

**NATIONAL COOPERATIVE DEVELOPMENT CORPORATION  
LINAC, GURUGRAM**

No. NCDC: IC/2-3/22-ICA

Dated: 05 Aug, 2022

**Minutes of the 2<sup>nd</sup> Meeting of the Advisory Body for Sahakar Pragya Centre on Good Practices**

1. The 2<sup>nd</sup> meeting of the Advisory Body for Sahakar Pragya Centre on Good Practices (SPCGP) was held under Chairmanship of Shri J. P. Meena, Former Secretary to the Govt. of India (GoI), on 14 July 2022 (Thursday) at 11.30 A.M. in ICA-AP Office, New Delhi. List of the participants is at **Annexure I**. The Chair acknowledged leave of absence to members who could not attend.
2. At the outset, Shri J. P. Meena, welcomed the members present to the 2<sup>nd</sup> Advisory Body meeting to discuss agenda items including the progress of action taken on the recommendations of the last meeting. Thereafter agenda items were taken up for discussion.
3. Lt. Col. (Dr.) Baljit Singh, Chief Director, LINAC greeted all the participants in the meeting and informed that no observations or comments were received on the minutes of the previous meeting. He then presented on the role of the Centre. After detail discussion, the Advisory Body approved the role of the SPCGP with minor changes as attached at **Annexure II**.
4. Shri Mohit Dave, Programme Manager, ICA-AP made a presentation on the Action Taken Report on the Short-term and Mid/ Long-term recommendations made by the Advisory Body in its first meeting in February, 2022. The Advisory Body reviewed action taken and made observations/ suggestions as given in the table below:

**Short-term:**

<b>Decisions - 1<sup>st</sup> meeting of Advisory Body</b>	<b>Action Reported</b>	<b>Direction by Advisory Body</b>
i. ICA-AP may complete internal discussions and inform the type of resources ICA can dedicate or contribute to the Centre.	Pending – however nodal officer has been assigned.	ICA-AP to take decision on the type of resources which can be dedicated or provide to the centre. Further planning of the scope and functions of this partnered knowledge centre will depend on resource availability.

<p>ii. ICA-AP to assign a nodal officer to engage with the coordinating officer assigned by LINAC. Initially, both can undertake fortnightly meetings to synchronize the pre-launch activities of the SPCGP. This schedule can subsequently be revised in consultation with heads of both organisations.</p>	<p>Shri Mohit Dave, Head of Partnerships and Resource Mobilization, ICA-AP has been dedicated as a resource to the Centre as of date.</p> <p>Shri Mohit Dave, Head of Partnerships and Resource Mobilization, suggested holding monthly meetings instead of fortnightly, as there is not much to discuss at present.</p>	<p>If the pre-launch activities of SPGCP have progressed to the satisfaction, the heads of both organisations may decide to revise the interaction between nodal officers to monthly schedule.</p>
<p>iii. LINAC to complete the process to engage some experienced researchers for the SPCGP. These experts will be required to review and research the good practices of cooperatives governance, to document, revalidate and disseminate the findings for benefit of the cooperative sector. The hiring of manpower can be staggered to suit available resources and actual needs.</p>	<p>LINAC has engaged Smt. Taranjit Kaur for the Centre. More researchers will be engaged as and when the need arises.</p>	<p>Further progress in the additional need-based hiring may be made after finalizing the work load and contributions from LINAC and ICA-AP.</p>
<p>iv. The Role of Centre can be adopted from what is outlined in the Chintan Shibir document.</p>	<p>LINAC has prepared draft Role of Centre which is ready to be discussed after the presentation.</p>	<p>Role of Centre has been finalized. However, to keep the SPCGP dynamic, this may be updated after a year.</p>
<p>v. ICA-AP will assist the Centre in identifying and undertaking research on good practices in cooperative governance abroad.</p>	<p>ICA-AP to comment</p>	<p>ICAP-AP may initiate action on this decision keeping in view the resources availability..</p>

<p>vi. The Centre will focus on five areas initially, viz (i) Fisheries; (ii) Rural Credit and Insurance; (iii) Women in Cooperatives; (iv) Skill Development &amp; Technology; (v) Climate Change &amp; Cooperatives</p>	<p>LINAC has prepared draft Concept Notes and Questionnaires on these 5 sectors and the same have been shared with the following Sr. Advisors / Advisor and RCS and all national federations for their valuable inputs:-</p> <p>a) Fisheries:- Dr. Rajeev Ranjan , Sr. Advisor, NCDC</p> <p>b) Rural Credit and Insurance:- Sh. J.P. Meena Sr. Advisor , NCDC</p> <p>c) Women in Cooperatives:- Smt. Rinu Ghosh, Honorary Advisor , NCDC</p> <p>d) Skill Development &amp; Technology:- Sh. J.P. Meena, Sr. Advisor , NCDC</p> <p>e) Climate Change &amp; Cooperatives:- Amb. Anil Trigunayat, Sr. Advisor, NCDC</p>	<p>The Concept Notes in current format are observed to be a broad status report of each sector. They should include an action plan on how the Centre intends to contribute to mitigate the challenges listed in each sector and provide an outline of the way forward to be adopted by the Centre.</p> <p>The Concept Notes may be modified accordingly;</p>
<p>vii. The sourcing and review of available data on good practices to be commenced as soon as experts are appointed, who can initially prioritise the suggested five areas.</p>	<p>LINAC has selected subject domain experts which are listed in Section (vi) above.</p>	<p>The sourcing and review of available data on good practices may be commenced based on the resource available.</p>
<p>viii. The Centre may have its webpage on NCDC main website where suitable knowledge dissemination to the cooperatives and other stakeholders can be done.</p>	<p>LINAC has prepared draft contents of the SPCGP webpage which will be shown after the presentation.</p>	<p>The layout and design of the landing webpage of SPCGP may be developed keeping the information concise and relevant, with links to the other content providers. Thereafter, the SPCGP page may be launched at the earliest.</p>
<p>ix. An initial budgetary allocation for the SPCGP may be decided by both partnering organisations.</p>	<p>Pending</p>	<p>The tentative budgetary allocation for the Centre may be indicated by both the partner organisations and based on that an annual action plan may be developed.</p>

x. An annual action plan be prepared.	Pending	An annual action plan needs to be prepared and action initiated. The progress may be shared in next Advisory Body meeting
xi. It was decided that meetings of the Advisory Body may be held on quarterly basis.	Complied	-

**Mid / Long-term:**

<b>Decisions - 1<sup>st</sup> meeting of Advisory Body</b>	<b>Action Reported</b>	<b>Comments of Advisory Body</b>
i. A feedback system to regularly review impact can be developed. Learning's from the research on good practices can be incorporated in ongoing training and capacity building programmes of LINAC.	To be discussed after 9 months of operations	The progress may be apprised in the next meeting.
ii. Translation of researched compilations into regional languages be planned and resources be identified for the same.	System mechanism for translation into regional language is in place.	Noted.
iii. Undertake first-hand research of cooperatives and expand into other topics besides initial five areas. This can cover various upcoming and ignored sectors that can benefit from co-operative movement, as may be permitted after the initial operations of the centre get streamlined	Initially focusing on review of existing data in identified priority areas. To be considered in long term after 18 months of operations.	Noted. The further progress may be reviewed in the next meeting.
iv. Besides online repository (website), other modes of outreach, such as, publications, debates, people exchange, etc. can be taken up with purpose to revitalise the co-operative movement. Social media interactions and portal for uploading films/success stories of cooperatives can be considered.	ICA-AP to propose the plan.	Progress may be apprised in the next meeting.

<p>v. The partnering organisations may consider to enhance the staff or empanel external researchers to strengthen the SPCGP and to accordingly scale up its operational capabilities.</p>	<p>LINAC has commenced interactions with state universities and national federations to do the needful.</p>	<p>Good practices have to be hands-on with tangible outcomes such as improving productivity at various levels. Both organisations may review their existing MoUs to assess possible knowledge partners that have a productivity bias and greater understanding of Good practices in operations, policy making, energy efficiency, social impact, etc. Existing MoU with National Productivity Council may be leveraged to invite them as a knowledge partner.</p>
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5. Key decisions in this meeting:

A. The incomplete action on previous decisions may be completed early.

- a) Scope of ICA contributions to Centre may be informed.
- b) The sector specific Concept notes to be revised to reflect the related way forward specific to the SPCGP. ICA-AP team may also circulate internally and invite inputs on concept notes.
- c) The initial review of established reports/case studies of activities undertaken by cooperatives or related stakeholders may be commenced.
- d) Webpage of SPCGP may be finalised and launched, providing role of the centre, its activities to date and other content as and when made available.
- e) A budgetary allocation and annual action to be prepared to initiate other actions.

B. Other recommendations of Advisory Board:

- a) As stated under role of SPCGP, the development of a standardised format for good practices can be initiated in-house or with identified knowledge partners.
- b) Good practices are typically centred around a related activity, akin to guidelines or SOPs but which include explanatory content that provides relevant reasoning of a positive outcome. Care must be taken that the good practices being disseminated are not academic but are actually implemented for pragmatic outcomes. Improvements in productivity, resource-use efficiency, safety and social impact are among some of the key outcomes.
- c) The selection of resources and knowledge partners should be driven by above perspective. Both parent organisations of SPCGP may leverage existing MoUs with other organisations having established expertise in such areas, to consider inviting them as knowledge partners of the SPCGP. LINAC can commence interaction with the National Productivity Council to consider their participation as a knowledge partner. Similarly, other centres of excellence can be explored for the purpose.

- d) Within the 5 priority sectors, there are certain activities such as governance, inclusion, asset management, accounting, computerisation, etc, which can be short-listed to commence documenting the good practices being implemented.
- e) The sector specific concept notes, after suitable revisions, may be approved by the organisation heads and put up on the SPCGP website.

6. The meeting ended with a vote of thanks to the Chair.



Lt. Col. (Dr.) Baljit Singh  
Chief Director, LINAC

**Circulation:** All Advisory Body members and participants

**Participants in the 2<sup>nd</sup> meeting of the Advisory Body for SPCGP**

1. Shri J. P. Meena, Former Secretary MoFPI (*Chairperson*)
2. Shri Balasubramanian Iyer, Regional Director, ICA-AP (*member*)
3. Capt./ Prof. Pawanexh Kohli, Former CEO NCCD / ex-Chief Advisor, DAC&FW, Gol (*member*)
4. Dr. Bijayani Mishra, Assistant Professor, Dept of Sociology, Maitreyi College, Delhi University (*member*)
5. Lt. Col. (Dr) Baljit Singh, Chief Director, LINAC (*convener*)
6. Shri Mohit Dave, Head – Partnership and Resource Mobilisation, ICA-AP
7. Shri Neeshank Mahajan, PO, LINAC
8. Smt. Taranjit Kaur, Office Assistant, LINAC

## Role of Sahakar Pragya Centre on Good Practices

### INTRODUCTION

The **Sahakar Pragya Centre on Good Practices (SPCGP)** is a knowledge centre that is dedicated to sharing good practices deployed across various activities and sectors in the cooperative ecosystem. Earlier, with reference to strengthening of the cooperative movement in India, the Ministry of Cooperation had highlighted the need to establish a knowledge exchange platform that disseminates good practices and successful models of various cooperative ventures across the world. For this purpose, it also urged cooperation between the International Cooperative Alliance (ICA) and LINAC, NCDC Accordingly, a CHINTAN SHIBIR – Brainstorming Session was organised on 17<sup>th</sup> Nov., 2021, which resulted in establishing the SPCGP as a knowledge centre to document and disseminate the various good practices deployed in cooperative ventures, across multiple sectors and domains.

Subsequently, LINAC and ICA-AP formally entered an MoU for technical collaboration with the agenda of combining their resources for the advancement of research, study, documentation and training for the development of cooperative sector. The SPCGP is housed at LINAC, Plot 89, Sector-18, Gurugram, Haryana 122015 and is in its first year of operations.

### **Role of SPCGP –**

The role of centre is conceived to fulfil the following: -

1. Collate, Review and Establish a library of Good Practices in Cooperatives ecosystem in partnership with ICA-AP.
2. Develop a Repository Portal and Exchange Platform for the dissemination of Good Practices across Cooperative enterprises

The following activities are undertaken by the Centre:-

- A. Standardisation of the Collection Process and the Repository of Information/ Data**
- B. Collate and Evaluate Best Practices**
- C. Identified Target Audience**
- D. Dissemination of Good Practices**

#### **A. Standardisation of the Collection Process and the Repository of Information/ Data**

- a. Information will be reviewed for specific facets relating to good practices deployed in cooperatives and cooperative development activities. Sourcing of reports/case studies will be with support of ICA-AP at international level and domestic institutions. Information will be sourced from validated sources, i.e., government papers, academic reports, or directly from cooperatives and associated stakeholders.
- b. Existing research on cooperatives - historical publications, evaluation reports, and academic assessments can be exhaustive, dissimilar or cursory in regards to Good Practices. Subject specific good practices will be extracted and compiled into a standard flow so that Good Practices are informed, the impacts are discussed and scope of adoption and adaption are explained.



- c. A standard template for good practices on selected topics will need to be developed through knowledge partners, international and domestic.
- d. In longer term, the SPCGP can undertake first-hand research on standardised lines, to explore and capture various types of good practices. The repository will also be translated into selected languages – which can be expanded depending on demand.

#### **B. Collate and Evaluate Best Practices**

- a. Review existing Case studies of cooperatives
- b. Conduct first hand research on Good Practices adopted in these case studies
- c. Compilation of various Good Practices – operations, policy, business models and innovation that promote the cooperative principles and provide sustainability (economic and/or environmental) etc.

It is proposed that following be too considered when evaluating and selecting a set of good practices:

- Practices that encourage adoption of innovative technologies and business models.
- Practices that helped overcome major challenges – human, legal, financial, disasters, etc.
- Practices that resulted in sustainable forward and backward linkages.
- Practices that brought promoted operational diversification and financial scope.
- Practices that hastened financial growth
- Practices that promoted cooperative-cooperative collaboration
- Practices that disrupted power equations and gender disparities.
- Practices that encouraged sustainable practices, waste-to-wealth and/or reduced carbon footprint
- Practices that improved governance within cooperatives and policies for cooperatives.
- Practices that enhanced exposure and knowledge exchange.
- Practices that encourage digitalisation of functions and operations.
- Practices that aided in expanding member-base of cooperatives.

#### **C. Identified Target Audience**

- a. National Consumption by stakeholders
- b. International Consumption through ICA-AP

#### **D. Dissemination of Good Practices**

- a. Virtual: website as knowledge portal
- b. Physical: Conferences, study tours, people exchange
- c. Hybrid: Workshops, interactive training at LINAC