Government officer such as cheap dak bungalow accommodation, which are not available to the directly recruited staff of the Central Committee for Co-operative Training. Also the State Government officials get an enhanced rate of D.A. for stay in principal cities, which usually comes to about 25 per cent more than the ordinary rates. The rates allowed to the staff of the Poona College are more or less analogous to that given to the Bombay Government employees.

With a view to considering the revision in the rates of D.A. permissible under the Committee's Rules, the rules in force in the various States have been studied and the existing position is summarised in Appendix 49. From this it will be seen that there is considerable variation between the rates permissible in one State and another. By and large, the rates prevailing in Bombay State are more favourable than those in others. To understand the real variation a table worked out on the basis of certain assumptions is attached (Appendix 50). It has been assumed that the lecturers or Principals are on tour for a period of 10 days, undertaking a journey of 250 miles by rail, the journey being done in one day. On the above assumption when the D.A. rates (including incidentals for rail journeys) are worked out for the lecturers it varies from Rs. 4.1 per day in case of Bihar to Rs. 6.10 in the case of Bombay. For the Principals, the variation in the D.A. rates is from Rs. 5.5 to Rs. 10.0 per day. To this has to be compared the amount of Rs. 4 and Rs. 6 to the lecturers and Principals respectively permissible under the Central Committee's rules.

The Co-operative Training College, Poona, has been following the Bombay Civil Service Rules for the purpose of travelling

allowance rules. With the reclassification of accommodation in railways some of the members of the teaching staff became ineligible for first class travel. Accordingly, at an earlier meeting of the College Committee, it was agreed that those who were previously eligible for second class travel would now be eligible for first class travel. At the meeting held on 25th November 1957 a proposal was submitted to modify the slab system provided in the Bombay Civil Service Rules so that more members of the teaching staff might become eligible for higher daily allowance. The position as it existed earlier and as it is now proposed are compared in the table attached (Appendix 51).

Judged from the data presented above it will be seen that the rates of the Co-operative Training College, Poona, are, by and large, higher than the rates prevailing under the rules of the Central Committee or that of several other States. It is not desirable to reduce the daily allowance permissible to the staff of the Co-operative Training College, Poona. The question is, therefore, whether we should bring the rates at the various training centres on a par with those prevailing at the Co-operative Training College, Poona, and effect a suitable revision in respect of the other centres. If upward revision in the existing rates by Rs. 2 per day for the lecturers and Rs. 3 per day for the Principals is allowed, the financial implications will mean 50 per cent increase in the provision for daily allowance in the existing budget. It may be added that even after this revision, the Poona College rates will still be a little higher than these. In any case it would be desirable to keep one flat rate for each category of staff rather than follow the slab system.

If this suggestion is accepted the T.A. permissible in all Co-operative Training Centres except the Junior Training Centres will be as follows:—

Train Fare ... ..	Actual I Class fare for Principal and Lecturers
Daily allowance ... ..	Principal : Rs. 9 Lecturers : Rs. 6
Road journey ... ..	Actuals
Incidentals (e.g. Mazdoor) ...	Actuals.

## NOTE VIII

### TRAINING OF SUPERVISORY AND AUDIT STAFF REQUIRED FOR WEAVERS' CO-OPERATIVE SOCIETIES

The Reserve Bank of India has recently approved a scheme to finance weavers' co-operative societies. In this connection, the Secretary, All-India Handloom Board, addressed a circular letter to all State Governments requesting them to take necessary steps for training supervisory and audit staff for implementing the scheme of drawing working capital from the Reserve Bank of India for production and marketing of handloom cloth. Pursuant to this circular, the Government of Mysore have made a reference to the Central Committee about the training facilities available for personnel connected with weavers' co-operative societies.

It may be recalled in this connection that we had received in 1955 a proposal from the Government of Madhya Bharat for setting up a school for training the subordinate staff proposed to be employed in industrial co-operatives. The Standing Sub-Committee had approved this proposal at its ninth meeting held on 7th July 1955, but had also observed that the school 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 should not be a handicraft school which included Co-operation as only one of the subjects for study. The scheme has not been put into operation, however, by the Government of Madhya Bharat or present Madhya Pradesh Government. Subsequently two more States have approached us with similar proposals. Of these, the proposal from Orissa was approved, grant-in-aid sanctioned and the school is in operation. The proposal from Madras is pending the State Government's approval and an advance copy of the scheme has been received from the Director of Industries and Co-operation.

There is, however, one difference in earlier proposals and the proposal now before the Committee. The former was a general one meant for staff required for all types of industrial co-operatives. The latter is confined to staff required for weavers' co-operatives only.

The question, therefore, arises whether the Central Committee for Co-operative Training can make, within the existing framework of co-operative training, suitable arrangements for training supervisory and audit staff required for weavers' societies. It is observed from the material available with us that this staff will consist of junior and senior supervisors, auditors and managerial

staff. Most of these will come under the category of junior co-operative personnel. They can be trained in the State-wise co-operative schools set up by the Committee so far as the non-technical subjects are concerned. Thus training can be given in the study of industrial co-operation including small-scale and village industries with particular reference to weavers' societies, practical training in weavers' societies, etc. Emphasis may, however, be required to be laid on some of the special aspects such as instruction in cost accountancy, stocks, business management, salesmanship, etc., pertaining in particular to weavers' societies. This can also be done with suitable modification or additions to the present syllabus.

Regarding the technical aspect of weavers' co-operatives such as process of weaving, control of labour, administration of labour laws, etc., these cannot be taught in the school. The utmost that can be done is to organise special lectures by experts on the subjects, as is being done for covering the portion relating to elements of agriculture in the subject of Rural Economics.

The correct estimates of personnel required for weavers' co-operatives by various State Governments are not readily available. These will be obtained and the requirement of each State will be considered.

## NOTE IX

### PROPOSAL FOR REDUCTION IN THE DURATION OF THE SPECIAL SHORT-TERM COURSE AT BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRE—DHURI

The Block Level Co-operative Officers' Training Centre at Dhuri was started in May 1956 for training 50 officers from the States of Punjab, Himachal Pradesh, Delhi, Jammu and Kashmir and the erstwhile PEPSU. The training course was intended to be a regular course of 11 months' duration, as at the other Block Level Co-operative Officers' Training Centres (excepting the one at Tirupati). Out of the 50 seats available at the Centre, 20 were allotted to Punjab. Punjab, however, did not depute any candidate for training during the first session. It was represented by the Development Commissioner that the inspectors of co-operative societies in the Punjab who were being deputed to work in the National Extension Service Blocks did not need any extensive training as they had already received adequate training at the Co-operative Training Institute in the State and as they had also passed departmental examinations. This matter was referred to the eleventh meeting of the Standing Sub-Committee held on 23rd June 1956. The Committee approved the proposal for starting a special short-term course, more or less on the lines of the one conducted at Tirupati for the Madras and Andhra States. The duration of the course was fixed at 4½ months, comprising three months' theoretical training and 1½ months' practical training. This arrangement was also approved by the Local Committee of the Centre at its meeting held on 16th July 1956, which was attended by Shri Kesharchand, Deputy Registrar of Co-operative Societies, Punjab, on behalf of the Registrar of Co-operative Societies, Punjab.

2. In pursuance of this, it was decided to conduct the short-term course for the Punjab candidates as an additional course at the Block Level Co-operative Officers' Training Centre, Dhuri, and three sessions of the course have been completed so far. The third session came to a close on 31st January 1958. In all, 55 officers from the Punjab State have completed their training under this short course. It may be mentioned that the Government of Punjab had earlier estimated that the special short-term course would be necessary only for 90 more officers who had already had their training in the State's training centres.

3. The fourth session of the course was scheduled to commence on 1st February 1958, and in this connection the Registrar of Co-operative Societies, Punjab, represented that the duration of the special short-term course might be reduced from 4½ months

to three months. It was explained: "The circles of inspectors of co-operative societies who are deputed for the 4½ months' training course remain vacant during the course of their training, as State Government does not sanction posts to make appointments of their substitutes. This gives a good deal of setback to the co-operative activities in the circles concerned, in the absence of the inspectors while attending the course." It was suggested, therefore, that as in the case of the Tirupati Centre, the short-term course at Dhuri also might be reduced to a still shorter period, viz., 3½ months.

4. The Member-Secretary had a discussion with the Registrar of Co-operative Societies, Punjab, on the whole subject of staff training in December 1957. It was pointed out to the Registrar that the duration of 4½ months was arrived at on the suggestion of the then Development Commissioner and Chairman of the Local Committee. The fact that the State Government were not prepared to appoint substitutes when the officers were away for training was not a justifiable reason for shortening the period of training. The shorter period of training was also not likely to be of much use to the trainees. Further, the whole syllabus for the 4½ months' training course had been finalised only after taking into account the experience of the officers who were to be deputed for training from the State. Any reduction in the duration of the short-term course at Dhuri would, therefore, necessarily lead also to a reduction in the coverage of the syllabus.

5. No decision, however, could be taken immediately, and as the next session of the short-term course at Dhuri was to start from 1st February 1958, it was suggested to the Registrar that he might depute candidates to the fourth session commencing from 1st February 1958 on the assumption that the duration of the course would remain the same as at present, i.e., 4½ months, and that the question of its reduction to 3½ months, as at Tirupati, would be considered later by the Standing Sub-Committee. It was also pointed out that the probable number of candidates that would remain to be trained in the special short-term course at Dhuri from Punjab would be in the neighbourhood of about 70 only, including the number now undergoing training, and that it might not be worthwhile to bring about a change in the duration of the course at this stage when only such a small number remained to be trained in the special short-term course.

6. It is for consideration whether the Registrar's request should be acceded to with effect from the commencement of the next course and the duration of the short-term course at Dhuri be reduced from 4½ months to 3½ months, as at Tirupati.

**NOTE X****REQUEST BY THE REGISTRAR OF CO-OPERATIVE SOCIETIES, MADHYA PRADESH, FOR RELAXING THE MINIMUM QUALIFICATIONS PRESCRIBED FOR ADMISSION TO THE SPECIAL COURSE ON CO-OPERATIVE MARKETING AND JUNIOR OFFICERS' TRAINING CENTRES**

The Joint Registrar, Co-operative Societies, Madhya Pradesh, in his letter dated 2nd November 1957, has stated that considerable difficulty is being experienced in finding persons for the posts of managers or secretaries of large-sized societies and managers of marketing societies with the requisite minimum qualifications laid down by us. A decision was, therefore, taken at the gazetted officers' meeting of the Co-operative Department of the State held early in 1957, that the minimum qualification of Matriculation suggested by the Reserve Bank in the case of secretaries of large-sized societies should be reduced to the middle examination and in the case of marketing course, matriculates or even non-matriculates with practical business experience should be admitted to the course. The Joint Registrar has contended that the shortage of persons holding qualifications prescribed by us is very marked in Madhya Pradesh. He has, therefore, requested us to relax the minimum qualifications prescribed on the lines suggested above. The specific requests by the Joint Registrar are:

(1) Permitting admission of non-matriculates with no co-operative experience to the Junior Officers' Training Centres. At present, only matriculates with no experience or non-matriculates with at least three years' experience are admitted to the above course.

(2) Permitting matriculates, or even non-matriculates with previous experience, to the marketing course. At present, we are admitting graduates with some experience or matriculates with more than three years' experience to the marketing courses at Poona, Meerut and Madras. At the six months' Marketing Course at Ranchi and Indore we are at present admitting graduates, under-graduates and in a few cases intermediates with little or no experience. We are doing so on the basis that secretaries of marketing societies should belong to the intermediate category of officers.

2. While it is true that certain parts of the country like Madhya Pradesh, Rajasthan, Orissa and Assam experience shortage of qualified persons in various spheres, such as Health, Engineering, Extension and Co-operation, the relaxation of the

minimum qualifications to the extent suggested by the Registrar may result in unsuitable persons being posted to responsible assignments. Our training course on Co-operative Marketing would be rather difficult even for a matriculate to follow, more so for a non-matriculate even if he has some business experience. Nor does it appear that such persons in most cases will be able to do their job well after they are posted as secretaries or managers of co-operative institutions.

3. In spite of this, however, some consideration probably has to be given to the difficulties experienced by some States in getting persons with the minimum educational qualification prescribed by us. As a concession to these States it is for consideration whether we might allow the relaxation of the minimum qualification to the extent indicated below:

(1) For the Marketing Courses (four months) we might admit in exceptional cases even non-matriculいたes with more than three years' actual business experience in *responsible capacities* in the sphere of co-operative marketing; for the six months' courses in co-operative marketing at Indore and Ranchi, we might admit even matriculates in special cases without any experience.

(2) At the Junior Co-operative Officers' Training Schools, at present, we are admitting non-matriculいたes in exceptional circumstances if they have more than three years' experience. We may perhaps relax this and reduce the qualifying period of experience to one year.

## NOTE XI

### ARRANGEMENTS FOR THE TRAINING OF WAREHOUSING PERSONNEL

The Registrar of Co-operative Societies, Uttar Pradesh, in his letter dated 19th September 1957, has enquired whether any training programme for the co-operative supervisors who are to be posted as godown-keepers at the marketing societies has been arranged. This subject was discussed by the Deputy Chief Officer with the Registrar, who indicated that he expected the Central Committee for Co-operative Training, in consultation with the Co-operative Development and Warehousing Board and Warehousing Corporation, to suggest a suitable course of training for godown-keepers.

2. It may be stated that sometime back we had considered the advisability of starting a training course for the personnel required for the Warehousing Corporations. The Standing Sub-Committee, at its twelfth meeting held on 13th September 1956, considered the question and it was decided that arrangements in regard to the training of such personnel might await the setting up of the Warehousing Corporation. In the meantime, the Committee proposed that, in consultation with the Ministry of Food and Agriculture, further steps might be taken, such as the preparation of a suitable syllabus, etc. The Central Warehousing Corporation has since conducted a training class for the technical staff recruited by the Warehousing Corporation. The training programme arranged by the Central Warehousing Corporation is mostly of a technical type and includes such subjects as the stocking of different types of goods, methods of fumigation, weighment, etc. As this course has already been undertaken by the Central Warehousing Corporation, the Committee has not proceeded with organising a course itself.

3. The position seems to be that when technical personnel require a full orientation course on Co-operation, the Committee would be prepared to make the necessary arrangements and meet the requirements of such personnel at different levels, either by making necessary adjustments in the existing co-operative training courses or if necessary by organising a separate one. Where, however, co-operative officers require specialised training in other technical subjects, the concerned subject-matter specialists or departments will have to be approached for making the necessary arrangements themselves for such training. Even where in a technical course the subject of Co-operation is included as one among a large number of other subjects, the arrangements for training will have to be made by the concerned technical authorities. In such cases all that the Central Committee presumably

can do is only to assist in arranging for a lecture or a series of lectures on Co-operation for the concerned course. This stand has more or less been made clear in the proceedings of the eighth meeting of the Standing Sub-Committee in relation to the request of the Government of Madhya Bharat for the setting up of a school for the training of the subordinate staff of their industrial co-operatives. In this connection the Standing Sub-Committee remarked that the school that was proposed "should essentially be for imparting training in principles and practice of Co-operation with special emphasis on the organisation and the management of industrial co-operatives and should not be a 'handicraft' school which includes Co-operation as only one of the subjects of study."

4. In view, however, of the specific inquiry received from the Registrar of Uttar Pradesh it is for consideration whether the question of making arrangements for the training of godown-keepers for co-operative societies should be taken up with the Marketing Department and the Central and State Warehousing Corporations or we should leave it to the State Government to make the necessary arrangements.

## NOTE XII

### PAYMENT OF BETTER EMOLUMENTS BY CO-OPERATIVE BANKS TO EMPLOYEES PASSING THE EXAMINATION OF THE INDIAN INSTITUTE OF BANKERS

The Indian Institute of Bankers have forwarded to us a request from an employee of the Kota Co-operative Bank Ltd., who has passed the Associate Examination of the Institute seeking recognition of the above examination for getting promotion or better emoluments in co-operative banks. The employee has also approached the Central Committee directly in the matter.

2. With a view to giving due consideration to the Associate Examination of the Institute of Bankers, some of the commercial banks, as a practice, rank it as one of the qualifications for considering the merits of an employee. Thus some rank it as a substitute for a graduate degree in cases where the employee is not a graduate. Monetary benefits in the form of advanced increments or lump-sum allowance are also given on passing the examination. Even some of the co-operative banks in Bombay such as the Bombay State Co-operative Bank, Surat Central Co-operative Bank, Baroda Central Co-operative Bank, etc., are giving similar types of monetary benefits.

3. However, unlike commercial banks which get only their higher executives trained in Bankers' Training College, we have drawn up a much larger training programme under our co-operative training scheme to cover all cadres of employees in the co-operative banks. The employees of co-operative banks are expected to undergo training at some level or other in the co-operative training centres set up by the Central Committee. But except perhaps Madras and Andhra Pradesh, no other State has made any statutory rules requiring training in co-operative centre as a necessary condition for appointment in co-operative service. As a consequence, in the majority of States, there is still a large number of employees of co-operative banks who have not yet undergone training in our co-operative training centres. Further, those who pass examinations conducted by our training centres are not entitled to better emoluments on account of having passed these examinations. If in this state of affairs, the co-operative banks are called upon to increase emoluments of their staff when they pass the examinations of the Institute of Bankers, it may lead to a preference for these examinations and even a lesser number might come for our training courses. While C.A.I.I.B. (Certified Associate of Indian Institute of Bankers) might be an additional qualification worth having, training in Co-operation, co-operative banking, co-operative audit and accountancy, etc., is

much more important for employees in co-operative banks, particularly in the present context of development of the co-operative movement.

4. In the light of the above considerations it may not be advisable for the Central Committee to recommend to States or to Registrars or to the co-operative banks that any particular examination other than ours is worth being adopted. On a similar analogy, we have refused to recommend to the Travancore-Cochin Government to recognise the diplomas awarded by the Travancore Co-operative Institute for co-operative service in that State. Our stand was that it was for the State Government to prescribe rules in this regard. If the co-operative banks of their own accord decide to give some consideration to employees for having passed the examination of the Institute of Bankers also, we should have no objection.

PROCEEDINGS OF THE FIFTEENTH MEETING OF  
THE STANDING SUB-COMMITTEE OF THE CENTRAL  
COMMITTEE FOR CO-OPERATIVE TRAINING HELD  
ON 14TH FEBRUARY 1958 AT THE RESERVE BANK OF  
INDIA BUILDING, BOMBAY.

The following members were present:

- |                               |                         |
|-------------------------------|-------------------------|
| 1. Prof. D. G. Karve .. ..    | <i>Chairman</i>         |
| 2. Shri B. Venkatappiah .. .. | <i>Member</i>           |
| 3. Shri R. H. Chishti .. ..   | <i>Member</i>           |
| 4. Shri J. C. Ryan .. ..      | <i>Member-Secretary</i> |

Shri M. R. Bhide, Joint Secretary, Planning Commission, Government of India, New Delhi, Shri A. Mitra, Secretary to the Government of West Bengal and Shri A. K. Dutta, Registrar of Co-operative Societies, West Bengal, were present by special invitation. Shri R. G. Saraiya also attended the meeting for some time.

ITEM 1: *Review of progress made at the various co-operative training centres*

Prof. A. F. Laidlaw, Colombo Plan Consultant, who had been working with the Central Committee ever since he took up his assignment in India in October 1956, was invited, on the eve of his departure from India, to give his final impressions on the several arrangements for co-operative training now in progress under the Committee's scheme. Prof. Laidlaw expressed his gratefulness to the Central Committee and to the Reserve Bank for the co-operation extended to him and stated that he was very happy to have been associated with them during his stay in India. It was his feeling that the Central Committee had done a very good job in the field of co-operative training and had organised a system which, in comprehensiveness and efficiency, can stand comparison with that of any other country. Such criticisms as he had to offer, therefore, were not fundamental in character, but were only intended as pointers to further improvement. From this point of view he offered the following suggestions for the Committee's consideration.

(i) The Principals of the training centres should be more directly associated with the selection of trainees.

(ii) It appeared that the trainees, particularly in the Block Level Co-operative Officers' Training Centres, were a little too young and inexperienced, having regard to the responsibilities they were expected to take up in their assignments.

(iii) In some centres a large proportion of the trainees did not seem to possess the necessary rural background required for a proper appreciation of the villagers' problems, without which co-operative extension work in rural areas would be ineffective.

(iv) Proper care should be taken to see that the officers trained for one job were not put to different jobs for which they had not received the training.

(v) He was not entirely satisfied with the arrangements at many of the schools for junior officers' training. He considered the proper training of the junior officers as the most important in the whole programme, since they were the people who had to work directly with the villagers and build up the base of the co-operative structure. He had the feeling that the State Governments were not doing all that they should in this regard; many of the schools were poorly accommodated and lacked the necessary amenities of teaching institutions. He emphasised that the Central Committee should take the same vigorous interest in these institutions which they did in the case of the Regional and Block Level Training Centres.

(vi) Training in Business Management should be an important part of the different courses. While the need for men with business capacity could be met in part by imparting training in business methods, it must also be the endeavour to make the recruitment, even initially, of the required personnel from the ranks of businessmen wherever possible. Another alternative to this would be to encourage people who had started at the bottom to come up to responsible positions by virtue of experience and ability and appropriate training at various stages of their career. He emphasised in this connection the value of short in-service courses, as in Sweden and several other European countries. He was of the opinion that it would be useful if a couple of members of the staff of the Central Committee went to Sweden to study the training arrangements in that country for managers, etc.

(vii) In the arrangements for practical training he advised a change of emphasis on the different aspects of study as between experienced and less experienced personnel. While in the case of experienced personnel, visits of observation were more important since they would stand to gain by seeing a larger number and variety of institutions at work, in the case of fresh recruits training would be effective only if they were made to work in the societies. In the latter case, therefore, fewer societies and study by participation rather than observation should be the rule.

The Chairman thanked Prof. Laidlaw for his valuable advice and assistance in the field of co-operative education and training and stated that the Central Committee would try their best to put into effect several of the suggestions made by him. The Committee also decided to place on record its appreciation of the services rendered by Prof. A. F. Laidlaw in the field of co-operative training and education during his stay in India.

The Committee appreciated the gift made by the Government of Canada, under the Colombo Plan Aid, of audio-visual equipment for the 13 training centres set up by the Central Committee. The Committee was also apprised of the short course of training arranged at the Block Level Co-operative Officers' Training Centre, Kota, from 3rd to 8th February 1958, for giving instructions to selected lecturers from the Regional and Block Level Co-operative Officers' Training Centres in the use of the audio-visual equipment as an aid to co-operative extension work.

Now that equipment for audio-visual education was available, it was decided that the Secretariat should take effective steps to see that they were put to proper use. As a first step, arrangements were to be made to collect particulars of films likely to be of interest for co-operative extension and other allied work already available with different organisations. Action was also to be initiated to get useful material prepared through appropriate agencies on themes to be suggested by the Committee. The aim should be to build up a central film library in this manner. This would be a part of the function of the Central Committee for Co-operative Training.

**ITEM II: *Review of action taken on the proceedings of the last meeting***

In connection with the arrangements for the Regional Conferences of the Junior Co-operative Training Schools, the Committee was apprised of the reply received from the Government of India in regard to the funds for conducting such conferences. The Committee felt that as far as the conference already held at Bangalore in August 1957 was concerned, the Government of India should be approached again to see that necessary funds were made available to cover the commitments already made. Regarding the next two conferences, it was felt that it would not be possible to conduct even one of them before the financial year 1957-58 was over. Steps might, therefore, be taken to convene the conferences early in the next financial year.

**ITEM III: *Refresher Course for Lecturers at the Regional Co-operative Training Centres***

The Committee decided that arrangements should be made to organise Refresher Courses for the lecturers of the Regional Co-operative Training Centres on the lines indicated in the note submitted to it.

**ITEM IV: *Visits of newly appointed Registrars of Co-operative Societies to the Agricultural Credit Department and other important Centres***

The Committee agreed with the proposals to afford necessary facilities to the newly appointed Registrars of Co-operative Societies to make themselves acquainted with the latest developments

and the procedures that have been evolved in regard to co-operative credit, etc., by making arrangements for their visits to the Agricultural Credit Department of the Reserve Bank and discussions with the officers of the Bank, supplemented also by visits to a few important co-operative institutions. The necessary steps to give effect to this should be taken in hand early.

*ITEM V: Consideration of improvements in existing courses of study and introduction of new courses*

The Committee generally approved the various proposals contained in the note for improvements in the existing courses of study and the introduction of new courses. With regard to the suggestion for the organisation of a short course for the managers and secretaries of the reorganised primary credit societies, the Committee wanted, as a preliminary step, that a study should be made of the arrangements at Barsul and other schools now conducting such a course.

Regarding the proposal for refresher courses, the Committee felt that, to make such courses effective a large participation of Registrars and others, under whom such personnel were employed, would have to be secured.

The Committee desired that immediate steps should be taken to prepare a suitable syllabus on Business Management for the inclusion of the subject forthwith in the curricula of studies of the Intermediate and Junior Officers' Courses.

*ITEM VI: Proposal to institute a system of provident fund for the employees in the Regional and Block Level Co-operative Officers' Training Centres*

The Committee agreed with the conclusion in the note that the institution of a system of Provident Fund was not suitable and that the Secretariat might investigate possibilities of introducing some sort of gratuity scheme for the directly recruited staff of the Regional and Block Level Co-operative Officers' Training Centres.

*ITEM VII: Rates of T. A. and D. A. to the teaching staff at the various Regional and Block Level Co-operative Officers' Training Centres*

The Committee considered the proposals for the revision of T. A. and D. A. of the teaching staff of the Regional and Block

Level Co-operative Officers' Training Centres and accepted the following proposals :

Train Fare .. .. .	Actual I Class fare for Principal and Lecturers
Daily allowance .. .. .	Principal Rs. 9 and Lecturers Rs. 6
Road journey .. .. .	Actuals
Incidentals (e.g. mazdoor) ..	Actuals

These proposals were to take effect from 1st April 1958. As regards the Co-operative Training College, Poona, which followed at present the Bombay Civil Services Rules in respect of the T. A. and D. A. of its staff, it was felt that the present rates might continue for some more time, as they were not less satisfactory than those now proposed by the Central Committee.

**ITEM VIII: *Training of supervisory and audit staff required for weavers' co-operative societies***

The Committee agreed that it would sponsor arrangements for the training of junior co-operative staff required for the weavers' co-operative societies on the lines of its earlier resolution adopted at the eighth meeting of the Committee held on 7th July 1955. It should be specifically understood that the school should essentially be for imparting training in the principles and practice of Co-operation with special emphasis on the organisation and management of industrial co-operatives and should not be a "handicraft school" which included 'Co-operation' as only one of the subjects for study. It was also decided that the correct estimate of personnel required for weavers' co-operative societies by various State Governments should be collected.

**ITEM IX: *Proposal for reduction in the duration of the special short-term course at Block Level Co-operative Officers' Training Centre, Dhuri***

Since a large number of candidates from Punjab who required only the short course of training at the Block Level Co-operative Officers' Training Centre, Dhuri, had already undergone training and only a few more remained to be trained, it was decided that at this stage the duration of the course need not be reduced from 4½ months to 3½ months.

**ITEM X: *Request by the Registrar of Co-operative Societies, Madhya Pradesh, for relaxing the minimum qualifications prescribed for admission to the Special Course on Co-operative Marketing and Junior Officers' Training Centres***

The Committee felt that it was not desirable to relax the stipulations now laid down for admission to the special course on Co-operative Marketing and to the Junior Officers' Training Centres 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. In the case of the marketing course, the officers are treated as belonging to the "Intermediate" category and, therefore, in their case they should be preferably graduates. Exception here also will be possible only when the candidates have sufficient previous experience. Acceptance of suggestions received would mean that neither academic qualifications nor practical experience need be considered necessary for admission to the Junior Officers' and the Marketing Courses.

**ITEM XI: *Arrangements for the training of warehousing personnel***

The Committee felt that since the training required for the warehousing personnel is technical and is concerned more with such subjects as the proper maintenance of goods against deterioration, infestation, etc., it might be proper for the Warehousing Corporation or other concerned bodies to make the necessary arrangements for such training. The co-operation of the Central Committee would always be available for handling such subjects as pertain to Co-operation which may form part of the curriculum of studies for the course.

**ITEM XII: *Payment of better emoluments by co-operative banks to employees passing the examination of the Indian Institute of Bankers***

The Committee felt that it is not within its scope to make any specific recommendation in respect of payment of better emoluments to the employees of co-operative banks who pass the Indian Institute of Bankers' examination.

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

*(10th April 1958 in Committee Room No. 2, First Floor, Ministry of Food and Agriculture Building, Queen Victoria Road, New Delhi)*

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AGENDA

NOTES

- I Consideration of the reference to the Government of India for financial sanction for the Conferences of the Junior Officers' Training Centres.
- II Consideration of the proposal to adopt Hindi as medium of instruction in the Block Level Co-operative Officers' Training Centres to which candidates from homogeneous groups of States having Hindi as the medium of instruction are admitted.
- III Consideration of the steps to be taken for the finalisation of forms that are used in marketing societies for the use in training centres.
- IV Consideration of a proposal to include rent for the premises and the hostel of junior schools as a shareable item of expenditure.
- V Consideration of the proposal to introduce 'Business Management' as a compulsory subject for the various training courses and the organisation of a seminar on this subject.
- VI Consideration of the proposal for purchasing property for the Regional Training Centre, Northern Zone, at Agra.

## NOTE I

### CONSIDERATION OF THE REFERENCE TO THE GOVERNMENT OF INDIA FOR FINANCIAL SANCTION TO THE REGIONAL CONFERENCES OF JUNIOR CO-OPERATIVE TRAINING SCHOOLS

The thirteenth meeting of the Standing Sub-Committee held on 27th June 1957, decided that the Central Committee might convene conferences of junior co-operative training schools. It was decided that these conferences might be convened in three groups—one for the southern States, another for the eastern States and the third one for the central and northern States. The Government of India were also requested to sanction a sum of Rs. 25,000 to meet the expenditure connected with travelling allowance to the invitees and also for the incidental expenses in connection with the conferences.

The Government of India objected to certain items of expenditure being incurred by the Central Committee on these conferences such as T.A. and D.A. to official delegates, sanction of T.A. to servants of non-official invitees, etc. Before the fifteenth meeting of the Standing Sub-Committee was held at New Delhi, these points were discussed with the Ministry of Food and Agriculture by the officers of the Central Committee and the Government of India were again requested to reconsider the request. In January 1958 the Government of India wrote to us that they would agree in principle to the payment of T.A., etc., to the invitees of these conferences subject to the following:

- (i) T.A. and D.A. to officials from the States should be met from the same source from which the official concerned draws his pay and allowances.
- (ii) There would be no objection to allowing T.A. and D.A. for the Principals of junior training schools. However, the expenditure incurred on servants accompanying them would not be paid.

The Government of India also requested us to send revised estimates of expenditure for these conferences so that this could be sanctioned before the end of the financial year 1957-58.

In reply to this, the Government of India were advised that the expenditure to which the Central Committee for Co-operative Training stood committed in respect of the Conference held at Bangalore in August 1957 amounting to Rs. 4,376.60 might be sanctioned as a special case; this figure includes T.A. and D.A. to the Registrars of Co-operative Societies which according to the latest reference from the Ministry is not permissible. As regards

the remaining two conferences, the Government of India were told that the Central Committee was agreeable to abide by the conditions laid down in the Ministry's letter, but in view of the short time available it would not be possible to convene the conferences before the end of the financial year 1957-58. In continuation of this the Secretariat again addressed the Government of India on 25th March 1958 forwarding revised estimates of Rs. 17,250 for the remaining two conferences to be held and also stated that these conferences were likely to be held in the month of May 1958. No reply has been received to this so far.

The Chairman of the Standing Sub-Committee has now decided that the next conference may be held at Ranchi from 19th to 21st June 1958 covering the States—West Bengal, Assam, Manipur, Tripura, Orissa and Bihar. The third conference for the remaining States is scheduled to be held in August at Delhi. The Standing Sub-Committee might reiterate to the Government of India the need for convening these conferences and urge that unless steps are taken to ensure that the system followed is of the requisite standard of efficiency and usefulness, expenditure on the training scheme may prove uneconomical and fail to yield the desired results.

The cheapest and the most effective way of giving this essential guidance to the junior training schools is to bring together the Principals, Registrars and others concerned with the running of the schools in meetings arranged in convenient regional groups for discussion of common problems on a practical, detailed and businesslike level. These conferences will have to be later followed up by visits of officers to individual States to supervise the existing arrangements on the spot and give the necessary guidance. The conference held at Bangalore in August 1957 was quite useful in this manner and helped materially to bring about whatever modifications were needed in the curriculum of studies, methods of teaching, etc.

**NOTE II****CONSIDERATION OF THE PROPOSAL TO ADOPT HINDI AS A MEDIUM OF INSTRUCTION IN THE BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRES TO WHICH CANDIDATES FROM HOMOGENEOUS GROUPS OF STATES HAVING HINDI AS OFFICIAL LANGUAGE ARE ADMITTED**

For the third session at the Block Level Co-operative Officers' Training Centre, Kota, which commenced on 3rd March 1958, the Government of Rajasthan have deputed, in addition to the directly recruited candidates, about 20 employees who were recently promoted as Block Level Co-operative Officers. Since these candidates are not graduates and since the medium of correspondence, office work, etc., in the districts of Rajasthan have been Hindi for a long time, they are not sufficiently conversant with English although they are fairly experienced in co-operative work. Also among the directly recruited candidates, there are a few who had Hindi as medium of instruction for their college course. Accordingly, a problem, somewhat similar to the one which the Central Committee had considered in its second meeting in respect of the Faizabad Centre, has arisen at the Kota Centre also. The Principal feels that if the training imparted at the Centre is to be effective, adoption of Hindi as medium of instruction will be necessary in the case of many of the candidates. The Principal has suggested that one of the two divisions of the class may be conducted with Hindi as the medium of instruction.

When the Local Committee of the Faizabad Centre recommended the adoption of Hindi as the medium of instruction at the Block Level Co-operative Officers' Training Centre, Faizabad, on the plea that the language of the State (Uttar Pradesh) was Hindi, we did not wholly agree, mainly on the ground that there were no suitable text books in that language. The Committee, therefore, adopted a compromise resolution on the subject. The decision of the Central Committee at its meeting held on 22nd and 23rd June 1956, is reproduced below:

“The Committee agreed with the suggestion of Shri S. T. Raja of the Ministry of Food and Agriculture and Shri Kishan Chand of the Community Projects Administration that if the text books were in English, instruction in these subjects would have to be in English; if, however, suitable text books were available in Hindi, the instructions might be in Hindi itself in which case the examination might also be in the same medium.”

Though the problem of availability of text books in Hindi continues to be the same, it would appear that the suggestion for instructions in Hindi may have to be re-examined. It is for consideration whether Hindi should be adopted as medium of instruction at the Block Level Co-operative Officers' Training Centres like Kota and Faizabad which cater to the needs of the homogeneous group of Hindi-speaking States (Faizabad serves Uttar Pradesh and Kota serves Rajasthan and Madhya Pradesh).

### NOTE III

#### COMPILATION OF A SET OF FORMS FOR USE IN THE PRACTICAL TRAINING OF THE TRAINEES IN MARKETING COURSES

The Conference of the Principals at Bangalore discussed the ways and means for improving the arrangements for practical training in the marketing courses. One of the methods suggested was to acquaint the trainees in the use of various forms and registers relating to marketing societies. It was felt that this should be part of intramural training, so that the trainees would be well posted with procedures, forms in use and records maintained by marketing societies before they actually carry out field studies of the working of societies in different areas.

Pursuant to the above decision, the Secretariat had assembled a set of forms used by marketing societies through the good offices of the Regional Co-operative Training Centre, Madras. These forms were circulated to all the Registrars for eliciting their opinion. Their views are now available with us. The Registrar of Co-operative Societies, Uttar Pradesh, is appreciative of our attempt in this direction and has suggested that a similar set of forms for the use of large-sized societies may also be compiled. We had also addressed some typical marketing societies in various States and obtained the forms used by them. The question now is to standardise these forms and compile a model set of these. No single set will be completely acceptable to any State but a model set will be useful as presenting a set of forms on the use of which there is the largest measure of agreement as between societies working in different areas.

While these forms are primarily intended for use in the procedural training to be imparted to the trainees in marketing course at the centre, it may also serve as a basis for the proposed manual on marketing societies, which is to serve as a guide book in the organisation and administration of marketing societies in areas which have yet to make a beginning in the direction.

The proposal was placed before the last meeting of the Standing Sub-Committee but no concrete decision was arrived at as to the manner in which these forms were to be standardised. Having regard to the technical nature of the work, it might be desirable to have a small sub-committee, consisting of a representative from the Agricultural Credit Department and two or three nominees of States (Co-operative Departments)—one from the Eastern area, one from the Northern area and one from the Western region—who might be entrusted with the work. This sub-committee should be able to finalise the work in two or three

sittings. The representative of the Agricultural Credit Department would be the convenor of this Committee. The Committee's labours should result eventually in the production of a manual on co-operative marketing which should be as widely useful as possible.

The above proposal may entail financial commitments in regard to the travelling and daily allowances for the members of the Sub-Committee. The Reserve Bank of India may have to bear the expenditure connected with this.

## NOTE IV

### CONSIDERATION OF A PROPOSAL TO INCLUDE RENT FOR THE PREMISES AND THE HOSTEL OF JUNIOR SCHOOLS AS A SHAREABLE ITEM OF EXPENDITURE

The proposals for financial assistance from the Central Government to the States for the training of junior (subordinate) co-operative personnel in the States were first considered by the second meeting of the Standing Sub-Committee held in May 1952 and were ratified by the Central Committee for Co-operative Training at its meeting held in July 1954. They were also approved later by the Government of India. These proposals are embodied in the existing scheme of financial assistance. Under it, the items of expenditure shareable between the States and the Central Government are (i) salary and allowances of Principal and lecturers, including payments to honorary lecturers, (ii) travelling allowance for staff and trainees, (iii) stipend for candidates and (iv) library. The rent on buildings necessary for the training institute was not considered as a shareable item between the Central and State Governments in the above proposals.

However, the Second Conference of State Ministers of Co-operation held at Mussoorie in July 1956 recommended "that the rent of buildings to be hired for the purpose of training subordinate personnel should also be eligible for the usual subsidy from the Central Government." Since in regard to other shareable items mentioned above, the Central Government contributes normally 50 per cent of expenditure (subject to certain maxima on some items), the Conference of State Ministers apparently intended that the rent of buildings should also be shareable on a fifty-fifty basis between the Central and State Governments.

The question of sharing the rent of buildings also came up for discussion at the Conference of Junior Co-operative Officers' Training Centres held at Bangalore in August 1957. This Conference made the following recommendation:

"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 secure 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."

Prof. A. F. Laidlaw, Colombo Plan Consultant, has observed in his reports on the working of various Junior (Subordinate) Co-operative Institutions that in many cases the accommodation available for the training classes and the hostels is very inadequate and unsatisfactory, and has drawn attention to the importance of having suitable accommodation.

It may also be noted in this connection that the Central Committee received a request from some institutions like the Ramadas Co-operative Training Institute, Rajahmundry, and the Madras Central Co-operative Training Institute, for recommending to the Centre a matching contribution for construction of suitable buildings for the institutes.

The scheme of the Central Committee for the training of junior officers has been in operation for three years, and most of the schools working under the scheme have conformed to the Committee's scheme in such matters as the duration of the course, syllabus, technique of training, arrangements for practical training, assessment of trainees' work, etc. While these matters will continue to be under review by the Central Committee for progressive improvement, a time has perhaps come when a more congenial physical setting in the form of buildings for classes and hostels has to be provided to make the training arrangements more effective. Many of the training institutes have been started by the States only during the last two years and have been housed in buildings not very satisfactory from the educational point of view. On account of the urgency of the requirements of trained personnel, particularly at the junior level, not much attention has been paid to the proper housing of the schools during the initial years. The continued discomfort and inconvenience under which most of the schools are at present functioning in this regard, have, however, brought up the problem to the attention of the Committee. The advantage of the residential type of training needs no particular stressing, and the opportunities it gives for more active participation not merely in the study programmes, but in sports, cultural activities and in community living, are benefits which would help in moulding the character and conduct of the trainees in the desired direction.

One major difficulty in this regard is that the States, by themselves, are not likely to make the full provision needed for the purpose on account of the limited resources many of them have. In view of all this it is for consideration whether the Committee may bring to the notice of the Government of India the need for some subvention for the provision of proper residential and class room accommodation to the junior officer trainees in the several States.

## NOTE V

### INTRODUCTION OF BUSINESS MANAGEMENT IN THE CURRICULA OF TRAINING COURSES

The fifteenth meeting of the Standing Sub-Committee of the Central Committee for Co-operative Training held in February 1958 considered a proposal to introduce Business Management as a separate subject in the curricula of the intermediate and junior officers' courses as well as in the special course on co-operative marketing. It was also proposed that the practical training given in these courses should include facilities for studies of business operation of well established private firms engaged in enterprises which are of interest to the co-operatives.

The Sub-Committee, therefore, desired that immediate steps should be taken to prepare a suitable syllabus on the subject of "Business Management" for the inclusion in the curricula of studies of the intermediate and junior officers' courses.

It is suggested that (i) Business Management may be included as a basic compulsory subject for the intermediate and junior officers' courses along with the subjects of Co-operation, Banking, Book-keeping, Auditing and Rural Economics; (ii) that parts of it, relevant for the purpose, might be stressed and amplified in the syllabus on optional subjects for the intermediate course such as Industrial Co-operatives, Marketing, etc.; (iii) that it might be introduced as a compulsory subject for some of the specialised courses such as the short-term course on Co-operative Marketing, Industrial Co-operatives and Consumers Co-operatives (if a course on it is organised). Talks on a few selected topics on the subject might also be arranged for the Senior Officers' Course. A tentative syllabus for the intermediate course is attached as Appendix 52.

The introduction of this subject simultaneously in all the centres would require a large number of teachers qualified to take the subject who will not be easy to secure. It is suggested, therefore, that we might select suitable lecturers from the intermediate training centres in the first instance, and hold a seminar on "Business Management." The seminar will consist of talks, discussions and visits to business firms and co-operative enterprises and cover all the important parts of the basic syllabus grouped into appropriate topics. Each part will be handled by experts in the field, and each talk or discussion will be preceded by outline papers specially prepared on the subject, which could form the basic material for class-room lectures and discussions later in the various courses. This seminar might perhaps be combined with the general refresher course which the Standing Sub-Committee has approved for the lecturers of the Regional Co-operative Training Centres.

A list of major topics for talks and discussions at the seminar is attached as Appendix 53.

Owing to the difficulty of getting full-time qualified lecturers on the subject, it is suggested that the lecturers who have attended the seminar might generally handle the subject in the class and this might be supplemented by special lectures by experts which would be arranged on an honorarium basis.

For the Junior Training Course, a simpler version touching broadly the main topics in the subject may have to be approved. The Bangalore Conference of Junior Co-operative Training Centres held in August 1957 was also of the opinion that it would be desirable to have a separate paper dealing with "Business Methods and Secretarial Practice" for the Junior Officers' Training Course. The Conference also observed that the syllabus of the subject should be prepared by the Secretariat of the Central Committee and circulated for comments to the Registrars of Co-operative Societies and Principals of Training Centres before being finalised. A draft syllabus on "Business Management and Secretarial Practice" is attached as Appendix 33. After approval it may be circulated amongst the Registrars and Principals of Junior Training Centres for suggestions.

## NOTE VI

CONSIDERATION OF THE PROPOSAL FOR PURCHASING  
PROPERTY FOR THE REGIONAL TRAINING CENTRE,  
NORTHERN ZONE, AT AGRA

The Regional Co-operative Training Centre for the Northern Zone is at present situated at Meerut. We have been negotiating for sometime with the Government of Rajasthan for the purchase of one of their properties at Agra for housing the Regional Co-operative Training Centre. The property at Agra consists of a big compound of about 65 acres with two buildings, the main one called the "Bengal House" and a smaller one called the "Bombay House." The said premises are situated at a distance of about three miles from Agra Cantonment station. There is a good compound wall on all sides. The buildings are in a neglected state but according to the Executive Engineer, Public Works Department, Dholpur, their walls are in good condition and, therefore, the buildings can be renovated for use at a cost of about Rs. 2 lakhs. The accommodation in the two buildings consists of 41 rooms which after renovation can accommodate class rooms, offices and residence for 80 to 85 candidates.

Initially, the Government of Rajasthan had put the valuation of the property at Rs. 16,39,230 but afterwards, on the ground that there were certain mistakes in the calculations, a revised estimate for Rs. 21,78,581 was sent to us. In the meantime, we felt that an independent valuation of the property was necessary, and the Executive Engineer, Chambal Bridge Division, Central Public Works Department, Dholpur, inspected the premises and submitted a valuation report. His valuation was based on the assumption that the value of land at Agra was Rs. 5 per square yard. However, on being informed by the Tahsildar that it was only Rs. 2 per square yard, the estimate was revised to Rs. 9,76,113.

In these estimates the area of the property has been given differently—2,84,705 square yards by the Government of Rajasthan and 3,19,440 square yards by the Executive Engineer, Dholpur. Reducing the estimates of the Executive Engineer to correspond to the one given by the Government of Rajasthan, the comparative position will be as follows:

<i>Valuation by the C.P.W.D., Dholpur, on the basis of area given by that of Rajasthan</i>		<i>Valuation by the Government of Rajasthan</i>	
	Rs.		Rs.
Cost of land, i.e., 2,84,705 sq. yds. at Rs. 2 per sq. yd.	.. .. 5,69,410	Cost of land, i.e., 2,84,705 sq. yds. at Rs. 5 per sq. yd.	.. .. 14,23,525
Cost of buildings	.. .. 6,74,466	Cost of buildings	.. .. 7,55,056
	12,43,876		
Less 50% depreciation as the buildings are more than 50 years old	.. .. 3,37,233		
<b>Rs.</b>	<b>9,06,643</b>	<b>Rs.</b>	<b>21,78,581</b>

As will be seen, the difference in valuation is mostly on account of the value per square yard and the allowance for depreciation in the Executive Engineer's valuation.

The Government of Rajasthan have also made an offer that if the Reserve Bank so desired the Bank can take the two buildings only with a suitable surrounding area, namely, 75,484 sq. yds. or 15½ acres (approx.). For this they have estimated the value at Rs. 11.5 lakhs as follows, including the cost of a new compound wall :

	Rs.
Cost of the land, 75,484 sq. yds. at Rs. 5 per sq. yd. ... ..	3,77,420
Cost of the structures ... ..	7,55,056
Cost of the construction of the compound wall	30,693
Total ...	<u>Rs. 11,63,169</u>

Reducing the rate of calculation of land to Rs. 2 per sq. yd. as done by the Central Public Works Department Engineer, Dholpur, it will be as follows:

	Rs.
Cost of the land 75,484 sq. yds. at Rs. 2 per sq. yd. ... ..	1,50,968
Cost of the structures ... ..	6,74,466
Cost of the construction of the compound wall	30,693
Total	<u>Rs. 8,56,127</u>

The points for consideration will be:

- (1) whether Agra is suitable for locating the Regional Co-operative Training Centre, Northern Zone;
- (2) whether it is necessary to have the entire property of about 65 acres or we should go in for only about 15-20 acres of the property;
- (3) if under (2) the latter is decided, whether we should take the portion where the two existing buildings are situated or whether vacant sites where new construction can be done will suffice.

PROCEEDINGS OF THE SIXTEENTH MEETING OF THE  
STANDING SUB-COMMITTEE OF THE CENTRAL COM-  
MITTEE FOR CO-OPERATIVE TRAINING HELD ON  
10TH APRIL 1958 IN COMMITTEE ROOM No. 2, FIRST  
FLOOR, MINISTRY OF FOOD AND AGRICULTURE  
BUILDING, NEW DELHI.

The following were present :

- (1) Prof. D. G. Karve (*Chairman*)
- (2) Shri B. Venkatappiah
- (3) „ R. H. Chishti
- (4) „ J. C. Ryan (*Member-Secretary*)

Shri M. R. Bhide, Adviser, Planning Commission, Government of India, attended the meeting on special invitation.

*ITEM I: Consideration of the reference to the Government of India for financial sanction for the Junior Officers' Conference*

The Committee reiterated its view that the proposed conferences of Principals, Registrars and others concerned with the running of the Junior Co-operative Training Schools are of great use for discussion and clearing of problems affecting the practical working of these institutions. The Central Committee has agreed to the conditions laid down by the Government of India regarding payment of T. A. to State officials who are invited to attend these conferences. The T. A. of such officials will hereafter be met by their respective State Governments. There should, therefore, now be no objection to the Government of India sanctioning the necessary expenditure in respect of other items for holding the conference, namely, T. A. to Principals and non-official invitees and incidental expenditure connected with the arrangements for the conference. The matter has already been referred to the Government of India, and it was suggested that the Commissioner for Co-operation, Government of India, might obtain the Government's early approval for the same so that the next conference at Ranchi might be held from 19th to 21st June 1958.

*ITEM II: Consideration of the proposal to adopt Hindi as medium of instruction in the Block Level Co-operative Officers' Training Centres to which candidates from homogeneous group of States having Hindi as the medium of instruction are admitted*

The Committee recognised the difficulty in regard to the introduction of Hindi as medium of instruction in the Block Level Co-operative Officers' Training Centre, Kotah, in view of the non-availability of suitable text-books in Hindi in the several subjects of study. At the same time the Committee felt that the question had

to be considered on grounds of practical expediency in view of Hindi being the official language in which administrative and other work was being carried on in several States. It was, therefore, agreed that if there was a definite demand, a separate division with not more than 40 to 45 trainees, might be organised immediately at the Kotah Training Centre with Hindi as medium of instruction; in the other division, instructions in English might continue. If necessary, on account of this modification, an additional lecturer might be appointed to cope with the work.

In this connection the Committee considered the urgent need to prepare suitable text-books, both in the basic language as well as in the regional languages. The Committee considered several alternative ways of getting this done expeditiously and decided that the Central Committee for Co-operative Training would 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 payment of honorarium for writing or for translation and also arrange for their publication and distribution either by itself or through some approved publishers. The Central Committee would retain the copyright to such publications. As regards finances for this purpose, two alternatives were suggested. The Central Committee for Co-operative Training should be given a lump sum grant to create a Book Fund, out of which it would incur the necessary expenditure and to which would be credited all the sale proceeds. The literature once produced will be of value to the Junior Officers' Training Courses also. In view of this as well as the fact that the need is felt more, atleast initially, in regard to the teaching of the Block Level Co-operative Officers, the contribution to this fund should come in the first instance from the Government. The fund would be administered by the Central Committee in the manner and for the purpose indicated above.

The other alternative was to prepare specific programmes in respect of individual publications and obtain the necessary sanction for the same from the Government of India. It was felt, however, that this procedure would be more complicated and involve considerable delay. The Committee, however, decided that both the viewpoints might be placed before the Government of India and the necessary sanction obtained to proceed with the arrangements for the basis of decisions arrived at.

It was also agreed that the Central Committee might write to the State Governments to find out what special efforts had been made by them to make available suitable literature for these training centres and also to ascertain the degree of co-operation which could be expected from them to the scheme now proposed to be put into operation.

*ITEM III: Consideration of the steps to be taken for the finalisation of forms that are used in marketing societies for the use in training centres*

The Committee agreed with the proposal to compile a model set of forms on the basis of the practices obtaining in the different States and the information already collected, primarily for the use of the trainees in the Marketing Course at the various training centres. It was also felt that incidentally this could form the nucleus for a Manual on Co-operative Marketing which the State Governments might find useful in connection with their programme for the development of co-operative marketing. It was also agreed that for finalising the forms a small committee might be appointed consisting of a representative of the Agricultural Credit Department and two or three nominees of State Co-operative Departments—one from the Eastern area, one from the Northern area and one from the Western region. It was also decided to request the Reserve Bank of India to bear the expenditure connected with the work of the Committee.

*ITEM IV: Consideration of a proposal to include rent for the premises and the hostel of junior schools as a shareable item of expenditure*

The Chairman explained the circumstances under which the original proposals for the training of junior officers were finalised in 1954 and how various items of expenditure which were to be shared between the Government of India and the State Governments were arrived at. It was also explained that in the case of majority of the junior training centres the accommodation available was inadequate and unsatisfactory in most respects. Almost all of them, with very few exceptions, had no hostel arrangements. 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 would also be subject to the condition that it would 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 would be available from the Government of India should also be indicated.

**ITEM V:** *Consideration of the proposal to introduce "Business Management" as a compulsory subject for the various training courses and the organisation of a seminar on this subject*

The Note on the subject was approved, and it was decided that further action should be taken to introduce "Business Management" in the curricula of the training centres. As a first step it was proposed to hold a seminar on Business Management at a convenient centre at an early date. While the subject is to be included eventually in all the Regional Training Centres for the Intermediate Course as well as the Special Course on Co-operative Marketing, in view of the difficulties in arranging for proper instruction and the paucity of qualified men to teach the subject it was decided to introduce the subject in the first instance in two centres and later in other centres as more experience is gained and suitable instructors become available. The syllabus for the Junior Training Centres should be circulated amongst Registrars of various States and the Principals of the Junior Training Centres for their suggestions before being finalised.

**ITEM VI:** *Consideration of the proposal for purchasing property for the Regional Training Centre, Northern Zone, at Agra*

The Committee considered the note regarding the proposal for the purchase of "Jaipur House," a property belonging to the Rajasthan Government at Agra, for locating the Regional Training Centre for the Northern Zone in lieu of its present accommodation at Meerut. The Committee decided that the Chairman might visit Agra and inspect the place with a view to see whether the entire property should be purchased or only a portion and if the latter, what should be the extent of the property. The Committee also felt that alternative sites, at Agra or in other places, should be explored before a final decision was arrived at. In this connection the consensus of opinion was that the centre should be located in the western part of Uttar Pradesh and at a place where other educational and training institutions and facilities for practical training were available. The alternatives suggested were a site at Meerut itself or at Aligarh.

**ITEM VII:** *Programme for production, distribution and utilisation of Audio-visual aid materials in the field of co-operative training*

The Committee had before it a draft report on the Audio-visual Training Course conducted at Kota from 3rd to 8th February 1958. In this connection the Chairman explained the importance of Audio-visual aids as a teaching aid at all the training centres. If the initial assistance made available by the Government of Canada under the Colombo Plan was to be fully utilised, further steps would have to be taken for acquisition and production of films, film-strips, etc., suitable to Indian conditions and to the training programmes in hand. He outlined a proposal for such a programme

of production, distribution and utilisation of audio-visual aid materials which would be suitable for our purpose. The Committee appreciated the content and the conduct of the course held at Kota and also the further steps that were being proposed to incorporate audio-visual education as an integral part of training and extension work in Co-operation. The Committee felt that this was a field of activity which the Central Committee for Co-operative Training could appropriately undertake. Immediately, the Central Committee should take up the production of about 10-12 teaching films for use in the Senior and Intermediate Courses and also of film-strips, slides, graphs, picture-stories, etc., which could be used as aids to teaching. In view of the importance of this programme and the quickness with which the material had to be produced, so that effective use could be made of the equipment already received by the Central Committee, it was felt that it would be advantageous if expenditure in this direction was met by the Reserve Bank of India.

## **APPENDICES**

## APPENDIX I

(Reference Note I relating to fifth Central Committee Meeting)

CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING  
 AGRICULTURAL CREDIT DEPARTMENT  
 RESERVE BANK OF INDIA  
 BOMBAY No. 1

Telegrams:

“RESERVBANK”  
 BOMBAY

Post Box No. 1037

Ref. No. ACD. TRG. 4271/TS. 112-57

25th September, 1957

Dear Sir,

We have discussed at several of our gatherings, large and small, two important aspects of our system of training in regard to which immediate reform is held to be necessary. Fortunately, the lines which these two reforms should take are not in dispute. I, therefore, write this to urge that both these should be put into effect, if they have not already been adopted. These two reforms are:

- (1) Class-room instructions should not be of the monologue, unilateral or lecture type. It should be of a common discussion-cum-exposition type, with suitable use of charts, black-boards, etc. To bring this difference out, every lesson should include appropriate questions, illustrations and comments. Especially, at the end of each lesson some minutes, from 10 to 15, should be specifically set apart for the trainees asking questions. This should give a needed opening for common discussion. The teacher could easily ensure that the asking of relevant questions by trainees becomes normal and gets to be appreciated. He would be a most unsuitable teacher who could not raise enough interest by way of a question.
- (2) Another item is class-room preparation of trainees for the particular tours of practical training arranged for them. Even before the trainees leave on tour, the teachers concerned should give to them a specific account of places to be visited, purpose of visit, particulars to be noted, items to be elucidated, etc. All that can be given within the four walls of the institution with the help of illustrative material will, I take it, not be deferred to an outside visit. Most of the outside places will have been visited more than once. In any case the teachers should know enough of these places and of the purpose

of the visits to be able to say in advance what the substance of the "on-the-spot" training is expected to be. A copy of such a "tour-instruction plan" should preferably be given to the institutions concerned, who may gradually help in modifying it. In effect, a tour of practical training must never be a superficial or a hit-and-miss affair, but it must be conducted according to a detailed plan, which is clear to the trainer, the trainee and the institutional representative.

I desire that immediate effect should be given to both these suggestions, if already they have not been acted on. Principals should take their staff into consultation and define further working details. If in doing so they are uncertain about any points they may refer to the Secretary, Central Committee, so that the necessary elucidation may be offered. But the items are so simple and have been so spontaneously recognised by all that no major uncertainty is anticipated.

After a month of working through item number one, which applies to all instruction conducted in an institution, a report should be sent to the Member-Secretary reviewing the experience. After item two has been put into effect on the next occasion for a tour of practical study, a full report should also be sent reviewing the experience, and making suggestions, if any.

Immediate suitable action should be taken in regard to both these items.

Yours faithfully,  
(SD.) D. G. KARVE.

## APPENDIX 2

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT OF EXPENDITURE IN RESPECT OF  
REGIONAL CO-OPERATIVE TRAINING CENTRES

(July to June)

Sr. No.	Centre	1952-53	1953-54	1954-55	1955-56	1956-57	1957-58*
1.	POONA Senior and Intermediate Officers' Courses ..	50,272	92,118	2,45,678	2,42,358	2,73,995	2,81,005†
	Intermediate Officers' Course—						
2.	Madras .. ..	—	—	99,779.	1,02,711	78,966	82,298
3.	Meerut .. ..	—	—	—	20,933	84,986	74,328
4.	Indore .. ..	—	—	—	43,348	61,376	85,778
5.	Ranchi .. ..	—	—	44,879	87,426	1,13,304	1,06,892
	Total ..	50,272	92,118	3,90,336	4,96,776	6,12,627	6,30,301

\* Figures subject to audit.

† Includes Rs. 36,000 being the contribution of the Bombay State Co-operative Union.

## APPENDIX 2A

(Reference Note I relating to fifth 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
<i>Short-term Course on Co-operative Marketing—</i>			
Poona .. ..	31,929	56,916	37,632
Madras .. ..	—	3,260	73,991
Ranchi .. ..	—	8,786	78,438
Indore .. ..	—	—	32,398
Meerut .. ..	1,404	76,217	47,520
<i>Short-term Course on Land Mortgage Banking—</i>			
Madras .. ..	4,653	49,974	51,693
Total ..	37,986	1,95,153	3,21,672

## APPENDIX 2B

*(Reference Note I relating to fifth 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*
	Rs.	Rs.	Rs.
Hyderabad .. .. .	53,786	70,650	74,972
Gopalpur-on-Sea .. .. .	58,808	1,14,812	1,44,030
Bhavnagar .. .. .	22,210	96,818	1,24,661
Kota .. .. .	24,231	1,19,594	1,23,875
Tirupati .. .. .	23,812	80,366	84,033
Faizabad .. .. .	—	1,68,435	1,52,769
Dhuri .. .. .	—	68,652	1,40,243
Kalyani .. .. .	—	77,522	1,00,490
<b>Total ..</b>	<b>1,82,847</b>	<b>7,96,849</b>	<b>9,45,073</b>

\* Figures subject to audit.

APPENDIX 3

(Reference Note I relating to fifth Central Committee Meeting)

CO-OPERATIVE TRAINING COLLEGE, POONA—SENIOR OFFICERS' COURSE

Names of the States deputing the candidates	I to IX Sessions		X Session		XI Session		XII Session		Total of XII Sessions		Total
	D	I	D	I	D	I	D	I	D	I	
1. Andhra Pradesh .. .. .	21	11	—	—	—	—	—	—	21	11	32
2. Assam .. .. .	18	3	4	1	1	1	2	1	25	6	31
3. Bihar .. .. .	24	2	4	—	3	—	4	—	35	2	37
4. Bombay .. .. .	15	15	6	—	5	2	6	1	32	18	50
5. Himachal Pradesh .. .. .	9	1	1	1	1	—	1	2	12	4	16
6. Jammu and Kashmir .. .. .	7	2	1	—	4	—	2	—	14	2	16
7. Kerala .. .. .	4	—	3	—	—	1	1	2	8	3	11
8. Mysore .. .. .	10	4	2	—	2	—	2	—	16	4	20
9. Madras .. .. .	—	10	—	1	—	1	—	3	—	15	15
10. Madhya Pradesh .. .. .	32	12	2	—	5	—	—	1	39	13	52
11. Orissa .. .. .	9	1	1	—	2	—	2	—	14	1	15
12. Punjab .. .. .	7	7	—	4	2	1	—	2	9	14	23
13. Rajasthan .. .. .	14	2	2	2	2	2	2	1	20	7	27
14. Uttar Pradesh .. .. .	1	8	1	1	—	1	1	3	3	13	16
15. Manipur .. .. .	5	—	—	—	—	—	—	—	5	—	5
16. West Bengal .. .. .	7	6	2	1	1	—	2	1	12	8	20
17. Indian Universities .. .. .	—	1	—	—	—	—	—	—	—	1	1
18. Foreign countries .. .. .	2	—	—	—	—	—	—	—	2	—	2
Total ..	185	85	29	11	28	9	25	17	267	122	389

D=Departmental. I=Institutional.

Note 1.—Consequent on the reorganisation of States from 1st November 1956, the number of candidates deputed by the erst-while States is included in the States in which they are merged.

Note 2.—I-IX Sessions from 4th April 1952 to 2nd March 1957. X Session—18th March 1957 to 17th September 1957. XI Session—4th October 1957 to 3rd April 1958. XII Session—23rd April 1958 to 22nd October 1958.

APPENDIX 4

(Reference Note I relating to fifth Central Committee Meeting)

CANDIDATES TRAINED OR UNDER TRAINING AT THE INTERMEDIATE OFFICERS' COURSE AT THE VARIOUS REGIONAL TRAINING CENTRES

Centres	No. of courses	Date of commencement of each course	Candidates admitted
Poona .. .. .	I	1st July 1953.	53*
	II	1st July 1954.	59*
	III	1st July 1955.	57†
	IV	2nd July 1956.	58†
	V	1st July 1957.	56*
	VI	1st July 1958.	73†
Madras .. .. .	I	5th July 1954.	41
	II	1st July 1955.	47
	III	2nd July 1956.	42
	IV	10th July 1957.	39
	V	14th July 1958.	33
Ranchi .. .. .	I	15th November 1954.	35
	II	15th November 1955.	42
	III	1st August 1956.	34
	IV	15th July 1957.	39
	V	1st July 1958.	39
Indore .. .. .	I	16th January 1956.	31
	II	16th January 1957.	36
	III	16th January 1958.	43
	I	16th January 1956.	31
Meerut .. .. .	II	15th February 1957.	18
	III	17th February 1958.	31

\* Including 11 private candidates.

† Including 13 private candidates.

‡ Including 3 private candidates.

APPENDIX 4A

(Reference Note I relating to fifth Central Committee Meeting)  
CO-OPERATIVE TRAINING COLLEGE, POONA—INTERMEDIATE  
OFFICERS' COURSE

Names of the States deputing the candidates	I to III Sessions				IV Session				V Session				VI Session				Total of VI Sessions			
	D	I	P	T	D	I	P	T	D	I	P	T	D	I	P	T	D	I	P	T
Bombay .. .. .	34	34	35	103	26	13	13	52	23	21	11	55	56	14	3	73	139	82	62	283
Assam .. .. .	2	—	—	2	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2
Himachal Pradesh .. .. .	3	1	—	4	—	—	—	—	—	—	—	—	—	—	—	—	3	1	—	4
Kerala .. .. .	6	—	—	6	—	—	—	—	—	—	—	—	—	—	—	—	6	—	—	6
Madras .. .. .	—	1	—	1	—	—	—	—	—	—	—	—	—	—	—	—	—	1	—	1
Bihar .. .. .	1	—	—	1	—	—	—	—	—	—	—	—	—	—	—	—	1	—	—	1
Andhra* .. .. .	1	2	—	3	—	—	—	—	—	—	—	—	—	—	—	—	1	2	—	3
Madhya Pradesh .. .. .	31	7	—	38	4	1	—	5	—	—	—	—	—	—	—	—	35	8	—	43
Manipur .. .. .	2	1	—	3	—	—	—	—	—	—	—	—	—	—	—	—	2	1	—	3
Orissa .. .. .	2	—	—	2	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2
Punjab† .. .. .	—	1	—	1	—	—	—	—	—	—	—	—	—	—	—	—	—	1	—	1
Rajasthan‡ .. .. .	3	—	—	3	—	—	—	—	—	—	—	—	—	—	—	—	3	—	—	3
Tripura .. .. .	2	—	—	2	—	—	—	—	—	—	—	—	—	—	—	—	2	—	—	2
Nepal .. .. .	—	—	—	—	—	—	—	—	1	—	—	1	—	—	—	—	1	—	—	1
Sikkim .. .. .	—	—	—	—	1	—	—	1	—	—	—	—	—	—	—	—	1	—	—	1
<b>Total</b> ..	<b>87</b>	<b>47</b>	<b>35</b>	<b>169</b>	<b>31</b>	<b>14</b>	<b>13</b>	<b>58</b>	<b>24</b>	<b>21</b>	<b>11</b>	<b>56</b>	<b>56</b>	<b>14</b>	<b>3</b>	<b>73</b>	<b>198</b>	<b>96</b>	<b>62</b>	<b>356</b>

Note 1 : I-III Sessions from 1st July 1953 to 30th June 1956.

IV Session from 2nd July 1956 to 30th June 1957.

V Session from 1st July 1957 to 30th June 1958.

VI Session from 1st July 1958 to 30th June 1959.

D=Departmental.

I=Institutional.

P=Private.

T=Total.

Note 2: The Centre serves the needs of Bombay State. Prior to the commencement of the course at the other four centres, candidates from other States were also admitted.

\* Data relate to erstwhile Hyderabad State.

† " " " " PEPSU State.

‡ " " " " Ajmer

## APPENDIX 4B

(Reference Note I relating to fifth Central Committee Meeting)

## REGIONAL CO-OPERATIVE TRAINING CENTRE, MADRAS—INTERMEDIATE OFFICERS' COURSE

Names of the States deputing the candidates	I Session			II Session			III Session			IV Session			V Session		
	D	I	T	D	I	T	D	I	T	D	I	T	D	I	T
Andhra Pradesh ..	—	2	2	—	12	12	5	6	11	3	4	7	—	8	8
Kerala .. ..	8	4	12	10	—	10	10	2	12	11	3	14	13	4	17
Madras .. ..	—	8	8	—	11	11	—	7	7	—	11	11	—	1	1
Mysore .. ..	—	2	2	—	—	—	2	—	2	4	3	7	1	7	8
Assam .. ..	2	1	3	—	—	—	—	—	—	—	—	—	—	—	—
Bihar .. ..	1	—	1	2	—	2	—	—	—	—	—	—	—	—	—
Bhopal .. ..	—	—	—	2	—	2	—	—	—	—	—	—	—	—	—
Coorg .. ..	—	—	—	2	—	2	6	—	6	—	—	—	—	—	—
Hyderabad ..	2	—	2	2	—	2	4	—	4	—	—	—	—	—	—
Madhya Pradesh ..	1	1	2	—	—	—	—	—	—	—	—	—	—	—	—
Madhya Bharat ..	2	—	2	1	2	3	—	—	—	—	—	—	—	—	—
Orissa .. ..	1	—	1	2	—	2	—	—	—	—	—	—	—	—	—
Saurashtra .. ..	1	3	4	—	—	—	—	—	—	—	—	—	—	—	—
Tripura .. ..	2	—	2	—	—	—	—	—	—	—	—	—	—	—	—
Vindhya Pradesh ..	—	—	—	1	—	1	—	—	—	—	—	—	—	—	—
<b>Total</b> ..	<b>20</b>	<b>21</b>	<b>41</b>	<b>22</b>	<b>25</b>	<b>47</b>	<b>27</b>	<b>-15</b>	<b>42</b>	<b>18</b>	<b>21</b>	<b>39</b>	<b>14</b>	<b>20</b>	<b>34</b>

Note 1 : I Session from 5th July 1954 to 31st May 1955.

II Session from 1st July 1955 to 31st May 1956.

III Session from 2nd July 1956 to 1st June 1957.

IV Session from 10th July 1957 to 9th June 1958.

V Session from 14th July 1958 to 13th June 1959.

D = Departmental.

I = Institutional.

T = Total.

Note 2 :—States served by the Centre are Andhra Pradesh, Kerala, Madras and Mysore. Prior to reorganisation of States, candidates from other States were also admitted.

**APPENDIX 4C**

*(Reference Note I relating to fifth Central Committee Meeting)*

**REGIONAL CO-OPERATIVE TRAINING CENTRE, RANCHI—INTERMEDIATE OFFICERS' COURSE**

Names of the States deputing the candidates	First Session			Second Session			Third Session			Fourth Session			Fifth Session		
	D	I	T	D	I	T	D	I	T	D	I	T	D	I	T
Assam .. .. .	4	—	4	5	—	5	4	—	4	4	1	5	1	—	1
Bihar .. .. .	12	—	12	18	—	18	17	—	17	14	2	16	17	—	17
Manipur .. .. .	—	—	—	1	3	4	2	—	2	2	—	2	3	—	3
Orissa .. .. .	—	—	—	7	1	8	5	—	5	6	—	6	6	—	6
West Bengal .. .. .	1	—	1	—	2	2	—	1	1	5	—	5	12	—	12
Tripura .. .. .	—	—	—	5	—	5	5	—	5	4	—	4	—	—	—
Bhopal .. .. .	4	—	4	—	—	—	—	—	—	—	—	—	—	—	—
East Punjab .. .. .	—	1	1	—	—	—	—	—	—	—	—	—	—	—	—
Himachal Pradesh .. .. .	1	—	1	—	—	—	—	—	—	—	—	—	—	—	—
Pepsu .. .. .	2	—	2	—	—	—	—	—	—	—	—	—	—	—	—
Saurashtra .. .. .	4	—	4	—	—	—	—	—	—	—	—	—	—	—	—
Uttar Pradesh .. .. .	—	6	6	—	—	—	—	—	—	—	—	—	—	—	—
Nepal (under Colombo Plan) .. .. .	—	—	—	—	—	—	—	—	—	1	—	1	—	—	—
<b>Total .. .. .</b>	<b>28</b>	<b>7</b>	<b>35</b>	<b>36</b>	<b>6</b>	<b>42</b>	<b>33</b>	<b>1</b>	<b>34</b>	<b>36</b>	<b>3</b>	<b>39</b>	<b>39</b>	<b>—</b>	<b>39</b>

**Note 1 :** I Session from 15th November 1954 to 14th October 1955.  
 II Session from 15th November 1955 to 30th September 1956.  
 III Session from 1st August 1956 to 30th June 1957.  
 IV Session from 15th July 1957 to 14th June 1958.  
 V Session from 1st July 1958 to 31st May 1959.

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

**Note 2 :** States served by the Centre are Assam, Bihar, Orissa, West Bengal, Manipur and Tripura. In the first session candidates from other States were also admitted.

## APPENDIX 4D

(Reference Note I relating to fifth Central Committee Meeting)  
 REGIONAL CO-OPERATIVE TRAINING CENTRE, MEERUT  
 Intermediate Officers' Course

Names of the States deputing the candidates	I Session				II Session			III Session		
	D	I	P	T	D	I	T	D	I	T
Uttar Pradesh ... ..	1	14	4	19	—	4	4	—	15	15
Punjab ... ..	—	4	—	4	—	3	3	3	4	7
Jammu and Kashmir ...	4	—	—	4	4	—	4	1	—	1
Himachal Pradesh ...	2	—	—	2	4	—	4	6	—	6
Delhi ... ..	2	—	—	2	2	1	3	2	—	2
Total ... ..	9	18	4	31	10	8	18	12	19	31

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

Note : I Session from 16th January 1956 to 15th December 1956.

II Session from 15th February 1957 to 14th January 1958.

III Session from 17th February 1958 to 16th January 1959.

## APPENDIX 4E

(Reference Note I relating to fifth Central Committee Meeting)  
 REGIONAL CO-OPERATIVE TRAINING CENTRE, INDORE  
 Intermediate Officers' Course

Names of the States deputing the candidates	1st Session			2nd Session			3rd Session		
	D	I	T	D	I	T	D	I	T
Madhya Pradesh ... ..	8	6	15*	23	6	29	23	10	33
Rajasthan ... ..	9	2	11	7	—	7	10	—	10
Ajmer ... ..	1	—	1	—	—	—	—	—	—
Vindhya Pradesh ... ..	3	1	4	—	—	—	—	—	—
Total ... ..	21	9	31	30	6	36	33	10	43

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

\* One private candidate.

Note 1 : I Session from 16th January 1956 to 15th December 1956.

II Session from 16th January 1957 to 15th December 1957.

III Session from 16th January 1958 to 15th December 1958.

Note 2 : States served by the Centre are Madhya Pradesh and Rajasthan.

## APPENDIX 5

(Reference Note I relating to fifth Central Committee Meeting)

## CANDIDATES TRAINED OR UNDER TRAINING AT THE SPECIAL COURSES ON CO-OPERATIVE MARKETING CONDUCTED AT THE VARIOUS REGIONAL TRAINING CENTRES

Name of the Centre	No. of Session	Date of commencement	Date concluded	No. of candidates trained or under training		
				Departmental	Institutional	Total
1	2	3	4	5	6	7
<i>Four months' course—</i>						
Madras ... ..	I	15- 6-57	14-10-57	24	1	25
	II	1-11-57	28- 2-58	32	—	32
	III	10- 3-58	9- 7-58	29	1	30
	IV	4- 8-58	3-12-58	29	5	34
Poona ... ..	I	15- 2-56	14- 6-56	30	6	36
	II	10- 9-56	9- 1-57	29	5	34
	III	4- 2-57	3- 6-57	34	3	37
	IV	15- 7-57	14-11-57	15	5	20
	V	2-12-57	1- 4-58	9	1	10
	VI	28- 4-58	27- 8-58	12	4	16
Meerut ... ..	I	20- 5-56	19- 9-56	40	—	40
	II	3-10-56	2- 2-57	37	3	40
	III	11- 3-57	20- 7-57	29	—	29
	IV	21- 8-57	20-12-57	18	3	21
	V	2- 1-58	1- 5-58	9	3	12
	VI	26- 5-58	25- 9-58	13	3	16
<i>Six months' course—</i>						
Ranchi ... ..	I	15- 5-57	14-11-57	25	9	34
	II	9-12-57	8- 6-58	36	2	38
	III	1- 7-58	31-12-58	28	5	33
Indore ... ..	I	15-11-57	14- 5-58	10	9	19
	II	9- 6-58	8-12-58	—	20	20

APPENDIX 5A

(Reference Note I relating to fifth Central Committee Meeting)

CO-OPERATIVE TRAINING COLLEGE, POONA

Special Short-term Course on Co-operative Marketing

Names of the States deputing candidates	I and II Sessions			III Session			IV Session			V Session			VI Session		
	D	I	T	D	I	T	D	I	T	D	I	T	D	I	T
Bombay .. .. .	6	7	13	—	2	2	2	5	7	4	—	4	4	3	7
Madhya Pradesh .. .. .	3	—	3	9	—	9	2	—	2	—	1	1	—	—	—
Mysore .. .. .	3	—	3	2	1	3	2	—	2	2	—	2	2	1	3
Rajasthan .. .. .	—	—	—	—	—	—	3	—	3	—	—	—	—	—	—
Andhra Pradesh .. .. .	16	1	17	13	—	13	—	—	—	—	—	—	—	—	—
Assam .. .. .	2	—	2	—	—	—	—	—	—	—	—	—	—	—	—
Bihar .. .. .	4	—	4	—	—	—	—	—	—	2	—	2	6	—	6
Delhi .. .. .	1	—	1	—	—	—	—	—	—	—	—	—	—	—	—
Himachal Pradesh .. .. .	—	—	—	—	—	—	—	—	—	—	—	1	—	—	—
Jammu and Kashmir .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Madras .. .. .	13	2	15	6	—	6	—	—	—	—	—	—	—	—	—
Orissa .. .. .	1	1	2	—	—	—	—	—	—	1	—	1	—	—	—
Kerala .. .. .	7	1	8	4	—	4	—	—	—	—	—	—	—	—	—
Uttar Pradesh .. .. .	3	—	3	—	—	—	6	—	6	—	—	—	—	—	—
Total .. .. .	59	12	71	34	3	37	15	5	20	9	1	10	12	4	16

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 Session from 15th February 1956 to 14th June 1956.  
 II Session from 10th September 1956 to 9th January 1957.  
 III Session from 4th February 1957 to 3rd June 1957.  
 IV Session from 15th July 1957 to 14th November 1957.  
 V Session from 2nd December 1957 to 1st April 1958.  
 VI Session from 28th April 1958 to 27th August 1958.

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

**APPENDIX 5B**

*(Reference Note I relating to fifth Central Committee Meeting).*

**REGIONAL CO-OPERATIVE TRAINING CENTRE, MADRAS**

*Special Short-term Course on Co-operative Marketing*

Names of the States deputing candidates	I Session			II Session			III Session			IV Session		
	D	I	T	D	I	T	D	I	T	D	I	T
Andhra Pradesh .. .. .	12	—	12	15	—	15	13	—	13	11	5	16
Kerala .. .. .	—	1	1	1	—	1	1	1	2	1	—	1
Madras .. .. .	9	—	9	10	—	10	9	—	9	10	—	10
Orissa .. .. .	2	—	2	4	—	4	4	—	4	4	—	4
West Bengal .. .. .	1	—	1	2	—	2	2	—	2	3	—	3
Total ..	24	1	25	32	—	32	29	1	30	29	5	34

*Note:* I Session from 15th June 1957 to 14th October 1957.  
 II Session from 1st November 1957 to 28th February 1958.  
 III Session from 10th March 1958 to 9th July 1958.  
 IV Session from 4th August 1958 to 3rd December 1958.

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

APPENDIX 5C

(Reference Note I relating to fifth Central Committee Meeting)

REGIONAL CO-OPERATIVE TRAINING CENTRE, RANCHI  
Special Short-term Course on Co-operative Marketing

Names of the States deputed candidates	I Session			II Session			III Session		
	D	I	T	D	I	T	D	I	T
Assam .. .. .	3	—	3	4	—	4	1	—	1
Bihar .. .. .	2	—	2	2	—	2	6	—	6
Jammu and Kashmir .. .. .	—	—	—	—	—	—	—	—	—
Manipur .. .. .	1	—	1	2	—	2	1	—	1
Orissa .. .. .	1	—	1	3	—	3	4	—	4
Tripura .. .. .	1	—	1	3	—	3	2	—	2
Uttar Pradesh .. .. .	7	—	7	12	—	12	9	—	9
West Bengal .. .. .	4	2	6	10	2	12	5	5	10
Bombay .. .. .	—	—	—	—	—	—	—	—	—
Himachal Pradesh .. .. .	5	—	5	—	—	—	—	—	—
Kerala .. .. .	—	2	2	—	—	—	—	—	—
Mysore .. .. .	—	2	2	—	—	—	—	—	—
Punjab .. .. .	—	3	3	—	—	—	—	—	—
Rajasthan .. .. .	1	—	1	—	—	—	—	—	—
Total .. .. .	25	9	34	36	2	38	28	5	33

Note 1 :—States served by the centre are Assam, Bihar, Jammu and Kashmir, Manipur, Orissa, Tripura, Uttar Pradesh, West Bengal. Prior to the commencement of the course at the other centres candidates from other States were also admitted.

Note 2 :— I Session from 15th May 1957 to 14th November 1957.  
II Session from 9th December 1957 to 8th June 1958.  
III Session from 1st July 1958 to 31st December 1958.

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

APPENDIX 5D

(Reference Note I relating to fifth Central Committee Meeting)

REGIONAL CO-OPERATIVE TRAINING CENTRE, MEERUT  
Special Short-term Course on Co-operative Marketing

Names of the States deputing candidates	I Session			II Session			III Session			IV Session			V Session			VI Session		
	D	I	T	D	I	T	D	I	T	D	I	T	D	I	T	D	I	T
Assam .. .. .	—	—	—	7	—	7	4	—	4	4	—	4	4	—	4	2	—	2
Bihar .. .. .	—	—	—	4	—	4	4	—	4	3	—	3	2	—	2	7	—	7
Delhi .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Himachal Pradesh ..	2	—	2	—	—	—	—	—	—	—	—	—	—	—	—	4	—	4
Jammu and Kashmir ..	—	—	—	—	—	—	1	—	1	—	—	—	—	—	—	—	—	—
Manipur .. .. .	—	—	—	2	—	2	—	—	—	—	—	—	—	—	—	—	—	—
Punjab .. .. .	13	—	13	6	3	9	—	—	—	—	3	3	—	3	3	—	3	3
Tripura .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Uttar Pradesh .. ..	25	—	25	12	—	12	13	—	13	11	—	11	3	—	3	—	—	—
Orissa .. .. .	—	—	—	5	—	5	4	—	4	—	—	—	—	—	—	—	—	—
Rajasthan .. .. .	—	—	—	1	—	1	1	—	1	—	—	—	—	—	—	—	—	—
West Bengal .. .. .	—	—	—	—	—	—	2	—	2	—	—	—	—	—	—	—	—	—
Total .. .. .	40	—	40	37	3	40	29	—	29	18	3	21	9	3	12	13	3	16

Note 1 : States served by the centre are Assam, Bihar, Delhi, Himachal Pradesh, Jammu and Kashmir, Manipur, Punjab, Tripura and Uttar Pradesh.

Note 2 : I Session from 20th May 1956 to 19th September 1956.  
 II Session from 3rd October 1956 to 2nd February 1957.  
 III Session from 11th March 1957 to 10th July 1957.  
 IV Session from 21st August 1957 to 20th December 1957.  
 V Session from 2nd January 1958 to 1st May 1958.  
 VI Session from 26th May 1958 to 25th September 1958.

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

APPENDIX 5E

(Reference Note I relating to fifth Central Committee Meeting)

REGIONAL CO-OPERATIVE TRAINING CENTRE, INDORE

Special Short-term Course on Co-operative Marketing

Names of the States deputing candidates	I Session			II Session		
	D	I	T	D	I	T
Andhra Pradesh .. .. .	—	—	—	—	—	—
Bombay .. .. .	2	3	5	—	1	1
Delhi .. .. .	—	—	—	—	—	—
Himachal Pradesh .. .. .	—	—	—	—	—	—
Jammu and Kashmir .. .. .	—	—	—	—	—	—
Kerala .. .. .	—	4	4	—	7	7
Madhya Pradesh .. .. .	8	2	10	—	5	5
Madras .. .. .	—	—	—	—	—	—
Mysore .. .. .	—	—	—	—	—	—
Punjab .. .. .	—	—	—	—	7	7
Rajasthan .. .. .	—	—	—	—	—	—
Total ..	10	9	19	—	20	20

D = Departmental.

I = Institutional.

T = Total.

Note : I Session from 15th November 1957 to 14th May 1958.

II Session from 9th June 1958 to 8th December 1958.

APPENDIX 6

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES TRAINED IN THE SPECIAL COURSE ON CO-OPERATIVE LAND MORTGAGE BANKING AT REGIONAL CO-OPERATIVE TRAINING CENTRE, MADRAS

States	I Session			II Session			III Session			IV Session			Candidates under training		
	From 1-6-56 to 15-10-56			From 5-11-56 to 20-3-57			From 5-6-57 to 20-10-57			From 4-11-57 to 3-3-58			V Session		
	D	I	Total	D	I	Total	D	I	Total	D	I	Total	D	I	Total
Andhra Pradesh (including Hyderabad)..	6	1	7	4	—	4	4	—	4	4	1	5	6	1	7
Assam .. .. .	2	—	2	2	—	2	2	—	2	2	—	2	2	—	2
Bihar .. .. .	3	—	3	6	—	6	8	—	8	6	—	6	—	—	—
Bombay (including Saurashtra) .. .. .	—	4	4	2	4	6	1	—	1	—	6	6	—	5	5
Kerala .. .. .	1	—	1	2	—	2	—	4	4	1	2	3	—	4	4
Madhya Pradesh .. .. .	—	—	—	2	—	2	2	1	3	2	2	4	—	—	—
Madras .. .. .	4	2	6	4	1	5	5	3	8	5	2	7	4	6	10
Mysore .. .. .	1	1	2	—	—	—	—	—	—	3	—	3	4	—	4
Orissa .. .. .	—	—	—	1	—	1	2	—	2	1	—	1	4	—	4
Punjab .. .. .	2	—	2	2	—	2	2	—	2	—	—	—	—	—	—
Rajasthan .. .. .	2	—	2	1	—	1	1	—	1	—	—	—	—	—	—
Uttar Pradesh .. .. .	—	—	—	2	—	2	—	—	—	—	—	—	—	—	—
West Bengal .. .. .	—	—	—	3	—	3	3	—	3	4	—	4	2	—	2
Manipur .. .. .	1	—	1	—	—	—	1	—	1	—	—	—	1	—	1
Tripura .. .. .	—	—	—	1	—	1	—	—	—	—	—	—	—	—	—
Himachal Pradesh.. .. .	—	—	—	1	—	1	—	—	—	—	—	—	—	—	—
Total .. .. .	22	8	30	33	5	38	31	8	39	28	13	41	23	16	39

D = Departmental.

I = Institutional.

APPENDIX 7

(Reference Note I relating to fifth Central Committee Meeting)

PROGRESS OF TRAINING AT THE BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRES

Centre	States served	Number of session	Date of commencement	Date of conclusion	Number of candidates	
					Trained or under training	Already trained
1. Gopalpur-on-Sea .. .. .	Bihar and Orissa .. .. .	I	15-10-55	14- 8-56	79	—
		II	1-11-56	30- 9-57	97	176
		III	1-11-57	30- 9-58	97	—
2. Kalyani .. .. .	West Bengal, Assam, Manipur, Tripura, N.E.F.A.	I	1- 6-56	31- 3-57	41	—
		II	1- 7-57	31- 5-58	67	108
		III	1- 7-58	31- 5-59	53	—
3. Faizabad .. .. .	Uttar Pradesh .. .. .	I	1- 6-56	31- 3-57	142	—
		II	1- 5-57	31- 3-58	121	263
		III	1- 5-58	31- 3-59	99	—
4. Dhuri .. .. .	Punjab, Jammu and Kashmir, and Himachal Pradesh.	I	1- 5-56	28- 2-57	14	—
		II	1- 5-57	31- 3-58	67	81
		III	1- 5-58	31- 3-59	42	—
Dhuri (Short-term Course) ..	Punjab .. .. .	I	1- 7-56	14-11-56	15	—
		II	15-11-56	31- 3-57	23	—
		III	16- 9-57	31- 1-58	17	—
5. Tirupati .. .. .	Madras, Andhra Pradesh ..	IV	1- 2-58	14- 6-58	12	67
		I	25- 1-56	9- 5-56	39	—
		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	245
VIII	21- 5-58	27- 8-58	54	—		

Centre	States served	Number of session	Date of commencement	Date of conclusion	Number of candidates	
					Trained or under training	Already trained
6. Bhavnagar .. .. .	Bombay .. .. .	I	20- 2-56	19-12-56	49	—
		II	15- 2-57	14- 1-58	88	137
		III	15- 2-58	14- 1-59	34	—
7. Kota .. .. .	Rajasthan, Madhya Pradesh ..	I	21- 1-56	20-11-56	86	—
		II	4- 2-57	3- 1-58	86	172
		III	3- 3-58	2- 2-59	80	—
8. Hyderabad ... .. .	Mysore, Andhra Pradesh, Kerala	I	17-10-55	16- 9-56	53	—
		II	18-10-56	17- 9-57	36	89
		III	28-10-57	27- 9-58	64	—

APPENDIX 8

(Reference Note I relating to fifth 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 1958

Names of the States	Location of the School	Date of commencement of the first session under the scheme of the Central Committee	No. of courses completed	Capacity of the school per year	Number of candidates trained	Number of candidates who have completed the training, but whose results have not yet been made available to us	Number of candidates under training	Grant-in-aid sanctioned by the Government of India for		
								1955-6	1956-7	1957-8
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Andhra Pradesh	1. Anantapur ..	1- 7-55	3	160	112	130	N.A.	Rs. —	Rs. 8,348	Rs. 12,769
	2. Hyderabad ..	4-10-55	3	80	55	—	19	33,060	32,890	13,383
	3. Rajahmundry ..	1- 7-55	3	160	233	178	Not in session	—	14,224	20,059
	4. Tirupathi now at Hyderabad.	9- 7-56	2	160	165	31	29	—	55,293	30,264
Assam .. ..	5. Joysagar ..	1- 4-56	4	80	90	33	18	—	32,400	27,600
	6. Tezpur .. ..	2- 9-57	1	80	41	—	44	—	—	—
Bihar .. ..	7. Ranchi .. ..	15- 9-55	4	160	228	78	N.A.	18,632	36,600	34,930
	8. Pusa .. ..	1- 4-56	4	160	292	—	58	5,789	35,694	33,141
	9. Deoghar ..	22-10-56	3	160	79	150	58	—	13,456	33,141

N.A.—Not available

Names of the States	Location of the School	Date of commencement of the first session under the scheme of the Central Committee	No. of courses completed	Capacity of the school per year	Number of candidates trained	Number of candidates who have completed the training, but whose results have not yet been made available to us	Number of candidates under training	Grant-in-aid sanctioned by the Government of India for		
								1955-6	1956-7	1957-8
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
<i>Bombay</i> .. ..	10. Poona .. ..	1- 9-55	5	160	204	166	82	56,142*	96,800*	31,875
	11. Surat .. ..	1- 9-55	5	160	251	—	79	56,142*	96,800*	24,375
	12. Jalgaon .. ..	1- 1-57	2	160	114	—	94	—	6,300	31,200
	13. Patan .. ..	1- 1-57	2	160	65	—	39	—	6,300	26,900
	14. Nagpur .. ..	1-10-55	5	160	139	154	81	13,637	31,500	33,766
	15. Bhavnagar .. ..	16- 7-55	5	80	145	—	35	13,600	18,175	19,581
<i>Himachal Pradesh</i>	16. Mashobra .. ..	15- 4-54	4	80	119	N.A.	N.A.	9,729	—	12,560
<i>Jammu and Kashmir</i> .. ..	17. Srinagar .. ..	1- 4-56	N.A.	100	N.A.	N.A.	N.A.	—	13,965	22,170
<i>Kerala</i> .. ..	18. Kozhikode .. ..	21-10-55	4	120	290	—	59	—	29,842	20,000
	19. Trivandrum .. ..	1-11-55	5	80	131	—	39	8,595	18,650	18,300
<i>Madhya Pradesh</i>	20. Agar .. ..	1- 7-55	5	160	301	—	67	32,920	33,560	30,280
	21. Jabalpur .. ..	5- 6-56	4	160	202	—	74	—	27,880	26,860
	22. Nowgong .. ..	1- 9-55	5	160	204	67	69	15,100	30,770	25,485
<i>Madras</i> .. ..	23. Madras .. ..	7-10-55	4	160	301	—	132	—	50,430	68,516
	24. Tanjore .. ..	26-12-55	3	160	285	206	312	—	28,964	23,990
	25. Coimbatore .. ..	2- 7-56	3	160	476	—	85	—	28,964	23,076
	26. Madurai .. ..	1- 8-56	2	160	116	200	77	—	14,092	24,453

<i>Manipur</i> ..	27. Imphal ..	3- 2-56	4	80	107	37	N.A.	—	16,650	33,200			
<i>Mysore</i> ..	28. Dharwar ..	1- 9-55	5	160	298	91	N.A.	56,142*	96,800*	28,290			
	29. Mercara ..	5-10-55	4	80	116	—	32	7,071	15,860	16,625			
	30. Mysore ..	1- 6-56	4	160	165	80	90	—	22,870	29,124			
<i>Orissa</i> ..	31. Cuttack ..	11- 7-55	8	160	146	115	73	29,985	28,325	21,357			
	32. Sambalpur ..	16- 7-56	5	160	114	77	36	—	22,275	21,623			
	33. Gopalpur-on-Sea	1-10-56	2	160	131	—	60	—	9,274	31,040			
<i>Punjab</i> ..	34. Jullundur ..	1- 9-55	8	160	286	—	Not in session	18,600	21,200	29,350			
	35. Patiala ..	2- 1-56	3	160	129	—	35	6,012	17,000	15,090			
<i>Rajasthan</i> ..	36. Jaipur ..	1- 4-55	7	160	233	—	65	31,038	10,025	—			
<i>Uttar Pradesh</i> ..	37. Bilari ..	1- 5-56	4	160	122	148	N.A.	—	54,400	23,065			
	38. Lucknow ..	1- 5-56	4	160	306	—	Not in session	—			23,865		
	39. Pepeganj ..	10- 9-56	3	160	200	—	51	—	48,100	30,325			
	40. Varanasi (I) ..	10- 9-56	3	160	48	170	61	—			29,595		
	41. Varanasi (II) ..	10- 9-56	3	160	215	—	63	—				28,855	
	42. Hastinapur ..	1- 2-57	2	160	55	100	76	—					33,420
	43. Jehangirabad ..	5-10-57	1	160	94	—	92	—					
<i>West Bengal</i> ..	44. Barsul ..	17-10-56	3	160	241	—	69	—	29,025				
	45. Jhargram ..	8- 5-57	1	160	59	—	65	—		46,521‡			
	46. Uttarpara ..	16- 1-57	2	160	161	—	N.A.	5,366			22,620‡		
<i>Delhi</i> ..	†	—	—	—	—	—	—	—	—				
			Total ..	6,620	7,864	2,211	2,418	4,12,194	11,43,445	12,27,092			

N.A.—Not available.

\* Combined sanction for the three schools at Poona, Surat, and Dharwar.

† The school has not started functioning.

‡ Includes contribution of the Government of India towards the share of the State Governments.

## APPENDIX 9

(Reference Note I relating to fifth Central Committee Meeting)

PROCEEDINGS OF THE MEETING OF THE PRINCIPALS OF THE REGIONAL CO-OPERATIVE TRAINING CENTRES HELD AT BANGALORE ON THE 23RD AND 24TH JANUARY 1957 TO CONSIDER THE ARRANGEMENTS FOR THE PRACTICAL TRAINING OF THE CANDIDATES UNDERGOING THE COURSE IN CO-OPERATIVE MARKETING

The following were present at the meeting:

1. Shri J. C. Ryan, Chief Officer, Agricultural Credit Department.
2. Shri M. S. Menon, Dy. Chief Officer, Agricultural Credit Department.
3. Shri A. Palaniappa Mudaliar, Registrar, Co-operative Societies, Madras.
4. Shri B. A. Patil, Registrar, Co-operative Societies, Mysore.
5. Shri P. M. Chengappa, Principal, Co-operative Training College, Poona.
6. Shri V. Govindan Nair, Principal, Regional Co-operative Training Centre, Madras.
7. Shri Fateh Singh, Principal, Regional Co-operative Training Centre, Meerut.
8. Shri A. G. Anegundi, Principal, Regional Co-operative Training Centre, Indore.

Mr. A. F. Laidlaw, Colombo Plan Consultant, attended the meeting by special invitation.

The meeting considered the various aspects of the practical training programme for the special marketing course and the arrangements necessary to make this training effective and useful. After discussions on the 23rd and 24th January 1957 at Bangalore, the party visited *en route* to Madras, on the 25th and 26th, the Kelamangalam Co-operative Sale Society, the Salem Marketing Society, the Salem Co-operative Central Bank, the Tiruchengode Co-operative Marketing Society, and a co-operative credit society at Tiruchengode. These visits were intended to get a first-hand knowledge of the working of typical sale societies which functioned under the scheme of controlled credit, so that the principals could have an idea of the time that would be taken in a study of their working and the actual content of such a study.

The meeting made the following suggestions :

(1) Production and credit programmes included in the plans of co-operative development are no doubt important, but if these efforts are to result in increased incomes, on which would depend any rise in living standards, a programme of improved marketing will have to be put into gear with no less (if not greater) speed. The training in marketing will, therefore, have to be so devised as to make the personnel trained for the work as near to full efficiency as possible, so that they could assume independent charge of their duties immediately after completion of training. The practical training programmes have to be conceived in the light of this need.

With this end in view, the meeting considered the subject in three important aspects, viz., (A) what are the objectives to which the training programme will have to address itself; (B) what should be the content of the practical training course in the light of these objectives; and (C) what are the arrangements necessary to make the practical training programme effective, having regard to (A) and (B).

(A) *Objectives*

(2) The objectives of the training programme, according to the meeting, should be to make the trainees fully conversant with (a) the need for, and the manner in which, marketing co-operatives are to work in effective co-ordination with credit, (b) the steps necessary for securing improved efficiency in the performance of marketing services, and (c) the manner in which marketing societies are to function in co-ordination with the efforts of other bodies interested in making the marketing of agricultural produce more orderly.

(i) With regard to the linking up of marketing with credit, the meeting considered that this was of fundamental importance to the success of the integrated plan of co-operative development. The entire scheme of crop loan and the financing of production would suffer unless recoveries are made possible through the mechanism of linking the operations of marketing with credit co-operatives. This is an aspect to which the trainees will have to devote special attention.

(ii) It was also emphasised that the ultimate objective of a marketing co-operative, and therefore, its most important justification, was the performance of services for the members more efficiently than other agencies. These services would include facilities for storing, transportation, grading and processing and the supply of market news, as well as the distribution of production requisites like manure, seed, etc., in all of which the members would expect a certain amount of guidance from those who are in

charge of the societies. Membership-loyalty founded on the promise of higher prices alone would be insecure; a safer basis would be the offer of more efficient services.

(iii) A third aspect which the persons in charge of marketing co-operatives should be familiar with is the economic setting in which the societies have to function and the activities of other bodies which also aim to make marketing more orderly. Thus the trainees for the course should know the working of regulated markets and market committees, the legislative and other measures for quality control, the operations of exchanges and forward markets, etc.

A study of all the three aspects is necessary, but the first two are of basic importance for work connected with co-operative marketing and, therefore, should be the object of special attention during practical training. Of the two, viz., the integrated working of marketing with credit co-operatives and service performance the first is a basic feature of the organisation itself as now planned and is thus of immediate importance, requiring thorough study by the trainees before they can take up their posts. The building up of service facilities is an aspect which the societies will have to gradually take up as they gain more experience in the very process of growth, according to opportunities and requirements. The meeting, therefore, discussed the practical training programme with special reference to the essential features of the working of marketing societies at the primary operational level and the mechanism of linking marketing with credit programmes.

#### (B) *Contents of Practical Training Programme*

(3) A good study should be made of the mechanism of linking marketing with credit. For this purpose, the societies to be visited should be selected in such a manner that they will afford opportunities for learning fully the procedures and methods of the integrated scheme, which will include the study of the following:

(i) Bye-laws of marketing societies and their affiliated credit societies. The bye-laws of the primary societies, for instance, should lay an obligation on the borrower to dispose of his produce through the nearest marketing society if so required by its panchayatdars, should vest legal authority in the marketing society to deduct the dues which the member owes to the credit society from the sale proceeds, should provide for the appointment of marketing panchayatdars, commission to be paid to them, etc. There should be corresponding provision in the bye-laws of the marketing society.

(ii) Form of bonds and agreements obtained from borrowers to give a legal basis to the linking of credit with marketing.

(iii) The functions of marketing panchayatdars, e.g., supervision of the application of the loan, collection of produce, transport, storage, etc.

(iv) How the resolutions in respect of various decisions of the general body or management of each society (primary and marketing) are to be framed and adopted, e.g., resolutions appointing marketing panchayatdars in the primary society and approving them in the sale society, approval of loans by the primary society, their sanction by the financing bank and their method of disbursement, payment of commission to the sale society, deduction from sale proceeds at the sale society, remittance to the financing bank of its dues and the balance to the primary credit society or the borrower, etc.

(v) When and how intimations are to be given by the credit society or the central bank to the marketing society regarding members' dues.

(vi) The ledgers to be maintained by the credit society and the marketing society which function under the integrated scheme.

(vii) Actual methods of sale, whether by negotiated sale or by auction or by tender, or by forward contracts.

(viii) Outright purchase by marketing society—to what extent it is allowed under the bye-laws and under what circumstances and with what precautions it can be done.

(ix) How loans are sanctioned on the pledge of produce by the marketing society, what margin is kept, what legal documents are obtained, how the produce is stored, what precautions are taken against pilferage, rats, and vermin.

(x) How loans on pledge of produce are first utilised towards the discharge of the production loan given in the primary society and only the surplus is given to the borrower—the legal documents, vouchers, etc., obtained for such loans.

In short, the trainees should be made thoroughly conversant with the whole mechanism of crop loans and the mechanism of marketing with which it is linked. Even more important is a study of how the marketing society commenced work and the practical difficulties they were confronted with and how they were overcome; for, most of the trainees may have to build up marketing societies from scratch.

(4) The practical training programme should not be spread widely over too many societies and States but should be confined to a selected few which would afford the best opportunities for concentrated study. From this point of view it would be well to

confine the tours as far as possible to three States viz., (1) Bombay, (2) Madras, and (3) Mysore (which includes South Canara, Coorg, Dharwar and North Canara). The following districts in the three States are likely to afford the best facilities for study:

- (1) *Bombay*: Surat, Broach, Ahmednagar and Kolhapur.
- (2) *Madras*: Salem, Madura, Tinnevely, Nilgiris, Coimbatore, Ramnad and South Arcot.
- (3) *Mysore*: Dharwar, N. Canara, Coorg and S. Canara.

In each of these districts visits to the following societies are suggested:

#### BOMBAY

##### *Surat*:

- (1) S. Gujarat Co-operative Cotton Sale and Ginning Societies Union Ltd., Surat.
- (2) Puna Kumbaria Group Co-operative Fruit and Vegetable Growers Society Ltd.
- (3) Purushottam Ginning and Pressing Society.
- (4) Kosamba Village Produce and Sale Society, Kosamba.

##### *Ahmednagar*:

- (1) Pravaranagar Sahakari Sakhar Kharkhana Ltd.
- (2) Godavari and Pravara Canal Co-operative Kharedi and Vikri Sangh Ltd., Kopergaon.

##### *Kolhapur*:

Shetkari Sahakari Kharedi Vikri Sangh Ltd., Kolhapur.

#### MADRAS

##### *Nilgiris*:

Potato Marketing Society.

##### *Coimbatore*:

- (1) Gobichattipalayam Sale Society.
- (2) Thirupur Cotton Sale Society.

##### *Salem*:

- (1) Salem Marketing Society.
- (2) Tiruchengode Sale Society.

##### *Madura*:

- (1) Theni Sale Society.

*Tinnevelly:*

- (1) Koilpatti Sale Society.
- (2) Tuticorin Sale Society.

*Ramnad:*

- (1) Aruppukottai Sale Society.
- (2) Srivilliputtur Cotton Growers' Society.

*S. Arcot:*

Tindivanam Marketing Society.

## MYSORE

*Dharwar:*

- (1) Gadag Co-operative Cotton Sale Society.
- (2) Annigeri Co-operative Agricultural Processing Society.
- (3) Hubli Co-operative Cotton Sale Society.
- (4) Kundgol Mahal Co-operative Agricultural Produce Sale Society.

*N. Canara*

- (1) Sirsi Co-operative Sale Society.
- (2) Kumpta Co-operative Arecanut Sale Society.

*Coorg:*

- (1) The Coorg Orange Growers' Co-operative Society Ltd., Pillibetta.
- (2) The Coorg Honey and Wax Producers Co-operative Society, Virajpet.
- (3) The Coorg Provincial Cardamom Co-operative Marketing Society, Mercara.

*S. Canara:*

- (1) S. Canara District Marketing and Supply Society (Foodgrains).
- (2) S. Canara Marketing Society (Arecanut).

To the above States may also be added, if necessary, Kerala and Andhra. In Kerala, the Malabar District Produce Sale Society, Kozhikode, and in Andhra the Ettikopaka Co-operative Sugar Factory and the Co-operative Spinning Mill at Guntakal are also suggested.

*(C) Arrangements for Practical Training:*

- (5) In order that each trainee may benefit to the maximum extent with the minimum inconvenience to the societies, the visits

should be so arranged that only a small number of trainees will be visiting a society at a time. For this purpose it is suggested that a class of 40 students should be divided into eight batches. In other words, each batch should not consist of more than five trainees.

(6) The batches are to be sorted according to needs and commodities in which the trainees are primarily interested. Indication of this should be given by the concerned Registrar when deputing the candidates for training.

(7) It is very necessary that each batch should study whenever any marketing society is visited, also the working of some of its affiliates.

(8) The eight weeks of practical training should be made intensive by restricting the number of societies and putting in full-time attendance when the institutions are at work. They may be distributed as follows:

1. Six weeks for marketing societies and affiliates. The training should be given in not more than three marketing societies and their affiliated societies.

2. Two weeks for processing societies and affiliates. The training should be given in not more than two processing societies and three affiliated societies.

(9) While main attention should be devoted to a detailed study of the working of the societies listed above, arrangements may be made incidentally for the visit of trainees to—(a) regulated markets (this should be arranged as far as possible along with visits to societies wherever such markets exist either in places where societies are functioning or *en route* to such places); (b) important co-operative producing units like sugar factories; (c) important exchanges and institutions like the Forward Markets Commission and cotton and oilseeds exchanges, and (d) study of methods of private trade and marketing by suitable arrangements with established private firms. These should, however, be done with as little disturbance as possible to the main programme of study detailed in item (8).

(10) Since a class of 40 students is proposed to be divided into eight batches, there will be need for eight instructors to accompany the batches. Of these eight batches, two could be taken round by the two lecturers of the training centre.

With regard to the remaining six instructors it is suggested that they may be provided by the Registrar of Co-operative Societies from among his officers. Since only three States are suggested

for detailed visits by the trainees, it may be assumed that there would be trainees from one centre or the other almost continuously visiting these States and demanding the assistance of departmental instructors. It is, therefore, suggested that instructors may be appointed in each of these States on a pay of Rs. 150 to Rs. 200 for each instructor, it being understood that these instructors will be qualified officers from the Department. How these instructors are to be appointed and who should bear their cost (that is, pay and travelling allowance) are matters that would have to be further considered. The suggestion was made that the Reserve Bank or the Government of India might have to bear the cost.

It is suggested that each training centre should have one senior lecturer or professor in co-operative marketing and one assistant lecturer for the Marketing Course. It would be well to recruit the senior lecturer as far as possible from persons with experience in co-operative marketing, preferably those who have worked in senior posts in Co-operative Departments.

(11) The instructors accompanying the trainees should submit fortnightly reports to the Principal and monthly reports to the Registrar of Co-operative Societies of the States visited.

(12) A complete set of forms adopted in the marketing and credit societies should be obtained and made available to the trainees at each of the training centres. It was also suggested that copies of the Madras Co-operative Manual should be made available to each centre in sufficiently large number since they contain copies of prescribed forms and bye-laws of societies. The Madras Registrar was requested to get the Manual reprinted as it had become out of stock.

*Practical training for the regular long course for intermediate personnel*

(13) While the foregoing suggestions relate to the Marketing Courses conducted by the Regional Training Centres, the Conference considered that even students attending the long intermediate training courses should be given special guidance in marketing as the linking of credit and marketing is of the essence of the rural credit programme under the Second Five-Year Plan. Hence it was suggested that the four and half months of practical training for the regular course should be divided into two periods—two months in the first instance and 2½ months later.

(14) Each batch of trainees should not consist of more than 10 candidates for practical training. Each batch should be under an instructor drawn from the regular staff of the centre and from the Co-operative Departments of the States visited. The recruitment

of the extra staff should be made in the same manner as for the Marketing Course and the agency that should bear the costs should also be determined likewise.

(15) The trainees should be trained for two weeks in marketing and one week in processing irrespective of the subjects they specialise in. For marketing, two marketing societies and four affiliated societies will do and for processing one processing society and two affiliated societies ought to suffice.

APPENDIX 10

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY ANDHRA PRADESH\* TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course—																		
Andhra Pradesh .. .. .	—	—	—	—	—	4	—	2	—	—	—	—	—	—	—	—	6	6
Hyderabad .. .. .	3	1	5	1	7	2	4	1	2	—	—	—	—	—	—	21	5	26
Intermediate Officers' Course—																		
Andhra Pradesh .. .. .	—	—	—	—	—	2	—	12	5	6	3	4	—	8	8	32	40	
Hyderabad .. .. .	—	—	—	—	2	—	—	4	—	—	—	—	—	—	8	—	8	
Special Course on Co-operative Market-																		
ing—																		
Poona .. .. .	—	—	—	—	—	—	7	1	22	—	—	—	—	—	29	1	30	
Madras .. .. .	—	—	—	—	—	—	—	—	12	—	28	—	11	5	51	5	56	
Special Course on Co-operative Land																		
Mortgage Banking—																		
Andhra Pradesh .. .. .	—	—	—	—	—	—	4	1	8	—	11	1	—	—	23	2	25	
Hyderabad .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	2	—	2	
Block Level Co-operative Officers' Course..	—	—	—	—	—	—	64	—	68	—	62	—	—	—	194	—	194	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	10	47	165	49	60	67	—	—	235	163	952	
							110	(P)	184	(P)	260	(P)	—	—	554	(P)		

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

\* Including erstwhile Hyderabad State.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 11

(Reference Note I relating to fifth Central Committee Meeting).

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY ASSAM STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	2	—	4	—	2	1	6	2	8	1	3	2	—	—	25	6	31	
Intermediate Officers' Course .. .. .	—	—	—	—	8	1	5	—	4	—	4	1	1	—	22	2	24	
Special Course on Co-operative Market- ing—																		
Ranchi .. .. .	—	—	—	—	—	—	—	—	3	—	4	—	1	—	8	—	8	
Poona .. .. .	—	—	—	—	—	—	2	—	—	—	—	—	—	—	2	—	2	
Meerut .. .. .	—	—	—	—	—	—	—	—	11	—	10	—	—	—	21	—	21	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	2	—	4	—	4	—	—	—	10	—	10	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	—	—	19	—	15	—	8	—	42	—	42	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	6	—	82	—	—	136	—	—	88	136	226	
									2 (P)						2 (P)			

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 12

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY BIHAR STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	—	—	4	2	5	—	9	—	10	—	7	—	—	—	35	2	37	
Intermediate Officers' Course .. .. .	—	—	—	—	13	—	20	—	17	—	14	2	17	—	81	2	83	
Special Course on Co-operative Market- ing—																		
Poona .. .. .	—	—	—	—	—	—	4	—	—	—	8	—	—	—	12	—	12	
Meerut .. .. .	—	—	—	—	—	—	—	—	8	—	—	—	12	—	20	—	20	
Ranchi .. .. .	—	—	—	—	—	—	—	—	2	—	2	—	6	—	10	—	10	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	3	—	14	—	6	—	—	—	23	—	23	
Block Level Co-operative Officers' Course ..	—	—	—	—	—	—	46	—	65	—	71	—	—	—	182	—	182	
Junior Co-operative Officers' Course ..	—	—	—	—	—	—	148	—	318	—	129	—	—	—	595	—	943	
							61 (P)		151 (P)		136 (P)				348 (P)			

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 13

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY BOMBAY STATE\*  
TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course	3	4	4	1	2	4	3	6	9	—	11	3	—	—	32	18	50	
Intermediate Officers' Course	—	—	10	6	12	12	12	16	26	13	23	21	56	14	139	82	221	
Special Course on Co-operative Marketing—																		
Poona	—	—	—	—	—	—	4	2	2	6	10	8	—	—	16	16	32	
Indore	—	—	—	—	—	—	—	—	—	—	2	4	—	—	2	4	6	
Special Course on Co-operative Land Mortgage Banking	—	—	—	—	—	—	—	4	3	4	—	11	—	—	3	19	22	
Block Level Co-operative Officers' Course	—	—	—	—	—	—	49	—	88	—	84	—	—	—	221	—	221	
Junior Co-operative Officers' Course	—	—	—	—	—	—	92	242	133	283	196	410	—	—	421	935	1648	
							50 (P)		92 (P)		150 (P)				292 (P)			

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

\* Including erstwhile Saurashtra State.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 14.

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY KERALA STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	—	—	1	—	1	—	—	—	5	—	1	3	—	—	8	3	11	
Intermediate Officers' Course .. .. .	—	—	4	—	14	4	10	—	10	2	11	3	13	4	62	13	75	
Special Course on Co-operative Marketing—																		
Indore .. .. .	—	—	—	—	—	—	—	—	—	—	—	11	—	—	—	11	11	
Poona .. .. .	—	—	—	—	—	—	1	1	10	—	—	—	—	—	11	1	12	
Madras .. .. .	—	—	—	—	—	—	—	—	—	1	2	1	1	—	3	2	5	
Ranchi .. .. .	—	—	—	—	—	—	—	—	—	2	—	—	—	—	—	2	2	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	1	—	2	4	1	6	—	—	4	10	14	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	15	—	5	—	2	—	—	—	22	—	22	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	3	74	6	96	8	124	—	—	17	294	519	
							96 (P)		83 (P)		29 (P)				208 (P)			

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 15

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY MADHYA PRADESH\*  
STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	5	—	4	—	9	5	7	6	8	2	5	1	—	—	38	14	52	
Intermediate Officers' Course .. .. .	—	—	8	—	18	3	14	5	15	8	23	6	23	10	101	32	133	
Special Course on Co-operative Market- ing—																		
Poona .. .. .	—	—	—	—	—	—	—	—	12	—	2	1	—	—	14	1	15	
Indore .. .. .	—	—	—	—	—	—	—	—	—	—	8	7	—	—	8	7	15	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	—	—	4	1	2	2	—	—	6	3	9	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	55	—	44	—	49	—	—	—	148	—	148	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	105	76	102	118	96	239	—	—	303	433	984	
							91(P)		75(P)		82(P)				248(P)			

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

\* Including erstwhile Bhopal, Vindhya Pradesh and Madhya Bharat.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 16

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY MADRAS STATE  
TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																		
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total				
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T		
Senior Officers' Course .. .. .	—	—	—	1	—	3	—	4	—	3	—	4	—	—	—	—	15	15	
Intermediate Officers' Course .. .. .	—	—	—	—	—	9	—	11	—	7	—	11	—	1	—	—	39	39	
Special Course on Co-operative Market- ing—																			
Poona .. .. .	—	—	—	—	—	—	6	1	13	1	—	—	—	—	—	—	19	2	21
Madras .. .. .	—	—	—	—	—	—	—	—	9	—	19	—	10	—	—	—	38	—	38
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	4	2	9	4	9	8	—	—	—	—	22	14	36
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	49	—	58	—	66	—	—	—	—	—	—	—	173
Junior Co-operative Officers' Course .. .. .	—	—	—	—	49	—	166	—	93	79	461	294	—	81	769	454	—	—	2,190
							131(P)		356(P)		347(P)		133(P)		967(P)				

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

APPENDIX 17

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY MYSORE STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	2	—	2	—	4	1	2	—	—	3	6	—	—	—	16	4	20	
Intermediate Officers' Course .. .. .	—	—	3	—	—	2	2	—	8	—	4	3	1	7	18	12	30	
Special Course on Co-operative Marketing—																		
Poona .. .. .	—	—	—	—	—	—	1	—	4	1	6	1	—	—	11	2	13	
Ranchi .. .. .	—	—	—	—	—	—	—	—	—	2	—	—	—	—	—	2	2	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	1	1	—	—	7	—	—	—	8	1	9	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	1	—	—	—	12	—	—	—	13	—	13	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	34	124	71	204	83	176	—	—	188	504	872	
								108(P)		38(P)		34(P)				180(P)		

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY ORISSA STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	1	—	2	—	2	1	3	—	2	—	4	—	—	—	14	1	15	
Intermediate Officers' Course .. .. .	—	—	—	—	2	—	9	1	5	—	6	—	6	—	28	1	29	
Special Course on Co-operative Market- ing—																		
Poona .. .. .	—	—	—	—	—	—	1	1	—	—	1	—	—	—	2	1	3	
Ranchi .. .. .	—	—	—	—	—	—	—	—	1	—	3	—	4	—	8	—	8	
Madras .. .. .	—	—	—	—	—	—	—	—	2	—	8	—	4	—	14	—	14	
Meerut .. .. .	—	—	—	—	—	—	—	—	9	—	—	—	—	—	9	—	9	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	—	—	3	—	5	—	—	—	8	—	8	
Block Level Co-operative Officers' Course ..	—	—	—	—	—	—	33	—	32	—	26	—	—	—	91	—	91	
Junior Co-operative Officers' Course	—	—	—	—	—	—	27	60	158	260	89	158	—	—	274	478	752	

D = Departmental.

I = Institutional.

T = Total.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

APPENDIX 19

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY RAJASTHAN\* STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	8	—	—	—	1	1	2	1	5	2	4	3	—	—	20	7	27	
Intermediate Officers' Course .. .. .	—	—	4	—	—	—	1	—	10	2	7	—	10	—	32	2	34	
Special Course on Co-operative Market- ing—																		
Ranchi .. .. .	—	—	—	—	—	—	—	—	1	—	—	—	—	—	1	—	1	
Meerut .. .. .	—	—	—	—	—	—	—	—	2	—	—	—	—	—	2	—	2	
Poona .. .. .	—	—	—	—	—	—	—	—	—	—	3	—	—	—	3	—	3	
Special Course on Co-operative Land Mort- gage Banking .. .. .	—	—	—	—	—	—	2	—	2	—	—	—	—	—	4	—	4	
Block Level Co-operative Officers' Course..	—	—	—	—	—	—	31	—	42	—	31	—	—	—	104	—	104	
Junior Co-operative Officers' Course ..	—	—	—	—	63	—	41	—	87	42	65	—	—	—	256	42	298	

D = Departmental.

I = Institutional.

T = Total.

\* Including erstwhile Ajmer.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 20

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY PUNJAB\* STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	3	1	1	1	—	—	1	2	2	7	2	3	—	—	9	14	23	
Intermediate Officers' Course .. .. .	—	—	—	—	2	2	—	5	—	3	3	4	—	—	5	14	19	
Special Course on Co-operative Marketing—																		
Meerut .. .. .	—	—	—	—	—	—	13	—	6	3	—	9	—	—	19	12	31	
Ranchi .. .. .	—	—	—	—	—	—	—	—	—	3	—	—	—	—	—	3	3	
Indore .. .. .	—	—	—	—	—	—	—	—	—	—	—	7	—	—	—	7	7	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	2	—	4	—	—	—	—	—	6	—	6	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	11	—	63	—	29	—	—	—	103	—	103	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	172	6	138	8	85	41	—	—	395	55	450	

D = Departmental.

I = Institutional.

T = Total.

\* Including erstwhile PEPSU.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 21

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY UTTAR PRADESH STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	—	—	—	—	—	6	1	1	1	2	1	4	—	—	3	13	16	
Intermediate Officers' Course .. .. .	—	—	—	—	—	6	1	14	—	4	—	15	—	—	1	39	40	
Special Course on Co-operative Marketing—																		
Poona .. .. .	—	—	—	—	—	—	3	—	—	—	6	—	—	—	9	—	9	
Meerut .. .. .	—	—	—	—	—	—	25	—	25	—	14	—	—	—	64	—	64	
Ranchi .. .. .	—	—	—	—	—	—	—	—	7	—	12	—	9	—	28	—	28	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	—	—	2	—	—	—	—	—	2	—	2	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	142	—	163	—	121	—	—	—	426	—	426	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	148	—	737	—	916	—	—	—	1801	—	1801	

D = Departmental.

I = Institutional.

T = Total.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 22

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENTS SHOWING THE NUMBER OF CANDIDATES DEPUTED BY WEST BENGAL STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	1	—	2	2	1	3	1	1	4	1	3	1	—	—	12	8	20	
Intermediate Officers' Course .. .. .	—	—	—	—	1	—	—	2	—	1	5	—	12	—	18	3	21	
Special Course on Co-operative Marketing—																		
Meerut .. .. .	—	—	—	—	—	—	—	—	2	—	—	—	—	—	2	—	2	
Madras .. .. .	—	—	—	—	—	—	—	—	1	—	4	—	3	—	8	—	8	
Ranchi .. .. .	—	—	—	—	—	—	—	—	4	2	10	2	5	5	19	9	28	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	—	—	6	—	6	—	—	—	12	—	12	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	—	—	19	—	48	—	43	—	68	—	110	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	—	—	—	246	68	213	—	—	68	459	571	
									44(P)						44(P)			

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 23

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY HIMACHAL PRADESH STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	1	—	2	—	4	—	1	1	2	1	2	2	—	—	12	4	16	
Intermediate Officers' Course .. .. .	—	—	—	—	1	—	4	—	4	—	6	—	—	—	15	—	15	
Special Course on Co-operative Marketing—																		
Meerut .. .. .	—	—	—	—	—	—	2	—	—	—	4	—	—	—	6	—	6	
Ranchi .. .. .	—	—	—	—	—	—	—	—	5	—	—	—	—	—	5	—	5	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	—	—	1	—	—	—	—	—	1	—	1	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	1	—	—	—	—	—	—	—	1	—	1	
Junior Co-operative Officers' Course .. .. .	—	—	39	—	31	—	30	1	18	—	—	—	—	—	118	1	119	

D = Departmental.

I = Institutional.

T = Total.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 24

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY TRIPURA STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
Intermediate Officers' Course .. .. .	—	—	1	—	3	—	5	—	5	—	4	—	—	—	18	—	18	
Special Course on Co-operative Marketing—Ranchi .. .. .	—	—	—	—	—	—	—	—	1	—	3	—	2	—	6	—	6	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	—	—	1	—	—	—	—	—	1	—	1	
Block Level Co-operative Officers' Course.	—	—	—	—	—	—	—	—	1	—	1	—	—	—	2	—	2	
Junior Co-operative Officers' Course ..	—	—	—	—	—	—	—	—	9	—	15	—	—	—	24	—	24	

D = Departmental.

I = Institutional.

T = Total.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

APPENDIX 25

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY MANIPUR STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																		
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total				
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T		
Senior Officers' Course .. .. .	2	—	1	—	1	—	1	—	—	—	—	—	—	—	—	—	5	—	5
Intermediate Officers' Course .. .. .	—	—	—	—	1	—	1	3	2	—	2	—	3	—	—	—	9	3	12
Special Course on Co-operative Marketing—																			
Meerut .. . . .	—	—	—	—	—	—	—	—	2	—	—	—	—	—	—	—	2	—	2
Ranchi .. . . .	—	—	—	—	—	—	—	—	1	—	2	—	1	—	—	—	4	—	4
Special Course on Co-operative Land Mortgage Banking .. . . .	—	—	—	—	—	—	1	—	1	—	1	—	—	—	—	—	3	—	3
Block Level Co-operative Officers' Course .. . . .	—	—	—	—	—	—	—	—	2	—	1	—	—	—	—	—	4	—	4
Junior Co-operative Officers' Course .. . . .	—	—	—	—	—	—	—	20	—	49	—	29	—	—	—	—	—	98	144
								10(P)		28(P)		8(P)							46(P)

D = Departmental.

I = Institutional.

T = Total.

(P) = Private.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

APPENDIX 26

(Reference Note I relating to fifth Central Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY JAMMU & KASHMIR STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	—	—	—	—	—	—	5	2	3	—	6	—	—	—	14	2	16	
Intermediate Officers' Course .. .. .	—	—	—	—	—	—	4	—	4	—	1	—	—	—	9	—	9	
Special Course on Co-operative Marketing—																		
Meerut .. .. .	—	—	—	—	—	—	—	—	1	—	—	—	—	—	1	—	1	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	2	—	—	—	20	—	—	—	22	—	22	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	

D = Departmental.

I = Institutional.

T = Total.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 27

(Reference Note I relating to fifth Central Committee Meeting)

## STATEMENT SHOWING THE NUMBER OF CANDIDATES DEPUTED BY DELHI STATE TO THE VARIOUS TRAINING COURSES SO FAR (YEAR-WISE)

Type of course	Number of candidates deputed during the year†																	
	1952-3		1953-4		1954-5		1955-6		1956-7		1957-8		1958-9		Total			
	D	I	D	I	D	I	D	I	D	I	D	I	D	I	D	I	T	
Senior Officers' Course .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Intermediate Officers' Course .. .. .	—	—	—	—	—	—	2	—	2	1	2	—	—	—	6	1	7	
Special Course on Co-operative Marketing— Poona .. .. .	—	—	—	—	—	—	1	—	—	—	—	—	—	—	1	—	1	
Special Course on Co-operative Land Mortgage Banking .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Block Level Co-operative Officers' Course .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	
Junior Co-operative Officers' Course .. .. .	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	

D = Departmental.

I = Institutional.

T = Total.

† The year is from 1st July to 30th June. The candidates deputed for a course which commences in one year but concludes in the next year are shown as deputed in the earlier year.

## APPENDIX 28

*(Reference Note III relating to fifth Central Committee Meeting)*

PROCEEDINGS OF THE CONFERENCE OF THE CHAIRMEN OF THE LOCAL COMMITTEES AND PRINCIPALS OF THE REGIONAL AND BLOCK LEVEL CO-OPERATIVE TRAINING CENTRES HELD ON 18<sup>TH</sup> AND 19<sup>TH</sup> JULY 1958 AT THE RESERVE BANK OF INDIA, BOMBAY

The Conference met for two days on 18th and 19th July 1958 at the Reserve Bank of India, Bombay. At the plenary session in the forenoon on 18th, the Conference reviewed the progress made in regard to the training arrangements since it met last and discussed some of the general issues arising out of the various items on the agenda for the Conference. The Conference later divided itself into two Committees, one for the consideration of the subjects indicated in the Agenda with reference to the Regional Co-operative Training Centres and the other for considering the subjects with reference to the Block Level Co-operative Officers' Training Centres. The reports of these two committees were submitted for consideration to the plenary session of the Conference on the forenoon of 19th July 1958.

Prof. D. G. Karve, Chairman of the Standing Sub-Committee of the Central Committee for Co-operative Training, presided. The names of the persons who attended the Conference are given in the Annexure.

Prof. D. G. Karve welcomed the participants on behalf of the Central Committee and conveyed the regrets of the Governor and the Deputy Governor of the Reserve Bank of India for their inability to participate in the deliberations of the Conference on account of other unavoidable preoccupations at Bombay and outside. Prof. Karve referred to the conclusions arrived at the last Conference of the Chairmen and Principals held in December 1956, and said that the training programmes could be reviewed in the light of further experience of nearly two more years gained since then. He expressed the Central Committee's appreciation for the co-operation and valuable help given by the Local Committees, by various officials and the staff of the Training Centres in conducting the training centres.

Spot-lighting a few of the developments that had taken place on the qualitative side of the training programmes, he referred in particular to the introduction of the study of Extension Methods as techniques of education and the subject of Business Management as an integral part of the curricula of the training programmes.

The healthy and sound growth of co-operatives was dependent on the appreciation by the members of the co-operatives and by the officials working in the co-operatives of the benefits to be derived from co-operative organisations in the economic and social fields. The message of Co-operation needed to be brought home to the people who might stand to benefit by accepting the co-operative principles and practices. Extension Methods, therefore, were to be appreciated as helps in transmission of co-operative philosophy and suitable study of such methods incorporated in the training of the staff personnel. In this connection he referred to the Course on Extension Methods conducted by the Central Committee for the lecturers of the training centres at the Block Level Co-operative Officers' Training Centre, Kota, in February 1958.

Referring to the need for paying greater attention to the study of Business Management, Prof. Karve referred to two of the findings of the Co-operative Independent Commission in U. K. under the chairmanship of Mr. Gaitskell, which recently submitted its report. The two findings, relevant for our purpose, he said, were :—

(1) The management of a medium or large co-operative society today is a highly intricate business organisation, depending for its success on the skilful use of a large number of specialised techniques. Under these circumstances active management by a part-time body of lay co-operators becomes a dangerous anachronism. Management must be delegated to the specialist officials who are appointed by the Board to carry it out and who alone are technically equipped to do so. Thus there should be a clear cut division of responsibilities between the Board of Directors on one hand and the Professional Management on the other.

(2) The second finding of the Commission was that a co-operative unit must be of an economical size, so as to utilise to the full economies of scale which the other competitors possess.

In this connection Prof. Karve referred to the conclusion arrived at independently by the Rural Credit Survey Committee that for the success of Co-operation in India, the management requires to be professionally trained. He also pointed out that co-operative democracy did not demand the laymen directors meddling with the day-to-day management of the affairs of the societies. While the Board should no doubt control the management and lay down the broad policies to be followed, the implementation of the policy was to be left to the professional management which should be given sufficient executive authority for the purpose. These findings underlined the importance of the training of management personnel and indirectly supported the training programmes undertaken by the Central Committee.

In this connection he referred to the decision of the Central Committee regarding the introduction of the study of Business Management as an integral part of the various training programmes conducted by the Central Committee and also referred to the Course on Business Management organised recently by the Central Committee for the lecturers of the Regional, Block Level and Junior Co-operative Officers' Training Centres at Bombay in May-June 1958. However, he cautioned that though the study of Business Management would put a premium on the study of subjects of technical nature in the training programmes, the study of general subjects like Principles of Co-operation, Banking, Rural Economics, etc., was not to be overlooked. A proper balance must be maintained between the general and technical subjects, the study of both the categories being necessary for a balanced training programme.

Prof. Karve then referred to a few issues that had arisen in the course of the conduct of the Central Committee's training programmes. Firstly in respect of Block Level Co-operative Officers' Training Centres, he said that the original plan was to complete the training of all the necessary numbers of Block Level Co-operative Officers required to staff all the blocks that would cover the entire country by the end of the Second Five-Year Plan. Thereafter only a few of these training centres would be necessary for the purpose of conducting Refresher Courses. According to the latest decision of the Government of India the period for covering the country with the Community Development and National Extension Blocks had, however, been extended by two years. This would affect the programme of conducting the Block Level Training Centres. He invited the Development Commissioners attending to throw light on the subject. Secondly, he said that the Central Committee was generally sensing that the demand for utilising training facilities on the part of certain States was not up to earlier calculations. He, however, felt that this was a passing phase. Thirdly, he referred to the new trends introduced in the technique of training and said that it had been accepted that the pure lecture method was not suitable for staff training and the examination method was not suitable for assessment of the candidates' performance. Fourthly, he invited the Registrars and Development Commissioners representing the State Governments to clarify their reactions to the training programmes as they were in a way consumers of the product turned out by the training centres.

In the discussion that ensued, Shri Yardi, Development Commissioner, Bombay, said that according to the original plan the whole of the Bombay State was to be covered with the National Extension Service Blocks by March 1961. As a result, however, of the recommendations of the Mehta Committee, the period was extended to March 1963. This would naturally result in the extension of the

programme of recruitment and training of the Block Level Officers over a course of further two years. He said that relevant figures in respect of requirements of training over the years up to 1963 would be obtained. On the same subject, the Registrar of Co-operative Societies, Uttar Pradesh, observed that the recruitment of personnel to man the co-operative activities in the Community Development Blocks had not been according to the planned programme in the State and that the Block Level Centres would, therefore, have to continue on the existing basis for some more time to come.

Shri Yardi in the course of discussion also observed that the period of 11 months at a stretch for the training of the Block Level Officers was rather too long and wanted it to be considered if the training programme could be adjusted in two instalments over two years corresponding to the slack season of work in Community Development Blocks roughly from July to November of each year.

Shri Subrahmanyam Nayudu was, however, of the opinion that the longer training period was necessary especially in the case of raw recruits selected to work as Block Level Co-operative Officers. Prof. Karve further elucidated that in the long term perspective, only short refresher courses would come to stay and the long-term basic courses were of a temporary character.

On the subject of practical training some of the participants suggested that the practical training part of the whole training programme needed to be further emphasised and that field experience before going to the training centre should be made a part of the training programme. The Chairman explained that if the State Governments deputed for training candidates who had already had some experience, it would be all the better for the training programmes. Field experience before training at the Centre could not, however, be made a part of the training programmes. On the same subject of practical training Shri Subrahmanyam Nayudu said that the practical training programmes of the marketing courses should be more specifically related to the needs of the jobs on which the trainees would be put after the completion of their training. This should also be related to the commodities which their societies would handle. The Chairman agreed that requirements of the individual trainees may be looked after as far as possible while framing the practical training programmes.

On the subject of introduction of Business Management in the curricula of the training centres, Shri Chatterjee, Registrar of Co-operative Societies, Uttar Pradesh, suggested that Business Management should be a subject for the Block Level Co-operative Officers' Course also as it is intended for other courses. The

Chairman explained that some of the contents of Business Management could certainly be incorporated in the Block Level Co-operative Officers' Course, though the treatment of this subject in the Block Level Co-operative Officers' Course might remain different from that in the other courses.

On 19th July, 1958, at the Plenary Session, the reports of the two committees of the Conference were submitted. They were considered and approved as appended. In the general discussion that ensued in the Conference on the reports of the two Committees of the Conference, the Chairman made the following points and the Conference accepted them. The Chairman said that the presence of a training centre at a place should be reflected in the real benefit that the co-operative societies in the vicinity might derive from the help and guidance received from the staff and trainees of the training centre. For this purpose a training centre should 'adopt' some two or three societies in the vicinity and should keep close contact with the working of these societies. The staff and the trainees of the training centre should take an abiding interest in these co-operative societies and help and guide them towards progress and prosperity. Such a contact would not only provide useful practical training for the trainees but be an abiding link between the training centre and the community around to the advantage of all concerned. The Principals of the training centres were requested to take up the matter earnestly.

PROCEEDINGS OF THE COMMITTEE ON THE WORKING  
OF THE REGIONAL CO-OPERATIVE TRAINING CENTRES  
AS APPROVED BY THE CONFERENCE

The Committee met in the afternoon of 18th July 1958.

*Present:*

1. Shri P. M. Chengappa
2. Shri V. Govindan Nair
3. Shri Fateh Singh
4. Shri A. Anegundi
5. Shri C. I. Varghese
6. Dr. S. B. Mahabal

The meeting was also attended by Shri V. Sivaraman and Shri M. A. Chidambaram for some time.

ITEM 1: *Review of Progress of Training Scheme*

No comments.

ITEM 2: *Adequacy and suitability of training*

No comments.

ITEM 3: *Programme for practical training—various steps taken for improving the practical training*

In regard to the appointment of guides for leading batches on practical training, the Committee felt that under the present terms of remuneration to the non-official guides, the Centres experienced difficulty in getting the proper type of guides. It was felt that the travelling allowance and daily allowance terms should be revised upwards. The guides should ordinarily be of the status of a Retired Assistant or Deputy Registrar or of equivalent ranks. Since under the present terms of remuneration it was found difficult to secure such guides from retired officials, the Committee recommended that the T. A. and D. A. terms should be raised as under:

Rs 200 as honorarium per month *plus* Rs 150 as consolidated daily allowance per month including incidentals *plus* single first class railway fare for railway journeys and actual bus fare for the road journeys.

Under the present practice, a batch of trainees is required to confine its programme of practical training only to two States in the case of the Marketing Course. This practice may continue as a general rule, but exceptions may be made for special reasons.

The training centres should progressively prepare notes about the nature and working of particular societies to be visited

and circulate these to the trainees before they leave on practical training tours. The Committee also felt that in preparing the practical training programmes for the trainees, account should be taken of the special needs of the trainees in forming the batches and emphasis should be placed on that type of practical training which the trainees might require most in their post-training employment.

**ITEM 4:** *Liaison between Regional and Block Level Training Centres on the one hand and the Junior Training Schools and the schemes of non-official training on the other*

The Note on the subject was accepted.

**ITEM 5:** *Organisation of training arrangements and technique of training*

In regard to the suggestion of Sir Malcolm Darling that no more than four lectures should be organised in a day in any training course, the Committee felt that taking into account the coverage of the syllabus and also the educational background and level of understanding of the trainees, it might not be desirable to restrict the lecture periods to four a day.

The other points in the Note were noted.

**ITEM 6:** *Syllabus for the various courses*

Taking into account the suggestions made by Sir Malcolm Darling as well as the suggestions that were made at the Committee meeting, the following changes were recommended in the existing syllabus.

**SUBJECT I:** *Theory, History and Practice of Co-operation*

**B II**

Omit : 2—Mortgage Banks in Prussia

Add : 11—International Co-operative Alliance

**B III**

Omit : Nos. 2—Mortgage Bank

6—Taluka Development Board

8—Crop Protection Society

9—Land Mortgage Bank

10A—Thrift Society

13—Industrial Co-operative Producers Resource Society

16—District Supervision Committee

17—Banking Union

18—Co-operative Board—District—Divisional

20—Bombay Provincial Co-operative Institute

22—State Land Mortgage Bank

- Add :** A—Industrial Society—Cottage and Small-scale Weavers' Society  
 B—State Co-operative Unions  
 C—Health Co-operatives

## B IV

- Omit :** Higher and Intermediate Personnel to be trained—5 Regional Centres to be established

- Add :** Central Committee for Co-operative Training—Training for Higher, Intermediate, Block Level and Junior Staff

The following para on extension method may be added at the end :

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.

**SUBJECT III: *Co-operative Law******B : Other Laws***

- Omit :** Item 2—Bombay Agricultural Debtors' Relief Act—Underlined Principles  
 5—Bombay Moneylenders' Act—and the whole part  
 7—Bombay Land Revenue Acts—Chapter 10 and Sections 150-155

**SUBJECT IV: *Book-keeping and Accountancy***

- Omit :** Item 7—Profit under Single Entry System, etc., till the end of the item  
 8—Preparation of total accounts, etc., till the end of the item  
 10C—Bank Accounts, etc., till the end of the Item  
 (C)

**SUBJECT V: *Agricultural Economics***

The Committee agreed that the syllabus on Agricultural Economics needed to be redrafted for better arrangement of topics to be studied without changing the content substantially. It was decided to leave this task to the Secretariat of the Central Committee.

**OPTIONAL SUBJECTS:**

*Land Mortgage Banking*

(1) Theory:

Omit : Norway and Sweden

Substitute : Travancore-Cochin by Kerala from para 4

Omit : Second and Third Loans—System of foreclosure

Add : Land Improvement Loans—Importance—Rural Banks

(4) General

Omit : Need to revise Tenancy Laws—Position of Land Mortgage Banking under Tenancy Laws, and substitute Tenancy and Tenancy Laws and Land Mortgage Banking—Recent Land Reforms measures and the need to protect interests of Land Mortgage Banks.

**ITEM 7: *Assessment of trainees' work***

For the Intermediate Officers' Course the Committee felt that during the period of the Course there might be only two periodical tests and one final test.

The Committee felt that *viva-voce* should be an integral part of the examination, but no minimum percentage of marks may be laid down under this subject for passing the examination. The marks secured by a candidate under this subject should, however, be added to the total marks for the purposes of determining the aggregate percentage and the class to be awarded to the candidate.

The Committee felt that there should be only one paper for each of the compulsory subjects. Regarding the optional subjects, the Committee felt that only one paper would be necessary for the optional subject also along with the other compulsory subjects.

In the case of the Special Course on Co-operative Marketing, the Committee generally agreed with the new instructions about assessing the performance of the candidates in which there was a directive to dispense with the written test. The Committee, however, felt, that in order to induce the trainees to take active interest in the training course, it would be necessary to give some importance to the written test and, therefore, concluded that the trainees' performance should be assessed on the basis of a final test and such other items as "interest and aptitude," "quality of notes," "participation in discussion," "performance in practical training," and "extra-curricular activities." The final test should consist of two parts, a written test and an interview. In the written test, questions should be such as not to invite essay type answers but information and views on specific problems. The interview should be utilised to check up on the answers written by a trainee. Under the different heads listed above, only grades like A, B, C, etc., need be given.

PROCEEDINGS OF THE COMMITTEE ON THE WORKING OF THE BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRES AS APPROVED BY THE CONFERENCE

The meeting of the Committee was held in the afternoon of the 18th July 1958.

*Present:*

1. Shri V. Sivaraman
2. Shri K. B. Thiagarajan
3. Shri M. A. Chidambaram
4. Shri A. Venugopala Rao
5. Shri H. S. Lather
6. Shri P. V. Subrahmanyam
7. Shri V. Vedantachari
8. Shri K. Keshava Kini
9. Shri Satya Prakash
10. Shri G. L. Khullar

ITEM 1: *Review of progress of training scheme*

No comments.

ITEM 2: *Adequacy and suitability of the training given in the various courses in the light of requirements*

No comments.

ITEM 3: *Programme for practical training—various steps taken for improving the practical training*

(i) The lecturer/tutor guide should prepare a docket of individual societies which are visited by the trainees in their practical training tours so that information is built up and the centres can use this information for class-room preparation of the trainees subsequently.

(ii) While in correspondence with the Block Development Officers and the Assistant Registrars regarding practical training tours, suggestions must be communicated to them about the institutions that have to be visited by the trainees. In addition to these institutions they may take the trainees to other institutions as and when they consider necessary. In any case, it is necessary to fix up the programme firmly in advance. For this purpose, if considered necessary, a member of the staff of the Training Centre should personally meet the Joint Registrar or other competent authority concerned to settle the detailed programme.

(iii) Programme of practical training must be finalised at least three months in advance.

(iv) Case studies should be prepared by lecturers in respect of institutions which are situated close to the training centres. Statistics over a sufficiently long period should be collected and the history of the development of societies concerned at various stages should be traced. Each lecturer should prepare such case studies for two or three societies per year.

These case studies should be used to illustrate class-room lectures.

(v) In the tours of participation, not more than three or four trainees should visit one society at a time. The lecturer/guide should supervise the work of the different batches of trainees from one central place.

(vi) The required number of forms relating to accounts of societies, inspection notes and audit notes should be obtained by the centres and supplied to the trainees.

**ITEM 4: *Liaison between Regional and Block Level Officers' Training Centres on the one hand and the Junior Training Schools on the schemes of non-official training on the other.***

The Committee was in general agreement with the points of liaison mentioned in the Note.

**ITEM 5: *Organisation of training arrangements and technique of training.***

(1) Class-room teaching: The suggestions made in the Note were agreed to. A time limit should always be fixed for a seminar so that the trainees may get into the habit of limiting their discussions.

(2) Synopsis should be prepared in respect of all important lectures and should be distributed to the trainees ten days in advance if possible. The synopsis should be a broad outline of the subject handled; detailed notes should be supplied only if considered necessary for any specific reason.

(3) The Committee was in agreement with the Note.

(4) All the recommendations of Sir Malcolm Darling except No. 1 were agreed to. As regards No. 1 the continuance of the existing practice was recommended as it was felt that four lectures

a day would not be sufficient to cover the entire syllabus in the various subjects.

(5) No comments.

**ITEM 6: *Syllabus for the various courses***

(b) The following syllabus for extension methods may be included under Rural Economics. 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, filmstrips, radio broadcasts, etc.

(c) The following may be added to the syllabus on Rural Economics in the paragraph on Community Development and National Extension “the administrative and financial set up of the Community Development and National Extension Blocks—the place and role of the co-operative extension officer in the block.”

(d) (ii) The suggestions of Sir Malcolm Darling in regard to modification of syllabus were accepted except his recommendations on banking. It was felt that no modification was called for at this stage since only limited emphasis is placed on commercial banking and greater emphasis is placed on co-operative banking.

**ITEM 7: *Assessment of trainees' work***

The present method of assessment of trainees' work was satisfactory; the categorisation of the trainees might be based on the following four criteria:

- (1) Written test
- (2) Performance in practical training
- (3) Class-room performance, and

(4) General performance based on the monthly progress report. The last should take into account not only the curricular performance, but also the extra-curricular performance of the trainee.

It will be better to give under these headings only grades like A, B, C, D, etc.

*ANNEXURE***PERSONS PRESENT AT THE CONFERENCE OF THE CHAIRMEN OF THE LOCAL COMMITTEES AND PRINCIPALS OF THE TRAINING CENTRES HELD IN JULY 1958 IN BOMBAY**

1. Prof. D. G. Karve,  
Chairman,  
Standing Sub-Committee of the Central  
Committee for Co-operative Training,  
Reserve Bank of India,  
Bombay.
2. Shri M. R. Yardi, I.C.S.,  
Development Commissioner,  
Government of Bombay,  
Bombay.
3. Shri N. P. Chatterjee, I.A.S.,  
Registrar of Co-operative Societies,  
Uttar Pradesh and Chairman of the  
Local Committee,  
Regional Co-operative Training Centre,  
Meerut.
4. Shri K. Subramanyam Nayudu, I.A.S.,  
Chief Officer,  
Rural Credit Section,  
State Bank of India,  
Bombay.
5. Shri K. B. Thiagarajan,  
Under Secretary to the Government of India,  
Ministry of Food and Agriculture,  
New Delhi.
6. Shri P. M. Chengappa,  
Principal,  
Co-operative Training College,  
Poona.
7. Shri V. Govindan Nair,  
Principal,  
Regional Co-operative Training Centre,  
Madras.
8. Shri C. I. Varghese,  
Principal,  
Regional Co-operative Training Centre,  
Ranchi.

9. Shri Fateh Singh,  
Principal,  
Regional Co-operative Training Centre,  
Meerut.
10. Shri A. Anegundi,  
Principal,  
Regional Co-operative Training Centre,  
Indore.
11. Shri V. Vedantachari,  
Principal,  
Block Level Co-operative  
Officers' Training Centre,  
Gopalpur-on-Sea.
12. Shri P. V. Subramanyam,  
Principal,  
Block Level Co-operative  
Officers' Training Centre,  
Hyderabad.
13. Shri A. Venugopala Rao,  
Principal,  
Block Level Co-operative  
Officers' Training Centre,  
Tirupati.
14. Shri G. L. Khullar,  
Principal,  
Block Level Co-operative  
Officers' Training Centre,  
Kota.
15. Shri K. Keshava Kini,  
Principal,  
Block Level Co-operative  
Officers' Training Centre,  
Bhavnagar.
16. Capt. H. S. Lather,  
Principal,  
Block Level Co-operative  
Officers' Training Centre,  
Dhuri.
17. Shri Satya Prakash,  
Principal,  
Block Level Co-operative  
Officers' Training Centre,  
Faizabad.

18. Shri V. Sivaraman,  
Deputy Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
Bombay.
19. Shri M. A. Chidambaram,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
Bombay.
20. Dr. S. B. Mahabal,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
Bombay.

Shri M. S. Menon, Deputy Chief Officer, Agricultural Credit Department, Reserve Bank of India, Bombay, and Shri G. C. Mukhtyar, Chief Executive Officer, Bombay State Co-operative Union, Bombay, also attended the meeting on the forenoon of 18th.

## APPENDIX 29

*(Reference Note IV relating to fifth Central Committee Meeting)*

PROCEEDINGS OF THE CONFERENCE OF JUNIOR CO-OPERATIVE OFFICERS' TRAINING CENTRES IN THE SOUTHERN ZONE (BOMBAY, MADRAS, ANDHRA, MYSORE AND KERALA) HELD AT BANGALORE FROM 12TH TO 14TH AUGUST, 1957

The Conference of Junior Officers' Training Centres in the Southern Zone was inaugurated by Shri S. Nijalingappa, Chief Minister, Mysore State, on the 12th August, 1957, at 11 a.m. After the plenary session on the first day, the Conference constituted itself into a working group and took up the discussion of items Nos. 2, 3, 4, 7 and 8 of the agenda. The resolutions of the working group on these items were discussed in the plenary sessions held on 13th and 14th August. The resolutions as approved by the Conference have been incorporated in the proceedings of the Conference.

2. Prof. D. G. Karve, Chairman of the Standing Sub-Committee of the Central Committee for Co-operative Training, presided over the Conference.

3. The names of persons who attended the Conference are given in the Annexure 1.

4. Welcoming Shri S. Nijalingappa, Chief Minister, Mysore State, Prof. D. G. Karve, Chairman of the Standing Sub-Committee for Co-operative Training, remarked that Mysore was noted not only for its great physical attractions but also for its organised and publicly sponsored development schemes. He said that Mysore had laid the foundation and built the environment in which a healthy co-operative movement can grow. In the days before 1930 it was an oasis of progressive administration and self-government, which lent encouragement and hope to the great national movement in the country. In the various development programmes in Mysore, a significant role had been allotted to the co-operative movement. He emphasised the prominent role which the co-operative movement was playing for the establishment of "economic democracy" in free India, and the consequent need for imparting necessary training to those who were working in the field of Co-operation at all levels. The Constitution of India and the declared policy of the Government have both been built on hopes that Co-operation would contribute materially to the economic and social welfare of the people. The Planning Commission has accorded a very important place to co-operatives in the national programme of development, particularly in the fields of agricultural production, marketing, small-scale industries and rural credit. If Co-operation is to fulfil

this role, it is necessary that the training of co-operative personnel and membership will have to be taken in hand with vigour and determination. It was because of this imperative need that the Government of India and the Reserve Bank of India jointly constituted a Committee to assist in co-operative education, although Co-operation is primarily a State subject.

5. Inaugurating the Conference, Shri S. Nijalingappa, Chief Minister of Mysore State, underlined the role of Co-operation in building up the economic prosperity of the country. He stated he was very much pleased to meet co-operators from the different States and expressed his satisfaction that while dealing with the portfolio of Co-operation he could count on the expert advice from co-operators. He was glad that both the Government of India and the Reserve Bank had taken speedy measures to implement the recommendations made by the Rural Credit Survey Committee. In this connection, he stated that his own experience was that many of the personnel engaged in co-operative work were ill-equipped for the task though they had the necessary enthusiasm and willingness to work. He also mentioned that in the course of training, attention should be given to developing the moral character of the personnel along with their professional training.

6. Speaking about the efforts put forth by the Mysore State in respect of co-operative training, the Chief Minister said that there were three training centres of the junior level working presently in the State and giving training to about 200 candidates per year. This probably would meet the requirements for training in the State for that category. The Chief Minister also alluded to the proposal of the Mysore Government to start a co-operative college for the training of intermediate officers at Bangalore and assured that Mysore would do its best in that connection.

7. Shri J. C. Ryan, Member-Secretary of the Central Committee, proposing a vote of thanks to Shri S. Nijalingappa, stated that it was a happy augury that in the Mysore State the Chief Minister also held the portfolio of Co-operation. He endorsed the view of the Chief Minister that moral character was of fundamental importance to the Movement, and added that this did not in any way lessen the need for business efficiency in co-operatives both of which he hoped would be attended to in the several training programmes in operation.

8. Initiating the discussions on the various items on the agenda, the Chairman briefly outlined the activities of the Central Committee. He emphasised that the purpose of the Central Committee was to co-ordinate the various arrangements for co-operative education; it had also a direct responsibility, particularly in respect

of arrangements which were of inter-State character or on an all-India level. Accordingly, the arrangement for the training of senior officers and intermediate personnel was the direct responsibility of the Central Committee. In regard to the next category of junior officers, the State Governments had the direct responsibility, and it was the intention of the Central Committee not to interfere in the details but only to provide the overall co-ordination and supervision necessary for efficient work.

9. Before proceeding to make observations on the specific items of the agenda, the Chairman referred to two things in particular. He stated that the term "Junior Officers" should be substituted for the words "Subordinate Officers" occurring in the nomenclature applied to this category of personnel and the course should, hereafter, be called "The Junior Officers' Training Course," as the word "Subordinate" was not a very happy or significant one. He also referred to the use of the terms 'training' and 'education.' He stated that there was no intention at any time of drawing any sharp distinction between training and education programmes; that the terms were not meant to be mutually exclusive; but by usage training had come to be applied more in connection with staff education intended to increase the competency of employees in their particular jobs whereas education has a more general connotation.

10. Dealing with the items on the agenda, he referred to certain criticisms occasionally voiced pertaining to the training arrangements. It has been often stated that too much importance was placed on theory, and enough attention was not given to practical training. While in any system of job training, a proper programme of practical training was of utmost importance, of no less importance was the inculcation of a sound knowledge in the principles of Co-operation and the cultivation of a deep faith in co-operative forms of action. Unless co-operative philosophy and the place of Co-operation in national planning were firmly fixed in the minds of the trainees, they might find it difficult to get their bearings right in the changing conditions and to run co-operatives with success. Another criticism was that there was a heavy rural bias in the training programme and that urban co-operatives did not receive much attention. This, he said, was in a way unavoidable in the context of the conditions in which the trainees had to discharge their duties, but he indicated that there might be some possibility of providing for subjects of other than rural importance also in the several courses by the introduction of optional subjects. He also stated that it was not improbable that the syllabus at present in force included some items which had lost their special importance. The syllabus was also perhaps considered by some as too large; but it should be remembered that it was possible to cover the same

group of subjects with different degrees of intensity befitting the standard of different classes. Yet another criticism was about the system of examination. He stated that the limitations of the examination system was well known, yet some tests to assess the standard of the trainees were necessary on account of the certification which was required to be given to the trainees for having completed the course. Of course, the certification need not be based entirely on one final hit-or-miss end-of-the-course examination. The trainee's full record during the period of training should be taken into account along with his performance in the last examination.

11. Another point was that practical training was occasionally interpreted as just going round and seeing places and things in a general way. Of course, even this was better than having no practical training at all. The real intention behind practical training, however, was that a trainee should be made to pass through the experience of doing things himself. This training could be arranged in two ways. During the first period, field training should be preceded by a thorough course of instructions in the class-room itself regarding procedural matters, illustrated by visits to neighbouring institutions without detriment to regular class-room work. The practical training within the class-room might be with reference to forms and books under the guidance of people who had used them, and care must be taken to see that this was properly done. The second period would entail longer visits to selected institutions, where the trainees would be given, as far as possible, actual on-the-job training.

12. Referring to the method of teaching in the class, he stated that class-room lectures should be instructional lectures and tutorial bias should be given to the lectures even if it was not possible to have separate tutorial periods every day. On the point of the duration of the course, he stated that there need be no rigid uniformity, but six months was the usual period of the course that was acceptable to most States.

13. After the preliminary observations of the Chairman the Conference constituted itself into a working group and took up discussion of the several items. The following were the main observations made by the Conference at its final plenary session:

#### ITEM 1:

The Conference discussed the various points raised in the review and was of the opinion that generally the States would be in a position to meet the requirements of personnel with the existing training centres in the States. It was also felt that at the junior officer's level it might not be very necessary to have specialised courses for special categories of personnel. The Conference noted particularly

the present inadequacy of suitable text books and considered the ways and means of filling this lacuna. It was felt, however, that the preparation of text-books could be better undertaken by teachers and regional co-operative unions and that the Central Committee might offer an incentive in the shape of financial assistance to such of them as were able to produce text-books of proved merit. If this did not give satisfactory results, the Central Committee might have to tackle the problem on its own.

**ITEM 2: *Building and hostel accommodation***

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 in the case of 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.

**ITEM 3: *Suitability of training given in the light of requirements***

(i) Regarding the standards prescribed for the admission of candidates to the Junior Officers' Training Class, it was felt that for some time to come it will not be possible to have an absolutely homogenous standard for the whole class. It should, therefore, be the special duty of the teaching staff of the institutions to make every effort to give greater attention to the special needs of the various sections of the class and endeavour to bring the whole class up to the required standard by the end of the teaching course.

(ii) The need for having optional subjects in addition to the compulsory subjects was discussed. It was felt that, by and large, the schools were meant for imparting basic training to the junior staff of co-operative departments and institutions and therefore specialisation in particular subjects pertaining to particular types of activities may at this level not be necessary. Where, however, a particular State felt the need for such a specialisation, supplementary instruction should be provided without impairing satisfactory instructions in the group of common subjects.

(iii) Since many of the institutions are admitting private candidates, it would be necessary to maintain a record of employ-

ment of these candidates after completion of their training. Special efforts should also be made, in co-operation with the co-operative and other departments connected with rural development and co-operative institutions, to find suitable employment for the successful candidates.

(iv) With a large training programme on hand it would be worthwhile to keep under constant review the practical usefulness of the training imparted in the schools. For this purpose the training centres should endeavour to keep in touch with the trainees and their employing institutions and maintain some sort of record regarding the value of the training given. Perhaps a suitable paragraph in this regard could be added in the annual report of each school.

#### ITEM 4: *Practical training*

(i) It was agreed that practical training should be interspersed with theoretical training, as far as possible according to the programme suggested in the note.

(ii) It was agreed that where the course of training was for six months, practical training should be at least of two months' duration, and where it was for longer period, the practical training programme should also be proportionately longer.

(iii) It was agreed that the period of practical training should be divided into two parts, the first part being in the nature of visits for purposes of general study to important types of co-operative societies functioning in the region where the institute is situated and the second being utilised for a detailed study of a few institutions by close and continuous observation according to the types of work the candidates will be undertaking after the training.

It was indicated as a rough guide that the first part of the training might cover the study of the working of the following types of societies:

	<i>Days</i>
Rural credit societies .. .. .	4
Multipurpose societies .. .. .	1
District Co-operative Bank .. .. .	2
Land Mortgage Bank .. .. .	2
Marketing societies .. .. .	3
Processing society .. .. .	1
Consumers' society .. .. .	1
Other important societies in the region .. .. .	3
Visit to National Extension and N.E.S. Blocks .. .. .	3

For intensive study during the second part of the practical training, the trainees should be divided into smaller groups and the Registrars and institutions to which they are attached should be requested to arrange for the necessary facilities for instruction. The programme should be well planned in advance. It would be desirable to prepare case studies of the institutions to be visited, and these visits preferably should be preceded by discussion in the school, as well as in the institution itself so that particular attention could be focussed on points of importance.

The importance of adequate guidance to the trainees during practical training was emphasised. This might necessarily entail higher costs and additional funds would have to be found for the same. It might be that a system of paying some sort of honorarium to some of the co-operative institutions which were being heavily utilised for practical training would have to be devised. It might be possible in this connection to draw upon the services of retired officials of co-operative institutions concerned on a part-time or whole-time basis.

*ITEM 5: Liaison between Regional and Block Level Training Centres on the one hand and Junior Co-operative Training Schools on the other*

In the organisational set-up for co-operative training and education, at one end there is the Regional Co-operative and Block Level Co-operative Officers' Training Centres and at the other end there is the programme for member education. The Conference emphasised the great need for liaison between the various parts of the programme so that maximum co-ordination could be achieved. In this connection, the Conference agreed that some of the possible ways of achieving such liaison would be as listed in the note, namely,

1. Occasional lectures by lecturers of the Regional Centre at the Junior Officers' Co-operative Training Schools and *vice versa*;
2. special lectures to be organised jointly by the Regional Centre and the Junior Officers' Co-operative Training School wherever they are located in the same place, which would be attended by the trainees and staff of both the institutions;
3. external examiners of the junior schools to be chosen from the staff of the Regional Centres wherever possible;
4. conduct of joint seminars of the teaching staff of both the institutions;
5. joint visits to societies as a part of the practical training programme;

6. use of libraries of the two institutions by the staff and the trainees of the institutions and interlending of books by the libraries ;
7. publication and joint monthly magazines ; and
8. joint participation in extra-curricular activities.

**ITEM 6: *Organisation of training arrangements and methods of teaching***

The problem as indicated in the note related generally to: (1) hours of work in the training centre, (2) the work-load to the teaching staff, (3) the importance to the teaching staff of experience in the actual working of co-operative institutions and the Co-operative Department, and (4) the technique of imparting instructions such as preparation of synopsis of lectures in advance and their distribution, discussion and seminar methods, importance of library and reading room work, etc.

Normally, in schools where six months' sessions were in progress, six periods of 45 minutes' duration should be sufficient to cover the syllabus. The discussion or seminar method of instruction should be progressively introduced. There was also more need to introduce the tutorial method of teaching as part of the lecturing work itself rather than having special tutorial classes. In this connection, the Conference emphasised the need to organise a teachers' camp so that the necessary demonstration of the various aspects could be given. It was also noted that the teaching staff should not be disturbed for at least a period of three years as far as possible.

**ITEM 7: *Syllabus***

The general opinion of the meeting was that the following six subjects should be compulsory.

1. Co-operation, History and General Principles ;
2. Co-operative and Other Laws ;
3. Rural Economics and Elements of Agriculture ;
4. Banking ;
5. Book-keeping and Accounts ;
6. Auditing.

Items falling under "General Management of Co-operative Societies and Secretarial Practice and set-up of Co-operative Department" in the present syllabus appeared to be a continuation of the portions covered under the several subjects such as History and General Principles of Co-operation, Auditing, etc., and were in some respects a duplication of the portions already covered. Therefore,

it was felt that it would be better to transfer the various topics in this subject as at present given, to the relevant items under the other subjects. The Conference was, however, of the opinion that it would be desirable to have a separate paper dealing with "Business Methods and Secretarial Practice." The syllabus on this should be prepared by the Secretariat of the Central Committee for Co-operative Training and circulated for comments to the Registrars of Co-operative Societies and Principals of training centres before being finalised.

However, pending finalisation of the syllabus on "Business Methods and Secretarial Practice" it was decided that the present subjects might continue.

The suggestions given by Sir Malcolm Darling in regard to the syllabi of the various subjects were considered in detail and accepted generally with a few modifications. In addition, the meeting also suggested a few other modifications to the syllabi on the different subjects. The modifications in the present syllabus are given in the Annexure 2.

#### ITEM 8: *Assessment of the trainees' work*

The Committee was of the opinion that periodical tests, two to three, might be held during the period of training and the results of these periodical tests should be taken into consideration at the time of final assessment of the trainees, the weightage attached to the periodical and final tests being, say 30: 70.

The Committee agreed that the performance in practical training might be assessed partly on the basis of marks given for the notes prepared by the candidates while on practical training and partly on the basis of a *viva* test and this might be taken into consideration for the final assessment. No minimum in the *viva* test should be prescribed for the pass; however, the marks might be added to the grand total for arriving at the total percentage of marks to decide the class to be awarded to the candidate.

There was, at the same time, a strong opinion that the notes taken during practical training were important and they should also in some form be incorporated into the general scheme of assessment that qualified for pass or failure. The preference, however, was not to treat this as a separate paper but to tag it on to the general paper on Co-operation.

In regard to the failed candidates, the Committee felt that four consecutive tests in all might be allowed to the candidates. The candidates should be allowed to appear in individual subjects, and those who had obtained more than 50 per cent marks in a subject might be exempted from appearing in that subject.

Ordinarily the categorisation of the candidates might be as follows:—

Pass	...	...	...	...	40 in aggregate, with 35 per cent in each
II Class	...	...	...	...	50 per cent in aggregate.
I Class	...	...	...	...	60 per cent do.
Distinction	...	...	...	...	70 per cent in individual subjects.

Whatever the categorisation adopted, it should be uniform in respect of all the schools in the State.

The trainees after the satisfactory completion of the course should be given a certificate called "Diploma in Co-operation."

#### ITEM 9: *Extra-curricular activities*

The Note on the subject was recorded. With a view to providing sufficient reference material regarding current developments, the Conference recommended that steps should be taken to request the various Government Departments and the Reserve Bank to make available their important publications to the training centres.

It was also felt that training in Extension Methods, which would consist of developing the art of self-expression and of putting things across, should be given increasing importance.

**ANNEXURE 1****LIST OF PERSONS PRESENT AT THE REGIONAL  
CONFERENCE OF JUNIOR OFFICERS' CO-OPERATIVE  
TRAINING SCHOOLS HELD AT BANGALORE***Registrars of Co-operative Societies*

1. Shri K. Subrahmanyam Nayudu,  
Registrar,  
Co-operative Societies,  
Andhra Pradesh,  
HYDERABAD (Andhra Pradesh).
2. Dr. A. U. Shaikh,  
Registrar,  
Co-operative Societies,  
Bombay State,  
POONA.
3. Shri A. Hirudayaswamy,  
Joint Registrar-in-Charge,  
Co-operative Societies,  
Madras State,  
MADRAS.
4. Shri B. A. Patil,  
Registrar,  
Co-operative Societies,  
Mysore State,  
BANGALORE.

*Principals of Junior Officers' Co-operative Training Centres*

5. Shri G. Venkatesayya,  
Principal,  
Central Co-operative Institute,  
TIRUPATI (Andhra Pradesh).
6. Shri V. Satyanarayana,  
Principal,  
The Ramdas Co-operative Training Institute,  
RAJAHMUNDRY (Andhra Pradesh).
7. Shri C. Kameswara Rao,  
Principal,  
The Rayalaseema Co-operative Institute,  
ANANTAPUR (Andhra Pradesh).
8. Shri M. V. Madane, Superintendent,  
Maharashtra Regional Co-operative School,  
10, B. J. Road, Tata Lodge,  
POONA-1.

9. Shri P. P. Mehta,  
Principal,  
Co-operative Training College,  
BHAVNAGAR (Bombay State).
10. Shri R. G. Lothe,  
Principal,  
State Co-operative Training Institute,  
Marketing Society Building,  
Industrial Area,  
Ganesh Peth,  
NAGPUR (Bombay State).
11. Shri B. H. Joshi,  
Superintendent,  
Gujerat Co-operative Training School,  
Scout Headquarters,  
PATAN (Bombay State).
12. Shri S. R. Jog,  
Superintendent,  
Jalgaon Co-operative Training School,  
Jilha Peth,  
Near Civil Courts,  
JALGAON (East Khandesh).
13. Shri A. P. Balasubramaniam,  
Principal,  
Central Co-operative Institute,  
Kilpauk,  
MADRAS-10.
14. Shri P. Sundaram,  
Principal,  
Ramalingam Co-operative Institute Ltd.,  
Jail Road,  
COIMBATORE (Madras State).
15. Shri P. Rajagopalan,  
Principal,  
Samiappa Co-operative Institute Ltd.,  
TANJORE (Madras State).
16. Shri S. Sinnappa Reddiar,  
Principal,  
Co-operative Training Institute,  
MADURAI (Madras State).
17. Shri C. C. Swami,  
Superintendent,  
Karnatak Regional Co-operative School,  
Attikoll,  
DHARWAR (Mysore State).

18. Shri P. Achyuta Menon,  
Principal,  
Government Co-operative Training Institute,  
MERCARA (Mysore State).
19. Shri H. K. Chindiah,  
Principal,  
Co-operative Training School,  
MYSORE.
20. Shri Karunakara Menon,  
Principal,  
Malabar Co-operative Institute Ltd.,  
KOZHIKODE (Kerala State).
21. Shri P. Gopalan Nair,  
Principal,  
Departmental Co-operative Training Centre,  
TRIVANDRUM (Kerala State).

*State Co-operative Banks and Central Co-operative Banks*

22. Shri G. M. Laud,  
Managing Director,  
Bombay State Co-operative Bank Ltd.,  
9, Bakehouse Lane,  
Fort, BOMBAY.
23. Major General S. C. Alagappan,  
Director,  
Madras State Co-operative Bank Ltd.,  
MADRAS.
24. Shri Balaveraraghavaiah,  
President,  
Vijayawada Central Co-operative Bank Ltd.,  
VIJAYAWADA.
25. Shri K. Mallappa,  
President,  
Coorg Central Co-operative Bank Ltd.,  
MERCARA.

*State Co-operative Unions*

26. Shri P. Kesavarao,  
President,  
Andhra State Co-operative Union Ltd.,  
RAJAHMUNDRY.

27. Shri R. M. Talpade,  
Executive Officer,  
Bombay State Co-operative Union,  
9, Bakehouse Lane,  
BOMBAY.
28. The President,  
Mysore Provincial Co-operative Institute,  
1, Hardings Road,  
BANGALORE.
29. Shri K. P. B. Nair,  
President,  
Travancore-Cochin State Co-operative Institute,  
TRIVANDRUM.
30. Shri C. M. Janarthanan,  
Manager-cum-Associate Editor,  
Madras State Co-operative Union,  
379, Netaji Subhas Chandra Bose Road,  
MADRAS.

*Presidents of the Junior Co-operative Training Schools*

31. Shri M. S. Palaniappa Mudaliar,  
Secretary,  
Ramalingam Co-operative Institute Ltd.,  
Jail Road,  
COIMBATORE.
32. Shri S. Ramalingaswamy,  
President,  
Samiappa Co-operative Institute Ltd.,  
TANJORE (Madras State).

*Representatives from the Central Committee for Co-operative Training*

33. Prof. D. G. Karve,  
Chairman,  
Standing Sub-Committee for Central Committee for  
Co-operative Training,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
34. Prof. A. F. Laidlaw,  
Colombo Plan Consultant,  
C/o Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.

35. **Shri J. C. Ryan,**  
Member-Secretary,  
Central Committee for Co-operative Training,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
36. **Shri M. S. Menon,**  
Deputy Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
37. **Shri M. A. Chidambaram,**  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
38. **Dr. S. B. Mahabal,**  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
39. **Shri K. C. Cheriyan,**  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
MADRAS.
40. **Shri G. S. Sukhla,**  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
41. **Shri M. N. Patel,**  
Rural Credit Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.

## ANNEXURE 2

CHANGES IN SYLLABUS FOR JUNIOR OFFICERS'  
CO-OPERATIVE TRAINING SCHOOLSUBJECT 1—*Co-operation, Historical and General*

Omit Sections I and II and substitute the following:—

*History:*

- (a) 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 period of economic depression—measures taken for rectification and rehabilitation during the thirties—co-operatives under the war-time and post-war economy.
- P. 2, lines 16 and 17 (b) Item III—Omit: (iii) (4)—All India Co-operative Society for Marketing, etc.
- Line 24 ... .. Omit (iii) (7) — Forest Labourers' Societies.
- P. 3, lines 3-5 ... (iii) (10)—Substitute “Co-operative Education Societies and Co-operative Medical Aid,” and add as item (11) “any other type of regional importance.”
- P. 3, lines 8 and 9 ... (c) Item IV—Omit “Supervisory agencies in Madras, Bombay and other States.”
- P. 3, lines 11 and 12 (d) Item V—Omit “in Bombay, Madras and some other States.”
- P. 3, line 15 .. (e) Item VI—After “Co-operative institutions” insert “Share contribution.”
- Lines 17-19 ... Omit “Agricultural Debt Relief Acts and Moneylenders Acts and their repercussions on the Co-operative Movement.”

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Page numbers referred to relate to those in the pamphlet “Co-operative Training—Syllabus for Subordinate Co-operative Personnel” and correspond to pages 143-163 in the Brochure “Co-operative Training Facilities provided by the Central Committee.”

- P. 3, lines 21 to 33 ... (f) Item VII—Omit lines 21-25 and 32-33. Omit lines 26-28 upto “special reference to agriculture” and substitute “broad achievements of Planning and details of the current Plan.”
- P. 4, Lines 1 and 2 ... (g) Item VIII—Omit.
- Line 7 ... (h) Item IX—add “Role of State Bank of India in Agricultural Credit.”
- P. 4, line 8 ... (i) Item X—Insert “Handicaps and” before “Achievements.”
- Line 12 ... After “inadequate finance”, “borrowing for social ceremonies.”

*SUBJECT 2—Co-operative Law and Procedure and other Laws*

- P. 4, lines 24 to 27 ... (a) Item 2—Omit “The Co-operative Credit Societies Act, 1904” and the portion after “1912.”
- P. 4, line 29 ... (b) Item 3—In line 2, insert after “the State” “and the rules made thereunder and model Bye-laws of the types of society of regional importance.” Delete the remaining portion under the item (from line 30 on page 4 to line 8 on page 7.)
- P. 7, lines 9-11 ... (c) Items 4, 5 and 6—Omit.
- P. 7, line 12 ... (d) Item 7—For “Some select Sections” substitute “Sections dealing with recoveries as arrears of land revenue.”
- P. 7, lines 13-15 ... (e) Item 8—Omit.
- P. 7, lines 17-18 ... (f) Item 9—Omit “Second Schedule paragraph on arbitration.”
- P. 7, lines 20 and 21 (g) Item 11—Omit.
- P. 7, lines 22-24 ... (h) Item 12—Omit all sections specified except 182.
- P. 7, lines 25 and 26 (i) Items 13 and 14—Omit.
- P. 7, line 27 ... (j) After “Sales Tax Act” add “only sections relating to Co-operatives.”

*Add as separate items:—*

Indian Penal Code—Sections dealing with embezzlement, criminal breach of trust and tampering with the record;  
The sections of the Contract Act dealing with contract of indemnity and guarantee.

**SUBJECT 3—Part I—Rural Economics**

- P. 8, lines 4-6 ... (a) Item 1—Omit everything except “general scope—land tenures and agrarian reforms.”
- P. 8, line 15 ... (b) Item 2—Omit crop insurance.
- Line 18 ... (c) Item 3—Omit cattle insurance.
- Lines 22 and 24 ... (d) Item 4—Omit sub-section (7).
- Line 30 ... (e) Item 5—Omit (5) commercial banks as lending agencies.
- P. 9, lines 1 and 2 ... (f) Item 6—Omit “large-scale industries.”
- Lines 8-13 ... (g) Item 7—Omit existing para and substitute—“National Extension Services and Community Projects—Self-help and self-sufficiency.”
- Lines 14-19 ... (h) Item 8—Omit existing para and substitute “Rural Welfare activities.”

*Part II—Elements of Agriculture.*

- P. 10, lines 5 to 9 ... (a) Introductory—Omit paragraph 2.
- Lines 20-23 ... (b) Pests and diseases—Omit the para.
- Lines 25-31 ... (c) Under soil management—retain only the first sentence “fertility of land and factors affecting fertility.”
- P. 11, line 3 ... (d) Under farm management—Omit “farm records and accounts.”

**SUBJECT 4—Section I—Banking**

- P.11, lines 13-18 ... (a) Under General—Omit Classification of Banking institutions (a) and (b).
- Lines 24-26 ... (b) Paragraph 4 beginning “A short account of balance sheet.”
- P. 12, lines 1 & 2 ... (c) Item 3—Omit Agency functions, etc.
- Line 10 ... (d) In Item 4, after the words “confirmed credit, etc.” add “and travellers’ cheques.”

- Line 16 .. (e) In Item 5, after words "title to goods"  
add "Stock Exchange Securities."
- P. 11, from line 27 to P. 12, line 22 .. Items 1 to 6 (as amended) would come  
in Section II on page 14 at the beginning  
as first para.
- P. 13, lines 19-21 under *Banking Operations*—  
Omit paragraph "Miscellaneous services,  
etc."  
under *Advances to Customers*.
- P. 13, lines 30-31 .. Omit "Stocks and Shares (quoted and  
P. 14, lines 2, 4, 5 & 7 unquoted), life policies, guarantees, book  
debts, ships, documents of title to  
goods."  
(See item 5 of Functions of the Banks.)
- P. 14-15 .. *Section III*.  
Omit the whole section.
- SUBJECT 5—*Book-keeping and Accounts*.
- P. 16, lines 15-19 .. (a) Item 4—Omit—in view of what follows  
under "auditing."  
Add in 5 "consignment Account and  
Branch Account."
- SUBJECT 6—*Auditing*.
- P. 17, lines 22-24 .. (a) Omit Item 6 (See Section 2).  
(b) Omit Item 9 (See Item 2 under Book-  
keeping and Accounts).
- P. 17, lines 31 & 32 .. (c) Item 10—Omit everything except  
and P. 18, lines 1 and 2 "method of stock-taking."
- SUBJECT 7—*General Management of Co-operative Societies, etc.*
- P. 19, line 15 .. (a) Item 1 (11) Omit.
- P. 20, line 5 .. (b) Item 6—Insert "Calculation and evalu-  
ation of overdues (Principal and  
Interest)."
- Lines 19-25 .. (c) Item 8—Omit concessions and privileges  
enjoyed by co-operative societies  
under different laws.
- P. 20, line 32 .. (d) Item 11—After "the various Officers"  
add "Amalgamation and splitting of  
societies, departmental enquiries,  
embezzlements and malpractices."

## APPENDIX 30

(Reference Note IV relating to fifth Central Committee Meeting)

PROCEEDINGS OF THE CONFERENCE OF JUNIOR CO-OPERATIVE OFFICERS' TRAINING CENTRES IN THE EASTERN ZONE (ASSAM, WEST BENGAL, BIHAR, ORISSA, MANIPUR AND TRIPURA) HELD AT RANCHI FROM 19TH TO 21ST JUNE 1958

The Conference of the Junior Co-operative Officers' Training Centres in the Zone III comprising the States of Assam, West Bengal, Bihar, Orissa, Manipur and Tripura was held at the Regional Co-operative Training Centre, Ranchi, from 19th to 21st June 1958. The Conference was inaugurated by Dr. Sri Krishna Sinha, Chief Minister, Bihar State, on 19th June 1958 at 11 a.m. Prof. D. G. Karve, Chairman of the Standing Sub-Committee of the Central Committee for Co-operative Training, presided over the Conference.

2. The names of persons who attended the Conference are given in the Annexure.

3. Welcoming the Chief Minister, the distinguished visitors and the delegates, Prof. D. G. Karve remarked that about the time when the First Five-Year Plan was half-way through in 1952, it was realised that rural development programmes must be built up on rural institutions, democratic in character, and having the administrative capacity of carrying out the programmes. Since Independence, a veritable social revolution had taken place in our country, and the old concept of government functioning without concern for the social good of the people, leaving the individuals much to their own efforts, had undergone a material change. One of the foundations of the new society that was being built up, and in fact the very foundation of our Constitution itself, was the concept of equality amongst the people, the right of all in an equal degree to participate in wealth production and in wealth enjoyment. Equality for all, may be equality even for sharing poverty, has been the very basis of our new social order. The developmental programmes, therefore, must be infused by spirit of equality amongst people. It was in this light that under the planned development, old institutions like *panchayats* and co-operative societies came to be evaluated from new angles.

While elucidating the growth of co-operative ideology in the Gandhian era, Prof. Karve said that the Father of the Nation, who never used words except those which expressed clearly his

ideas, had very deliberately accepted the ideal of co-operative commonwealth for the country. The recent version of this ideal was the socialist co-operative commonwealth; and in any case in the accepted policy of the State co-operative forms of organisation had found an important place in developmental programmes. The development of co-operatives has thus become a very fundamental plank of our national policy.

In our enthusiasm for building up co-operative societies, we must not, however, forget the fact that Co-operation is an activity of and by the people, and the people, therefore, have to be prepared for it. We must avoid registering co-operatives in haste so that we may not have to liquidate them at leisure. It is only the right type of Co-operation built up on sound basis that is worth having, and in this the training of the staff of Co-operative Departments and co-operative institutions along with the members of the co-operatives is of extreme importance. Prof. Karve in this connection referred to the findings of the Gaitskell Commission in Great Britain which highlighted two important aspects of particular interest for us. One is that the size of a co-operative society must be economic and the other that, though the direction of co-operatives must be democratic, management must be professional and trained. Sir Malcolm Darling also, in his recent report on the progress of Co-operation in the country, was particularly appreciative of the place that we have given to training in the programme of co-operative development.

He, however, added that this training cannot be merely job training for business management. Co-operatives must no doubt be sound business organisations. At the same time, the co-operative principles in regard to the responsibility of individuals towards the general society must be properly instilled in the minds of the management staff and members of societies. Co-operators must always remember that what is morally and socially wrong cannot be commercially right. It is here that a co-operative society differs from a mere profiteering capitalist enterprise. Co-operators must hold aloft the torch of cooperative principles while proving their business efficiency amongst competing institutions organised on private profit-making basis.

In conclusion, Prof. Karve raised a note of warning that if as a nation we fail in building up a co-operative commonwealth, the country is not going to land back in the nineteenth century capitalism but, since history always moves forward, we might find

ourselves in a social order which although it might pay lip homage to equality would be based on authoritarian methods very far removed from our ideals.

4. Inaugurating the Conference, Dr. S. K. Sinha, Chief Minister, Bihar State, said:

Friends,

"I am grateful to the Central Committee for Co-operative Training for having invited me to inaugurate this regional conference of the staff of the Junior Officers' Training Centres and thus for having given me an opportunity of meeting you all. I offer you all a most hearty welcome on my own behalf and on behalf of this State. I find here assembled this morning many of those engaged in the work of training those who will be required to carry to the millions inhabiting this region the message of hope founded on new values of life embodied in the philosophy of Co-operation and to help people to adopt these values to make life fuller. On such an occasion I cannot do better than remind you of the great responsibility that lies on you and also tell you what India expects of you at this moment when a mighty effort is being made throughout the length and breadth of this country for the founding of a free society based on the principle of Co-operation.

The principle of Co-operation has a philosophy behind it which has got a new hope for present-day men. Originally man produced for consumption. His connection with his work was direct. In his work he found scope for self-determination, for self-hood, for the satisfaction of producing a whole piece of work and one that is worth producing, or for contributing to a task which he could comprehend in its entirety, with which he could identify himself, i.e., for doing meaningful work. The emphasis was on his individuality. His hands worked with his brain. His individuality found an expression and a scope for development in his work. Things were produced for use and work was service. With the advance of science and technology new motives entered the scene. Profit and not consumption became the dominant economic motive and this naturally in due course gave rise to an economic organisation and consequently a way of life which swallowed the individual. It led to collectivisation and de-individualisation. The individual felt powerless in the presence of huge economic organisations and those occupying a position of dominance in it could for the sake of profit exploit the rest of society.

We while thinking of man's development grow eloquent when we talk of the French Revolution or other such political revolutions

as great landmarks in the history of human destiny. But in all our talks we completely forget that small band of twenty-eight weavers who assembled in the dark corner of a street so far back as 1844, and created a revolution of no less significance for the future of man. A few victims of the new economic system of inadequate wages and high prices gave birth to that ideology according to which the individual was once more to have a due place in the management of economic affairs and the relationship of man with man, so essential for his development, was to find expression in Co-operation.

The dilemma of the present-day world is man *versus* society. Human beings need one another and for a full development of life they must live in society. Growth of science and technology have made social relationship complex and this complex relationship has given rise to those deviations in politics and economics which threaten to swallow man. The problem is to keep the democratic ways alive and active in the midst of those complex relationships and Co-operation points the way to that. It is because of this that the principle of Co-operation is being accepted all over the world. A writer of authority on Co-operation has said that "it is perhaps more widely distributed geographically than any other modern form of organisation."

We too in India have accepted the idea of co-operative commonwealth based on the principle of the dignity of the individual. It could not be otherwise in a country which wrought for freedom under the inspiration of a political philosophy of which the dignity of the individual formed the centre. In all our attempts at development to make the country prosperous, we have to take care to see that the individual does not languish and what can be better way of doing this than to see the principle of Co-operation, that is the principle that we need not only be helped by others but that we need to help others in order that we may rise to the highest fulfilment of life, governs our human relationships in all our affairs. The country looks up to you all and to all others engaged like you in training persons in the principles and methods of Co-operation, for help in the attainment of this ideal.

It is from a narrower point of view also that the sacred task in which you all are engaged possesses a great importance for the country. Economically, our place among the nations of the world, even among those which are called underdeveloped, is very low. We are poor. Our national income *per capita* is low. A fight has to be made against poverty. An attempt has to be made to push up our national income. We have already begun this fight in right earnest. We have finished the First Five-Year Plan, and are in the midst of the second and have before us ideas of three more so that by the end of the fifth plan we may double the national income of India. In our scheme of national development big enterprises

have, no doubt, their place. But, if we look at it a bit closely, we shall find that fully developed villages are going to be the care of it. We have to develop agriculture so that we might have more food to adequately feed the nation. We have to revive and revitalise the old cottage and small industries and introduce new ones so that the underemployed and unemployed may get something useful to do and may produce goods to add to the comfort of the people. To do this we have to approach the millions living scattered in hundreds of thousands of villages, make available to them improved techniques of production and after they have produced more wealth, we have also to see that they use this additional wealth to the best advantage of themselves and the people. For producing more wealth and that too a bit quickly, it will not be enough that we make improved methods available to them. We have to make them development-minded and conscious of the role they have to play in adding to the wealth of the nation. It was, therefore, natural that in our scheme of democratic planning for India, the principles of local initiative, mutual benefit and social purpose should have a due place.

Community development based on the principle of Co-operation has thus become the essential feature of our Plan for national development. On co-operatives has devolved the responsibility in an increasing measure of organising and financing rural economic development. We have not only to produce more wealth but also to see that there is an equitable distribution of it and it is not allowed to accumulate in the hands of a few to the detriment of the many. A recourse to the organisation of co-operative activities in various fields of economic development can be of great help in producing more wealth and also achieving the noble ideal of its equitable distribution.

Thus one of the greatest needs of the hour is to have a network of co-operatives of various types spread all over the country. But if these co-operatives are to serve their purpose, their foundation has to be truly and well laid. Law cannot create co-operatives. Several years back in this State we wanted to do this and in this we failed and failed miserably. Co-operation is a way of life, a way of relationships with fellow human beings based on new values. Co-operation can succeed only if the necessary change is brought about in the mental and moral outlook of the men forming the organisation. It is now universally admitted that education in the principles of Co-operation is essential for the success of the co-operative movement or else the men in it may easily drowse back into thinking a co-operative being merely an organisation which can bring to him some economic benefit in the form of reduced prices. To put our co-operative movement on a sound and healthy basis we have to carry the philosophy of Co-operation to the villages. Before we tell them the 'how' of Co-operation, we have

to inculcate in them the 'why' of it. To do this we have to adopt the method of extension work which is now the accepted method of carrying new ideas and things to the people. But the extension worker in the field of Co-operation is bound to be faced with a difficulty peculiarly his own. It may not be so much difficult for an extension worker to convince a man of the greater utility of new and better agricultural implements but it may be very difficult for an extension worker in Co-operation to evoke in him a faith in a new philosophy of life involving new values. In order that those entrusted with this task may perform this difficult task successfully and well, it is necessary that they themselves must be not only conversant with the philosophy of Co-operation, but must also develop that attitude which will make them identify themselves with those amongst whom it falls in their lot to work.

Looked at from this point of view the establishment of institutions for training in Co-operation possesses a great importance of its own. It is fortunate that those in charge of the affairs of the nation realised very early the importance of such institutions for the success specially of rural uplift according to the principle of Co-operation. Institutes of various grades have been started to prepare an army of men who know not only the why and how of Co-operation but are also trained in the method of how to carry the message of Co-operation to the people. You assembled here are in charge of giving training to a particular category of such men and you have to see that those in charge of you go out, fully equipped for the very difficult task which awaits them outside.

From the papers supplied to me by Shri Chidambaram it appears that you all will discuss among yourselves the system of training that obtains and the improvements that they need. I do not feel competent to offer you any advice on this. A study of ideas and the philosophy underlying is not only fascinating but essential if the life of the people concerned has to be moulded according to it and I am sure, you will give the men in your charge a proper training in the theories of principles of Co-operation, and evoke in them an enthusiastic and sincere faith. They must not only be thoroughly trained in co-operative principles but must be thoroughly convinced of the value of them. But above all they must be apprised of the peculiarly difficult nature of the work they will be engaged in and you must properly equip them for it. An extension worker is not to impose ideas and things from above. In an attempt to do so he will find himself up against a wall of prejudices on which his fondest attempt will be wrecked. Literature on Community Developments are full of such instances. A poor fellah, a devout muslim, would not agree to the principle of family planning as it would militate against the injunction of Khuda. King Ibn Saud had to get a verse from the Koran transmitted through the telephone to convince his people that the telephone could not be an evil instrument. It is

said a farmer would not adopt a new type of maize because it gave a flavour to the cakes prepared out of it which he did not like. The people valued the high yield but did not like the price they had to pay in taste. If such could be the fate of the attempts made to convince men of the utility of material things, the men whom you are training may have to meet a worse fate, if they are not apprised of these difficulties here and now when they are undergoing training under you. So in training them in the principle of carrying the message of Co-operation to the people they have to be told that in order to make the message acceptable to the people, they have to stimulate thinking amongst them and in order to be able to do this they have to be with them, identify themselves with them, know their ideas and manners and to make the mission successful, use their wit and intelligence in the manner King Ibn Saud used them to make telephone acceptable to his people. A particular bias and bent of mind has to be created in those who are to be entrusted with this work. Such a bias and bent cannot be created in every individual that you pick up. So great care has to be taken in selecting men for training. I am happy to find that this item finds a place amongst the many items that you are going to discuss.

Gentlemen, I have already taken your time more than I should have done. But I cannot close without mentioning one thing about which I feel competent to offer you advice. For a successful implementation of a development programme three things are needed. One is the availability of improved methods of production and the second is development-mindedness, that is, a will to develop in the people. But in order to make improved methods of production available to the people, and in order to create in them a will to develop, one thing most needed is an efficient administration. To make the administration efficient it is necessary that its personnel are properly recruited and they are given proper training in the principles and techniques of the work that is entrusted to them. In the next few days you will discuss amongst yourselves as to how best to recruit personnel and effect necessary improvement in the principles and techniques of training. But what is most needed, specially at this critical juncture of India's history, to make the administration efficient is to instil in them a sense of mission. Everyone manning the vast administrative machinery of free India has to feel proud that he has been called upon to serve India at a critical moment. If our newly born freedom has to be made stable, the people have to be saved from becoming a victim to a sense of frustration. It is the prospect of a better and fuller life which inspired the people to put forth a mighty effort in the cause of freedom. That prospect has to be fulfilled, if a sense of frustration is not to be allowed to creep in amongst them. To fulfil that prospect of a fuller life, big things have to be done in the quickest manner possible. I do not want to take your time by referring to the big things

which you and the men in your charge have to do in the short period allotted in the Plan. While training your men in the theory and practice of Co-operation, tell them that when they go to their work they go with a will and determination to carry to the people the philosophy of Co-operation and persuade them to accept it in their daily life. Tell them that the country is impatient for a better and fuller life and any delay in this direction is full of dangerous possibilities. Tell them that it is men of indomitable faith, faith in the future destiny of men and will, an indomitable will, to achieve that destiny, that have made the history of the world. Imbue them with such a faith and will. While going out of your charge tell them that they should go from village to village, sit with the people round the fireside, establish dearest relationship with them, make them recognise a friend in them who have gone there not to administer things from a distance but to get things done by capturing their head and heart. Your attempt at training will be amply rewarded if you succeed in sending out such men from your institutes. I once more offer you a most hearty welcome and wish you success in your great and sacred enterprise."

5. Shri M. S. Menon, Deputy Chief Officer, Agricultural Credit Department, Reserve Bank of India, Bombay, proposed a vote of thanks.

6. Initiating the discussions on the various items on the agenda, the Chairman briefly indicated that the Conference had been specifically convened with a view to providing an opportunity to all concerned with the organisation and management of the training centres to take stock of the progress achieved so far and to consider ways and means to improve the arrangements so that the trainees who come out of the training centres would play their rightful role in the programme for co-operative development. He explained that the objective of the Central Committee was to provide a common programme of instruction so that the employees in the various spheres, namely, Government and institutions, develop a common outlook. In this context he wanted those States which continued to provide separate arrangements for the training of the staff of the Co-operative Department and co-operative institutions, to consider the problem from this angle and suitably devise measures by which this object of having a common fraternity to work for the Movement would be evolved. This, however, did not mean any absolute uniformity in the teaching of all subjects, since the emphasis in instruction on some of the subjects of study might differ, but there was sufficient scope for common classes.

He pointed out that this Conference had the advantage of having before it the conclusions arrived at by a similar Conference held in August 1957 for States in Zone I with a similar agenda. The Chairman then indicated broadly the several steps taken since

then to improve the method of teaching, the emphasis on Extension Methods in the curricula and the introduction of Business Management as a separate subject of study as suggested by Sir Malcolm Darling and the Bangalore Conference.

7. The following were the main observations made by the Conference on the various items of the agenda.

(i) *Review of progress made in the arrangements for training junior co-operative personnel*

The Conference noted the various points raised in the note and agreed with the observations made at the Bangalore Conference.

(ii) *Building and hostel accommodation*

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 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.

(iii) *Suitability of training given in the light of requirements*

While the Conference endorsed the proceedings of the previous Conference at Bangalore, the following further observations were made:—

(1) Each training centre should maintain a register of the candidates who pass out of the training centre and their postings thereafter. This will help the training centre to follow the progress of the trainee.

(2) Wherever possible the principals of the training institutions concerned should be associated with the admission of the candidates to the training schools. In some cases where recruitment and deputation for training coincided, the possibility of associating principals in selection should be explored. In the selection of candidates, aptitude for rural work will be a consideration that will have to be kept in view. Another suggestion was that the States should examine the feasibility of having an appropriate authority in each State in the nature of a cadre committee or personnel body for recruitment to the several posts.

(3) Selection of candidates should be very carefully made after taking into account the requirements of personnel in different spheres.

(4) Both the Co-operative Department and the co-operative institutions, while deputing candidates, should take care that only candidates of the particular category are deputed, e.g., for junior officers' training centres intermediate category personnel should not be deputed and *vice versa*. Also in the case of trainees sponsored by co-operative institutions, there should be a reasonable chance of these institutions employing the candidates on completion of training.

(iv) *Programme of practical training*

The Conference endorsed the conclusion reached at the Bangalore Conference. The question whether practical training should be given under the guidance of the lecturers or by being attached to departmental officers or co-operative institutions was largely a domestic matter of each State, depending on the situation in each State. In any case, provision has to be made for training by participation, whatever might be the form of guidance proposed to be given.

The meeting also accepted that at the time of final assessment suitable credit should be given for the performance of the candidates during the period of practical training.

An important point brought out during discussion was the desirability of providing by the State Governments post-training apprenticeship to the candidates before they were put in independent charge of their posts.

It was suggested that the provision for T. A. to trainees at the rate of Rs. 60 per session per trainee was not sufficient in certain States. It was, however, clarified that this provision was meant to cover only the T. A. expenditure proper and was not expected to make up for the boarding and other incidental outdoor expenses for which the stipend paid to the trainees was expected to be utilised.

It was also expressed that during the period of practical training a higher stipend should be allowed to the trainees, as in the Intermediate and Senior Courses.

(v) *Liaison between the Block Level Officers' and Regional Co-operative Training Centres on the one hand and Junior Co-operative Officers' Training Centres on the other*

The Conference endorsed the observations made at the previous Conference at Bangalore. A suggestion was made that more special lectures by non-officials should be arranged.

(vi) *Organisation of training arrangements and methods of teaching*

The Conference endorsed the conclusions arrived at the Bangalore Conference. During the discussion it was pointed out

that the work-load on the teaching staff in some schools was rather high. This, however, was due not so much to smaller staff as that the syllabus was not properly apportioned in relation to time. It was, however, clarified that the question of covering different items in the syllabus might vary from teacher to teacher depending on the emphasis he put on particular topics.

(vii) *Syllabus*

The Conference endorsed the suggestions of the previous Conference on the subject. It was suggested that the syllabus should be regarded in the nature of a road map indicating broadly the passage over which the class has to be steered. The degree of emphasis and the details of coverage would relate to the type of trainees, their academic attainments and the specific assignments they are to be given after training.

In the case of Bihar it was noticed that on the recommendation by the State Committee certain subjects in the Central Committee's syllabus had been omitted for the classes for supervisors. This, it was felt, was undesirable and the variations in the emphasis of training in different subjects from one category to the other category of personnel should be in respect of practical training only and not theoretical training.

(viii) *Assessment of trainees' work*

The Conference endorsed the conclusions arrived at the Bangalore Conference.

(ix) *Extra-curricular activities*

The Conference endorsed the conclusions arrived at the Bangalore Conference.

## ANNEXURE

LIST OF PERSONS PRESENT AT THE REGIONAL CONFERENCE OF JUNIOR CO-OPERATIVE TRAINING SCHOOLS HELD AT RANCHI FROM 19<sup>TH</sup> TO 21<sup>ST</sup> JUNE 1958

*Registrars of Co-operative Societies or nominees*

1. Shri N. C. Narayan,  
Deputy Registrar of  
Co-operative Societies,  
Bihar,  
PATNA.
2. Shri A. P. Panda,  
Joint Registrar of  
Co-operative Societies,  
Orissa,  
BHUBANESHWAR.
3. Shri P. C. S. Bardoloi,  
Registrar of Co-operative Societies,  
Manipur,  
IMPHAL.
4. Shri N. Sen Gupta,  
Deputy Registrar of  
Co-operative Societies,  
West Bengal,  
CALCUTTA.

*Principals of the Junior Co-operative Training Schools or nominees*

5. Shri K. N. Misra,  
Principal,  
State Co-operative Training Institute,  
RANCHI (Bihar).
6. Shri K. P. Sinha,  
Principal,  
Co-operative Training Institute,  
PUSA, Dist. Darbhanga (Bihar).
7. Shri P. Sinha,  
Principal,  
Co-operative Training Institute,  
DEOGHAR (Bihar).
8. Shri M. C. Panigrahi,  
Principal,  
Co-operative Training Institute,  
CUTTACK (Orissa).

9. Shri Y. V. Rajulu,  
Principal,  
Government Co-operative Training Institute,  
SAMBALPUR (Orissa).
10. Shri G. C. Das Gupta,  
Lecturer,  
Co-operative Training Institute,  
GOPALPUR-ON-SEA (Orissa).
11. Shri Joydeb Banerjee,  
Principal,  
Government Co-operative Training Institute,  
UTTARPARA (West Bengal).
12. Shri H. N. Gupta,  
Principal,  
Regional Training Institute,  
P. O. BARSUL (Dist. Burdwan),  
West Bengal.
13. Shri A. N. Mukherjee,  
Principal,  
Co-operative Training Institute,  
JHARGRAM (Midnapur Dist),  
West Bengal.
14. Shri S. I. Hussain,  
Principal,  
Co-operative Training Institute,  
JOYSAGAR (Dist. Sibsagar),  
Assam.
15. Shri H. K. Bardalai,  
Principal,  
Co-operative Training Institute,  
TEZPUR (Assam).

*Representatives from State Co-operative Banks and Central Co-operative Banks*

16. Shri V. S. Akshauri,  
Secretary,  
Bihar State Co-operative Bank Ltd.,  
P. O. Bankipore, PATNA.

17. Shri Y. R. Bali,  
Managing Director,  
Orissa State Co-operative Bank Ltd.,  
CUTTACK.
18. Shri K. C. Medhi,  
Officer-in-Charge of Rural Credit,  
Assam Co-operative Apex Bank Ltd.,  
SHILLONG.
19. Shri J. N. Sarma,  
Manager,  
Manipur State Co-operative Bank Ltd.,  
IMPHAL.
20. Shri H. C. Nath,  
Managing Director,  
Tripura State Co-operative Bank Ltd.,  
AGARTALA.
21. Shri Khitish Mitra,  
Honorary Secretary of Raiganj  
Central Co-operative Bank Ltd.,  
P. O. RAIGANJ (West Dinajpur Dist.),  
West Bengal.
22. Shri Nawal Kishore Sinha, M.L.A.,  
Honorary Secretary,  
Central Co-operative Bank Ltd.,  
MIZAFFARPUR (Bihar).
23. Shri P. N. Chaudhury, M.L.A.,  
Chairman,  
Nalbari Central Co-operative Banking Union Ltd.,  
Nalbari (Dist. Kamrup),  
ASSAM.

*Representatives from State Co-operative Unions*

24. Shri Dharanidhar Das,  
General Secretary,  
Assam State Co-operative Union,  
GAUHATI.
25. Shri Iswara Sahu,  
Secretary,  
Orissa State Co-operative Union,  
Meria Bazar,  
CUTTACK-1.

*Government of India Officials*

26. Shri R. H. Chishti, I.A.S.,  
Co-operation Commissioner,  
Ministry of Food and Agriculture,  
Government of India,  
NEW DELHI.

*Representatives from Central Committee for Co-operative Training*

27. Prof. D. G. Karve,  
Chairman,  
Standing Sub-Committee for Central  
Committee for Co-operative Training,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
28. Shri M. S. Menon,  
Deputy Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
29. Shri M. A. Chidambaram,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
30. Dr. S. B. Mahabal,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.
31. Shri A. K. Banerji,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
CALCUTTA.
32. Shri G. P. Bhave,  
Rural Credit Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY-1.

## APPENDIX 31

*(Reference Note IV relating to fifth Central Committee Meeting)*

**PROCEEDINGS OF THE CONFERENCE OF JUNIOR CO-OPERATIVE OFFICERS' TRAINING CENTRES IN THE NORTHERN ZONE (PUNJAB, UTTAR PRADESH, JAMMU AND KASHMIR, MADHYA PRADESH, RAJASTHAN, HIMACHAL PRADESH AND DELHI) HELD AT PATIALA FROM 25TH TO 27TH JULY, 1958**

The Conference of the Junior Co-operative Officers' Training Centres in the Zone II comprising the States of Punjab, Uttar Pradesh, Jammu and Kashmir, Madhya Pradesh, Rajasthan, Himachal Pradesh and Delhi was held at the Central Public Library Hall at Patiala from 25th to 27th July 1958. The Conference was inaugurated by Sardar Pratap Singh Kairon, Chief Minister of Punjab, on the 25th July 1958, at 2 p.m. Prof. D. G. Karve, Chairman of the Standing Sub-Committee of the Central Committee for Co-operative Training, presided over the Conference.

2. The names of persons who attended the Conference are given in the Annexure.

3. Welcoming the delegates on behalf of the local co-operators, Shri Amar Singh Harika, President, Patiala Central Co-operative Bank, highlighted certain aspects of the training for Block Level Co-operative Officers. In his speech he elucidated the importance of imparting training with reference to the "why" and "how" of Co-operation and the "how" of extension work in particular.

4. Welcoming the delegates to the Conference on behalf of the Central Committee for Co-operative Training, Prof. Karve underlined the importance of co-operative training in the programme for agricultural development of the country. In all the States of India, he said, the agriculturists were handicapped by various kinds of deficiencies in resources, and progress if based purely on individual initiative under such circumstances would indeed be very slow and uneven. We had, however, adopted, he added, a national policy of rapid economic development in the setting up of a welfare State. In regard to the development of agriculture, therefore, we had come to the conclusion that the path of substantial progress for all lay only through Co-operation.

Dealing with the importance of co-operative training in the context of the needs of economic development in agriculture, he said that this had been particularly appreciated in the Punjab for quite a few generations. Punjab was one of the earliest States to start education of the members of co-operatives and of the staff. The need for co-operative training had become all the more vital with the growing complexity of economic activities that the co-

operatives were now required to undertake. The complexity of activities would not admit of honorary and *amateur* management. In this connection, he referred to two important findings of the Co-operative Independent Commission appointed recently in the United Kingdom under the chairmanship of Mr. Gaitskell. The Commission found that for sound co-operative development in modern conditions of economy, two things were necessary; first the size of a unit of co-operative enterprise must be economic and, secondly, the management of a co-operative organisation must be professional. If, in an advanced country like England, professional management of co-operatives has come to be regarded as so urgent and necessary, it would be all the more true in the case of co-operatives in India. We have now realised that trained management is a condition precedent to the success of co-operatives. It was with this end in view that the Government of India and the Reserve Bank of India jointly constituted the Central Committee for Co-operative Training for formulating plans and directing arrangements for the training of co-operative personnel at all levels in a co-ordinated manner. For the success of the Movement, not only the staff but also the members should be trained, to a greater or lesser degree in the philosophy of Co-operation and in the skills needed to carry out efficiently their respective functions. It is, however, proper that the training of the members of the co-operative societies and honorary office-bearers should be left to the co-operative leaders themselves through the co-operative unions at different levels, viz., district, State and the All-India Co-operative Union. The training of staff through a network of institutions is better looked after by the Central Committee.

In the end Prof. Karve said that the Conference of all co-operators connected with co-operative training in the States of Punjab, Uttar Pradesh, Jammu and Kashmir, Madhya Pradesh, Rajasthan, Delhi and Himachal Pradesh has been called with a view to enabling some kind of stock-taking and making suggestions for effecting improvements in future. He hoped that the deliberations of the Conference will help the Central Committee in improving the utility and value of the training schools now being run in the country.

5. Shri Pratap Singh Kairon, the Chief Minister of the Punjab State, in the course of his thought-provoking inaugural address, said that Indians were essentially individualists by nature and even their philosophies preached salvation or *nirvan* on an individual basis. He, however, cautioned that this individualism in the context of modern society should be *sublimated* through Co-operation. He said that ours was a poor country, a country of people with small resources and in effect no progress could be thought of unless we pooled all available resources for common benefit. He referred to the Government's policy of distribution of land to small farmers and said that the process should not stop with such distribution

alone, but it would necessarily have to proceed further towards the organisation of these small farms on a co-operative basis by a process of pooling of all such small holdings of land so that the maximum possible production could be achieved in the interests of the nation. Co-operation, therefore, was the only way through which our economic problems, especially in the field of agriculture, could be solved.

For a proper and healthy development of the co-operatives, he gave some sound advice when he said that while the number of co-operatives might be small if need be, the co-operatives that we form should be strong and prosperous. It would not be a wise policy to start a number of co-operatives in a moment of enthusiasm, only to have to report failure of a good many of the same later. The co-operatives should, therefore, be genuine and strong. In this connection he said that sincere approach to the rural folk was very important. Co-operators must approach the people with faith in their mission and thus win their confidence.

In conclusion he referred to the role that Punjab had played in the co-operative movement in India and regretted that but for the partition, Punjab's contribution would have been much greater than what it was at present. He commended the efforts made by the Central Committee for Co-operative Training in the spread and development of co-operative instruction and added that these were steps in the right direction and fell in line with the national policy of a Co-operative Commonwealth.

6. Shri V. Sivaraman, Deputy Chief Officer, Agricultural Credit Department, Reserve Bank of India, Bombay, proposed a vote of thanks.

7. Initiating the discussions at the Conference, Prof. Karve pointed out that this was the third of the series of Conferences convened by the Central Committee for Co-operative Training with a view to providing an opportunity to all concerned with the organisation and management of the training centres, to take stock of the progress achieved so far and to consider ways and means to improve the arrangements so that the trainees who came out of the training centres would play their rightful role in the programme of co-operative development. He pointed out that the items on the agenda should be discussed with reference to the quantitative and qualitative aspects of the training programme. On a quantitative basis it was observed that whereas the capacity of the existing training institutions was generally larger there was a shortfall in the number of candidates deputed by the co-operative departments or by the co-operative institutions as the case might be. It would be worthwhile to examine the reasons preventing the employers from deputing adequate number of candidates to the training centres,

On the qualitative side, in several cases the standards could not be maintained. Unqualified candidates or those belonging to a different category were sometimes deputed for training. The scheme for training formulated by the Central Committee was largely intended to better equip the employee who had been chosen either by a State Government or by a co-operative institution for doing a particular job. From this context it was desirable that as many as were required were trained, but in view of the pattern of training arrangements now obtaining, attempts should be made to maintain definite standards. Regarding the suitability of training, it was emphasised that in these training courses efforts were made to give the trainees (a) ideas about Co-operative Philosophy, (b) instructions in some general subjects like Co-operative Law, Banking, etc., and (c) instructions in procedural matters both while at the training centre and during the practical training programme. It should be appreciated that immediately on the completion of the training course no one could be expected to be a completely qualified officer; he would have to accumulate experience by being on the job for some time and in this context we should appreciate the recommendations of persons like Sir Malcolm Darling and Prof. A. F. Laidlaw who emphasised the need for pre-training as well as post-training experience. In the past in all training programmes, under-studying a senior officer had been the general rule. However, in view of the exigencies faced by the several State Governments at the moment, they found it difficult to spare enough time to give a finish to the training of their employees.

#### 8. *Building and hostel accommodation*

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 the two previous Conferences, were 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.

#### 9. *Suitability of training given in the light of requirements*

The Conference endorsed the proceedings of the previous Conferences at Bangalore and Ranchi. In the course of the discussion the following further observations were made:

On account of variations in regard to the field experience of trainees, certain difficulties were experienced by the Centres in imparting training. In normal circumstances trainees would be received at the Centres after some preliminary work in their normal

employments. But at present, in many cases new recruits are being sent to the training centres without any previous attachment to their respective offices or institutions. It was, therefore, felt by some delegates that pre-training field experience might be usefully given to the trainees. This, however, would depend on whether or not the period spent on field training would be counted as a part of the training course and whether stipend and other concessions would be available to the trainees for this period also. In this context, it was explained that any arrangement designed to improve the quality of training would be considered by the Central Committee on the merits of each individual case. It was also pointed out that for any such consideration, the candidates should be under the control of the Centre, during the period of pre-training field experience. The question of having some pre-training field experience as a part of the regular training course led to a discussion on the duration of the training period. In the original scheme of the Central Committee, on the duration of the course for junior officers it was stated "a period of six to nine months' training would be recognised by this Committee as reasonable; assistance will be recommended so long as the training period is not less than six months or more than nine months." In the majority of the States a six months' period was adopted in view of the urgency for the personnel required for the various programmes of co-operative development. In the light of the progress made so far in training arrangements and in the light of the future requirements, the State Governments might suggest suitable variations in respect of the duration of the training as well as the content of the practical training programme. The Conference was of the definite opinion that after the initial training is over the trainee should be seconded to a senior officer for some time.

#### 10. *Programme of practical training*

The Conference was in general agreement with the conclusions arrived at, at the previous Conferences. However, the Principal of the Jullundur School suggested that the period of observation should be reduced from 30 to 20 days and that participation in training should be extended from 30 to 40 days. There was general agreement that the practical training should be generally confined to two to three districts of a State so that the time spent on travelling could be reduced. The delegates were inclined to put greater emphasis on the participation training. In this connection, the procedure followed at the Jullundur School was explained as follows:

(i) Workshop training in selected institutions round about the training centre was arranged and to each society batches not exceeding four trainees were deputed, for a period of about 15 to 20 days. The trainees were assigned specific problems for study during this period. These problems were discussed in detail during

the discussion classes. Thus the experience of all the trainees was pooled together.

(ii) The training centre might closely associate itself with the working of a society; the trainees could then actively associate themselves also with the society throughout their training, thus providing an opportunity to gain practical experience.

(iii) Each trainee should audit at least three societies.

(iv) One set of forms in use in the Co-operative Department and institutions might be supplied to each trainee which they would fill up and keep for their reference.

(v) Increasing use of the records of liquidated societies for procedural training at the training centre itself should be made.

All the above suggestions by the Principal were noted by the Conference.

11. *Liaison between Block Level and Regional Co-operative Training Centres on the one hand and the Junior Co-operative Officers' Training Centres on the other*

The Conference endorsed the observations made at the previous two Conferences.

12. *Organisation of training arrangements and methods of teaching*

While the conclusions reached at the previous two Conferences were endorsed, it was emphasised that at least one period every week for discussions, seminars, library and tutorial work, should be provided.

13. *Syllabus*

The suggestions of Sir Malcolm Darling as modified at the previous two Conferences were accepted subject to the following:

(i) The introductory portion in the subject "Theory, History and Practice of Co-operation," should be retained.

(ii) Specific provision should be made in the syllabus to cover the various problems of large-sized and marketing societies.

(iii) In the subject "Co-operative Law," reference should be made to High Court rulings and standing orders. It was, however, agreed that while specific modifications in the syllabus might not be necessary, suitable instructions should be given to the teaching staff.

(iv) In the case of "Rural Economics" and "Elements of Agriculture," it was suggested that the subject should be named as

“Elements of Rural Economics and Agriculture.” In this context it was suggested that the entire syllabus was to be covered only to impart training in the elements of the respective subjects.

#### 14. *Assessment of trainees' work*

Apart from the recommendations of the earlier two Conferences, it was suggested that the percentage for the minimum number of marks for passing in individual subjects might be raised to 40. The earlier Conferences had prescribed the minimum of 40 per cent only for the aggregate marks while it was to be 35 in individual subjects.

It was suggested that the minimum marks for making a candidate eligible for exemption in his succeeding attempts, should be the same as was prescribed for passing; however, it was agreed that in view of the importance of maintaining a high standard in job training, the provision prescribed by the earlier Conferences, i.e., 50 per cent marks in subjects for which exemption was claimed, should be retained.

It was pointed out that in certain schools no subsequent attempts were allowed, while in several others, two or three attempts were allowed. The earlier Conferences had recommended the latter course.

#### 15. *Extra-curricular activities*

The Conference noted the importance of having sufficient facilities for the extra-curricular activities at the various training centres and endorsed the proceedings of the earlier two Conferences.

#### 16. *General Suggestions*

Besides the above items on the agenda, the Conference also noted the following:

(i) All training centres should be provided with equipment such as duplicating machine, sufficient stationery, etc., to enable them to circulate synopsis of lectures among the trainees.

(ii) A Follow-up Register in the case of ex-trainees should be maintained to ensure that the training imparted was utilised in the field for the purpose for which it was given.

(iii) The necessity to utilise the entire amount provided for Library in the budget of each training centre was emphasised further.

(iv) The inadequacy of text books in the regional languages was noted. The Conference specially expressed the necessity of encouraging new text books in the regional languages which might be written by co-operators and especially the members of the teaching staff of the different training centres.

**ANNEXURE****LIST OF PERSONS PRESENT AT THE REGIONAL  
CONFERENCE OF JUNIOR CO-OPERATIVE TRAINING  
SCHOOLS HELD AT PATIALA FROM 25<sup>TH</sup> TO  
27<sup>TH</sup> JULY 1958****I. Registrars of Co-operative Societies or nominees**

1. Shri S. S. Puri,  
Registrar,  
Co-operative Societies,  
Punjab,  
JULLUNDUR.
2. Shri N. P. Chatterjee,  
Registrar,  
Co-operative Societies,  
Uttar Pradesh,  
LUCKNOW.
3. Shri Niranjan Singh,  
Registrar,  
Co-operative Societies,  
Rajasthan,  
JAIPUR.
4. Shri Shyam Bharosay,  
Officer on Special Duty,  
Office of the Registrar,  
Co-operative Societies,  
Madhya Pradesh,  
INDORE.
5. Shri M. R. Chauhan,  
Deputy Registrar (Development),  
Co-operative Societies,  
Himachal Pradesh.  
SIMLA.
6. Shri J. P. Misra,  
Education Officer,  
Co-operative Department,  
UTTAR PRADESH.
7. Shri Durga Dass,  
Deputy Registrar,  
Co-operative Societies,  
Jammu and Kashmir,  
SRINAGAR.

8. Shri K. J. Khosla,  
Deputy Registrar,  
Co-operative Societies,  
PATIALA.

II. *Principals of the Junior Co-operative Training Schools*

9. Shri Devindra Singh Vidyarthi,  
Next-in-charge,  
Co-operative Training Institute,  
Mashobra,  
SMLA.
10. Shri C. L. Varma,  
Principal,  
State Co-operative Training Institute,  
Hanumantal Ward,  
JABALPUR.
11. Shri S. D. Shukla,  
Principal,  
Co-operative Training Institute,  
Nowgong,  
Chhatarpur District,  
MADHYA PRADESH.
12. Shri M. V. Parachure,  
Principal,  
Madhya Bharat Co-operative Training Institute,  
Agar,  
MADHYA PRADESH.
13. Shri Kehar Singh,  
Principal,  
Co-operative Training Institute,  
Kothi No. 25,  
Bhupendra Nagar Road,  
New Patiala, Patiala,  
PUNJAB.
14. Shri S. Ujgar Singh,  
Principal,  
Co-operative Training Institute,  
644 Model Town,  
JULLUNDUR CITY, Punjab.
15. Shri P. N. Pathak,  
Principal,  
Co-operative Training School,  
Jaipur,  
RAJASTHAN.

16. Shri Ramanuj Singh,  
Principal,  
Co-operative Training School,  
Lucknow,  
UTTAR PRADESH.
17. Shri R. K. Singh,  
Principal,  
Co-operative Training Institute,  
Peppeganj,  
Gorakhpur,  
UTTAR PRADESH.
18. Shri R. L. Pande,  
Principal,  
Co-operative Training Institute,  
School No. I,  
Varanasi,  
UTTAR PRADESH.
19. Shri R. G. Gupta,  
Principal,  
Co-operative Training Institute,  
School No. II,  
Varanasi,  
UTTAR PRADESH.
20. Shri M. B. Lal,  
Principal,  
Co-operative Training Institute,  
Hastinapur,  
Meerut District,  
UTTAR PRADESH.
21. Shri P. K. Kar,  
Principal,  
Co-operative Auditors' Training School,  
Jehangirabad,  
District Barabanki,  
UTTAR PRADESH.
22. Shri Inder Dev Sharma,  
Instructor,  
Co-operative Training School,  
Srinagar,  
JAMMU AND KASHMIR.

III. *Representatives of State Co-operative Banks*

23. Shri Thakur Chatter Singh,  
President,  
Himachal Pradesh State Co-operative Bank Ltd.,  
SIMLA.

24. Shri P. C. Rao,  
Jammu and Kashmir State Co-operative Bank Ltd.,  
SRINAGAR.
25. Shri Gurucharan Singh,  
Advocate,  
Punjab State Co-operative Bank,  
JULLUNDUR CITY (Punjab).
26. Shri Sukh Dayal Gupta,  
Manager,  
Rajasthan State Co-operative Bank,  
Chaura Rastha,  
JAIPUR (Rajasthan).

#### IV. *Representatives of State Co-operative Unions*

27. Shri P. C. Rao,  
State Co-operative Union,  
Jammu and Kashmir,  
SRINAGAR.
28. Shri S. Ajaib Singh,  
Director,  
Punjab Co-operative Union,  
c/o Ferozepur Central Co-operative Bank Ltd.,  
Branch Office,  
Bhhuchho Mandi,  
Dist. FEROSZEPUR, PUNJAB.
29. Shri K. L. Mehta,  
Co-operative Development Officer,  
Rajasthan State Co-operative Union,  
JAIPUR (Rajasthan).

#### V. *Representatives of central banks*

30. Shri Amar Singh Harika,  
Chairman,  
Central Co-operative Bank Ltd.,  
PATIALA (Punjab).
31. Shri H. C. Gupta,  
Director,  
Narsingpur Co-operative Central and  
Land Mortgage Bank,  
NARSINGPUR (Madhya Pradesh).

32. Capt. B. N. Dubey,  
Central Co-operative Bank Ltd.,  
Thawi,  
JAMMU AND KASHMIR.
33. Shri A. N. Bhatnagar,  
Managing Director,  
Agra District Co-operative Bank Ltd.,  
AGRA (Uttar Pradesh).

VI. *Representative from the All-India Co-operative Union*

34. Shri M. S. Menon,  
Director,  
Research Department,  
All India Co-operative Union,  
Jorbagh Nursery,  
NEW DELHI 3.

VII. *Representatives from the Central Committee for Co-operative Training and Reserve Bank of India*

35. Prof. D. G. Karve,  
Chairman,  
Standing Sub-Committee of the Central  
Committee for Co-operative Training,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY 1.
36. Shri V. Sivraman,  
Deputy Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY 1.
37. Shri A. N. Vij,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
DELHI.
38. Shri M. A. Chidambaram,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY 1.

39. Dr. S. B. Mahabal,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY 1.
40. Shri G. S. Shukla,  
Assistant Chief Officer,  
Agricultural Credit Department,  
Bombay Regional Office,  
Reserve Bank of India,  
BOMBAY 1.
41. Shri G. P. Bhawe,  
Rural Credit Officer,  
Agricultural Credit Department,  
Reserve Bank of India,  
BOMBAY 1.

APPENDIX 32

(Reference Note IV relating to fifth Central Committee Meeting)

STATEMENT SHOWING SIR MALCOLM DARLING'S SUGGESTIONS ON THE REVISION OF THE SYLLABUS AND THE REVISIONS SUGGESTED BY THE REGIONAL CONFERENCES OF THE JUNIOR CO-OPERATIVE OFFICERS' TRAINING CENTRES.

Reference in the printed syllabus	Revision suggested by Sir Malcolm Darling	Revisions recommended by the Regional Conferences	Action proposed on the recommendations of the Conferences
(1)	(2)	(3)	(4)
<p>P. 1. I. Introductory II. History</p>	<p>(a) Items (1) and (2)—main features and history should be combined so as to avoid unnecessary repetition and under History, the following might be omitted: The reports of the Central Banking Enquiry Committee and the All-India Co-operative Planning Committee, Provincial Reports except those relating to the State concerned and the Rural Banking Enquiry Committee's Report.</p>	<p><i>Recommended by Bangalore and Ranchi Conferences</i> Omit item 1.</p> <p><i>Recommended by Patiala Conference</i> Item 1 may be retained.</p> <p><i>Recommended by all the three Conferences</i> For item II substitute the following: (a) 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>	<p>May not be accepted.</p> <p>May be accepted.</p>

P. 2. Lines 16 and 17	.. (b) Item III—Omit: (iii) (4)—All India Co-operative Society for Marketing, etc.	(b) Item III—Omit: (iii) (4)—All India Co-operative Society for Marketing, etc.	..
P. 3. Lines 3—5	.. .. Omit (iii) (7)—Forest Labourers Societies.	Omit (iii) (7)—Forest Labourers' Societies.	..
	(iii) (10)—Substitute "Co-operative Education Societies and Co-operative Medical Aid," and add as item (11) "any other type of regional importance."	(iii) (10)—Substitute "Co-operative Education Societies and Co-operative Medical Aid," and add as item (11) "any other type of regional importance."	..
P. 3. After Line 5—add	.. —	<i>Recommended by Patiala Conference</i> Large-sized societies—special features of working in different conditions—credit and non-credit activities.	..
P. 2. Line 10	.. .. —	Substitute 'sale' by 'marketing.'	..
P. 3. Lines 8 and 10	.. (c) Item 4—Omit "Supervisory agencies in Madras, Bombay and other States."	(c) Item IV—Omit "Supervisory agencies in Madras, Bombay and other States."	..
" " 11 and 12	.. (d) Item 5—Omit "in Bombay, Madras and some other States."	(d) Item V—Omit "in Bombay, Madras and some other States."	..
" Line 15	.. (e) Item 6—Insert "Share contribution" and omit "Agricultural Debt Relief Acts and Money Lenders Acts and their repercussions on the Co-operative Movement"; all of which should come under Law.	(e) Item VI—After "Co-operative institutions" insert "Share contribution." Omit "Agricultural Debt Relief Acts and Money Lenders Acts and their repercussions on the Co-operative movement."	..

Reference in the printed syllabus	Revision suggested by Sir Malcolm Darling	Revisions recommended by the Regional Conferences.	Action proposed on the recommendations of the Conferences
(1)	(2)	(3)	(4)
P. 3. Lines 21-33 .. ..	(f) Item 7—Omit the first and third paras and in the second para substitute “ broad achievements of Planning and details of the current Plan ” for the first two lines and the first four words of the third line.	(f) Item VII—Omit lines 21-25 and 32-33. Omit lines 26-28 upto “ special reference to agriculture ” and substitute “ broad achievements of Planning and details of the current Plan.”	May be accepted.
P. 4. Lines 1 and 2 ..	(g) Item 8—Omit.	(g) Item VIII—Omit.	..
.. Line 7 .. ..		(h) Item IX—add “ Role of State Bank of India in Agricultural Credit.”	..
.. „ 8 .. ..	(i) Item 10—Insert “ Handicaps and ” before Achievements, and after “ inadequate finance,” “ borrowing for social ceremonies.”	(i) Item X—Insert “ Handicaps and ” before “ Achievements.” After “ inadequate finance,” “ borrowing for social ceremonies.”	..
.. Lines 24-27 .. ..	(a) Item 2—Omit “ The Co-operative Credit Societies Act, 1904 ” and insert in line 2 after 1912 “ and the latest Act in force in the State.”	(a) Item 2—Omit “ The Co-operative Credit Societies Act, 1904 ” and the portion after “ 1912.”	..

.. Line 29 .. ..	(b) Item 3—In line 2, insert after “the State” “and the rules made thereunder and the relevant High Court rulings and the various notifications and orders of the State Government and model Bye-laws of the types of society of regional importance.”	(b) Item 3—In line 2, insert after “the State” “and the rules made thereunder and model Bye-laws of the types of society of regional importance.” Delete the remaining portion under the item (from line 30 on page 4 to line 8 on page 7).	..
P. 7. Lines 9-11 .. ..	(c) Item 4, 5 and 6—Omit.	(c) Items 4, 5 and 6—Omit.	..
.. Line 12 .. ..	(d) Item 7—For “some select sections” substitute “Sections dealing with recoveries as arrears of land revenue.”	(d) Item 7—For “Some select sections” substitute “Sections dealing with recoveries as arrears of land revenue.”	..
P. 7. Lines 13-15 .. ..	(e) Item 8—Omit.	(e) Item 8—Omit.	..
.. .. 17-18 .. ..	(f) Item 9—Omit “Second Schedule paragraph 2 on arbitration.”	(f) Item 9—Omit “Second Schedule Paragraph 2 on arbitration.”	..
.. .. 20-21 .. ..	(g) Item 11—Omit.	(g) Item 11—Omit.	..
.. .. 22-24 .. ..	(h) Item 12—Omit all sections specified except 182.	(h) Item 12—Omit all sections specified except 182.	..
.. .. 25-26 .. ..	(i) Items 13 and 14—Omit.	(i) Items 13 and 14—Omit.	..
		<i>Recommendations of all the Conferences</i>	
P. 7. Line 27 .. ..	(j) Add as separate items:— Indian Penal Code—Sections	(j) After “Sales Tax Act” add “only sections relating to Co-operatives.”	..

Reference in the printed syllabus	Revision suggested by Sir Malcolm Darling	Revisions recommended by the Regional Conferences :	Action proposed on the recommendations of the Conferences
(1)	(2)	(3)	(4)
<p>P. 8. Line 1 .. .. .</p>	<p>dealing with embezzlement, criminal breach of trust and tampering with the record;</p> <p>Sections relating to Debt;</p> <p>The sections of the Contract Act dealing with contract of indemnity and guarantee.</p>	<p><i>Add as separate items:—</i></p> <p>Indian Penal Code—Sections dealing with embezzlement, criminal breach of trust and tampering with the record;</p> <p>The sections of the Contract Act dealing with contract of indemnity and guarantee.</p> <p><i>Patiala Conference recommendations</i></p> <p>In the subject co-operative law, reference should be made to High Court rulings and standing orders. While specific modifications in the syllabus is not necessary suitable instructions should be given to the teaching staff.</p> <p><i>Recommended by Patiala Conference</i></p> <p>Change the title of the subject to "Elements of rural economics and agriculture."</p>	<p>May be accepted.</p> <p>"</p> <p>May be approved by Central Committee.</p>

		<i>Recommendations of all the three Conferences</i>	
..	Lines 4-6 ..	(a) Item 1—Omit everything except agrarian reforms.	(a) Item 1—Omit everything except "general scope—land tenures and agrarian reforms."
..	Line 15 ..	(b) Item 2—Omit crop insurance.	(b) Item 2—Omit crop insurance.
..	" 18 ..	(c) Item 3—Omit cattle insurance.	(c) Item 3—Omit cattle insurance.
..	Lines 22 and 24 ..	(d) Item 4—Omit (7).	(d) Item 4—Omit sub-section (7).
..	Line 30 ..	(e) Item 5—Omit (v) (5), (v) (9) and (v) (10)—See suggestion above regarding Debt Laws.	(e) Item 5—Omit (5) commercial banks lending agencies.
P. 9.	Lines 1 and 2 ..	(f) Item 6—Omit large-scale industries.	(f) Item 6—Omit "large-scale industries."
..	" 8-13 ..	(g) Item 7—Substitute—"National Extension Services and Community Projects—self-help and self-sufficiency."	(g) Item 7—Omit existing para and substitute—"National Extension Services and Community Projects—Self-help and self-sufficiency."
..	" 14-19 ..	(h) Item 8—Omit.	(h) Item 8—Omit existing para and substitute "Rural Welfare activities."
P. 10.	Lines 5-9 ..	(a) Introductory—Omit paragraph 2.	(a) Introductory—Omit paragraph 2.
..	" 20-23 ..	(b) Pests and Diseases: Omit.	(b) Pests and Diseases: Omit the para.
..	" 25-31 ..	(c) Soil management: Retain only the first sentence.	(c) Under Soil management—retain only the first sentence "fertility of land and factors affecting fertility."

Reference in the printed syllabus	Revision suggested by Sir Malcolm Darling	Revisions recommended by the Regional Conferences	Action proposed on the recommendations of the Conferences
(1)	(2)	(3)	(4)
P. 11. Line 3 .. .. .	(d) Farm management: Omit farm records and accounts.	(d) Under Farm management—Omit "farm records and accounts."	May be approved by Central Committee
" Lines 13-18 .. .. .	<i>General</i> : Omit. (a) Classification of Banking Institutions (a) and (b).	<i>General</i> : Omit. (a) Classification of Banking institutions (a) and (b).	"
" " 24-26 .. .. .	(b) Paragraph 4 beginning "A short account of balance sheet."	(b) Paragraph 4 beginning "A short account of balance sheet."	"
P. 12. Lines 1 and 2 .. .. .	(c) Item 3—Agency functions, etc.	(c) Item 3—Omit Agency functions, etc.	"
" " 10 .. .. .	(d) In Item 4, the words "and travellers' cheques."	(d) In Item 4, after the words "confirmed credit, etc." add "and travellers' cheques."	"
" " 16 .. .. .	(e) In Item 5, the words "Stock Exchange Securities."	(e) In Item 5, after the words "title to goods" add "Stock Exchange Securities."	"
P. 11. From line 27 to P. 12 line 22.	<i>Note</i> : Items 1 to 6 (as amended) would come more appropriately in Section II.	<i>Note</i> : Items 1 to 6 (as amended) would come more appropriately in Section II.	May be accepted.
P. 13. Lines 19-21 .. .. .	Omit last paragraph (Miscellaneous services, etc.)	Omit paragraph "Miscellaneous services, etc."	"

<p>P. 13. Lines 30-31 .. ..</p>	<p>Omit " Stocks and Shares (quoted and unquoted) life policies, guarantees, book debts, ships, documents of title to goods." (See item 5 of Functions of the Banks.)</p>	<p>Omit " Stocks and Shares (quoted and unquoted), life policies, guarantees, book debts, ships, documents of title to goods." (See item 5 of Functions of the Banks.)</p>	<p>May be accepted.</p>
<p>P. 14 and 15 .. ..</p>	<p>Omit the whole. This is much beyond the educational standard of the subordinate level.</p>	<p>Omit the whole section.</p>	<p>"</p>
<p>P. 16. Lines 15-19 .. ..</p>	<p>(a) Item 4—Omit—in view of what follows under " auditing."</p>	<p>(a) Item 4—Omit—in view of what follows under " auditing." Add in 5 " consignment Account and Branch Account."</p>	<p>"</p>
<p>P. 17. Lines 22-24 .. ..</p>	<p>(a) Omit Item 6. (See Section 2.)</p>	<p>(a) Omit Item 6. (See Section 2.)</p>	<p>"</p>
<p>" " 31 and 32 .. ..</p>	<p>(b) Omit Item 9. (See Item 2 under Book-keeping and Accounts).</p>	<p>(b) Omit Item 9. (See Item 2 under Book-keeping and Accounts).</p>	<p>"</p>
<p>" " 31 and 32 .. ..</p>	<p>(c) Item 10—Omit everything except method of stock-taking. (The rest is too advanced.)</p>	<p>(c) Item 10—Omit everything except " method of stock-taking."</p>	<p>"</p>
<p>P. 19. Line 15 .. ..</p>	<p>(a) Item 1 (11) Omit.</p>	<p>(a) Item 1 (11) Omit.</p>	<p>"</p>
<p>P. 20. Line 5 .. ..</p>	<p>(b) Item 6—Insert " Calculation and evaluation of overdues (Principal and Interest)."</p>	<p>(b) Item 6—Insert " Calculation and evaluation of overdues (Principal and Interest)."</p>	<p>"</p>
<p>" Lines 19-25 .. ..</p>	<p>(c) Item 8—Omit concessions and privileges enjoyed by co-operative societies under different laws (See Item 3(xi) under Co-operative Law.)</p>	<p>(c) Item 8—Omit concessions and privileges enjoyed by co-operative societies under different laws.</p>	<p>"</p>

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Reference in the printed syllabus	Revision suggested by Sir Malcolm Darling	Revisions recommended by the Regional Conferences	Action proposed on the recommendations of the Conferences
(1)	(2)	(3)	(4)
P. 20. Line 32 .. ..	(d) Item 11—Add “ Amalgamation and splitting of societies, departmental enquiries, embezzlements and malpractices.”	(d) Item 11—After the various Officers’ add “ Amalgamation and splitting of societies, departmental enquiries, embezzlements and malpractices.”	May be accepted.

## APPENDIX 33

(Reference Note IV relating to fifth Central Committee Meeting)

SYLLABUS ON BUSINESS MANAGEMENT AND SECRETARIAL PRACTICE FOR JUNIOR OFFICERS' COURSE.

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 C.F.A.—*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.

## APPENDIX 34

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

10TH SESSION—SENIOR OFFICERS' TRAINING COURSE,  
POONA

State	Number of candidates recommended		Number of candidates admitted		Reasons for non-admission
	Departmental	Institutional	Departmental	Institutional	
Andhra .. ..	..	..	..	..	
Assam .. ..	4	1	4	1	
Bombay .. ..	6	..	6	..	
Bihar .. ..	4	..	4	..	
Delhi .. ..	..	..	..	..	
Himachal Pradesh ..	1	1	1	1	
Jammu and Kashmir ..	2	..	1	..	
Kerala .. ..	3	1*	3	..	*Rejected since particulars received very late.
Madhya Pradesh ..	2	..	2	..	
Madras .. ..	..	1	..	1	
Manipur .. ..	..	..	..	..	
Mysore .. ..	2	..	2	..	
Orissa .. ..	1	..	1	..	
Punjab .. ..	2†	4	..	4	†Did not belong to Senior Officers' category.
Rajasthan .. ..	2	2	2	2	
Tripura .. ..	..	..	..	..	
Uttar Pradesh ..	1	4‡	1	2§	‡One institutional candidate not sufficiently qualified; particulars of second were received very late. §One admitted failed to report.
West Bengal ..	2	1	2	1	
<b>Total ..</b>	<b>32</b>	<b>15</b>	<b>29</b>	<b>12</b>	

## APPENDIX 35

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

## REGIONAL CO-OPERATIVE TRAINING CENTRE, RANCHI

## INTERMEDIATE OFFICERS' COURSE

Names of States deputing the candidates	First session*		Second session†		Third session‡	
	Number of candidates trained		Number of candidates trained		Number of candidates under training	
	Departmental	Institutional	Departmental	Institutional	Departmental	Institutional
1	2	3	4	5	6	7
Assam .. .. .	4	..	5	..	4	..
Bihar .. .. .	12	..	18	..	18	..
Manipur .. .. .	..	..	1	3	2	..
Orissa .. .. .	..	..	7	1	5	..
West Bengal .. .. .	1	..	..	2	..	1
Tripura .. .. .	..	..	5	..	5	..
Bhopal§ .. .. .	4	..	..	..	..	..
East Punjab§ .. .. .	..	1	..	..	..	..
Himachal Pradesh§ .. .. .	1	..	..	..	..	..
PEPSU§ .. .. .	2	..	..	..	..	..
Saurashtra§ .. .. .	4	..	..	..	..	..
Uttar Pradesh§ .. .. .	..	6	..	..	..	..
<b>Total ..</b>	<b>28</b>	<b>7</b>	<b>36</b>	<b>6</b>	<b>34</b>	<b>1</b>

\* First session from 15th November 1954 to 14th October 1955.

† Second session from 15th November 1955 to 30th September 1956.

‡ Third session from 1st August 1956 to 30th June 1957.

§ Trainees from these States were admitted since the courses at Meerut and Indore had not commenced.

## APPENDIX 36

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

## REGIONAL CO-OPERATIVE TRAINING CENTRE, MEERUT

## INTERMEDIATE OFFICERS' COURSE

(Regular Course)

Names of the States deputing the candidates	First session*				Second session†		
	Number of candidates trained				Number of candidates under training		
	Departmental	Institutional	Private	Total	Departmental	Institutional	Total
1	2	3	4	5	6	7	8
Assam .. ..	..	..	..	..	..	..	..
Bihar .. ..	..	..	..	..	..	..	..
Delhi .. ..	2	..	..	2	2	1	3
Jammu and Kashmir ..	4	..	..	4	4	..	4
Himachal Pradesh..	2	..	..	2	4	..	4
Manipur .. ..	..	..	..	..	..	..	..
Orissa .. ..	..	..	..	..	..	..	..
Punjab .. ..	..	4	..	4	..	4	4
Rajasthan .. ..	..	..	..	..	..	..	..
Uttar Pradesh ..	..	15	4	19	..	4	4
<b>Total ..</b>	<b>8</b>	<b>19</b>	<b>4</b>	<b>31</b>	<b>10</b>	<b>9</b>	<b>19</b>

\* From 16th January 1956 to 15th December 1956.

† From 15th February 1957.

## APPENDIX 37

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

CO-OPERATIVE TRAINING COLLEGE, POONA  
SPECIAL SHORT-TERM COURSE ON CO-OPERATIVE MARKETING

Names of the States deputing the candidates	Second session*			Third session†		
	Number of candidates trained			Number of candidates under training		
	Departmental	Institutional	Total	Departmental	Institutional	Total
1	2	3	4	5	6	7
Bombay .. ..	2	4	6	..	2	2
Hyderabad .. ..	3	..	3	..	..	..
Madhya Pradesh .. ..	3	..	3	9	..	9
Mysore .. ..	2	..	2	2	1	3
Travancore-Cochin... ..	6	..	6	4	..	4
Andhra .. ..	6	..	6	13	..	13
Madras .. ..	7	1	8	6	..	6
<b>Total ..</b>	<b>29</b>	<b>5</b>	<b>34</b>	<b>34</b>	<b>3</b>	<b>37</b>

\* Second session from 10th September 1956 to 9th January 1957.

† Third session from 4th February 1957.

## APPENDIX 38

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

REGIONAL CO-OPERATIVE TRAINING CENTRE,  
MEERUT

CO-OPERATIVE MARKETING CLASS  
(Special Course)\*

Names of the States deputing the candidates	Second session*			Third session†		
	Number of candidates trained			Number of candidates under training		
	Depart- mental	Institu- tional	Total	Depart- mental	Institu- tional	Total
1	2	3	4	5	6	7
Assam .. ..	7	..	7	4	..	4
Bihar .. ..	4	..	4	4	..	4
Delhi .. ..	..	..	..	..	..	..
Jammu and Kashmir	..	..	..	1	..	1
Himachal Pradesh ..	..	..	..	..	..	..
Manipur .. ..	2	..	2	..	..	..
Orissa .. ..	5	..	5	4	..	4
Punjab .. ..	6	3	9	..	..	..
Rajasthan .. ..	1	..	1	1	..	1
Uttar Pradesh .. ..	12	..	12	13	..	13
West Bengal .. ..	..	..	..	2	..	2
Total .. ..	37	3	40	29	..	29

\* Second session from 3rd October 1956 to 2nd February 1957.

† Third session from 11th March 1957.

## APPENDIX 39

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

REGIONAL CO-OPERATIVE TRAINING CENTRE,  
RANCHI

DETAILS OF CANDIDATES RECOMMENDED, ADMITTED AND UNDER TRAINING FOR THE SPECIAL COURSE ON CO-OPERATIVE MARKETING

Name of State	No. of applications received			No. of candidates admitted			No. of candidates already reported for training			Remarks
	Depart- mental	Institu- tional	Total	Depart- mental	Institu- tional	Total	Depart- mental	Institu- tional	Total	
1	2	3	4	5	6	7	8	9	10	11
Assam .. .. .	3	..	3	3	..	3	3	..	3	1 candidate has since left the centre.
Orissa .. .. .	1	..	1	1	..	1	1	..	1	
Mysore .. .. .	2	3	5	..	3	3	..	3	3	
Kerala .. .. .	..	4	4	..	3	3	..	2	2	
Punjab .. .. .	..	5	5	..	4	4	..	3	3	
Himachal Pradesh ..	5	..	5	5	..	5	5	..	5	
Rajasthan .. .. .	5	..	5	3	..	3	1	..	1	
Tripura .. .. .	2	..	2	2	..	2	1	..	1	
Manipur .. .. .	1	..	1	1	..	1	1	..	1	
Uttar Pradesh .. ..	30	..	30	8	..	8	7	..	7	
West Bengal .. .. .	21	2	23	8	2	10	5	2	7	1 candidate has left the centre.
Bihar .. .. .	10	..	10	10	..	10	2	..	2	Application was received too late. As the candidates recommended by the R.C.S., had considerable experience in the Co-op. Department they were not selected for training.
Jammu and Kashmir ..	..	1	1	..	..	..	..	..	..	
Bombay .. .. .	3	..	3	..	..	..	..	..	..	
Total ..	83	15	98	41	12	53	26	10	36	

*Note.*—The strength of the Marketing Course at Ranchi is for 40 candidates. Forty-three candidates were, however, admitted originally, thinking that a few of them may not report for training. In fact, on the 15th May 1957 (the date of commencement of the Marketing Course at Ranchi), only a few of the selected candidates reported at the centre. We, therefore selected 10 candidates from Bihar, from where no candidate was originally selected for training as the applications from Bihar were received too late.

## APPENDIX 40

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

REGIONAL CO-OPERATIVE TRAINING CENTRE, MADRAS  
SPECIAL COURSE ON LAND MORTGAGE BANKING

Names of the States deputing the candidates	Number of candidates trained						Number of candidates under training			
	First session*			Second session†			Third session‡			
	Departmental	Institutional	Total	Departmental	Institutional	Total	Departmental	Institutional	Total	
	1	2	3	4	5	6	7	8	9	10
Ajmer .. .. .	1	..	1	..	..	..	..	..	..	..
Andhra .. .. .	4	..	5	4	..	4	4	..	4	2
Assam .. .. .	2	..	2	2	..	2	2	..	2	2
Bihar .. .. .	3	..	3	6	..	6	9	..	9	9
Bombay .. .. .	..	..	..	2	2	4	2	..	2	2
Himachal Pradesh .. .. .	..	..	..	1	..	1	..	..	..	..
Hyderabad .. .. .	2	..	2	..	..	..	..	..	..	..
Madhya Pradesh .. .. .	..	..	..	2	..	2	2	1	3	3
Madras .. .. .	4	2	6	4	1	5	5	2	7	7
Manipur .. .. .	1	..	1	..	..	..	1	..	1	1
Mysore .. .. .	1	1	2	..	..	..	..	..	..	..
Orissa .. .. .	..	..	..	1	..	1	2	..	2	2
Punjab .. .. .	2	..	2	2	..	2	2	..	2	2
Rajasthan .. .. .	1	..	1	1	..	1	1	..	1	1
Saurashtra .. .. .	4	..	4	..	2	2	..	..	..	..
Travancore-Cochin .. .. .	..	1	1	2	..	2	..	4	4	4
Tripura .. .. .	..	..	..	1	..	1	..	..	..	..
Uttar Pradesh .. .. .	..	..	..	2	..	2	..	..	..	..
West Bengal .. .. .	..	..	..	3	..	3	3	..	3	3
Total .. .. .	25	5	30	33	5	38	33	7	40	

\* First session from 1st June 1956 to 15th October 1956.

† Second session from 5th November 1956 to 19th March 1957.

‡ Third session from 5th June 1957 to 19th October 1957.

## APPENDIX 41

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

STATEMENT SHOWING THE NUMBER OF CANDIDATES TRAINED AND UNDER TRAINING AT THE BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRES

Training Centre	Total number of candidates expected to undergo training per year	No. of candidates trained	No. of candidates under training
1	2	3	4
1. Gopalpur-on-Sea ..	122	79	99
2. Hyderabad-Dn. ..	81	53	37
3. Kotah .. ..	108	86	88
4. Tirupati (Short-term Courses) .. ..	121	136	35
5. Bhavnagar .. ..	80	49	93
6. Dhuri (Regular Course) ..	45	14	70
Do. (Short Course) ..	..	38	Nil
7. Faizabad .. ..	135	142	133
8. Kalyani .. ..	73	41	*
Total ..	765	638	555

\* Next session scheduled to commence on 1st July 1957.

## APPENDIX 42

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

A. H. B. TYABJI, I.A.S.,  
Deputy Secretary.

D.O. No. 2-9/57-Coop. E.B.  
GOVERNMENT OF INDIA  
MINISTRY OF AGRICULTURE

NEW DELHI, the April, 1957.

My dear

Subject: *Training of non-official personnel—proposals for Central assistance from State Governments*

Some time back schemes for the training of non-official personnel of co-operative societies and Central assistance therefor were received from some State Governments through the Central Committee for Co-operative Training, Bombay. Subsequently, a comprehensive scheme for training of non-official personnel on an All-India basis as prepared by the All India Co-operative Union was sanctioned by the Government of India. The objects of the scheme prepared by the All India Co-operative Union being identical with those contained in the schemes of State Governments received through the Central Committee for Co-operative Training, Bombay, it was felt that we should avoid duplication and, therefore, the State schemes were not proceeded with.

2. The All India Co-operative Union's scheme envisages the expansion of the facilities in a phased manner to cover the whole country in five years. However, in view of the importance of expanding co-operative education to the maximum extent and taking into consideration the views of several States which are anxious to expand educational facilities as rapidly as possible, we have decided to consider the possibility of a more rapid expansion in the case of States whose Governments are prepared to take up additional responsibility and recommended that their State Unions are capable of effectively taking up a larger programme than has been assigned to them under the All India Co-operative Union scheme.

3. Under the All India Co-operative Union scheme your State will be entitled to (as per list attached) units during 1957-58. I will be glad if you will kindly let me know how many units in

addition to these your States would be willing to take up during the current year. The pattern of Central assistance will be the same as in the case of the All India Co-operative Union's scheme, viz., the Centre will bear the expenditure on the staff and literature and the State the expenditure on the stipends and T.A., etc. On receipt of your reply a final decision will be taken by Government.

Yours sincerely,

Sd/- A. H. B. TYABJI.

To

Secretary in charge of Co-operation,  
All States Governments and Union Territories.

*ENCLOSURE*

MEMBER-EDUCATION SCHEME

Sl. No.	Name of State	No. of districts proposed to be taken up
1	Andhra Pradesh .. .. .	4
2	Assam .. .. .	2
3	Bihar .. .. .	3
4	Bombay .. .. .	6
5	Kerala .. .. .	2
6	Madhya Pradesh .. .. .	7
7	Madras .. .. .	2
8	Orissa .. .. .	3
9	Punjab .. .. .	4
10	Uttar Pradesh .. .. .	7
11	West Bengal .. .. .	3
12	Mysore .. .. .	4
13	Rajasthan .. .. .	5
14	Himachal Pradesh .. .. .	1
15	Manipur .. .. .	1
16	Tripura .. .. .	1
17	Delhi .. .. .	..
	Total ..	55

## APPENDIX 43

(Reference Note II relating to thirteenth Standing Sub-Committee Meeting)

**A REPORT ON THE SECOND REFRESHER COURSE FOR CO-OPERATIVE INSTRUCTORS AT THE EXTENSION TRAINING CENTRES HELD AT BLOCK LEVEL CO-OPERATIVE OFFICERS' TRAINING CENTRE, KOTAH**

At the instance of the Indian Council of Agricultural Research the Central Committee for Co-operative Training had organised a short-term refresher course in Co-operation for Co-operative Instructors of the Extension Training Centres at the Co-operative Training College, Poona, from the 6th December 1954 to the 20th January 1955. The advisability of conducting a similar course in 1956 was considered, and the Standing Sub-Committee of the Central Committee at its twelfth meeting held on the 13th September 1956 decided, with the concurrence of the Agricultural Extension Commissioner of the Ministry of Food and Agriculture, to organise a second refresher course at the Block Level Co-operative Officers' Training Centre at Kotah. The Directorate of Training and Extension in the Ministry of Food and Agriculture, Government of India, therefore, addressed all State Governments on 3rd October 1956 to depute candidates for training to the course. The course was conducted at the Training Centre, Kotah, for six weeks from the 24th November 1956 to 5th January 1957, and consisted of theoretical training for four weeks and practical training for two weeks.

2. Twenty-six candidates were thus deputed by 13 States to undergo training at the Kotah Centre. The following table indicates the States and the number of trainees deputed by them:

<i>Name of State</i>	<i>No. of trainees</i>
1. Andhra ... ..	4
2. Assam ... ..	1
3. Bihar ... ..	3
4. Bombay ... ..	1
5. Himachal Pradesh ... ..	1
6. Jammu and Kashmir ... ..	1
7. Kerala ... ..	1
8. Madhya Pradesh ... ..	4
9. Madras ... ..	3
10. Orissa ... ..	1
11. Punjab ... ..	3
12. Rajasthan ... ..	1
13. Uttar Pradesh ... ..	2
<b>Total ...</b>	<b>26</b>

3. During the course of theoretical training, which lasted from the 24th November to 23rd December 1956, instructions were given according to a syllabus specially drafted for the purpose, which included subjects like Rural Sociology, Agrarian Legislation, Tenancy Acts, Economic Planning, Co-operative Law and Practice and Accounts.

In addition, the following special lectures were arranged for the benefit of the trainees :—

No.	Name of the lecturer	Designation of the lecturer and the institution to which he is attached	Date	Subject
1	Prof. K. R. Kulkarni	Vice-Principal, Poona Co-operative College	26-11-56	Agricultural Marketing and relative legislation
2	Shri K. K. Kini	Principal, B.L.C. O.T.C., Bhavnagar	26 to 29-11-56	Long-term finance and Co-op. Legislation
3	Shri P. M. Chengappa	Principal, C.T.C., Poona	29 & 30-11-56	General Co-op. Development
4	Shri S. P. Mohite	Additional Development Commissioner, Bombay	1 & 2-12-56	Some aspects of Co-op. Farming
5	Shri M. A. Chidambaram	A.C.O., Reserve Bank of India, Bombay	3 & 4-12-56	Reserve Bank & Agril. Credit
6	Prof. Laidlaw	Colombo Plan Consultant, c/o R.B.I., Bombay	4 to 6-12-56	Co-op. in Canada, Co-op. Credit in Canada, Co-op Marketing in Canada
7	Shri Mirchandani	Deputy Agricultural Marketing Adviser, Government of India	14-12-56	Co-operation and Marketing
8	Shri A. Mobin	Deputy Secretary, Ministry of Community Development, Government of India	18-12-56	Community Development and Co-operation
9	Dr. C. D. Datey	A.C.O., Reserve Bank of India, Bombay	19 & 20-12-56	Co-op. Dev. in Second Five Year Plan. Role of Marketing in Co-operation.
10	Shri G. L. Khullar	Principal, B.L.C.O.T.C., Kotah	14-12-56 6-12-56 7-12-56 11, 13 & 14-12-56	Second Five Year Plan and Co-operation Community Dev. and Co-opn. Sarvodaya and Co-operation Co-op. Ideology and its significance (2 each day)
11	Shri R. B. Tyagi	Lecturer, B.L.C. O.T.C., Kotah	17, 18 & 21-12-56	General Legislation affecting co-operatives
12	Shri D. Balam	Lecturer, B.L.C. O.T.C., Kotah	12, 15 & 17-12-56	Audit, supervision and inspection of co-operatives
13	Shri Baraya	Deputy Development Commissioner, Rajasthan	22-12-56	Necessity for large-sized co-op. societies in rural areas

4. The period of practical training lasted from the 24th December 1956 to 5th January 1957. For this purpose, the trainees were divided into three batches and each batch visited various co-operative institutions in one of the three districts in the Bombay State, viz., Ahmedabad, Surat and Broach. In addition, each batch also visited the Kaira District Milk Producers Union Ltd. at Anand.

## APPENDIX 44

(Reference Note I relating to fifteenth Standing Sub-Committee Meeting)

CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING  
AGRICULTURAL CREDIT DEPARTMENT  
RESERVE BANK OF INDIA  
BOMBAY No. 1.

Telegrams:

"RESERVBANK"

Bombay.

Post Box: 1037

15th January, 1958.

Ref. D.O. No: ACD. TRG. 280/TS. 116-58.

Dear Shri

As you are aware, the central feature of the scheme of integrated co-operative development adopted for the Second Five Year Plan period is the linking of credit with marketing co-operatives. The organisation and development of co-operative marketing societies, therefore, is expected to receive top priority among co-operative schemes in all the States. A proper programme of recruitment and training of the personnel needed to organise and work the marketing societies is thus of paramount importance if the co-operative plan is to succeed. This has been frequently emphasised at the various conferences, particularly those held at Hyderabad and Jaipur, where it was suggested that the organisation of marketing societies should be taken up even in advance of credit co-operatives, and later at the State Ministers' Conference held at Mussoorie. The last conference also drew up a phased programme for the setting up of marketing societies during the Second Five Year Plan period. This conference recommended that immediate steps should be taken to recruit suitable persons for being placed in charge of these societies and for their training. For this purpose the conference urged that as soon as the State Governments were in a position to specify their requirements, steps should be taken by the Central Committee to introduce courses on co-operative marketing at the five Regional Training Centres.

In pursuance of these recommendations, particulars were called for from the various State Governments regarding their requirements in this direction and on the basis of these, the Central Committee decided that special short-term courses on co-operative marketing should be organised at its five Regional Co-operative

Training Centres. The Committee felt that while in a few States which had made some progress, comparatively experienced personnel, who would require only a short training in marketing might be available for the work, in other States fresh persons with no experience would have to be recruited for the posts, and they would need a longer course of training. Even in the more advanced States, owing to the large requirements of personnel during the next few years, the drafting of new recruits to the work might not be altogether unavoidable. These considerations led the Central Committee to organise two types of training courses on co-operative marketing, one of four months' duration for the more experienced personnel and another of six months for the newcomers who require, besides training in marketing, also some basic training in Co-operation, co-operative law, etc. The four months' courses have been organised at the Regional Co-operative Training Centres, Poona, Meerut and Madras and the six months courses at Ranchi and Indore. These arrangements and the dates of the commencement of the courses at the different centres have been explained in our letter No. ACD. TRG. 5124/TS. 116-57 dated 13th November 1957.

The number of candidates admitted from the various States to these courses since their inception at the different centres is given in the Annexure. The normal capacity of each of our training centres is about 40 candidates per course; this can be expanded to take additional numbers, if necessary. The Central Committee, however, notes with regret that the State Governments have not taken full advantage of the training facilities available at these five centres. Despite constant persuasion, the response has not been satisfactory at the Poona, Meerut and Indore Centres, where the candidates in the last session have been only of the order of 10, 21, and 20 respectively.

We are anxious to know the reasons why there has been this decline in the number of candidates deputed to these centres. If it is due to any defect in the training arrangements, we shall be thankful for your suggestions for rectification of the same and for any improvements you might desire so that the course may meet your requirements adequately. If it is due to other factors, such as difficulties of recruitment and deputation, we hope you will kindly look into the matter as expeditiously as possible and remove these so that progress in the development of co-operative marketing in your State will not be held up for want of trained personnel. We would suggest that you might draw up, according to the phased plan of co-operative development for your State, a programme of recruitment of personnel and their deputation for training in co-operative marketing on a half-yearly basis for a period of one

year and intimate the particulars to us, so that we can plan in advance the courses at the various centres to suit requirements.

We shall be glad if you will kindly look into this matter and let us have your reply by the 31st January 1958.

Yours sincerely,  
J. C. RYAN.

**ANNEXURE**  
SPECIAL SHORT-TERM COURSE ON CO-OPERATIVE MARKETING

State	Poona					Meerut				Madras		Indore	Ranchi	
	I	II	III	IV	V	I	II	III	IV	I	II	I	I	II
Bombay .. .. .	{ <sup>5</sup> <sub>*2</sub> }	6	2	7	4	..	..	..	..	..	..	5	..	..
Mysore .. .. .	†1	2	3	2	2	..	..	..	..	..	..	..	2	..
Madhya Pradesh .. .. .	..	3	9	2	1	..	..	..	..	..	..	11	..	..
Rajasthan .. .. .	..	..	..	3	..	..	1	1	..	..	..	..	1	..
Kerala .. .. .	2	6	4	..	..	..	..	..	..	1	1	4	2	..
Madras .. .. .	7	8	6	..	..	..	..	..	..	9	10	..	..	..
Andhra Pradesh .. .. .	{ <sup>*4</sup> <sub>4</sub> }	{ <sup>†3</sup> <sub>6</sub> }	13	..	..	..	..	..	..	12	15	..	..	..
Orissa .. .. .	2	..	..	..	1	..	5	4	..	2	4	..	1	3
West Bengal .. .. .	..	..	..	..	..	..	..	2	..	1	2	..	6	12
Delhi .. .. .	1	..	..	..	..	..	..	..	..	..	..	..	3	4
Assam .. .. .	2	..	..	..	..	..	7	4	4	..	..	..	..	..
Tripura .. .. .	..	..	..	..	..	..	..	..	..	..	..	..	1	3
Manipur .. .. .	..	..	..	..	..	..	2	..	..	..	..	..	1	2
Bihar .. .. .	..	..	..	..	2	..	4	4	3	..	..	..	2	2
Uttar Pradesh .. .. .	4	..	..	6	..	25	12	13	11	..	..	..	7	12
Punjab .. .. .	3	..	..	..	..	13	9	..	3	..	..	..	3	..
Himachal Pradesh .. .. .	..	..	..	..	..	2	..	..	..	..	..	..	5	..
Jammu and Kashmir .. .. .	..	..	..	..	..	..	..	1	..	..	..	..	..	..
<b>Total .. .. .</b>	<b>37</b>	<b>34</b>	<b>37</b>	<b>20</b>	<b>10</b>	<b>40</b>	<b>40</b>	<b>29</b>	<b>21</b>	<b>25</b>	<b>32</b>	<b>20</b>	<b>34</b>	<b>38</b>

\* Relates to old Saurashtra State.

† Relates to old Coorg State.

‡ Relates to old Hyderabad State.

## APPENDIX 45

*(Reference Note I relating to fifteenth Standing Sub-Committee Meeting)*

## PRESS NOTE

## CANADA GIVES TECHNICAL EQUIPMENT TO CO-OPERATIVE TRAINING INSTITUTIONS

Audio-Visual Equipment consisting of 13 sets of film projectors and the necessary accessories and spare parts valued about \$14,000 was presented today at a formal ceremony at the Reserve Bank of India, Bombay, by Mr. T. F. Harris, the Canadian Government Trade Commissioner, to Shri V. L. Mehta, Chairman of the Central Committee for Co-operative Training, constituted jointly by the Government of India and the Reserve Bank. This gift was made by the Government of Canada under the Colombo Plan as the first instalment of the technical equipment intended for the use of the Co-operative Training Centres organised by the Central Committee for Co-operative Training for training the staff of government departments and co-operative institutions, in India.

The Co-operative Mission which visited Canada in the last quarter of 1953, under the leadership of Shri M. R. Bhide, I.C.S., the Joint Secretary to the Ministry of Food and Agriculture, had recommended that the services of an expert on Extension Methods should be obtained from St. Francis Xavier University of Antigonish, Nova Scotia, Canada, for assisting in extension work in the co-operative field in India. Accordingly, the services of Prof. A. F. Laidlaw, Associate Director of the Extension Department of the St. Francis Xavier University, were obtained by the Government of India in October 1956 under the Colombo Plan. Prof. Laidlaw has been in India for a period of two years, working in close collaboration with the Central Committee for Co-operative Training, which is conducting 13 Co-operative Training Centres in different parts of the country and supervising 45 more such centres run by the State Governments.

The subject of Co-operative Extension is now being introduced in these centres as an integral part of co-operative training, and it is in pursuance of this that, thanks largely to the efforts of Prof. Laidlaw and the good offices of the Canadian High Commission in India, 13 audio-visual education aid sets have been secured from Canada for the use of the Co-operative Training Centres. In addition, a jeep and a generator for each of the 13 Co-operative Training Centres are expected shortly. This equipment will be of use not merely for giving instructions to the trainees of the 13

higher training centres and 45 junior training schools, but will also be a powerful aid for spreading the co-operative idea among the masses.

For acquainting the staff of the training institutions with the use of the projectors, etc., the Central Committee is organising a course of about a week at Kotah in Rajasthan for the lecturers in the 13 higher co-operative training centres. This will be followed by a three weeks' intensive course in Extension Methods for the lecturers of the 45 junior officers' co-operative training schools. Prof. Laidlaw, who is due to leave India shortly to take up the position of National Secretary of the Co-operative Union of Canada, will give the finishing touches to his work here by initiating the staff of the training centres in the use of the audio-visual equipment and the adoption of Co-operative Extension Methods. The class at Kotah will also be addressed by other experts in different fields connected with Co-operation and rural development. The gift from the Canadian Government will thus be a prelude to the application of the new technique of Extension in the field of Co-operation.

## APPENDIX 46

*(Reference Note I relating to fifteenth Standing Sub-Committee Meeting)*

SPEECH BY MR. T. F. HARRIS, CANADIAN GOVERNMENT TRADE COMMISSIONER, BOMBAY, ON THE OCCASION OF THE PRESENTATION OF THE AUDIO-VISUAL EQUIPMENT TO SHRI V. L. MEHTA, CHAIRMAN, CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING, ON 21ST JANUARY 1958

Shri Mehta, Ladies and Gentlemen,

The equipment which we see here this afternoon comprises part of the equipment and material being supplied by the Government of Canada to India under what is officially known in Ottawa as Colombo Plan Project No. 70. This first shipment consists of thirteen 16 mm. sound film projectors, thirteen 35 mm. film strip projectors both complete with the necessary accessories and spare parts. Some \$25,000 worth of films, pamphlets and books are expected to arrive in a few months' time.

As we know, an important place has been assigned to the development of co-operative societies of all kinds under India's Second Five Year Plan. In particular it is hoped to develop marketing co-operatives and to expand the facilities for credit to farmers in order to increase food production.

As part of this development of the co-operative movement, an extensive plan of personnel training has been started under which it is hoped to train some 20,000 people for the management and promotion of co-operatives in India within the five-year period.

This programme of personnel training has, I believe, now been in operation for about two years. Various types of training centres have been set up throughout the country, under the Central Committee for Co-operative Training. There are 13 major training centres and about 45 subordinate schools now operating under the Plan. This Audio-Visual Equipment, as well as the films, pamphlets and books will be assigned to the 13 major training centres. That the equipment will prove invaluable both to the teachers and to the trainees in these centres, I have no doubt. Considering the purpose for which it is intended and anticipating the results, I am equally sure that this gift, although comparatively of minor importance in dollar value, will prove as beneficial to India as any yet made by Canada under the Colombo Plan.

I must say how sorry I am that Prof. A. F. Laidlaw is not here on this occasion since he was largely responsible for planning

these requirements. Before coming to India, Prof. Laidlaw was Associate Director of the Extension Department of St. Francis Xavier University of Antigonish, a lovely little town in Nova Scotia on Canada's east coast. St. Francis Xavier University has been a leading force in the co-operative movement since 1930 and is well known in many parts of the world for its work in developing better communities through adult education and co-operative societies.

Prof. Laidlaw was granted leave of absence by the University in October 1956 and was sent out to India as a Colombo Plan Consultant by the Technical Co-operation Service of the Colombo Plan Administration in Canada. During his time in India he has served in an advisory capacity with the Ministry of Agriculture and the Central Committee for Co-operative Training with his office in the Agricultural Credit Department of the Reserve Bank of India. He has visited most of the States, and has spent time at most, if not all, of the training centres throughout the country and has met and discussed problems with a considerable number of officials and others connected with co-operative societies. His observations on co-operative education and training and the advice and guidance contained in his reports will, I am sure, prove of great value to the Central Committee.

Prof. Laidlaw is presently attending the F.A.O. Co-operative Training Course at Sydney, Australia. He will return to India at the end of this month for a few weeks to attend a special training course at Kotah to initiate a number of people in the best use of this visual education equipment. I think the great job he has done in India is a credit to Canada and to his University and I wish him well in his new position of National Secretary of the Co-operative Union of Canada which he will take up on his return to Canada at the end of February.

Considering the enormous expansion now taking place in the co-operative movement in India, I can appreciate the importance of your training programme and I must congratulate you, Sir, and the members of your Committee on the breadth of vision which conceived your plans for co-operative training and on all that you have accomplished since the Committee began its work in 1953.

It gives me great pleasure, therefore, on behalf of the Government of Canada to present this equipment to you, Sir, and may it fulfil all your expectations.

## APPENDIX 47

*(Reference Note I relating to fifteenth Standing Sub-Committee Meeting)*

ADDRESS BY SHRI V. L. MEHTA, CHAIRMAN, CENTRAL COMMITTEE FOR CO-OPERATIVE TRAINING, ON THE OCCASION OF PRESENTING AUDIO-VISUAL EQUIPMENT BY SHRI T. F. HARRIS, CANADIAN GOVERNMENT TRADE COMMISSIONER, AT BOMBAY ON 21st JANUARY 1958

I consider it a privilege and a pleasure to be associated with a function which marks a step forward in the development of the relations of the Indian co-operative movement with Co-operation abroad. I cannot be too grateful to the authorities of the Reserve Bank of India and to the Union Ministry of Food and Agriculture for calling upon me to be the recipient of a gift from the Government of Canada.

It is only since the attainment of independence that India has been able to establish direct contacts with foreign countries, even those within the Commonwealth. It is only since then, practically, that in the field of Co-operation we have begun to send missions abroad and occasionally have had delegates visiting our country.

It is to two such delegations, one from Canada to India and the other from India to Canada, that we may trace the genesis of the gift of equipment for audio-visual instruction that takes place today. These delegations drew attention to the paramount importance of spreading the message of Co-operation throughout India in a manner which could attract and interest even those large numbers who were unable to read and write. For us co-operators, it is gratifying that those responsible for the execution of the Colombo Plan should have induced themselves to extend the benefit of that programme of mutual assistance to a sphere of our economic life which, in ordinary course, may not have claimed attention.

As an outcome of the exchange of visits of the two delegations we have enjoyed, during the last two years or so, the benefit of the services of Prof. A. F. Laidlaw of the St. Francis Xavier University, who has become associated with the educational work of the Agricultural Credit Department of the Reserve Bank of India. We miss Mr. Laidlaw's presence here but I would like the authorities of the Agricultural Credit Department to convey to him the warmest thanks of all those assembled here today for the part that he has played in securing the valuable gift for the Indian co-operative movement. That is only a part of the service he has been rendering in developing our system of co-operative training and education in our country.

It is but wholly appropriate that the Government of Canada should have chosen this somewhat neglected field, for aid under the Colombo Plan. Among the problems confronting the nation, the most outstanding to my mind is the strengthening of our agricultural economy with the twin object of securing greater production and thereby raising the living standard of those who constitute the large bulk of our population. That, as we have been reminded recently, is the foundation of our plans of economic development. The history of progress in predominantly agricultural countries conveys the lesson that for the achievement of lasting and substantial results and for the reduction of economic inequalities the most suitable line of action is to organise the agricultural population cooperatively. It is only on the basis of organised self-help backed by mutual aid that the farmer can be led on to better methods of production and be taught business habits.

But as experience not only in India, but in other countries as well, teaches us, it is easy to enunciate such a proposition and even to induce agriculturists to join co-operative societies. It is tremendously more difficult to keep alive their interest and enlist their participation in what is a common enterprise. To succeed in such a task calls for intensive educational effort. Co-operation is education applied to business, and hence every means has to be devised and sought to make the humblest of the members of our co-operative societies understand what Co-operation signifies and how his co-operative society should function with his active participation.

Among the methods now coming more and more in vogue in extending the benefit of attempts at popular education the most prominent is that of audio-visual instruction. I confess that I have no personal experience of the efficacy of this method. The use of equipment such as, in generous measure, we have received from the Government of Canada today, will certainly enable co-operative educational agencies to attract the rural population in large numbers. It may help in awakening their interest. What we shall need, however, is to carry conviction and, therefore, to secure active participation in day-to-day affairs. From my study of the working of co-operative institutions in some other parts of the world such as in the United Kingdom, I find that it is even there, with a highly literate population, the measure of success achieved in making the growing number of members active participants is not considerable.

It may be that in a predominantly consumers' movement, the scope for such participation—except by way of loyalty as customers—is not considerable. With us in India where the task is that of re-ordering our agricultural economy by intensive effort at

increased production, the need is more insistent. Even if the use of the educational equipment may not directly help us in securing that object, I am sure it will indicate the ways in which we may arouse the consciousness of the agriculturist for the effort that is needed.

In conclusion, as one connected with the central organisation set up jointly by the Union Government and the Reserve Bank of India for the development and extension of co-operative training and education, I should like, again, to convey through Mr. Harris our warmest thanks to the Government of Canada for the handsome aid they have extended to the co-operative movement. With this I would couple the assurance that we, on our part, shall put the aid to the best possible use and to bring home to the most disadvantaged sections of the community the social benefits that the co-operative movement confers.

## APPENDIX 48

(Reference Note V relating to fifteenth Standing Sub-Committee Meeting)

No. 6-19/56-Co-op. III

GOVERNMENT OF INDIA

MINISTRY OF FOOD AND AGRICULTURE

(DEPARTMENT OF AGRICULTURE)

NEW DELHI, the 2nd September, 1957.

From

Shri Charan Dass,

Under Secretary to the Government of India.

To

The Member-Secretary,  
Central Committee for Co-op. Training,  
Agricultural Credit Department,  
Reserve Bank of India,  
Bombay-1.

Sir,

Sub:—*Training in Co-operation of the Officers in the Administrative and State Services*

I am directed to refer to your letter No. ACD. TRG. 3629/TS. 3-57 dated the 21st August 1957, on the subject mentioned above and to say that the question of introducing a course of training in Co-operation in the syllabus of the Indian Administrative Service Training School and for the P.C.S. candidates in the States was taken up with the Ministry of Home Affairs. The syllabus of training at the Indian Administrative Service Training School is very much overcrowded and there is no possibility of adding any new subjects to it. However, the trainees are given a few general lectures on Co-operation by the lecturer who handles Economics classes and this is followed up by further detailed training in the States which includes inspection of a few co-operative societies, etc. Training on similar lines are also being given in the States wherever candidates are recruited directly as Deputy Collectors.

The Principal of the I.A.S. Training School was, however, addressed to arrange 8 to 10 lectures on Co-operation by the eminent experts on Co-operation for the benefit of the probationers. The Principal of the I.A.S. Training School accepted this

suggestion and accordingly lectures were delivered by (i) Shri S. T. Raja, (ii) Prof. D. G. Karve, (iii) J. C. Ryan, (iv) Shri M. P. Bhargava, etc., on various aspects of Co-operation, at the School.

Yours faithfully,

(Sd.) CHARAN DASS,

*Under Secretary to the Government of India.*

APPENDIX 49

(Reference Note VII relating to fifteenth Standing Sub-Committee Meeting)

TRAVELLING ALLOWANCE RULES OF THE VARIOUS STATE GOVERNMENTS

S. No.	State	Grade	Daily allowance		Railway fare	Road mileage	
			Ordinary	Special Bombay—Poona	Incidental charges		
1	2	3	4	5	6	7	8
			Rs. a.	Rs. a.			
1.	Bombay	<i>I Grade</i> Above Rs. 750	10 0	12 0	I Class	12 pies per mile	9 as. per mile
		<i>II Grade</i> Rs. 501 to 750	7 8	8 13	I Class	8 pies per mile.	7 as. per mile
		Rs. 301 to 500	5 10	6 10	II Class	Do.	Do.
		Upto Rs. 300	4 12	6 4	Do.	Do.	Do.
		Rs. 151 to 199	3 8	5 4	Do.	4 pies per mile	3½ as. per mile
2.	Madras	<i>III Grade</i> Above Rs. 750	7 8		I Class	½ Ist Class	9 Do.
		<i>IV Grade</i> Rs. 501 to 750	6 0		II Class	Daily allowance	9 Do.
		<i>V Grade</i> All Gazetted Servants	5 4		Do.	Do.	6 Do.
		<i>VI Grade</i> Non-gazetted exceeding Rs. 250	4 8		Intermediate Class	Do.	6 Do.
		<i>VII Grade</i> Exceeding Rs. 200 but less than Rs. 250	3 6		Do.		6 Do.
		<i>VIII Grade</i> Rs. 125-200	2 7		Do.		4½ Do.

S. No.	State	Grade	Daily allowance		Railway fare		Road mileage		
			Ordinary	Special Bombay—Poona	Incidental charges				
1	2	3	4	5	6	7	8		
3.	Andhra	III Grade	Rs. a.						
		Above Rs. 750 .. ..	7 8					9 as. per mile	
		IV Grade							
		Rs. 501 to 750 .. ..	6 0					9 Do.	
		V Grade							
		All Gazetted servants ..	5 4					6 Do.	
		VI Grade							
		Non-gazetted exceeding Rs. 250 .. ..	4 8			Not available.		6 Do.	
VII Grade									
Rs. 200 to 250 .. ..	3 6					6 Do.			
VIII Grade									
Rs. 125 to 200 .. ..	2 7					4½ Do.			
4.	Madhya Pradesh	I Grade	Rs. a. p.						
			0 4 0	for every Rs. 250 of actual pay or part thereof. Minimum Rs. 5 and maximum Rs. 7.	Not available	Own Car Ist or II <sup>nd</sup> Grade 9 As. per mile	Other means	0 2 6 per mile	
		II Grade	0 6 0	for every Rs. 25 of actual pay or part thereof. Minimum Rs. 3-8 and maximum Rs. 5.					
		III Grade	0 6 0	for every Rs. 25 of actual pay or part thereof. Minimum Rs. 1-8.		III Grade	0 2 6 per mile		
5.	Uttar Pradesh								
6.	Punjab	I Grade							
		Upto Rs. 1,000 .. ..	6 4 0			I Class	0 8 0	0 4 0	0 2 6
		II Grade		Re. 1 for every Rs. 100 or fraction thereof subject to a minimum of Rs. 3 and a maximum of Rs. 5.		II Class	0 6 0	0 4 0	0 2 0
		III Grade		Re. 1 for first Rs. 50 plus 0-8-0 for every additional Rs. 50 or fraction thereof.	Intermediate Class		0 2 6		

						By Bus			By cart or foot			Own car				
						Rs. a. p.	Rs. a. p.	Rs. a. p.	Rs. a. p.	Rs. a. p.	Rs. a. p.	Rs. a. p.	Rs. a. p.	Rs. a. p.		
7.	Orissa	I Grade														
			Upto Rs. 750	Rs. a. p. 5 0 0	D.A. in ordinary area	Rs. a. p. 6 10 8	D.A. in II Class agency	Rs. a. p. 7 8 0	D.A. in I Class agency	0 4 0	0 0 6 0	0 0 6 0	1st 800 miles	0 10 0	Next 400 miles and subsequent miles	0 8 0
			In special Grade Rs. 751 to 1,000	6 0 0		8 0 0		9 0 0	Not available					0 6 0		
		II Grade	Rs. 200 to 749	56 pies for every Rs. 25 or fraction thereof of pay subject to maximum of Rs. 4-10-8.	133½% of ordinary rate subject to a maximum of Rs. 5-13-4.	150% of ordinary rate subject to a maximum of Rs. 5-13-4.				0 2 8 0	0 4 0	0 4 0	1st 200 miles	0 8 0	next 600 miles and subsequent miles	0 6 0
														0 5 0		
8.	West Bengal	I Grade	Upto Rs. 750	6 4 0												
			Rs. 751 to 1,000	7 8 0					Not available			0 8 0	per mile	At full for first 50 miles and half rates in excess thereof.		
		II Grade	Rs. 150 to 750	0 3 0	annas for every Rs. 12-8-0 of pay or fraction thereof subject to a maximum of Rs. 6 and a minimum of Rs. 2-8-0 per day.							0 6 0				
9.	Bihar	I Grade	Pay exceeding Rs. 750	5-0-0 for first Rs. 750 per mile, Re. 1 for every additional Rs. 500 or fraction thereof subject to maximum of Rs. 10.					Not available							
			Pay not exceeding Rs. 750	5-0-0												
		II Grade		0-8-0 for every Rs. 50 or fraction thereof in case the pay exceeds Rs. 150 subject to a maximum of Rs. 5									By own car	1st 200 miles	0 10 0	By other means
														300 miles next...	0 8 0	
														subsequent miles	0 4 0	
10.	Rajasthan	First Class	Rs. 500 or above	5-8-0 upto pay Rs. 600 6-4-0 above Rs. 600 7-8-0 above Rs. 750-1,000.					I Class				½ First Class	0 6 0	per mile	
		Second Class	Rs. 150 or above	0-3-0 for every Rs. 12-8-0 or fraction thereof subject to a maximum of Rs. 5 (special rates are provided for expensive localities)					II Class				½ Second Class	0 5 0	per mile	

## APPENDIX 50

(Reference Note VII relating to Fifteenth Standing Sub-Committee Meeting)

STATEMENT SHOWING THE TRAVELLING ALLOWANCE BILL ACCORDING TO GOVERNMENT T.A. RULES IN FORCE IN EACH STATE FOR THE PRINCIPAL AND LECTURER FOR A TOUR OF THE FOLLOWING KIND—NUMBER OF DAYS ON TOUR 10—JOURNEY 250 MILES BY RAIL INVOLVING ONE DAY—INCIDENTAL CHARGES—8 PIES PER MILE

	Principal (Rs. 750).			Lecturer (Rs. 350).		
	D.A.	Incidental charges	Total	D.A.	Incidental charges	Total
	Rs. a.	Rs. a.	Rs. a.	Rs. a.	Rs. a.	Rs. a.
1. <i>As per Central Committee Rules</i> .. .. .	60 0	..	60 0	40 0	..	40 0
2. <i>As per State Government Rules</i>						
Bombay .. .. .	90 0	10 7	100 7	50 10	10 7	61 1
Madras .. .. .	67 8	10 7	77 15	47 4	10 7	57 11
Andhra Pradesh .. .. .	67 8	10 7	77 15	47 4	10 7	57 11
Madhya Pradesh .. .. .	63 0	10 7	73 7	45 0	10 7	55 7
Punjab .. .. .	56 4	10 7	66 11	36 0	10 7	46 7
Orissa .. .. .	54 0	10 7	64 7	37 2	10 7	47 9
West Bengal .. .. .	67 8	10 7	77 15	47 4	10 7	57 11
Bihar .. .. .	45 0	10 7	55 7	31 8	10 7	41 15
Rajasthan .. .. .	67 8	10 7	77 15	45 0	10 7	55 7

Bombay State Rules allow incidental charges at 8 pies per mile. Punjab and Orissa centres have also claimed this rate in the T.A. bills submitted by them, and hence incidental charges are calculated at uniform rate of 8 pies per mile. for all the States.

APPENDIX 51

(Reference Note VII relating to Fifteenth Standing Sub-Committee Meeting)

RATES OF T.A. GIVEN IN THE POONA COLLEGE AND NEW RATES ASKED FOR BY THEM

Grade as per Bombay Government Rules	Railway fare	Railway mileage (incidentals)	Road mileage	Daily allowance		Rates as proposed by the Principal	Daily allowance		Railway fare	Incidental
				At Bombay, Poona and Ahmedabad	Usual rates		Bombay, Poona and Ahmedabad	Usual rates		
<i>Grade I</i> Pay Rs. 751 and above	Single I class railway fare	12 pies per mile	8 as. per mile.	Rs. a. 12 0	Rs. a. 10 0	Class I	Rs. a. 8 13	Rs. a. 7 8	I class	8 pies per mile.
<i>Grade II</i> (i) Pay above Rs. 500 (ii) Pay above Rs. 300 upto Rs. 500 (iii) Pay upto Rs. 300	Do.	8 pies per mile.	6 as. per mile.	8 13	7 8		Class II (a)	6 10	5 10	Do.
<i>Grade III</i> Pay of Rs. 151 to Rs. 199	Single II class railway fare	8 pies per mile.	Do.	6 10	5 10	Class II (b)		6 4	4 12	Do.
				6 4	4 12					
				5 4	3 8	Class III Pay Rs. 101 to Rs. 150	3 14	3 1	II class	Do
						Class IV pay Rs. 55 to Rs. 100	2 8	2 0	III class	4 pies per mile.
						Class V pay Rs. 25 to Rs. 54	1 8	1 0	Do.	Do.

## APPENDIX 52

(Reference Note V relating to Sixteenth Standing Sub-Committee Meeting)

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 the finance in co-operative enterprises.*

*Insurance and control of business risks.*

*Production problems for industrial and processing societies*—choosing of raw materials, tools and processes—standardisation 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—organisation 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 53*

*(Reference Note V relating to sixteenth Standing Sub-Committee Meeting)*

## TOPICS FOR SEMINAR

1. Forms of business organisations.
2. Financing of industrial and business enterprises.
3. Production techniques—Rationalisation—combination.
4. Procurement policies.
5. Costing and pricing.
6. Sales promotion.
7. Transportation.
8. Storage problems.
9. Personnel and administration of business enterprises.
10. Labour-Management problems.
11. State policy in relation to industry and business.
12. Specialised agencies in capital and investment market.
13. Industrial Co-operatives—sugar factories, spinning mills, etc.—special problems.
14. Co-operatives in retail business.

# **I N D E X**

[ Volumes I to V ]

*Note :* Roman figures I, II, III, IV and V indicate the volume numbers of the publications relating to the Notes and Proceedings of the First, Second, Third, Fourth and Fifth Meetings respectively of the Central Committee for Co-operative Training.

Numerals following the Roman figures relate to the page numbers of the respective volume.

- Accounts of the training centres, audit of, III 37, V 79-80, 85-86.
- Agenda, Central Committee Meeting, First I 5, Second II 5, Third III xiii, Fourth IV ix, Fifth V xi; Standing Sub-Committee Meeting, First II 11, Second II 37, Third III 29, Fourth III 41, Fifth III 66, Seventh III 102, Eighth III 147, Ninth III 198, Tenth IV 25, Eleventh IV 55, Twelfth IV 114, Thirteenth V 47, Fourteenth V 87, Fifteenth V 138, Sixteenth V 181.
- All-India Co-operative Union V 42-43; see also non-official personnel.
- Andhra Pradesh, see training facilities.
- Assam, see training facilities.
- Audio-visual equipment, see teaching aids.
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