

Introduction:

Greatest challenge to any civilized society is the economic deprivation it harbours, in league with social deprivation. It is inescapable that a collective war is waged to banish human deprivation from our midst. No other organized set up can be more potent for this attack than building human capital among the deprived, through sustainable cooperative Development Initiatives. Congruity with human nature further enhances the value of such initiatives. This principle is germane to the cooperative management in the Country and Karnataka in particular, which encompasses the basic human feeling of self-worth as its core. The cooperative strategy goes deep into the realms of building financial capabilities and self-confidence especially among the rural poor.

The Department of Co-operation is a vital Department of the Government of Karnataka having mission to create an efficient and effective co-operative sector for Karnataka. The primary objective of the Department of Co-operation is to see that genuine Co-operatives are organized and managed on sound lines as per the basic principles of Co-operation for the promotion of the economic interests and welfare of the people and to render guidance and assistance for the development of Co-operative movement in the State. Department is having a committed and dedicated work force of 1821 (Gazetted and non-Gazetted officials) to reach the Department objectives.

Consequently everyone in the organisation wish to explore various possibilities for development which leads to Good Governance in the department. In this connection Department of Cooperation requested Administrative Training Institute, Mysore to Identify Performance Gaps and enhance the Performance of officers. ATI in most of the trainings adopted Systematic Approach of Training (SAT) in this process we have conducted one day workshop on “Training Needs Analysis” on 8th September 2010 with senior officers of the department to identify Training and Non-Training Needs.

A total of 19 officers in the cadre of Assistant Registrar, Deputy Registrar, Joint Registrar and Additional Registrar of Co-operative Societies, DCC Bank Managing Director and Vice Principal of RICM, Bangalore participated in the workshop.

In the workshop Participant was divided into four groups, each group was assigned with one area for discussion and also the officers did

the SWOT analysis. After that the groups suggested that the training should take care of changing needs of the job. It also suggested for incorporating personality development input. The module suggested Five days training with 30 hours of input and the discussions were interactive and interesting.

In the workshop officers listed out the factor contributing performance enhancement of officer. In this connection ATI is specially designed Management Development Programmes (Five days) and totally eight training were conducted in a period of three months. The idea was to provide management inputs to senior officers from cooperative department so that, they could understand their roles in changed environment.

Aims & Objectives:

The objectives of the training modules were identify as under

- To make officers awareness and identify their strength and improving the areas like
 - Personal effectiveness
 - Understanding one's strengths and weakness
 - Goal Setting & Decision Making
 - Communication Skills
 - Building Effective Team for effective office administration
- Providing knowledge, Skill input related to office procedure, KCSR, CCA and RTI
- To make officers awareness about cooperative reforms and implementation of vaidhyanath report
- Facilitate the Learning on Assests and liabilities Management
- Understand the possibilities to management of Risk at Apex Bank and DCC Banks
- Discuss about the recent changes in BR Act as applicable to Cooperative Banks
- To make officers to aware about effective implementation development Action Plan (DAP) in DCC Banks BDP in PACS.
- Combating Corruption and Lokayukta.
- Audit
- Provide the information about Contempt of courts,
- Discuss about obligation of public authority
- Computer application:
 - Basic Inputs
 - Cyber law and information security

Role and Responsibilities of ARCS, DRCS and Additional RCS

Assistant Registrar of Co-operative Societies:

1. An ARCS is Sub-divisional Officer. He exercise Statutory and Administrative Control over the Co-operatives in accordance with the powers delegated to him.
2. He registers, Amalgamate (Transfer of Asset and liability) and Liquidate the societies.
3. He amends the bylaws and inspects the Societies.
4. He implements the State Plans and Zilla Panchayat Plan Schemes.
5. He functions as a Quasi-Judicial Authority.
6. He works as Assistant Registrar for Money Lenders, Pawn Brokers and Chit Funds.
7. He performs all other duties assigned to him under the statutes.

District Registrar of Co-operative Societies:

1. A DRCS is District Level Officer. He exercise Statutory and Administrative Control over the Co-operatives in accordance with the powers delegated to him.
2. He registers, Amalgamate (Transfer of Asset and liability) and Liquidate the societies.
3. He amends the bylaws and inspects the Societies.
4. He implements the state plans and Zilla Panchayat Plan Schemes.
5. He functions as a Quasi-Judicial Authority.
6. He works as Registrar for Money Lenders, Pawn Brokers and Chit Funds.
7. He performs all other duties assigned to him under the statutes.
8. DRCS is the Government Nominee on the boards of District Level Co-operative Institutions.

Joint Registrar of Co-operative Societies:

1. A JRCS is Divisional Level Officer. He exercise Statutory and Administrative Control over the Co-operatives in accordance with the powers delegated to him.
2. He registers, Amalgamate (Transfer of Asset and liability) and Liquidate the societies.
3. He amends the bylaws and inspect the Societies.
4. He functions as a Quasi-Judicial Authority.

5. He works as Registrar for Money Lenders, Pawn Brokers and Chit Funds.
6. He performs all other duties assigned to him under the statutes.
7. JRCS is the Government Nominee on the boards of Above District Level Co-operative Institutions.
8. JRCS implements Department Programmes and Plan Schemes.

Additional Registrar of Co-operative Societies:

1. Additional Registrar is the senior most cadre officer of the department sub-ordinate to the Registrar.
2. He looks after administration and Development.
3. Research, Evaluation and Statistics.
4. He looks after above district level Consumer, Marketing, Processing, Industrial, Fisheries, Housing and Milk Co-operatives.
5. Implementation of the Yashaswini Formers Health Scheme.
6. Hearing and Disposal of Disputes
7. Conducting Statutory Enquiries and Inspections.

Strength:

1. The existing Act has been liberalized under Souhardha Act and Vaidyanathan recommendation gives autonomy to co-operatives
2. The Societies can manage themselves without interference of Registrar or Government
3. Clear delegation of powers are available
4. Settled policy-autonomy
5. Strong and continued belief of common people in the Co-operative Movement
6. Century old experience
7. Scope for resource mobilization

Weakness:

1. The Co operatives function as independent bodies. The Department even though has limited regulatory power cannot control on the day to day basis of the function of the Co-operative
2. The functionaries in the department and in co-operatives are not professionally trained to handle situation
3. Men Management is weak. Up gradation of their skill is necessary

4. changing roles – confusion
5. Powers and responsibilities do not match
6. Lack of awareness of the members
7. Non- Professionalization of offices and Non- officials
8. Political Interference and Political Ideology
9. Lack of Commitment on part of Co-operative members/Officers
10. Lack of Participation by various groups

Opportunities:

1. The Co-operations are Autonomous independent bodies created under statute. The Department will have and ensure that these bodies achieve the objectives to improve the working of Co-operatives
2. Registrar of Co-operative Society has to perform as promoter, Moderator Guiding Force for these Co-operatives as his role is very limited
3. Lot of field experiences
4. Confidence of co-operative sector in the dept.
5. Large Network of the Co-operative Movement
6. Scope for coverage of rural Mass and Rural Economy to the large extent

Threat:

1. The Liberalized Co-operatives if they fail to avail the opportunity of self Governance the Co-operatives Movement will suffer
2. The Co-operatives leadership is not having professional attitude and Aptitude and that too in the corporate Governance may misuse the authority of self Governance
3. External factors- political pressure, etc
4. Competition from private sector.
5. Sever competition by string private and corporate sector (M.N.C, Malls)
6. Policies of the Government affecting the health of the Co-operative
7. Erosion of Co-operative Values in the new- Generation

Training Needs:

01. The existing act has been liberalized under Souhardha Act and Vaidyanathan recommendation gives autonomy to co-operatives
02. Strong and continued belief of common people in the Co-operative Movement
03. Scope for resource mobilization
04. The Co-operatives function as independent bodies. The Department even though has limited regulatory power cannot control on the day to day basis of the function of the Co-operative
05. The functionaries in the department and in co-operatives are not professionally trained to handle situation
06. Men Management is weak. Up gradation of their skill is necessary
07. Changing roles – confusion
08. Powers and responsibilities do not match
09. Lack of awareness of the members
10. Non- Professionalization of offices and Non- officials
11. Lack of Commitment
12. Lack of Participation
13. Registrar of Co-operative Society has to perform as promoter, Moderator Guiding Force for these Co-operatives as his role is very limited
14. The Co-operatives leadership is not having professional attitude and Aptitude and that too in the corporate Governance may misuse the authority of self Governance
15. Competition from private sector.
16. Erosion of Co-operative Values in the new- Generation
17. Co-operation and Coordination
18. Change Management

Non Training Needs

1. The Societies can manage themselves without interference of Registrar or Government
2. Clear delegation of powers
3. Settled policy-autonomy
4. Scope for resource mobilization

5. The Co operatives function as independent bodies. The Department even though has limited regulatory power cannot control on the day to day basis of the function of the Co-operative
6. The Co-operations are Autonomous independent bodies created under statute. The Department will have and ensure that these bodies achieve the objectives to improve the working of Co-operatives
7. Policies of the Government affecting the health of the Co-operative

Proposed in put on:

Management of Cooperatives and Management of External Factors

Management of Co-operatives:

1. Autonomy – Extent of Autonomy

- a) Self-governance- General Principles
- b) Checks and Balance

2. Administrative Setup:

- a) Role of the elected committee and the
- b) Chief executive: professional Management
- c) Who are professional Managers
- d) Men Management

3. Financial Control:

- a) Management of funds
- b) Preparation of Financial statements
- c) How to read the financial statements
- d) What are the critical items to be looked into

4. Business Activity

- a) List out the Business Activities under taken in the Co-operatives
- b) Indentify the business which is high yielding
- c) Diversification of Business Activities to get Higher Reference
- d) In every business Activity calculate the profitability
- e) In service Sector Activity Profitability- should it be over looked

- f) Achievement of the objectives Set down under the bye-Laws
- g) To make a comparative explanation of successful Co-operatives

5. Technological Up gradation

- a) The present system adopted – Innovative methods- Training of the officials on HRD – Computerization

Management of External Factors:

1. Men Management:

- a) Locate the right person or man – Cadre management
- b) Common Sense Approach in taking Decision

2. Power to withstand tension and pressure

- a) Positive attitude towards people
- b) Willpower – How to enhance the capacity
- c) Humanitarian Approach
- d) Comply the provisions of Law without any external influence or in spite of external factors
- e) Democratic Setup under Cooperatives the elected body and the external factor be educated to accept that the enforcement of Law is a necessary evil
- f) The Authority shall not have self interest – Moral Standards
- g) Stress management

Topic: Corporate of Governance in co-operatives

- **Why?**

In view of Liberalization, Globalization and Privatization- Changed scenario in the economy co-operatives need corporate governance in their approach.

- **What?**

- Co-operatives – Economic enterprises and Business entities
Competition – Global Village
- Corporate Governance - Vision and Mission

- **How?**

- Professionalization of Management
and Staff
- MIS –Introduction and up gradation of

- information and
 - Technology
- Computerization – CBS
 - Tele Banking
 - ATMs
- Capacity Building
 - Training – Job related
 - General etiquette
- Performance appraisal, review
- Customer Orientation /need based
- Brand equity
- Decentralization and Delegation
- Accountability / Responsibility
- Best practices Adoption
- Transparency → Reporting → Analysis → Decision Making
- Publicity – Consumer cell
- Visit Exposure