CHAPTER VI

RESUME'

The Tiruchirapalli Sarvodaya Sangh was formed in 1961 and Tiruchirapalli North Sarvodaya Sangh was formed in 1977 under the purview of the Tamilnadu Sarvodaya sangh. The two sanghs have registered under the Societies Act, 1860, separately, have their own Bye-laws of the Association, Board of Trustees, Executive Committee members and rules and regulations. The main objectives of the Sangh shall be to establish a Sarvodaya Social Order free from all forms of exploitation based on Truth and Non-violence through Khadi Gramodyog and other programmes based on Gandhian ideology. Their main aim is to make the villages in Tiruchirapalli District self sufficient in the primary needs of life such as food, clothing and shelter and to create employment opportunities and to promote the total development of each village along with neighbouring villages of the region.

The Sarvodaya Sanghs have close relationship in their programmes with Tamilnadu Sarvodaya Sangh, Tirupur, Tamilnadu State Khadi and Village Industries Board, Khadi and Village Industries Commission and such other
institutions having objectives akin to those of the sangh. The Sarvodaya Sanghs secure funds from the Government both State and Central, Public Corporations, Khadi and Village Industries Commission, Registered Banks, and other funding agencies and do all such things as may be necessary for furthereance of the objectives of the Sangh. The Sangh shall cost its consolidated Production, purchase and Sales Account and Balance Sheet audited by Registered Chartered Accountant and Annual Report have to be submitted in the Annual General Meeting.

**FINDINGS**

The Tiruchirapalli Sarvodaya Sanghs are the units affiliated with the Tamilnadu Sarvodaya sangh, Tirupur, functioning as the agency of it. The Sanghs are taking over all the activities of the Tamilnadu Sarvodaya Sangh.

Since under the Regulations of Khadi and Village Industries Commission, the Sarvodaya Sanghs should not use mill yarn or mill cloth as the raw materials for their production at any stage.

The Tiruchirapalli Sarvodaya Sanghs are engaging in the production of Khadi cotton, Khadi Polyester and Khadi silk, by employing rural people in spinning and weaving activities. The Sarvodaya sanghs are producing village
industries products or non-textile articles such as Neem bathing and bar soap, leather goods, mat, edible oils, paddy, honey, umbrella, steel furniture, agar bathi, sandal garlands, etc., through their employees and villagers.

As the Khadi and Village Industries products are agricultural oriented, the Sarvodaya Sanghs are working in fluctuating conditions. This variation is mainly due to the fact of seasonal nature of this industries as well as the unstable conditions of demand and supply of this industrial products.

Sarvodaya Sanghs have to purchase more raw materials for Khadi and other village industries products which lead to heavy expenses to the sanghs. The major funds of the Sanghs have been utilised for this purpose. Other than Government grants the bank loans are also availed.

The purchase of raw materials as well as finished goods have increased remarkably, during this study of 10 years, i.e. 1990-2000. The production of textile and non-textile articles are raising vastly results in increasing of sales and profit.
There is a constant increase in the purchases and production charges of the two Sarvodaya Sanghs. This increase shows their progressive activities. In 1999-2000, the Tiruchirapalli Sarvodaya Sangh made its purchases in Textiles to the extent of Rs.142.5 lakhs; purchases of non-textiles to the extent of Rs.114.3 lakhs, total purchases come to Rs.256.8 lakhs; production charges of textiles Rs.21.5 lakhs, non-textiles Rs.17.5 lakhs and the total purchases to the extent of Rs.729.1 lakhs and total production charges to the extent of Rs.50.2 lakhs.

The Tamilnadu Sarvodaya Sangh, Gandhinagar, Tirupur has registered a sale of Khadi and Polyvastra worth Rs.15267.92 lakhs through its 64 decentralised units during the Golden Jubilee year of Indian Independence i.e. 15th August 1997 to 14th August 1998. Silk Khadi contributed highest sale of Rs.8741.89 lakhs followed by Cotton khadi Rs.4942.10 lakhs and woollen Khadi Rs.160.70 lakhs. The share of Polyvastra in total sales comes to Rs.1423.23 lakhs. The Tiruchirapalli Sarvodaya Sangh's Textile sales in that period reached Rs.278.4 lakhs, The Tiruchirapalli North Sarvodaya Sangh's Textile Sales attained Rs.300.6 lakhs, which indicated a considerable part in the sales of the Tamilnadu Sarvodaya Sangh.
The sales in the two Sarvodaya Sanghs during these 10 years is increasing. In the Tiruchirapalli Sarvodaya Sangh the textile sales are more than the non-textiles sales. Whereas, in the Tiruchirapalli North Sarvodaya Sangh the non-textiles are sold more than the textile sales. But, in the year 1998-1999, the textiles sales of both the sanghs showed an increase from Rs.350 lakhs to Rs.710 lakhs, 100 per cent from the previous year because of the Golden Jubilee Year rebate for the whole year.

There is an increase of 10 per cent in sales in the two Sarvodaya Sanghs in every year both textiles and non-textiles. The demand for Khadi products are seasonal, more in the months of October, November and December because of the special rebate during the festival seasons. The non-textile village industries products are selling regularly (monthly sales) in their own 44 selling units in and around the Tiruchirapalli District.

Eventhough the sales in the Sanghs increased rapidly the profit level is gradual; comparing with sales, profit is low. It is because, salaries, wages and allowances are more. With the implication of the Khadi and Village Industries Commission Certification Committee, the extra
profit can be utilised for artisan benefit fund, in worker welfare measures as training, education and health.

Sarvodaya Sanghs have produced new varieties of soap, oil, handmade paper, mat, sandal products, wooden carvings, etc., on the basis of the local customers taste and usage. There are 25 production centres established by the Sarvodaya Sanghs in Tiruchirapalli District producing the Khadi and Village Industries products with the help of man power, electricity power and oil power.

The Sarvodaya Sanghs have 150 permanent employees as office staff, artisans in the production units, and the salesmen in the selling units. The Sarvodaya sanghs have employed nearly thousand workers in the villages mostly on temporary basis and piece rate system is adopted for paying the wages. This will cause more labour turnover and in turn it will reduce the quality of the Khadi and Village Industries products. In Tiruchirapalli district, there are about 52000 labourers depending on Sarvodaya Sangh for their livelihood.

Under the regulation of Khadi and Village Industries, the activities of the sangh shall be conducted in such a way that as a result of the wages and policies
pursued no excess profits accrue. For this purpose the sangh should watch over annual accounts and modify suitable wages and price policies.

The fixation of standard wages and price policy should be in accordance with the rules of Central Certification Committee. Extra profit if any, should be appropriate for the artisan benefit fund or as per the direction of the Khadi and Village Industries Commission Certification Committee.

The Kerala State Khadi and Village Industries Board has introduced free insurance scheme for Khadi workers in June 1999. This is the first time in India that a comprehensive Insurance scheme has been introduced for the benefit of Khadi workers. Over 13000 artisans under the Board, as well as in other khadi institutions in the state will enjoy the benefits of the scheme.

It is apt to remember here the words of Mahatma Gandhi, "When production and consumption become localised, the temptation to speed up production indefinitely and at any price disappears. All the endless difficulties and problems that our present-day economic system presents, too, would then come to an end. There would be no unnatural accumulations of hoards in the pockets of the few, and want in the midst of plenty in regard to the rest."
RECOMMENDATIONS

It is sure that twenty-first century will be the century of Science and Technology and Human Resources Development. Rural Industries will have to be an integral part of total economy of the country which is possible when productivity improvements along with erganomies, planned telescopically for cost reduction and control without losing its grip on social cost benefit considerations. Logically, under the present context it is possible and feasible through a slow and painful process of identifying intermediate and appropriate technologies for difficult domestic products.

From the analysis of the findings, the following suggestions are offered for the betterment of the Sarvodaya Sanghs in Tiruchirapalli District.

As the textile production of cotton khadi, khadi silk and khadi polyester are seasonal work. This may be extended to more months to increase the production. The cost of purchases of raw materials and finished products are more than the production charges, which may also raised in further extent which results in the development of Sarvodaya Sanghs.
Regarding the non-textile production and purchases, there are large number of new varieties can be introduced according to the current needs of customers. The domestic products have to be supplemented by bye-products which satisfy the customers. The new varieties of articles produced by the production units should be supplied to the sales centres immediately and follow up the turnover regularly.

Production and purchases of North Sarvodaya sangh have increased in comparing with the production and purchases of textile and non-textile by Tiruchirapalli Sarvodaya Sangh in recent years which also leads to the difference in the development of both Sanghs. Even though there is a separate Board of Directors and administration for the sanghs, there should be cooperation and understanding in the production technologies and development.

The Sarvodaya Sanghs have faced the shortage of raw materials which affect the regular production of textile and non-textile articles, where the supply of raw materials are inadequate and not reached in time and that will reduce the production rate. To solve this problem, it is suggested that a long term policy for both the Sarvodaya Sanghs have
to be framed for proper distribution of raw materials and Government aided raw material banks have to be established near the production centres.

The production charges and the purchases of textiles are more than the production and purchases of non-textile articles in both the Sarvodaya Sanghs. Now-a-days, the khadi textile items are facing acute competition from the cheap and durable mill products. So, the textile items should be low-cost and sophisticated and also the non-textile articles have to be given more importance in their growth.

The sales of textile items like khadi cotton, khadi silk and khadi polyester is based on the rebate allowed to customers in the festival seasons which is normally three months in a year. In the Golden Jubilee year of Independence, there was a special rebate to the textile items for the whole year led to greater increase in sales. It is suggested that instead of giving rebate as 25 per cent to 35 per cent in few months, normal rebate may be given to whole year, may attract the customers.

The rebate of the Central and State Governments to textile sales may be extended to subsidies in raw materials, purchase of finished products and concessions in electricity
and production charges. This will reduce the cost of production and the price of product, and cheap products will attract the traditional and new customers.

The sales of non-textile articles like soap, bathi, honey, furniture and leather goods etc., are showed an average increase in this study of ten years. As there is no rebate or subsidy for non-textile articles, there is no sudden increase or decrease in these sales. If there is an accumulation of huge funds from the sales of textiles, the production and purchases of non-textile are more and led to large sales. So the Sanghs are always ready with availability of varieties of non-textile articles in their sales centres for increasing the sales of non-textile items.

25 production centres and 44 sales centres are under these two Sarvodaya Sanghs. Apart from production there are purchases made from other branches. There should be an increase in the number of sales centres, make khadi products to reach the customers and also coordination between the production and sales centres which is essential to remove the scarcity or excess stock.

Lack of standardisation, absence of trade or brand name, quality control and testing, no universal advertisement, uniform packaging and marketing research for the
promotion of sales are some of the marketing problems faced by Sarvodaya Sanghs. To solve these marketing problems the following suggestions are drafted.

The Tamilnadu Sarvodaya Sangh, should form a 'State Marketing Council' for their 64 units of Sarvodaya Sangh, the two Sarvodaya Sanghs of Tiruchirapalli District are under the purview of it. This common body will render the services such as—universal advertisement in mass communication medias for Sarvodaya goods, organising, testing and quality control facilities, identifying a common brand name for sales, for standardisation and packaging, arrange for special consultation with the professional agencies in this field, conducting marketing research for the new products and promoting the sales of existing products.

Khadi and Village Industries products are sold now under the brand name of 'Sarvodaya' throughout India has the successful effect for identification and mass advertisement. The Tamilnadu Sarvodaya Sanghs should create a brand name for it's products. The Chief Minister of Tamilnadu Government recently announced that all the Khadi and Sarvodaya products have to be sold in Fair price and Ration shops. This announcement is a boon and light to the sales of Sarvodaya products.
This facility of selling Sarvodaya products can also be extended to the cooperative stores, consumers societies, departmental stores and super markets in subsidised prices.

Apart from forming a State organisation to solve the marketing problems of Sarvodaya products, the two Sarvodaya Sanghs in Tiruchirapalli District have to form a joint committee to overcome the local problems, local advertisement, need of sale centres, introduction of new products, and testing and quality control facilities, competitive position, consumer choice and prospective markets.

It is clear from the analysis of sales, there is no major difference between the expected sales and actual sales except in the special rebate period throughout the year. Apart from the Sarvodaya Sales centres, Khadi crafts, Government Fair price shops, the sales centres may be extended to other feasible marketing channels such as cooperative stores, super markets and Departmental stores for selling the Sarvodaya products.

There are insufficient mobile outlets and vehicles for transporting finished products from the production centres to sales centres, raw materials to the production
centres, transfer of goods from one branch to another, it is essential to buy new vehicles, concession on Government vehicles may be allowed to the transportation of Sarvodaya products.

The two Sarvodaya Sanghs have given the permanent employment opportunity to 113 members of the Sangh, among them are Executive Committee Members, administrative staff, clerical members, production workers like artisans, and sales employees. A worker can only become as a member of the sangh after 15 years experience and/or with 10 years continuous service with 10 months training in the Khadi and Village Industries Vidyalaya.

As there is only hundred employees in the Sanghs, the vacancy arises only at the time of retirement, so there is no problem of recruiting the employees in large scale. The development of Sarvodaya Sangh can be arranged in such a way to provide more employment opportunities to rural people. Special employment programmes have to be organised with Government aided schemes in the backward areas of Tiruchirapalli District through Sarvodaya Sangh. The selection of employees and workers may be through Employment Exchange with work experience, seniority and efficiency.
The Sarvodaya employees are the habitual wearers of khadi cloth, accustomed to Gandhian ideals of peace and sacrifice. There is no labour associations for them, obviously there is no fight for their right and grievance redressal. They can know the position of the Sangh, put their demands in the annual general meeting of the Sangh as the members, and get things done from the Executive Committee Members.

As the labourers and employees are not satisfied with their salary and emoluments, the Sarvodaya Sanghs have to raise the salary and wages, and shall adopt schemes such as provident fund, gratuity, insurance and family pension to avail the satisfaction and loyalty of the employees.

They are given very low salary and allowances comparing with the employees of panchayat, revenue and school staff. Though they are secured in their job, receiving regular salary every month, their job satisfaction depends on the increase in the allowances and bonus. The Sarvodaya Sanghs framed one of its bye-laws restricting the profit into Rs.1 lakhs, the excess profit has to be spent for allowances and bonus to the employees and workers and keep the remaining as the reserves.
If there is more profit for the Sanghs, the employees will be gained more. In the last three years of this study, the North Sarvodaya Sangh earned high profit, satisfied its employees with more bonus and allowances, but it is not in the case of Tiruchirapalli Sarvodaya Sangh, which earned low profit. This can be avoided by keeping separate reserves for salary and allowances to the employees.

The Sarvodaya Sanghs have spent more on administrative and office expenses than the productive expenses. So, this can be reduced and diverted to spend on production, purchase and wages to labourers.

The employees of Sarvodaya Sanghs have been trained only at the time of recruitment. It is observed in this study, half of the employees are not properly trained and educated. They are not satisfied with the job, working condition and promotional opportunity. The Sarvodaya Sanghs are not well aquainted with the techniques how to recruit, develop, utilise, evaluate and retain the right workers. It is necessary to formulate labour committee in the head office level to ascertain the position of the employees and arrange proper inservice training to develop the efficiency of the employees.
There should be technical training for the workers of the Sarvodaya Sanghs in collaboration with public and private local industries. Transfer of appropriate technology is possible in this way.

The personnel management of Sarvodaya Sangh depends not only on the small number of permanent employees but mainly on the labourers of the Sangh such as farmers, weavers, artisans and other seasonal agricultural workers. Since the number of workers has reached more than 300, the Sarvodaya Sangh employed them mostly on temporary basis with low wages. It is suggested that village artisans may be engaged on permanent basis on satisfactory wage scale, it will enhance their productivity and performance. The weavers will have to be trained to work in the improved looms by adopting new techniques. Thus, the productivity and work efficiency of the labourers will be increased by formulating effective incentive system.
CONCLUSION

To conclude, in view of the advantage of a growing and sustainable market, market demand being much more than their present level of production, it can safely be said through Sanghs, the artisans and employees can get sufficient increase in their income and there appears to be an adequate value to the Sarvodaya Sanghs. The systematic organisation like Sarvodaya Sangh can work wonders with the given avenues. Thus, the Government policies and cooperation of the public may be moulded to encourage these Sanghs more, they do have the base on which with their creative talents and expertise, they may rise to greater heights.