

CHAPTER III

HISTORY OF DEVGAD TALUKA SAHAKARI KHAREDI VIKRI SANGH LIMITED

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CHAPTER III

HISTORY OF DEVGAD TALUKA SAHAKARI KHAREDI VIKRI SANGH LIMITED

3.1 INTRODUCTION

This chapter deals with the profile of the study area i.e. the operational area of Devgad Taluka Sahakari Kharedi Vikri Sangh (DTSKVS) and its establishment in 1960 and location.

The chapter also deals with the objectives and functions of the DTSKVS. It also includes its organisational setup in brief.

3.2 PROFILE OF THE STUDY AREA

A) Location

The DTSKVS Ltd., is a marketing co-operative society which operates on the principles of co-operation. It operates in Devgad taluka in Sindhudurg district of Maharashtra. Maharashtra is divided into two natural regions namely, the main region of Desh and the narrow coastal region of the Konkan. Sindhudurg district is situated in the southern part of the Konkan region and is surrounded by Ratnagiri district at the north, Kolhapur and Belgaum at the east and by the Goa state at the south, and by the sea-coast at the west.

The operational area of the DTSKVS i.e. Devgad taluka is situated at the northern part of the Sindhudurg district. It lies at 16°23' north latitudes and 73°21' east longitudes. The area of Devgad taluka has at its west a long sea-coast of 32 miles. At the north of Devgad taluka, there is Rajapur taluka, Vengurla taluka at the south and Kankavali taluka at the east. The north and south boundaries of the Devgad taluka are surrounded by Vaghotan river and Achara river respectively.

B) Area

The operational area of the DTSKVS covers the entire area of Devgad taluka and the area of Devgad taluka is 283.7 sq. miles. There are 64 villages in Devgad taluka and the number of residential houses in the taluka is 18,637. The area of Devgad taluka consists of the Sahyadri spures, mountains and hilly land.

C) Population

As per the census of 1981, the total population of the Devgad taluka i.e. operation area of DTSKVS is 1,09,582 of which 49,069 are males and 60,513 are females.

Male Female Ratio :- The male : female ratio in India is 1000 : 933. This ratio in Maharashtra, is 1000 : 937. Whereas, the male : female ratio in the operational area is 1000 : 1233.

The ratio in operational area is higher than that of Maharashtra because the male population in the operational area is migrated to urban areas, particularly to Bombay for jobs.

Scheduled Castes & Scheduled Tribes :- The percentage of scheduled castes and scheduled tribes to the total population of the operational area is 1.32 and 1.14 percent, respectively. This percentage for the state is 7.1 percent and 9.2 percent and, for the country 15.7 percent and 7.8 percent respectively.

Working Population :- As per the census of 1981, the total working population of the operational area is 36,829. The total population of the operational area is 1,09,582. Thus, 33.61 percent population is working population and 66.39 percent is dependent population.

Literacy :- The total literate population in the operation area is 57,500. Thus, percentage of literate population in the operational area is 52.7 percent. Out of the total literate population, 31,441 are males and 26,059 are females. The percentage of the female literacy to the total female population of operational area is 43.06 percent and percentage of male literacy to the total male population of the operational area is 64.07 percent.

D) Land Utilization

The total geographical area of the operational area is 78,125 hectares. Out of this area, 8,300 hectares are brought under cultivation. This area is 10.62 percent of the total geographical area. Out of the total cultivated land, 1,130 hectare area is under irrigation. The percentage of irrigated land is 13.61 percent to the total cultivated land and the remaining 86.39 percent cultivated land is non-irrigated, which depends upon the seasonal rainfall only.

Forest :- Out of the total area of operational area, 16,297 hectares area is under forest. This area is 20.86 percent of the total geographical area.

Crops :- The type and nature of the soil is one of the important factors influencing the cropping pattern in the area. The fertility of the land depends upon the type of soil. The operational area has a low fertile soil. In the operational area there are Kharip and Rabbi seasons. The main crops in the Kharip season are Rice and Nachani. Whereas, the main crop in the Rabbi season is groundnut. Cash crops are however, not grown in the operational area.

Dams :- Only one dam - namely, Sirgaon Dam is located in the operational area, under which 40 hectares of land is brought under irrigation.

E) Animal Husbandry & Veterinary Services

As per the cattle census of 1982, the total number of cattle in the operational area was 55,486. Out of the total cattle, 9,905 were cows, 22,663 were bullocks, 5,214 were he-buffaloes, 5,601 were she-buffaloes and 12,103 were other cattle.

By the end of December 1989, there were 3 veterinary hospitals and 5 health centres in the operational area. There were 4 veterinaries and 6 livestock supervisors for veterinary medical services.

F) Minerals

Mineral deposits like manganese, silica, mica, etc., are found to be observed in Devgad taluka. ONGC has recently discovered the natural oil deposits near about 20 kms. away from Devgad port. The Laterite stone is also abundently available for building construction.

G) Industries

Two major industries viz., fish mills and fruit processing and canning factories are developed in this area. There are 5 fish mills situated in all - 3 at Devgad and one at Jamsande and

Vijaydurg each. There are 4 fruit processing and canning factories situated at Jamsande, Padel and at Aare. There are other small scale industries also like furniture making, tiles making and engineering located in Devgad, Vijaydurg and Aare.

H) Transport & Communication

Water transport plays an important role in the operational area which lags behind in road and railway transport. There are two ports along the coastal line of this area and the central Government looks after the maintenance of roads in the operational area. Devgad - Nipani State Highway Number 53 goes through this area. Due to the existence of ports, transportation and communication between the operational area and Bombay has increased.

3.3 CO-OPERATIVE MOVEMENT IN THE STUDY AREA

Devgad taluka is one of the talukas of Sindhudurg district which is backward in all sense - economically, socially, and politically. The impression of co-operative movement in this taluka is not so satisfactory. There are various reasons for slow development of co-operatives in Devgad taluka like, a) low productivity of land b) migration of literate as well as illiterate people to urban areas, particularly to Bombay, c) lack of initiating role on the part of local leaders.

In Devgad taluka, the first co-operative society was established in Vijaydurg in 1907. At present, the co-operative movement in Devgad taluka is highly diversified - having as many as 12 types of co-operatives - starting from co-operative credit to marketing, fisheries, housing, consumers, industrial as also processing co-operatives and printing co-operative society. Devgad taluka has fruit cultivation societies and fisheries co-operatives with substantial working capital and members' deposits.

The Table 3.1 shows the types of co-operative societies in Devgad taluka along with their numbers.

TABLE 3.1
TYPES & NUMBER OF CO-OPERATIVES IN DEVGAD TALUKA

TYPE	1983	1989
1) Primary Agricultural Credit Societies	35	34
2) Fisheries Co-operatives	5	6
3) Co-operative Fruit Cultivation Societies	2	5
4) Urban Co-operative Bank	1	1
5) Marketing Co-operatives	1	1
6) Industrial Co-operative Societies	2	2
7) Labour Contract Co-operative Societies	1	2
8) Co-operative Consumer Societies	2	2
9) Processing Co-operative Societies	-	1
10) Co-operative Housing Society	1	1
11) Co-operative Printing Society	1	1
12) Salary Earners' Credit Societies	1	2
TOTAL	52	58

It is clear from the above table (SOURCE : Records from Assistant Registrar of Co-operative Societies, Devgad), that the progress of co-operative movement in Devgad taluka is very slow. Only 6 new co-operative societies came into existence from 1983 to 1989. Table 3.2 shows Audit classification of all types of societies in Devgad taluka.

TABLE 3.2

AUDIT CLASSIFICATION OF CO-OPERATIVES IN DEVGAD TALUKA (1988-89)

CLASS	PACs	OTHER
A	4	6
B	26	12
C	4	3
NA	-	3
TOTAL	34	24

SOURCE : Records from Assistant Registrar of co-operative Societies, Devgad.

PACs : Primary Agricultural Credit Societies.

Primary Agricultural Credit Societies :- The progress of Primary Agricultural Credit Societies in the operational area is quite unsatisfactory. The main reason for the slow growth of these societies is the low productivity in agricultural sector. Rice and Nachni are the main crops which are not termed as cash-crops. Similarly, the percentage of cropped area of land is very low. There is no scope for Rabbi crops due to lack of irrigational facilities. However, primary agricultural credit societies are playing an important role in the fruit cultivation.

Present status (i.e. as on 30.6.1983) of primary agriculture credit societies in the operational area is given below.

1)	Number of Societies	34
2)	Membership	
	a) Total	20,605
	b) SC & ST	1,833
	c) Agriculture Workers	1,876
3)	Share Capital - Total (Rs)	23,68,000
	Govt. Share (Rs.)	54,000
4)	Reserve Funds (Rs)	9,46,000
5)	Other Funds (Rs.)	8,77,000
6)	Borrowings (Rs.)	1,180,9000
7)	Working Capital (Rs.)	1,986,0000
8)	Loans Advanced (Rs.)	1,251,5000

9)	No. of Societies Earning Profit	30
10)	No. of Societies Running in Loss	4
11)	Profit Earned by Societies (Rs.)	3,58,000
12)	Loss Incurred (Rs.)	70,000

SOURCE : Annual Report of Primary Agricultural
Credit Societies in Devgad Taluka

Devgad Urban Co-operative Bank :- At present (as

on 30-6-1989) the Devgad Urban Co-operative Bank has 2540 members. Out of these, 121 members are from scheduled castes and scheduled tribes. The working capital of the bank amounts to Rs. 1,33,18,000. For the year ended 30.6.89, the bank has earned profit of Rs. 1,54,000. The working of the bank is quite satisfactory right from its establishment i.e. the year 1935. In the economic structure of Devgad taluka, this bank has been playing vital role. The bank advances loans mainly for trade, industry, construction and repairs of houses and for purchasing the durable commodities. The loans are also advanced for fishing business. One of the important features of this bank is that, it advances substantial short term loans to the Alphanso mango cultivators. By the end of June 1989, the bank invested Rs. 6,47,000 in the Government's and other

trustees' securities. Table 3.3 shows the progress of the bank from the year 1978-79 to 1988-89.

TABLE 3.3

PROGRESS OF DEVGAD URBAN CO-OPERATIVE BANK
(Figures as on 30th June)

<u>YEAR</u>	<u>SHARE CAPITAL</u>	<u>WORKING CAPITAL</u>	<u>DEPOSITS</u>	<u>LOANS</u>
1979	1,11,200	14,55,385	11,04,138	6,27,371
1980	1,27,820	15,89,869	12,24,302	7,77,856
1981	1,53,470	21,02,071	16,69,814	11,29,963
1982	1,84,010	24,75,684	19,52,638	13,51,049
1983	2,21,560	32,31,360	25,82,991	16,54,812
1984	2,82,670	45,69,960	37,28,679	21,30,059
1985	3,69,990	55,59,103	44,86,457	28,30,615
1986	4,50,270	69,56,582	56,43,844	33,84,366
1987	4,98,010	94,53,094	76,86,819	46,42,444
1988	5,47,000	1,18,66,000	1,02,96,330	57,59,000
1989	6,06,000	1,33,18,000	1,14,86,000	70,34,000

SOURCE : Annual Reports of Devgad Urban Co-operative Bank Ltd., Devgad.

* Figures are in Rs.

The above table shows that there is a steady increase in the amount collected as deposits, loans advanced, share capital and working capital of the bank.

Fisheries Co-operatives :- Fisheries co-operatives in Devgad taluka have achieved marked progress for last 10 years. There are number of reasons for this outstanding achievements like,

- a) Fishing is becoming the main occupation of the majority of people living in this area;
- b) Encouragement from the Govt. for the development of fishing industry;
- c) Establishment of fish mills in the Devgad taluka; &
- d) Increased demand for the high products in the local as well as in the foreign markets.

At present (i.e. as on 30.6.1989) there are 6 fisheries co-operatives in Devgad taluka having 2,865 members and Rs. 20,56,164 as working capital. The Table 3.4 shows the progress of fisheries co-operatives from 1982-83 to 1988-89. The table reveals that there is substantial increase in the membership. The membership is increased by 1,173 during the last 6 years. From 1982-83 to 1988-89 only one new society came into existence. But already existing societies made remarkable progress.

TABLE 3.4

PROGRESS OF FISHERIES CO-OPERATIVE SOCIETIES IN DEVGAD TALUKA
(As on 30th June)

ITEM	1982-83	1988-89
1) Number of Societies	5	6
2) Membership Numbers	1692	2865
3) Share Capital		
a) Total (Rs)	14,11,950	2,40,1220
b) Govt's Share (Rs)	13,14,220	21,20,500
4) Working Capital (Rs)	32,48,780	NA
5) Reserve Funds & Other Funds (Rs)	2,44,025	5,77,500
6) Value of Fish Marketed (Rs)	NA	39,80,884

SOURCE : Records from Assistant Registrar of
Co-operative Societies, Devgad.

By the end of June 1989, out of 6 fisheries co-operatives in Devgad taluka, 3 fisheries co-operative earned total profit of Rs. 1,05,627. While one society is running in loss of Rs. 2,530 and annual accounts of the two societies show that there is no profit - no loss to them.

Out of 6 fisheries co-operatives, the two societies namely, 'Devgad Fishermen's Co-operative Society and 'Taramumbri Fishermen's Co-operative Society' are on progressive path. They have substantial working capital and membership. Devgad Fishermen's Co-operative Society was established on 1-1-1968. Latter one provides number of services to its members and others. Shri M. L. Joshi, a local leader, took an active part in the establishment and development of this society. One of the important features of the Taramumbri Fishermen's Co-operative Society is that, it is the only fisheries co-operative society in the Devgad Taluka which supplies diesel oil to its members and others. By supplying diesel oil, this society earns substantial profit for each year.

Fisheries co-operative supply the various instruments to the fishermen for their fishing business and make them available in the markets for the fish collected by them. Thus, fisheries co-operative societies in Devgad taluka are playing an important role for the upliftment of fishermen and still there is a vast scope for the development of fisheries co-operatives in this taluka.

✓ Industrial Co-operatives in Devgad Taluka :- At present (i.e. as on 30-6-1989), there are two industrial co-operative societies in Devgad taluka having 1939 members and Rs. 11,12,780 as share capital. Out of the total members 458 are from scheduled

castes and scheduled tribes. The Government's contribution to the share capital is amounted to Rs. 5,73,500. The reserve funds and other funds of the societies stand at Rs. 1,17,478 and the borrowings amounted to Rs. 15,17,000. The amount of loans advanced by the societies is Rs. 1,72,300.

Out of the two industrial co-operatives societies, one society earned the profit of Rs. 26,398 while the other is running in loss of Rs. 25,177. The progress of industrial co-operative societies in the operational area is not so satisfactory as compared to those of fisheries co-operatives.

✓ Processing Co-operative Society :- At present (i.e. as on 30-6-1989), there is only one processing co-operative society in the operational area with 237 members and Rs. 2,71,500 as share capital. The society collected Rs. 2,40,000 as deposits from its members. The borrowings from Industrial Finance Corporation of India, stands at Rs. 2,42,700. The society is running in loss of Rs. 29,711.

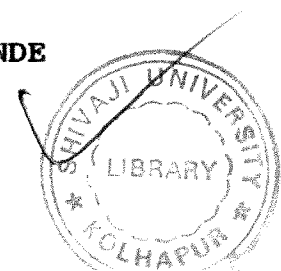
✓ Labour Contract Co-operative Societies :- At present (i.e. as on 30-6-1989), there are two Labour Contract Societies in the operational area with 186 members and Rs. 25,740 as share capital. It has Rs. 6,81,739 as working capital. Out of the total



OFFICE-CUM SELLING PREMISES OF DTSKVS

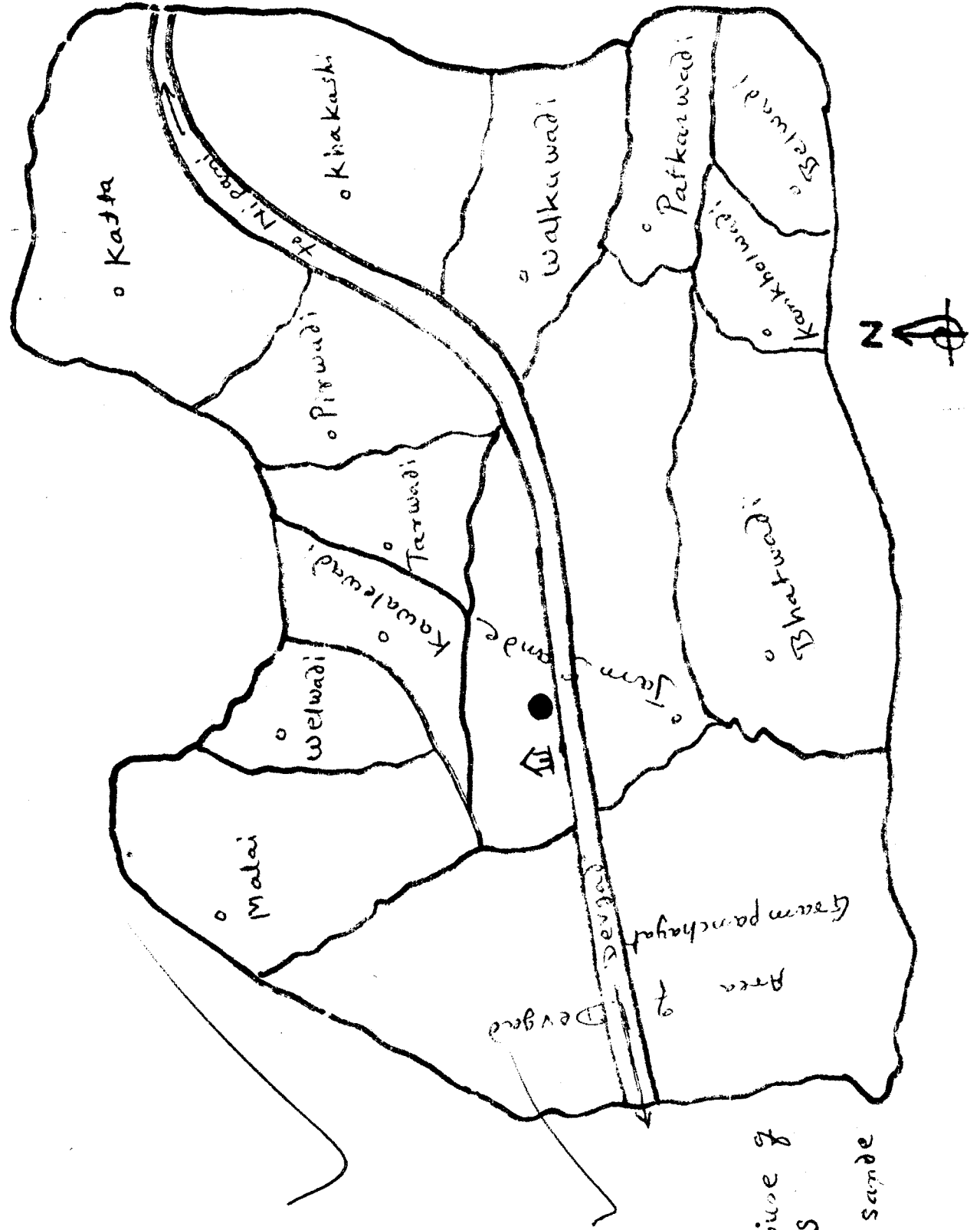


WAREHOUSE OF THE DTSKVS AT JAMSANDE



Map - 3.2

Location of Warehouse of DTskVS at Jamsande [Devgad]



- Index:
- : Warehouse of DTskVS at Jamsande
 - ◡ : Villages

members, 35 members are from scheduled castes and scheduled tribes. The Government's contribution to the share capital is amounted to Rs. 3000. The reserve funds and other funds of the societies stand at Rs. 5140 and the cost of labour provided by the members is amounted to Rs. 3,44,661. Out of these two societies, one society earned profit of Rs. 19,222 while the other is running in loss of Rs. 790.

✓ Co-operative Housing Society :- By the end of June 1989, there was only one co-operative housing society in Devgad taluka with 112 members and Rs. 65,600 as share capital. The following figures show the financial status of the society as on 30th June, 1989.

Working Capital	Rs. 13,94,106
Reserve funds & Other Funds	Rs. 3,340
Borrowing from State Housing Finance Corporation	Rs. 13,04,948
Loan Advanced	Rs. 11,04,935
Profit Earned	Rs. 4,893

✓ Co-operative Fruit Cultivation Societies :- At present (i.e. as on 30-6-1989), there are 5 Co-operative Fruit Cultivation Societies in the operational area with 333 members and Rs. 2,81,980 as share capital. The Government's contribution to the total share capital amounts Rs. 40,000.

The following figures show the financial position of the societies :

Working Capital	Rs. 16,67,284
Reserve Funds	Rs. 1,75,631
Other Funds	Rs. 1,50,624
Value of Produce Marketed	Rs. 8,72,545
Profit earned	Rs. 92,334

✓ Co-operative Printing Society :- At present (i.e. as on 30-6-1989), there are 3 Co-operative Printing Societies in the Sindhudurg district. Out of which one society namely, "Devgad Taluka Co-operative Printing Society" is situated in the operational area.

This society was established on 1st April 1964. Shri J. P. Hadkar, Shri J. M. Gogate, Shri K. R. Nabar, Shri P. R. Bhide and the Late Shri. N. R. Kale. These local leaders took initiating role in the establishment of the society. In the very first year of its establishment, the society had 25 members and Rs. 11000 as the share capital.

The working of this society is quite satisfactory. The value of printing work done by the society during the year ended 30th June 1989 is amounted to Rs 87,037 and the society earned the

profit of Rs. 2,299. At present (i.e. on 30-6-1989), the society has 115 members and Rs. 25,000 as share capital, Rs. 4,937 as reserve funds on its accounts.

Salary Earners' Credit Co-operative Societies :- In the operational area, at present (i.e. as on 30-6-1989), there are two salary earners' credit co-operative societies with 117 members and Rs. 2,08,790 as share capital. Out of the total members, 17 are from scheduled castes and scheduled tribes. The financial position of the societies is as below :

Share Capital	Rs. 2,08,970
Loans Advanced	Rs. 4,51,888
Borrowings	Rs. 4,10,327
Reserves & Other Funds	Rs. 8,303
Outstanding Loans	Rs. 6,96,180
Profit Earned	Rs. 8,303

From the above figures, it is clear that the working of Salary Earners' Co-operative Societies in the operational area is quite satisfactory. The Sikshan Vikas Mandal's Employees' Credit Co-operative Society has made a remarkable progress within 2 years of its establishment, i.e. on 3rd August 1987. Shri M. G. Shirke, the Secretary of the society, put the society on the progressive path.

3.4 ESTABLISHMENT OF DTSKVS

✓

Devgad Taluka Development Board was an old institution working since 1933. The Board had 197 members and was functioning as per the rules and regulations prescribed by the Government. The main object of the Board was to improve the agricultural sector and the productivity of the farmers in the operational area. The said institution received a Government's circular No. RSR 27/1957 dated 28th June 1957 to convert the Board into Taluka Kharedi Vikri Sangh. On the receipt of this circular, members and authority of the Board met together and decided to convert the Board into Taluka Kharedi Vikri Sangh and to accept the by-laws of the Taluka Kharedi Vikri Sangh. This decision was made on 2nd December 1959. Thus, Devgad Taluka Sahakari Kharedi Vikri Sangh came into existence from 29th February 1960.

✓

The actual working of the Sangh in its own name commenced on 1st July 1960 and from its establishment, the Sangh has been striving hard for achieving its objectives. It does not need to say that the 197 members of the Taluka Development Board became the initial members of the Devgad Taluka Sahakari Kharedi Vikri Sangh. The Sangh issued one share of Rs. 5 to each member. Shri A. J. Kulkarni got the honour of becoming the first chairman of the Sangh. He worked as a chairman of the Sangh for one year and after that Dr. V. T. Tari worked as chairman for next 2 years.

The Sangh had to face many financial problems during the first three years. In that period, the Government offered the work of distribution of fertilizers to the Sangh because of the earlier work of Taluka Development Board. The Sangh did not possess its own warehouse as a result, the Sangh could not store the fertilizers in a proper manner which resulted in wastage of 12.5 tonnes of fertilizers of worth Rs. 4,000. Similarly, during the first 3 years of its establishment, the Sangh tried to export mangoes through the State Marketing Federation (284 boxes of mangoes). Meanwhile, the Sangh undertook other activities like, the distribution of levy cement and levy sugar on behalf of Government, supply of ammunitions, pesticides, improved seeds, agricultural implements, etc. In addition to this, the two fair prices shops are also run at Jamsande and Mithbaon by the Sangh on behalf of the Government.

At the beginning of the co-operative year 1963-64, elections were held for the Board of Directors and Shri Baburao Gogate became the chairman of the Sangh. Shri Gogate, by putting his heart and soul in the management and operations of the management and operations of the Sangh, secured the goodwill to it. The chairmanship of the Sangh remained at the hands of Shri Gogate for 11 successive years and under his chairmanship, the Sangh achieved the remarkable progress. During the year 1963-64, the Sangh purchased a warehouse and overcome the difficulty of storing chemical fertilizers and other goods. Another landmark of this

period was that, the Sangh started a consumer stores to supply consumer goods in common demand and opened a new sphere for the expansion of its business,

Day by day, the volume of Sangh's business in the distribution of chemical fertilizers increased and it became unavoidable on the part of the Sangh to construct a warehouse with large capacity to store chemical fertilizers. Keeping in view the difficulty of storing fertilizers, the Sangh purchased one acre land, across the Devgad - Nipani State Highway, at Jamsande during 1968-69 and started construction of warehouse having a storing capacity of 600 tonnes. As Sangh invested its huge funds in the purchasing of land and in construction of warehouse, it had to rely upon the bank borrowings to a great extent. Under such situation, in order to keep pace with the bank loans, the Govt. invested Rs. 1,00,000 with the Sangh as share capital during 1966-67.

The Govt. relaxed the restriction on the sale of chemical fertilizers in open markets from 1969-70. This policy adversely affected Sangh' business. Before this, all types of chemical fertilizers were being supplied by the Govt. on consignment basis to the Sangh. The District Marketing Society worked as a sub-agent in this regard. During this year, the Sangh secured an agency from Rallies India Ltd., for Devgad taluka and started the sale of mixed chemical fertilizers.

In the year 1970-71, there was an acute shortage of foodgrains in the local markets i.e. in the operational area. Under these circumstances, the Sangh purchased rice and jawar in the markets at Indore, Bhopal, Barshi and Pandharpur; and supplied the same to the consumers living in the operational area.

In the year 1971-72, the Sangh obtained an agency from Maharashtra Agro-industrial Development Corporation, which manufactures the granulated fertilizers. By the end of 1972-73, the construction of Sangh's warehouse was over. Due to the warehousing facility, it was possible for the Sangh to get the supply of Chemical fertilizers from the Maharashtra Agro-industrial Development Corporation under the godown scheme. Because of this scheme, the Sangh obtained fertilizers from the Maharashtra Agro-industrial Development Corporation, without any advance payment for the same. This enabled the Sangh in playing dominant role in the supply of fertilizers in the Devgad taluka. Up to this day, this godown scheme proved profitable to the Sangh.

In this manner, the Sangh was somewhat settled in its business at about 1974-75. In the same year, the chairman Shri Gogate died of cancer, which resulted in the slackening down the Sangh's activities. After that, Shri R. Y. Rane became the chairman of the Sangh. In view of the resolution passed in the

Annual General Meeting which was related to the year 1977-78, the Sangh closed its section of consumers store.

From 1984-85, the Sangh is working under the chairmanship of Shri J. M. Gogate. From this year, the Sangh is supplying fertilizers even to the farmers from outside the area of Devgad taluka. Meanwhile, Sangh secured an agency from Rashtriya Chemicals and Fertilizers Limited.

During the year 1988-89, the Sangh exported Alphonso mangoes to France and England through Maharashtra Agro-industrial Development Corporation.

Today, the Sangh is engaged in many activities. All types of chemical fertilizers i.e. nitrogenous, phosphatic, and potassic are being supplied by the Sangh to the farmers. Similarly, the Sangh is supplying agricultural implements, spray pumps, pesticides, ammunitions, cement and consumer goods. It is trying hard to acquire suitable site at Devgad to open a petrol pump. As the mango is the main agricultural produce in the operational area, the Sangh is also trying to acquire a location at Crofford Market situated in Bombay.

3.5 OPERATIONAL AREA OF THE DTSKVS

The Devgad Taluka Sahakari Kharedi Vikri Sangh Ltd., works on the principles of co-operation. The operational area of this organisation covers the entire area of Devgad taluka. Recently, the Sangh has started the sale of fertilizers to the farmers from outside the area of Devgad taluka.

3.6 OBJECTIVES OF DTSKVS

- 1) To reduce the cost of marketing agricultural produce and to generate greater demand.
- 2) To supply consumer goods in common demand in the operational area.
- 3) To arrange for the sale of agricultural produce. If possible, produce should be graded before marketing the same.
- 4) To assemble surplus agricultural produce for marketing purpose.
- 5) To arrange for transportation of agricultural produce.
- 6) To arrange for processing of surplus agricultural produce.
- 7) To purchase or construct warehouses for storing agricultural produce.

- 8) To act as a powerful check upon the monopolistic power enjoyed by the private trade.
- 9) To protect the consumers' interests by removing middlemen in the distribution channel.
- 10) To act as an agent of the Government for procurement and implementation of price support policy.
- 11) To supply different agricultural requirements like, manures and fertilizers, imported seeds, improved farm implements, tools and pesticides on cash and hire, either on its own behalf or as an agent.
- 12) To promote thrift and savings among the members so as to make them self-sufficient.
- 13) To undertake programmes of welfare, economic and other in the operational area.

3.7 FUNCTIONS OF THE DTSKVS

✓ In order to fulfil the objectives of the Sangh, which are explained in the by-laws of the Sangh, DTSKVS performs a number of functions. Out of which the following are the major functions :

- 1) Supply of Inputs to Agriculture :- The Sangh is engaged in supplying the members and others with

the inputs necessary for better cultivation. All types of chemical fertilizers, pesticides, improved seeds, and improved farm implements are being supplied by the Sangh.

- 2) Distribution of Consumers' Goods :- The Sangh supplies essential consumers' goods like controlled cloth, sugar, etc., at reasonable prices. But the supply of consumers' goods by the Sangh is restricted to only a few commodities.
- 3) Assmebling :- The Sangh collects farmers' produce and sells as one lot instead of selling on an individaul basis to the farmers separately. The farmers gain through this practice of the Sangh as the crops are sold in large volume.
- 4) Supply of Levy Cement & Free Sale Cement :- The Sangh is engaged in supplying levy cement and free sale cement to its members and others.
- 5) Supply of Ammunitions :- The Sangh supplies ammunitions in the operational area.
- 6) Acts as Govt's Agent :- The Sangh acts as an agent of Govt. for supply of levy sugar and other commodities.
- 7) Supply of Spray Pumps & Spirit :- Spray pumps and spirit are being supplied by the Sangh in its operational area.

- 8) Export :- The Sangh has extended its marketing activities even to foreign countries. The Sangh is engaged in exporting Alphanso mangoes to France and England.

3.8 ORGANISATIONAL SET-UP

The whole management structure is built upon the organisation. The success of any enterprise depends to a large extent on the nature and strength of its organisation. It enables smooth management and operations of the enterprise. The term organisation is used in relation to the management of a business enterprise in two different senses - i) as a process, and ii) as a structure.

Organisation is a process of defining and grouping the activities of the enterprise and establishing the authority relationships among them. It is the framework within which people associate for the attainment of an objective. "In simple terms, organisation is the process by which the chief executive, as a leader, groups his men in order to get the work done" ¹.

Organisation is the structure of human relationships which are integrated to each other or the net work of horizontal and

vertical dimensions designed to accomplish common objectives. It is a group of persons working together for a common purpose. "Organisation is developed for People" ². It is a systematic combination of people, functions and facilities - all working together to accomplish some desired purpose.

The above two senses of the term organisation are complementary to each other. The process of organisation results in an organisation structure.

The organisation of the DTSKVS has been taken both as a structure and as a process for the purpose of our study. The principle elements that are found in an organisation of DTSKVS are as under :

- i) Activities required to achieve the purposes of the Sangh are divided in an orderly and suitable manner.
- ii) Duties and responsibilities that are assigned to the functionaries commensurate authority to carry them out.
- iii) The personnel appointed to various positions contribute their full working time for which they are compensated on the basis of status and possibly the length of service.

- iv) There is an official hierarchy in which the personnel performing lower jobs are supervised by those in higher ranks.
- v) The management of the DTSKVS is based on formal rules and prescribed procedures.

✓ Members of the DTSKVS :- Any co-operative organisation basically depends upon the registration of its members and their co-operation in day-to-day working of the society. These members are the real owners of the co-operative organisation and they are said to be the back-bone of a co-operative organisation. DTSKVS is no exception to this. Membership is open to all irrespective of their caste, creed, religion, political affiliation and beliefs. Their membership list is not closed. New members are always welcome to a co-operative society. "Membership fee or the value of the share in the capital of a co-operative society is kept low to enable persons with low income to become the members" ³.

✓ Primary agricultural credit societies, other co-operative societies and individuals are the members of the DTSKVS. The Table 3.5 shows the number of members from its establishment.

TABLE 3.5

MEMBERS OF THE DTSKVS

YEAR	PACS	OTHER C.S.	INDIVIDUALS	TOTAL
1960-61	19	-	197	216
1983-84	34	7	1,406	1,447
1984-85	34	8	1,427	1,469
1985-86	34	7	1,437	1,478
1986-87	34	7	1,451	1,492
1987-88	34	7	1,466	1,507
1988-89	34	7	1,470	1,511

PACS : Primary Agricultural Credit Societies

C. S. : Co-operative Societies

SOURCE : Annual Reports of the Sangh (1984-85 to 1988-89)

Board of Directors :- The role of the Board of Directors in an organisation operating under a co-operative democracy is an important and delicate management area. As representatives of the members Board of Directors enjoy many delegated powers.

The business of the DTSKVS is carried out and managed by the Board of Directors. The Board of Directors plays an important role in the overall functioning of the Sangh. It consists of various members and nominees elected as well as nominated and co-opted. At present, there are 11 Directors with the following break-up.

a)	Primary Agricultural Credit Societies	4
b)	Other Co-operative Societies	NIL
c)	Individual Members	7
	TOTAL	<u>11</u>

The period of these elected directors is of three years. The by-laws of the DTSKVS give a long list of powers and duties of a Board of Directors. Some of them are mentioned below :

- i) Procuring capital for carrying out the business of the DTSKVS.
- ii) Making arrangements for utilising the financial assistance received from the various sources of finance.
- iii) Electing the chairman from the Board of Directors.
- iv) Appoint new persons on vacant posts.
- v) Arranging preparation of annual reports,

balance sheet and profit and loss account for placing them before the members.

- vi) Evaluate the results of operations of business.
- vii) Framing the policies within the scope and regulations framed by the DTSKVS and the Govt.
- viii) Purchasing and selling of fixed assets for carrying out the business of the DTSKVS.

The Board of Directors exercises all such powers and enters into all such agreements, makes all such arrangements and takes all such decisions as may be necessary for efficient management of the Sangh for carrying out its objectives. The Board aims at the securing and furthering the interests of DTSKVS subjects to the provision of the by-laws of the DTSKVS.

During the report year 1988-89, eight meetings of the Board of Directors were held to discuss the working of the Sangh and to guide the staff.

Chairman & Vice-Chairman :- The Chairman occupies a special position on the Board of Directors and in the co-operative unit. In case of DTSKVS, the Chairman is

the top in administrative hierarchy of Sangh. He is responsible for carrying on the business of the DTSKVS within the scope and policies framed by the DTSKVS and by the Government. The Chairman of the Sangh is elected from the directors of primary agricultural credit societies, other co-operative societies and individual members. The Chairman enjoys a casting vote.

Like the Chairman, the Vice Chairman is also elected from Directors of primary agricultural credit societies, other co-operative societies and individual members. Vice Chairman has all the powers in the absence of Chairman.

Manager :- The manager of the DTSKVS is a full-time paid employee of the Sangh. He is responsible for general administration of the Sangh and works under the Chairman and the Board of Directors. He executes the policies framed by the Board of Directors of DTSKVS. The manager of the DTSKVS is assisted by the Secretary of the Sangh.

Secretary :- Like manager, the Secretary of the DTSKVS is a full-time paid employee of the Sangh. He looks after the smooth conduct of day-to-day work of the Sangh. He has to place orders for purchasing goods. He arranges to call meetings of members and directors. He fixes the selling prices of the goods under sale and handles the correspondence of the Sangh.

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