In this chapter, it is proposed to review the various activities of the associations undertake. Like the last two chapters, this chapter also deals with 99 associations and excludes, export promotion councils, local productivity councils, co-operative research associations and other specialised bodies.

6.1 Flexibility of Functions

Perhaps the most noticeable characteristic of business associations is their flexibility in terms of the functions they perform. Each association depending upon the industry, trade or a region it represents, the type of membership it has and the quality of its leadership, performs certain functions. Moreover, the flexible character of associations gives them considerable scope for changing the nature of their work over a period. Thus we find a wide variation in the tasks these associations perform. Some only undertake representations while some are engaged in sales and purchase on behalf of their members and in some cases even in processing and manufacturing. It is possible that in changed circumstances, the same associations which undertake mere representations may also engage themselves in other activities such as providing common services, organising sales, purchase etc.
Therefore, because of this flexibility, a description of their activities cannot be 'timeless'. The description of associations' work given in the following paragraphs refer to 1970-71.

The majority of associations have been formed for what can be described as 'defensive' purposes which includes protecting the interests of the industry or trade against any Government policy. A more recent development has been the extension of Promotional and Common Service, some of which can be performed only by a large number of firms acting together. As the following paragraphs will show, some associations have done a distinguished work in this field and have been able to create a permanent impact on the industry as well as the community.

In order to examine the activities of the associations, we can put them under three broad groups. The first one concerns representational functions in which they act as a channel of communication with Government and other public sector corporations; the second deals with the common services which the associations provide to improve the efficiency and working of their members and third considers the regulatory functions of the associations. These are not, of course, watertight compartments, many associations are engaged, to a greater or lesser extent, in all three types of activity.
I. **Representational Functions**

6.2 This is one of the important functions of business associations i.e. to put the views of their members before other bodies. These representations are directed towards various Government Departments or ministries and to public sector corporations or similar bodies.

Because of the everincreasing responsibilities for economic and social welfare assumed by the State and its intervention in the detailed affairs of industry and trade, formation of new business associations has been encouraged and has further strengthened the existing associations of trade and industry. The need for voluntary organisations, representative of trade and industry covered by them is generally recognised by the industry and Government alike and they are increasingly being made use of by both interests.

In India, Government exercises almost a total control over the industry and trade. One has to obtain an industrial licence before one starts an industry, then one has to obtain import licences from Government for the import of raw material and machinery, one has to get quotas of scarce raw materials from indigenous sources, one has to negotiate for finance either with Industrial Finance Corporation, State Finance Corporations or nationalised banks - all are again Government controlled - then one has to arrange for power, water, land etc. Then there are labour laws, matters connected with taxation and so on. For all
these one has to go to the Government. Any changes in the Government policies in these fields affect a businessman and he has to be aware of the changes that take place in these policies from time to time.

The Government is also encroaching upon the free field of traders and either it has taken over the trade completely in certain products by creating separate public sector corporations like State Trading Corporation, Minerals and Metals Trading Corporation, Food Corporation of India and so on or it has imposed a number of restrictions on the trading of other commodities.

Again there is a plethora of legislation affecting trade and industry, introduced especially after Independence.

All these developments affect the industry or trade in one way or the other and through the trade associations, representations are made by trade and industry to Government departments and redressals are sought.

A representative list of topics which are discussed between associations and various Government departments at the present time would include the following:

1. Import Licensing Policy and its administration.
2. Exports and matters connected therewith such as fixation of drawback, cash assistance, freight rates etc.
4. Direct Taxes such as income tax, estate duty,
gift tax, sales tax, etc.

(5) Industrial Licensing Policy.

(6) Long term and short term supply position of raw materials.

(7) Policies of public sector corporations like STC, SITC, FCI etc.

(8) Labour problems.

(9) Proposed legislation and draft orders.

(10) Company Law.

(11) Transport and communications.

(12) Infrastructure Facilities.

(13) Credit and Finance Policy.

(14) Matters connected with individual industries.


(16) Supply of power.

This is a broad list covering most of the subjects discussed between different associations and various Government departments. The associations take up a number of detailed aspects of each of these subjects and such a detailed list will be almost infinite. The associations are mainly interested in representing how a particular policy affects the interests of those in its membership and in obtaining necessary relief to them.

Generally, the members write to the association about their difficulties and then the Sub Committee in charge of the respective subjects deals with the subject
and gives its opinion to the Executive Committee. The Committee after considering the pros and cons of the subject decides upon the stand to be taken on this subject and then representations are sent to the respective departments. In all associations such special sub-committees have not been appointed. In some associations such matters are either referred to the Executive Committee or the Secretary in consultation with the President or the Chairman takes a final decision. The subjects on which such representations are sent are mainly those affecting generally all its members. Individual cases are not taken up by the associations. But where there is a case of inordinate delay or there is a case of injustice being done on any individual member, then associations do take up such cases also. Some associations like Federation of Associations of Small Industries of India also take up individual cases of import licences, hire-purchase applications for machinery, raw material quotas etc. Maharashtra Rajya Sahakari Sakhar Karkhana Sangh Ltd. also handles individual applications for industrial licence, import licence, loans etc. In case of smaller associations this is possible, but larger organisations as a matter of general rule do not represent individual cases, but they do give guidance to individuals on these matters.

The written communications to Government departments are not many times enough. They have to be followed up.
Hence deputations consisting of senior members of the associations are sent to meet the minister or the concerned Government official; sometimes less formal meetings or conversations are arranged between the Chairman or Secretary of the association and the principal or deputy of the department concerned. Of course, it is not possible to send a delegation everytime or to meet the official for each and every case. Many of these representations are through written communications and usually replies are sent by Government departments to such communications. But depending upon the importance and urgency of a subject, delegations and deputations are sent to meet the officials.

Many associations invite Minister or the head of the concerned department or corporation to visit the association. During such visit, usually a written memoranda on the problems and difficulties of the members regarding the concerned department is presented to the guest and then members can have detailed discussions with him on these and any other related points. This provides an opportunity to a larger section of members to participate and ventilate their grievances and such meetings are therefore well attended and are popular with members. Many times these discussions do produce good results.

Apart from these representations, many leading associations have representations on many advisory committees and public bodies. These advisory bodies are Government
nominated and they are relating to such subjects as railways, customs, excise, posts and telegraphs, taxation, telephones, port trust, universities, advisory committees pertaining to certain public sector corporations and to the administration of particular acts etc. The associations have representations on these bodies and any matters within the perview of these committees are taken up at the meetings. Usually the representative of the chamber/association on a particular committee informs the office of the association about the date of the meeting and then the office circulates, collects points for discussion from members and submits the same to its representative. Wherever necessary, prior discussion of the representative is arranged with the concerned members who have raised the issues. These representations also yield good results.

Then whenever any new Bill is presented in the State Legislature or Parliament, or any administrative orders or rules under any Act are issued; if the Association feels that the contents of the Bill or rules are going to affect its members, it circulates the same among the members, invites their opinion and then after consulting concerned sub-committee or the Executive Committee of the Association, a representation is sent to the concerned ministry of the secretariat of Parliament or Legislature. Then depending upon the importance of the subject, deputations are also sent to have a personal discussion.
Many times, the Government appoints Commission of Enquiry on individual subjects such as SRP Review Committee, Direct Taxes Enquiry Committee, Banking Enquiry Commission etc. The Parliament or State Legislature also appoints an Estimates Committee to undertake a review of any new Bill. In both the cases the concerned associations are given an opportunity to send written memoranda to the Commissions or Committees and also to appear before them for recording personal evidence. These Committees usually write to all leading associations, enclosing their terms of reference and a questionnaire, if prepared. Those associations which submit a written memoranda and express their desire to be heard personally are given an opportunity to appear personally before the Committee and to record evidence. This process gives an opportunity to the association to indirectly participate in the legislative process and also to represent their point of view before the authorities.

II. Organisation of Common Services

6.3 Many associations render certain common services for their members. These common services do not primarily involve representation to Government or other public corporations, but arise out of the recognition that some things can only be done, and others done economically and more effectively, by collective action, and equally form part of the external economies which associations organise.
for their members.

The provision of these services has brought these associations in many spheres of activity: the organisation of exhibition, arbitration, collection of statistics, publications, library, research studies, seminars and conferences, conducting a journal, information services, sending delegations abroad, sale and purchase of raw materials and their distribution, processing, manufacturing, signing agreements on behalf of the members and much else besides.

It is not possible for all associations to undertake all types of these activities. The past tradition, type of membership, resources, the specialities of the industry or trade etc. are the factors which make an association to undertake particular type of activities. The number and size of member firms also impose certain limitations. For instance, an association representing only a handful of small or medium firms is necessarily limited in scope by the fact that it depends upon subscriptions. The advantages that might be gained by extending the range of services provided by the association might, from the members' standpoint, be outweighed by the cost of staff and establishment it may involve. The question of resources is also equally important. Usually it is found that small specific product associations but with membership of large firms are in a better position to organise such
common services. There is a homogeneous membership, since the membership is of large firms, their subscription rates can be sufficiently high and even special contributions apart from these subscriptions can be collected from them. Similarly local associations with a large membership of small firms can also undertake good many common services. Though the income through subscriptions will not be much in their case, they can engage in cooperative buying and selling for their members and thus raise resources for the association. Local patriotism and homogeneity of an industry will be a great asset to such associations in organising common services for their members.

Thus, associations would differ very considerably in the scope of the services they provide, even if these services depended solely on their own character and size.

Table 6.1 summarises results of our study in respect of common services organised by 99 associations covered in this survey. There are about seven associations which do not undertake common services of any type and they are only engaged in representational work. But all the rest are rendering some kind of services to their members. A description of these services is given in the following paragraphs.

6.4 Information

This is one of the important services offered by most
<table>
<thead>
<tr>
<th>Activity</th>
<th>No. of Associations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information services</td>
<td>74</td>
</tr>
<tr>
<td>Exhibitions and Fairs</td>
<td>38</td>
</tr>
<tr>
<td>Special Service to Small Units</td>
<td>23</td>
</tr>
<tr>
<td>Arbitration</td>
<td>40</td>
</tr>
<tr>
<td>Exports Activity</td>
<td>18</td>
</tr>
<tr>
<td>Collection of Statistics</td>
<td>52</td>
</tr>
<tr>
<td>Advisory Services</td>
<td>27</td>
</tr>
<tr>
<td>Publications</td>
<td>31</td>
</tr>
<tr>
<td>Journal</td>
<td>42</td>
</tr>
<tr>
<td>Distribution of Raw Material</td>
<td>12</td>
</tr>
<tr>
<td>Library</td>
<td>36</td>
</tr>
<tr>
<td>Research and Surveys</td>
<td>16</td>
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<tr>
<td>Price Fixation</td>
<td>8</td>
</tr>
<tr>
<td>Prescribing a Code of Conduct</td>
<td>44</td>
</tr>
<tr>
<td>Training Programmes</td>
<td>4</td>
</tr>
<tr>
<td>Seminars and Conferences</td>
<td>12</td>
</tr>
<tr>
<td>Secretarial Service</td>
<td>6</td>
</tr>
<tr>
<td>Personalised Work</td>
<td>23</td>
</tr>
<tr>
<td>Commercial Activities</td>
<td>17</td>
</tr>
<tr>
<td>Manufacturing Activity</td>
<td>2</td>
</tr>
<tr>
<td>Advertisements</td>
<td>3</td>
</tr>
<tr>
<td>Agreements</td>
<td>3</td>
</tr>
<tr>
<td>Promotional Work</td>
<td>18</td>
</tr>
<tr>
<td>Sending Delegations</td>
<td>3</td>
</tr>
<tr>
<td>Relief Work</td>
<td>26</td>
</tr>
<tr>
<td>Welfare Work</td>
<td>7</td>
</tr>
<tr>
<td>Awards and Prizes</td>
<td>4</td>
</tr>
<tr>
<td>Parliamentary Lobby Work</td>
<td>8</td>
</tr>
</tbody>
</table>
of the associations. Out of 99 associations, 74 are offering this service to their members. Members are advised of important legislation affecting industry or trade and they are also kept informed of public notices, notifications, rules, etc. regarding sales tax, income tax, import and export trade, excise, customs, company law etc. The Chambers of Commerce keep their members informed of all important developments in different fields, while the specific industry or trade associations will inform their members only if there is anything which is effecting their industry or trade. Similarly a small industry association will only circulate information pertaining to small scale units and an Employers Federation pertaining to labour matters.

This information is circulated to members either through circulars, or through their weekly, fortnightly or monthly journals. In most of the associations this information is circulated through circulars as it ensures a very quick circulation. Since the members are interested to get this information as quickly as possible, the promptness with which this information is circulated is very important. The Bombay Chamber has organised this service most efficiently. As soon as it receives the notices and orders from the Government departments, they are immediately cyclostyled and by hand delivery they are sent to members in Fort area. There are about 30 peons who are engaged
in this work. For those outside Fort area, these circulars are sent by post.

Some organisations, like Mahratta Chamber, publish a weekly Bulletin wherein these notifications are given. FASII, Maharashtra Chamber and Indian Merchants' Chamber send this information through their fortnightly bulletin.

The Government of India, State Government and their departments post public notices, other gazette notifications etc. to all recognised Chambers of Commerce and Trade Associations. Apart from this, many of these bodies also subscribe directly to gazettes, public notices of different departments and also receive them through their apex organisations like Federation of Indian Chamber of Commerce and Industry, Associated Chambers etc. Smaller associations, who do not get these notices directly from the department, have to depend on Chambers of Commerce to whom they are affiliated.

Mere circulation of this information is not enough. The associations must have proper record of this information and they should be able to tell members as to the various changes that have taken place in a particular order or notification or act over a period of years and its implications. For industry or trade association, it is possible to keep a track of these developments as they are handling only one product. But in case of Chambers of Commerce, it is sometimes difficult for them to keep a track of all
these developments as they have to handle all kinds of industries and trade. That is why except in two or three well organised Chambers, one does not find a proper system of records and information system on which one can safely rely.

6.5 Fairs and Exhibitions

Many associations are responsible for organising exhibitions for their industries and some of these displays have acquired quite a good reputation. For instance, the All India Instrument Manufacturers' and Dealers' Association periodically arranges exhibitions of all kinds of instruments and it also participated in Science Congress Exhibitions. It has also participated in the Third Asian Trade Fair held at Delhi. The Association of Indian Automobile Manufacturers has also participated on behalf of its members in the Third Asian Trade Fair. The Indian Machine Tool Manufacturers Association has been arranging all India Machine Tool Exhibition from 1969. The first exhibition was held in 1969 and the second was held in 1972. The idea of arranging these exhibitions is to focus new developments in the machine tool industry. Both these exhibitions were arranged on a large scale and they were a great success. This Association also participated in the International Machine Tool Exhibition held at Hanover (West Germany) in 1970. The All India Plastic Manufacturers Association arranged Plastic Fair from time to time and in
May 1972 it had arranged 8th Indian Plastic Fair at Bombay. The All India Manufacturers' Organisation had arranged an international fair in Madras in 1968 and now it has sponsored a Visvesvaraya Industrial Research and Development Centre at Bombay, which will have a permanent exhibition centre to hold exhibitions from time to time. It has been planned on the model of World Trade Centres in other countries. The work on this project is in progress. The Mahratta Chamber has been arranging small exhibitions in Poona periodically. In order to assist the small ancillary manufacturers, it has been arranging exhibitions of parts and components required by large units like Ammunition Factory, Telco, Philips, ICL etc. These exhibitions are on a small scale but they have been found useful to the small manufacturers.

6.6 Special Service to Small Scale Units

Many organisations have a separate sub-committee to look after the problems of small scale units. The AIMO, Mahratta Chamber, Indian Merchants' Chamber have separate Small scale Industries wings. They give necessary guidance and advice to the small scale industries. Similarly in case of many associations where there is a composite membership of large as well as small units, there are some arrangements to look after the interests of small scale units. FASII of course is an apex body of small industries and its western regional office at Bombay gives not only
a general guidance but also takes up individual cases of small scale units. But the services offered by other units are of a purely general nature.

6.7 Arbitration

Quite a large number of organisations seem to be undertaking the work of arbitration in the disputes of members. But after going through their annual reports, it seems that very few cases are referred to these associations for arbitration. Both the Bombay Chamber and Indian Merchants' Chamber have framed detailed rules of Court of Arbitration. Usually about 8 to 10 cases are referred to them in a year. But the smaller trade associations seem to be quite active in this field. For instance from its annual report, it seems that quite a few cases of disputes between members and customers are referred to the Bombay Timber Merchants' Association. It charges a token fee of Rs. 10 per complaint to cover incidental charges. Sholapur Kapad Vyapari Sangh (Cloth Merchants' Association) has appointed a special Committee to look after cases of arbitration and during the year 1970-71, the Committee met six times and resolved 39 disputes. Poona Merchants' Chamber was also engaged during the year in arbitrating in the disputes between its members and customers. The Solvent Extractors' Association of India had panel of arbitrators for different zones in India and it was actively engaged in this work.
6.8 Exports

Though there are special organisations like Export Promotion Councils to look after exports, the associations also have been doing some good work in this field. Usually the Chambers of Commerce have an Export Wing to look after the problems regarding exports and to give an exporter some information regarding the export procedure. Similarly Instruments Manufacturers and Dealers Association was also running IMDA Instruments Export Organisation. This was for the purpose of giving information on exports to members. But some industry associations have not merely remained advisory bodies, but have tried to actually participate in the export efforts on behalf of their members. For instance the Indian Salt Manufacturers' Association considers the terms on which foreign inquiries be settled and negotiates and advises members accordingly. Since it has a small membership, these terms are decided by all members together and accordingly quotations are given. The Association also tries to assist its members in getting vessels for export. The Indian Ferro Alloy Producers Association quotes for export inquiries on behalf of its members and when export orders are secured, they are distributed among the members on the basis of licensed installed capacity of participating members. This Association has been instrumental in developing export market for Indian Ferro Alloys. Government has channelised the
exports of de-oiled rice bran through the Solvent Extractors Association of India and this Association by establishing a Rice Bran Export House has promoted exports on an extensive scale of deoiled cake and bran. The Groundnut Extractions Export Development Association, since its inception in 1968, has tried to promote and develop exports of deoiled groundnut meal. Exports of groundnut extractions are canalised through this association and it has been recognised as a registering authority for the purpose of grant of the freight assistance of Rs. 15 per tonne. It has been responsible for developing exports of groundnut extractions, it carried on successful negotiations for freight concessions with India-Pakistan Conference, diversified exports to Japanese markets, signed an agreement with Japan Feed Trade Association and has succeeded in obtaining more export assistance to its members. The Indian Machine Tool Manufacturers Association participated in international fairs, succeeded in obtaining some relief in freight rates, proposed a dealers' delegation from abroad, and handled a number of export inquiries.

The Indian Cotton Mills' Federation is running perhaps the largest export promotion scheme in our country. It has created an Export Promotion Fund by introducing a levy on imported cotton and this fund is used to assist mills and exporters to compete in the world markets. It also collects additional spindle loom levy from mills
for the same purpose. It has worked out an export incentive scheme, an export obligation scheme and has operated them successfully. It has formed a consortium of 14 members to promote Indian Textile Exports to ESC countries, Australia and Switzerland. ICMF has also carried on negotiations and signed agreements with U.K., Austria, Canada and the United States for the export of Indian textiles.

6.9 Collection of Statistics

Quite a large number of associations (about 52) seems to have been engaged in the activity of collection of statistics. But many of them collect and circulate statistics from the Government publications and no attempts are being made by them to collect original statistics from their members. But some associations have made very laudable efforts towards this end. The Bombay Sugar Merchants' Association keeps a detailed record of daily market quotations and these records are published in a weekly Market Review. The Indian Cotton Mills' Federation publishes a handbook of statistics on cotton textile industry. It contains statistical information regarding capacity licensed, production of yarn and cloth, production of cotton, foreign trade in textiles, finances of mills, wholesale prices, labour, excise, textile machinery etc. This is a valuable reference work on textile industry.

Similarly the Millowners' Association publishes every year
a Mill Statement which contains names of mills, number of looms and spindles installed, quantity of cotton consumed, number of workers etc. This is also a useful source of information. Both the publications are based on Government publications as well as data collected by these two associations from the member mills and other sources. Similarly, the Association of Indian Automobile Manufacturers collects every month valuable statistical data regarding production of different types of vehicles from its members. This is confidentially circulated to all its members. The Indian Diesel Engine Manufacturers Association and Indian Machine Tool Manufacturers Association also collect monthly statistics relating to industrial production of diesel engines and machine tools. In case of those associations which have membership from only large scale organised sector such as automobiles, machine tools or textiles, it is possible to collect reliable statistical data if the members cooperate. In all these cases the associations are well organised bodies with almost hundred percent membership from the industry. But where both large and small scale units are in the membership and where the association does not command 100% membership, there the collection of statistics from a few members does not mean anything. It may perhaps show a trend of production or sales from the reporting members, but it would be dangerous to conclude anything from these
figures. Moreover the reporting members must be the same every month. This is also difficult many times. Hence very few associations have been able to collect reliable original statistics, which is comparable over a period of time and most of us have to depend upon Government statistics.

During the year, a laudable attempt was made by the Mahratta Chamber of Commerce and Industries towards collecting regional statistics. It has collected information regarding capital investment, production, employment, exports, etc. in respect of 1,400 industrial units in Poona region. If this information is collected continuously, it would become a very useful source of information and would yield lot of comparable statistical data over a period of years. The current information has been published in the form of a directory.

6.10 **Advisory Services**

Though quite a number of associations have reported that they are offering special advisory service, very few had any special arrangements or expertise on their staff. The general advice given by the association was of course there, but advice by a specialist on a special matter like labour, taxation, technical matters was provided by very few associations. Such special services in the field of labour were offered by Bombay Chamber, Indian Merchants' Chamber, Mahratta Chamber, Indian Engineering Association,
Engineering Association of India, Millowners' Association etc. These organisations had full time experts on labour matters on their staff. These experts gave advice to members, handled their individual cases, carried on negotiations with unions, appeared on behalf of them before Conciliation, Industrial Tribunal etc. In some of these associations, consulting members have to pay a special retainers' fee for this purpose.

Maharashtra Rajya Sahakari Sakhar Karkhana Sangh had on its staff a specialist in boiler erection. He used to look after the boiler erection of member factories and any subsequent problems in their operation. This service has been very widely made use of the members. The association has now plans to open a central repairs workshop where repairs can be undertaken of the sugar mill machinery.

6.11 Publications

About 31 associations were undertaking publications of one type or another. These publications are of different types. Some are publishing periodically directory of their members, some publish results of any research undertaken by them, some publish informative booklets for the use of their members while a few of them were undertaking publications for creating public opinion.

All India Instrument Manufacturers and Dealers Association, Clothing Manufacturers Association of India, Indian Machine Tool Manufacturers' Association, Indian
Engineering Association, Federation of Automobile Dealers, Indian Chemical Industries Association, Bombay Industries Association, All India Plastic Manufacturers Association, Builders' Association of India, Mahratta Chamber of Commerce and Industries are some of the associations which had published directories of their members and other industries in their trade or region. Indian Engineering Association has published quite a few small directories of their members engaged in the manufacture of farm equipment, foundry equipment, boilers and pressure vessels, sugar machinery etc. These directories contain useful information about their members, the equipment they manufacture, their capacity etc. The Indian Machine Tool Manufacturers Association had published during the year second edition of its 'Guide to Indian Machine Tools' which contained information about their member firms, technical details about the machine tools manufactured by them and photographic illustrations of these machine tools. This is very richly produced publication and is comparable to any similar catalogue from a developed country. This directory is being sent abroad as an export promotion measure by the Association.

Quite a few associations have been published informative booklets for the use of their members such as: Indo-German Trade 1970, Guidelines for Export to Germany, How to do business in Germany (Indo-German Chamber of Commerce),
Guide to Metric System in Timber Trade (Bombay Timber Merchants' Association), Lending Schemes for Road Transport Industry (Indian Banks' Association), Pre-inspection of Readymade Garments (Indian Clothing Manufacturers' Association), Manual of Safety (Indian Chemical Manufacturers' Association), Procedures relating to Small Scale Industries (Indian Merchants Chamber), etc.

Then there are research and survey findings released as publications such as Survey on the Status of Research and Development in Chemical Industry (Indian Chemical Industry Association), Indo German Joint Ventures, Cost of living in the Federal Republic of Germany (Indo German Chamber of Commerce), Survey of Sholapur District (Sholapur Chamber of Commerce) etc.

Some associations have also published reports of the seminar, conference or lecture series arranged by them. Among the important publications in this group are report of the Seminar on Low Cost Housing (Builders Association of India), American Business Techniques, the Indian Market, Role of Foreign Capital, Foreign Aid, Role of Shipping in Indo-American Trade (Indo-American Chamber of Commerce), Employment Potential in Automobile Industry (All India Automobile and Ancillary Industries Association), etc.

Some publications of the nature of propaganda and publicity are also undertaken by a few associations. Prominent among them can be mentioned Cotton Development,
Impact of ICMF Project, Monopoly Procurement of Cotton (Indian Cotton Mills' Federation), Report on Groundnut Extension (Vanaspati Manufacturers Association of India), How Banks lend for Nations Future (Indian Banks Association), Impact of Excise on Readymade Garments Industry (Clothing Manufacturers Association) etc.

6.12 Journals

About 42 associations were having their own journal. Most of these journals are informative and meant only for their members; usually there is a digest of economic events during the last month, information regarding the association's activities and one or two articles. Thus most of the associations conduct them as house journals. They are circulated among the members and to quite a few other associations and government offices as a sort of public relations. But a few associations like Association of Man Made Fibre Industry (Modern Fibre), Cement Manufacturers' Association (Cement), Poona Press Owners Association (Mudran Prakash), the Indian Cotton Mills' Federation (Journal) or the Builders' Association of India (Bulletin) have organised their journals very well. Apart from publishing information regarding their own trade, they publish articles from outsiders and also research and technical papers on the related subjects.

The Mahratta Chamber (Sampada), Maharashtra Chamber (Vaibhav) and Vidarbha Industries Association (Enterprise)
have been publishing their journals not only for their members, but they are addressed to the general public. They accept subscriptions from outsiders and during 1971, the Mahratta Chamber had 1200 subscribers for its journal. The first two are published in Marathi while the third one is published in English. All of them carry general articles by eminent men in the field and they are being run as regular commercial monthlies and not as mere house journals.

6.13 Distribution of Raw Materials

This work is carried on by only a few associations. Either they are entrusted with this work by the Government or they voluntarily take up this work on behalf of their members. This activity is carried on mostly by the specific industry associations. For instance, the Ichalkaranji Powerloom Cooperative Association purchases yarn from mills in bulk and distributes the same to its members on an agreed formula. The Powerloom Industries Association was also engaged in distributing yarn to members at a reasonable price through special pool of yarn for decentralised scheme sponsored by the Textile Commissioner. The Bombay Kharak Bazar and Mewa Merchants Association was distributing among its members dates imported from Muscat by STC. Cinematograph Exhibitors' Association of India arranged to distribute among its members cinema carbons imported by STC. Since 1962 this Association is doing this work and in 1970-71
it distributed cinema carbons worth Rs. 4.16 lakhs. The Bombay Sugar Merchants' Association Ltd. was engaged in distributing levy sugar among its members. The Indian Motion Picture Producers Association distributed the allotted quota of photographic material, bulbs, magnetic perforated films, make up material etc. among its members. Earlier the Silk and Art Silk Mills Association was engaged in the distribution of viscose rayon yarn and nylon yarn among its members. The non-power soap manufacturers association was engaged in the distribution of imported mutton tallow. Maharashtra Chamber, Mahratta Chamber and the Deccan Manufacturers Association were operating a Coal and Coke dump at Bombay, Poona and Sangli respectively and were distributing Coal and Coke to their members and others.

6.14 Library

About 36 associations were having library of some sort or other. Many industry associations were having small libraries relating to their subjects. Indian Merchants' Chamber has its own reference library. In 1967, it has set up a separate F.E. Dinshaw Commercial and Financial Reference Library in the adjacent building and this library was inaugurated by the Prime Minister. The work of organising this library is still not complete.

Bombay Chamber, Mahratta Chamber, Indo-German Chamber, Indo-American Chamber, Millowners Association, Indian Cotton Mills' Federation have organised good reference libraries.
The emphasis in all these libraries is mainly on commercial information. They stock trade directories of different countries, Government acts and rules, public notifications, orders, policy handbooks etc. In case of other associations this and other minimum information source material required by their respective industries is kept in the library. Except in a few cases, the libraries are mainly used for reference purposes by the office of the respective associations. In very few associations public is allowed to make use of the library.

6.15 Research and Surveys

Some 16 associations are engaged in the research and survey work. This work is undertaken for finding facts and sometimes in support of the memoranda they send to the various Government agencies and departments. Sometimes research is also carried on to enlighten the members of the association. During the year, the Alkali Manufacturers' Association of India carried out four surveys on the supply and demand pattern of caustic soda during the next few years, the supply and demand pattern of soda ash, during the next few years, economic size of a caustic soda plant and implications of the use of metal anodes in the production of caustic soda. The Vanaspati Manufacturers' Association conducted a survey of the effects of its groundnut extension scheme. Similarly Indian Cotton Mills Federation every year undertakes a survey of its scheme of cotton development and
research. Indian Diesel Engine Manufacturers' Association conducted a market survey for diesel engines and had spent about Rs. 2 lakhs on the project. Sholapur Chamber of Commerce completed a techno-economic survey of Sholapur District in 1970. This work was entrusted to M/s. Kirloskar Consultants. Research and Survey Work carried by other associations were: Impact of Excise on readymade Government Industry (Clothing Manufacturers Association), Status of Research and Development in Chemical Industry (ICMA), Indo German Joint ventures, Indo-German Trade (Indo German Chamber), New Entrepreneurs in Maharashtra (Maharatta Chamber), Survey of 500 small scale industries in Maharashtra (Vidarbha Industries Association) monthly survey of business trends (Indian Engineering Association), etc.

6.16 **Price Fixation**

Only about 8 associations were engaged in activities relating to price fixation. But except in case of one or two all were engaged indirectly in price fixation and no direct efforts were made by them for fixing prices of the products of their members. Thus All India Crimpers' Association, during the year under survey collected data on prices of leading suppliers of the world of crimped nylon yarn and submitted the same to the Textile Commissioner in order to arrive at the conversion price of nylon yarn for hosiery materials and garments manufactured out of stretch nylon yarns. The Alkali Manufacturers Association
recommended from time to time the ceiling selling prices for the various grades of caustic soda, above which members were requested not to sell the material. Through the Indian Banks Association, the member banks had arrived at Deposit Rates Agreement, the Advances Rates Agreement and the Inland Guarantee Charges Agreement. This may be called a direct attempt to fix prices for the services rendered. These agreements came within the Monopolies and Restrictive Trade Practices Act 1969 and therefore they had to be registered. Most of the agreements had become inoperative in practice and therefore the Association withdrew all these agreements later in 1970. But in case of smaller associations some effective steps have been taken to fix prices. Thus the Poona Press Owners' Association has laid down rates for different printing operations such as composing, printing, binding etc. for its members. The exercise book manufacturers from Poona come together every year and fix prices for the exercise books and each member follows these rates. Thus an unfair competition among members of the same industry is avoided. But it seems that the price agreements as is resorted to by certain associations in advanced countries are not practised here.

6.17 Prescribing Code of Conduct

Quite a large number of associations seem to have been engaged in prescribing a code of conduct for their members. But prescribing a code is easy than enforcing it. It is
not known as to how many could enforce such a code of conduct and then take steps against recalcitrant members. Only in certain associations like Vanaspati Manufacturers Association, Air Cargo Agents Association and Clothing Manufacturers Association some sort of declaration is taken from members. Vanaspati Manufacturers Association can also fine a member up to Rs. 5000 for breach of the code or rules laid down by the Association. But on the whole it seems that though many associations have a code, no special efforts are made to enforce the same on their members. In 1965, Maharashtra Chamber had launched a scheme known as Uchit Vyavahar Shops or Fair Price Shops but the whole scheme ran into difficulties because the Chamber did not have any authority to enforce the code. These codes are very good in intention, but very difficult in practice to enforce them.

6.18 Training Programmes

Very few associations like Maharashtra Chamber, Maratha Chamber, Ahmednagar Small Industries Association, Western Regional Office of FASII were conducting training programmes. These four associations conducted training programmes on labour laws, procedures relating to small scale industries, exports, import licensing, sales tax, industrial management etc. They usually borrowed services of outside experts or collaborated with some institutes for conducting these programmes.
6.19 Seminars and Conferences

This was an activity in which along with associations mentioned in paragraph 6.18 above, a few industry associations like Indian Chemical Manufacturers' Association, Indo-American Chamber, Indian Merchants Chamber, Indian Engineering Association, Indian Banks Association, All India Manufacturers Organisation etc. also took interest. These seminars were on commercial and industrial subjects like Export Promotion Policy, small scale industries, amendment to any act, personnel relations, as also on technical subjects. For instance Vanaspati Manufacturers Association had organised a symposium on 'Reevaluation of hydrogenated fats', Indian Machine Tool Manufacturers Association on 'Role of Research in Machine Tool Industry', Indian Chemical Manufacturers Association on 'Corrosion in Chemical Industry', 'Fertiliser Blue Print', etc. The Builders Association had played host to the XI Convention of International Federation of Asian and Western Pacific Contractors Association which was held in Delhi from 14-20 November 1971.

6.20 Secretarial Service

The smaller association do not have a separate office, neither they have enough resources and work to warrant an independent office. Therefore the Chambers of Commerce and large associations look after their work. During the year, Maharashtra Chamber (2), Bombay Chamber, All India
Manufacturers Organisation (2), Mahratta Chamber (2), 
Engineering Association of India (3), Travel Agents Association (1) looked after the work of other smaller associations. Figures in the bracket indicate the number of associations they looked after. Usually these associations paid annually a lump sum towards the cost for offering secretarial services and then all their work was usually carried on by the parent organisation.

6.21 Personalised Work

As has been mentioned earlier, quite a few associations handed individual work of member firms. The Ichalkaranji Co-operative Powerloom Weavers Association undertakes filling of forms for L4 Excise licence, forms for SSI registration, loan applications etc. Indian Motion Picture Producers Association undertakes scrutiny of applications for import licences, obtains release orders and entitlements from the Government and gives to their concerned members. Maharashtra Rajya Sahakari Sakhar Karkhana Sangh assisted individual members in obtaining industrial and import licences and in fulfilling various legal requirements. Western Regional Office of FASII also did lot of individual work connected with import licensing. In case of associations having small and homogeneous membership and in case of those located in small places, undertaking individual personalised work was almost a common feature. The importance given to this work varied from association to asso-
ciation depending upon the particular industry or trade it represented.

6.22 Commercial Activities

About seven associations were engaged in regular commercial activities of selling or purchasing on behalf of their members. Maharashtra Rajya Sahakari Sakhar Karkhana Sangh every year purchases in bulk quantities sulphur, gunny bags and Triple Super Phosphate on behalf of all its members. Thus it can achieve economies, can get special rates for the bulk purchases and ultimately member factories are benefited. The Kolhapur Engineering Association was running a cooperative stores and was supplying spares, components and tools required by its members. Ichalkaranji Powerloom Association was engaged in the purchase of yarn and distributing the same among its members. The Poona Press Owners’ Association was running a Mudran Sahitya Bhandar i.e. a stores for selling paper, ink, and other material required by the printing presses. Poona Iron Steel and Hardware Merchants Association was engaged in the purchase and sale of G.I. Pipes and French Polish. The Silverware Manufacturers Association, Hupri were operating a transport service from 1948 to 1953 and made quite good profits therein. The Indian Ferro Alloy Producers Association centralises sales of its members to M/s. Hindustan Steel Ltd. HSL’s requirement of ferromanganese are very large and no one manufacturer can
satisfy them. Hence HSL prefers to negotiate with the Association. The Association secures orders and then distributes them to the members on the basis of their licensed capacity. It also operates a freight equalisation fund on their sales to HSL. Sholapur District Weavers Association was engaged in the sales of textile goods produced by its member firms. It had two sales vans and regular field staff to undertake the sales. This commercial activity yields quite good returns and hence these associations have usually good financial position even though the membership of some of them is comparatively small.

6.23 Manufacturing Activity

Two associations covered in the survey had entered into manufacturing activity. The Poona Press Owners Association undertakes manufacture of service roller composition required by the printing presses. Sholapur District Weavers Cooperative Federation had installed a sizing plant and a processing plant to process textiles for their members. During the year the processing plant had made a profit of Rs. 71,000 and the sizing plant had earned Rs. 54,000 as profits. The Indian Ferro Alloy Producers Association was considering putting up an electrode paste plant for meeting the requirements of its members. These are rather exceptional cases and generally the associations do not seem to engage themselves in any kind of manufacturing activity.
6.24 **Advertisements**

Only 3 associations have issued advertisements in papers on behalf of their members. Thus the Indian Banks Association had issued an advertisement to promote banking habit among the public. The Indian Cotton Mills Federation had carried a sort of campaign through press advertisements to convince the public as to what is wrong with textile industry. The Man Made Fibre Industry Association had earlier carried on propaganda through advertisements regarding the excessive burden of excise duty on their industry. Recently the Maharashtra Retail Grain Merchants Federation had issued a series of advertisements of oppose Government Scheme of multipoint turnover tax in lieu of octroi duty.

6.25 **Agreements**

Many associations have signed agreements on behalf of their industry. Earlier a reference has been made (para 6.8) to the agreements signed by ICMF with different countries for promoting exports of Indian Textiles. Indian Banks Association has in 1970, signed a bipartite settlement with All India Bank Employees Association regarding wages, dearness allowance, classification, facilities. This settlement was binding on both the parties for a period of four years. Similarly the Bombay Timber Merchants Association has signed an agreement with Lakkadi Mazdoor Union, Poona Merchants Chamber with Hamal Panchayat and Poona Press Owners Association with Press Kamgar Union.
The Sâlk and Art Silk Mills Association had signed an agreement with the Rayon Yarn Spinners for adequate supplies of yarn to the member mills. These agreements indicate that these associations are well organised, they have a large following from their trade or industry and they can on behalf of their industry speak with one voice.

6.26 Promotional Work

Quite a few associations have done in the past very good promotional work in different fields. These associations have taken initiative in organising export promotion councils, local productivity councils, management associations, cooperative research associations, a number of professional organisation, educational institutions like WJTI and Department of Chemical Technology in Bombay, hospitals, banks, like Bank of Maharashtra in Poona, industrial estates and so on. This list is only indicative and not exhaustive. At present two organisations i.e. Indian Cotton Mills Federation and Vanaspati Manufacturers Association are doing an exceptionally good work in this field. ICMF has undertaken cotton development project to propagate improved methods of cotton per acre in our country. So far the scheme has covered 4,48,000 acres and 88,200 holdings and ICMF has spent so far about Rs. 80 lakhs. Now the work has been entrusted to a separate research association promoted by ICMF. In a similar manner, the Vanaspati Manufacturers Association had undertaken a
programme of groundnut extension all over the country. The scheme was initiated in 1963 and till 1970, it covered 41,660 acres and a total outlay of Rs. 14.27 lakhs was spent on the project. As compared to the vastness of the country, the acreage and the outlay may look insignificant. But these efforts are demonstrative to encourage the farmers to take to new cultivation practices and in that sense the schemes have achieved quite a good success. Moreover, considering the resources of the associations, undertaking such schemes reflect on these associations' boldness and imagination.

As regards the promotional activities of other associations which are at present under consideration, we may mention the project of Sugar Research Institute by Maharashtra Rajya Sahakari Sakhar Karkhana Sangh, Automotive Research Association by Automobile and Ancillary Industry Association, Technical Information Centre by Indian Chemical Manufacturers Association and Electronic Industrial Estate at Poona by Mahratta Chamber of Commerce and Industry. The industrial estate at Kolhapur is the creation of Kolhapur Engineering Association. In the estates at Sangli and Ichalkaranji, Deccan Manufacturers Association and Ichalkaranji, Powerloom Association had taken lot of initiative and efforts. The Ichalkaranji Association had also taken a lead to promote Deccan Spinning Mills at Ichalkaranji. Poona Press Owners Association has promoted and is running
a school for printing at Poona. The Bombay Customs House Clearing Agents Association with the help of workers unions has promoted Bombay Customs House Agents Labour Board, to decasualise the workers engaged in loading and unloading at Docks. The Board is being managed by the Association. "Bombay ICMA Education Society Trust" has been promoted to offer training facilities for chemical operations. All these activities show the imagination and farsightedness on the part of these associations.

6.27 Sending Delegations

During the year All India Manufacturers Association had sent a Small Industries Delegation to West Europe for one month in October-November 1971. The delegation visited six countries in Europe and studied the possibilities of exports from small scale sector. Indian Machine Tool Manufacturers Association and the Groundnut Extractions Export Development Association had also sponsored Delegations abroad for developing exports. In 1970, the Mahratta Chamber, the Indian Merchants Chamber and the Maharashtra Chamber had sponsored large delegations to Japan to visit Expo-70 exhibition.

6.28 Relief Works

Quite a few associations undertake relief work in times of natural calamities like flood, earthquake, scarcity etc. They collect funds from the members and handover these sums to relief organisations or to the
Government Relief Fund. Sometimes they undertake independently relief work as was done by Maharashtra Chamber by rehabilitating the entire village at the time of Koyna Earthquake in 1967. Indian Merchants Chamber and Maharashtra Chamber have permanent trusts created to give assistance at the time of such relief work. In 1961, at the time of Panshet Dam disaster, at the initiative of Mahratta Chamber, all Chambers in Maharashtra State pooled their funds collected and promoted by Maharashtra Commerce and Industries Rehabilitation Society. This society gives guarantee to the commercial banks for the loans advanced by them to such affected units.

6.29 Welfare Work

Some associations, apart from looking after the business part of their members, also get themselves involved in the personal wellbeing of their members and their family members. These associations thus undertake social and welfare activities for their members and they work more or less like clubs. For instance the Bombay Pipe and Fittings Association awards scholarship, distributes textbooks and notebooks etc. to the children of members securing 50% or more marks in the S.S.C. Examinations. Bombay Millowners Association organises every year inter-mill dramatic competitions and inter-mill sports tournaments. Bombay Textiles and Engineering Association observes Ganesh Festival every year in which all members
participate. Poona Merchants Chamber and Poona Stationery and Cutlery Merchants Association organise informal get-together of members and also trips to some place every year. This is just to cultivate more informality among the members. Usually the smaller associations seem to arrange such activities as in case of larger association, it is almost impossible to do so.

6.30 Award of Prizes

Quite a few associations award every year prizes to a new product, to a new design or to an organisation which has done significant work in any particular field. Mahratta Chamber is probably the first Chamber in our country to institute an industrial merit prize scheme. Since 1946, these prizes are awarded and now additional three prize schemes have been undertaken by the Chamber since 1972. The Indian Chemical Manufacturers Association awards every year three prizes. Sir P.C. Ray Award to the best industrial unit developed by indigenous endeavour, ICMA award for outstanding performance in exports and ICMA award for development of technology. The Indian Merchants Chamber awards annually about 10 prizes for doing distinguished work in different fields such as exports, agriculture, personal relations, family planning etc. All these prizes are in the form of shields and followed by a certificate. Special endowments have been created in most cases to finance the award of these prizes. Some associations
like Mahratta Chamber and Indian Drugs Manufacturers
Association have instituted prizes at the Universities.
Mahratta Chamber awards prizes to students standing first
at the Poona University Examinations in Journalism, Degree
in Business Management and B.E. (Electrical). The Indian
Drug Manufacturers’ Association has instituted awards at
all Universities which have instituted B.Pharm or B.Sc.
(Mech.) course in their syllabus. The students standing
first class first in the examinations get these prizes.

6.31 Miscellaneous

Apart from these activities, some associations under­
take a few special activities which are mentioned below:

Maharashtra Rajya Karkhana Sangh prepared model
standing orders for member-factories during the year.
Maharashtra Chamber organises study tours, essay com­
petition and lectures as a normal part of its activity.
Bombay Timber Merchants Association was also collect­
ing outstandings of members from customers through the
Association.

As a part of public relations, many associations
felicitate the ministers or leaders or their members on
special occasions. Bombay Timber Merchants Association,
Bombay Piecegoods Merchants Mahajan, Indian Merchants
Chamber, Mahratta Chamber did organise such functions
during the year under survey. Maharashtra Chamber of
Commerce arranges felicitation dinner to the whole Maha-


rashtra Cabinet immediately after their taking office.
This practice has been followed for the last three terms.
The Indo-German Chamber obtains information from the
other German-Foreign Chambers of Commerce in various parts
of the world which are associated with the German Federa-
tion of Chambers (DIHT, Bonn). Bi-annually the DIHT
convenes a conference of Secretaries of various German
Foreign Chambers located in different countries. Secre-
taries get an opportunity to meet and discuss with different
institutional representatives and thus they can exchange
their experiences. The Builders Association in cooperation
with the Planning Commission had evolved a standard con-
tract form for construction work.

The Poona Merchants' Chamber, Poona had organised a
lockout of all its members in June 1972. This call for a
general lockout was given by the Chamber to protest against
the non-cooperation of the local Hamal Panchayat and to
emphasise the right of employment by the employees. The
call of the Chamber got a good response and the entire food-
grains market in Poona was closed for about three weeks.

6.32 Parliamentary Lobbies

It is possible for business associations like other
special interest groups, to press their case not only
through the administration but also through the Parliament
or State Legislature. Most major associations, therefore,
have occasional contacts with members who are
prepared to express the views of business community in the House because they or their constituencies are affected by it. Normally these contacts are ad hoc and infrequent. Though the trade associations keep a watch on the Bills introduced in the Parliament or State Legislature, none has formed a Parliamentary Group or Committee to undertake lobbying work. It seems that this work is done more at an individual level of business firm or an industrial house than through business associations. These associations do distribute literature or pamphlets or memoranda submitted by them to MLAs or MPs. They may occasionally also raise a particular question in the House through a sympathising member. But this is the limit as far as they can go.

III. Regulation of Trade

6.33 Regulatory functions of trade associations form a third group – while representational functions are performed by most of the associations and common services by quite a few of them, regulatory functions are undertaken by only a few associations. Among these, Indian Cotton Mills Federation is an outstanding example of an association, which without statutory powers has done quite a good work in the field of voluntary regulation in Indian textile industry. Since its inception in 1958 it has taken several steps in the matter of control on production and prices of cloth, cotton supply, exports of Indian textiles, etc.
Details of its operations in this field are explained in detail in Chapter VII. But it would be suffice here to say that the role played by ICMF in this field is really very significant.

This is perhaps the only example of voluntary trade regulation by an association and that too on such a large scale. There are a few other smaller examples too. For instance, Vanaspati Manufacturers Association and the Grain, Rice and Oilseeds Merchants Association, the Solvent Extractors' Association of India were recognised by Government for conducting non-transferable specific delivery contracts in specific commodities. Therefore, one can say that to this extent the market was directly regulated at least for these contracts by these associations. But this cannot be regarded as regulation of the whole trade as such.

Indian Motion Picture Producers Association had passed in 1971 a resolution that its members shall not engage leading artists who are already contracted to work in six pictures and that the Central Circuit Cine Association, Bhusaval will not register the distribution contracts of such pictures in which the leading artists were employed in excess of six pictures. An implementation committee was also constituted. But the legality of such a resolution was challenged in the court and the matter is pending there.

In case of smaller associations there was some attempt
to regulate trade practices. For instance Poona Merchants Chamber and Sholapur Kapad Vyapari Sangh had introduced a system of licensing of commission agents by these associations. One had to keep some deposit, pay certain annual fees to these associations and obtain their licence. Without this licence the commission agent was not allowed to operate in the market though there was no statutory backing to this system of licensing. As long as the members accepted this, there was no problem. Now the Market Committee Acts also lays down the procedure for obtaining such a licence and if this Act is applied to these markets, perhaps, the Association may not have any control over the commission agents. Even then this cannot be called a complete regulation of the trade. Only one part of trade practice is regulated here.

Thus with an exception of ICMF, we can safely say that no serious attempts at trade regulation have been made by the associations. In case of ICMF it was possible because the textile industry is well organised and moreover there was an indirect consent to these measures of the Textile Commissioner and there was always a danger of introduction of statutory controls of a similar nature if the industry does not cooperate with the ICMF. Controls presuppose that there should be some authority and since the authority is not there with many associations, they cannot enforce their decision on their members.
6.34 Conclusion

From this enumeration of functions performed by the associations, it is seen that representative functions are performed by most of the associations, perhaps this is the only work which many associations do and for which they have been organised. As regards the common services there are a large number of common services which are being offered by the associations to their members. But the quality and range of services offered differ considerably from association to association. Except information services, in case of all other services less than 50% of the associations seem to have entered into the activity. For many specialised services such as research, training programmes, sale and purchase, distribution of raw materials etc. the number of participating associations is still much less. This means only a few associations offer common services to their members while most of others seem to be satisfied only by sending representations to Government. Trade regulation activity seems to be almost completely absent in this group of associations.

It is not that the associations are not conscious of these limitations. But within their limitations, they are trying to do their best to offer services to their members. For instance some associations are continuously striving to look for new areas of services for the benefit of members. Thus Alkali Manufacturers Association has plans to start
a technical wing to advise members on technical matters and to encourage indigenous fabrication facilities. The Textile Machinery Merchants Association has planned for an industrial estate in Bombay for accommodating the manufacturers of textile stores and machinery. Cottonseed Crushers Association is contemplating active propagation for decorticated cottonseed/cake extraction and cottonseed oil through the medium of films, radio etc. Builders Association is trying to promote Construction Industry Cooperative Research Association. The Indian Drug Manufacturers Association is seriously considering a proposal to promote a glass manufacturing unit and a research laboratory. Bombay Yarn Merchants Association are promoting a Metropolitan Urban Co-operative Bank in the Yarn market. The Bombay Cutlery, Toys, Glass heads and Sundry Merchants Association is raising a fund which will assist employees of member firms in their need of sickness, education, marriage etc. Thus a wide variety of different common services are being contemplated by these associations. It is no doubt that this is an impressive list indicating imagination and an urge on the part of the associations to undertake new services according to the changing conditions. Nevertheless it is a fact that there is a large majority of these associations which are not contemplating any kind of new services but are satisfied with the representational work that they have been doing from their
inception. The question is how to make most of these associations aware of the new needs and impress on them the necessity of entering into new fields of providing common services to members.