

CHAPTER - II

CO-OPERATIVE MARKETING.

- II : 1 Introductory.
- II : 2 Meaning and objectives.
- II : 3 Need for co-operative marketing in India.
- II : 4 Merits of co-operative marketing.
- II : 5 Development of co-operative marketing in India.
- II : 6 Structure and organization of co-operative marketing in India.
- II : 7 Problems of co-operative marketing in India.
- II : 8 Role of marketing co-operatives in Economic development.
- II : 9 Role of Shetkari Sahakari Sangh in promoting and development of co-operative marketing in Kolhapur District.

II : 1 Introductory :

Co-operation means working together. It is a group instinct in man which makes him to live together, work together and help each other in times of stress and strain. The history of modern civilization is in fact, the history of co-operation without which the social and economic progress would not have been possible.

According to Mr. C.R.Fay, " A co-operative Society is an association for the purpose of joint trading, originating among the weak, and conducted always in an unselfish spirit, on such terms that all who are prepared to assume the duties of membership may share in its rewards, in proportion to the degree in which they make use of their association. " The co-operative planning committee defines, " Co-operation is a form of organization in which persons voluntarily associate together on the basis of equality for the promotion of their economic interests. "

There are different principles of co-operation on with every co-operative concern conducts its duties. They are as under. :

1. Voluntary association or open membership.
2. Democratic control.
3. Distribution of surplus.
4. Limited interest on capital.
5. Co-operative Education.
6. Principles of Growth.

There are also some other principles like, self help through mutual help, cash trading, principles of thrift, principles of service etc.

These principles will help in increasing the importance of co-operative movement.

The co-operative movement has been in existence for the last 79 years or so. It is said that the movement was not much of a success before 1954 in India but since then with Government, and Reserve Bank of India taking active interest, the movement has made great progress, particularly in plan periods.

Co-operation has made a notable progress in the field of agriculture, small scale industries, marketing, processing, distribution, construction and provision of essential services to local communities, under five year plans. The recent sixth five year plan accepts the co-operative system as the most widely distributed and organized credit system to provide all types of credit to rural areas.

Co-operative movement spread very rapidly in Maharashtra State. Before independence co-operation was in existence in Bombay province. It was specifically spread in the field of finance. Government of Maharashtra took much interest in co-operative movement after independence. In the area of marketing, the co-operation has spread in Maharashtra deeply. To develop co-operative marketing more rapidly the Maharashtra State co-operative marketing Federation Ltd., was Registered in 1958 as a State sponsored Apex society. We find a substantial progress of marketing co-operatives in Kolhapur district. The development of co-operative marketing took place rapidly with the establishment of shetakari sahakari sangh limited, Kolhapur in the year 1939.

II : 2 Meaning and Objectives :

Co-operative marketing by farmers takes two forms.: the selling at wholesale of agricultural produce, and the purchase by farmers of farm and household supplies and equipment, co-operative purchasing by farmers is akin to, and a principal part of,

" Consumers Co-operation " With this distinction, that the farmer is a producer as well as a consumer and thus buys " Producer good " as will as goods for home and personal consumption.¹

Co-operative marketing begins at the farmer's field. It includes all such activities as (i) Collection of surpluses from the individual farmers; (ii) Transport to the nearest assembling centre (iii) Grading and standardization. (iv) Pooling (v) Processing (vi) Warehousing. ~~Packing~~ vii. Packing viii. Transport to the consuming centre. ix. bring the buyers and sellers together x. and sale to the ultimate consumer.²

Definitions :

Co-operative marketing is a process of marketing through a co-operative association formed to perform one or more of the marketing functions in respect of the produce of its members.

1. Henry. H.B. & Marvin A.S.² defined co-operative marketing as " a voluntary business organization established by its patrons to market farm products collectively for their direct benefit." ³

2. Margaret Digby, an F. A. O. expert has defined, " Co-operative Marketing is the system by which a group of farmers or market gardeners join together to carry on some or all of the processes involved in bringing goods from the producer to the consumer. " ⁴

3. According to the Reserve Bank of India " A marketing society can be considered as a co-operative association of cultivators formed primarily for the purpose of helping the members to market their produce more profitably than is possible through out the private trade. " ⁵

4. In the words of Bakken & Schaars, ' A Co-operative sales association is a voluntary association established by its members patrons to market farm products collectively for their direct benefit. It is governed according to democratic principles and the savings are apportioned to the members on the basis of their patronage, as owners, operators and contributors of the commodities handled are the direct beneficiaries of the savings that may accrue. ' 6

In all " A co-operative marketing society is an association of cultivators organized on co-operative principles to perform marketing functions. "

Objectives :

According to J.P.Niyogi : " The aim of co-operative marketing societies is to stabilize marketing conditions by means of orderly and regulated supply of commodities, which leads to control the price level in the market. " 7

According to F.A.O., publication co-operative marketing do its activities with at least two main objects.

Firstly, they hope to be able to rationalise the marketing system itself, to handle large quantities of better graded and packed produce, to use modern machinery and to cut out unnecessary handling, unnecessary journeys and unnecessary middlemen.

Secondly, they hope to secure for themselves a large share of the price paid by the final purchaser, i.e. the consumer.

If it has succeeded in the first object then it can hope for a higher money return without raising the price to the consumer.



In brief, the chief objectives of a co-operative marketing society are :

- i. To strengthen the bargaining capacity of the producer.
- ii. To secure the members a better price for their produce.
- iii. To eliminate superfluous middlemen.
- iv. To provide members the needed finance.
- v. To develop fair trading practices.
- vi. To stabilise prices.
- vii. To promote the economic interests of its members.

Shetakari Sahakari Sangh Ltd., Kolhapur has tried its level best to satisfy the above objectives of co-operative marketing.

II : 3 Need for co-operative marketing in India.

With the commercialization of agriculture, efficient marketing is as necessary as scientific agricultural operation. The income of the farmer today depends, to a large extent, on the ability with which he is able to market his produce for a fair price. To a farmer, who is conscious of his economic interests, cooperative marketing gives him proper justice compared to other markets.

The need for co-operative marketing arises from the following reasons.



1. The principles upon which co-operative marketing agencies are organized differ, in theory, from those which control the organization of competitive profit seeking agencies.⁹

2. There are various malpractices prevail in the system of agricultural marketing like arbitrary deductions from the price of the produce, such manipulation of weights and scales etc. In such cases co-operative marketing helps.¹⁰

3. Due to the small holdings and scanty output of our farmers it is difficult as well as expensive to sell any commodity in small lots. To sell the small produce will become uneconomical also. The principle of the small producer lies in organising his fellow - producers and sell the produce through co-operative marketing.¹¹

4. The co-operative marketing of agricultural produce if developed on a large scale in India, can help in the stabilization of prices.

5. The necessity of co-operative marketing in India is also increasingly felt as the future of co-operation depends to a large extent on its development, co-operators felt that credit movement would hardly succeed unless it is linked effectively with marketing. " A credit co-operative in which marketing has not been linked or left out would be like hamlet without the prince of Denmark."¹² Here co-operative market should be treated as the basic essential for agricultural prosperity in India. The future of co-operation lies in the development of marketing more than in any other directions.

6. The All India Rural Credit survey committee remarked that often enough the cultivators position is that of having to bargain, if he can, with some one who commands the money, commands the credit, commands the market and commands the transport. The only remedy is to organise a co-operative marketing society under these circumstances.¹³

II : 4 Merits of co-operative marketing in India.

The co-operative marketing will be beneficial to the producers, consumers and the whole sale society at large. When the farmers combine and set up a co-operative sales society to collectively market their produce, they are able to receive the following merits.

1. Reduced cost and improved service :

A co-operative marketing society which includes a large percentage of the farmers in a given area might be able to control a large volume of business and thus effect real economics in services such as transport and storage. In this way co-operative marketing society can provide the farm producers improved services at reduced cost.

2. Improved Marketability of Products .

A co-operative society is in a better position to study the needs of the consumer than the individual farmer. Its main achievement would be making products conform to the desires of the market. Further by providing better grading facilities, co-operative marketing societies can induce its members to produce, those varieties of the product for which there is a greater demand in the market. Thus by paying its members according to grade, it induces the farmers to " Send the right things to the market at the right time and in the right quantities." ¹⁴

3. Improved Bargaining Power.

Even if co-operative marketing organization only takes over the functions of country dealers, it improves the bargaining position of farmers and make it possible for them to negotiate on an equal or perhaps even a superior footing, with large scale whole-salers. In case of co-operative marketing, the buyers of agricultural produce have to deal with a farmers. association which controls a large part of the limited supply.

iv. Controlling the Flow to the Market. :

The formation of a co-operative marketing society frequently makes it easier to adjust producers supply and demand. It contake over the produce from the growers when the harvest is over, but release it gradually in the market according to demand.

v. Development of markets. :

Co-operative marketing societies are well in a position to develop the market for their produce by effective advertisement and other means. For an individual farmer, adverti-
-sment will obviously be beyond his reach.

vi. Trading in Business Methods. :

Co-operative marketing has the merit of giving the farmer, an insight into the marketing machanism. He starts understanding the problems and difficulties of the middlemen and sees that they may not be exploiting him. " Experience in a marketing association gives farmers a more rational out look on marketing methods and finally it gives them business experience and a higher sense of business responsibility. "

vii. Credit facilities. :

The farmers in India are often in debt to merchants and money lenders. It is mainly due to the long wait between the sowing of a crop and the harvest, between the birth of an animal and the sale of its milk, meat or wool. This is called as production cycle. It means that the farmer must live and provide food and cloths for his family for six months before he will have any money coming in. So Indian farmer himself will move under the clutches of the money lenders. For this co-operative marketing society provides finance to poor farmers at lower rate of interest and solve their difficulties.

viii. Division of surplus. :

The profits of the marketing society become the property of the members and the same is divided in proportion to the contribution they have made to the business of the co-operative marketing.

ix. Educative Value. :

The very attempt on the part of farmers to solve their problems teaches them the basic truths. No influence is so important in the economic education of farmers as their own efforts in co-operative marketing.

II : 5 Development of Marketing Co-operatives. In India. :

Co-operative marketing is of recent origin. The co-operative act of 1904 restricted the development of co-operative marketing till 1912.

The first marketing society to be started in India was the kumbakonam Agricultural Society in 1913 to undertake the supply to its members, seeds, manures implements and to arrange for the sale of there produce. Gradually, co-operative sale societies were started at various places for marketing of each crop. such as cotton sale society in Karnataka, the co-operative Sale Societies in Gujarat etc.

In the post war period, in 1945, the co-operative planning committee had recommended that within 10 years, 25% of the total annual marketable surplus of agricultural produce should be sold through co-operative markets. But no planned efforts were made to implement this recommendation.

In 1951, the All India Rural Credit Survey Committee found the position in regard to the co-operative marketing extremely unsatisfactory.

The survey observed that " Out of the 75 districts selected for survey, only 12 reported any sales through co-operative organisations. Of these 12 districts only 5 reported sale of produce through co-operatives exceeding 1% of the total sales through all agencies. " Thus co-operative marketing has occupied a far smaller place in the co-operative picture in India. By the end of 1950, there were 6,907 primary marketing societies having a membership of about 13 lakhs. There were 1805 marketing unions and federations.

In the planning era the progress of co-operative marketing is considerable one. In the first plan period no special efforts were made for strengthening and expanding co-operative marketing. Here the value of agricultural produce marketed by all co-operatives increased from Rs. 47 crores to only Rs. 53 crores from 1950-51 to 1955-56.

In the second, five year plan considerable emphasis was given to the expansion of co-operative marketing in the country. By the end of the second plan there were 3,108 primary marketing societies, 171 central marketing societies, 24 apex marketing societies and a National Agricultural co-operative marketing federation. The value of the agricultural produce handled by the co-operatives was Rs. 174 crores, at the end of the plan period. But the position of co-operative marketing in the second plan was not at all happy.

In the third plan special emphasis was given on the development of co-operative marketing. The main task was to strengthen the marketing structure and to set-up marketing co-operatives in the areas which are not covered during the second plan. By the end of the third plan period 452 additional primary societies were organised. In addition to these, 900 marketing societies were organised outside the plan programme.

During the fourth plan the programme was to strengthen the existing marketing societies at the primary level. Efforts were also envisaged to introduce grading and pooling and other improved techniques. However co-operative marketing could not make much progress in the early years of the plan, in latter half the progress was considerable. Co-operative marketing handled agricultural produce worth Rs. 1,110 crores, in 1973-74. Despite this progress the interstate disparities were still existing.

In fifth plan it had been decided to consolidate and strengthen the existing societies and to set up additional societies only in areas where new secondary markets came up. It was estimated that about 100 new marketing societies would be organised during the plan period. The fifth plan envisaged that during the last year of the plan the marketing co-operatives would handle agricultural produce worth Rs. 1900 crores.¹⁵

The following table shows the number of co-op. marketing societies as per 1981.¹⁶

Table II : 1 Co-operative marketing societies.

Sr. No.	Types of societies	Number	Membership	Working capital Lakhs
1.	General purpose marketing societies	2,866	30,99,542	31,584
2.	Specialised marketing Societies	726	4,10,366	4,110
3.	Sugar Societies	186	10,98,969	1,15,724
4.	Consumer Stores	15,827	45,33,466	6,830
5.	Other agricultural Societies.	8,104	5,33,116	6,829
6.	Other non-agricultural societies	4,740	4,57,347	2,350

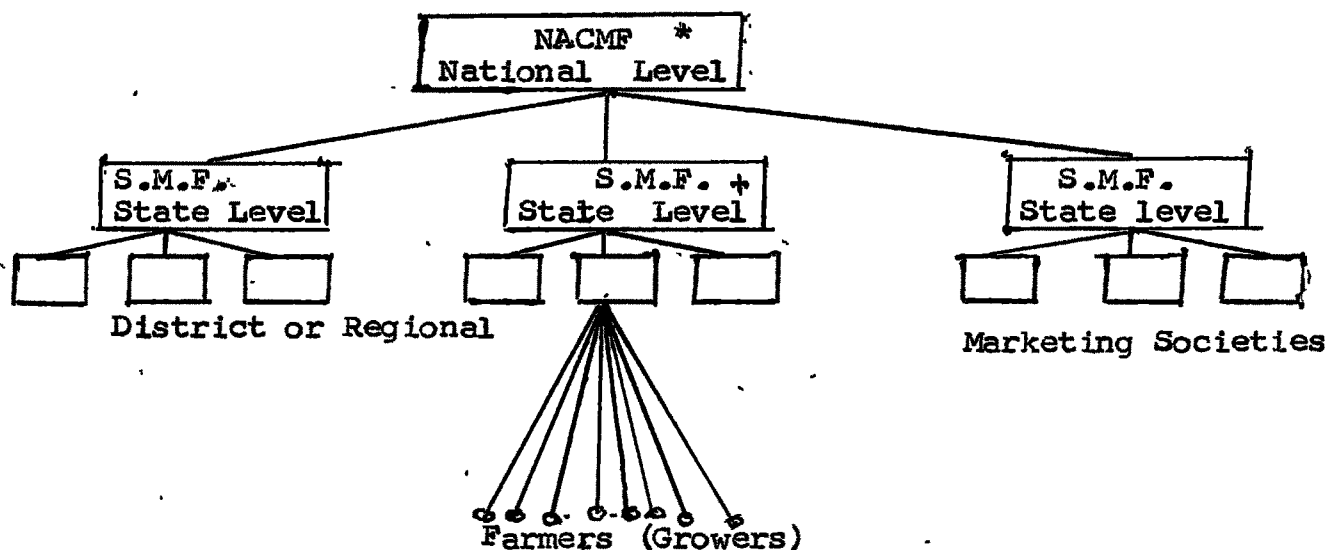
(Source, India, A reference Annual 1981)

According to the above table the consumer stores are more in number i.e. 15,827. Membership is also highest i.e. 45,33,466. Because public is interested in getting the commodities at fair price particularly farmers are more interested in this respect. Next will be the other agricultural societies established for the welfare of the farmers in general.

II : 6 Structure & organisation of co-operative Marketing in India.

In India the structure of co-operative marketing is of federal type. The federal type of co-operative is an "association of associations" Local associations of producers unite to form district and central co-operative marketings, for the more efficient marketing of their produce.

Chart No.II : 1; The federal structure of co-operative marketing societies in India can be shown, in the following chart.



(Fig. : Edward A Duddy and Davind A Revzan Marketing :
An Institutional Approach Mc. Graw Hill New York P.349)

* N A C M F : National Agricultural Co-operative Marketing Federation.

+ S M F : State Marketing Federations.

The figure indicates that the federal structure of co-operative marketing is of Three tier.

- i. National Agricultural Co-operative Marketing Federation at the National level.
- ii. State Marketing Federations at the State level, and
- iii. District or Regional Marketing Societies at the intermediate level.

The federated co-operative structure is built from the bottom up and is democratically controlled through the voting rights of the individual members in their District or Regional Marketing Societies. Title to the produce remains with the individual producer, even though his product may have been pooled with that of others for the purpose of sale. The members contract with the Regional or District marketing societies and State Marketing Federations contract with the National Agricultural Marketing Federations. Through these large regional marketing societies the efforts of many producers are co-ordinated into an effective marketing machine which improves the product, increases demand, and stabilises returns to the producer.

In India the co-operative marketing structure consists of about 3,592 primary co-operative marketing societies covering all important agricultural markets in the country 369 district/regional marketing societies including 208 sugercane supply marketing societies and cane unions, 27 state level co-operative marketing federation and One National Agricultural Co-operative Marketing federation, according to 1981 figures. The turnover of the National Agricultural co-operative marketing Federation stood at over Rs. 130 crores during 1978-79. This includes exports amounting to Rs. 78.00 crores. It undertakes movement of essential commodities from surplus areas to scarcity areas and helps to ease consumer supplies. During 1979-80, commodities worth Rs. 52 crores were handled by it for this purpose.

: : :

The pattern of organization of co-operative marketing societies is not uniform throughout the country. In some of the states, particularly in Assam, Bihar Kerala, Madhya Pradesh, Karnatak, Orissa, Rajasthan and West Bengal, there is two tier pattern of organization namely primary marketing societies at the level of the secondary market and the apex marketing societies at the state level. The central level marketing societies exist in the states of Andhra Pradesh, Gujarat, Madras, Maharashtra, Punjab and Uttar Pradesh. In recent years the co-operative marketing societies have also diversified their activities in recent years to cover new lines of business like production of granular fertilisers, production, processing & distribution of seeds, manufacture & distribution of improved agricultural implements and setting up of agro - service centres.

There is divergence of opinion about the need for a district level organizations. It is opined that " the future pattern of organization of marketing co-operatives should be a two tier structure with the apex societies at the state level and primary marketing societies at the district level or regional level.

II : 7 Problems of marketing co-operative in India.

The co-operative movement has its beginning in consumer movement. If they co-operate themselves and start a marketing co-operative, not only there is a benefit to their members, but also to the other consuming public. So the marketing co-operatives are playing an important role in the present day economic life of the common man in India.

Inspite of all the previlages provided by the marketing co-operatives to its members and non members, they do have to face some problems which can be explained as under : -

. . . - -

: : :

1. Membership support difficult to guarantee :

One of the biggest problems faced by marketing co-operatives is to secure the loyal support of members, most of whom will be men of small business experience, probably with not much power of looking into future, suspicious and easily put off sometimes an attempt is made to get over this difficulty by persuading members to bind themselves by contract to deliver all their produce or all their produce of certain kind, to the co-operative. In some countries where farmers are alert, individualistic and suspicious of constraint, such rules or contracts will not be accepted. In India, in most of the states, they are accepted without being fully understood or on a wave of enthusiasm after a good speaker has made an oration about the benefits of co-operation. Perhaps without fully explaining that it also calls for discipline.

2. Uneven quality standard :

A more subtle kind of disloyalty is when a member sends his produce but takes no pains with the quality, idly expecting his co-operative to find a good market for low grade, stale or dirty produce, or he will trouble to grade, or he grades dishonestly, putting the largest and freshest fruit at the top of the basket and the small bruised ones at the bottom. This only ends in the marketing co-operative getting a bad name as a seller of inferior produce.

3. Lateness :

It is not deliberately disloyal, but a marketing co-operative can be almost as disastrous when the member does not bring his produce in one time or does not have it ready packed when the collector calls. It may result in the co-operative losing a valuable contract or having to send off a wagon or lorry half empty.

. . . - -

: : :

4. Staff problems :

The faults are not always on the side of the members. It is extremely important that the staff should be honest and efficient and these qualities are not always easy to secure, especially when a marketing co-operative is in its early stages. There may be no one who really understands the technical side of the job of office work or book keeping.

Honesty is as important as efficiency. Newly formed committees will not be very clever in recognising when a smart but unscrupulous man is benefiting himself rather than the members or the society. It may well be the policy of rival traders to put temptations in the way of co-operative employees. Therefore great care should be exercised in the appointment of staff. The choice may be limited, especially if a proportion of the community is illiterate. There is always the danger in marketing co-operatives of India that someone with inferior or even dubious qualifications will get himself preferred through being a relative of an influential person or through the giving of presents to committee members.

5. Choice of premises :

Another problem faced by marketing co-operative in India is the choice of a site for the co-operative premises. It is not always wise to accept the offer of free premises or free land even from a prominent member of the co-operative later, the committee may find that obligations have been incurred for which some return must be made, or the owner of the land is less anxious to see co-operation flourish than to gain control over a promising business. With rented premises the co-operative is at the mercy of the landlord, so they should never be rented from any one with possible rival interests.

6. Price maintenance questions :

Another dangerous error, not perhaps now so common as it was some years ago, is to think that the co-operative hold prices at a high level.



When a federation of co-operatives controls a large part of national product, or even has a monopoly, then there is a temptation to think that the price can be fixed at a level based not on the market but on the cost of production or even on the hopes and wishes of the producers.

7. Internal Ailments :

Perhaps it is unnecessary to say that a co-operative should avoid internal quarrels and discords. Some times a sharp difference of opinion on a policy is unavoidable and if after every attempt to reach agreement, a minority is unconvinced, even to the point of resignation, this may have to be faced. But all unnecessary occasions for discord, especially on matters which have no connection with the work of the co-operative, should be firmly and carefully avoided.

8. Wrong purchasing. :

As per the bye laws, there exists a purchase subsection which is responsible for making all the purchases. Most of the members being inexperienced make some bad purchases or some time do purchase such items which have got very little demand, which ultimately results in blocking of capital in the inventory, volume of purchases being of a small size, they are not in a position to enjoy the advantages of bulk purchases.

9. Problem of finance :

Share capital and reserves are the main sources of funds of the marketing co-operatives, membership being limited and floating, very little amount stands to the credit of the marketing co-operative as share capital. Some times, financial assistance from the state Govt. may be obtained as share contribution, which is refundable with a period of 15 years. It is not advisable to carry on the business of the marketing co-operative on borrowed funds, wherein major profits be wiped out in paying the interest on borrowed funds.

To say in one sentence there are so many aspects in the working of the marketing co-operative which can be examined and scrutinised properly. Strict control over all the operational aspects of the store and sincere participation of both the members and staff will definitely lead the marketing co-operative to the path of the success.

II : 8 Role of Marketing co-operatives in Economic Development of India. :

The role of co-operatives in economic development may be in the form of integration between various types of co-operatives like primary co-operative societies, producers, industrial and processing co-operatives etc., to achieve the goal of increased production, maximum utilization of available resources, increased employment opportunities removal poverty, improved standard of living etc.

The marketing co-operatives mainly perform two functions : supply of inputs to the farmers and marketing of agricultural produce. So go a long way in improving the per acre yield by way of making available modern inputs particularly to small and marginal farmers, on the one hand, and securing a remunerative price of the produce of small farmers, on the other hand. In many places marketing societies are under taking the task of distribution of consumer goods. The special scheme prepared for the distribution of essential consumer articles is to be carried out by marketing societies also. 17

Even though marketing co-operatives are playing an important role in the economic devtpt their performance in real market is not that satisfactory. How is it that the performance of marketing co-operatives is much below the expectation ? why the image of the co-operatives in the recent years is severely damaged ? could this be attributed to the role the co-operatives

are assigned to the economic development or the way the politicians, political parties and government bureaucrats are using them to achieve their personal, party or group ends ?

The causes affecting the viability of marketing co-operatives are discussed as under. Firstly the management is irrelevant one. The organizers and managers feel that because the co-operatives are to distribute favours, they do not have to worry nor care for the clientele and the public. Secondly, the cumbersome procedures for establishment of a co-operative marketing society. One has to be either influential or resort to corrupt practices if one has to establish a co-operative society and manage it. Third reason is that our marketing co-operatives are developing further by government sponsorship and money, and are mixing business activities with social welfare. Examine the balance sheet and the type of annual reports prepared by them. They are no different from those of the private sector organizations. There is no account of welfare & co-operative benefits in any corner of their annual report. Even if they give some account, they are unimpressive and lastly, the co-operative marketing societies are given large scale financial support in various forms in the name of state partnership. That means in practical terms, ruling party's and government bureaucrats, control over the co-operatives. They use huge funds and other resources provided by government from co-operative, marketing societies. These co-operative are no doubt large & bulky but are suffering from all types of diseases like blood pressure, heart attack etc.

Government is introducing new schemes to uplift the co-operative marketing activities and increase its role in the economic development of the country. In order to give support to purchasing power of the weaker. Sections and to protect them from the exploitative tendencies of middlemen a scheme of distribution of essential consumer articles was worked out. It is also to be carried out by consumer co-operatives in rural areas.

Focal Point Scheme :

Under this, scheme, a cluster of five villages in each selected block has been taken and a package of co-ordinated and integrated services to be made available through a co-operative society located at the focal village the co-operatives under this scheme are supposed to provide the following facilities.

- i. Cent percent farm credit for co-operative production.
- ii. Long term finance for minor irrigation and land development.
- iii. Fertilizer and other inputs to farmers.
- iv. Establishment of Agro-Service Centres on the co-operative basis in order to make available, farm machinery to the small land holders.
- v. Development of subsidiary occupations, such as dairy poultry etc. on the co-operative basis for educated unemployed and particularly for the schedule castes.
- vi. Establishment of dairy co-operatives at each of the focal point in the selected villages.
- vii. Banking marketing, procurement and storage facilities at all the focal centres in selected villages.

It has been concluded by Gorwala committee long ago that in India co-operation has failed but it must succeed. This observation holds good even today. So far as no alternative organization is developed co-operation has take a lead in attaining rapid eco, Development.



II : 9 Role of Shetkari Sahakari Sangh Ltd., Kolhapur
in promoting and development of co-operative
marketing. :

The Shetkari Sahakari Sangh Ltd., Kolhapur plays an important role in promoting and development of co-operative marketing in general and in particular as per as Maharashtra State is concerned. The record of its achievements in its 43 years has been remarkable and spectacular. It started its illustrious career as a marketing society, later having established itself firmly in the business of agricultural marketing, its activities were extended to several other fields such as procurement and distribution of fertilizers, supply of machinery and spare parts, petroleum products, utensils, pharmaceuticals etc., with out affecting to the main function of agricultural marketing.

Today the sangh is known not only as a leading co-operative marketing society, but also as a premier co-operative society in the district providing a large and progressively increasing variety of services to the people. It has established its reputation as a model co-operative institution serving agricultural as well as non-agricultural interest. The sangh is working more efficiently than the regulated markets. It is supplying the products at reasonable price, timely. It has become an ideal to other states in implementing co-operative ideology in marketing field. So the study of historial development of the 'Sangh' is necessary aspect.

REFEARANCES :

1. Duddy Edward and Revan D.A., Marketing, An institutional Approach, Mcgraw Hill, New York, : 1947 P. 330.
2. Vide Report of the committee on co-operative marketing 1966 P. 6.

3. Henry H. Bakken & Marvin A.S. The Economics of co-operative marketing, Mc Graw Hills, New York P. 3.
4. Co-operative marketing for Agricultural Producers F.A.O. Dec. 1955. P. 8.
5. Mathur B.S. Co-operation in India, (1975) Sathitya Bhawan Agra 3 P. 350.
6. Reddy M.R.K. Agricultural Co-operative marketing in India, co-operative News Digest (1970). Vol. XXI. P. 61.
7. J.P.Niyogi. the co-operative movement in Bengal (1940) P. 179.
8. Ibid, F.A.O. Dec. 1955. P. 8.
9. Ibid, Dubby & Revzan P. 337.
10. Memoria C.B. and Joshi R.L. Principles and Practices of Marketing in India, Kitab Mahal Delhi. P. 861.
11. Ibid, Mathur B.S. Co-operation in India, P. 355
12. Ibid, Mathur B.S. P. 355.
13. Ibid, Co-operative News Digest P. 61.
14. Sadhu & Singh, Fundamentals of agricultural Economics (1983), Himalaya Publishing House P. 236.
15. Hajela T.N. Principles Problems & Practices of co-operation (1981) Shiva Lal Agarwal & Company, Delhi. P. 422.
16. India - A reference Annual 1981, Publications Division Ministry of information and board casting, Government of India P.P. 259 - 264.
17. Naresh Kumar, Role of co-operative in Economic development Indian co-operative Review July 1982 Vol. XX No. 1. P. 79.