

Report on
**CHINTAN
SHIBIR**



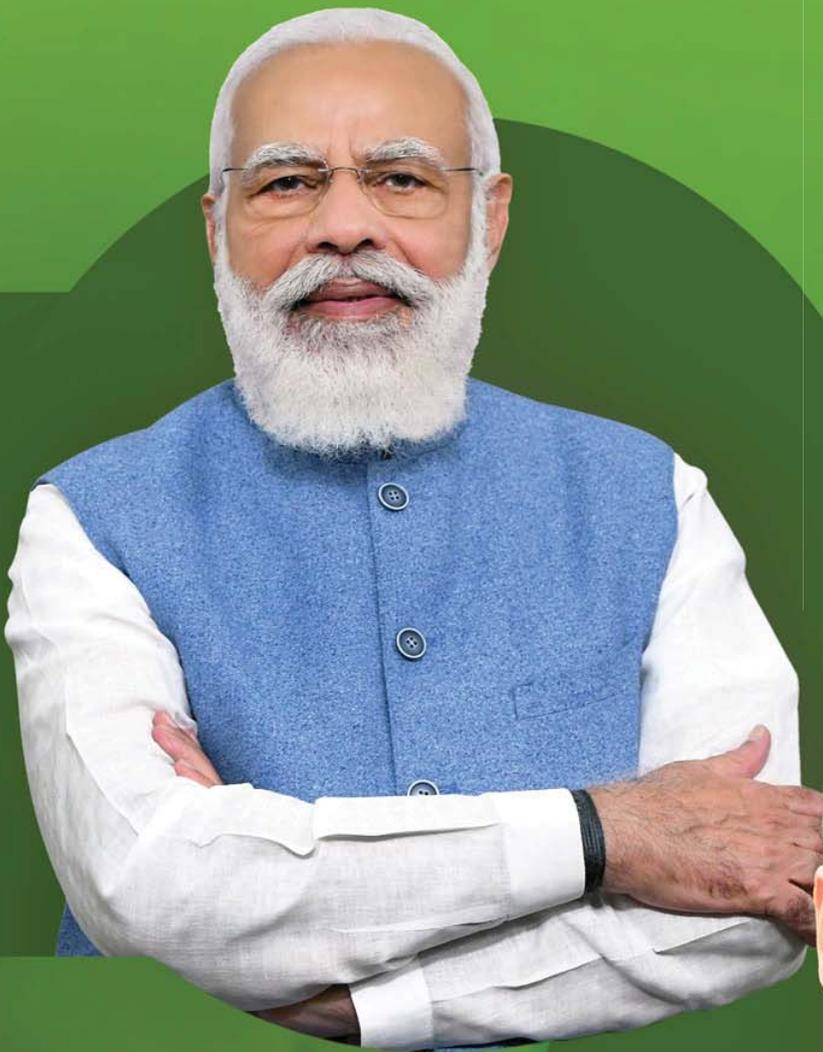
**BRAIN STORMING
SESSION ON INTERNATIONAL
GOOD PRACTICES PLATFORM
FOR COOPERATIVES**

Held on 17 November 2021 at
LINAC Campus, Gurugram, India



Organized by:

**Laxmanrao Inamdar National Academy for
Cooperative Research & Development (LINAC), NCDC
&
International Cooperative Alliance, Asia Pacific (ICAAP)**



International
Co-operative
Alliance
Asia and Pacific



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REPORT on

CHINTAN SHIBIR SAHAKAR PRAGYA

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FOREWORD

Drawing inspiration from address by Hon'ble **Union Home and Cooperation Minister, Shri Amit Shah Ji** on 25 September 2021 at National Cooperative Conference in New Delhi, NCDC conceived the idea of organizing a **Chintan Shibir** on an International Good Practices Platform for Cooperatives. Mr Ariel Guarco, president of the International Cooperative Alliance visited NCDC head office in New Delhi and mentioned that to translate the idea of the Union Home and Cooperation Minister into reality, ICA would be willing to work with NCDC (an associate member of ICA) through its Asia Pacific regional office (ICAAP). NCDC has identified the Laxmanrao Inamdar National Academy for Cooperative Research & Development (LINAC) as the nodal point for collaboration with ICAAP. As a unit of NCDC, LINAC, along with its 18 regional training centres spread across the country, are fully funded by NCDC out of NCDC's own resources.

आ नो भद्राः क्रतवो यन्तु विद्महे- '*Aano bhadra krtavo yantu vishwatah*' (meaning: let noble thoughts come to us from all directions) is a Vedic mantra (Rig Veda 1.89.1) which captures the essence of learning. With this spirit as essence, a Chintan Shibir, that is, a brain storming session, on international good practices platform for cooperatives as part of SAHAKAR PRAGYA mission mode activities funded by NCDC, was held on 17 November 2021 at Gurugram, India campus of LINAC. ICAAP was a partner in organizing the brain storming session. Stakeholders from all the States and UTs of India and also relevant central government ministries and institutions were invited to attend the session in Gurugram. Those who could not attend physically, joined virtually.

The cooperative sector enterprises have a major role in India becoming a 5-trillion US\$ economy. The first cooperation minister of India, Shri Amit Shah Ji has outlined steps to strengthen the cooperative movement. He has laid great emphasis on empowering the members of cooperative societies at grassroots levels.

Good practices of Indian cooperatives need to be shared globally. Good practices adopted by cooperatives outside India need to be studied, documented and transmitted. NCDC-LINAC with its wide international collaborative interfaces including the ICA, can play a role assigned to it by the Government with adequate funding by the Government or other sources. For the present, based on the outcome of the Chintan Shibir, NCDC would be willing to fund setting up of a unit in LINAC, "**Sahakar Pragya Centre on Good Practices**" so as to translate the ideas of Hon'ble Minister into reality.

The Chintan Shibir, as the report would indicate, dwelt upon wide range of issues articulated by prominent professionals. We are thankful to the Ministry of Cooperation, the State Governments, the UT Administrations, Cooperative Societies from all the three tiers, the ICA-AP, the Sahakar Bharati, the President NCUI, the Chairman IFFCO, Spl Secretary DARPG, other resource persons from the Central Government, Indian and international organisations, various stakeholders and cooperators for their active participation and valuable contribution.

I also appreciate the assistance of Dr KT Chhaneshappa, Ms Malathi Sarin and Ms Adyasa Ananya in putting together this report. LINAC and ICA-AP and the relevant divisions of NCDC deserve thanks for making the Chintan Shibir a success.

Date: 27 December 2021

Sundeep Kumar Nayak
Managing Director, NCDC

EXECUTIVE SUMMARY

“Chintan Shibir” - International Good Practices Platform for Cooperatives’ emanated from an idea put forth by the Hon’ble Union Minister, Shri Amit Shah Ji, at the National Cooperative Conference held on the 25 of September 2021 at New Delhi. The first Brain Storming session was funded by the **National Cooperative Development Corporation (NCDC)**. It was organised by **Laxmanrao Inamdar National Academy for Cooperative Research & Development (LINAC)** jointly with **International Cooperative Alliance (ICA)-Asia Pacific** at the on 17 November 2021 at LINAC campus, Gurugram, Haryana to explore technologies, best practices, and pressing issues throughout the cooperative sector.

Chintan Shibir was held in hybrid mode (in-person at LINAC, Gurugram, Haryana and on digital platform). A concept paper outlining the background, aim and objectives, and expectation of the participants had been circulated to all the invitees. Participants were from the Ministry of Cooperation, the State Governments, the UT Administrations, Cooperative Societies from all the three tiers, the ICA-AP, the Sahakar Bharati, the President NCUI, the Chairman IFFCO, Spl Secretary DARPG, other resource persons from the Central Government, Indian and international organisations, various stakeholders and cooperators including key persons from NCDC and ICA-AP.

Participants deliberated upon specific options and frameworks which can contribute towards delivering on the ground at LINAC, ‘Sahakar Prgya- Good Practices Platform for Cooperatives’. Specific recommendations are summed up as follows:

- i. Good practices of Indian cooperatives need to be shared globally.
- ii. Good practices adopted by cooperatives outside India need to be studied, documented and transmitted by a unit in LINAC, “Sahakar Prgya Centre on Good Practices,” initially funded as pilot basis by NCDC.
- iii. LINAC and ICA-AP may enter into an MoU.
- iv. LINAC with its wide international collaborative interfaces including the ICA, can play a role assigned to it by the Government with adequate funding by the Government or other sources.
- v. Operational mechanisms for LINAC-ICA AP joint effort.
- vi. Access to physical and online resources at LINAC unit. Scope of this repository in terms of countries / regions and sectors to be covered.
- vii. Mechanism to identify / select Indian and international cooperatives for understanding their best practices.
- viii. Methodologies to assist cooperatives in up-scaling or replicating good practices of Indian cooperatives abroad and of international cooperatives in Indian context.

- ix. Initial focus at LINAC on good practices of cooperatives related to rural credit, technology, value chains, youth, women, fishery, dairy, livestock, inputs, and cooperatives with small scale operations.
- x. Development of model templates for experiential learning and adoption of good practices.
- xi. Development of knowledge sharing platform with the objective of empowering and strengthening cooperative business operations.
- xii. Sahakar Pragya Centre on Good Practices may take up research on cooperatives. Empanelment of researchers can be considered.
- xiii. Sources of good practices could be: (a) Existing publications or reports cooperatives; (b) Cooperatives that are performing well; (c) Cooperatives with innovations; (d) Cooperatives with robust forward and backward linkages; (e) Cooperatives with diversified businesses; (f) Lessons from failures; (g) Cooperatives in achieving gender justice and equity; (g) Cooperatives aiming at inter-generational equity; (h) Cooperatives that have preserved and promoted Indian values; (i) Cooperatives that have promoted environmental sustainability and climate responsive growth; (j) As may be decided from time to time.
- xiv. Advisory mechanism on governance of the NCDC funded Sahakar Pragya Centre on Good Practices in LINAC.



With the inputs from the participants, Managing Director, NCDC summed up the proceedings of the Chintan Shibir and stated that to take the matter to the next level, active participation and support of all stakeholders would be required. He stated that as a first step, as articulated by Hon'ble Union Home and Cooperation Minister, LINAC and ICA-AP would enter into an Memorandum of Understanding to promote good practices of cooperatives. NCDC funded Sahakar Pragya Centre on Good Practices would be set up in LINAC. The Ministry of Cooperation may carry forward by allocation of resources. may prepare comprehensive plan for implementation of 'Sahakar Pragya- the Good Practices Platform for Cooperatives.'

PROCEEDINGS OF THE CHINTAN SHIBIR, BRAIN STORMING SESSION ON INTERNATIONAL GOOD PRACTICES PLATFORM FOR COOPERATIVES

A. Background

Shri Amit Shah Ji, Hon'ble Minister of Cooperation, Government of India, while addressing leaders from cooperatives at National cooperative Conference held on 25th September 2021 at New Delhi, urged the International Cooperative Alliance (ICA) to set up or collaborate with an Indian institution for establishing a knowledge exchange platform that documents and disseminates the best practices and successful models of various cooperative ventures from across the world. The Laxmanrao Inamdar National Academy for Cooperative Research and Development (LINAC) of the National Cooperative Development Corporation (NCDC), was thereafter identified by the Ministry of Cooperation, Government of India as the Indian nodal agency to collaborate with ICA and prepare a roadmap for platform.

The CHINTAN SHIBIR on 'International Good Practices Platform for Cooperatives', coined as "Sahakar Pragya" was organised by the **National Cooperative Development Corporation (NCDC)** at the **Laxmanrao Inamdar National Academy for Cooperative Research & Development (LINAC)** on 17 November 2021 at LINAC campus, Gurugram, Haryana to explore technologies, best practices, and pressing issues throughout the cooperative sector.



B. The Cooperative Sector

The cooperative movement is evident across the world and in India it is the largest, with more than 8.50 lakh societies with a membership of about 290 million and a geographical cover that encompasses almost 98% of rural India. Cooperatives are key actors in various sectors, such as fertilizer distribution, sugar production, wheat procurement, paddy procurement, milk marketing, fisheries, etc. Rural cooperative societies are also entering into sectors like real estate, housing, power, insurance, healthcare and tourism. Besides agricultural credit, the roles fulfilled by cooperatives extend to business operations, supply chain, value addition, training and more.

Cooperatives offer tremendous opportunities in solving the problem of unemployment and wealth creation. Inherently, the cooperative model has the advantage of being 'inclusive' in impact, touching both the economic and social welfare of marginalised sections of the society. The Cooperative values deliver opportunities for up-scaling and enabling activities that result in better livelihood opportunities and dignified empowerment.

The Cooperative Sector

Globally, in some regions, the cooperative sector is regarded as less efficient, mainly due to sluggish decision-making process emanating from collective management, a lack of business management skills including marketing strategy, insufficient application of technologies, etc. However, these perceived challenges could be addressed by way of structured sharing of best practices

and successful models, which are also seen in cooperatives across the world. The aforesaid concerns can vary as they are impacted by local, regional and national conditions. For example, the Indian Cooperative sector is beset by challenges, such as;

- a) Non-uniform cooperative legislations;
- b) Insufficient recognition of cooperatives as economic institutions among policy makers and public;
- c) Associated lack of development resources;
- d) Political interference;
- e) Improper application of credit resulting in loan defaults that limit the recycling of credit;
- f) Negligence towards diversification/non-credit aspects;
- g) Inadequacy of appropriately trained personnel; and
- h) Deficiency in inducting modern technologies.

However, despite such shortfalls, the services rendered by cooperatives to its members have contributed to their economic (optimal value for products and lower prices for inputs) and welfare (health, education, community care) status, which keeps the cooperative movement active and vigorous.

Many of the challenges that constrain the cooperative movement from achieving its full potential can be mitigated through a suitable exchange of knowledge and learning among cooperatives. This knowledge is available at global level and will be cross sectoral and extensive in nature. Such cross-pollination of best practices among cooperatives is also expected to foster much needed and more relevant actions among cooperatives, at various levels. With this in mind, the need arises to identify and implement the exchange of Good Practices among cooperatives across the world, so that the organisations can easily review and suitably adapt them for their circumstances and operations.

C. "SAHAKAR PRAGYA" – The International Good Practices Platform For Cooperatives

Fundamentally at the global level, 'Best Practices' refer to certain frameworks, policies, methods, techniques, mechanisms and practices that have been tested and found to be result oriented. Such validated practices, that have worked to produce the desired results, can serve as an example and template for others to adapt and follow. Essentially, best practices are the most optimal ways with which one executes and targets specific tasks that are taken up.

The International Good Practices Platform for Cooperatives coined as “SAHAKAR PRAGYA” by NCDC-LINAC, aims to empower cooperatives with access to a repository of the best practices adopted by various cooperative organizations internationally. The platform will ease the mutual sharing of knowledge and also help new cooperatives, involving youth and women in particular, to benefit from understanding the opportunities and scope of the cooperative sector.

The knowledge exchange would also assist in understanding and infusing 21st century technological aids, which can lead to a quantum jump in efficiency and productivity of the cooperatives and consequently in the value and supply chain across sectors.

D. Objectives Of Chintan Shibir

The objectives of this brainstorming session were to:

- a) Develop Repository Portal of Good Practices / Online Knowledge Store of the successful practices and models that have a proven track record in different parts of the world.
Recommend models and practices that are proposed by multilateral bodies like the ICA, FAO,
- b) NEDAC, World Bank, UNDP, ILO, UNESCAP, OECD etc., and by other organizations including academia, that can also be hosted.
- c) Policy and regulatory support for cooperatives, such as those in India, and other suitable exemplifiers such as the Administrative Reforms, Public Grievance mechanism, as well from service delivery sector (like passports and consular services) be considered to provide fundamental good practices templates.
- d) The success stories of various Cooperatives around the globe and insights on how those can be replicated other regions and context can also be hosted on the platform. Knowledge management and communication methodology will be key to the success of such a platform.
- e) Develop a mechanism for impact analysis through an ongoing monitoring and evaluation at regular periods after introduction of the proposed platform.

E. Outline Of Chintan Shibir And Participation

Chintan Shibir was held in hybrid mode (in-person at LINAC, Gurugram, Haryana and on digital platform) and the detailed programme schedule is at **Annex-I**. A concept paper outlining the background, aim and objectives, and expectation of the participants was circulated to all the participants. The participants were leaders in the cooperative sector, representatives from national and international level organisations including key persons from NCDC and ICA-AP. The details of speakers and participants are at **Annex-II**.

F. Address By Key Speakers

WELCOME ADDRESS

On behalf of Laxmanrao Inamdar National Academy for Cooperative Research and Development (LINAC) and NCDC, Lt. Col. Dr. Baljit Singh Chief Director, LINAC welcomed Hon'ble Chief Guest, Shri Dileep Sanghani, President NCUI and also Chairman IFFCO; Shri Jyotindra Mehta, President NAFCUB; Shri Satish Marathe, Member Central Board of RBI; Shri Ramesh Vaidya, President Sahakar Bharati; Dr. Uday Joshi, National General Secretary Sahakar Bharati; Dr. V Srinivas, Special



Secretary to the Government of India, Department of Administrative Reforms and Public Grievances and also DG National Centre for Good Governance; Shri Sanjeev Kumar Chadha, MD NAFED; Shri R. Meenakshisundaram, Secretary (Cooperation) Government of Uttarakhand; Dr. K. K Tripathi, OSD to Hon'ble Cooperative Minister and Capt. Prof. Pawanexh Kohli, Senior Advisor NCDC and Coordinator of the Chintan Shibir. He warmly welcomed all the cooperators, distinguished delegates, ICA-AP representatives and professionals of NCDC.

DR. K K TRIPATHY, OSD TO HON'BLE UNION MINISTER OF COOPERATION

Dr. K K Tripathy informed the audience that the idea of holding this "Chintan Shibir" of the "Sahakar Pragya" emanated from an idea put forth by the Hon'ble Union Minister, Shri Amit Shah Ji, at the National Cooperative Conference held on the 25 of September 2021 at New Delhi. Hon'ble Minister had expressed his interest in tapping the social capital and economic potential of the cooperative sector.

Dr. Tripathy said ICA, an international organization of 315 member institutions across countries had exposure to vibrant business models that can boost the cooperative sector. Shri Bala Subramaniam Iyer, Regional Director ICA-AP had indicated that their team in ICAAP was ready with documentation and resources that could be put into force for the cooperative sector in India. Dr. Tripathy further added that the knowledge base of ICA should be available to NCDC,

which has been identified by the Government of India as the nodal agency in charge of collaboration with the ICA Asia-Pacific, in consultation with technical research organizations from universities involved in teaching and research on cooperation.

Dr Tripathy focused on the theme of the Chintan Shibir and emphasized that the foremost task is to understand what is meant by good practices. Highlighting the need to record good practices and governance, he said spreading awareness in the community would enhance the scope of cooperative ventures.

He touched on the financial aspects related to the cooperative sector. The financial components include capacity building, training, education, research, and establishing an efficient feedback mechanism. He said that when it came to management of cooperatives, it was essential to analyse and document those practices that were applicable because the job is to focus on the scientificity of the practices while adopting them. Hence, the primary task was to identify, define, and assess the core problems and, then, address them. It was also important to note how these practices differ from conventional practices. He drew the attention of the audience towards the prevalent view that the cooperative was a weak sector. He said that the ICA had showed us many cases where cooperatives had succeeded. Therefore, he stressed on need to analyse these success stories and incorporate relevant changes in the cooperative sector in India. He said that everyone should also endeavour to find out the genesis of these good practices, whether they had originated through government intervention or community participation. He pointed out that the organization must discuss the various challenges faced by the cooperative sector and the ways to overcome them. It is necessary to assess the outputs of the best practices to map it with their applicability.



SHRI MOHIT DAVE, PROGRAMME MANAGER, ICA-AP

Shri Mohit Dave welcomed all the dignitaries to brainstorming session, the Chintan Shibir, on the topic of “International Good Practices Platform for Cooperatives”. He took the opportunity to thank the LINAC-NCDC for associating ICA-AP on the occasion.

He gave a snapshot of the activities of ICA-AP through a powerpoint presentation and discussed how the Indian cooperative sector can work closely with their office and leverages some of the best practices of cooperatives available globally. The ICA is headquartered in Brussels, Belgium, and operates through regional offices. There are close to 315 organizations of the ICA from around 112 countries, so far. Today, they represent close to 3 million cooperatives, of

which 1 billion are individual members. When ranked according to the GDP and economic size, the top 300 cooperatives of the world sell close to around USD 2.1 trillion worth of products. This is equal to the GDP of the 7th largest economy. This demonstrates the economic strength of cooperatives. The ICA has a protracted history, as it is a 126-year-old organization. He expressed his confidence that the ICA has the right amount of experience and economic scale needed to assist the cooperatives around the world and tap their potential.

Shri Dave informed that ICA Asia-Pacific is based in New Delhi, India, and governed by the regional assembly that comprises members from the ICA-AP. ICA-AP has representation from 31 countries and 112 members from across the region. Regional Board governs the various thematic committees. He mentioned that Cooperatives aren't sector agnostic and have all sorts of constituting sectors, ranging from agriculture, services, banking to technology. This is the expanse of the operation of cooperatives. The ICA-AP has 10 specific committees that look at the operational aspects of the organization and have both sectorial and thematic committees. They also have the expertise of agriculture, forestry, etc., wherein they have an excellent representation from the Indian cooperatives. He said that the ICA also has expertise in research, women cooperatives, and youth cooperatives.



ICA was established in 1895 and is celebrating 126 years right now. Set up under the guidance of the then Prime Minister of India, the ICA-AP in New Delhi, since the 1960s, has expanded its scope, dimensions, and mandate and is currently serving the entire region of Asia Pacific. The business office in Malaysia is in charge of handling C2C trade and business linkages between cooperatives. This office, nascent in its operation, was established in November 2013 and is housed by the Malaysia National Apex Cooperative. This regional office of the ICA is a four-member organization, from China, Malaysia, South Korea, and Japan and is also working with the Indian cooperative movement to initiate sea-to-sea trade and business linkages.

Shri Dave explained they have four pillars under which the strategy for the ICA-AP for the next few years has been established. Their primary aim is to protect the identity of cooperatives and advocate for their growth in all dimensions, social and business. ICA is also working as a knowledge center wherein they serve as a resource of knowledge and expertise. They provide concept notes, thematic research, and description for specific topics of concern, for cooperatives around the world. He shared that in their 61 years of operation in New Delhi and the region, they have received tremendous cooperation from the Indian cooperative movement and partners from Japan, South Korea, China, and Malaysia. These countries are the founding members and have always supported the ICA.

Shri Dave was optimistic about the prospects of the cooperative sector in India and that ICA-AP is looking forward to capitalizing on their partnership with the Indian cooperative movement. He sincerely thanked the Ministry of Cooperation and the NCDC for taking this initiative and inviting the ICA.

SHRI KISHORE, DIRECTOR, URALUNGAL LABOUR CONTRACT COOPERATIVE SOCIETY LTD (ULCC)

Shri Kishore informed about the activities of ULCCS through a powerpoint presentation. ULCC was formed in 1925 by 14 labours inspired by the teachings of Vagbhatanandan, one of the greatest socio-religious leaders of the Kerala Renaissance from Malabar. ULCCS has emerged as one of the most trusted brands in Kerala for the delivery of projects on time without compromising the quality. It has completed more than 7500 projects, and now 500 projects are in various stages of execution. He emphasized that a passionate and dedicated team of people leads ULCCS. Their operation is based on trust-ownership and participatory decision-making. It is a people-led organization and admits only workers as members. ULCCS also ensures round-the-year employment. It provides free and quality food for all the workers and employees who are part of it and is dedicated for improving the quality of life of its members. Providing quality education, training, and research and development is the organization's priority. To achieve this, the ULCCS research wing address the most crucial problems in Kerala and the country and also focuses on the growing impact of climate change and disaster management.

Shri Kishore mentioned that there is no gender bias at ULCCS. The wages and workload are equally paid according to their service and skill. ULCCS strictly implements rainwater harvesting, water recharging, and the concept of conversion of waste to energy in all their production sites and verticals. It promotes sustainable economic growth by providing employment opportunities with worker-friendly schemes.

In recent times, the cooperative has diversified to improve the service of the organization, leaping from being a contractor to a developer, and from manpower to tech power. There is also a UL cyber park, a LEED-certified IT park that provides professional jobs in the IT/ITES sector. The Saroaalaya and Velar Craft Village project provide professional jobs to hundreds of people in the unorganized handicraft sector. ULTS covers geospatial, ERP, healthcare, banking, and enterprise solutions.

Shri Kishore informed that ULCC has also adapted the energy-efficient technologies to reduce power consumption. It also follows GBC norms in construction and its other operation. It uses solar technology to produce power to avoid grid power. In its several years of operation, the ULCCS has managed to not lose a single day of work due to labor-related issues. It also operates as a cooperative consortium for infrastructure and other projects and provides support services to other cooperatives.

SHRI SANJEEV KUMAR CHADHA, MANAGING DIRECTOR, NATIONAL AGRICULTURAL COOPERATIVE MARKETING FEDERATION OF INDIA LIMITED (NAFED)

NAFED is a National Agri-marketing Cooperative Federation with over 1000 members at the grass-root level, state level, including primary societies. Shri Chadha explained the working of NAFED and their support activities for the primary level and state level cooperatives. He emphasized that their aim is to engage with the cooperatives and provide business opportunities while encouraging them to adopt good practices.

NAFED is government agency involved in procuring pulses and oilseeds from farmers at Minimum Support Price (MSP). It manages the pulses and onion buffer for the government. NAFED is an implementing agency alongwith with NCDC and SFAC to form FPOs. In 60 years of its operation, NAFED has expanded its activities covering the entire country with collaboration of primary societies at the grass-root level, state level, and regional level. Earlier the procurement process was manual. However, now NAFED has improved the functioning by integrating it with technology. This is one of their many good practices.

Shri Chadha explained the procurement process in detail. He said NAFED assist farmers to register into the online portal, which is easy to use, transparent and interact. The farmers are assured of payments within 3-7 business days. NAFED is trying to carry out all the transactions digitally. The collected produce is stored at the central or state warehousing godowns and sells

using an electronic portal where all the buyers are registered. Similarly, traders are assured of timely payments. The partners at the state and regional level are also a part of the whole process. NAFED trains and guide the farmers and traders in using the virtual platform and educate them in using the gadgets and applications. For the procurement disposal, NAFED follows the FIFO method that is government-mandated. NAFED also ensures transparency by holding competitive bidding. For the last six months, NAFED has been allowing bidding in five different portals, from which they select the best price.

NAFED has been working ardently to support the cooperatives across India. Every year, around Rs.500 crore is generated through conducting business through cooperatives. He acknowledged the inherent weakness in the cooperatives and stressed the need to intervene to improve its operation through capacity building and more professionalism. Shri Chadha believes that this is paramount to achieving the objective of Sahakar Pragya.

SHRI R. MEENAKSHISUNDARAM, SECRETARY TO THE GOVERNMENT OF UTTARAKHAND

Shri R. Meenakshisundaram made a powerpoint presentation highlighting some of the best practices in the Cooperative Department of Uttarakhand. He mentioned that unlike Maharashtra, Gujarat, and Kerala, Uttarakhand isn't a traditional leader in the cooperative sector. The Cooperative sector in Uttarakhand is limited to paddy, wheat, and fertilizer distribution for the past five years. But, recently the state has started to focus on the primary sector, which shows tremendous promise and contributes towards creating employment opportunities for the people.

The growth rate of the primary cooperative sector in the state is around 2-3 percent. The challenges in the State Cooperative sector include small and fragmented land holding, traditional cultivation practices and the distance of the land from the mainland. There are various advantages too as the farmers produce organic products and there is a captive market for organic products. Adopting the right strategy can increase the market share.

Shri Sundaram said that the Government of India's objective of doubling the farmers' income is significant in this direction. The state of Uttarakhand has realized that the solution in magnifying the benefits lies in bringing together farmers using cooperatives as tool. With funding from NCDC, the state government has introduced a comprehensive program that will help with the management and functioning of cooperatives in the state. For this project, the state government has come up with some underlying concepts; for instance, they have changed PACS to MPACS. The byelaws are suitably modified to enable the cooperative societies to improve their scope of economic activities. Their motive is to facilitate collective cooperative farming by forming clusters of cooperatives. This would help in bringing professionalism to cooperatives due to scale of operations. The state government has created specialized cooperatives to address issue specific problems. The government has formed a federation of apple cultivators, trout fish farmers, and sheep and goat farmers. Instead of restricting the production to wheat and barley, the government is exploring new areas such as millets and apple cultivation.

Shri Sundaram enumerated some of the good practices introduced by the Department of Cooperation, Uttarakhand for the benefit of farmers and the efforts are mainly through the cooperatives such as;

- The womenfolk, primarily engaged in the dairying, face problems of the difficult mountainous region, which involves hard manual work, risk of injurious and is time consuming. The dairy farmers were encouraged to go in for collective farming of maize with suggested method for improving the shelf life. With the success of this experiment, the state government introduced a scheme with subsidy named Mukhya Mantri Gashyari Kalyan Yojana, which addressed the issue of availability of fodder to mitigate the hardships faced by the women. The dual intervention of the state government increased their household income.
- The concept of collective farming has been extended to cultivation of ginger. Ginger seed production primarily functions in districts bordering Nepal and Tibet. The state government efforts in the Champawat district have reversed the out-migration issue.
- By introducing collective farming of potato, this year, around 4500 farmers were engaged in 454 hectares of cultivable land. The cultivation doubled after this intervention compared to the previous year.
- The government has focused on increasing vegetable production especially of French bean, capsicum, green pea, and lemongrass and oil distillation.
- State government has also started the procurement of a few items such as apples and millets to mitigate distress selling. Under this program, the government procures apples from the farmers at reasonable prices. Subsequently, formed primary societies under the government procures apples from the farmers at reasonable prices. Subsequently, formed primary societies under the state level federation for the development of the cultivation of apples. From next year, the government is planning to diversify into stored fruits like peaches, apricots, etc.
- The production of millets is a plenty in the state but, there is little market outreach. The traders purchase at low prices from the farmers and sell at high prices in the market. With government intervention, the farmers received better price, thereby private traders were compelled to provide fair prices.
- Another intervention was in the sector of farming of small ruminants. Goat farming is unorganized, starting from rearing to processing and marketing. The department was able to bring together 10,000 goat farmers and found that at least 20 animals a viable unit size. Assistance services like vaccination, deworming, and other medical services were provided to the rearers. A buy-back arrangement was set-up wherein they procure meat, ensure its hygiene, and then supply it as a branded product. This is one of the few examples where a cooperative society introduced its own branded product 'Bakra' in the market. Today, franchisee is supplying a supermarket chain in the Delhi-NCR region.

- In the dairy sector, the government came up with a cattle induction program in the state. Around 20,000 cattle were covered under the program and decided to keep 3-5 cattle units as a commercially viable size. Chilled cans were used instead of large cold storage units. Collecting and transporting is a challenging job. To mitigate this loss the government has begun to invest in non-perishable commodities like ghee, paneer, and cheese, which have received positive response. They have also introduced a new commodity called chutpi, a hard cheese and the product has been well acknowledged in the market, especially by the pet food manufacturers. Now, talking about cloud cultivation, the program was started by us nearly four years back. At the time, they used to produce around ten metric tons annually. However, today the production has increased to around 500 metric tons annually. He estimated that in the coming two years they would achieve the target of producing 2000 metric tons



SHRI RAMESH VAIDYA, NATIONAL PRESIDENT, SAHAKAR BHARATI

Shri Ramesh Vaidya expressed his privilege to be able to address the gathering. He said that in the Indian cooperative movement, his team has been demanding a separate ministry for the cooperative sector for a very long time. Hon'ble Prime Minister, Shri. Narendra Modi set up a separate Ministry of Cooperation signifying the importance of cooperative sector in India. He stated that initiatives taken by the Ministry of Cooperative are in the right direction. He said that there are around 8.50 lakh cooperatives in India with 290 million individual members. The cooperatives cover 98% of geographical area.

Cooperatives mainly associated with agriculture activities supplying agri inputs such as fertiliser, seeds, pesticides, agri-implements and also line of credit as crop loan at 0% interest. The mainstay of cooperative movement, especially in rural areas, is PACS. He mentioned that his team is preparing a dedicated blueprint for the next three years on improving the functioning of the cooperative sector in Karnataka through FPOs. He profusely thanked MD, NCDC for invigorating the cooperative movement in India. He expressed his confidence that this initiative will help them reach out to small farmers residing in remote areas of the country. Through his address he highlighted that India should take initiative as a Vishwa Guru to improve the functioning of the cooperative sector and be a model for other countries.

SHRI SATISH MARATHE, MEMBER OF CENTRAL BOARD OF RESERVE BANK

Shri Satish Marathe spoke about the discussion he had with his study team at the Sahakar Bharti on how to improve the functioning of cooperatives in India. He shared with the audience the insights from the draft formed by his core team regarding good practices. He believed that it is important to evolve our region-specific practices, build upon the basic tenants offered by society and develop a model that is a specific tool of Indian ethos.

In his address Shri Marathe spoke about what constitutes best practices. Best practices are guidelines based on ethics and ideas for undertaking any activity efficiently. They may be established by authority, regulators, or governing bodies of the cooperatives themselves. Such practices should always be compliant with the legal and ethical laws.



Shri Marathe lauded the initiative undertaken by the NCDC and requested MD, NCDC to come up with similar innovative ideas to revive the cooperative sector in India. He said that we should endeavour to expand the reach of cooperatives all over India and not limit their operation in states like Kerala, Karnataka and Maharashtra, and Gujarat. Ending his address, he praised the invaluable determination of Sahakar Bharati and assured his unconditional support to the cooperative movement in India.

SHRI V. SRINIVAS, SPECIAL SECRETARY TO GOVERNMENT OF INDIA, DEPARTMENT OF ADMINISTRATIVE REFORMS AND PUBLIC GRIEVENCE AND DIRECTOR GENERAL OF NATIONAL CENTRE OF GOOD GOVERNANCE

Shri Srinivas began by reiterating that every country in the world is progressively by making use of the technology and incorporating digital tools to make their operation efficient. India is making impressive strides in the digital sphere of operation. The “Whole of Government” is a movement from isolated silos in public administration. Its main objective is to transform the way government works to meet the people’s demands and provide them with more accessible and personalized services through digital media.

Shri Srinivas said that "Digital India" initiative taken up by the government is an efficient campaign to transform India into a digitally empowered society and knowledge economy. It intends to build high-speed digital highways to unite the entire nation. The digital infrastructure will act as a core utility for every citizen. The digital infrastructure will ensure the availability of services in real-time. Some initiatives taken by the government under the “Digital India” are BharatNet, e-Taal, e-Sign, Digi Locker, and MyGov.

Shri Srinivas then spoke in detail about the (i) Centralized public grievance redress and monitoring system (CPGRAMS); (ii) Direct Benefits Transfer wherein Aadhar plays a key role in enabling its services; (iii) Central Board of Direct Taxes (CBDT) contribution to the nation-building process by introducing progressive tax policy, efficient and effective tax administration, and (iii) Central Board of Direct Taxes (CBDT) contribution to the nation-building process by introducing progressive tax policy, efficient and effective tax administration, and incentivizing voluntary compliance by the citizens; (iv) Environment Impact Assessment Clearance (EIAC) links; (v) National Scholarship Program; (vi) e-hospital, the platform is used to avail online services; (vii) Aadhaar enabled payment system (AEPS); (viii) E-NAM; (ix) Umang App; (x) India Post Payments Bank; (xi) Digital India Land Record Modernization Programme; (xii) Pension portal; (xiii) PRIASoft; (xiv) E-HRMS; and (xv) E-Khareed is a single unified platform for scheduling arrivals, procurement, and making DBT to farmers.

Shri Srinivas concluded by saying that there exists enormous benefits for both the government and the citizens in adopting “Whole of Government” approach.

ADDRESS BY CHIEF GUEST SHRI DILEEP SANGHANI, PRESIDENT NATIONAL COOPERATIVE UNION OF INDIA (NCUI) AND CHAIRMAN IFFCO

Shri Dileep Sanghani said that it is extremely important to invest time to relook at policy, from time to time, to revise the policy's scope and improve its effectiveness. The cooperative sector in India was established in the year 1900. India was not an independent country by then, and, therefore, it was important to assess the requirement of the cooperative sector after 1947. It is crucial, even more so now, after 75 years of independence, for us to analyze the flaws in the cooperative sector and overcome them. He insisted on the need to analyze the challenges faced by the cooperative sector in India relating to demography, bureaucratic challenges, implementation, functioning, etc.

Shri Sanghani spoke about the State Cooperative Act that caters to the need of their respective states. The cooperative sector is an excellent medium for providing economic stability and social security to the people, especially in today's context. He also invoked the teaching of Mahatma Gandhi and advocated for the positive impacts of cooperatives in building the Indian society. The Chief Guest said we should take inspiration from the success stories already available to us.

The formation of the Ministry of Cooperation by our Hon'ble Prime Minister, Shri Narendra Modi Ji, is indicative of the imminent potential of the sector and under the guidance and leadership of Hon'ble Minister of Home and Cooperation, Shri Amit Shah Ji, the ministry will accomplish its objectives.

Shri Sanghani spoke at length about the success story of Amul and the role played by Sardar Vallabh Bhai Patel, Shri Tribhuvandas Patel, Dr. Varghese Kurain and Shri H M Dalaya. He mentioned about the time when he took over as the Vice President of NAFED, the organization was struggling and was about to shut its operation. The employees were resigning, and the organization was facing losses. His team approached the Hon'ble Prime Minister, Mr. Narendra Modi Ji. Today, NAFED has seen a notable transformation and, this has only been made possible due to government intervention.

He said that the success of any sector is contingent upon government policies. The government initiative to revive the cooperative movement in India has come about just at the right time. Every cooperative society should have a sound operational structure and access to institutional support for the entire cooperative sector to function seamlessly.

Shri Sanghani reposed his faith in LINAC Academy that endeavours to develop its programs and interventions with an inter-disciplinary perspective to strengthen institutional capabilities and human resources in cooperatives. The training modules of Sahakar Bharati will be delivered at LINAC and its countrywide network of Regional Training Centres. He expressed his confidence that under the visionary guidance of Mr. Amit Shah Ji, the cooperative sector of India will only flourish and improve. The famous slogan of our Prime Minister Narendra Modi, “Sabka Saath Sabka Vikas” is indicative of how positive change can be attained with the cooperation of everybody. On this affirmative note, he ended his speech.

SHRI SUNDEEP KUMAR NAYAK, MANAGING DIRECTOR, NCDC

Shri Sundeep Nayak expressed his sincere gratitude to the Chief Guest Shri. Dileepbhai Ji and other dignitaries who are closely engaged with cooperatives. He expressed his pleasure at witnessing an insightful deliberation on the concept paper. He said that on the basis of the

suggestions and ideas, NCDC may approach the government of India with a concrete proposal and demand allocation of funds for the same. He reiterated NCDC’s commitment towards the cooperative movement in the country and said NCDC would very soon approach the government with a viable proposition.



Shri Nayak thanked everyone for their fruitful participation in the brain storming session. He added that the NCDC are in talks with the ICA to transform the project of Sahakar Paragya into action. He expressed his heartfelt gratitude to everyone for valuable cooperation.

G. Discussions On The Concept Paper

Shri Pawanexh Kohli, Senior Adviser, NCDC led the discussion on the concept paper circulated to participants and the highlights of the discussion are as follows:

- The importance of good practices for cooperatives and the need to come up with a standardised definition of good practices. Theoretical definition of good practices mean outcome-oriented activities, processes, and procedures, which will lead to a particular impact. Therefore it is critical to examine the problem areas in undertaking a good practice and then come up with thoughtful interventions to overcome the challenges.

- Cooperatives do not always need external support or government intervention for their revival. Good practices can be generated from within the cooperatives themselves imbibing the spirit of Atma Nirbharta. When these practices get documented, they would become available for others to adopt. The outcomes of the good practices must be within the boundaries of cooperative principles.
- The collective insight of everybody present in the session will help in discovering good practices that can be adopted by the cooperative sector, in India, as well as in the world. The partnership with ICA is very crucial for India's cooperative movement. This partnership will provide an international platform through which there will be two-way exchange about ideas, good practices in the cooperative sector.
- The concept paper clearly mentions that the objective is not only to improve the activities of the cooperatives but also the policy and regulatory support provided to them. Hence, these practices are not limited to the internal governance of the cooperatives but also applicable to the external intervention. To build on the good practices and eliminate any weaknesses, peer reviewing will enhance the credibility of this platform.
- Conducting first-hand research by Sahakar Pragya is crucial and even if this might take a few years to accomplish, the effort should start from today.
- The knowledge production should be available for national and international consumption and there is a need to come up with a mechanism to translate the documents.
- Apart from creating a virtual platform that will act as a repository of resources, Sahakar Pragya needs to come up with a way where the good practices can be debated. Such interactions can be held online or online medium. Besides conducting seminars and webinars, brainstorming sessions around the topic of good practices for cooperatives can be conducted with delegates from different countries.
- While the government intervention will improve the cooperative structure but it is difficult for the government to have granular information regarding the working of the cooperatives. Here, comes the role of the people and stakeholders who are working closely with the cooperatives because they have first-hand knowledge of their functioning. Hence, the source of good practices can be both internal and external to the cooperatives.
- While coming up with good practices, historical practices may be modified to suit current situation, and improve their effectiveness.
- The knowledge platform also needs to highlight the achievements of small-scale structure that have attained efficiency and self-sufficiency in their operations.
- There should be standardisation in collecting of data and information in a well-designed form/ template.

- With a thrust to adopt technology and digitisation, explore the case studies of cooperatives that have adopted innovative technologies and business models to overcome challenges.
- To study those cooperatives that have benefited from establishing forward and backward linkages, diversified their business, product range, or market reach as influential examples. Extract learnings from cooperatives that have achieved gender equality in the member base and demonstrated a higher level of inclusion.

The observations from the delegates were as under:

Dr Uday Joshi: Before talking up international good practices, there is need to discuss the national practices and then build on those insights. There is a need to assess the current state of cooperatives in the country. Cooperatives have a different ownership model, and this feature demarcates them from any other business. The profits earned through cooperatives aren't limited to use by members, the surplus can also be used for the formation of social capital. The size of every cooperative society can vary from one another. Therefore, in his view, instead of focusing on generalized and standardized practices, attempt should be made to have sector-wise practices that are more issue-specific. For instance, the banking sector and the fishery sector will have different institutional requirements. In the speakers opinion, instead of relying on rules and regulations, emphasis should be given to self-regulation by cooperatives themselves. The cooperative societies should have a charter of self-regulation that will formulate themselves according to their requirement while adhering to the standardized rules. Having a self-regulation model is a good practice.



Shri Satish Marathe: Sahakar Bharati has a draft proposal prepared which highlight the eight features that a good practice must-have. A good practice must be (i) consistent with cooperative principles; (ii) allow the membership of both the shareholders and stakeholders; (iii) disclose the rules and governance practices transparently; (iv) decision-making process should be non-discretionary and non-discriminatory; (v) assurance of good quality product and service; (vi) the sales and purchase activities should be disclosed to the stakeholders; (vii) compliance with regulatory rules and laws and lastly (viii) a cooperative society needs to engage with NGOs, trade unions, regulators and bankers, and other relevant stakeholders.

DR. K K Tripathy: suggested that before the best practices are loaded online, it may be reviewed by a Committee with representatives from ICA and other national and international organisation for its suitability. A nodal point may be identified to review the process.

Shri Jyotindra Mehta, President. National Federation of Urban Cooperative Banks and Credit Societies: The entire cooperative movement is women-centric. The success of best practices lies in the vision and effort of such a person. It must be noted that regulation is not equivalent to effective governance. Therefore, self-regulation is crucial to the functioning of any cooperative society and is possible when the members are principled, informed, and committed to a larger goal. An important challenge specific to the Indian cooperatives is political interference, which impedes the ability of cooperatives to function seamlessly. Effort should be made to mitigate the external factors that negatively impact the operation of cooperatives.

Shri Sundeep Kumar Nayak said to take the matter to the next level, he called on participants to share their experiences and informed that LINAC-NCDC and ICA-AP will shortly enter into a Memorandum of Understanding to formalize the platform for international good practices for cooperatives.

H. Summing Up

In the Chintan Shibir, participants deliberated upon specific measures which can contribute to building and implementing an 'International Good Practices Platform for Cooperatives', methodologies, expected outcomes, constraints, if any. Based on the deliberations some specific recommendations are:

- i. Good practices of Indian cooperatives need to be shared globally.
- ii. Good practices adopted by cooperatives outside India need to be studied, documented and transmitted by a unit in LINAC, "Sahakar Pragya Centre on Good Practices," initially funded as pilot basis by NCDC.

- iii. LINAC and ICA-AP may enter into an MoU.
- vi. LINAC with its wide international collaborative interfaces including the ICA, can play a role assigned to it by the Government with adequate funding by the Government or other sources.
- v. Operational mechanisms for LINAC-ICA AP joint effort.
- vi. Access to physical and online resources at LINAC unit. Scope of this repository in terms of countries / regions and sectors to be covered.
- vii. Mechanism to identify / select Indian and international cooperatives for understanding their best practices.
- viii. Methodologies to assist cooperatives in up-scaling or replicating good practices of Indian cooperatives abroad and of international cooperatives in Indian context.
- ix. Initial focus at LINAC on good practices of cooperatives related to rural credit, technology, value chains, youth, women, fishery, dairy, livestock, inputs, and cooperatives with small scale operations.
- x. Development of model templates for experiential learning and adoption of good practices.
- xi. Development of knowledge sharing platform with the objective of empowering and strengthening cooperative business operations.
- xii. Sahakar Pragya Centre on Good Practices may take up research on cooperatives. Empanelment of researchers can be considered.
- xiii. Sources of good practices could be: (a) Existing publications or reports cooperatives; (b) Cooperatives that are performing well; (c) Cooperatives with innovations; (d) Cooperatives with robust forward and backward linkages; (e) Cooperatives with diversified businesses; (f) Lessons from failures; (g) Cooperatives in achieving gender justice and equity; (g) Cooperatives aiming at inter-generational equity; (h) Cooperatives that have preserved and promoted Indian values; (i) Cooperatives that have promoted environmental sustainability and climate responsive growth; (j) As may be decided from time to time.
- xiv. Advisory mechanism on governance of the NCDC funded Sahakar Pragya Centre on Good Practices in LINAC.



With the inputs from the participants, Managing Director, NCDC summed up the proceedings of the Chintan Shibir and stated that to take the matter to the next level, active participation and support of all stakeholders would be required. He stated that as a first step, as articulated by Hon'ble Union Home and Cooperation Minister, LINAC and ICA-AP would enter into an Memorandum of Understanding to promote good practices of cooperatives. NCDC funded Sahakar Pragya Centre on Good Practices would be set up in LINAC. The Ministry of Cooperation may carry forward by allocation of resources. may prepare comprehensive plan for implementation of "Sahakar Pragya- the Good Practices Platform for Cooperatives.'



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I. Vote Of Thanks

Ms. Paturi Prathyusha on behalf of LINAC-NCDC thanked the Chief Guest for the event, Shri Dileep Sanghani, President NCUI for gracing the occasion with his presence. She extended gratitude to Shri Satish Marathe, Director on the Central Board RBI, Shri Jyotindra Mehta, President NAFCUB, Shri Kishore Kumar, Director, ULCCS, Shri Sanjeev Kumar Chadha, MD NAFED, Dr. Meenakshi Sundaram, Secretary to Government of Uttarakhand, Dr. V Srinivas, Secretary to Government of India, Deptt of AR&PG, Dr. K. K Tripathi, OSD to the Minister of Cooperation, Shri Ramesh Vaidya, National President of Sahakar Bharathi, and Capt Prof Pawannesh Kohli, Senior Advisor to NCDC. Lastly, she went on thank Mr. Sundeep Kumar Nayak, MD, NCDC for talking the initiative to conduct this intensive brainstorming session for the cooperative sector.

Shri Sandeep Gaur, LINAC anchored the Chintan Shibir



ANNEXES



राष्ट्रीय सहकारी विकास निगम
NCDC
Assisting Cooperatives. Always!
सहकारिताओं की सहायता में सदैव तत्पर!



No.NCDC:15-195/2021-LINAC

Dated: 1st November, 2021

To

(As per List)

Dear Madam/ Dear Sir,

Sub: Global Good Practices Platform for Cooperatives -Brain Storming Session

Shri Amit Shah, Hon'ble Minister of Cooperation, Government of India, while addressing Cooperative leaders in New Delhi at the National Conclave on Cooperatives held on 25th September 2021, focused on sustainable spread of Cooperative movement across India. In this direction, Hon'ble Minister of Cooperation urged the International Cooperative Alliance (ICA) to set up or collaborate with an Indian Institution for setting up an exchange platform and document the world's best practices and successful models of Cooperatives.

The Laxmanrao Inamdar National Academy for Cooperative Research and Development (LINAC), under the aegis of National Cooperative Development Corporation (NCDC), has been identified by the Ministry of Cooperation, Government of India, as the Indian Nodal Agency to collaborate with ICA and prepare a roadmap for exchanges and documentation of global best practices/ successful models of Cooperatives worldwide for appropriately implementing in the Indian cooperatives landscape.

A meeting was held by MD, NCDC with Shri Balasubramanian Iyer, Regional director, ICA-AP on 19th October 2021. In the meeting, it was decided that LINAC, NCDC and ICA-AP will jointly organize a brainstorming session amongst Cooperative leaders, Cooperative sector Experts/ Professionals, Central and State Government representatives, representatives of National/ State level federations, International Cooperative organizations etc. to deliberate on global cooperative best practices, to define the scope and draft composite action plan.

We would like to invite you to attend and contribute in the '**Brainstorming Session**' jointly being organized by LINAC, NCDC and ICA-AP on 17th November 2021 from 10.30 AM to 1 pm, in LINAC Auditorium, LINAC, Plot No- 89, Sector-18, Institutional Area, Gurugram, Haryana- 122015.

Please confirm your participation before 11th November, 2021 to linac@ncdc.in

Yours sincerely,

Chief Director, LINAC-NCDC

Balasubramanian Iyer
Regional Director, ICA-AP

चिंतन शिविर
सहकार प्रज्ञा

विचार मंथन सत्र

सहकारी समितियों के लिए अंतर्राष्ट्रीय बेहतरीन कार्यप्रणाली मंच

दिनांक: 17 नवंबर 2021 समय सुबह 10.30 बजे से दोपहर 1.00 बजे तक स्थान: लिनाक, गुरुग्राम

संकल्पना नोट

पृष्ठभूमि

श्री अमित शाह, माननीय सहकारिता मंत्री, भारत सरकार ने दिनांक 25 सितंबर, 2021 को नई दिल्ली में आयोजित सहकारिता पर एक राष्ट्रीय सम्मेलन में सहकारिता के प्रतिनिधियों को संबोधित करते हुए अंतर्राष्ट्रीय सहकारी गठबंधन (आईसीए) से एक ज्ञान आदान प्रदान मंच, जो दुनिया भर से विभिन्न सहकारी उपक्रमों के सर्वोत्तम तरीकों और सफल मॉडल का दस्तावेजीकरण और प्रसार करता है, को स्थापित करने अथवा इसकी स्थापना के लिए एक भारतीय संस्थान से अनुबंध करने का आग्रह किया। इसके बाद भारत सरकार द्वारा आईसीए के साथ सहयोग करने और इस प्रस्तावित मंच के लिए एक रूपरेखा तैयार करने के लिए भारतीय नोडल एजेंसी के रूप में, राष्ट्रीय सहकारी विकास निगम (एनसीडीसी) के लक्ष्मणराव इनामदार राष्ट्रीय सहकारी अनुसंधान एवं विकास अकादमी (लिनाक) को चिह्नित किया गया।

सहकारिता क्षेत्र

सहकारी आंदोलन दुनिया भर में प्रभावी है तथा भारत में यह सबसे विशाल है, जिसमें लगभग 290 मिलियन की सदस्यता के साथ 8.50 लाख से अधिक समितियां हैं और एक भौगोलिक दायरा है जिसमें लगभग 98% ग्रामीण भारत शामिल है। सहकारी समितियां विभिन्न क्षेत्रों जैसे उर्वरक वितरण, चीनी उत्पादन, गेहूं खरीद, धान खरीद, दूध विपणन, मत्स्य पालन आदि में प्रमुख भूमिका में हैं। ग्रामीण सहकारी समितियां भी रियल एस्टेट, आवास, बिजली, बीमा, स्वास्थ्य देखभाल और पर्यटन जैसे क्षेत्रों में प्रवेश कर रही हैं। कृषि ऋण के अलावा, सहकारी समितियों द्वारा निर्भाई जाने वाली भूमिकाएँ व्यवसाय संचालन, आपूर्ति श्रृंखला, मूल्यवर्धन, प्रशिक्षण और इससे आगे तक तक विस्तृत हैं।

सहकारिता बेरोजगारी और धन सृजन की समस्या को हल करने के लिए जबरदस्त अवसर प्रदान करती है। स्वाभाविक रूप से, सहकारी मॉडल की विशेषता इसका 'समावेशी' होना है, जो समाज के हाशिए के वर्गों के आर्थिक और सामाजिक कल्याण दोनों के लिए अवसर प्रदान करता है। सहकारी मूल्य उन गतिविधियों को बढ़ाने और मजबूत करने के अवसर प्रदान करते हैं जिसके परिणामस्वरूप बेहतर आजीविका के अवसर और सम्मानजनक सशक्तिकरण होता है।

सहकारी क्षेत्र में चुनौती

विश्व स्तर पर, कुछ क्षेत्रों में, सहकारी क्षेत्र को कम कुशल माना जाता है, मुख्य रूप से सामूहिक प्रबंधन से उत्पन्न धीमी निर्णय लेने की प्रक्रिया, विपणन रणनीति सहित व्यवसाय प्रबंधन कौशल की कमी, प्रौद्योगिकियों के अपर्याप्त अनुप्रयोग आदि के कारण। हालांकि, इन कथित चुनौतियों को सर्वोत्तम प्रथाओं और सफल मॉडलों के नियोजित साझाकरण के माध्यम से दूर किया जा सकता है जो दुनिया भर में सहकारी समितियों में भी देखे जाते हैं।

उपरोक्त चिंताएँ भिन्न हो सकती हैं क्योंकि वे स्थानीय, क्षेत्रीय और राष्ट्रीय परिस्थितियों से प्रभावित होती हैं। उदाहरण के लिए, भारतीय सहकारिता क्षेत्र चुनौतियों से घिरा हुआ है, जैसे, क) असमान सहकारी कानून; ख) नीति निर्माताओं और जनता के बीच सहकारी समितियों को आर्थिक संस्थानों के रूप में अपर्याप्त मान्यता; ग) विकास संसाधनों की संबद्ध कमी; घ) राजनीतिक हस्तक्षेप; ङ) क्रेडिट के अनुचित उपयोग के परिणामस्वरूप ऋण चूक हो जाती है जो क्रेडिट के पुनर्चक्रण को सीमित कर देती है; च) विविधीकरण/गैर-ऋण पहलुओं के प्रति

लापरवाही; छ) उचित रूप से प्रशिक्षित कर्मियों की कमी; ज) आधुनिक प्रौद्योगिकियों को शामिल करने में कमी। हालांकि, ऐसी कमियों के बावजूद, सहकारी समितियों द्वारा अपने सदस्यों को प्रदान की गई सेवाओं ने उनकी आर्थिक (उत्पादों के लिए उचित मूल्य और निवेश के लिए कम कीमत) और कल्याणकारी (स्वास्थ्य, शिक्षा, सामुदायिक देखभाल) स्थिति में योगदान दिया है, जिसने सहकारिता आंदोलन को सक्रिय और जोरदार बनाए रखा है।

सहकारी आंदोलन को अपनी पूर्ण क्षमता प्राप्त करने से रोकने वाली कई चुनौतियों को सहकारी समितियों के बीच ज्ञान और सीख के उपयुक्त आदान-प्रदान के माध्यम से कम किया जा सकता है। यह ज्ञान वैश्विक स्तर पर उपलब्ध है और यह क्रॉस-सेक्टरल और प्रकृति में व्यापक होगा। सहकारी समितियों के बीच सर्वोत्तम प्रथाओं के इस तरह के पारस्परिक प्रसार से विभिन्न स्तरों पर सहकारी समितियों के बीच बहुत आवश्यक और अधिक प्रासंगिक सहयोग को बढ़ावा मिलने की उम्मीद है।

इसे ध्यान में रखते हुए, दुनिया भर में सहकारी समितियों के बीच अच्छे व्यवहारों के आदान-प्रदान को पहचानने और लागू करने की आवश्यकता उत्पन्न होती है, ताकि संगठन आसानी से समीक्षा कर सकें और उन्हें अपनी परिस्थितियों और संचालन के लिए उपयुक्त रूप से अनुकूलित कर सकें।

सहकार प्रज्ञा, सहकारिता हेतु अंतर्राष्ट्रीय बेहतरीन कार्यप्रणाली मंच

मूल रूप से वैश्विक स्तर पर, सर्वोत्तम अभ्यास कुछ ढांचे, नीतियों, विधियों, तकनीकों, तंत्रों और प्रथाओं को संदर्भित करते हैं जिनका परीक्षण किया गया है और परिणाम उन्मुख पाए गए हैं। इस तरह की मान्य प्रथाएं, जिन्होंने वांछित परिणाम उत्पन्न करने के लिए काम किया है, दूसरों के सीखने और लागू करने के लिए एक उदाहरण और टेम्पलेट के रूप में काम कर सकती हैं। अनिवार्य रूप से, सर्वोत्तम प्रथाएं सबसे उचित तरीके हैं जिनके साथ कोई प्रारंभ और लक्षित किया जाता है।

सहकारिताओं के लिए उचित कार्यकलापों का अंतर्राष्ट्रीय मंच, अस्थायी रूप से, लिनाक द्वारा सहकार प्रज्ञा के रूप में प्रस्तावित किया जा रहा है, जिसका उद्देश्य सहकारी समितियों को अंतरराष्ट्रीय स्तर पर विभिन्न सहकारी संगठनों द्वारा लागू किए गए सर्वोत्तम तरीकों तक पहुंच के साथ सशक्त बनाना है। यह मंच ज्ञान के आपसी आदान प्रदान को आसान बनाएगा तथा सहकारी क्षेत्र के अवसरों और दायरे को समझकर लाभान्वित होने के लिए विशेष रूप से युवाओं और महिलाओं को शामिल करने वाली नई सहकारी समितियों की भी मदद करेगा। ज्ञान का आदान-प्रदान 21 वीं सदी की तकनीकी सहायता को समझने और उसमें मदद करने में भी मदद करेगा, जिससे सहकारी समितियों की दक्षता और उत्पादकता में भारी बढ़ोत्तरी हो सकती है और परिणामस्वरूप सभी क्षेत्रों में मूल्य और आपूर्ति श्रृंखला में वृद्धि हो सकती है।

उद्देश्य

इस विचार मंथन सत्र के उद्देश्य हैं:

दुनिया के विभिन्न हिस्सों में एक सिद्ध ट्रैक रिकॉर्ड वाले सफल प्रथाओं और मॉडलों के सर्वोत्तम अभ्यास रिपोजिटरी पोर्टल / ऑनलाइन ज्ञान स्टोर विकसित करें।

भौगोलिक क्षेत्रों में तैयार और तैनात उन प्रथाओं के अलावा, आईसीए, एफएओ, एनईडीएसी, विश्व बैंक, यूएनडीपी, आईएलओ, यूएनईएससीएपी, ओईसीडी, इत्यादि जैसे बहुपक्षीय निकायों तथा अन्य संस्थाओं जैसे शैक्षणिक समुदाय द्वारा प्रस्तावित मॉडल और अनुशंसित तरीकों को भी दर्शाया जा सकता है।

सहकारी समितियों के लिए नीति और नियामक समर्थन, जैसे कि भारत में, और अन्य उपयुक्त उदाहरण जैसे कि प्रशासनिक सुधार, लोक शिकायत तंत्र, साथ ही सेवा वितरण क्षेत्र (जैसे पासपोर्ट और वाणिज्यिक संबंधी सेवाएं) को भी मूलभूत बेहतरीन कार्यप्रणाली टेम्पलेट प्रदान करने पर विचार किया जा सकता है।

दुनिया भर में विभिन्न सहकारी समितियों की सफलता की कहानियां और इस बात पर अंतर्दृष्टि कि अन्य क्षेत्रों एवं संदर्भों को कैसे दोहराया जाये, का भी मंच पर स्वागत सरूकार किया जा सकता है।

इस तरह के मंच की सफलता के लिए ज्ञान प्रबंधन एवं संचार पद्धति महत्वपूर्ण होगी।

इसके अलावा, प्रस्तावित मंच की शुरूआत के बाद नियमित अवधि में चल रही निगरानी और मूल्यांकन के माध्यम से प्रभाव विश्लेषण हेतु एक तंत्र विकसित करने की आवश्यकता होगी।

बल दिये जाने वाले मुद्दे

विचार-मंथन सत्र इस प्रस्तावित आदान-प्रदान मंच (सहकार प्रज्ञा) के संबंध में निम्नलिखित को संबोधित और शामिल किया जा सकता है, परन्तु विशेष रूप से किया जाना आवश्यक नहीं है।

क. आदान-प्रदान एवं संचार का माध्यम

- कठिन अवसंरचना एवं मानव संसाधन।
- वर्चुअल: वेबसाइट, जानकारी पोर्टल - वास्तविक केस स्टडी का पुस्तकालय, मानक संचालन प्रक्रियाएं। जानकारी पोर्टल उपयोगकर्ता की टिप्पणियों तथा प्रश्नों के उत्तर के साथ संवादात्मक होना चाहिए। यह पोर्टल सहकारी समितियों को सूचना अपलोड करने एवं प्रतिस्पर्धी वाद-विवाद/विचार-मंथन कार्यक्रमों में भाग लेने के लिए भी आमंत्रित कर सकता है।
- भौतिक: लक्षित प्रदर्शन दौरो सहित - लोग विशिष्ट पाठ्यक्रम के साथ आदान-प्रदान करते हैं और इस तरह के प्रदर्शन से प्रलेखित शिक्षाओं को साझा करने की आवश्यकता होती है। प्रतिस्पर्धी कार्यक्रम प्रासंगिक लोगों के आदान-प्रदान की पहचान करने में मदद कर सकते हैं।
(कोविड 19 स्थिति को देखते हुए, प्रारंभिक प्राथमिकता वर्चुअल आदान-प्रदान पर होगी)

ख. आदान-प्रदान की जाने वाली सामग्री का प्रकार एवं श्रेणी-

- मौजूदा केस अध्ययन तथा प्रलेखित अभ्यास - सहकार प्रज्ञा को मान्य स्रोतों अर्थात् सरकारी कागजात, अकादमिक रिपोर्टें, या सीधे सहकारी समितियों से अंतरराष्ट्रीय स्तर पर केस अध्ययन स्रोत की आवश्यकता होगी। जहां आवश्यक हो, मंच की रिपोर्ट की मेजबानी करने से पहले, समिति द्वारा एक सहकर्मी की समीक्षा या मूल्यांकन पर विचार किया जा सकता है।
- दीर्घावधि में, सहकार प्रज्ञा, सहकारी समितियों और निर्गत (आउटपुट) रिपोर्ट पर प्रत्यक्ष अनुसंधान करने पर भी विचार कर सकती है। इस उद्देश्य के लिए एक समर्पित टीम या शोधकर्ताओं के पैनल को चर्चा में शामिल किया जा सकता है।
- अंतरराष्ट्रीय खपत के लिए ज्ञान प्रसार का अनुवाद करने की आवश्यकता होगी। प्रारंभ में 4-5 चुनिंदा भाषाओं के लिए इस पर विचार किया जा सकता है और तत्पश्चात मांग के अनुसार इसका विस्तार किया जा सकता है। वैकल्पिक रूप से, मुख्य सहकार प्रज्ञा पोर्टल को जिम्मेदारी लेने वाले क्षेत्रीय या राष्ट्रीय प्लेटफार्मों में डाला जा सकता है जो उपयुक्त स्थानीय अनुवादों की जिम्मेदारी ले सकते हैं।
- सहकार प्रज्ञा सहकारी समितियों के बीच वैश्विक सहयोग को प्रोत्साहित करने के लिए निरंतर ज्ञान के आदान-प्रदान पर भी विचार कर सकती है जैसे कि अंतरराष्ट्रीय संवाद या संगोष्ठी।

ग. सर्वोत्तम अभ्यासों एवं सफल कहानियों के लिए चिन्हित स्रोत -

- क. सहकारिताओं पर वर्तमान शोध - ऐतिहासिक प्रकाशन, मूल्यांकन रिपोर्ट, शैक्षणिक मूल्यांकन।
- ख. टेम्पलेट और विचारों के साथ सहायता करने के लिए अंतरराष्ट्रीय और भारतीय संगठन।
- ग. सहकारिताएँ जो आर्थिक रूप से अच्छा प्रदर्शन कर रही हैं।
- घ. सहकारिताएँ जिन्होंने अपने सदस्यों की सामाजिक एवं आर्थिक स्थिति की बढ़ोत्तरी में सहायता की है।
- ङ. सहकारिताएँ जिन्होंने नवीन तकनीकों और/या व्यवसाय मॉडल को अपनाया है।
- च. सहकारिता ने नवाचार और/या अच्छी अभ्यासों के माध्यम से समानांतर क्षेत्र में अन्य सहकारिताओं के सामने आने वाली किसी भी बड़ी चुनौती को पार कर लिया है।
- छ. सहकारिताएँ जिन्हें अपने क्षेत्र में फॉरवर्ड और बैकवर्ड लिंकेज स्थापित करने से लाभ हुआ है।
- ज. सहकारिताएँ जिन्होंने किसी विशेष क्षेत्र में समग्र उत्थान एवं सामुदायिक विकास में सहायता की है।
- झ. सहकारिताएँ जिन्होंने अपने व्यवसाय/उत्पाद श्रेणी/बाजार पहुंच में विविधता लाई है, जिसके परिणामस्वरूप आय में वृद्धि हुई है और/या जोखिम कम हुआ है। हालांकि असफल उद्यम भी प्रासंगिक सीख प्रदान कर सकते हैं।

- ज. सहकारिताएँ जिन्होंने सदस्य आधार में लैंगिक समानता का विस्तार किया है और उच्च स्तर के समावेश का प्रदर्शन किया है ।
- ट. बेहतर अभ्यासों एवं परिचालन एसओपी के साथ सहकारिताओं जो सामान्यतः उनके क्षेत्र में बेंचमार्क के रूप में उपयोग की जाती हैं ।
- ठ. उद्यमियों को तैनात किया गया ताकि प्रस्तुत जानकारी की सावधानी से समीक्षा की गई है या इस उद्देश्य के लिए स्थापित सहकार प्रज्ञा के तहत एक तंत्र द्वारा अनुमोदित है ।

विचार-मंथन करने वाले प्रतिभागियों से कृपया विशिष्ट उपायों पर विचार-विमर्श करने का अनुरोध किया जाता है जो प्लेटफॉर्म के मॉडल निर्माण, कार्यान्वयन के तरीकों, अपेक्षित परिणामों, बाधाओं, यदि कोई हो, और वित्त पोषण अनुमान, तंत्र एवं स्रोतों में योगदान दे सकते हैं। वे, अन्य जानकारियों के साथ-साथ विशिष्ट अनुशंसाओं के समेत निम्नलिखित पहलुओं पर ध्यान केंद्रित कर सकते हैं:

- क. लिनाक -आई.सी.ए. संयुक्त प्रयास में परिचालन तंत्र
- ख. ज्ञान आदान-प्रदान मंच के लिए बुनियादी मानदंड एवं परिचालन दिशानिर्देशों सहित अच्छे अभ्यास मंच तथा परिचालन संरचना की रूपरेखा ।
- ग. सम्मिलित किए जाने वाले देशों/ जिला एवं क्षेत्रों के संदर्भ में संग्रह विस्तार
- घ. तैनात किए जाने वाले कार्मिक/संसाधन।
- ङ. वित्त पोषण की आवश्यकताएं एवं स्रोत।
- च. अपेक्षित समय सीमा एवं चरणवार प्रदेय (डिलिवरेबल्स)
- छ. सर्वोत्तम अभ्यासों को समझने के लिए भारतीय एवं अंतर्राष्ट्रीय सहकारिताओं की पहचान /चयन करने हेतु तंत्र ।
- ज. भारतीय संदर्भ में सीखने की सफलता को दोहराने में सहायता के लिए विषय संबंधी विशिष्ट विशेषज्ञ ।
- झ. युवाओं, महिलाओं एवं नई सहकारिताओं पर बल देना ।
- ञ. संग्राहक (ऑनलाइन/ऑफलाइन) तक पहुंच और संग्राहक द्वारा प्रकाशन ।
- ट. ज्ञान आदान-प्रदान मंच का प्रचार एवं बढ़ती आवश्यकताएं ।
- ठ. मंच के माध्यम से वैश्विक सर्वोत्तम अभ्यासों के प्रसार के तरीके ।
- ड. प्रभावी ढंग से सूचना के प्रभावी प्रसार तथा कार्यान्वयन हेतु सामाजिक समूहों एवं सोशल मीडिया उपकरणों का उपयोग।

विचार-मंथन सत्र सभी विचारों एवं सुझावों को उचित रूप से स्पष्ट करने के लिए अच्छा समय नहीं दे सकता है। कुछ प्रतिभागियों की अन्य प्रतिबद्धताएं भी हो सकती हैं जो तत्काल भागीदारी को अस्वीकार कर सकती हैं ।

इसलिए, सभी आमंत्रित लोगों से अनुरोध है कि वे निःसंकोच किसी भी अन्य निविष्टियों को ईमेल द्वारा लिनाक (linac@ncdc.in, विषय: **सहकार प्रज्ञा सुझावों के साथ**) को दिनांक 30 नवंबर 2021 तक प्रस्तुत करें । इसके बाद सभी निविष्टियों को सक्षम प्राधिकारी द्वारा उचित विचार के लिए संकलित किया जाएगा ।

चिंतन शिबिर सहकर प्रज्ञा

CHINTAN SHIBIR
SAHAKAR PRAGYA

Brain Storming Session on
International Good Practices Platform for Cooperatives

Date: 17 November 2021 Time 10.30 AM to 1.00 PM Venue: LINAC Gurugram

Concept Note

Background

Shri Amit Shah, Hon'ble Minister of Cooperation, Government of India, while addressing leaders from cooperatives at a national conclave on cooperatives in New Delhi, held on 25th September 2021, urged the International Cooperative Alliance (ICA) to set up or collaborate with an Indian institution for establishing a knowledge exchange platform that documents and disseminates the best practices and successful models of various cooperative ventures from across the world. The Laxmanrao Inamdar National Academy for Cooperative Research and Development (LINAC) of the National Cooperative Development Corporation (NCDC), was thereafter identified by the Government of India as the Indian nodal agency to collaborate with ICA and prepare a roadmap for this proposed platform.

The cooperative sector

The cooperative movement is evident across the world and in India it is the largest, with more than 8.50 lakh societies with a membership of about 290 million and a geographical cover that encompasses almost 98% of rural India. Cooperatives are key actors in various sectors, such as fertilizer distribution, sugar production, wheat procurement, paddy procurement, milk marketing, fisheries, etc. Rural cooperative societies are also entering into sectors like real estate, housing, power, insurance, healthcare and tourism. Besides agricultural credit, the roles fulfilled by cooperatives extends to business operations, supply chain, value addition, training and more.

Cooperatives offer tremendous opportunities in solving the problem of unemployment and wealth creation. Inherently, the cooperative model has the advantage of being 'inclusive' in impact, touching both the economic and social welfare of marginalised sections of the society. The Cooperative values deliver opportunities for up-scaling and enabling activities that result in better livelihood opportunities and dignified empowerment.

Conundrum in the cooperative sector

Globally, in some regions, the cooperative sector is regarded as less efficient, mainly due to sluggish decision-making process emanating from collective management, a lack of business management skills including marketing strategy, insufficient application of technologies, etc. However, these perceived challenges can be addressed by way of structured sharing of best practices and successful models which are also seen in cooperatives across the world.

The aforesaid concerns can vary as they are impacted by local, regional and national conditions. For example, the Indian Cooperative sector is beset by challenges, such as, a) Non-uniform Cooperative Legislations; b) Insufficient recognition of cooperatives as economic institutions among policy makers and public; c) Associated lack of development resources; d) Political interference; e) Improper application of credit resulting in loan defaults that limit the recycling of credit; f) Negligence towards diversification/non-credit aspects; g) Inadequacy of appropriately trained personnel; h) Deficiency in inducting modern technologies. However, despite such shortfalls, the services rendered by cooperatives to its members have contributed to their economic (optimal value for products and lower prices for inputs) and welfare (health, education, community care) status, which keeps the cooperative movement active and vigorous.

Many of the challenges that constrain the cooperative movement from achieving its full potential can be mitigated through a suitable exchange of knowledge and learnings between cooperatives. This knowledge is available at global level and will be cross-sectoral and extensive in nature. Such crosspollination of best practices among cooperatives is also expected to foster much needed and more relevant cooperation between cooperatives, at various levels.

With this in mind, the need arises to identify and implement the exchange of Good Practices between cooperatives across the world, so that the organisations can easily review and suitably adapt them for their circumstances and operations.

SAHAKAR PRAGYA, the International Good Practices Platform for Cooperatives

Fundamentally at the global level, Best Practices refer to certain frameworks, policies, methods, techniques, mechanisms and practices that have been tested and found to be result oriented. Such validated practices, that have worked to produce the desired results, can serve as an example and template for others to adapt and follow. Essentially, best practices are the most optimal ways with which one executes and targets specific tasks that are taken up.

The International Good Practices Platform for Cooperatives, tentatively, coined as SAHAKAR PRAGYA by LINAC, is being proposed, with the aim of empowering cooperatives with access to a repository of the best practices observed by various cooperative organizations internationally. The platform will ease the mutual sharing of knowledge and also help new cooperatives, involving youth and women in particular, to benefit from understanding the opportunities and scope of the cooperative sector. The knowledge exchange would also assist in understanding and infusing 21st century technological aids, which can lead to a quantum jump in efficiency and productivity of the cooperatives and consequently in the value and supply chain across sectors.

Objectives

The objectives of this brainstorming session are:

Develop Best Practices Repository Portal / Online Knowledge Store of the successful practices and models that have a proven track record in different parts of the world.

Apart from those practices devised and deployed across geographies, recommended models and practices that are proposed by multilateral bodies like the ICA, the FAO, the NEDAC, the World Bank, the UNDP, the ILO, the UNESCAP, the OECD etc., and by other organizations including academia can also be hosted.

Policy and regulatory support for cooperatives, such as those in India, and other suitable exemplifiers such as the Administrative Reforms, Public Grievance mechanism, as well from service delivery sector (like passports and consular services) can also be considered to provide fundamental good practices templates.

The success stories of various Cooperatives around the globe and insights on how those can be replicated other regions and context can also be hosted on the platform.

Knowledge management and communication methodology will be key to the success of such a platform.

Further, there will be need to develop a mechanism for impact analysis through an ongoing monitoring and evaluation at regular periods after introduction of the proposed platform.

Focus Issues

The brainstorming session may therefore address and include the following but not exclusively, in regard to this proposed exchange platform (SAHAKAR PRAGYA).

A. Mode of exchange and communication

- Hard infrastructure and human resources.
- Virtual: website, Knowledge portal - library of actual case studies, standard operating procedures. The knowledge portal should be interactive with user comments and responses to queries. The portal may also invite cooperatives to upload information and partake in competitive debates/brainstorming events.
- Physical: with targeted exposure visits – people exchange with specific curriculum and requiring the sharing of documented learnings from such exposure. Competitive events can help identify relevant people exchange.
(given Covid19 situation, initial priority would be on virtual exchange)

B. Type and category of content to be exchanged-

- Existing case studies and documented practices – SAHAKAR PRAGYA will need to source case studies internationally, from validated sources, ie, government papers, academic reports, or directly from cooperatives. Where necessary, a peer review or appraisal by committee can be considered, prior to hosting the reports of the platform.
- In the longer-term, the SAHAKAR PRAGYA can also consider undertaking first-hand research on cooperatives and output reports. A dedicated team or empanelment of researchers for this purpose may be factored into the discussions.
- The knowledge dissemination shall need to be translated for international consumption. Initially this may be considered for 4-5 select languages and thereafter expanded as per demand. Alternately, the main SAHAKAR PRAGYA portal can be piped into participating regional or national platforms who can take up responsibility for suitable local translations.
- SAHAKAR PRAGYA can also consider frequent knowledge exchange interactions, such as international dialogues or seminars to encourage global cooperation between cooperatives.

C. Identification of sources for best practices and success stories-

- a. Existing research on cooperatives - historical publications, evaluation reports, academic assessments.
- b. International and Indian organisations for helping with the template and ideas.
- c. Cooperatives that are performing well financially.

- d. Cooperatives that have helped in uplifting the social & economic status of its members.
 - e. Cooperatives that have adopted innovative technologies and/or business models.
 - f. Cooperatives that have overcome any major challenge faced by other cooperatives in similar sector by way of innovation and/or good practices.
 - g. Cooperatives that have benefitted by establishing forward and backward linkages in their sector.
 - h. Cooperatives that have helped in overall upliftment and community development in a particular region.
 - i. Cooperatives which have diversified their business/product range/market reach that resulted in increased income generation and/or reduced risks. Even the failed ventures could provide relevant learnings.
 - j. Cooperatives that have expanded gender equality in member base and demonstrated higher level of inclusion.
 - k. Cooperatives with best practices and operational SOPs that are commonly used as benchmarks in their sector.
 - l. Type of diligence to be deployed so that the information hosted has undergone peer review or is approved by a mechanism under SAHAKAR PRAGYA set up for the purpose.
-

Brainstorming participants are kindly requested to deliberate upon specific measures which can contribute to model building of the Platform, implementation methodologies, expected outcomes, constraints, if any, and the funding estimates, mechanisms and sources. They, inter-alia may focus on the following aspects with specific recommendations:

- a. Operational mechanisms in LINAC-ICA joint effort
- b. Architecture of the good practice platform and governance structure including basic criteria and operational guidelines for the knowledge exchange platform.
- c. The scope of the repository in terms of countries/regions and sectors to be covered
- d. Personnel / resources to be deployed.
- e. Funding requirements and sources.
- f. Expected time frame and phase wise deliverables.
- g. Mechanism to identify/select Indian and International cooperatives for understanding their best practices.
- h. Domain specific expertise to assist in replicating the successful learnings in Indian context.
- i. Focus on youth, women and new cooperatives.
- j. Access to the repository (online/ offline) and publications by the repository.
- k. Publicity and outreach requirements of the Exchange Platform.
- l. Modes of dissemination of global best practices through platform.
- m. Use of social groups and social media tools for effective dissemination and implementation of information in a focussed manner.

The brainstorming session may not provide wholesome time to appropriately articulate all ideas and suggestions. Some participants may also have other commitments that may disallow immediate participation.

Therefore, all invitees are requested to feel free to submit any other inputs by email to LINAC (linac@ncdc.in, with Subject: **SAHAKAR PRAGYA suggestions**), by 30 November 2021. All the inputs will thereafter be compiled for due consideration by competent authority.

CHINTAN SHIBIR SAHAKAR PRAGYA

Brain Storming Session on International Good Practices Platform for Cooperatives

Date: 17 November 2021
Time 10.30 AM to 1.00 PM
Venue: Sardar Patel Auditorium, LINAC Gurugram

Time	Details
10.20 AM	Arrival of delegates
10.30 AM	Welcome- Lt. Col. Dr Baljeet Singh, Chief Director, LINAC, NCDC
10.33 AM	Context setting by Dr K K Tripathy, OSD to HCM
10.36 AM	Role of ICA Mr Mohit Dave, ICA-AP
11.40 AM	Best practice by Primary Coop: ULCCS, Kerala- by Mr Kishore, ULCCS
11.45 AM	Best practice by Multi State National Coop NAFED- by Mr Sanjeev Chadha, MD, NAFED
11.50 AM	Best practices in Uttarakhand Cooperative Department by Dr. R. Meenakshi Sundaram, Secretary to the Gov of Uttarakhand
11.55 AM	Address by Dr V Srinivas, Secy to Govt of India, Deptt of AR&PG
12.05PM	Address by Chief Guest- Shri Dileepbhai Sanghani, President, NCUI
12.15 PM	Discussion on issues raised in Concept Paper moderated by Capt Prof Pawanexh Kohli, Advisor, NCDC
12.58 PM	Vote of thanks by Ms. Paturi Prathyusha, LINAC
01.00 PM	Lunch

CHINTAN SHIBIR SAHAKAR PRAGYA

Brain Storming Session on

International Good Practices Platform for Cooperatives

Venue: LINAC, Plot -89, Sec-18, Institutional Area, Gurugram 122015, Haryana,

List of Speakers and Participants

Sl.No.	Name	Designation	Dept./ Organisation
1)	Shri Dileep Sanghani	President	Natioanl CoopUnion of India
2)	Sh. V Srinivas*	Special Secretary	DAR&PG, GoI & DG NCGG
3)	Shri Jyotindra Mehta,	President	NAFCUB
4)	Shri Satish Marathe	Director	Central Board of RBI
5)	Shri Ramesh Vaidya	National President	Sahakar Bharati
6)	Dr. Uday Joshi	National Gen Secretary	Sahakar Bharati
7)	Dr. R Meenakshi Sundaram	Secretary Cooperation	Government of Uttarakhand
8)	Shri Sanjeev Chadha	Managing Director	NAFED, New Delhi
9)	Shri S.K. Verma	Addl. MD	NAFED
10)	Dr. K K Tripathy	OSD to HCM	Ministry of Cooperation
11)	Shri Balu Iyer*	Regional Director	ICA-AP
12)	Shri Mohit Dave	Programme Manger	ICA-AP
13)	Ms. Simren Singh	Programme Officer	ICA-AP
14)	Prof Umakant Dash	Director	IRMA
15)	Dr. D Ravi	Consultant	CICTAB
16)	Shri Kishore Kumar*	Director	ULCC Ltd
17)	Mrs. T. Lalmuanpuii	Chairman	Coop Apex Bank Mizoram
18)	Ms. Preiti Patel	Chairperson	GMCC, Rajkot Gujarat
19)	Ms. Renu Devi Arambam	Director	Renu Handloom Manipur
20)	Ms. Madhubala Saboo	Managing Director	Simpl Desi Multi State Coop.
21)	Shri J P Meena	Senior Advisor, NCDC	Former Secretary MoFPI GoI
22)	Dr Rajeev Ranjan	Senior Advisor, NCDC	Former Secretary DoFish GoI
23)	Dr C Roul	Senior Advisor, NCDC	Former Secretary DoFert GoI
24)	Capt Prof Pawanexh Kohli	Advisor, NCDC	Formerly Dole International
25)	Shri Sudhir K Sharma	Financial Adviser	NCDC
26)	Shri Mukesh Kumar	Executive Director	NCDC
27)	Shri K K Chaudhary	Adviser	NCDC
28)	Dr. K.T. Channeshappa	Advisor	NCDC
29)	Lt Col Dr. Baljit Singh,	Chief Director	LINAC
30)	Sh. Bhupinder Singh	Chief Director	NCDC
31)	Sh. Lalit Goel	Chief Director	NCDC
32)	Smt. R. Vanitha	Chief Director	NCDC
33)	Sh. Prabu Paulraj	Director	NCDC
34)	Ms. Inderjeet Kaur	Director	NCDC
35)	Shri A S Meena	Director	NCDC
36)	Shri Girraj Agnihotri	Director	NCDC

37)	Ms. Harinderpal Kaur	Director	NCDC
38)	Ms. Savita Sachdev	PPS	NCDC
39)	Shri Bhupendra Mandavi	Deputy Director	NCDC
40)	Shri Nikhil Srivastava	Deputy Director	NCDC
41)	Shri Mirza Akik Beg	Deputy Director	NCDC
42)	Ms. Sunita Arora	Assistant Director	NCDC
43)	Shri Pratik Mishra	Assistant Director	NCDC
44)	Shri Hemant Kumar	Programme Officer	NCDC
45)	Smt Bela Mondol	Programme Officer	NCDC
46)	Ms. Anju	Programme Officer	NCDC
47)	Smt Sadhna Bhatia	SPS	NCDC
48)	Smt. Manju Kapoor	SPS	NCDC
49)	Smt Sarita Khetarpal	PA	NCDC
50)	Shri Mohsin Khan	Sr. Assistant	NCDC
51)	Shri Prashant	DEO	NCDC
52)	Shri Dinesh Gaba	DEO	NCDC
53)	Ms. Shalu	DEO	NCDC
54)	Ms. Nidhi Singh	DEO	NCDC
55)	Shri Sundeep Kumar Nayak	Managing Director	NCDC

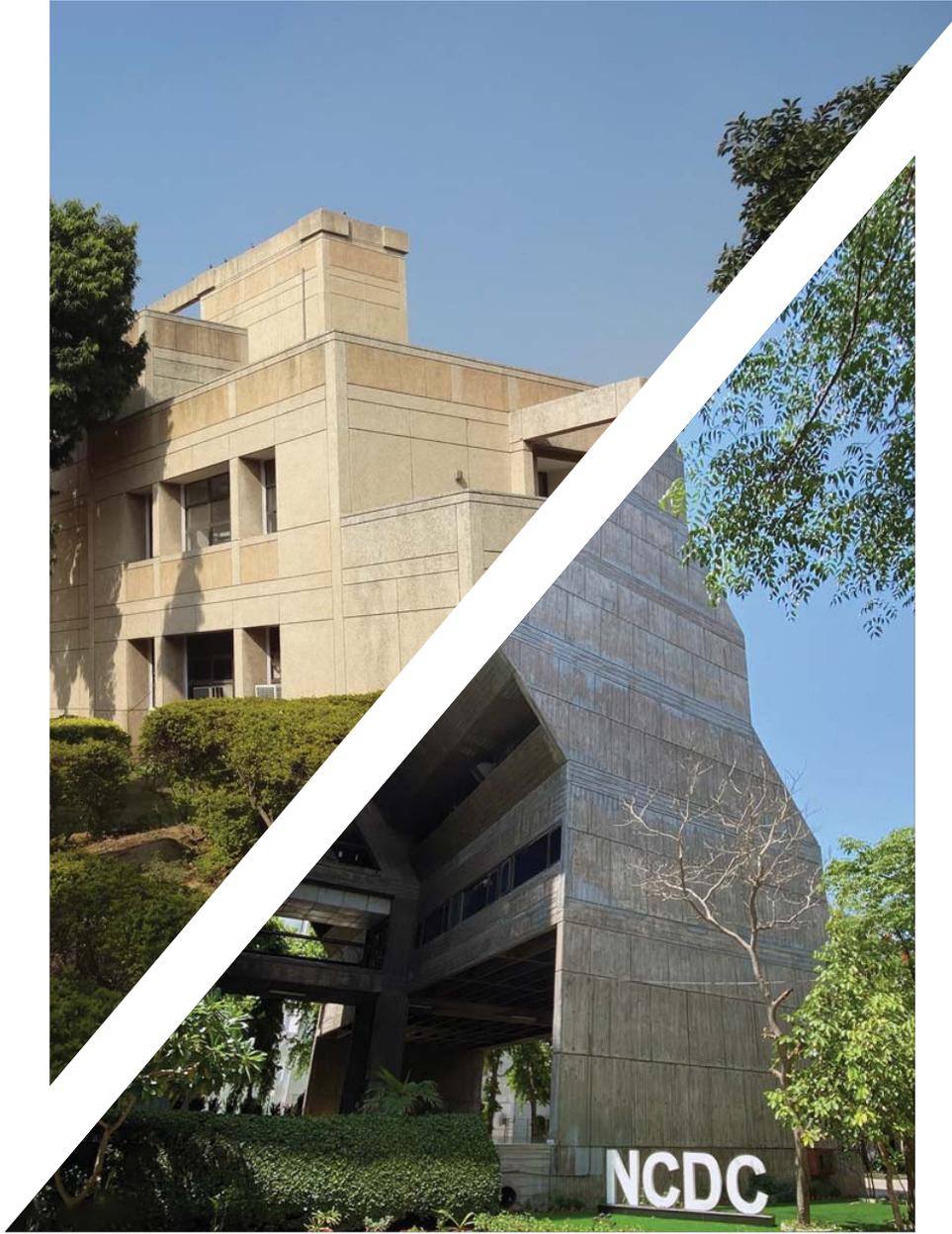


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राष्ट्रीय सहकारी विकास निगम
NCDC
Assisting Cooperatives. Always!

**Laxmanrao Inamdar National Academy for
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