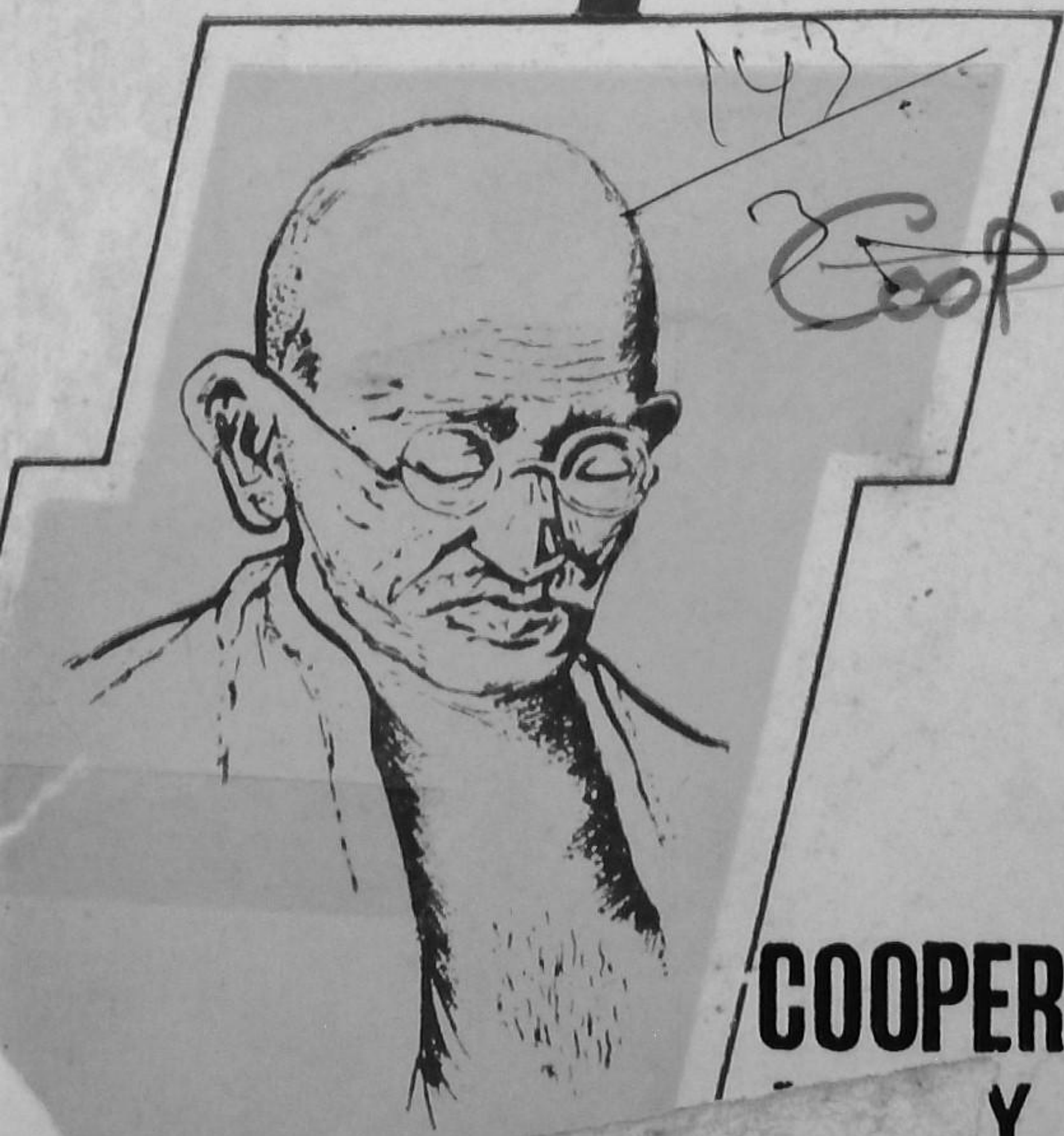

COOPERATION
Y OF LIFE

COOPERATION

A Way of Life

GOVERNMENT OF INDIA
MINISTRY OF AGRICULTURE
(DEPARTMENT OF COOPERATION)
NEW DELHI

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DROPS IN SEPARATION COULD ONLY FADE AWAY,
DROPS IN COOPERATION MADE THE OCEAN.

Mahatma Gandhi

MAN LOSES HIS TRUE STATURE WHEN HE FAILS TO UNITE FULLY WITH HIS FELLOWS. A COMPLETE MAN IS ONE WHO HAS THIS CAPACITY FOR UNION, A LONE INDIVIDUAL IS A FRAGMENTED BEING.

Rabindranath Tagore

THE COOPERATIVES WAY IS A CIVILIZED WAY OF WORKING.

Jawaharlal Nehru

I. COOPERATION—A CONSTRUCTIVE FORCE

COOPERATION, WHICH IS ROOTED
IN THE SOIL, ALWAYS SUCCEEDS.

Mahatma Gandhi

MAHATMA GANDHI

Individual liberty and interdependence are both essential for life in society. Only a Robinson Crusoe can afford to be all self-sufficient. When a man has done all he can for the satisfaction of his essential requirements he will seek the cooperation of his neighbours for the rest. That will be true cooperation.

(Harijan, March 3, 1946).

Man is as much self-dependent as inter-dependent. When dependence becomes necessary in order to keep society in good order it is no longer dependence, but becomes cooperation. There is sweetness in cooperation; there is no one weak or strong among those who cooperate. Each is equal to the other. There is a feeling of helplessness in dependency. Members of a family are as much self-dependent as inter-dependent. There is no feeling of either mine or thine. They are all cooperators. So also when we take a society, a nation or the whole of mankind as a family, all men become cooperators.

(Ideology of the Charkha **Extract taken from the International Co-operative Training Journal, Volume 4, No. 1, 1969).**

Cooperation is not a new device. The ryots cooperate to drum out monkeys or birds that destroy their crops. They cooperate to use a common thrashing floor. I have found

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them cooperative to protect their cattle to the extent of their devoting the best land for the grazing of their cattle. And they have been found cooperating against a particularly rapacious mahajan.

(A Paper on the Moral Basis of Cooperation, 1917).

RABINDRANATH TAGORE

In the prehistoric age huge primitive animals gathered within their bodies immense bulk and power. But man did not establish his superiority by becoming a still bigger monster. Man came to this world, weak and small, and was able to overcome much huger animals in their isolation by realising the unity of separate units of power. Each man today is the master of an immense power because of the combination of the physical and mental powers of many men. Man thus is now the lord of animal creation.

Only recently man has discovered the utility of this truth in the domain of economics. This is what is known as the production of wealth by cooperation and this shows that the time is not distant when mammoth capital will cease to exist, by splitting up into smaller units. Man will be free from the tyranny of economic inequality not by wading through blood, but by establishing a principle of harmony between the various units of power. That is, the principles of humanism whose absence caused such a disorder in economics are going to be recognised at last. Just as, formerly, the weak social animal conquered the isolated monster; even so today, victory will come to the economically weak, not by exterminating the powerful but by realising their own strength through unity. I can already see its victorious colours flying in the

distance and in our country, too, that some victory is being heralded by the principle of cooperation.

(From the Presidential address delivered at a public meeting held to celebrate the International Co-operative Day on 2nd July, 1927 under the auspices of the Bengal Cooperative Organisation Society, Calcutta).

The Cooperative Principle tells us, in the field of man's livelihood, that only when he arrives at his truth can he get rid of his poverty, and not by any external means. And the manhood of man is at length honoured by the enunciation of this principle. Cooperation is an ideal, not a mere system, and therefore it can give rise to innumerable methods of its application. It leads us into no blind alley, for at every step it communes with our spirit. And so, it seems to me, in its wake would come, not merely food, but the goddess of plenty herself, in whom all kinds of material food are established in an essential moral oneness.

(From the ICA Information Bulletin, Volume 10, Number 2, July 1970).

JAWAHARLAL NEHRU

No individual has, of course, absolute freedom. But if we value individual freedom, as many of us do, how are we to find a balance between preserving that individual freedom and at the same time getting away from the clutches of an acquisitive society ? The cooperative movement

seems to offer a philosophy, which would aim at this kind of social pattern.

(Sahayoga or Indian Cooperation, By Vidya Sagar Sharma, Vidya Mandir, Hoshiarpur, 1964).

I have no doubt, theoretically, that cooperation, co-operative working, is good in every single department of human activity, except perhaps high artistic effort. Leaving such artistic activity, in every other activity cooperation is the better method. There can be no doubt about it in theory. You may raise difficulties that in practice people may not accept it. Let us meet that point. But it is a better way of life, and in fact it is an inevitable way of life when you live in crowded communities.

(Speech in the Lok Sabha, March 28, 1959).

Many years ago—I should think about a quarter of a century ago or more—our great national organisation, the Indian National Congress, accepted for its objective the creed of a cooperative commonwealth for India. We were often asked what that meant and it was not particularly easy to define it. Of course, I could speak at length about the general purposes and the general ideas lying behind it, but to define it precisely was rather difficult. That did not mean that the idea was a weak one. In fact, it simply meant that the idea was not a rigid one that could easily be put within the four corners of a definition. It was nevertheless, a good idea.

I have mentioned this to you just to indicate how our minds turned to this cooperative principle in visualising the

organisation of the State itself, and this too not in the past few years but for some 20 or 30 years or even more. We came to that in our search for a social ideal that would satisfy various other urges that we had. The initial urge, of course, was the urge of political freedom. Another was of social advance and social equality, of equal opportunity for people, and of removing class and caste distinctions which came in the way of that equality. . . .

. . .Now all those urges have gradually led us towards the cooperative way of functioning through the cooperative movement till it embraces the entire country and the life of the people. And that was why we made it part of Article I of the Congress Constitution more than a quarter of a century ago. Then came independence, and our Constituent Assembly framed a Constitution for our country. The Constitution does not use the phrase "Cooperative Commonwealth", because, I suppose, it was all too vague for an enactment of that kind. However, in the Directive Principles of State Policy and in the Preamble to the Constitution is laid down what we aim at in the realm of social policy. The aim is sought to be realised by introducing the cooperative method in our various activities.

(Address at the Indian Cooperative Congress, New Delhi, April 12, 1958).

INDIRA GANDHI

I know of no other instrument so potentially powerful and full of social purpose as the cooperative movement.

(From the inaugural address at the Sixth Indian Cooperative Congress held in Delhi, in April, 1971).

Conflict and competition are the fact of life. Cooperation is the law of life.

(Kaka Saheb Kalelkar at a symposium organised by NCUI in Oct., 1969).

II. KEY TO ECONOMIC GROWTH

PEOPLE WERE STARVED NOT FOR WANT OF FOOD, BUT FOR WANT OF THE COOPERATIVE EFFORT

Mahatma Gandhi

JAWAHARLAL NEHRU

My outlook is to convulse India with the Cooperative Movement, or rather with cooperation : to make it, broadly speaking, the basic activity of India, in every village as well as elsewhere; and finally, indeed, to make the cooperative approach the common thinking of India.

(From an article in "Kurukshetra", July, 1963).

The cooperative movement started long, long ago in many countries on a relatively limited scale and with rather limited objectives. It has grown big in every country whether it is communist, socialist or capitalist. It has grown big and is ever growing bigger because it has supplied a very big need. It may differ slightly in various countries in its make up but, broadly speaking, the basic things about the movement are much the same everywhere. Cooperatives function in everything—in agriculture, in industry, in services and in so many other things. . . . The idea of cooperation is something much more than merely an efficient and economic way of doing things. It is economic, it is fair, it equalises and prevents disparities from growng. But it is something even deeper than that. It is really a way of life. . . .

(From inaugural address at the Conference of State Ministers of Cooperation, New Delhi, October, 30, 1961).

INDIRA GANDHI

In our strategy of development, we want growth and greater equality. We want to prevent concentration of

economic power. That is why we must help the public sector as well as the cooperative sector to grow, both absolutely and in relation to the private sector. Cooperatives combine the good points of both the public sector and the private sector. They give a voice and sense of participation to the ordinary man. They are based on voluntary union and democratic control. At the same time, they can take full advantage of modern large-scale management.

If I may say so, the cooperative way is a civilised way of working, providing as it does the means of diminishing large-scale ownership by individuals and groups, but without sacrificing the advantages of big units essential for the application of modern science and technology. The cooperative thus bridges the gap between the small unit and technology.

(From the inaugural address at the 5th Indian Cooperative Congress, New Delhi, December, 2, 1967).

FAKHRUDDIN ALI AHMED

In a predominantly agricultural economy of India, land reform measures occupy a crucial role. The special and economic objectives of land reforms can however be achieved only if the beneficiaries take recourse to modern technology in agriculture. This would involve development of the productivity of the land as also inputs of fertilisers etc. Here therefore, the cooperatives have an important role. They alone can assist the beneficiaries to undertake these measures.

(Form the inaugural address at the Conference of State Ministers of Cooperation in New Delhi on 29th December, 1971).

ASOKA MEHTA

Our economy is being articulated through three sectors : Private, Public and the Cooperative. The future belongs largely to the cooperative sector. That is where we will discover the amalgam we seek of political with economic democracy. Private sector by itself tends to make the few big bigger and drive the rest to the wall. Individual producer can rarely hope to hoist himself from traditional level of production to modern methods. He has to be brought within the folds of Cooperative efforts to achieve that *tour de force.*

Further, the cooperative way alone can help us to realise our vision of an agro-industrial society. Ours is a democracy of very small farmers. Our prosperity lies in modernisation achieved through industrialisation in the broadest sense of the term. The present can blossom into the future only if we can intertwine agriculture with industry.

Our tryst with destiny can be fulfilled only to the extent the many millions of our land become the varied threads of the cooperative fabric.

(5th Indian Cooperative Congress, Souvenir, New Delhi 1969, NCUI).

C. SUBRAMANIAM

Cooperation is a world movement to-day playing a vital role in the economy of both capitalist and socialist countries. This movement has grown as a response to specific needs, but over the years, a cooperative orthodoxy has been built up, which is presumed to be the final word in many debates and controversies. The social purpose which the cooperative movement is expected to fulfil is clear enough. . . .

The test must be results, realised in broad conformity with the cooperative approach. It appears to me that even

this pragmatic or utilitarian angle, as distinct from the purely ideological approach gives cooperation a significant role in the economy of the country.

(From the inaugural address at the State Ministers of Cooperation in New Delhi, October, 1966).

DR. S. RADHAKRISHNAN

The Cooperative movement occupies an important place in our scheme for building a socialist society and I hope all concerned with the movement will set an example to the rest of the community by efficient organisation and selfless service for the welfare of the common people of the country.

(Message on the occasion of the Cooperative Week, 1964).

V. V. GIRI

Cooperation forms an integral part of the modern economic development so that its success often provides the index to the general economic progress of a developing nation like India wedded to the cherished ideal of establishing democratic socialism. Cooperative movement is one of the most fruitful ways of enlisting public cooperation on a mass scale in our planning and reconstruction activity. In the "strategy of development" cooperation constitutes an invaluable instrument capable of fructifying the process of healthy transformation in the conditions of living of India's masses.

(5th Indian Cooperative Congress, Souvenir, New Delhi 1967, NCUI).

D. G. KARVE

Unless the cooperators of the world unite and dedicate themselves to the cause of progress and efficiency, ultimately they will be swept away by one of the two alternatives against which all of us have to fight. And that is why the Commission formulated the new principle, cooperation among cooperator, cooperative solidarity among all institutions. This is a principle to which all of us must subscribe.

(Speech at V Indian Cooperative Congress—1967).

If the cooperators have to hold their own in ideological and technological circumstances, they must set their own house in order. They must decide what the basic principles are under which they should operate.

(Speech at V Indian Cooperative Congress—1967).

S. K. DEY

The cooperative form of organisation has the merit of combining individual initiative with the advantages of large-scale enterprise and is the most effective tool for economic decentralisation.

(Sahayoga Or Indian Cooperation, by Vidya Sagar Sharma, Vidya Mandir, Hoshiarpur).

Cooperation holds the key to economic growth in a democracy. The system came in originally to help the relatively disorganised and weak sector of people, to give them the strength to assert themselves through organised community

effort, which cooperation alone could provide. The traders and the profiteers amongst men were to be kept scrupulously out..... People's leadership in the cooperative movement cannot grow except on the basis of service, martyrdom in the cause of the community and complete abnegation of self-interest *vis-a-vis* community interest.

(Message for the All-India Cooperative Week celebrations, November 7 to 13, 1964).

ANNASAHEB P. SHINDE

I should like to point out that we should be aware of the danger of growth without development. I mean that we have to ensure not merely quantitative achievements, but qualitative aspects are equally important. We shall have achieved something worthwhile if we take cooperation a little nearer perfection as an agency for economic and social betterment, perfection as an agency helping in the provision of the infrastructure for the national economy in general and rural economy in particular, perfection as an agency providing some avenues to the involuntarily idle persons and full empolyment to the partially employed.

(Kurukshetra October 1, 1971).

V. P. NAIK

The Cooperative organisation was purposely selected by us as a powerful instrument to achieve our national objectives of attaining distributive justice and raising the standard of living of our people. The movement was expected to provide both the wherewithal and the enthusiasm to increase the national production. The movement was not only expected to help dissolve disabilities, dissatisfaction and disorganised

way of life which poor masses in the countryside and the cities have been heir to under foreign domination, but also to substantially add to their productivity as well as to their savings.

(From the address before the Annual Conference of State Ministers of Cooperation, Bombay on November 3 & 4, 1965).

JHAVERBHAI PATEL

The village population is really to be built up into village communities. The village man cannot fulfil the objective of full development of personality unless he develops the community outlook and works in the community's interests. It is only the cooperative organisation undertaking cooperative production in all fileds of the village economy that can build up a community outlook. Such an organisation alone can integrate the village economy in the direction of evolving an occupational pattern, a crop pattern and social security programmes.

(Kurukshetra, December 1960).

III. COOPERATIVE SYSTEM AND STATE PARTNERSHIP

COOPERATIVE SOCIETIES ARE IDEALLY SUITED ORGANISATIONS NOT ONLY FOR DEVELOPING VILLAGE INDUSTRIES, BUT ALSO FOR PROMOTING GROUP EFFORT BY THE VILLAGERS

Mahatma Gandhi

835 CD&C/72

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The Social worker should first make a systematic, detailed inquiry on the spot as to what occupations could be undertaken in each village. They should then proceed to organise these occupations on a cooperative basis.

(The Last Phase, Vol. I, by Pyare Lal, 1956).

Industrial activities should be divided into two classes, one to be taken up by the capitalists and the other to be taken up on cooperative lines for the benefit of 90 per cent of the population in India. Any industry based on agricultural produce such as cotton, sugar, oil seeds, wheat, etc., should be on a cooperative basis so that the producers could secure the best value for their out-turn. All sorts of mining and iron works, leather and other large scale industries which do not exploit the agriculturists, should be left to the capitalists so that they may also use their capital for more production of wealth in the country rather than exploit the farmers and thereby sap the very source of wealth in India.

(Young India, 3-6-1926).

Though articles may be manufactured by villagers in their cottages, they can be pooled together and the profits divided. The villagers may work under supervision and according to plan. The raw material may be supplied from the common stocks. If the will to cooperative effort is created, there is surely ample opportunity for cooperation, division of labour. saving of time and efficiency of work.

(Harijan, November 16, 1934).

VAIKUNTH L. MEHTA

No society can rest on a really democratic basis, as someone has remarked, unless it applies the democratic method to its industry as well as to its agriculture. Such a democratic basis is provided by the cooperative form of organisation.

(The Golden Jubilee Souvenir, Maharashtra Rajya Sahakari Sangh).

S. W. R. D. BANDARANAIKE

I want to see the Cooperative Movement growing from the bottom upwards and not from the top downwards.

(ICA Regional Bulletin, Volume 11, Number 4, October, 1971).

FAKHRUDDIN ALI AHMED

In the developing countries like India, cooperation as an economic organisation with social content is of great significance. In these countries the primary considerations in the developmental process are institutionalising the individual efforts, mobilising human and material resources to ensure raising the level of production, employment and income to the masses.

(From the inaugural address at the Conference of State Ministers of Cooperation in New Delhi on 29th Nov. 1971).

V. T. KRISHNAMACHARI

The development of the rural cooperative movement in the democracies of Western Europe points to the conclusion

that through primary societies, whose members know one another and look upon them as an integral part of local community life, credit gets linked with productive activities and thrift and savings are encouraged. These societies are in turn federated into larger societies for credit, processing, marketing and other activities. Thus, rural life is integrated with urban life and activities and with the national economy as a whole.

(Kurukshetra).

PROF. D. G. KARVE

Cooperative activity assumes an organic role in the whole structure of rural development. Community action has necessarily to be cooperative action, and if this action is not to be haphazard and disjointed it must be institutionalised. A cooperative society thus becomes an indispensable medium of community action.

(Kurukshetra, October, 1957).

It is only proper that business with members should be entirely without profit. But that with non-members must also be regulated by only a reasonable margin of profit, reasonableness being interpreted in each case by the short and long term costs of the business. . . In any case, restraint in profit making, and its eventual extinction by complete mutualisation ought to be the aim of cooperative business. In addition to efficiency and integrity, social service must remain the distinguishing characteristic of cooperative business. Only to the extent these merits are developed by cooperative business will they be worthy of support at the hands of a democratic and equalitarian society.

Kurukshetra, : October 1959).

PROF. D. R. GADGIL

The essentials of what I call a system are really its possibility of working in an integrated fashion at all centres and at all levels... If it is a system, all the sectors must come together. In a system, federal problems must also be worked out. We must insist that the ...federation in the marketing system, must allow the lower units to share the profits to the largest extent possible. The marketing federation should keep its share as low as possible so that the small units get the largest benefit and the federation chooses its representatives from the primary societies and gives all training and all help. This is concretisation of the working of the system. In the large, a system has more complexities... It will become necessary to work out the details in each context. However, what I feel to be the crux of the matter is the attitude, the attitude appropriate to working a cooperative organisation in a cooperative system.

(An Integrated Coop. System—Indian Cooperative Review April, 1970).

TARLOK SINGH

There is need to build up cooperative villages as the effective base of the entire rural economy. The cooperative village is to be regarded as a direction in which to move as rapidly as each village community finds possible. In moving towards the cooperative village, the various programmes for which government agencies are responsible under the National Plan can help a great deal if, in pursuing their specific aims, they are all guided by the same basic social objective. In that event they will reinforce the efforts of one another and will also strengthen the village organisation. The cooperative village should not be viewed as a rigid pattern of relationships, of land management or of employment, for there is no

limit to the growth of a community which organises its work on cooperative lines and also cooperatives in large tasks with other similar communities in the area.

(Kurukshetra, July, 1958).

JAGANNATH PAHADIA

The ideal of cooperation is not new to us. It is inborn in human beings. It can be a vital instrument for organising people and developing in them a unity of purpose. When so evolved, it is capable of achieving far reaching results. The cooperative system comprises all aspects of our life, agriculture, industry, consumer goods and social welfare.

(Inaugural address at the Cooperative Week Celebrations on the 6th November, 1971).

VAIKUNTH L. MEHTA

In India to-day, the cooperative movement functions as an integral part of our national five-year plans. The State has made use of it and seeks to extend it as an instrument of social policy. The intention of the planner is, the attempt at least is, to conduct their affairs as autonomous bodies. . . To make the influence of cooperation all pervasive in various sectors of our economy is the supreme task before those who wish to help in building up an economic order in which democracy works not only in small units but in larger ones as well with groups of consumers and producers having common interests, governing their own affairs and regulating their own economy.

(Golden Jubilee Souvenir, Maharashtra Rajya Sahakari Sangh).

DR. V. K. R. V. RAO

I can see an important promotional role for the State and the officials in regard to the Cooperative movement, more especially in a country like ours where there is so much illiteracy and where the bulk of the people are so poor. But official participation can have no more than a promotional role. The Cooperative movement, if it is to survive and expand, must live on itself, develops its own cadre of non-official workers and gather from within the loyalty and cooperative spirit, which distinguishes it as a form of socio-economic organisation distinct either from private enterprise or State enterprise.

(Kurukshetra : October, 1963).

PROF. M. L. DANTWALA

The task of rehabilitation of agriculture, which had borne the brunt of economic backwardness for centuries, was so stupendous that it could not be left to the chance of spontaneous growth of the cooperative movement. The movement needed to be actively encouraged and equipped to face and tackle the innumerable problems of rehabilitation and development.

True, there was in this new approach a lurking danger that, in our impatience and eagerness, we may convert the cooperative movement into an apparatus of the State machinery. But it must be said that, apart from a small minority, neither the ruling party nor the bulk of opposition desired such a development, though it is not always easy to sharply demarcate spontaneity, sponsorship and regimentation.

(Kurukshetra : December, 1960).

PROF. D. R. GADGIL

The importance of cooperation to a society which is poor and in which weak economic units are overwhelmingly large in number, cannot be over-estimated. However, in many of such societies for cooperation to succeed, it is necessary that it should be initiated and nursed by external effort and that cooperative activity should always be supported by appropriate government policy in relation to economic security and economic progress. Not only is the number of economic units very large in underdeveloped countries, but there exists in them great disparity in strength between the weak and the strong, between urban and rural sectors between those based on modern techniques and the units using old techniques and between those operating on a small scale and the large-scale modern business.

(From the Brij Narain Memorial Lecture delivered in Chandigarh, in 1961).

If you want to build up as all of us are anxious to build up, an autonomous system of cooperative activities, it is extremely important that government appreciates the national importance of building up of such an autonomous system. It is only when government appreciates the fact that a cooperative system is a national need, and that secondly such a system can grow only if it is given a fair measure of autonomy, only if these two are accepted, can we progress in the right direction. To-day this is not happening.

(From the valedictory speech delivered at the 6th Indian Cooperative Congress held in New Delhi on April 10, 1971).

FAKHRUDDIN ALI AHMED

While in a developing economy, State assistance will be necessary for strengthening the cooperative movement as also enlarging its scope of activities, there is, however, no alternative to making the cooperatives self-regulated and self-dependent organisations for enabling them to achieve the above goal in the shortest possible time, and arousing the consciousness of the people in general in favour of cooperation and educating the members, office-bearers and leaders of the cooperative movement.

(From the inaugural address at the Conference of State Ministers of Cooperation in New Delhi on 29th November, 1971).

S. K. DEY

We are depending for successful cooperative endeavour on government support, or support from the Reserve Bank, which is entirely government support again. So long as the cooperative movement continues to be dependent on government patronage for its very existence, cooperation will not grow either as a philosophy of life or assist in the creation of a socialistic pattern of society in the future. We have, therefore, to think in terms of making a beginning towards self-sufficiency in Cooperation.

(From the inaugural address at the Informal Conference of non-official Cooperators at Jaipur, 1960).

IV. PANCHAYATI RAJ THROUGH COOPERATION

IF YOU ADD COOPERATIVE WORKING TO PANCHAYATI RAJ, YOU WILL BE ABLE TO GIVE THE NECESSARY TONIC.

Jawaharlal Nehru

JAWAHARLAL NEHRU

The essential characteristic of a cooperative or a panchayat is close contact, social cohesion and mutual obligation. This is vital for building up gradually a new structure for our rural society. That is an enormous undertaking. When we started with the Community Development, that was our objective although it was not stated in institutional terms. The institutional terms come now through the cooperatives. Hitherto the Community Development movement has sought to make the people living in the rural areas self-reliant, working together, cooperating, building up their villages and generally advancing on every front, more especially the agricultural front. Now the cooperative comes and gives the aim an institutional character.

(From the speech delivered in the Lok Sabha, April 12, 1959).

So now, we say that each village should have a strong panchayat and which should have plenty of powers given to it and should have a strong cooperative which can look after its economic activities and, of course, each village should have a school. So the basis for the whole area is that every village should have a school, a panchayat, and a cooperative —that is the basis and the high structure of Government rests on it.

(From the speech delivered at Rajapalayam, Madras, on April 17, 1959).

PROF. D. G. KARVE

Community project areas which also have the benefit of integrated cooperative programmes are witnessing a social transformation which amounts in the technological sphere, to an industrial revolution, and in the social sphere, to an end of feudal and class privilege. If the momentum of all round social change for a higher and more equalitarian status so gained is not to be lost we must push ahead with all vigour the twin causes of community and integrated cooperative development. We ought not to be content with, or side-tracked into, the superficial and purely ancillary activity of setting up an improvised official agency for what is described as extension service. Extension service is only an agency for cooperative action of the several stages and forms of community life. We should more and more concentrate on the latter if the hopes of a silent and orderly revolution of our national life are to be realised. If we were to lean back on officialdom, under a new guise, we shall be swamped by irresistible world forces before we know where we stand.

(Kurukshetra : October, 1957).

V. T. KRISHNAMACHARI

In the rural sector, the cooperatives at all levels, in close partnership with the respective panchayats, should prepare village, block and district plans and carry them out. In the village, block and district plans, there should be acceptance by the communities concerned of (i) the obligations of beneficiaries under irrigation and soil conservation programmes and (ii) the obligation to build up assets by harnessing the unutilised manpower in the countryside. There should be created a new attitude to work and saving. Similarly in the urban sector, the movement should work steadily for bringing

about common action on the widest scale to increase production and savings and bring about unity and solidarity.

[The Souvenir—The Fourth Indian Cooperative Congress (NCUI), Nov.-Dec., 1963].

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It will be useful at this point to define in a general way the relationship between the 'Panchayat Samitis' and the co-operative structure. Cooperatives are voluntary business organisations, governed by special laws and depending for their financial resources largely on loans raised from outside. Panchayat Samitis and these agencies should supplement one another. The block and district samitis can assist by promoting societies, guiding them in their work, stimulating deposits by members and others, bringing about a sense of social responsibility and cohesion, and participating in training schemes for members and secretaries.

(Kurukshetra : September, 1961).

B. VENKATAPPIAH

Production of course is, in a sense, the end-object of the whole programme. At the same time both credit and production are only two aspects—though very important aspects—of a coordination programme of rural regeneration whose other features are relatable not only to Cooperation (*e.g.* cooperative marketing) but also and very intimately, to Community Development and decentralised Village Self-Government. The precise manner in which Cooperation, Community Development and Panchayati Raj can be brought together in their actual operation is an issue of great importance not only for agricultural production but for rural economic welfare in general.

(Kurukshetra, December 1960).

DR. K. N. KATJU

It is a matter for satisfaction that with the current Community Development programme in our rural areas, the true nature and possibilities of the cooperative movement are becoming known to our villagers. Some effort also is now being made to increase national wealth and national production through cooperative enterprises. . . .

Our Community Development programmes have spread all over the land and people are now definitely becoming development minded. I need not emphasise once again that development in our rural life can only be arranged through cooperative methods and organisations and in no other way.

(Kurukshetra : October 2, 1965).

S. K. DEY

It is impossible for the Panchayati Raj by itself to be successful, much less democracy, much less the socialistic pattern of society, unless we combine with the Panchayati Raj what you call Sahakari Samaj, and in this the entire non-official cooperative movement in the country has to play a very significant role.

Therefore we wish that at the village level two organisations should take the responsibility for planning increased agricultural production and assisting the cultivators in every conceivable way to achieve this increased agricultural production. The one is the Village Panchayat and the other institution is the Service Cooperative. Previously the cooperative in the village used to confine its activities primarily to credit. The National Development Council took a decision. . . . that throughout the country there should be in every village a Gram Panchayat Committee and a Service

Cooperative looking after not merely the credit requirements of the cultivators but also their requirements of fertilisers, of seeds, of insecticides, of cement, of iron and steel, of marketing, of agricultural implements, and of all other matters in which the agriculturist needs help.

(From the inaugural speech at the Informal Conference of non-official cooperators at Jaipur, 1960).

V. P. NAIK

. . . . The cooperatives and the Panchayats must join hands and give a lead to the people. Whatever supplies of fertilisers there were, should be distributed equitably. . . .

(From the address at the Annual Conference of State Ministers of Cooperation held in Bombay in November, 1965).

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V. AGRICULTURAL SOCIETIES

WE HAVE GOT TO MAKE OUR FARMER MORE SCIENTIFIC IN HIS AGRICULTURE . . . HOW ARE WE TO DO IT ? THESE THINGS CAN BE MANAGED MORE EASILY THROUGH ORGANISATIONS LIKE COOPERATIVES AND I CANNOT THINK OF ANY OTHER APPROACH.

Jawaharlal Nehru

A—CREDIT

JAWAHARLAL NEHRU

At present the bigger farmer is much more likely to get credit and does sometimes get more than he wants because he can give a bigger security. How are we to make credit available to the poor farmer who has no security to offer? And yet it is he who most requires help to produce more. Again, it is he who constitutes the great majority in India.

One principle to be kept in mind always is that credit must be linked with production. So far as I know, credit has been given on the basis of security with the result that it reaches only a few people.

There is a tendency among farmers, the small ones especially, to be improvident. The credit you give may be spent in some other way and not on productive schemes. That is why it is essential for credit to be linked with production. That is the only way you can get it back.

(From the speech delivered at AICC meeting in New Delhi in May, 1959).

INDIRA GANDHI

We need much greater participation by cooperatives in banking. In our country, banking has largely remained the preserve of the affluent, at any rate of the middle class and above, not only in its control, but even in its reach. It has cared more for the big man than the small man. Only rarely do we find the common people having recourse to banks.

Lately, agricultural cooperatives in some areas have begun advancing credit against an approved production programme instead of the security of land.

A well-run cooperative banking programme can finance a large number of small entrepreneurs. . . . Cooperative banks can also attract small savings, especially if they go to the people instead of expecting them to come to them, waiting long hours and filling forms.

I believe some banks in western and southern India have already made a beginning on these lines.

(Inaugural Address at the 5th Indian Cooperative Congress, New Delhi, December, 1967).

V. T. KRISHNAMACHARI

Cooperatives at all levels should also work for promoting savings—securing deposits from members and non-members. The aim is that, in the shortest possible time, the movement should get all resources it needs, from such deposits.

(Kurukshetra, December, 1962).

JAGJIVAN RAM

If the cooperatives . . . serve as a willing and useful instrument for spreading the green revolution in our countryside, they will not only benefit the large number of farmers and the national economy as a whole, but they will also establish a secure economic basis for their growth. Farmers are anxious to adopt the new high-yielding varieties and will naturally require larger credit for necessary inputs. Even small farmers are hankering for credit for taking to scientific

agriculture. This provides an opportunity even for the small primary societies, which are hitherto distributing small loans to enhance their chances for attaining viability. On the other hand, if they are too slow to respond to the emerging situation, the obvious result will be that they will be by-passed and other institutions will come into the field.

(From the inaugural address at the Conference of State Ministers of Cooperation at Bangalore in July, 1969).

Today . . . it is quite possible for a small farmer with two acres of land to get a respectable income provided he is properly assisted with credit and inputs. The additional investment is itself the magic touch which gives economic strength to a weak farmer. The test of credit worthiness is not what his land or fixed assets would fetch it if put up for sale, but what he would produce if he is assisted properly.

(From the address at the Conference of Chief Ministers and Ministers Incharge of Cooperation at Madras in June, 1968).

C. SUBRAMANIAM

Once a person takes credit, it has to be repaid. It can be repaid only if we link marketing with credit and supply. That is why this linking of credit, supply and marketing has become absolutely essential. . . .

When we link marketing with credit and with the intermediate services of supply, marketing would mean building up of storage capacity. This is how cooperative storage becomes important. If cooperative storage becomes important with more and more production, we will find that processing

also becomes important. Therefore, there should be a chain of cooperative activities, one linked with the other. Such a linked operation is more important than thinking in terms of isolated functions of credit, marketing, supply, storage and processing. This alone would serve the real needs of the changing agricultural pattern.

(From the Valedictory address at the Annual Conference of State Ministers of Cooperation held in New Delhi in November, 1971).

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B—Farming

MAHATMA GANDHI

We shall not derive the full benefits of agriculture until we take to cooperative farming. Does it not stand to reason that it is far better for a hundred families in a village to cultivate their lands collectively and divide the income therefrom than to divide the land anyhow into a hundred portions ?

(The Harijan, February 2, 1942).

My notion of cooperation is that the land would be held in cooperation by the owners and tilled and cultivated also in cooperation. This would cause a saving in labour, capital, tools, etc. The owners would work in cooperation and own capital, tools, animals, seeds, etc., in cooperation. Cooperative farming of my conception would change the land and banish poverty and idleness from their midst. All this is only possible if people become friends of one another and as one family.

(The Harijan, March 3, 1947).

JAWAHARLAL NEHRU

If you want progress and the introduction of modern techniques, then the infinite number of small farmers should be worked cooperatively, so that they get the benefits of modern techniques.

(Extracts from a Press Conference, New Delhi, November 7, 1958).

There are only two ways of increasing production: through the efficient big landlord or through efficient peasantry working in cooperatives. The former is, relatively speaking, oppressive for the peasantry. Therefore, we are driven to the second alternative.

(From the Press Conference, New Delhi, November 7, 1958).

The idea of joint cooperative farming is definitely higher social form in agriculture just as the social approach in industry is better than the narrow acquisitive approach.

[Jawaharlal Nehru on Cooperation, (NCUI), 1971].

I am convinced that joint cultivation is desirable for greater production, greater cohesion and a progressive removal of class distinctions. It is an important thing. This is the psychological part of it. You change gradually, not suddenly, the whole social fabric of the village in that way. Cooperatives, panchayats and all these village organisations should build up the real democratic basis of our society. It means each step following the other, it means hard work, millions of people being approached.

(Speech in the Lok Sabha, March 28, 1959).

I know very well that peasants are conservative, and they do not easily change their habits even if I want them to change. I will have to put examples of success before them, not a speech. If I tell them that their neighbour is succeeding in this, that will convince them more than anything else.

So, ultimately this question lies in the hands of the farmers of India.

(From the speech in the Lok Sabha, February 19, 1959).

INDIRA GANDHI

The need is for multipurpose Cooperatives which would bring small farmers together and promote joint action. The majority of our land holdings are so small that the farmer is caught in a vicious circle. His field is limited; his manpower is wasted. He just cannot afford better seeds, manure or the many other services necessary to get the utmost from his land or to make an adequate living.

Hence our desire to promote Joint Cooperative Farming. Such collaboration would be a tremendous help in the creation and use of storage facilities, or marketing and buying, of storage and distribution of water, of transportation of produce and supply, and eventually the use of modern equipment. The land would continue to belong to the farmer. Needless to say, Cooperative farming, as we had envisaged it, has nothing in common with collectivisation.

(Address delivered by Smt. Indira Gandhi, Hon. President of ICA Regional Office & Education Centre Advisory Council, at the Regional Conference on the role of Cooperation in Social Economic Development, held in Tokyo, April, 1964).

C. SUBRAMANIAM

There is an apprehension in some quarters that cooperative farming is a threat to peasant farming or individual cultivation. I would like to make it unmistakably clear that we

lay the greatest emphasis on the principle that cooperative farming is a voluntary movement. There is, therefore, no question of compelling any cultivator to join a cooperative farming society. Cooperative farming recognises and protects the ownership rights of land-contributing members. A member is entitled to a periodic ownership dividend on the land pooled by him in the society. Members joining a cooperative farming society generally pool their land for a period of five years, withdrawals during this period being permitted only in exceptional circumstances.

We have identified the areas where cooperatives have generated a favourable climate as a result of good performance. Our programme of cooperative farming in the Fourth Plan aims at expanding it in such selected areas. Special attention will be paid to conservation of the results already achieved. All this will require sustained and dynamic efforts.

In short, our approach will continue to be pragmatic. A farmer is not likely to "hand the key of his destiny to a cooperative" unless he is fully convinced of its efficiency and its continuing benefits to him. The performance of cooperative farming societies has, therefore, to be outstandingly superior to that of small individual cultivators. Operational efficiency of farming societies is, to my mind, the key to the success of the programme.

(From the inaugural address to the FAO Regional Seminar on Cooperative Farming for Asia and the far East at New Delhi on May 1, 1966).

PROF. D. R. GADGIL

If the small farmers come together, consolidate the total land, pool in a large number of rather small pieces of land,

then immediately two or three problems arise. One is the problem of land development. It is obvious that without investment in land development, the mere pooling of land—almost a neglected land—is not sufficient. As a matter of fact, what generally happens is that land development is ignored. The exploitation of irrigation resources is another extremely important activity that has to be undertaken and this requires both technical and financial resources. This means that, in the ultimate analysis, unless we have adequate local leadership, proper and timely assistance from the State, the cooperative movement cannot really be launched in the country. However, once the movement is initiated in the right perspective, with attendant essential prerequisites, things will go on all right, leading to ultimate success.

(Speech delivered at the FAO Regional Seminar on Cooperative Farming at Vigyan Bhavan New Delhi, on May 4, 1966).

VAIKUNTH L. MEHTA

Time was when the creed of individualism so influenced thought and action with us in India that even the principle of cooperation in its modern economic sense was deemed inapplicable to our economy by many among the leaders of political and economic thought. At present, however, we shall find few taking the view that cooperation has no message for us. But they and many others make a distinction between cooperative farming and forms of cooperative effort in the field of agriculture.

The opposition of such people to cooperative farming rests on two grounds—Ideological and Practical. The entire concept is, they urge, opposed to this spirit of cooperation. Cooperation certainly connotes self-help, but, equally with it

also mutual aid. The closest form of association for the promotion of common economic interest is not ruled out, provided the organisation has a democratic basis, it rests on community effort and it promotes equalitarianism.

(Kurukshetra : July, 1961).

TARLOK SINGH

Naturally the pace at which cooperative farming develops will be determined by its working in actual practice, the results achieved and the manner in which problems of human relationships are resolved. During the progress towards the cooperative village, therefore, there will be in varying degree, cooperative farms as well as individuals peasant farms but both sets of farms will be units within the village plant and the scheme of land management accepted by the community.

(Kurukshetra, August, 1958).

SHRIMAN NARAYAN

I regard the programme of cooperative farming not as a doctrinaire approach or an ideological obsession but as an economic compulsion of Indian agricultural organisation. It is rather unfortunate that cooperative farming has got involved in a political controversy which from a scientific point of view is quite meaningless and futile. If we are able to demonstrate to the small farmers of our country the real economic advantages of cooperative farming methods through pilot projects, no amount of propaganda against this type of organisation would make any impact on the minds of our people.

(Kurukshetra : July, 1961).

S. K. DEY

If large number of cultivators in the villages who have marginal holdings, can pool their small holdings together, they can be enabled to use improved methods of agriculture. They can combine with improved methods of agriculture, village industries, crafts and small processing units which is proving impossible for us to implement through the thinly spread out organisation that we have made. If these people are organised into cooperative farms backed with small industries, their bargaining power will go up; their level of wages will go up and if wages for labour in the villages go up, naturally the privileged few will no longer remain privileged as they are today.

(From the inaugural speech delivered at the Informal Conference of non-official Cooperators at Jaipur, February, 1960).

C—Marketing & Processing

INDIRA GANDHI

In our own country wherever an agricultural breakthrough is perceptible—whether it is the wheat revolution in Punjab or sugarcane development in Maharashtra—the development has been largely facilitated by a vital cooperative structure in the area. In several other parts of the country, despite the availability of the known technology the pace of agricultural development continues to be inhibited, partly because of the absence of a cooperative system which could offer credit, material inputs, marketing and processing services. Thus it is in the interest of agricultural and cooperative development that, while devising certain transitional arrangements in these areas, we should make a serious effort to create a cooperative infrastructure as a necessary and long-term adjunct to our agricultural economy.

(From the inaugural address at the Sixth Indian Cooperative Congress held in Delhi, in April, 1971).

As regards agricultural marketing, the Food Corporation of India is already trying to make maximum use of local co-operatives as their agencies for procurement. I hope that a suitable working relationship will be evolved between the newly established Cotton and Jute Corporations on the one hand, and marketing and processing cooperatives on the other.

(Based on the inaugural address delivered at the 6th Indian Cooperative Congress held in New Delhi on April 8, 1971).

ANNASAHEB P. SHINDE

Cooperative marketing is part of the integrated system of cooperative economic activities. The basic concept of the cooperatively organised marketing of agricultural produce is to minimise the price-spread between the producer and the consumer and to ensure the benefit of the maximum price to the grower and the minimum to the consumer. Marketing will include not merely purchase and sale of goods but also the various business activities and processes involved in bringing the goods from the producer to the consumer. Beginning from the farmer's field, marketing has to cover a network of services like collection of surplus from growers, transport to assembling centres, grading and standardisation, pooling, processing warehousing, packing, transport to consumer centres and ultimately sale of produce. Supply of inputs for agriculture is another important aspect of marketing activity. These require a sound financial base, good organisation and adoption of business management techniques.

(From an article published in Indian Cooperative Review, April, 1970).

PROF. D. R. GADGIL

On a wide base of agricultural processing, complexes of industries of various types could be raised. It is seen that wherever this has been done the rural economy gets immediately transformed and immensely strengthened. Larger surpluses become available for further investment and larger inputs make for technical and economic advance in both agriculture and industry. The most important problem facing Indian economy today is perhaps that of rural

industrialisation. If this could be achieved on the basis of co-operative activity, the bulk of the rural population will become involved in the process and peaceful and concurrent socio-economic development of all classes will become practicable. The centrality of processing derives from its contribution in both directions. On the one hand it strengthens the functioning of the agricultural credit and marketing systems; on the other, it provide a wide base for rural industrialisation.

(Indian Cooperative Review—October, 1965).

TARLOK SINGH

Another condition for rapid development towards the cooperative village concerns steps to be taken for cooperative reorganisation of marketing, distribution and processing activities. They represent an area in which the peasant and the village have long been the weaker parties. Rural capital formation can be greately enhanced if, on the one hand, local manpower resources are fully mobilised and, on the other, in the course of a few years, through deliberate planning, private merchants, traders and entrepreneurs are replaced by cooperative institutions. Cooperative marketing and processing units, where they are of any size, should bring together not only individuals, who subscribe capital but also village communities as organised units. The resources of villages and of individuals could be further supplemented by the State, for, in these fields the State has a special contribution to make by way of guidance in policy and planning, management and capital. Cooperatives alone, left to themselves to face the existing competition of the local trader and the entrepreneur, cannot get very far in bringing marketing, distribution and processing into the cooperative sector. These are activities in which the

State as representing the overall national interest, cooperative associations and village communities and individuals have all to function as partners.

(Kurukshetra : August, 1958).

VI. COOPERATIVES FOR WEAKER SECTIONS

ONE OF OUR MAIN OBJECTIVES IS TO HELP THE WEAKER SECTIONS OF THE COMMUNITY, AND THE COOPERATIVE APPROACH HELPS OR SHOULD HELP IN THAT DIRECTION

Jawaharlal Nehru

JAWAHARLAL NEHRU

Now whether it is a Five Year Plan or any other major activity, or whether it is a cooperative movement, if it is really to affect the thinking and the acting of India, it has to catch the mind of the villager. It has to spread over these rural areas, not merely in the limited context in which it has spread in the past to some extent—those credit cooperatives and the like—but in a bigger way.

(Kurukshetra : July, 1963).

It is important that the price level should be maintained. There has been a tendency for the prices to rise. . . . Price levels are a very important matter because they affect the whole economic structure. . . . One thing on which we have laid stress repeatedly has been the cooperative movement. Cooperative stores are important in maintaining price levels.

(Extracts from address to the meeting of the National Development Council, New Delhi, November 4, 1962).

You will find that wherever the cooperative movement has been developed adequate, in any part of India, in any district, the prices have been much more under control. But this aspect has not been given much attention . . . This state of affairs surprises me as nowadays cooperative stores are a common feature of civilised existence.

(Inaugural address at the Conference of State Ministers of Cooperation, New Delhi, October 30, 1961).

FAKHRUDDIN ALI AHMED

The consumer cooperative movement is particularly important....when it is necessary to have an agency for sales of consumer goods at reasonable prices and for fair and equitable distribution of goods that may be in short supply. The approach should, however, be that consumer cooperatives are geared up not only to meet the special requirements during emergencies, but should also gain a permanent place in the retail distributive trade.

(From the inaugural address at the Conference of State Ministers of Cooperation in New Delhi on 29th November, 1971).

P. S. LOKANATHAN

The consumer cooperative is essentially a voluntary and democratic organisation in which consumers join together as members to achieve results which are not possible without such cooperation. A modest beginning would be for a number of consumers to join together and agree to combine their domestic requirements, and indent for supplies and distribute them according to their indents. They could then be sure of getting their goods at market prices and of a good qualtiy. There is no reason why such a consumer cooperative should not succeed. Its success can be as sure and simple as that. The principles on which consumer societies are based have been set out by the Rochdale pioneers and areas valid today with suitable adaptations as they were when they were enunciated.

(Kurukshetra, Oct., 1963).

DR. V. K. R. V. RAO

Consumer's cooperatives can be an effective force against profiteering, but I am not equally certain that they would be an effective force against rising prices in the absence of certain preconditions. The most essential condition for enabling consumers' cooperatives to function as a force against rising prices is their ability to get the stores they need at controlled prices in sufficient quantities and without interruption. To some extent, this is now being sought to be achieved by locating fair price shops in consumers' cooperatives for the distribution of foodgrains and also by making arrangements with manufacturers such as, for example textile mills, to make available to Consumers' Cooperatives a given proportion of their production at *ex*-factory prices.

(Kurukshetra : October 1963).

N. RANGA RAO

One of the main causes for the consumer movement in India not picking up adequate strength is its organisational weakness. Primary stores, by and large, are financially not strongh enough to make bulk purchases on any large scale and cannot afford to arrange for large storage godowns very necessary for their success. Affiliated primaries would gain considerable economic advantage over their competitors if bulk purchases are made and supplied through wholesale stores. In the initial stages these wholesale organisations might engage themselves in undertaking the purchase of the requirements of their constituents from the internal, inter-State and foreign markets. When they grow in strength and stabilise their position, they should take up the production of consumer

goods to the extent practicable. Thus it should be possible effectively to reduce the price margin for the consumer.

(Kurukshetra : May, 1969).

C. SUBRAMANIAM

Cooperation in India has not so far benefited the weaker sections of the village community to the desired extent. This is because their production base is narrow and their repaying capacity is inadequate at the present levels of operation. Through the cooperative organisation we are not attempting to widen the production base, supported by earmarked funds. Broadly, the measures for augmenting the serviceability of the cooperative institutions for the weaker sections fall under the following categories :

(a) Special cooperative programmes for backward classes;

(b) Orientation of general programmes such as dairy and poultry with earmarked funds to ensure that benefits flow only to the weaker sections as defined;

(c) Specific measures for the benefit of the weaker sections such as cooperative farming, labour cooperatives, fishery cooperatives, etc.

(From the inaugural address at the Conference of State Ministers of Cooperation held in New Delhi on 11th October, 1966).

B. VENKATAPPIAH

Rural employment is an extremely important problem. For cooperators, the main task should be to identify those

lines of cooperatives approaches which might be most useful in solving rural unemployment. . . . Cooperatives, by their very origin are essentially for the weaker man. Unemployment is also largely of the weak. In fact, unemployment by itself places the unemployed in the category of the weak. Therefore, if the cooperatives do not come forward to try and help the weak, it will mean that there is something wrong in the idea, formulation and process of cooperation. Another equally important aspect is that this effort requires scientific and realistic study to which all the relevant disciplines and all the appropriate organisation—social science, administration and banking institutions will have to contribute. This task involves very hard work, and cooperators have to make a determined effort.

(The Madras Journal of Cooperation—June, 1971).

BALWANTRAI MEHTA

The cooperative movement is essentially a movement of small man. The goal of socialistic pattern of society will be meaningless if small man is not provided with an opportunity to better his lot by his own skill, initiative and effort. A true cooperative organisation is one which affords opportunities to weaker enterprises.

(The Souvenir. The Fourth Indian Cooperative Congress, (NCUI) November 29 to 1st December 1963).

MAHATMA GANDHI

Production of simple handicrafts and industries on a co-operative basis. . . . will be helpful in driving away

unemployment, poverty and ignorance and inculcate upon the people a sense of inter-dependence and community interest.

(Pyarelal, Mahatma—The Last Phase, Page 146).

Though articles may be manufactured by the villagers in their cottages, they can be pooled together and the profits divided. The villagers may work under supervision and according to plan. The raw material may be supplied from the common stock. If the will to cooperative effort is created, there is surely ample opportunity for cooperation, division of labour, saving of time and efficiency of work.

(Tendulkar, D. G., Mahatma Vol. IV, Page 4).

V. KURIEN

Our purpose is not merely to produce and market milk and milk products of good quality, but also to use our organisation to raise the living standards in the villages. We feel that through milk we have established an organisation—a rural organisation—of considerable magnitude and we use this organisation in order to raise the living standards in the villages by spending a portion of our funds for such activities as buildings, schools, hospitals, maternity homes, etc., and water supply schemes. And, the objective, of course, is to make it possible for our farmers and our villagers to have a better life.

(Kurukshetra : December, 1964).

INDIRA GANDHI

But cooperation has as vital a role in urban areas as in rural areas. All over the world, urbanisation has led to

the erosion of people's ability to live a well adjusted corporate life. People might reside together in cities but they are isolated and lonely and do not seem to live together. The faster a city grows the less mutual regard and sympathy there seem to be among its people. Cooperation has the capacity to shape groups into communities with share interests.

(Inaugural address at the 5th Indian Cooperative Congress, December, 1967).

DR. KARAN SINGH

The problem of our phenomenal population increase which has to an alarming extent neutralised the benefits of the economic development. . . .is likely increasingly to be a source of danger and misery to this country. . . . I do feel that we can take advantage of the vast organisations of our Cooperative and Community Development Departments to inculcate in the minds of our rural millions the vital necessity of limiting the rate of population growth. Such a process of mass education is the first pre-requisite towards solving this problems.

(From the inaugural address at the Conference of State Ministers of Cooperation at Srinagar in July, 1960).

VII. MAKING COOPERATORS

WE MUST STAND FOR A REASONABLE, LOGICAL, INTELLIGENT APPROACH TO THE NATION'S PROBLEMS

Jawaharlal Nehru

MAHATMA GANDHI

The secret of successful cooperative effort is that the members must be honest and know the great merit of co-operation and it must have a definite progressive goal. Thus, holding a certain sum of money in cooperation for the sake of making more money by charging exorbitant rates of interest is a bad goal. But cooperative farming, or dairying is undoubtedly a good goal promoting national interest. Such instances can be multiplied.

(The Harijan, November 10, 1946).

JAWAHARLAL NEHRU

The cooperative movement will never succeed unless there are trained cooperators, and training means that the Central Government and the State Governments and the Community Development movement all undertake this task in its various stages and degrees. First, there should be some people with high class training who are really experts in it. We may have special classes in our agricultural colleges, rural institutions and other places. That is to say, every State should have a handful of people, with complete knowledge and experience, though not of the same standard. Finally, the panches and the sarpanches should be given some training by the Cooperatives and Community Development. Thus there should be a large base of some training, a little higher base of more adequate training at the top. That is essential.

(Speech in the Lok Sabha, March 28, 1959).

There is considerable talk about producing leaders. Of course, I do not like the word 'leader'. But I like the concept behind it. It requires trained persons who can give a lead, although they are not leaders, I hope, in the sense of bosses; and it does require training. All the goodwill in the world, without adequate training, will not produce results.

(Kurukshetra, July, 1963).

So those who lead the cooperative movement, if they give the right lead—and giving the right lead means not merely passing resolutions but implementing them themselves in their respective areas—I think they will have a great effect on our people in the country-side. . . .

Sometimes we make plans but do not implement them fast enough. We have difficulties to face today and we shall no doubt continue to have difficulties. Analysing more closely, we find that those difficulties themselves are the results of our advancing forward. So they need not distress us. But they should be a further challenge to us to go ahead. During the last few years we have laid some kind of a foundation for progress. And it will be easier to build on it. I hope and believe that we shall do so. And you, who represent the cooperative movement in this country can take an important part in this great task of building up a new India.

(Inaugural address at the Fourth Indian Cooperative Congress, New Delhi, November 29, 1963).

V. T. KRISHNAMACHARI

We should also bring into the movement in every block area, many educated young men and women who would be prepared to devote a definite part of their time to working in it. They should be trained to assist in the education of members in their responsibilities and also in the management of societies. In about ten years societies of all kinds will have 101 to 120 million members and we shall need many thousands of dedicated workers to assist them.

(Kurukshetra : December, 1962).

ASHOKA MEHTA

It is necessary to have a vast programme of education in cooperatives. All over the world sound cooperatives have needed the cocoon of folk-education. The educational programmes in India, in schools and colleges, will have to be suitably reoriented. Teachers, particularly at the village level, will have to be given some insight into, and understanding of, cooperatives. The right ethos in the villages is all important. To involve millions even in service cooperatives is to change their traditional outlook and pattern of behaviour. Joining a cooperative can never be a passive act; it is an act of participation.

(Kurukshetra).

DR. P. S. LOKANATHAN

Cooperative education, faith in the cooperative society, loyalty to it and above all efficiency of management, these are the immediate conditions for success. If they are lacking, cooperative societies cannot succeed.

(Kurukshetra : Octover 2, 1963).

S. K. DEY

We require training and education in cooperation.... It is not enough to think of institutional training for office bearers in cooperative organisations. It is not enough to think in terms of executives, directors or chairmen, presidents of cooperative societies. It is also necessary that we think of a training programme for the mases of the people who become members of the cooperative societies. Ultimately you will appreciate that the permanent remedy against maladministration lies..... in an enlightened people who understand what cooperation is, who understand what responsibilities they have to discharge as cooperators, elected members, and as office bearers in a cooperative institution.

(From the inaugural speech at the Informal Conference of non-official Cooperators at Jaipur, 1960).

If cooperation was to be a people's movement, there was some contradiction in the training and education programme being run under the aegis of the Government. Therefore, a year ago the entire responsibility for training and education had been handed over to the National Cooperative Union. At the same time, State Cooperative Unions were being strengthened to shoulder the additional responsibilities that were being cast on them on behalf of the National Cooperative Union.

(Kurukshetra : May, 1963).

V. K. R. V. RAO

A major reason for the failure of the cooperative principle to play that dominant role, which it ought to have done in the Indian economy, is the failure to impart to those taking

part in the cooperative movement the original principles of cooperation where, each member, so to speak, stands guarantee for and, therefore, takes continuous personal interest in the productive activities of his fellow-members. Another reason for the cooperative lack of success is the absence of a sufficiently large number of dedicated workers who would be prepared to spend their time and energy in the service of their cooperative societies. Illiteracy and lack of social cohesion also came in the way of the greater spread of the cooperative movement. With all this, however, there is no escaping the imperative of cooperation as far as the organisational future of our economy is concerned. All that it means is that more and more dedicated attention needs to be paid to the spread of cooperation in our economic activity.

(Kurukshetra, October, 1963).

VAIKUNTH L. MEHTA

Cooperation should also be taught in schools, particularly in the secondary stages, in colleges and in training schools for teachers.

(Views expressed at the Informal Conference of non-official Cooperators held at Jaipur on 1st and 2nd February, 1960).

JAWAHARLAL NEHRU

It is important to introduce cooperation as a subject in our high schools in a simple form so that it forms a part of basic training.

(From speech delivered at the AICC meeting, New Delhi, May 10, 1959).

VIII. NEW TASKS BEFORE COOPERATION

THE COOPERATIVE MOVEMENT WILL BE A BLESSING TO INDIA ONLY TO THE EXTENT THAT IT IS A MORAL MOVEMENT.

Mahatma Gandhi

MAHATMA GANDHI

We will not measure the success of the movement by the number of cooperative societies formed, but by the moral condition of the cooperators. The registrars will, in that event, ensure the moral growth of existing societies before multiplying them. And the government will make their promotion conditional, not upon the number of societies they have registered, but the moral success of the existing institutions. This will mean tracing every pie (penny) lent to the members. Those responsible for the proper conduct of cooperative societies will see to it that the money advanced does not find its way into the 'toddy-sellers' till or into the pockets of the keepers of gambling dens.

(Speeches and Writings of Gandhi, quoted in the International Co-operative Training Journal, Volume 4, No. 1, 1969).

Holding a certain sum of money in cooperation for the sake of making more money by charging exorbitant rates of interest is a bad goal. But cooperative farming and dairying is undoubtedly a good goal promoting national interests. Such instances can be multiplied.

(Harijan, 29-9-1946).

JAWAHARLAL NEHRU

The test of the movement's success is how far it is helping is undoubtedly a good goal promoting national interests. economically weaker sections of the community.

(Inaugural address at the Fourth Indian Cooperative Congress, New Delhi, November 29, 1963).

And as the basic principle of a cooperative is the voluntary principle and the principle of voluntary cohesion this cannot be done by a stroke of the pen or by some forcible methods, because you knock the bottom out of it if you do that. So it is slow work, too. Sometimes, if it spreads, it spreads fast. Anyhow, we have to bear the burden. And, of course, to us, this cooperative principle is not just a way of credit or marketing. That, of course, it is. But if I may say so, it is also a way of life. If you make it a way of life, you not only tend to solve the country's problems but also help in solving international problems.

(Kurukshetra, July, 1963).

You can judge the advance any State of India is making by its figures in regard to the cooperative movement, but these are sometimes misleading because there is a tendency to show off mostly quantitative advance. In fact, what is more important is that we should make a qualitative advance. What is cooperation ? It is not merely credit in banking operation, but participation in all the primary sectors of the rural economy. The whole idea of cooperation is that it should be based on public initiative and not assume the shape of a government-organised movement from the top. Government can help and should help but the whole thing should arise out of the growth of public appreciation, public opinion and public cooperation.

(Inaugural address at the Fourth Indian Cooperative Congress, New Delhi, November 29, 1963).

SMT. INDIRA GANDHI

Whether it is agriculture or industry or the services, co-operatives have made spectacular progress since 1950-51

when we took up planning. . . I am particularly impressed by the great strides of the Movement in agricultural marketing. . . . I must also sound a note of caution. Not all that we hear about the actual working of cooperatives is flattering. There is the general belief. . . . that the cooperatives help the bigger people rather than the small people. Such a state of affairs would defeat the very purpose of the Cooperative Movement. Secondly, our cooperatives seem to have become far too dependent on financial aid from the Government. That is a negation of the basis of cooperation which is self-help and self-reliance. Thirdly, there is also widely prevalent feeling that cooperatives are too mixed up with politics. I find that you are discussing how to de-officialise the Movement. I wish you would also discuss how to de-politicalise it.

The history of the Cooperative Movement in India of the last sixty years shows that wherever the Movement is strong, it is due to the selfless work of dedicated individuals who have steadily resisted the temptation of politics. They have regarded cooperation as an alternative form of serving the people. There is great need in the country, in every walk of life for selfless people. It is more so in the Cooperative Movement. . . . At the same time, it should develop internal strength and safeguards, simplify its procedures, and widen its base by increasing its memberships. It must not allow a handful of people to dominate its decision.

(From inaugural address at the Fifth Indian Cooperative Congress, New Delhi, December, 1967).

V. V. GIRI

Cooperative Movement is a positive step towards self-reliance in developmental endeavours.

(ICA Information Bulletin, Volume 10, Number 4, October, 1970).

LAL BAHADUR SHASTRI

Substantial progress has already been made in the establishment of cooperative societies and generally they are working well. Much more, however, remains to be done. I feel that in the rural areas, and more particularly for providing assistance to farmers cooperatives can play an increasingly important role and thus assist in the vital task of increasing our food production.

(Message for the All India Cooperative Week, 1964).

D. R. GADGIL

Though the existing coverage of cooperative activity and its total performance in India is not impressive, it does not appear that the general structure of the movement or its lines of development are basically unsound. Rapid future development and the ultimate establishment of genuine cooperation depend on the fulfilment of two requirements. These are sound and vigorous complementary official policies in the fields of agriculture and small industry and the encouragement of experimentation and of decentralised local leadership in cooperative activity. If these are forthcoming there is no reason why the rural economy of India should not in an overwhelming measure be soon covered by healthy cooperative effort.

(From the Brij Narain Memorial Lecturers delivered in Chandigarh in 1961).

FAKHRUDDIN ALI AHMED

The cooperative credit system which is spearheading the cooperative movement in this country has provided the much

needed support for agricultural development, and has proved to be a positive instrument for modernising agriculture. Policies and procedures are oriented towards making the short, medium and long-term credit increasing production oriented. The requirements of small farmers including unrecorded tenants are receiving increasing attention. . . . The long term financing by the cooperatives is a major factor in increasing the rate of investment in land for raising the level of its productivity.

At the same time, I am perturbed to see some of the glaring weakness of the cooperative movement *viz.*, the uneven progress in different States, the existence of a large number of non-viable primaries and large increase in overdues at the primary level as well as the higher levels.

(From the inaugural address at the Conference of State Ministers of Cooperation in New Delhi on 29th November, 1971).

V. T. KRISHNAMACHARI

The Cooperative movement has made good progress. . . . But we should not rest content with this progress and should aim at further widening deepening of its base. And, even more than numbers, we should lay stress on the quality of the movement and its moral content.

(Presiding over the concluding function of Cooperative Week celebrated in New Delhi on November 10, 1962).

PROF. D. G. KARVE

Cooperation in India has now developed beyond the stage of being an association of the weak to obtain a few

more crumbs from the community's table, than what each could hope to do by himself. Cooperation, as a form of business organisation based on mutuality of service, is recognised as being more compatible with the social objectives of a democratic state than competitive capitalism. It is for this reason that in agriculture, industry, trade, transport and finance cooperative organisation is coming into its own as a preferred form, some times the exclusively preferred form, of organising business.

(Kurukshetra : October, 1959).

JAGJIVAN RAM

There has been systematic effort on the part of the cooperatives to adopt the policy of crop finance, change their rules of security, link up credit with distribution of inputs and increase the scales of modern agriculture. The performance of the cooperative land development banks appears to be very spectacular judged by their loan turnover.

(From the address at the Conference of State Ministers of Cooperations at Bangalore in July, 1969).

While it was recognised that substantial progress had been achieved by the movement in some sectors, it appeared that some basic deficiencies in the movement could not be ignored. As illustrative of these weaknesses may be mentioned the lack of adequate member-participation, monopolising of the benefits of the movement by relatively small groups of people, low level of business efficiency and excessive dependence on State aid.

(From the address before the State Ministers of Cooperation at Bangalore in July, 1969).

G. L. NANDA

I am a firm believer that the cooperative movement must be extended. It pains me, therefore, when I see that at some places the cooperative movement comes into disrepute as being the handmaid of a few interested individuals for their selfish interest. And, at many places while there is considerable effort for education and training, all this administrative and procedural effort does not yield results so as to make an impact on the economic and social position of the members, particularly the poorer sections of the community.

(The souvenir . . . The Fourth Indian Cooperative Congress, NCUI, Nov. 29th to 1st Dec. 1963).

B. VENKATAPPIAH

In the wake of agricultural and rural regeneration and renewed economic activity in town and factory, a series of new tasks await the Cooperative Movement in India. To cite only a few instances, by way of illustration, there is much hard work to be done by the Cooperative Banks including Land Development Banks not only for financing agricultural production generally but also for giving much needed special facilities for the small farmers, sub-marginal farmers and rural artisans. A most interesting series of new projects has been started for the organisation of the rural consumers of electricity into Rural Electric Cooperative Societies in five different States. Many more such societies need to be formed. Last but not least among these examples is the Cooperative Labour Society which can play a very significant role in the execution of the massive programmes now contemplated for the provision of developmental works in the

rural areas in the context of rural unemployment and under-employment.

(Sixth Indian Cooperative Congress Souvenir New Delhi 1971, NCUI).

C. N. ANNADURAI

India has, no doubt, taken big strides in the Cooperative Movement. It is quite healthy and strong in some States like Tamil Nadu. But, if the movement should produce the desired results, it should attract men of capacity and unquestioned integrity in every place. The new leadership that is emerging out of literate classes holds out excellent promise.

(5th Indian Cooperative Congress, Souvenir, New Delhi, 1967, NCUI).

FAKHRUDDIN ALI AHMED

The present decade has been declared as the Cooperation Development Decade. This has the support of the United Nations and the National Cooperative Alliance is actively pursuing the idea. We have decided to collaborate with the International Cooperative Alliance in their efforts to draw up a specific plan of cooperative development in South East Asia. Indian Cooperative movement is one of the oldest in this region and therefore the entire region is watching with interest the direction and achievements of this movement.

(From the inaugural address at the Conference of State Ministers of Cooperation in New Delhi on 29th November, 1971).

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