

CHAPTER - VIANALYSIS AND EVALUATION OF BHADRACO-OPERATIVE SUGAR FACTORY ADMINISTRATION :

Before coming to the analysis, it is better to quote some views of different members and growers of sugar cane regarding the administration of Bhadra Sugar by both the Board of Directors and Managing Directors. It has the significance at this situation as the administration of a cooperative sector has come in the person of M. D.

The Opinions of Share holders :

While surveying the factory administration, interviews with some shareholders was conducted. A set of questions was put before them covering all the aspects of Bhadra Sugar Factory. These opinions are not alike. They differ from one shareholder to another. Yet it is assumed that the opinions are without any prejudice.

About 60 percent of shareholders like Sri. B. Siddalingappa, Sri. H. Dharmappa and others opine that the administration by Board of Directors was much more better than the present administration of Managing Director. They strengthened their argument's as follows.

1) Board of Director's Administration was considerate because the Directors were the representatives, inspite of being themselves the cane growers, members of the factory, they knew the real problems of the farmers, Contrarily, Managing Director is a government officer who looks after the factory within the frame work of rules and regulations. Moreover the present Managing Director has snubbed the voices of the members and the farmers.

2) They say that the factory was not under loss. Whatever the profit earned was spent for further establishment and expansion of the factory. In an adverse situation it is not easy to establish a Cooperative sector. But the Board had taken a great pain in this regard. Hence the Board of Directors is emotionally one with the factory.

3) The facilities for the growers were more during the period of Board of Directors.

- a) They provided interest free loans for seeds and fertilizers etc.
- b) Workers were highly paid even when the factory crushed only 31000 tonns in a draught season.
- c) Moreover the general Boady meetings were regular and democratic.

The 40 percent of shareholders like Sri. Chandrappa, Sri. R. Basappa, Sri. B.G. Karibasappa who are the actual cane

growers and who belonged to subcaste of sadu lingayat, opinie that the present Administration of Managing Director is better than the administration of Board of Directors. Their reasons are as follows :

i) Though democratic setup proposes the administration of Board of Directors, it was not on the principles of Democracy, because the chairman of the Board displayed his powers dominantly neglecting the opinions and suggestions of the shareholders.

ii) The Chairman had misused his powers in eliminating a few share holders without any proper ground.

iii) The Board used to favour some cane growers who were either relatives of the Directors or the intimacies. This had led many growers to displeasure, too much of favouritism is not the spirit of cooperation. But ^Managing Director has at present corrected the anomolies.

iv) During the administration of Board of Directors, the payment of Bills was delayed to the farmers. But ^Managing Director inspite of bringing a lot of profit has adopted a new norms of payment of cheques regularly.

v) Managing Director has facilitated the improved variety of cane seeds to the farmers.



Opinion of Board of Directors Regarding The
Administration of Bhadra Cooperative Sugar
Factory, Bathi :

An interview was conducted for the Directors to know the administrative anomalies of both the Board of Directors and Managing Director.

Sri. R. Ramashresthi, he was one of the Directors and served in the position of Chairman twice for a total period of one and half year. He belongs to Congress (I) Political Party. His opinion is the opinion of all the Directors belonging to Congress (I).

He charges the present administration of Managing Director by stating that, he acts according to some opposing political vested people whose main motive is to curb the powers of the Board in general and Sri. H. Shivappa the Ex. Chairman in particular. The profit that the Managing Director has shown is not the profit. Because Managing Director has not remitted the loans. Moreover the prices in the market have favoured his administration. The facilities and the provisions enhanced by the Board of Directors have given the better results, but the period of his administration, has not been able to give the better results in the administration of factory.

Do you think that political party interests are protected in the various provisions of the factory ? The Board of Directors outrightly rejected this opinion, his answer was completely negative.

Despite the political interference, do you think co-operative sectors are successful ? Ofcourse if the staff and workers and even the Board of directors work honestly and efficiently cooperative sector succedes, but strictly speaking it is better to keep the politics at an arms length.

So far as the misappropriations are concerned such things have not occured. It is not possible to violate the bye-laws and acts of the cooperative sector and hence no misappropriations took place in the factory administration.

Board of Directors :

The Board of Directors and the committee system in Bhadra cooperative sugar factory have not been functioning well. There are certain inherent organisational weaknesses. Besides, there are a few structural deficiencies which should be corrected.

1) Absence of Statutory Provisions For The Election Of Board Of Directors :

It is observed that there is a tendency on the part of government to see that the Directors of the Cooperatives be the

supporters of the party. It appears to be difficult, the Government has superceded the existing Board of Directors by appointing Administrators. To avoid this and to ensure the democratic functioning of these institutions, it is suggested that it must be binding upon the Registrar, Cooperative Societies to get the elections held regularly.

2) Political Patronage and Interference :

Politics play a dominant role. The ruling party tries to assert itself even in these elections so that the votes of the rural people may be obtained for the party. So in the interest of the cooperative, politics must be kept away from cooperative institutions. K. G. Knapp rightly observes that " a cooperative which can't develop a first class Board of Directors cannot survive."

3) Lack of Interest On The Part Of Government Nominees :

It has been found that the Government nominees in the Board of Directors will not take interest, due to their own problems like official visits, Departmental work, receiving and taking care of VIP's visiting their area or office and private work.

An Interview with the Ex-Chairman, Sri. H. Shivappa, M.A.B.L.

Ex. M.L.A. :

What are the causes for the continuous loss in the factory ?

There are number of causes for the loss in the factory. Political, communal, Administrative. Political and communal rivalry has been in existence since the instalation of the factory. Some of our own people including the opposition party people were not tolerant of my progress in politics and in other fields. They never wanted me to continue in office, in one way or the other they used to oppose me for the sake of opposition.

Sugar revoery rate compared to other sugar factory in the same area i.e. Davanagere Sugar Company is very low this is due to several considerations like preparation of sugar cane and other climatic conditions. In fact during the period of Board of Directors farmers were extended the faility of the supply of interest free seeds loan, fertilizers loan etc. But during Managing Director's Administration such facilities are not found. However some group of farmers who are oppose to me politically are making propagation or boasting the Administration of Managing Director.

In fact when the factory was superseeded on 18/2/1988 during that period, profit of Rs. 14 lakhs was made by this management. Because of this Rs. 14 lakhs, the Administrator (M.D.) didn't draw cash credit loan and likewise this amount of profit used by Managing Director and thereby saved the payment of interest of Rs. 18 % on the Cash Credit loan if it was drawn, the Managing Director would not have shown the profit.

That apart during the period of Managing Director incentive benefit during 1983 and subsequently incentive benefit which would have been obtained at the ratio 10 % interest obtained and as such due to attempts of then chairman H. Shivappa. But the same was shown by M. D. as benifit of Rs. 28 lakhs was saved during the Managing Directors period. All these factors added to their claim of display of their boastful Administration. The amount stated to have been repaid towards loan account would have been paid by any body who was in office. Detail enquiry will disclose the extent of actual cash loss and ancillary loss to the society.

Regarding Misappropriation :

In none of the supercession order made by the government there is no mention of ' a line ' about the misappropriation, mismanagement either by the chairman or by committee as a whole the statement and explanation given by the present Managing Director, K. S. Prabhakar is far from truth. There is no meaning in it. In fact while disposing of the write petition No. 3549/88 and others, the Honorable Justice of Karnataka High Court, Bangalore, Sri. Bopanna at the page No. 41 of his Judgement has observed that the aligations made against the committee or the management was " trivail, not material " except charge no one i.e. non payment of loan.

Regarding the Membership :

The committee of management (B.O.D.) has never rejected any application filed by any applicant fulfilling the requirement of provisions of law. No discrimination on the ground of caste, creed and religion is made. The coterie of people who now raising " hue and cry " about non granting of membership blantant i.e. It is only political enmity and personal and subjective and not an objective demand based in the interest of the society.

Do you think supercession of the factory is legal and Democratic ?

No, not at all. It is not illegal and un democratic. It is an antithesis of Democracy, against to the very principles of cooperative movement and thereby axing the very existence of Democracy, there by deterring the purpose of the movement and misuse of the provision of law as a political weapon. Where as it is only meant " to put the society on rails "but not to use the section permanently to put the Democratic institution in abaiance section is only a curetive not a punitive.

The officers backed by the political leaders, who oppose me and supporters deliberately, willfully, dishonestly and arbitrarily manouveured to see that as many as 2331 eligible voters who were my supporters were removed from the voters list, which compelled me to approach the court of law and obtain the stay order to hold the election.

Regarding Caste Feeling :

There is no such caste feeling in the factory. The employees are from all community are being appointed, The farmers who wanted to become the shareholders have been enroled as members. Then where is caste ? how do you attribute to caste? It is only a politically, communially oriented propoganda, and nothing else. The majority of the employees including the key posts where appointed by the Deputy Commissioner when he was the chairman before 1980.

The opponents and some of our own people including the opposition party were not tolerant of may progress in politics and therefore they are intolerant. They never wanted me to continue in office.

The Opinion Of Managing Director About The Administration
Of Bhadra Co-Operative Sugar Factory :

Sri. K. S. Prabhakar K.A.S. is at present the Managing Director. He was interviewed on 8.7.1989 at his office, he narrated the administrative problems in the form of experience survey.

When Managing Director began his administration on 2.9.1987 the conditions were not co-ordial. Hence he faced innumerable problems, concern to the day to day administration of the sugar factory and they are as follow :

- 1) Constitutional Problems
- 2) Organisational and operational problems
- 3) Financial problems - Accounting, inspection and audit etc.,
- 4) The problems concern to farmers
- 5) Personnel problems
- 6) Reasons for supercession.

1) Constitutional Problems :

Bhadra co-operative sugar factory even though has framed its Byelaws to run the administration smoothly it faces some legal problems in the application of these byelaws and co-operative acts in the administration of the factory. Lack of clear division of labour, the role of the elected representatives in different committees and that of the employed staff.

To delegate power and responsibility to the staff to execute the technical duties.

Conflicts between the powers of the Board of Directors and those of the Registrar.

Although members are supposed to have the final say in the affairs of their society according to the cooperative societies Act the implementation of such members decision is subject to the Registrar's approval. There is this dilemma.

2) Organisational and Operational Problems :

As a result of admbiguous legal interpretation with respect to power relationships, difficulties also arise in the distribution of power in relation to responsibilities between Board of Directors and the staff. Thus in the actual carrying out of various operations it is difficult to identify which group should be held responsible for the result consequently.

The main areas of problems as narrated by Managing Director .

- 1) Make managerial decisions
- 2) Assigning duties to their fellow staff
- 3) Give instructions
- 4) Co-ordinate efforts
- 5) Organise effective communication.

Lacking power in organisational work, the staff assume it is the responsibility of the committee. But the committee on the other hand lack adequate management knowledge therefore this is a serious management dfficiency of great concerns.

3) Financial Problems :

One of the charges Managing Director makes against the elected Board of Directors is the mismanagement, more specially in finance, that has made the supercession of the Board. The

Board had run the factory for many years under loss inspite of the fact that there was more production. In the opinion of Managing Director the loss is due to the self centred and self motivated, directors, treated the factory as if their personal property. They paid only the yearly interest which amounts to Rs. 20 lakhs a year. Even during incentive period when there was opportunity for free marketing, the Board had failed to clear the loan (Details of loan year-wise is mentioned in the financial chapter) in such a situation where there was dearth of finance, even to dispose of the salaries of the staff and the workers, the managing Director has undertaken the work of administering the factory.

Apart from the above financial problem the Managing Director also mentioned the financial problems such as accounting, inspection and audit delays etc.

4) The Problems Concerned to Shareholders :

The Managing Director has been facing the acute problem in relation to the farmers as most of them are uneducated, biased and politically stirred. The share holders had no confidence in Managing Director. They believed that the elected body was more convenient and it had facilitated them more, hence they didn't co-operate with the Managing Director. But in due course of time the farmers realised that the Managing Director's administration

is much more better because the factory for the last two years has earned the profit, and as soon as they supply sugarcane than their bills are being paid. Hence the shareholders changed their attitudes.

5) The Personnel Problems :

The management in the cooperative sector has the power of appointment of employees of the factory. In this direction the management has misused their power of appointment to various posts in the factory. There were no principles in the appointment of the labourers. Many of these workers are not skilled and trained. The appointments were made as per their whims and fancies, like favouring the caste people and the party people violating the norms of appointment. As these workers are appointed by the management, they did not cooperate with the Managing Director. But Managing Director by his continual work of conciliation has succeeded in winning the hearts of the workers.

Practically the workers were not punctual, indisciplined and irregular. But the tendency has now changed and an amount of discipline and punctuality has been retained.

6) Reasons for Supercession of the Factory :

In the opinion of Managing Director mismanagement and continuous loss are the main causes for the supercession.

The Board of Management has acted according to their whims and fancies making the factory as one of the sources for their personal income.

The Board had politicized the cooperative sector. There was a free play of the vested interest, hence the fair administration was a hallucination. They lavishly spent money for no reasons whatsoever. Hence the factory was under loss; this kind of political burelesque was the reason.

The various steps are taken by Managing Director to irradiate the problems in the smooth run of administration.

The Financial Improvements :

Finance is the backbone for all activities. Accordingly the dearth of finance is solved during the administration of the factory. The factory has earned the profit of Rs. 66 lakhs in 1987-88. Rs. 70 lakhs in 1988-89 and expecting profit of Rs. 60 lakhs for 1989-90.

Managing Director has cut down all the unnecessary expenditure i.e. cieling of the expenses. He has converted the balance owing to the farmers, is converted into Deposits. Hence he has paid the pending loan of Rs. 270 lakhs of D.C.C. Bank.

Managing Director has also declared the bonous of 17 % as it was regularly paid 8.33 %. He has increased the cane supply land from 5000 to 8500 acres.

The factory is equipped with sound techniques of progress both technically and from the point of view of administration. Hence the loss of sugar is very low compared with other sugar factories in Karnataka. It stands at the second place in this regard . Managing Director started taking sugar cane from Haveri region, those farmers supply the sugar cane by their own means of transportation at their own cost. This has increased the crushing hour and also the profit.

Managing Director's Future Plans :

1) Housing Facilities :

Managing Director's main aim is to provide housing facilities to his factory employees as far as possible. In this direction his main design is to facilitate the workers with their own houses. In this regard he has taken already an approval from Housing Development Finance (HDFC) corporation to construct the houses for the workers in the exterior layout of the factory. So that the labourers are benefited.

2) Educational Facilities :

At present there is no school in the factory campus. He is ready to provide building and other facilities for school in the campus.

Confirmation of Services :

Managing Director is interested to confirm the services of the workers who come on daily wages and converting them into permanent labourers.

Another note worthy plan he has recommended is transfer of the personnel from one cooperative factory to other. So that the personnel can discharge its duty impersonally.

The other significant plan is that of borewells for the cane growing farmers to encourage the production of sugar cane. Apart from this the farmers are getting interest free loans for seeds and manures to grow good quality sugar cane.

Conclusion :

The profit or the loss of the factory immediately affect the financial stand of the villagers.

Co-operative Movement For Future Development :

Co-operation has exhibited its effectiveness in various fields like removal of poverty by reducing members indebtedness, lowering interest rates, increasing productiveness and thrift thereby helped to raise the standard of living. It has given the hope of new life in all these directions and in many others. The cooperative movement has made more or less progress. The Gadgil committee (1945) remarked that " the spread of cooperation deserves serious attention for it would provide the best and the most lasting solution for the problem of agricultural credit in

particular and those of the rural economy in general." The rural credit survey committee opens that " Cooperation has failed, but cooperation must succeed."

Conditions for Success of the Movement :

The cooperative movement must presume certain preconditions for its success. These are Savings and thrift, must be well developed but such condition is still, to a large extent, absent among the cultivators. It cannot succeed unless the members are educated and unfortunately, masses are yet illiterate and mostly ignorant. The movement should be based on the ordered will of the people.

The success of the movement largely depends on the Judicious selection of members. But people have been entrusted with management before providing them with training and knowledge. Politics has played a dominant role in their appointment. Co-operation should be to improve the socio-economic conditions of the masses. Loyalty and high morale of the members are another factors for success.

Suggestions for Future Development of The Cooperative Movement:

The following points are to be noted for the future development of the cooperative movement.

- 1) Official control and Government interference should go
- 2) Elimination of vested interests

- 3) Creation of strong and dedicated leadership
- 4) Mobilizing of savings
- 5) Recovery and Reduction of overdues
- 6) Reorientation of loan policies and procedures
- 7) Consistency in policy of the Government
- 8) Organisational inadequacies
- 9) Cooperative Education and Training
- 10) Cooperative Movement should deal with the whole life of the villagers.

1) Official Control and Government Interference should go :

In order to popularise the movement and to promote a sense of responsibility among the members of the society it is necessary that official control should be slackened. The cooperative should be allowed to grow on their own strength and there should be least interference by any internal agency. Government's interference should be limited only to those cases where the cooperatives have been mismanaged and where the functions of the cooperatives have proved to be detrimental to the interest of the members. The role of government should be to retain a thorough supervision and educate the members in principles and methods of cooperation. So that ultimately it may be handed over to the people. No politics should be allowed to play a vital role in this.

2) Elimination of Vested Interests :

In order to develop the movement on sound lines it is necessary that proper steps should be taken to curb the growth of vested interests.

3) Creation of Strong and Dedicated Leadership :

The leaders of the movement should be honest, farsighted, dedicated and unselfish. S. K. Dey opines that " the ivory tower leadership should be a banned commodity."

4) Mobilizing of Savings :

Vigorous efforts should be made to raise the funds from the rural masses in the form of Deposits to promote thrift and savings. There is much scope to Banks to raise the deposits by deliberate efforts.

5) Recovery and Reduction of overdues :

Overdues or unpaid loans are perhaps the most serious problems of cooperatives. For successful working of the cooperatives, it is necessary that payment should be regular, other wise " Cooperatives will remain both financially and educationally an illusion."

6) Reorientation of loan policies and procedures :

Cooperative finance to be useful must be planned. Loan policy and procedure must be simple and easy.

7) Consistency in Policy of Government :

It has been observed that the government's policy in the cooperative sector frequently changed in the past, created confusion and chaos in the working of the cooperatives.

8) Organisational Inadequacies :

Organisational inadequacies as well as lack of efficiency are another source of weakness of cooperatives. Efficient management of the cooperatives need a high degree of professional competence. This can be achieved only through formation of " Common cadres of personnel ."

9) Cooperative Education and Training :

To ensure efficiency in service, the paid staff, in the movement should be adequately trained for the jobs, and the members and other office bearers should be taught the theory and practice of cooperation. Therefore, cooperative training and education programmes should be intensified and increasingly linked to the growing and diversified needs of the various sectors of cooperative movement.

10) Cooperative Movement should deal with the whole life of the Villagers :

The cooperatives should take up the whole life of the village within its fold, it should aim at including every one in

the village, it should have constant dealing and maintain continuous touch with its members and it should try to adhere more to cooperative principles. It should bring organisational unity. For economically backward areas, backward tribes and economically backward occupational classes should provide administrative, technical and financial assistance including subsidies.

Dr. V. K. R. V. Rao opines " the major trouble with the cooperative movement in this country is that we are not going into the fundamentals. We are too much satisfied, with superficial things. What we need is a great debate and grand campaign on the fundamentals of cooperation." The cooperative movement in India, while fattening its body, is in danger of losing its soul.

Concluding Remarks :

The future of the cooperative movement lies in reorientation of its policy and reorganisation of the non-viable units, in freeing it from the clutches of the vested interests. In making it a movement of the people for the people and by the people, in effective linking of credit with marketing and improving the overall efficiency of the cooperatives. The school, the village panchayats and the cooperatives should work hard to revitalise the entire social and economic life of the village India.

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