

**STUDY OF TRAINING PROGRAMME FOR JUNIOR CO-OPERATIVE PERSONNEL AND MEMBER  
EDUCATION(PART I & II) - 1969.**

**1. The Study**

The evaluation of the following two training programmes was conducted at the instance of the Ministry of Food, Agriculture, Community Development and Co-operation (Department of Co-operation).

- (i) Training Programme for Junior Cooperative Personnel.
- (ii) Member Education Programme.

The study covered 15 States and the Union Territory of Himachal Pradesh. The results of the Study were released in two parts. Part-I related to the training of Junior co-operative personnel and Part-II dealt with the Member Education programme. Resume of the approach adopted for the Study, objective, findings, observations and suggestions are given as under separately for Part-I & Part-II of the Study.

**Part-1 - Training Programme for Junior Co-operative Personnel**

**2. Objectives**

- i) To find out the adequacy of training imparted by the Junior Training Centre with reference to the functions of the Cooperative functionaries and the extent to which the objectives set forth had been fulfilled.
- ii) To ascertain the efficacy of the training of junior cooperative personnel with reference to the quality and content of various courses, methods of teaching, use of teaching aids, duration of course, practical orientation, supervision and other aspects of the training, including the factors that tend to stand in the way of effective functioning of the programme; and
- III) To know the impact of the training programme on the working of the cooperative Institutions.

### **3. Sample Size/Criteria for Selection of Sample**

In all 23 Junior Training Centres were selected for Study, out of a total of 65 such Centres existing in 1967. In addition, two samples, one for staff members and the other from present and past trainees were selected for investigation.

The sample was allocated to the various states roughly in proportion to their number in the State and drawn with probability proportional to the number of persons trained by the Centres upto June, 1966. It was decided to interview a sample of 10 past trainees and 5 present trainees from the each selected Centre. For the selection of past trainees, those who passed out of the Centre in the last 2 completed courses and located with in the district of the Junior Training Centre (JTC) constituted the frame. They were arranged session-wise and in each session according to the Category of the sponsoring agencies in the following order, viz.. co-operative departments, co-operative institutions, primary co-operative societies and private. The requisite sample was drawn by systematic sampling with equal probability.

### **4. Period of Study**

The field work of the Study was started in July, 1967 and was completed by March 1968.

### **5. Major Findings**

1. In some of the States, such as, Andhra Pradesh, Orissa, West Bengal, Assam, JTCs were reserved for departmental and institutional personnel. In the States of Andhra Pradesh, Assam, Gujarat, Madhya Pradesh, Mysore, Orissa, Punjab and West Bengal, Guest Lecturers were invited.

2. The most common among the audio-visual aids was the Black Board. Films on cooperation were considered to be very effective but film shows were few and far between. Only in some centres one could find posters, charts and maps. In a few centres, the staff members considered the teaching aids available in their centres as adequate.

3. The State Cooperative Unions and the Junior cooperative Training Centres were maintaining Libraries and these Libraries contained only a few books on cooperation in local languages. The trainees experienced difficulty in understanding the books written in English. There was shortage of text-books covering the course.

4. Most of the centres did not have their own buildings for classes, hostels for trainees and staff quarters. All the centres excepting Coimbatore, Hyderabad, Joysagar, Kancheepuram, Pusa, Tanjavur and Uttarpara were managing classes in rented buildings. There were no hostel facilities either owned or rented in Hyderabad, Kozhikode, Kancheepuram and Vijayawada. Coimbatore, Joysagar, Pusa, Tanjavur and **Uttapara had** their own hostels, while others were managing in the rented buildings. The Centres had provided staff quarters only in Joysagar, Pusa and Uttarpara.

5. There was no incentive by way of promotion, advance increments etc. for trained persons. The stipend amount was too meagre to be deemed as an incentive.

6. The number of Junior Training Centres in the country at the end of the First Plan was 28 which became 62 at the end of the Second Plan and further rose to 68 by the end of Third Plan period. The up-to-date number of departmental, institutional and private candidates trained was not available.

7. The expenditure on Junior Cooperative Training Centres was shared by the States and the Govt. of India. However, in a few cases the State Cooperative Unions were also bearing a share.

8. As a result of the training there was improvement regarding knowledge of work, skill in handling the jobs, attitude towards the work and business efficiency of the trained. The training created confidence and promptness in the trainees. The employers admitted that the trained employees had better knowledge of the bye-laws and they maintained records properly.

9. Whether the programme was administered by the Department or the State Union there was hardly any coordination between them at the district level. Though it was expected that Intermediate Cooperative Training Centres would be giving guidance to JTCs, this was not so in actual practice.

**Part - II MEMBER EDUCATION PROGRAMME**

**1. Introduction**

The Member Education Programme came into operation in 1956. Its aim was widespread dissemination of knowledge about the principles and practices of co-operation among the various Categories of the non-official personnel. This evaluation study was conducted to ascertain among other things the adequacy of the programme.

**2. Objectives**

- i) To find out the adequacy of Member Education programme with reference to the functions of the functionaries and the extent to which the objectives set forth had been fulfilled;
- ii) To find out the efficacy of the programme with reference to quality and content of the various courses, methods of the teaching, use of teaching aids, duration of the course, practical orientation, supervision and other aspects of the programme including the factors that tend to stand in the way of the effective functioning of the programme; and
- iii) To find out the impact of the Member Education programme on the working of the cooperative societies.

**3. Sample Size/Selection of Sample**

The Study of the member education programme was confined to 23 districts in 16 States in which the Junior Co-operative Training Centres were located. In each of the 23 selected districts, two peripatetic instructors in position were selected at random. In all 43 peripatetic instructors were selected for the Study. A list of the persons imparted member education during the proceeding six months ending 30th June' 1967 was prepared for each of the selected instructors and arranged according to category in the following order:-

- (a) Secretaries/managers and prospective leaders of primary societies;
- (b) Managing Committee members office bearers and prospective Committee members

From the lists so arranged, systematic samples of 5 from (a) and 10 from (b) were drawn with equal probability.

#### **4. Period of Study**

The field work of the study was started in July, 1967 and was completed by march 1968.

#### **5. Main Findings**

1. In Andhra Pradesh the targets were 2 secretaries classes of 30 participants each, 30 MC classes of 40 participants each and 2 study circles. Achievements in 1966-67 against these targets were 77% and 61% respectively. In Assam, the targets for one instructor were 25 MC members classes with 30 participants in a class and 2 secretaries classes of 40 participants each. No target was fixed for study circles and there was considerable under-utilisation. In Bihar there were no study circle in the selected units and in 1966-67, achievements for secretaries classes were 56% and MC classes 16%. Reasons for this short-fall were untimely payment of stipend, scattered nature of societies and inadequate machinery for supervision, etc. In Himachal Pradesh during the Third Plan the achievements for secretaries, classes and MC member classes were 66% and 69% respectively. The main reasons for this short-fall were hilly terrain and scattered nature of villages.

2. The finance for the Member Education scheme was mainly derived from the Central and the State Govts. The central funds were passed on to the State Unions through the State Govts. The State Govts. released them quarterly or annually and very often at the end of the quarter or the year on production of utilisation certificates. In a number of cases, delay in release of funds was experienced by the State Unions.

3. The service rules for the instructors had not been framed. There were no leave or training reserves for instructors which resulted in non-filling of vacancies caused by leave, transfer or proceeding for training of these persons., The pay scales and service conditions being unattractive, persons of required calibre, qualification and experience were not often forthcoming particularly for instructor posts. Yet another deficiency noticed was inadequate follow-up of activities after the classes had once been organised. As a result, the continuity of the education was lost. Often the MC members were unwilling to go to distant

villages for attending classes which affected the strength of these classes. There was hardly any criterion adopted in admitting members to the classes.

4. The scheme envisaged block level Committees to chalk out the programme of work, but such Committees were not found functioning in any state.

## 6. Major Suggestions

1. In most of the JTCs, it was observed that refresher courses were not conducted for the past trainees. One reason was that there was hardly any break between two courses. NO special opportunity was provided to the teaching staff to study field problems of the past trainees. Periodical seminars, training camps, refresher courses, etc. would have helped a lot in solving this problem.

2. one of the main obstacles in the way of the success of cooperative movement has been the ignorance and illiteracy of the average Cooperative Society member and a well planned member education appears to be the only answer to overcome it. Hitherto there was no active involvement of business federations, extension agencies, Govt. departments or even of primary societies for which the programme is meant. Business federations should assess the need of education and be intensely involved in this programme which is expected to benefit them in the long run. Considering the necessity and desirability for bringing all the members, MC members and Secretaries/managers under the purview of the programme, there was need to strengthen the scheme at various stages instead of slashing or abandoning it as it was being done in some States. The classes particularly for MC members should preferably be organised in agricultural slack seasons in order to ensure willing participation of members.

3. To avoid irregularities in the utilisation of funds by State Unions, the amount out of grants made **available by** the Govt. of India should be sanctioned and released by the State co-operative Department in advance on quarterly basis after obtaining the utilisation certificate for the previous quarter.