

CHAPTER - III

I

BHADRA SUGAR FACTORY AND ITS DEVELOPMENT

The idea of establishing a Sugar Plant on Co-operative principles in this part was first originated in the year 1966 due to the irrigation facilities provided by Bhadra Reservoir Project which commissioned in 1964. Nearly 2,44,663 acres of land came under irrigation in the neighbouring four districts of Chitradurga, Shimoga, Chikkamagalur and Bellary. The farmers of this part have been accustomed to grow paddy, Groundnut, Jawar and Maze etc. Sugar cane was also being cultivated for Manufacturing of Jaggery. But soon the farmers realised that the cultivation of sugar cane is more profitable than the cultivation of other crops, besides growing sugar would be more beneficial as cash crop rather than other crops.¹

Taking the advantage of all these factors a team of dedicated workers under the leadership of Sri Ganji Veerappa a great freedom fighter and then M.L.A. of Harihar and Sri. Gundi Mahadevappa a great Textile Industrialist founder of Sri Siddeshwar Textiles, Davanagere and others worked hard to establish the factory. The first step in the establishment of

the factory was to collect the share capital. It was not an easy task in those days to collect the share capital from the farmers. Some of the farmers came forward to contribute, but some of the farmers were most illiterate and traditional minded expressed the doubt about the instalation of the factory itself. Some of the farmers were communal too.²

" Besides rivalaries between the two dominant Lingayat sub castes ' Banagigas ' and ' Sadar ', saw that the move of establishing the Sugar Co-operatives by Banajigas, was step towards establishing political power of their own group. Hence the main opposition came from the ' Sadar ' a sub-caste of Lingayats."³

" The ' Sadar ' did not help the ' Banagigas ', by enrolling themselves as share holders, going to the extent of even planning to establish a seperate sugar factory under their own leadership."⁴

Hence there emerged two faction, the one led by Sri Ganjiveerappa and the other led by Sri H. Siddaveerappa; which led to the establishment of another sugar factory i.e., Davanagere Sugar company Ltd., at Kukkawada. The initial stages of establishing the Bhadra Sahakari Sakkare Kharakhane Niyamita, Daddabathi in 1969 was not on easy task.⁵

The dealy in collecting share capital led to the rise in the cost of the project. Mr. Devaraj Urs the then Chief Minister of Karnataka while laying the foundation stone of the factory asked the nominated Board to resign. So that the government would take all steps to establish the factory. Accordingly on 24.11.1973, before the expiry of the period the nominated Board tendered the resignation. According to the section 54 of the Karnataka Co-operative Societies Act.

The Deputy Commissioner of Chitradurga took control of affairs of the society. Thus the factory in its initial stages faced not only the communal but also the political rivalry the same rivalry has been continuing even today.

Sugar Factories in Chitradurga District :

Introduction :

Chitradurga District in Karnataka State is endowed with rich agricultural resources like paddy, cotton, groundnut, jowar, Ragi and Sugar cane and other mineral resources. The district has a population of 1777499; 1484 villages 10 towns and 9 taluks. The total area⁶ of the district is 10,852 Sq. Kmts.

The District has the credit of having only three sugar factories. Out of three two are functioning at present.

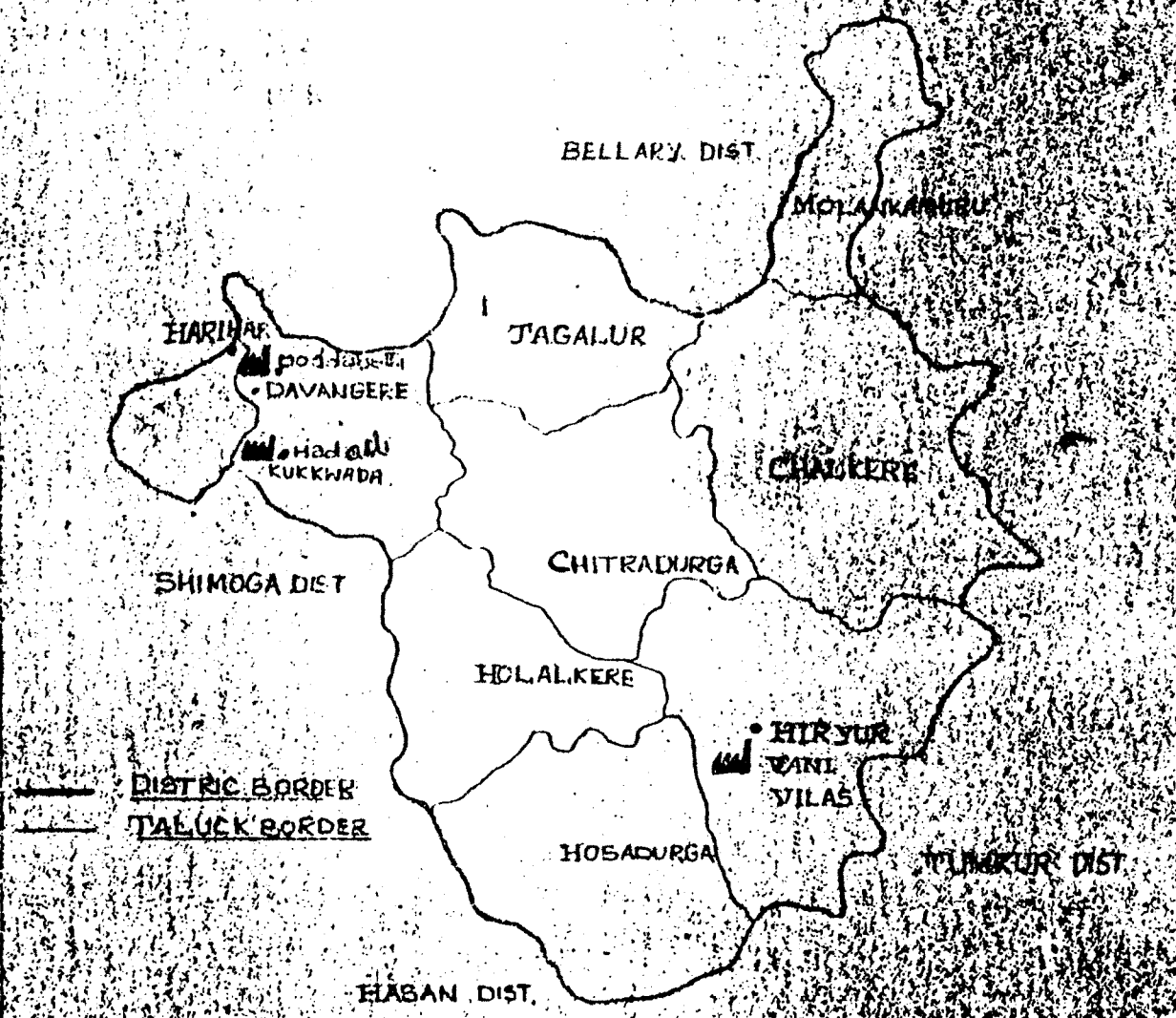
One is the Davanagere Sugar Company Ltd., Kukkawada, another is Bhadra Co-operative Sugar Factory Ltd., Doddabathi, Davanagere Taluka. Vanivilasa sugar company Ltd., Hiriyur has stoped the production of Sugar due to drought and non supply of sugar cane since two years.⁷

Location of the Factory :

Bhadra Co-operative Sugar Factory is located at Doddabathi Village in Chitradurge District of Karnataka State. It is about 8 Kms. from Davanagere city and about 1 K.M. towards the South of Poona Bangalore National Highway No. 4 Passing through the village. The sugar factory is at a distance of about 9 K.M.s and 4 K.M.s from Railway Stations of Davanagere and Harihar respectively. The factory is located at a slightly elevoted level between two hillocks and commands a picturesque view. The site is ideally suited for setting up a sugar factory. The technical consultants M/s Indo-Swiss Corporation and Sri. G. Swaminathan, consulting Architect have expressed that " It is one of the best sites that have come accross for locating the sugar factory."⁸

The site is directly linked by right bank channel service road. There is a separate approach road directly from National Highway through which cane is transported to factory very conviently.⁹

MAP OF SUGAR FACTORIES IN
CHITRADURGA DIST.



————— DISTRICT BORDER
 - - - - - TALUQ BORDER

- BASKINODDEPATI
- DAVANGERE SUGAR CO
- KUKKWADA
- VANIVILAS SUGAR CO
- HIRYUR

Physical Features of The Area :

The perennial river Tungabhadra is flowing at about 6 Kms. from the site. The Bathi Tank which is constantly fed by the Bhadra project canal and serves as a balancing reservoir for irrigating the lands in the lower region. Bathi Tank is located at a distance about 3 Kms. from the factory site. Besides a feeder channel of Bhadra river project is also flowing just by the side of the factory site and that is why the factory is named after the river Bhadra. Therefore there is continuous water supply to the sugar factory.¹⁰

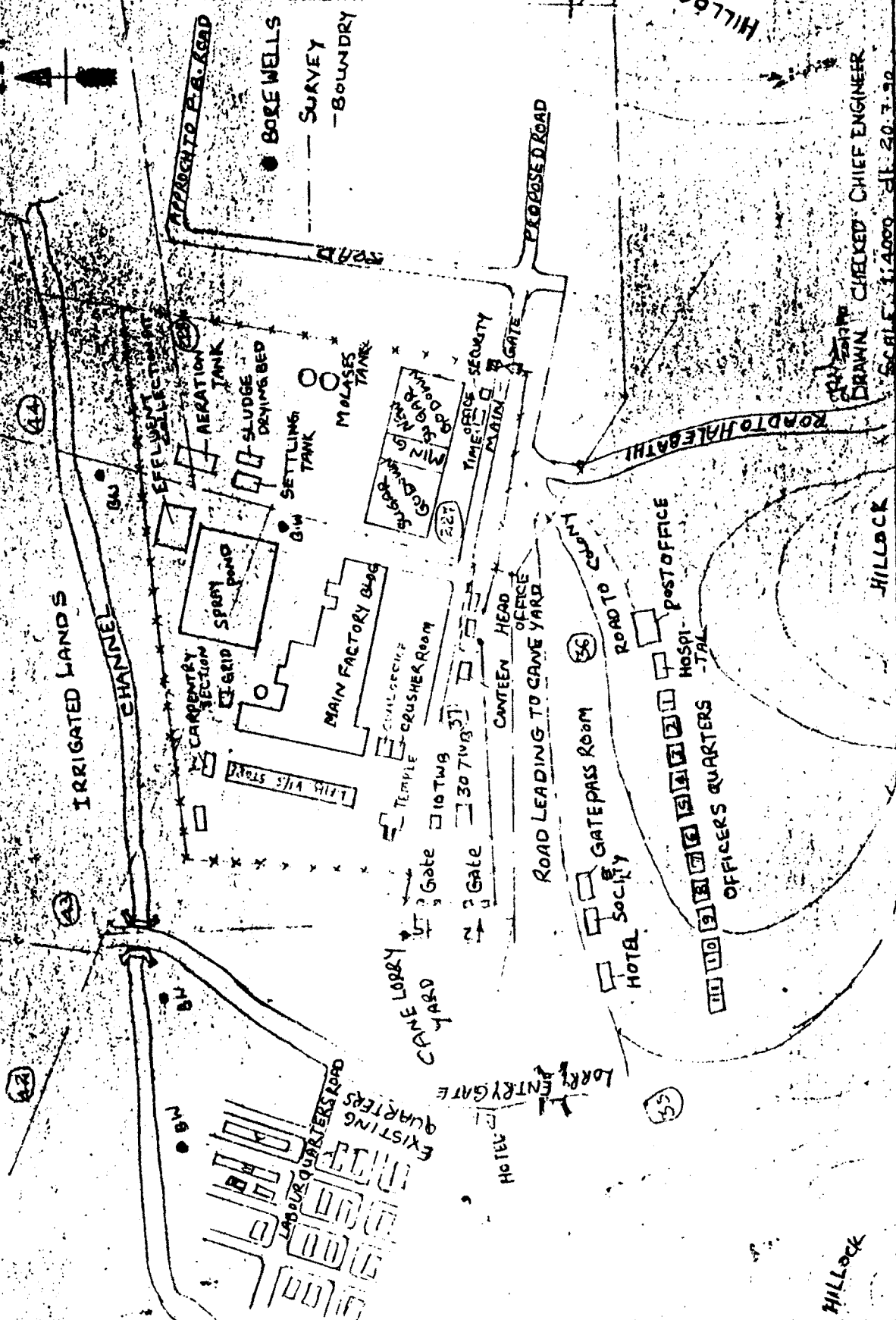
Premises of Bhadra :

' Bhadra ' has 162 acres of land, out of which about 20 acres of land is utilised for seed multiplication and research. The entire sugar factory complex is constructed in nearly 70 acres.¹¹ The factory complex is fenced and as one enters in the main gate there is a security office, time office and office of the labour welfare. On the other side there is a shelter for parking the vehicles. The factory complex is well planned and beautifully maintained. As one passes through the road in side the factory complex there is a beautiful garden, around the compound there are coconut plants and Ashoka trees provides aded beaty to the complex.¹²

On the right side in the campus there are two godowns, the capacity of one is 70,000 bags another godowns storage capacity of 1 lakhs bags. By the side of the godowns there is sugar cane processing plant. Huge machinery is installed in a double storey building, where actual operation of the production of sugar takes place. There is a workshop to repair the machinery and a well equipped laboratory where test of Juice take place. Near the Mill there is cane yard where sugar cane is weighed, and cane is supplied to the sugar mill. At the back of the factory there is another gate which is kept open only during the crushing season for the trucks, tractor and carts loaded with sugar cane to empty their load in the cane yard. There is a temple of lord Ganesh where cultural activities takes place on certain occasions. Behind the compound of the factory 10 acres of land is reserved for the parking of cane loaded vehicles.¹³

On the left side of the campus there is a mini administrative double storey building which includes the office of the Managing Director, Secretary, Assistant Secretary and General Accounts Section etc., in the supstair there is a share section, a mini library and meeting hall and also an administrative wing. By the side there is cane accounts section and the cane development office. Near to this there is a canteen also.

FACTORY LAY OUT OF BHADRA SAHAKARI SAKKARE KARKHANE NIYAMIT
AT DODDABATHI TO DAVANGERE



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The whole campus will be very busy especially during the crushing season. The office employees work from 10.30 A.M. to 5.30 P.M., in the crushing season the work is done in three shifts and at the commencing of every shift a warning siren is blown.¹⁴

Basic Requirements for the Factory :

For the successful working of Sugar factory, it requires certain basic requirements. In this direction Bhadra Co-operative Sugar Factory was well situated to possess the basic necessities, for establishing a sugar factory.

Land :

Land is the first and foremost important factor. Accordingly the Government of Karnataka granted 144 acres of land at an upset price of Rs. 24,605/-

The details of land are noted below :

TABLE-1

Sr. No.	Village	Survey No.	Type of Land	Extent Acre	Guntas
1.	Doddabathi	240	Dry	40	00
2.	Halebathi	83	"	50	02
3.	Halebathi	34	"	25	25
4.	Halebathi	36	"	17	03
Total :-				132	30

Source : Project Report of Bhadra co-operative Sugar Factory.

In addition to 132-30 acres of land 48.14 acres of land have been purchased from private parties at a cost of Rs. 1,72,270.05 as mentioned below :

TABLE-2

Sr. No.	Village	Survey No.	Extent	
1.	Neelanahalli	37	17	02
	- " -	35	13	25
	- " -	38/1.2	12	39
	- " -	33	02	00
	- " -	43	02	28
Total :-			48	14

16

Source: Report of Bhadra Co-operative Sugar Factory.

This area is sufficient for locating the factory, Staff Quarters, School, Guest House etc. The factory has purchased 36-38 acres of land by acquisition proceedings through KIAD Board.

Total land, owned by the factory is 162-00 acres.

Supply of Sugar Cane :

Because of sufficient irrigation facilities like Bhadra River project, Borewells, pump sets, and Belkere pickup etc., farmers grow ample sugarcane and supply the same to the factory. Sugar cane is available within a radius of 15 to 20 miles from the factory site and the details are as under :

TABLE-3

Sr. No.	Miles	Acres	Guntas
1.	0 to 5 Miles	11,458	37
2.	Above 5 Miles below 10	23,599	25
3.	Above 10 Miles below 15	7,277	24
4.	Above 15 Miles below 20	2,075	04
Total :-		44,411	00

Source: Project Report of Bhadra Co-operative Sugar Factory.

The average yield of sugarcane in the Bhadra Project area is about 40 to 45 tons per acre. The total acreage of sugar cane required to feed the Sugar factory of 1250 TCD for a season of 200 days lasting for 7 to 8 months is about 6.250 acres where as even if 50 % of the area available, is set apart for rotation, still the factory will have about 20,000 acres of sugar cane area available. Therefore there is sufficient sugar cane to feed the factory, even if the crushing capacity is enhanced to 2,000 tonns per day.¹⁷

So far as facilities for transport of sugar cane from the fields to the factory, the site is very well connected by net work of roadways. The NH 4 old (NH 4 - New) is at a distance of only 1.5 Kms. state high way from Shimoga to Harihar

and Davangere to Channagiri, Shimoga are at a distance of about 4 Kms and 8 Kms respectively. The State High ways are connected to a number of local roads, inter village communication roads in the area of operations of the factory. Thus the farmers enjoy adequate facilities not only of roads but also a vehicles from the factory to transport the sugar cane.

Power :

The full requirement of power would be generated by the Turbo Alternator set of 1,500 KVA. Further as a stand by for any emergency arrangements the factory has established D.G. Set. In order to meet off season requirement, the factory obtains power from Karnatak Electricity Board to the extent of 50 KVA.

Area Of Operation Of The Factory :

The jurisdiction of operation of the factory extends to all the villages situated within a radius of 25 miles from the factory site. The taluks of Davanagere and Harihar and a part of Jagalur taluk of Chitradurga District, the entire taluk of Honnali and part of Channagiri of Shimoga District, Ranebennur Taluka of Dharwar District and a part of Harapanahalli taluk of Bellary District fall in the area of operations of the factory.

Nearly 75 % of the lands in the area of operation of the factory of Chitradurga and Shimoga Districts come in the Bhadra Project achkat area with perennial irrigation facilities. The Superintending Engineer of the Bhadra Project in his letter dt. 28.1.1975 has informed that the factory commands an area of 40,000 acres of land localised for sugarcane cultivation.

One more factory in the joint sector by name Davangere Sugar Co. Ltd., has come up at Kukkawada village, Davangere Taluk.

Since the area of operation of both the factories gets overlapped the cane area has been demarcated between Bhadra Sugar Factory and (D.S.C.) Davanagere Sugar Company. ¹⁸

Water Supply :

It is estimated that about 35,000 gallons of water would be required, per hour for the factory and also for domestic consumption by the staff of the factory. This large quantity of water is ^{drawn} / from ten Borewells in the factory site. The water is found fit for both industrial and for drinking purposes.

Buildings :

In the beginning the administrative office of the factory was in a rented building in mandipet, Davangere. In

due course the Administrative office was transferred to the factory site near Doddabathi. Other connecting buildings are in the layout of the factory. There are two huge godowns, one accomodates 70,000 bags of sugar, and another godown's storage capacity is one lakh sugar bags.

The factory layout also includes a guesthouse, quarters for staff and labourers, school building, play ground, Ryatha Bhawan, Canteen a temple and Hospital etc.¹⁹

Working Capital :

So far as the working capital of the Bhadra Co-operative Sugar Factory is concerned, it can obtain cash credit facilities from the Chitradurga District Co-operative Central Bank, Karnataka State Co-operative Apex Bank Ltd., Bangalore and also from one or two nationalised banks as follows :

1)	Current Cash Credit	Rs. 15 Lakhs
2)	By way of pleading finished produce	Rs. 50 Lakhs
		=====
	Total :	Rs. 65 Lakhs
		=====

The cost of the Project is .. Rs. 6 Lakh

Which has been meet 10 % from members, share capital contribution 25 % from State Government and the remaining 65 % from loans from financing institutions.

In addition the factory has availed 119 lakhs as bridge loan.

C. C. Loan :

The factory is having C.C. loan limit of 500 lakhs sanctioned by KSCA Banks in Bangalore which is financed through D.C.C. Bank of Chitradurga.²⁰

Aims And Objectives :

The main aims and objectives of Bhadra are listed in its constitution and byelaws. They are as follows :

The object of the society is to encourage proper development of agricultural industries amongst members on co-operative lines by introducing modern methods and by promoting principles and methods of co-operation and joint farming so as to secure best advantage of modern large scale agricultural production to the owner or tenant cultivators of land and for that purpose.

- i) To encourage self-help thrift and co-operation amongst members.
- ii) To acquire lands either by means of purchase lease or otherwise for the cultivation of Sugar cane and other crops and for the erection of buildings, godowns, staff quarters, administrative blocks etc., and installation of machinery.

- iii) To inculcate in minds of members improved modern methods of agriculture and cultivation of Sugar cane.
- iv) To supply seed material, manure, implements etc., for growing sugar cane and other crops with the approval of the Registrar.
- v) To promote agricultural and industrial education and well being amongst members.
- vi) To manufacture sugar, Jaggery and their by-products out of sugar cane grown by the society or supplied by members of the society and others and to sell the same to the best advantage.
- vii) To establish a sugar manufacturing factory and to manage to it and for that purpose.

To raise share capital and/or borrow necessary capital from co-operative societies, the industrial finance corporation of India. The LIC of India and from other sources on the security of the property of the society or otherwise..²¹

: NOTES AND REFERENCES :

- 1) Project Report of Bhadra Co-operative Sugar Factory 1969. p. 2.
- 2) Op., Cit., p. 3
- 3) An interview with Sri. H. Shivappa M.A. BL. Chairman of Bhadra Sugar Factory Doddabathi. On 28.7.1990 at Davanagere.
- 4) IBID.,
- 5) IBID.,
- 6) Sensus of India, Sensus of 1981., p.
- 7) Op., Cit., p.
- 8) Project Report of Bhadra Co-operative Sugar Factory 1969, p. 5.
- 9) Op., Cit., p. 6.
- 10) Op., Cit., p. 7.
- 11) Interview with cane Development Officer of Bhadra Co-operative Sugar Factory during field work i.e. on 20.6.1990 at his office.
- 12) Collected during the Factory Visit and field work on 28.8.1989.
- 13) Matter collected during the field work and visit to the factory sight.

- 14) Op., Cit.,
- 15) Bhadra Co-operative Sugar Factory lay out collected from the Drofts man of the factory on 29.7.1990.
- 16) Data Collected from the Project Report of Bhadra Sugar Factory 1969. p. 8.
- 17) Op., Cit., p. 9.
- 18) Op., Cit., p.p. 9 & 10.
- 19) Interview with the Godown Keeper of Bhadra Sugar Factory on 19.8.1990 at the office.
- 20) Data Collected from the Project Report of Bhadra Sugar Factory submitted to the Government of India for Factory approval in 1969. p. 11.
- 21) Details collected from Byelaws of Bhadra Sugar Factory p. 243.

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C H A P T E R - III

II

Introduction :

Administration involves co-operative effort by a good number of people to achieve certain objectives. It is clear that these number of people must have organised so as to achieve the desired end. They should work in co-operation with each other and all their co-operative energy should be directed towards the same end. This is possible incase if there exists an organisational structure where in their energies are properly channelised towards a common goal. So organisation is prior to every administrative action, for no administrative action can be implemented without an organisation.

Meaning of Organisation :

Mark M. Says " Organisation refers to the structure developed for carrying out the tasks entrusted to the Chief Executive and his administrative subordinates in Government ".¹

L. D. White is of the opinion that " Organisation is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and

responsibilities.² According to the dictionary " Organisation is the work of connecting inter-dependent parts so that each has a special function, act, office or relation to the whole."³

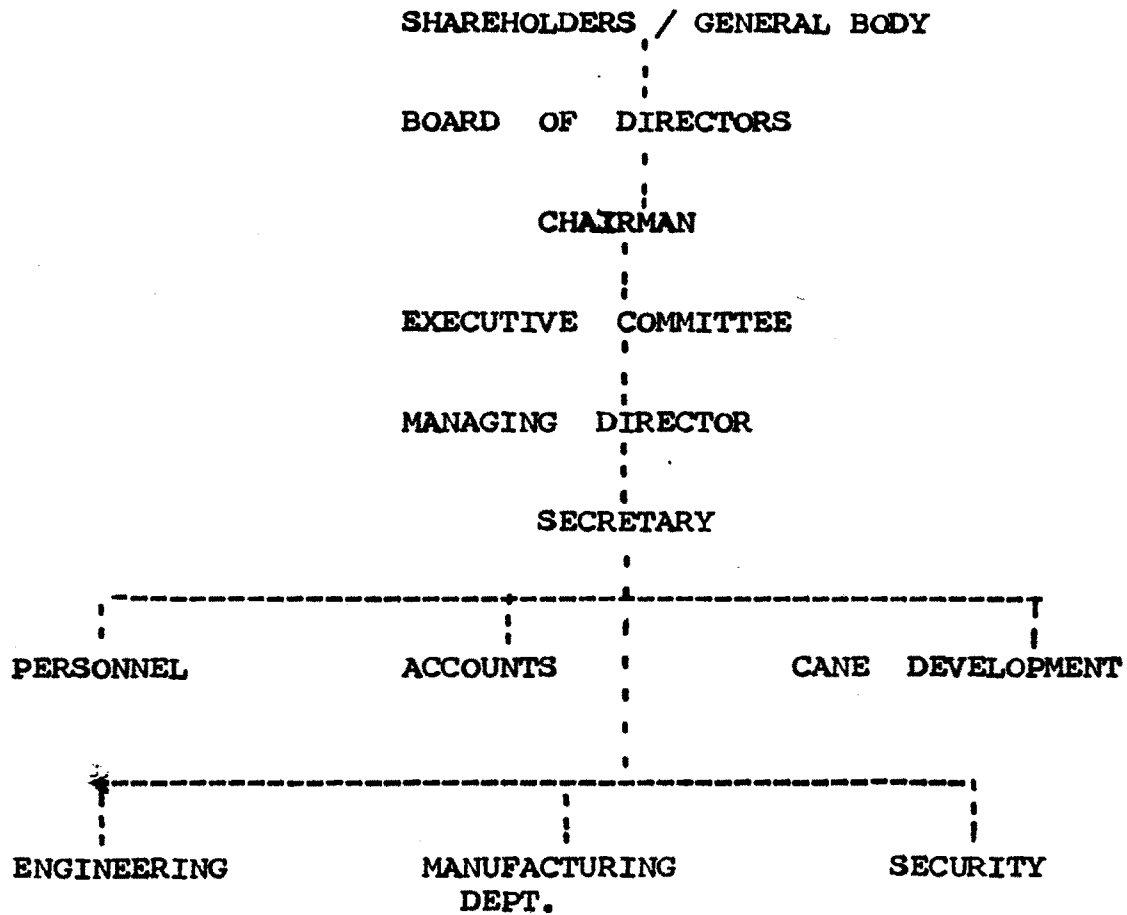
The term organisation refer's to

- a) The act of designing the administrative structure,
- b) Both designing and building the structure and
- c) The structure itself

Organisation provides for maximum co-ordination of position and effective communication within the organisation. Responsibilities and authority of each position are clearly laid down. The Span of control, Unity of command are maintained to avoid confusion and chaotic performance.

Traditionally, organisations are built on a pyramidal basis. This shows the highest authority on the top and positions having less authority placed beneath. A co-operative organizational chart is shown in which not only the employee structure but also the ownership and the central system the membership and elected office bearers.

Under a co-operative sector, the membership is shown at the top of the chart, followed by the delegate body, board of directors, Executive Committee and the President in succeeding order, indicating also the delegation of authority from members to elected official representatives.

BHADRA CO-OPERATIVE SUGAR FACTORY, BATHIORGANISATIONAL CHART :

STRUCTURE AND ORGANISATION OF BHADRA SAHAKARI SAKKARE KARKHANE
NIYAMIT, DODDABATHI, TALUK DAVANGERE, DISTRICT CHITRADURGA,
KARNATAKA STATE.

Introduction :

India is a frontline cradle country in sugar cane production. Today sugar industry occupies a place of price³ in the world.

Each state in India has co-operative societies Act, and Bye-laws according to which the co-operative's registered. For the internal administration of a co-operative society, it will have its own bye-laws, rules and regulations. Usually the bye-laws contain its constitution. The constitution is a collection of rules and principles for the smooth administration of the factory.

The Bye-laws are registered by the Registrar of Co-operative societies appointed by the Government. The co-operative society act, Act controls the Bye-laws and Bye-laws deal with the complete structure and organisation of the co-operative society. Bye-law include the Aims and objectives, the area of operation, admission and withdrawls of membership

of share holders, structure of the general body,
Powers and functions of the Board of Directors and the appointment of the employes and their service conditions etc.

The entire administration of the co-operative society is supervised and regulated and controlled by the set of rules. The society cannot act contrary to the laid down bye-laws.

The Bhadra Co-operative Sugar Factory was registered according to the Karnataka State Government co-operative Act of 1959, on 29.8.1969.

Membership :

There are five classes of Share holder members of Bhadra as under :

- 1) Grower members are called ' A ' Class.
- 2) State Government members called ' B ' Class.
- 3) Non-grower members are called ' C ' Class.
- 4) Co-operative societies members are called ' D ' Class.
- 5) Nominal members are called ' E ' Class.

1) ' A ' Class Members :

No person shall be admitted as a member of class

' A ' unless :

- a) He is competent to contract under section 11 of the Indian Contract Act 1872.

- b) He holds as an owner or a tenant and is a producer of Sugar cane at least on one acre in the area of operation and contract required standard and agrees to bring the cane at a pooling place himself, if so required by the Board of Directors.
- c) His application for membership and supply of sugar cane is approved by the Board of Directors. He holds at least one share of Rs. 1000/- per acre of sugar cane.
- d) He has paid an admission fee of Rs. 5/- and a share fee of Rs. 1/- per share.
- e) He enters into agreement with the society to carryout the plans, the programmes and methods of cultivation under the direction of the Board of Directors, or a person authorised in that behalf.
- f) He executes an agreement with Board of Directors to take the financial assistance for the purpose of cultivation or improvement of his lands from schedule Bank or l of Government.

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' A ' Class members are called the producer members. They are the most significant members because they supply the main raw material, sugar cane to the factory, so they are entitled to receive the maximum benefits from the factory.

2) ' B ' Class Membership :

' B ' Class membership is open to State Government.

3) ' C ' Class Membership :

' C ' Class membership is opened to non-growers.

No. person shall be admitted as a member of Class

' C ' unless :

- i) He is competent to contract under section II of the Indian Contract Act 1872.
- ii) His written application for membership is approved by the Board of Directors and he holds at least one share and
- iii) He has paid an admission fee of Rs. 5/- and share fee of Rupees one per share and has paid the required amount of share or shares allotted to him.

4) ' D ' Class Membership :

Under clause (D) shall be open to co-operative Institutions in the area of operation of the society.

5) ' E ' Class Membership :

' E ' nominal membership in clause (E) shall be open to individuals who have business connections with the society.

Nobody shall be admitted as a member of class ' E ' unless he has completed 18 years of age and is competent to contract and has paid fee of Rs. 5/- and unless the written application for membership is approved by the Board of Directors.

Nominal members shall have no right to dividend, vote, contest or participate in the management of the society.

A member may be expelled from the membership of the society by a resolution passed by $\frac{3}{4}$ members present at the General Meeting and voting, for any of the following reasons:

- a) If he is a persistent defaulter.
- b) If he does any act of calculated to prejudice the interest of the society and its management.
- c) If he is an undercharged insolvent or is legally disabled from contracting. If he has applied to be adjudged insolvent and his application is pending.
- d) If he is convicted for an offence involving moral turpitude.

- e) If he fails to carryout the obligation imposed under the Bye-laws.
- f) In the case of producer member, if he commits any breach of contract at any time, in due observance of the agreement for non-alienation or non-charging of his lands executed by him under the provisions of bye-laws No. 5 (a)

Strictly speaking sugar factory is owned by Share holders, but it is not managed by them directly because of the following reasons :

- 1) Unlimited membership.
- 2) Scattered membership.
- 3) Changing membership.
- 4) Specialised management etc.⁶

Management will be by some experts. Shareholders as owners may not have the required ability and skill to manage the affairs of the society. Accordingly the shareholders have to delegate their management powers to the Executives like Board of Directors, Managing Director or managers. The owners i.e., the shareholders exercise their Voice in Management through voting right at the General Body Meeting of the Co-operative Sugar Factory.

General Body Meetings :

All the members admitted under Bye-laws No. 5 shall be members of the General Body. The Annual General Meeting shall be held within three months from the end of the Sugar year. The sugar year will commence from 1st October and ends on 30th September.⁷

The meeting of the General Body is held once a year. A special General Meeting shall be called within one month on requisition in writing stating the business to be transacted at such a meeting, from one fifth of the members of the society, or from the Registrar, or for any specific purpose, if required by the Board of Management.

Presiding Officer :

The Chairman or in his absence the Vice-Chairman shall preside at the Annual or Special General Meeting.

In the absence of both Chairman and Vice-Chairman, the members present shall elect a chairman for the meeting from amongst themselves.

The Chairman shall have a casting vote in addition to his ordinary vote in case of equality of votes.

Quorum :

One fourth of the total number of members or 25 (which ever is less) shall form a quorum at a General Meeting.

In the absence of a Quorum the meeting shall be adjourned for at least 7 days and if on the date to which the meeting is adjourned, no Quorum is obtained, the business shall be disposed off even though there is no Quorum.

Notice to Members :

In case of Annual General Meeting 14 days notice, in case of special General Meeting 10 days notice shall be given in writing to all members. The notice shall specify the date, time and place fixed for holding the meeting and shall state the nature of business to be transacted at the⁸ meeting.

The Annual General Meeting shall transact the below mentioned business :

- 1) To confirm the minutes of the last General Meeting.
- 2) To receive from the Board Report on the functioning of the Society for the preceding year.

- 3) To consider audit memorandum and audit rectification report from the Board and any other communication from the Registrar.
- 4) To receive and adopt the statement of accounts of Profits and losses of the preceding year.
- 5) To approve distribution of profits.
- 6) To approve the budget of the society for the next year prepared by the Board of Directors with modifications, if any to authorise the Board to raise funds and capital as per Bye-law, No. 4.
- 7) To add, alter, vary or amend Bye-laws as and when necessary.
- 8) To appoint local auditor or auditors and to fix his or their remuneration.
- 9) To elect the Board of Directors.
- 10) To hear and decide appeals on the decisions and orders of the Board of Directors.
- 11) To consider any other business duly brought forward with the permission of the Chairman.⁹

Nature of General Body Meeting :

The General Body in a co-operative society is generally regarded as " the supreme authority." It is

considered as the " Legislative organ " of the co-operative government and an important means of democratic control ". As an institution of democratic control in which electors directly confront their representatives, it is has no parallel in the sphere of Public government.¹¹ The General Body meeting provides an opportunity for an open discussion and criticism. The members will have a chance to ask questions and obtain information about the functioning of the society and to give their suggestions. Another significant aspect is attendance, because only the members present at the meeting have a right to elect the Board of Directors and can exercise control over it. Generally larger the attendance in the general body meetings, the greater is the chance for the members to exercise control over the affairs of their society. This is all in theory, but practically it is significant to understand the nature of general body meetings of ' Bhadra '.

In the general body meeting of 1986-87 out of 6387 members only 614 members were present, in the remaining years in general body meeting the attendance was very poor. In this context some members were interviewed and questioned, "do you attend the Annual General Body meeting and what is your opinion? " 20 percent of respondent never attended the general body due to non receipt of meeting notices. 33 percent of the

respondents rarely attended and 47 percent respondents attended the general body meetings almost regularly. On the eve of elections, the attendance has been generally more due to the keen interest taken by the contested candidates by providing the vehicle facility to attend the meetings.

There are a number of reasons for remaining absent to the meetings and voting. The first is that the location of the factory which is too interior where there are no government bus or private bus facility, the long distance between the residence and the factory. Illiteracy and ignorance because of which they are not conscious of the right of ownership. Some times the meetings are not democratically conducted. It is also found that only 4 % percent of the share holders, actively participated in the discussions, and asked questions to the Board. It is to be observed that the routine and in significant matters are brought forth for discussion, in the meetings, because of which the members feel discouraged. 21 percent of the members who attended the General Body came unprepared and dont take pains to go through the agenda, because of lack of time and other related problems. 12 percent of the members felt that the resolutions are passed in a hurried manner and an opposition by the members is not tolerated and there was monopolistic tendencies. 11 percent of the members

who are ignorant and lack revolting spirit with a lower status sit silently and remain silent spectators, not having any opinion about the nature of the genral body meetings.

53 percent of the Share holders who attended the meetings expressed their satisfaction about the general body. They are of the opinion that the meetings will be more democratic and open and expressed their faith in the administration of the Bhadra.

TABLE-1

Table showing of Shareholders and Share Capital from 1982-83 to 1987-88

Sr. No.	Year, Members and Share Capital	'A' Class Members cane growers	'B' Class Members State. Govt. Members.	'C' Class Members Not cane growers	'D' Class Members of Co-operative Society	Total No. of Members
1.	1982-83 Members Share capital in Lakhs	5755 Rs. 5064300	1 Rs. 18200000	650 Rs. 700000	108 Rs. 362750	6514 Rs. 24327050
2.	1983-84 Members Share capital in Lakhs	6353 Rs. 6355978-80	1 Rs. 182-00	845 Rs. 745000	107 Rs. 365000	7306 Rs. 25665978
3.	1984-85 Members Share capital in Lakhs	6396 Rs. 6435	1 Rs. 182-00	853 Rs. 6.64	107 Rs. 3.52	7357 Rs. 25657
4.	1985-86 Members Share Capital	6389 Rs. 7565816-70	1 Rs. 182-00	843 Rs. 747000	107 Rs. 365750	7340 Rs. 2689206-70
5.	1986-87 Members Share capital in Lakhs	6462 Rs. 7598876-51	1 Rs. 182-00	840 Rs. 738000	107 Rs. 365750	7410 Rs. 26922016-51
6.	1987-88 Members Share capital	6497 Rs. 7660626-51	1 Rs. 182-00	840 Rs. 739500	107 Rs. 365750	7410 Rs. 26997771-51

Source : Records of Bhadra Sugar Factory Doddabathi.

Table-2

Area wise Membership of ' Bhadra '

Sr. No.	Name of the Taluk.	Village covered in the area of Operation.	No. of Share holders
1.	Davangere	100	2448
2.	Channagiri	41	170
3.	Honnali	23	501
4.	Ranebennur	43	263
5.	Harapanahalli	42	295
6.	Harihar	73	2668
Total :		232	6345

Source : Records of Bhadra Sugar Factory,
Doddabathi.

THE BOARD OF DIRECTORS OF BHADRA CO-OPERATIVE SUGAR FACTORY:

B.O.D. Acts as agents and trustees in Managing the affairs of the Bhadra. The Management of the factory vests in the B.O.D.

The Board of Directors of ' Bhadra ' consists of sixteen Directors as under :

- a) Eleven members to be elected by growers.
- b) Three nominees of the government i.e.,
 - i) The Managing Director
 - ii) The Joint Registrar of Co-operative Societies.
 - iii) The Joint Director of Agriculture.

All the three are to be nominated by the Government, under section 29(1) (D) of the K.C.S. Act of 1959.

- c) One member to be elected by members admitted under bye-law No. 5 (E) and (D).
- d) One representative of Central Financing Agency.

In addition to 16 Directors as mentioned in bye-law No. 21.

1) The Industrial Finance Corporation of India shall have a right to appoint and remove from time to time two nominees on the Board of Directors of the Society.

2) The Industrial Development Bank of India.

3) Industrial Credit and investment corporation of India. and

4) The Life Insurance Corporation of India shall have a right to appoint and remove from time to time one nominee each on the Board of Management of the Society.

Such nominees being non-rotating and not liable to hold any share Qualification, so long as the loan borrowed from the corporation remain unpaid.¹³

The nominee of the State Government has a right of appeal to the government against the decisions of the Board which is likely to be prejudicial to the interest of the government or of the Industrial Finance of India, I.D.B.I. Industrial Credit Investment Corporation of India and L.I.C. of India, voted against their respective nominees by the Board and the decision so given by the government shall be binding on the board.

Duration of The Directors :

The Directors elected by growers i.e., A Class and Directors elected by non-grower members i.e. 'C' and 'D' class members shall hold office for a period of three years.

They are eligible for re-election provided they satisfy the other requirements prescribed in the Karnataka Co-operative Societies Act and Rules of 1959 and the Bye-laws of the Society.

Not with standing anything contained in these bye-laws the Ist Board of Directors including the Chairman and the Managing Director shall be nominated by the State Government for a period of Five years.

Any interim vacancy occuring in the nominated Board shall be filled in by the State Government.

Nine Members shall form a Quorum.

Interim vacancies of the elected directors on the Board occuring during the term of office on account of death of any other cause by filled by the co-operation by the remaining members of the Board for the unexpired portion of the term.¹⁴

If a member of the Board remains absent - himself for three consecutive meetings of the Board without showing adequate causes, he shall forth with cause to be a member of the Board.

No member of the Board shall be present at a meeting of the Board when, any matter in which he is personally interested is being discussed nor shall he vote there on.

Every Director has to vacate his office if :

- 1) He becomes insolvent,
- 2) By reason of mental or bodily infirmity he becomes incapable of acting.

- 3) He ceases to hold the required number of shares to qualify him for the office.
- 4) He defaults in making payment of the debts due to the society or otherwise ceases to hold ¹⁵ qualifications, required to act as a director.

T A B L E - 3

Composition of the Board of Directors of Bhadra 1983 to 85, Co-operative Sugar Factory.

Sr. No.	Name	Age	Occupation Position	Education	Political party to which they belong political party affiliation
1.	Shri. A. Kotrabassapa President 'C' Class	50	Merchant Lingayat	Inter-mediate	Janata Dal
2.	Shri. G. Rudrappa Re-presentation from State Govt.	Exp.	Merchant Lingayat		Congress I
3.	Sri. R. Ramashesti Vice-Chairman	50	Merchant Vaishya	S.S.L.C.	Congress I
4.	Sri. B. Halasiddappa	50	Lingayat	S.S.L.C.	Janata Dal
5.	Sri. H. Shivappa, M.A. LL.B.	52	Lingayat Advocate Ex. M.L.A.	M.A., LL.B.	Congress I
6.	Sri. B. Veerappa	50	Lingayat	Middle School	Congress I
7.	Sri. Nandyappa, Vasana	58	Lingayat Sonalkar worker	Lower Secondary	Congress I
8.	Sri. N. G. Naganagowda Holesirigere	50	Lingayat Ag.	Lower Secondary	Congress I
9.	Sri. K. Shivayogappa	55	Lingayat Merchant	B.Sc. LL.B.	Janata Dal
10.	Sri. K. G. Chandrasekharappa	40	Lingayat Ag.	S.S.L.C.	Janata Dal
11.	Sri. N. Somalingappa 'D' Class (Co-operative Society).	62	B.C. (Kuruba) Ag.	Lower Secondary	Congress I
12.	Shri. D. Shanmukhappa Member from financial Insti- tutions.	Ex.			
1.	Sri. M.B. Vijayakumar IFCI, Bangalore				
2.	Sri. M. A. Krishna Murthy				
3.	Sri Patel Hanumanthappa, DOC Bank				

Sources : Data collected during the field work.

THE POWERS AND FUNCTIONS OF BOARD OF DIRECTOR :

The Board is held responsible to the General Body. The Board enjoys wide decision making powers. It is responsible for overall administration of the factory. It chalks out policies, selects and appoints employees.

The main functions of the Board are as below :

- 1) To dispose off the applications for membership, transfer and / or allotment of shares. The Board has the power to grant or to refuse admission or transfer of shares without assigning reasons.
- 2) To receive deposit for a fixed period and raise or borrow loans from time to time such sums of money as may be required for the purpose of the society to such an extent and upon such condition as the Board think fit as per byelaw No. 4 and 5.
- 3) To appoint suspend or dismiss the staff of the factory as per the Mysore Co-operative societies Act and Rules.
- 4) To appoint sub-committees if necessary for facilitating the work of the different department.

5) To approve the annual report, balance sheet, budget and the programme of work to be placed before the General Meetings.

6) To fix the price for the purchase of sugar cane and the terms and conditions there of subject to bye-law No. 34.¹⁶

7) To fix up the scale of the travelling allowance and the sitting fees for the Directors for attending the Board meetings and other incidental expenses, incurred there of, or otherwise in the execution of their duties as Directors. These scales shall have the previous approval of the Registrar.

8) To arrange for the agreements, being executed by producer member in respect of non-alienation or non-charging of land owned by them in accordance with the provisions of bye-law No. 5 (a) (VI)

9) Subject to the directions, if any given by the General Body :

- a) To acquire, purchase or take on lease land, or buildings required for the erection or working of the factory for the residence of its employees, for agricultural farming and for transport.
- b) To approve programme of land improvement and co-operative Planning and development and sanction expenditure for the execution of the programme.

- c) To approve purchase of lands and erection of buildings, machinery and other equipments and stores for the business of the society.
 - d) To approve sale or lease of the lands and other moveable and immovable property (If not required) belonging to the society.
 - e) To appoint Bankers.
 - f) To appoint legal advisor or advisors and fix him or their remuneration.
 - g) To frame rules and regulations for the proper conduct of the business of the society and such rules and regulations shall be recorded in minute book.
 - h) To nominate not more than three Directors to the Executive Committee.¹⁸
 - i) To do all such acts as are necessary to carryout the objects laid down under byelaw No. 2 and to generally conduct the business of the society.
 - j) To allocate any financial and contractual powers between the Executive Committee and the managing Director.
- 10) The Board of Directors may frame rules in respect of the deposits to be accepted from members subject to the approval of the Registrar of co-operative societies, Bangalore.

CHAIRMAN :

The Chairman and Vice-Chairman shall be elected annually by the Board from amongst the Directors elected by ' A ' Class members only, at the first Board meeting convened by the managing Director, within 15 days from the date of General Body Meeting under Section 29 (A) of K.C.S. Act.

The Chairman is entitled to exercise a casting vote in addition to his ordinary vote in the event of equality of votes except in case of election of chairman.

In the absence of Chairman and Vice-Chairman, the member present shall elect a Chairman for the meeting.

The Duties of The Chairman :

The following are some of the duties of the Chairman:

- 1) To preside over the meetings of the Board of Directors, Executive Committee and General Body or special General Body.
- 2) He supervises the working and day to day administration of the society.¹⁹
- 3) Generally he ensures the whole hearted co-operation of the members in the efficient working of the factory. He places important matters before the Board of Directors.

- 4) He ensures the implementation of the resolution of the Board of Directors.
- 5) He is empowered to pass the travelling allowance bills of the Managing Director.
- 6) The Chairman sanctions casual leave to the Managing Director.
- 7) He sanctions earned leave to the M. D. and make incharge arrangements during the leave periods.

VICE - CHAIRMAN :

The Vice-Chairman along with the Chairman will be elected annually by the Board from amongst the Directors elected by the ' A ' Class members only.

In the absence of the Chairman, the Vice-Chairman shall preside over the meetings, of the Executive Committee, Board of Directors and the General Body or Special General Body as the case may be.

The Vice-Chairman shall exercise all the powers of the Chairman, on written intimation by the Chairman and Board's resolution.¹⁸

EXECUTIVE COMMITTEE :

To carry out the day to day functions of the factory the Board Institutes a number of sub-committees like executive sub-committee, share Sub-committee, sale sub-committee, purchase sub-committee, sugar cane cultivation and harvesting sub-committee.

The executive sub-committee is the most significant among them.

The Executive Committee consists of 8 persons as under:

- 1) The Chairman of the Board of Directors, who shall be the ex-officio Chairman of the Executive Committee.
- 2) The Vice-Chairman of the Board of Directors.
- 3) Not more than 3 Directors nominated by the Board.
- 4) The Government's nominee.
- 5) The Director nominated by the control Financing Agency.
- 6) The managing Director shall be the Ex-Officio member Secretary of the Executive Committee.

Five Members shall form a Quorum.

The main functions of the Executive Committee are :

- 1) To sanction purchase of machinery agricultural and other requisites and stores required for the working of the society.
- 2) To erect the buildings and machinery required for the working of the society.
- 3) To dispose off movable and immovable property belonging to the society subject to the approval of the Board of Directors.¹⁹
- 4) To appoint agents for supply and sale of goods, requisites of farm products and other equipments.
- 5) To generally supervise the working of the society and its administration.
- 6) To sanction loans and advances to the members for raising crops or against produce.
- 7) To compromise any debt or refer the same to arbitration subject to the approval of the Board or to give time to any debtor for the payment of his debt.
- 8) To commence, institute, prosecute and defend all such actions and suits as the committee may think necessary or proper and to compromise and submit the same to arbitration subject to the approval of the Board.

THE MANAGING DIRECTOR :

Procedure of appointment of Managing Director :

The Board of Directors shall appoint a Managing Director for such period and on such terms and conditions, as they deem proper and fix his remuneration, allowance etc.

But so long as the share capital contributed by government remains un-redeemed and loans raised on the government guarantee continue unpaid in full, the government of Karnataka shall appoint a person as M. D. and fix his remuneration and other allowance.

Generally M. D. draws the highest salary and allowances among the employees. In addition he enjoys facilities like housing, servants and vehicles and so on.

M. D. acts as an ex-officio member of the Board of Directors and can participate and vote in the board's proceedings.²⁰

The Managing Director is not simply an administrator but also a man of public relationship. Some of the Managing Director's find it difficult to maintain a smooth working relationship with the chairman and other directors. Few of them get involved in the politics of the rival leaders or become victims of it, some of the M.D.'s find it difficult to exist due

to the conflicting pulls and pressures under which they have to work.

Managing Directors who have worked at 'Bhadra' Sugar
Factory

T A B L E - 4

Sr. No.	Name of the Managing Directors	Qualifications	From	To
1.	Sri. Gouskhan	DRCS	8.5.69	15.10.69.
2.	Sri. B. Shivalingappa B.A.	DRCS	15.10.69	19.10.71.
3.	Sri. Appaiah Gowda	DRCS	19.10.71	-
4.	Sri. B. K. Ahamdulla Khan	DRCS	-	-
5.	Sri. S. Vittala Rao	KAS	30.4.73	-
6.	Sri. S. R. Byahatti	JRCS	30.8.73	17.7.74.
7.	Sri. Madhava Rao B.A.	Class-I	-	-
8.	Sri. H. Nagaraja Shetti	IAS	-	-
9.	Sri. N. L. Kannaiah	Class-I	8.2.77	30.11.77
10.	Sri. M. N. Suryanarayanappa K	BSC	9.12.77	10.7.78
11.	Sri. M. C. Swamy	BSC(AG)	10.7.70	31.5.82
12.	Sri. A. Sadashiva I/C	DRCS	31.5.82	23.1.83
13.	Sri. K. B. Basappa	KAS	23.1.83	18.5.83
14.	Sri. K. S. Chougale	JRCS	18.5.83	16.12.83
15.	Sri. S. A. Srinivasan I/C	BSC,DRCS	16.12.83	13.7.84
16.	Sri. S. L. Shivaram I/C	B.A.DRCS	13.7.84	15.9.84
17.	Sri. H. Shama Rao	KAS	15.9.84	7.1.85
18.	Sri. S. L. Shivaram I/C	DRCS	7.1.85	27.5.85
19.	Sri. H. Ramappa I/C	DRCS	27.5.85	12.9.85
20.	Sri. K. Panduranga Rao	KAS	12.9.85	2.9.87
21.	Sri. K. S. Prabhakar	KAS BSC,B.E.	2.9.87	-

* DRCS - Deputy Registrar of Co-operative Society's

* J.R.C.S- Joint Registrar of Co-operative Society's

Source : Records of 'Bhadra Sugar Factory',Doddabatti.

The Duties and Powers of the Managing Director :

The duties and powers to be performed by the M. D. are subject to the supervision and control of the Board of Directors.

His most important functions are as below :

- 1) To supervise the day to day administration of the Society.
- 2) To maintain proper accounts.
- 3) To sanction expenditure of establishments, purchase of stores and other contingent expenditure.
- 4) To draw, accept, endorse and negotiate bills of exchange and endorse sell, transfer or otherwise deal with shares and government securities.
- 5) Subject to the approval of the Boards of Directors or the executive committee as the case may be to enter into agreement or contract for purchase and sale or lease of lands, buildings or form produce required for erection and working of the society and to execute documents on behalf of the society along with the Chairman and one Director and to represent it in all legal action instituted by or against the society.
- 6) To convene the meetings of the Board of Directors, Executive Committee, sub-committees constituted under bye-law No. 27(4) and when directed by the simple

majority of members of the Board to discuss the subjects proposed by them and issue notice of meeting within 3 days from the receipt of requisition letter to General Body or special General Body on receipt of requisition from requisite number of members as per bye-law No. 17 or a requisition from the Registrar.

7) The Managing Director may delegate any of his powers to the officials sub-ordinate to him subject to the approval of the Board of Directors.²¹

The Chief Executive is person at the top of the administrative hierarchy of the management of a Co-operative organisation. He is known by the name of Managing Director, Executive Director, or Chief Executive Officer. The success or failure of the co-operatives depends to a great extent, upon the administrative capability and motivation of the Chief Executive.²²

Administrative Capability is " the capacity to obtain intended results through organisations", Katz says, " Administrative capability for development involves the ability to mobilize, allocate and combine the actions that are technically needed to achieve development objectives."²³

Organisations are not simply structures but action oriented system and the success and failure of the organisations are to be measured in terms of this actions system.

The success of the co-operative organisations can only be achieved if adequate number of Motivated persons are made available to carry out such a challenging task.

There is no definite tenure for the Chief Executives in co-operatives. They hold office during the pleasure of the government. Because of political unstability and political corruption, there are frequent transfers of these executives resulting in poor functioning of the factory. This can be seen in the table showing the list of M.D. of Bhadra Sugar Factory.

Some times Chief Executives without any cooperative experience are be appointed to such a key post. It would be better if the Departmental Officers are deputed to man these posts, because they have the necessary expertise to deal with necessary co-operative problems.

Besides there are clear cut damarcation of duties and responsibilities. This results in confusion and chaos. There is a need to spell out clearly the duties and responsibilities of the Chief Executives. In the absence of clear definition of the duties and responsibilities between the Board of

Directors and the Chief Executive the latter has been reduced virtually to the level of a glorified head clerk of his co-operative with hardly any capacity for autonomous management decisions."²³

Restricted Functional Power :- Lack of faith in the Chief Executives :

There is difference between the Managing Director working in the Private Management and in the co-operative organisation. In private management the M. D. is entrusted with all the powers to deal with any day-to-day situation. He has to approach the B.O.D. only on policy matters. But in co-operative M.D. has not been delegated sufficient authority to deal with the various problems. This would require more delegation of power to the Chief Executives to make them effective in the implementation of programmes. He is not equipped to advise and assist the members of the Board in the policy formulation.²⁴

No Sound Decision Making Power :

In the interest of the efficiency of the co-operative organisation, the M. D. has to take sound and effective decisions. Decision making is the nerve centre of all human activities. It is an act of intelligence, will and precision. A Chief

Executive who cannot take right decision at the right time cannot aspire to be a successful executive. The image of the cooperative administration has been badly disfigured; wide gap has been generated between the citizens and the administration. It must start offering convincing proof of its ability to handle situations and solve problems.²⁵

SECRETARY :

There shall be a secretary to assist the Managing Director in his work. He shall have such powers and duties as delegated to him by the Managing Director with the approval of the Board of Director.

Under the direct control of Managing Director the following Department :

- 1) The personnel
- 2) The Sales
- 3) The Purchase
- 4) The warehouse and dispatch and office.

These departments are headed by the Managers. Apart from these engineering, chemicalcane development, Accounts, Distilary and Stores are important departments which are controlled by the Managing Director through the Heads of the concerned departments.

The above all the share holders are the real regulators.

THE DEPARTMENTS :

Heads of Departments :

The Managers of the various Executive and Administrative Departments working under the Managing Director.

The work of the Bhadra Co-operative Sugar Factory is divided into fifteen Departments :

1) The List is as follows :

T A B L E - S.

Sr. No.	Departments	Permanent	Seasonal	Total
1.	Engineering	13	1	14
2.	a) Mill House	12	51	63
	b) Boiler House	4	53	57
	c) Boiler House	14	36	50
	d) Electrical Section	16	3	19
	e) Workshop	30	8	38
3.	Cane Section	43	1	44
	Cane Yard Section	-	51	51
4.	Manufacturing Department	9	149	158
5.	General Stores	4	4	8
6.	Labour Welfare and Time Office	5	2	7
7.	Security Section	17	9	26
8.	Civil Section	10	-	10
9.	Vehicle Section	2	-	2
10.	Guest House	3	-	3
11.	Purchase Section	3	-	3
12.	Medical	4	-	4
13.	Administrative Section	16	-	16
14.	Accounts Section	13	-	13
15.	Cane Accounts Section	10	13	23
Grand Total :		228	381	609

Source : Model Staff pattern of Bhadra Sugar Factory - recommended by the Karnataka State Co-operative Sugar Factories Federation Ltd., Bangalore.

Table - I : Composition shows that the Board of Directors, has been dominated by a single caste group ' Lingayat '.

Table - II : From 1969 - 1988, there have been 12 Chairmans elected and they have served as Chairman for 12 years, and 6 times there the bodies have been supersided; bringing factory under the control of Deputy Commissioner.

Table - III : Shows that from 69 to 87 there have been 21 Managing Directors appointed.

Table - IV : Shows the total staff $228 + 381 = 609$.

Hence in this chapter the organisational aspect has been brought forth. Much of the material used in this chapter is based on the Karnataka State Government Co-operative Act 1959. Further from Table - I it can be infered that the Bahadra Sugar Factory's composition of Board of Directors has been dominated by a single caste group namely the Lingayats; which naturally point that all most all the Chairmans elected belonged to this caste group.

From Table - II it can be inferred that the affairs of the Bhadra Sugar Factory seems to/always in problems. Since 1969-1988, the Board of Directors has been supersided for more than 6 times. With ⁱⁿ period of 19 years, Six dissolvemments, naturally speak of political turmoils in the factory, and in a brief period of 19 years, there are 12 Chairmans elected. This naturally points to the instable conditions of the factory. Stability in office brearers, naturally helps administration to get stablised.

The Bhadra Sugar Factory has also been neglected by the Government. This aspect can be inferred from Table - III, which shows that from 1969 to 1987, there have been 21 Managing Directors appointed, in a total period of six years, which further point to instable conditions in the managing the affairs of sugar factory. It is allright if the Board of Directors have failed to perform their duties because of the co-operatives one supersided, but to appoint 21 Managing Directors with a period of six years is something very unnatural.

In this chapter it is tried to bring forth both the staffing pattern (Refer Table - IV) and the organisational aspects, tabulated in Table-I,II,III. In the next chapter efforts are made to go into the details of labour problems and welfare, on which the soundness of the functioning depends.

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