

Chapter -1

The Design and Execution of the Study

1.1 Introduction

Cooperatives in India came into being as a result of the Government taking cognizance of the agricultural conditions that prevailed during the later part of the nineteenth century and the absence of institutional arrangements for finance to agriculturists, which had resulted in mounting distress and discontent (*GOI:2009, p-iv*). By the beginning of the 20th Century, the Colonial Government realized that the Indian farmers' dependence on usurious moneylenders was a major cause of their indebtedness and poverty. Convinced that the cooperative movement could offer the best means of liberating the Indian farmers from the crushing burden of debt and the tyranny of moneylenders, the colonial government began to take active interest in promoting credit cooperatives in the country. The Cooperative Credit Societies Act was enacted on 25th March 1904 with the objective of relieving the poor farmers from the clutches of moneylenders and providing cheap and facile means of credit (*Ravichandran, K and M.Revathibala 2008, p-10*). Over the years the movement has developed its stake in almost all sectors of the economy. The green revolution and white revolution are the telling evidences of the success of the cooperative movement (*GOI: 2008, p-135*). Cooperatives in all spheres, today cover approximately 99 per cent Indian villages and 71 per cent of rural households (*GOI: 2009, p-16*).

However, the real value of cooperatives in an economic and social sense is not known. They are only known for their distributive functions. Virtual pieces of success stories of cooperatives and their operation are seldom reported. It is hard to pinpoint the exact reason but part of the problem is that majority of the cooperatives are not able to sufficiently brand themselves in the public mind by doing business strategically (*Ravichandran.K: 2011, p.179*). To develop these entities as viable entities and create a public image for their business sustainability as well as the sustainable development of a selected district through the cooperative system, the Integrated Cooperative

Development Project (ICDP), a central sector scheme was introduced by National Cooperative Development Corporation (NCDC) during 1985-86. Taking into account the local needs and resources, the scheme aims at overall development of economic activities on cooperative basis in a selected district in the area of agriculture, agro-allied and agri-based industries, cottage and household enterprises, notified services, micro financing and cooperative banking by:

- 1) Strengthening the existing primary agriculture cooperative credit societies, primary cooperative marketing societies, and other functional cooperatives such as dairy, fishery, handloom horticulture, forest produce etc., within the selected district;
- 2) Reviewing and revamping the existing cooperative infrastructure and also to create new cooperatives / member oriented self help groups so as to meet the economic needs of the members;
- 3) Developing primary agriculture cooperative credit societies as multi-purpose institutions so as to cater to the various needs of the farming community;
- 4) Strengthening backward and forward linkages among primary level, district level and State level cooperative institutions ensuring integrated services for increased productivity, employment and income; and
- 5) Promoting new generation functional cooperatives in farm, non-farm and service sectors for increased economic activities through cooperative effort.

Keeping these aims in mind, a wide range of cooperatives and income generating activities are being assisted throughout the country by the NCDC under ICDP covering Horticulture, Floriculture, Handloom, Handicrafts, Dairy, Sheep Breeding, Fishery, Village Industries, Service Cooperatives, Women Cooperatives / SHGs including small-sized processing units. Due to the success of the project in some States, the second phase of the project is in operation. As on 31.3.2013, cumulatively 310 projects have been implemented in India by

NCDC with project cost of Rs.3693.61 crores involving NCDC's share of assistance of Rs.3451.37 crores comprising Rs.2839.90 crores as loan and Rs.611.47 crores as subsidy. The cumulative assistance released stood at Rs.2251.45 crores comprising of Rs.1944.23 crores as loan and Rs.307.22 crores as subsidy (http://www.ncdc.in/Activities_files/ICDP.html).

1.2 Statement of the Problem

Under ICDP, an area development approach is adopted for development of cooperatives. A Macro Plan is prepared for the selected district, keeping in view the local resources and needs. The Project is implemented by District Central Cooperative Bank (DCCB). To assist the DCCB in project implementation, a project implementation team (PIT) is constituted at the district level to prepare Business Development Plan (BDP) for the societies, assess the society-wise infrastructural and other requirements and provide financial assistance accordingly. The systems and procedures are streamlined and viable functional linkages are established to make the operations cost-effective. Gaps in managerial skills are identified and necessary training is provided to personnel in cooperatives. The Project also has an incentive component for motivating the paid staff of primary cooperatives to perform better and improve the functioning of the cooperatives. NCDC funds the ICDP through State Governments. The project funding is under two heads – i) Loan and ii) Subsidy. The loan is for creation of infrastructure facilities – such as godowns, banking counters, transport vehicles, small processing units, etc., and strengthening of share capital / providing margin money for augmenting the business of the societies. Subsidy is provided for project implementation cost of project preparation, member education, manpower development and training, monitoring and incentives. The project period is 5 years.

In Tamilnadu this project had been already implemented in 17 districts viz., Virudhunagar, Cuddalore, Villupuram, Coimbatore, Dharmapuri, Tiruvannamalai, Kancheepuram, Ramanathapuram, Tiruchirapalli, Thanjavur, Perambalur, Tiruvarur, Theni and Thoothukudi which includes newly formed districts viz., Tiruppur, Krishnagiri and Ariyalur Districts.

Table 1.1
Implementation of ICDP in Tamil Nadu (*Projects completed*)
(Rs. in Lakhs)

Districts covered	Period of the Project	Date of Implementation	Date of Completion	Project Outlay by PIAC	Actual Expenditure
Virudhunagar	1989-1995	31.3.1989	31.3.1995	862.51	862.51
Cuddalore–Villupuram	1992-1997	31.3.1992	31.3.1997	1506.97	1506.97
Coimbatore (including Tiruppur)	1995-2001	31.3.1995	31.3.2001	1080.99	1080.99
Dharmapuri (including Krishnagiri)	1995-2001	20.9.1995	31.3.2001	1160.25	1160.25
Thiruvannamalai	1996-2001	27.3.1996	31.3.2001	816.58	816.58
Kancheepuram	1998-2005	1.12.1998	31.3.2005	1123.88	1123.88
Ramanathapuram	2000-2004	1.9.2000	31.3.2004	687.03	687.03
Tiruchirappalli	2002-2008	5.7.2002	31.3.2008	1216.98	1216.98
Thanjavur	2002-2008	19.4.2002	30.6.2008	1101.09	1101.09
Perambalur (including Ariyalur)	2002-2008	19.7.2002	31.3.2008	937.81	937.81
Tiruvarur	2002-2008	29.4.2004	30.6.2008	1222.44	1222.44
Theni	2005-2011	20.6.2005	31.3.2011	987.73	987.73
Thoothukudi	2005-2011	10.8.2005	31.3.2011	942.08	942.08
Pudukottai	2007-2012	10.6.2008	31.3.2013	1437.56	1437.56
Salem	2007-2012	10.6.2008	30.6.2013	2651.58	2651.58
Madurai	2007-2012	10.6.2008	31.12.2013	2439.68	2439.68
Erode	2007-2012	10.6.2008	30.6.2013	3564.43	3564.43

Source: Compiled from the records maintained by the Regional Directorate, NCDC, Chennai.

The projects are in the process of completion in Pudukkottai, Salem, Erode, and Madurai. The total outlay for all these projects was Rs. 23739.59 lakhs (*Table 1.1*). Currently the projects are in implementation in 7 districts, (*Table 1.2*) viz., Tirunelveli, Sivagangai, Dindigul, Karur, Nagapattinam, Vellore, and Nilgiris.

Table 1.2
Implementation of ICDP in Tamilnadu (Ongoing Projects)
(Rs. in Lakhs)

Districts covered	Period of the Project	Project Outlay
Dindigul	2010-2015	3085.78
Sivagangai	2010-2015	2743.80
Tirunelveli	2010-2015	4220.85
Karur	2011-2016	2563.70
Nagapattinam	2011-2016	4219.35
Vellore	2011-2016	3169.87
Nilgries	2013-2018	3088.00
Total		23091.35

Note: ICDP Tiruvallur, Namakkal and Kanyakumari yet to be implemented.
Source: Government of Tamil Nadu, (2012-13), *Policy Note on Cooperation Department*, pp. 47-50.

In Theni District of Tamilnadu, the project was introduced during the year 2005-06 with the total outlay of Rs. 987.73 lakhs and the project was completed on 31st march 2011. This project covered 110 cooperative societies functioning in this district at all levels as given in the table 1.3. In this context what is the impact of this project on the infrastructure development of cooperatives? What is the contribution of this project for the manpower development in cooperatives? How does this project help the weaker sections to avail the services of cooperatives? Above all, to what extent this project increased the business turnover of cooperative societies in this district? These questions must be answered through a detailed study at micro level so as to give direction for the future projects.

So far, no detailed study had been conducted on the contributions of ICDP for the development of cooperatives and in turn, the contributions of cooperatives for the sustainable development of the district. The present research is an attempt to fill up this research gap. Hence, this study titled “*A Study on the Impact of Integrated Cooperative Development Project on the Performance of Cooperative Societies in Theni District, Tamilnadu*” is undertaken.

Table 1.3
Cooperative Societies covered under ICDP in Theni District

S. No	Types of Societies	No. of Societies
1	Primary Agricultural Cooperative Societies (PACS)	80
2	Cooperative Marketing Societies (CMS)	2
3	Primary Cooperative Agriculture and Rural Development Banks (PCARDBs)	2
4	Primary Consumer Cooperative Stores (PCS)	5
5	Industrial Cooperative Societies (ICS)	4
6	Primary Milk Producers Cooperative Societies (PMPCS)	4
7	Weavers Cooperative Societies (WCS)	13
	Total	110

Source: Compiled from the records maintained by the Office of ICDP, Theni.

1.3 Review of Literature

The cooperative sector, in general, has attracted considerable research attention from the Government of India, State Governments, RBI, NABARD and social scientists during the recent past. The first comprehensive study covering cooperatives conducted during the post-independence era was the survey done by the All India Rural Credit Survey Committee (1954). The survey revealed that 92.7 percent of the cultivators depended on the non institutional sources for borrowings. After this study, the research studies conducted in this field have covered various dimensions of the nature and functions of cooperatives. The key aspects covered by the earlier studies included performance of cooperatives, loan operations, profitability, business performance, deposit mobilization, etc. The important findings of such studies are reviewed sector-wise.

1.3.1 Primary Agricultural Cooperative Credit Societies

Reddy (1982), Kamat (1986), Goyal (1987), and Patel (1988) reported that three variables viz., total amount of outstanding loans, percentage of consumption expenditure in total expenditure and percentage of earning adults in total adults were found to be the most significant factors responsible for affecting the over dues of the PACS. Sikka. et. al., (1988) points to the fact that borrower's opinion about the lending procedure, policy and functioning etc, is a good sign and indicating that psychological problem of borrowings is not

serious in Himachal Pradesh. Satyasai and Vishwanathan (1988), Chaudhary (1992), Dwivedi (1996), Datta (1997), Lakshmi, et.al., (1999), Satyasa and Badatya (2000) revealed that the high transaction costs and mounting non-performing assets pose challenges to the cooperative credit institution.

Pathania (1987) analysed the utilization of cooperative credit in agricultural sector and concluded that with the proper utilization of cooperative credit, the farmers can increase their productivity. It was strongly supported by Sharma (1970), Modi and Rai (1993), Sathey (1996), and Patnaik (1999).

Bhaskaran and Josh (2000) concluded that the recovery performance of cooperative credit institutions continues to be unsatisfactory which contributes to the growth of NPA even after the introduction of prudential regulations. They suggested legislative and policy prescriptions to make cooperative credit institutions more efficient, productive and profitable organization, in tune with competitive commercial banking.

Samwel Kakuko Lopoyetum (2000, p-63), while analyzing the cost of default reported that PACBs should diversify their lending operations. Das (2001), Hota (2001), Jayaraman (2002) assessed that the number of wilful defaulters decreased with an increase in education level. Sukhdev Singh and Maninder Kaur & Gill S.S (2001, p-251) appraised the Performance of Agricultural Cooperative Service societies in Punjab and found that for a successful cooperative society efficient management is of utmost importance.

Yenew Belay A, Suhag, K.S. and Arun kumar (2004, pp-249-252) while analyzing the Performance of PACS in Haryana found that the membership strength and capital position are the two necessary ingredients that will lead any cooperative society to success. The increase in non- agriculture loans was greater than the increase in agriculture loans; this indicated that the societies have diversified credit to more profitable activities. This study also found that the composition of working capital and inferred that the societies were highly dependent upon the external financial source, mainly borrowings.

The Report of the Task Force on revival of Cooperative Credit Institutions (2004) pointed out that the low recovery of loans obviously

affected the profitability of the institution and poor loan recovery had resulted in a peculiar phenomenon, often referred to as imbalance. It also viewed that PACS were mainly conducting their business through borrowed funds.

Ravichandran, K. and Revathi Bala, M. (2004, p-16) found that the dominance of the moneylenders could still be found in satisfying the credit needs of the members of the PACS.

A study conducted by Kulandaiswamy & Murugasan (2004, p-126) found that working capital, total loans outstanding, total business turnover, overdues, net worth and loans to weaker sections are relevant and valid performance indicators for PACS. Based on their study, they have advocated measures such as re-capitalization, amalgamation, bringing down overdues and improving the overall efficiency of PACS.

Subramanyam, B. (2005) views that cooperative rural credit delivery system has been farmer- friendly and has outreached to serve agriculture. Calvert (1996) aptly argues that cooperative credit is the practical alternative to usury. Malcolm Harper, Andreas Berkh of Ramakrishna R.V, (2005, pp-17-24) found that the SHG linkage is perceived as being beneficial to cooperative banks as well as to group members.

The study conducted by Goyal, Satnam Karur and Suhag (2006, pp-700-701), on the performance and regional variability in PACS in Haryana found that cooperative organization is of the people by the people and for the people; therefore, increased membership is essential for the survival and success of cooperatives.

Prasad, A (2006, p-717), reports that the short-term loan overdues constitute a considerable proportion of the total overdues of most of the selected PACS. These overdues are due to delay in repayment of loans or non-repayment of loans and again, this is due to failure of crops for various reasons.

Biswa Swarup (2006, pp-22-24) studied the performance of PACS in India and found that increasing contribution by Government to the share capital of PACS is found to be detrimental to the recovery performance of the PACS. As deposits, as a proportion of borrowings rise, recovery is adversely affected.

This is, perhaps, because non-borrowing depositors do not have adequate representation in the functioning of a PACS.

Thorat (2006) revealed that the least attention was paid to the qualitative aspects of credit, resulting in defaults in repayment of loans. The ultimate result was the disturbing growth of overdues, which not only hampered the recycling of scarce resources but also affected the viability of PACSs.

Barik, B.B and Sinka S.K (2008, p-43) found that those farmers who availed the credit facilities were obviously in a position to readily adopt the new technology. As a result, their gross and net returns per acre were higher and the value of fixed capital was also found to be more. They were able to reap greater benefits by virtue of their higher investments.

Kalaiselvi. L, (2008, p-139), while analyzing the performance of PACS, found that credit alone is of no use for small farmers, if it is not accompanied by other complementary services.

Pujari, Ashok, A. and Suhag (2008, pp-276-277) reported that rural people have easy access to PACS for deposit and credit facilities. Jayapraksh, M & Indira, (2008, p-34) analyzed the growth of PCARDBS in Karnataka. This study found that the percentage of NPAs and the share of agriculture loans are the important factors. These two variables together could explain 50 per cent of the variability in operational efficiency of the sample PCARDBs and the banks, which have advanced more for agricultural purpose, have less operating expenses indicating greater operational efficiency.

Paramasivan, C. (2008, p-22), while studying the lending and repayment performance of PACBs, reported that PACBs should change their structure and programmes according to the modern development.

Dutta and Basak (2008) suggest that cooperative banks should improve their recovery performance, adopt new system of computerized monitoring of loans and implement prudential norms. Ravi Varma, S and Rajendra Naidu (2009, p-300) found that there is a heavy dependence on external sources for working capital and it may be noted that the deposits-base of the society is very

weak. Ganesan (2009, p-58) found that the PACSs depend very much on borrowings from higher financial agencies to fund their operations.

Vijay Singh Hooda and Chahal S.S (2010, p-97), while analyzing the performance of PACS in India, point out that there should be sufficient infrastructure facilities for the proper functioning of PACSs. A study on Aggregate Agricultural Production in Jammu and Kashmir conducted by Yawar Hamid (2011, p-261) found that the impact of cooperative credit on agriculture has changed significantly, due to reforms adopted by the Government in 1991.

Nugusisie (2010) analyzed that becoming a member of agriculture cooperative societies depends not only on the personal interests of the people but also on other additional factors that motivate them to become members of agricultural cooperatives as the basis to achieve food security at household level.

Tejani Rachana (2011, p-43) found that short term cooperative banks utilize their deposits in investment rather than sanctioning loan and advances because of the risk of NPA.

Anil Kumar Soni and Harjinder Pal Singh Saluja (2012, p-112) find that cooperative banks provide rural Chhattisgarh all-round assistance and prove to be an institution where “growth with social justice” exists. Debdas Rakshi and Sougata Chakrabarti (2012) studied the NPA Management of Rural Cooperative Banks of West Bengal. This Study find that it remains a matter of concern for the management of WBSCB, as there could be forces beyond the control of management, which influences the generation of NPA. Rasal, R.G (2012), find that the reliance on outside funds has been increasing when compared to owned funds. Jyoti Gupta & Suman Jain (2012, p-5), find that easy repayment and less formalities are the main factors determining customer’s selection of loans. Thirupathi,T. (2013, p-23) point out that the credit needs of the particular area should be properly identified to give loans for the needed purposes by conducting regular surveys, along with Civil Society Organizations such as NGOs , Community Based Organizations , Local Panchayats and Universities.

1.3.2 District Central Cooperative Banks

Jain (2001) has done a comparative performance analysis of DCCBS of Western India, namely Maharashtra, Gujarat and Rajasthan and found that DCCBs of Rajasthan have performed better in profitability and liquidity, as compared to Gujarat and Maharashtra.

Shiyani R.L and Visawadia H.R (2004, p-78) analysed the growth and instability in performance of Junagadh District Central Cooperative Bank. This study finds that though higher growth rates of deposits and credit disbursed are good indications for better performance of the bank, higher growth rates in total expenditure and overdues have been serious issues.

Chellai, D.K and Rita Rai (2004, p-295), in their study on the Performance of DCCBS in Gujarat, find that although DCCBs in Gujarat have better utilization of their infrastructure and human resources and lower intermediation cost, there is a need to aggressively canvass new business and also diversify it into profitable business lines.

Raja, S. (2005, pp-360-363) while analyzing the performance of MDCC Bank, finds that the bank is dependent on deposit and lending operations rather than the other sources of income and also among the deposits, fixed deposits occupy the major portion, leaving SB account and current account to form a small portion of the total deposits .

Rajendran, K and Anbalagan (2007, p-33) conducted a study on the Impact of Training Programmes in Central Cooperative Banks in Tamilnadu and found that majority of employees favourably agreed that HRD, Banking and Finance and computer related training should be given importance.

Koli, P.A and Landage, P.B (2008, p-67) found that the fixed deposits of the DCCB occupied the prime place in mobilizing the funds followed by savings, current and other deposits. The bank is heavily dependent on the borrowing, which is not a healthy sign.

Jai Kishan Chandel & Ramesh Chander (2010) studied financial efficiency and performance of four DCCBs operating in Gurgaon division with five parameters viz. profitability, liquidity, solvency, efficiency and risk. The

results revealed that banks performed better on one parameter but weaken on other which led to the dwindling situation.

Uma Devi, (2012, pp-78-83) found that the agricultural crop loan financed by DCCB, Kakinada has probably facilitated the adoption of new technology in East Godavari District. The farmers have taken loans not only to increase the productivity but also to develop the process of cultivation as a whole.

Jai Kishan Chandel (2012, p-29) conducted a study on financial performance of DCCBS in Haryana. This study found that the reasons behind weak performance of DCCBs in Panchkula and Jind were financial mismanagement, and underutilization of resources, improper investments, improper capital structure, inadequate cash availability and lack of innovative products. So there is a great need of change in the vision and strategies in these banks for better service to the people of the country.

The Working Group on Human Resource Policy for STCCS (2009) felt that it would be neither feasible nor desirable to prescribe standard norms uniformly applicable to all the SCBs and CCBs across the country. The Task Force for Revival of STCCS (2004) recommended a Revival Package for the STCCS.

1.3.3 Marketing Cooperatives

Raman, M and Paranjothi (2005, pp-526-527) studied the finance, competition and performance cooperative marketing societies in Tamil Nadu and found that successful cooperative marketing societies are marked by effective informal communication within organisation. Societies, which do not conduct auction market, lost their membership and gained low esteem among traders and members.

Nugusisie (2010) analyzed that becoming a member of agriculture cooperative societies depends not only on the personal interests of the people but also on other additional factors that motivate them to become members of agricultural cooperative as the basis to achieve food security at household level.

Rehaman, et.al., (2012) stated that the supply chain in agriculture marketing is long and has increased the margin between the price received by the farmer and the price paid by the consumer. Tightening of the supply chain is called for and the role of the farmer's organizations, Cooperatives/Self Help Groups needs to be expanded.

1.3.4 Dairy Cooperatives

Chandharamohan, R and Periyasamy (2008, p-158) studied the financial performance of Thanjavur District Cooperative Milk Producers' Union Limited Thanjavur and found that one of the main reasons for the incurrence of loss is due to more administrative expenses by the union.

Patil (2008) found that the operation flood has increased employment, income and consumption of milk of rural people in Maharashtra State. Operation flood has very deep and strong positive impact on Indian dairying, in particular and the sector, in general.

Ghanekar (2008) found that dairying in India is an integral part of the total farming system. Symbiotic relationship exists between agriculture and dairy farming.

Meena, G.L & Jain, D.K (2012, p-4) conducted a study on economics of milk production in Alwar District (Rajasthan). The study found a positive impact of dairy cooperatives on several economic parameters such as average cost and return, production, consumption and marketed surplus of milk in dairy enterprise.

1.3.5 Other Cooperatives

Anil Suryavanshi (2003, pp-25-26) reported that it appeared from the consumer stores records that it deliberately retained a quite low profit margin with an intention of supplying goods to consumers at a price which would suffice to pay purchase price and leave something for maintenance of administration. All this can be appreciated in the spirit of service to society.

Bhaskaran, E (2010, p-12) found that the industrial Cooperative Societies in Tamil Nadu have exhibited good performance in the recent years. However, due to the withdrawal of purchase preference for industrial cooperative

societies by State and Central Government, the marketing of the products get affected.

Several studies have been made in the field of handloom industries, in general and cooperative sector, in particular. However, most of the studies have been made in the fields of production, sale of handloom fabrics and the impact of weavers' cooperatives on individual member – weavers and their benefits for the weavers. A few such studies are reviewed.

Joseph Nelson. D (2001) found that the overall marketing strategies followed by the weavers' cooperatives could not create any significant impact either on the sales performance of the Cooptex or primary weavers' cooperative societies due to problems in the adoption of appropriate marketing strategies

Further, most of the weavers at present are working under the master weavers due to malfunctioning of cooperative societies (*Krishna Murhty G: 2004*).

Dharmaraju P (2006), in a study, reported that over the decades, the experience of handloom cooperatives had been a mixed one. The arbitrary mergers, excessive control by master weavers and local power groups, politicisation and bureaucratization and Mismanagement of funds were some factors that had stymied the efficient functioning of cooperatives

By streamlining production, making trade attractive for the weavers and engaging with the market and associated forces, Rehwa Society in the Nimar region of Madhya Pradesh, which weaves Maheshwari cloth, had grown into a phenomenon of sorts (*Nikhil Mathur: 2006*).

According to Annapurna M (2006), despite many anticipations of its decline, the resilience of the handloom market in India demonstrates an inherent quality of the product as well as the many intangible associations it carries for its customers.

Some studies seek to offer a new way of thinking about the relationship between production by handlooms and market theory (*Annapurna M, B Syamasundari, Latha Tummuru: 2006*). The attempt here was to map the trajectory of successful handloom enterprises, locating them in the context of

the growth of the handloom industry as a whole. The mapping sought to highlight certain trends and processes that typify how handlooms work with markets and market institutions.

While examining the problems and prospects of the handloom sector in Andhra Pradesh (*Mahendra Dev S, S Galab, P Prudhvikar Reddy, Soumya Vinayan: 2008*) it was found that the growth performance of cooperatives determines the growth of other institutions – the master weavers, middle men and independent weavers.

Though these studies strived to identify the factors contributing for the functioning of the cooperatives rarely they tried to focus on the impact of any Government sponsored programmes on the functioning of these cooperatives. Most of the studies proved that cooperatives could be able to deliver the goods / services to the people at grassroot level. Rarely studies were conducted on the impact of ICDP. Rao V.M (2008, p-58) found that facilities (office cum godown, strong room, computer, trucks, etc.) provided by the project helped cooperatives societies in the district to improve quality of services and thereby increasing business turnover. Training and manpower development programmes helped to build up team spirit among the personnel. Thus ICDP has contributed a lot for the development of cooperatives in transforming rural economy for advantages of small and marginal farmers and other weaker sections of the society. It has instilled confidence in cooperatives on the one hand and in their members, on the other. It ensured a level playing field for them in the current era of cooperation. However these studies have failed to answer the following questions.

- What is the role of the Government and Government agencies in the development of the Cooperatives?
- What are the Government schemes and programmes that are implemented for the development of cooperatives?
- What is the impact of such Government assistance on the functioning of these cooperatives?
- Are these assistances sustainable?

These issues have not yet been addressed by the earlier studies. A few studies were conducted on the impact of ICDP in other parts of the country. However, no study was conducted in Tamil Nadu to evaluate the impact of ICDP in Tamil Nadu. Hence there exists need to study the impact of this project so as to give direction to future projects. In the pursuit of maintaining consistency and continuity, there is dire need for regular surveys so that it is possible to outline the existing gaps and the future studies are to be pursued accordingly (*Goel, G.B. 1997, p-89*). Bearing this in mind, the researcher attempts to address the above said issues in the study area; hence the present study.

1.4 Objectives of the Study

The specific objectives of this study are:

- 1) To study the pattern of implementation of ICDP in Theni district.
- 2) To analyze the impact of ICDP on the business turnover of cooperatives.
- 3) To analyze the advantages availed by weaker sections through cooperatives which have availed assistance under ICDP.
- 4) To analyze the contributions of ICDP for manpower development in cooperatives.
- 5) To suggest suitable guidelines for the implementation of future programmes.

1.5 Hypotheses

Hypotheses provided in the study are:

- 1) ICDP's interventions have brought positive changes in the infrastructure of cooperatives in Theni district.
- 2) ICDP's interventions have contributed for the business development of cooperatives in Theni district.
- 3) ICDP's interventions have contributed for manpower development in cooperatives in Theni district.

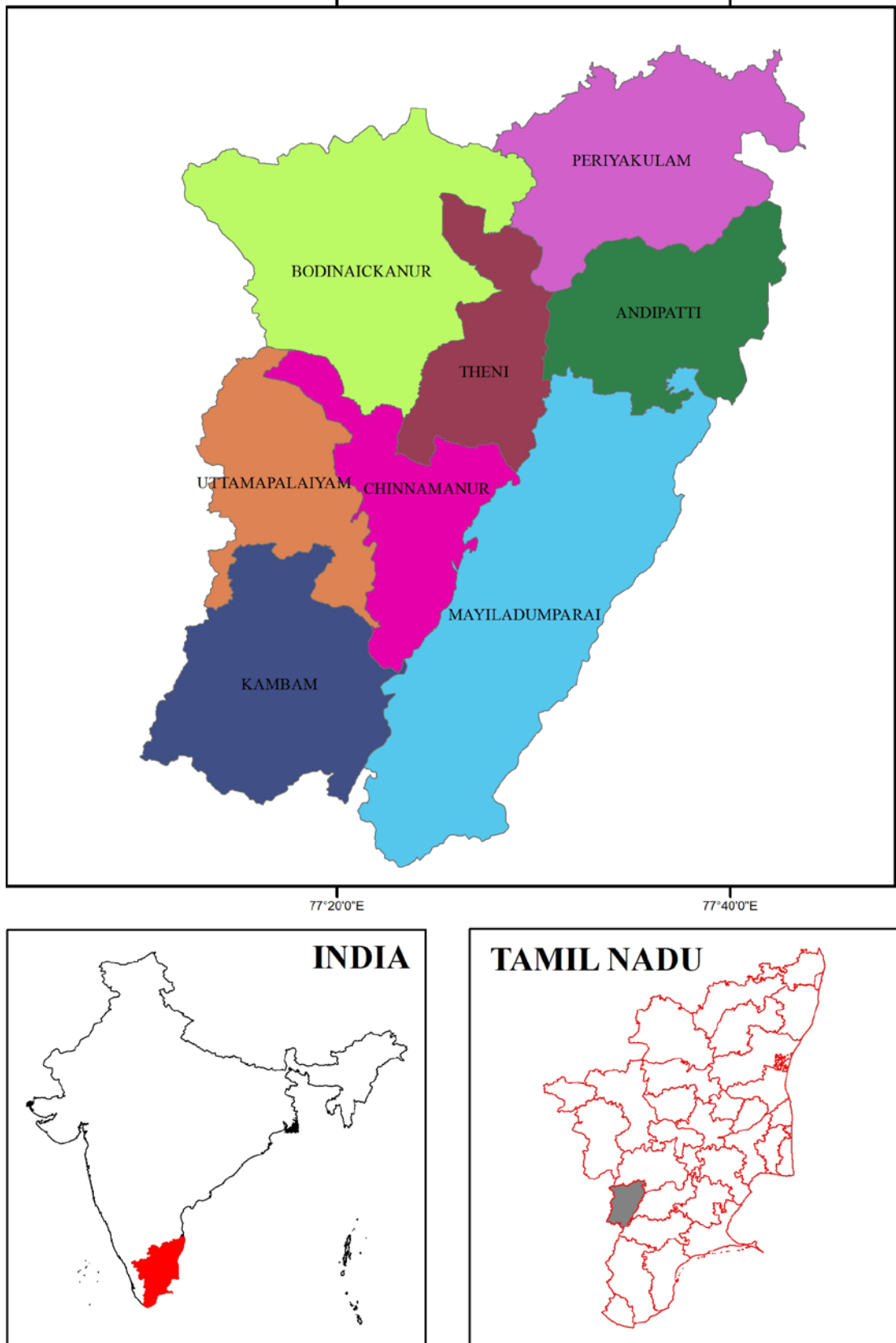
1.6 Methodology

It is a descriptive study. By following census method, all the cooperatives functioning in Theni District (*Study Area Map-1*) were selected for the study. Both primary and secondary sources of data were collected and used. Data regarding the performance of cooperatives, during pre Project implementation and during the project, were collected and used. The data regarding the number of members, share capital, deposit mobilization, loan operations, interest income and non-interest income earned, business diversification strategies, SHG linkage, PDS, ICDP's assistance availed were collected from the respective cooperative societies. The cooperative sector-wise allocation, utilization and other related data and information were collected from the Office of the ICDP, Theni. The data collected were reduced to tables for better analysis and interpretation. The collected data were subjected to statistical analysis. Statistical tools like simple correlation, discriminant function, Compound Growth Rate, ANOVA, Fuzzy Analysis, and Analytic Hierarchy Analysis are used to analyze and interpret the data. (*Annexure-1*).

1.7 Tools used for data collection

Two structured interview schedules were used to collect data and information required for the study. They are viz., (1) Interview Schedule for Cooperatives in Theni District and (2) Interview Schedule for Office of the ICDP, Theni. The interview schedules were pretested during the pilot study undertaken. Based on the results of pretest, the schedule was reframed and used during the data collection. Further, personal discussions were also held with the various stake holders viz., members of cooperatives, Officials of Cooperative Department, Government of Tamil Nadu and Employees' Union Leaders to enlist more qualitative information to support the quantitative data collected for the study.

Map - 1.1
Location of the Study Area Map



1.8 Period of the Study

The study covers the period from 2005-06 to 2011-12.

1.9 Definitions of Concepts used

1.9.1 Access to credit

The means or sources that are accessible to or approached by the borrowers to satisfy their credit needs, which may either be formal or non-formal, institutional or non-institutional.

1.9.2 Credit

Credit is defined as a temporary transfer of funds, which forms a contract for the future repayment of money by the borrower to the lender.

1.9.3 Credit Gap

Gap between the loan borrowed by the borrower from institutional agencies and his total credit requirement.

1.9.4 Crore

Indian unit of number indicating one followed by seven zeros.

1.9.5 Detailed Project Report (DRP)

DRP for implementation of ICDP is prepared by the consultant by giving detailed analysis on the profile of selected district, cooperative outreach, existing development programmes, scope for dovetailing it with the proposed ICDP. It serves as a basic document for implementing the project in a selected district.

1.9.6 District Central Cooperative Bank

District Central Cooperative Bank means the principal cooperative society in the District in a State, the primary object of which is financing other cooperative societies in that district.

1.9.7 District Level Coordination Committee

District Level Coordination Committee will be headed by the District Collector for ensuring inter-departmental coordination for smooth implementation of ICDP in the district.

1.9.8 Integrated Cooperative Development Project

It is a central sector scheme introduced by National Cooperative Development Corporation (NCDC) during 1985-86. Taking into account the local needs and resources, the scheme aims at overall development of economic activities of a district on cooperative basis.

1.9.9 Lakh

Indian unit of number indicating one followed by five zeros.

1.9.10 Lead Bank

The bank, that usually having maximum number of branches in the district, has been given the responsibility for credit planning and operates as an informal leader of bankers at district level for developmental planning with the help of credit.

1.9.11 Long-Term Credit

Long-term credit is generally granted for periods longer than 5 years and extending upto 15 years. Such credit is granted for making permanent improvements on land, like reclamation, sinking of wells, construction of farm houses, cattle seeds, purchase of land and farm machineries, etc.

1.9.12 Marginal Farmers

The study considers farmers whose landholdings are less than 2.5 acres of dry land or less than 1.25 acres of wet land as marginal farmers.

1.9.13 Medium Term Credit

The period of medium credit generally ranges from 3 to 5 years and they are issued for purposes such as land improvements, purchase of implements, machinery, livestock etc.

1.9.14 Micro Finance

Micro Finance is a financial service of small quantity provided by financial institutions to the poor. These financial services may include savings, credit, insurance, leasing, money transfer, equity transactions etc.

1.9.15 Misutilization

When the loan is not used for the purpose for which it was granted, it is termed as misutilisation or diversion.

1.9.16 Non – Institutional Agencies

Moneylenders, Friends, Relatives, Commission Agent, Village Trader and Chit Funds are considered as non-institutional agencies or informal agencies.

1.9.17 Non – Performing Assets

A credit facility in respect of which interest and / or installment of principal has remained overdue for a stipulated period.

1.9.18 Outstanding

The amounts (Principal + Interest) which remain to be recovered on a particular date by the financing bank.

1.9.19 Overdue

The loan amount which is not repaid within due date is called as overdue.

1.9.20 Paid up Share Capital

It is a part of the issued capital, which is subscribed by the Shareholders.

1.9.21 Priority Sector

All those sectors of the economy and sections of the society, which are considered as crucial for the development of the nation.

1.9.22 Project implementing agency (PIA)

The District Central Cooperative Bank (DCCB) of the concerned district or any other suitable organization, if there is no DCCB, serves as PIA.

1.9.23 Project Implementing Team (PIT)

The PIT would be headed by a General Manager who shall hold over all responsibility of the implementation of the project and coordinate the activities on Manpower Development, Training and Intensive Management.

1.9.24 Project Monitoring Cell (PMC)

PMC is constituted, preferably at the office of the Registrar of Cooperative Societies, for monitoring effectively the purposeful implementation of all ICDPs in a State.

1.9.25 Rural Area

Villages, towns or other localities, the population of which does not exceed 10000.

1.9.26 Rural Financial Institutions or Institutional Agencies

The term Rural Financial Institutions or formal credit agencies or Institutional Agencies refers to institutions like Commercial Banks (CBs), Regional Rural Banks (RRBs), Primary Agricultural Cooperative Banks (PACBs), Primary Cooperative Agriculture and Rural Development Banks (PCARDBs) and Self – Help Groups (SHGs).

1.9.27 Self-help Groups

Self-help group is a small economically homogeneous group of rural / urban poor, voluntarily formed to save and contribute to a common fund to be lent to its members as per the group's decision and for working together for social and economic uplift of their families and community.

1.9.28 Service Area

'Service area' refers to the command area of a branch of a bank for the purpose of lending and recovery.

1.9.29 Short-Term Credit

Short-term credit is granted for periods ranging from 6 to 18 months and is primarily meant to meet seasonal requirements of agriculture such as seeds, fertilizer, insecticides, hiring of labour etc. These credits are also known as seasonal credit or production credit or crop loans. Jewel Mortgage Loans are short – term credit.

1.9.30 Small Farmers

A small farmer is one who possesses a landholding of 0.25 acres to 2.5 acres of irrigated land or 2.5 to 5 acres of dry land.

1.9.31 State Level Coordination Committee (SLCC)

The State Level Coordination Committee is headed by Secretary (Cooperation) and will have as its members all the concerned Departmental heads in the State, including RCS, to ensure inter-departmental coordination for smooth implementation of ICDP.

1.9.32 Sustainable Viability

The ability to completely wipe off accumulated losses, unrealizable assets and to provide for a bad debt / assets adequately, etc., and to start on a clean and transparent balance sheet.

1.9.33 Utilization of Credit

Utilization of credit refers to the use of credit for the purpose for which it is granted.

1. 10 Scope of the Study

The earlier schemes of the NCDC were specific to sectoral cooperatives and much emphasis was given on the loans or grants to be provided to cooperatives. Such schemes, through developed institutional infrastructure, could not bring organic integration among cooperatives both horizontally and vertically. As a result, only a few cooperatives could get success and others were in doldrums. The business failures of certain cooperatives tarnished the image of total cooperative system. Overcoming these shortcomings, ICDP has been introduced. The distinctive character of the ICDP is its area approach. It believes that the total area of a district should be taken into consideration, while devising development plans and the role of cooperatives as prime change agents. This is demand-driven approach. The present study primarily aims at studying the impact of ICDP on the functioning of cooperatives in Theni District in terms of nature and extent of ICDP assistance received, volume of business, infrastructure facilities established and manpower development in the beneficiary societies.

1.11 Limitations of the Study

The present study is not without limitations. The analysis made in this study is based on the data / information collected through structured interview schedules, pertaining to organization and management of cooperatives. Every effort has been made, wherever necessary, to ascertain the accuracy of the data / information provided. Through personal discussions the perceptions of members, Government officials, and employees of cooperatives were obtained and used for the purpose of analysis and interpretation of the data. In-depth study on these perceptions was not done due to paucity of time. Hence the

findings of the study may be relevant in the given context. However this has not affected the purpose of the study and its logical presentation.

1.12 Chapter Scheme

The report of the study is presented in five chapters viz.,

Chapter 1: The Design and Execution of the Study: Introduction - Statement of the Problem-Review of Literature - Objectives of the Study - Hypotheses – Methodology - Tools used for data collection - Period of the Study - Definitions of Concepts used - Scope of the Study - Limitations of the Study - Chapter Scheme – References.

Chapter 2: Structure and Functioning of ICDP in Theni District: Introduction - Theni District: A Profile - Cooperative Outreach in Theni District - Integrated Cooperative Development Project - Objectives of ICDP - Pattern of Funding - Dovetailing of Subsidy - Project Monitoring Committee - State Level Coordination Committee (SLCC) - Project Monitoring Cell (PMC) - District Level Coordination Committee - Project Implementing Agency (PIA) - Project Implementing Agency Committee (PIAC) - The Project Implementing Team (PIT) - ICDP in Theni District - Implementation of the Project in Theni District - Project Implementation Team (PIT) - Financial Outlay - Deviation Proposals - Project Period and Rate of Interest – Conclusion – References.

Chapter 3: Impact of ICDP on the Business Turnover of Cooperatives: Introduction - PACS and ICDP - Contributions of ICDP for the development of Weaker Sections - Comparison of performance of PACS - Success Stories – Case Analysis - PCARDB and ICDP – MDCC Bank and ICDP - CMS and ICDP - Primary

Consumer Cooperative Stores and ICDP - ICDP and other Cooperative Societies - Conclusion – References.

Chapter 4: Impact of ICDP on Manpower Development in Cooperatives: Introduction - Professionalization of Cooperative Management - Manpower Development in Cooperatives - Impact of ICDP on Manpower Development in Cooperatives in Theni District - Project Implementing Team - Member Education Programmes - Training of Personnel of Cooperatives and Department Staff - Performance Linked Incentives – Trends in Distribution of Incentives - The level of achievement of objectives of ICDP - The return on investment - The changes that occurred as a result of ICDP's interventions - The positive changes that likely to continue in the future in the absence of ICDP's assistance - The specific factors which had contributed to the progress of the ICDP – Conclusion – References.

Chapter 5: Summary of Findings, Conclusions and Suggestions – Scope for further research.

1.13 References

- 1) Anil Kumar Soni and Harjinder Pal Singh Saluja (2012), Role of Cooperative Bank in Agricultural Credit: A Study Based on Chhattisgarh, *Research in Commerce & Management*, Vol. No.1 (10), pp-106-113.
- 2) Anil Suryavanshi (2003), Performance of Evaluation of CDSs in Western Maharashtra, *Cooperative Perspective*, Vol.38 (3), pp-24-30.
- 3) Annapurna M (2006), Transitioning Markets, *Economic and Political Weekly*, Vol.41 (31) August 05 – August 11.
- 4) Barik, B.B and Sinka S.K (2008), Impact of Short- term Cooperative Credit on Farm Business Efficiency: An Empirical Analysis, *Cooperative Perspective*, Vol.42 (4), pp-37-43.
- 5) Bhaskaran, E (2010), A Study on the Performance of Industrial Cooperative Societies in Tamil Nadu, *Indian Cooperative Review*, Vol.48 (1), pp-2-13.

- 6) Bhaskaran, R and Josh (2000), Non Performing Assets (NPAs) in co-operative Rural Financial System: A Major Challenge to Rural Development, *BIRD's Eye View* December -2000.
- 7) Biswa Swarup (2006), Performance of Primary Cooperatives in India: An Empirical Analysis, *MPRA Munich Personal RePEc Archive*, MPRA Paper No.21890, Posted 7.April 2010, pp-1-32.
- 8) Calvert, H (1996), Cooperation in the colonies, London. *Journal of Arts, Science & Commerce*, Vol - III, Issue- 4 (2), October 2012, p -75.
- 9) Canara Bank (2007-08), *Annual Credit Plan*, Theni, p-34.
- 10) Chandharamohan, R and Periyasamy (2008), The Financial Performance of Thanjavur District Cooperative Milk Producers' Union Limited Thanjavur, *Indian Cooperative Review*, Vol.46 (2), pp-147-160.
- 11) Chaudhary (1992), Making PACS Economically Viable, *Kurukshetra*, Vol.40(10), pp-13-17.
- 12) Chellai, D.K and Rita Rai (2004), the Performance of District Central Cooperative Banks in Gujarat, *Indian Cooperative Review*, Vol.41 (4), pp-289-295.
- 13) Datta (1997), Factors Affecting Performance of Village Level Organisations, *Finance India*, Vol.40 (1), pp-79-81.
- 14) Debdas Rakshi and Sougata Chakrabarti (2012), NPA Management of Rural Cooperative Banks of West Bengal: An Overview, *Business Spectrum*, Vol. 1 (3), January – June.
- 15) Dharmaraju, P (2006), Angara and Koyyalagudm: Marketing in Handloom Cooperatives, *Economic and Political Weekly*, Vol.41 (31) August 05 – August 2011.
- 16) Dutta Uttam and Basak Amit (2008), Appraisal of Financial Performance of Urban Cooperative Banks- A Case Study, *The Management Accountant*, March, pp-170-174.
- 17) Dwivedi (1996), Role of Cooperatives in Rural Economy, *Indian Journal of Economics*, Vol.51 (4), pp-713-717.
- 18) Fulbag singh and Balwinder Singh (2006), Funds Management in the Central Cooperative Banks of Punjab – An Analysis of Financial Margin, *The ICFAI Journal of Management*, Vol.5, pp-74-80.
- 19) Ganesan (2009), Primary Agriculture Credit Societies in India: An Overview, *Cooperative Perspective*, Vol.43 (4), pp-58-59.

- 20) Ghaneker D.V (2008), Strengthen Dairy Cooperative to Tackle Agrarian Crisis, *The Cooperation*, Vol.45 (10), April 2008, pp-424-426.
- 21) GOI (2004), Report of the Task Force on Revival of cooperative credit Institutions, Mumbai.
- 22) GOI (2006-07) *Annual Reports*, Ministry of Agriculture
<http://agricoop.nic.in/AnnualReport06-07/OVERVIEW.pdf>
- 23) GoI (2008), *Report of the Committee on Financial Inclusion*, p-135.
- 24) GoI (2009), *Report of the High Powered Committee on Cooperatives*, p-16.
- 25) Goyal, S.K and R.N Pandey (1987), An Analysis of Factors Affecting Overdues of Primary Agriculture Cooperative Credit and Service Societies in Haryana, *Indian Cooperative Review*, Vol.25 (1), pp-50-54.
- 26) Goyal, Satnam karur and Suhag (2006), The Performance and Regional Variability in Primary Agricultural Cooperative Credit Societies in Haryana, *Indian Cooperative Review*, Vol.43 (4), pp- 697-709.
- 27) Goyel, G.B (1997), Cooperative Research: Identification of Priority Gaps, *Indian Cooperative Review*, Vol. 34 (5), p- 89.
- 28) Jai Kishan Chandel & Ramesh Chander (2010), Financial Viability and Performance Evaluation of Cooperative Credit Institution in Haryana (India), *International Journal of Computing and Business Research (IJCBR)*, Vol.1 (1), December.
- 29) Jai Kishan Chandel (2012), Financial Performance of DCCBS in Haryana- A Comparative Analysis, *International Journal of Marketing, Financial Services & Management Research*, Vol. 1 (3), March 2012, p-29.
- 30) Jain (2001), Comparative Study of Performance of District Central Cooperative Banks (DCCBs) of Western India i.e Maharashtra, Gujrat & Rajasthan for the year 1999-2000 from the point of view of Net Profit / loss, *NAFSCOB Bulletin*, April- June.
- 31) Jayapraksh, M & Indira (2008), An Analysis of Growth of Primary Cooperative Agriculture and Rural Development Banks in Karnataka, *Cooperative Perspective*, Vol.43 (2), pp-29-42.
- 32) Joseph Nelson, D (2001), *Marketing Strategies of Handloom Weavers Cooperative Societies – An Assessment*, Unpublished Ph.D Thesis, Gandhigram Rural Institute, Gandhigram.

- 33) Jyoti Gupta & Suman Jain (2012), A Study on Cooperative Banks in India with Special reference to Lending Practices, *International journal of Scientific and Research Publications*, Vol. 2 (10) October, ISSN2250-3153, pp-1-6.
- 34) Kalaiselvi., L (2008), *Primary Agriculture Cooperative Credit Banking*, Deep and Deep publications, New Delhi, p-139.
- 35) Kamat, G.S (1986), Cooperatives and Poverty Removal, *Kurukshetra*, Vol.25 (2-3), pp-12-24.
- 36) Koli P.A and Landage, P.B (2008), Financial Performance of District Central Cooperative Bank: A Case of Ratnagiri District Central Cooperative Bank, *Cooperative Perspective*, Vol.42 (4), pp-61-67.
- 37) Krishna Murhty, G (2004), Income, Expenditure, Indebtedness and Poverty among the Handloom Weavers: A Case Study, *Southern Economist*, May 15.
- 38) Kulandaiswamy V and Murugesan, P (2004), Performance of PACS – An Empirical Evaluation, *Indian Cooperative Review*, Vol.42 (2), pp- 121-130.
- 39) Lakshmi, S.Rugmini, P. & Thomas, J (1999), Characteristics of Defaulters of Agricultural Credit - A Micro Level Analysis with Reference to Kerala, *Indian journal of Economics*, Vol.53 (4), pp-640-647.
- 40) Mahendra Dev S, S Galab, P Prudhvikar Reddy, Soumya Vinayan (2008), Economics of Handloom Weaving: A Field Study in Andhra Pradesh, *Economic and Political Weekly*, Vol.43 (21), May 24 – May 30.
- 41) Malcolm Harper, Andreas Berkhof Ramakrishna (2005), SHG –bank Linkage a Tool for Reforms in Cooperatives? *Economic and Political Weekly*, April 23, pp-1720-1725.
- 42) Meena, G.L & Jain D.K (2012), Economics of Milk Production in Alwar District (Rajasthan): A Comparative Analysis, *International Journal of Scientific and Research Publications*, Vol. 2 (8), August, pp- 1-5.
- 43) Modi, M.K and Rai, K.N (1993), Credit Utilization Pattern in Different Categories of Farms in District of Haryana, *Indian Co-operative Review*, Vol. 30 (3), January.
- 44) NABARD (2001), An Overview-2000-01, *Cooperative Credit Structure* (Short term and long term), Mumbai.
- 45) NABARD (2009), *Report of the Working Group on Human Resource Policy for Short Term Cooperative Credit Structure*.
- 46) NCDC (2008-09), *Annual Report*, p- 82.

- 47) Nikhil Mathur (2006), Rehwa: Maheshwari Handloom Weavers, *Economic and Political Weekly*, Vol.41 (31) August 05 – 11.
- 48) Nugusisise, W.Z (2010), Why Some Rural People Become Members of Agriculture Cooperatives while others do not, *Journal of Development and Agriculture Economics*. Vol. 2 (4), pp-138-144.
- 49) Paramasivan.C (2008), Lending and Repayment Performance of Primary Agriculture Cooperative Banks, *Cooperative Perspective*, Vol.42 (4), pp-20-24.
- 50) Patel, P.M (1988), Integrated Approach to Institutional Finance for Agriculture – A Case Study of three Cooperative Societies in Sabarkantha District of Gujarat, *Indian Journal of Agriculture Economics*, Vol.43(3), pp-390-397.
- 51) Pathania (1987), Cooperative Agriculture Credit utilization in Himachal Pradesh (unpublished Ph.D thesis), Himachal Pradesh University, Shimla-1987. *Journals of Arts, Science & Commerce*, Vol-III, Issue-4 (2), October 2012, p-75.
- 52) Prasad, A (2006), Recovery Performance and Overdues of Selected Primary Agricultural Cooperative Societies in West Godavari District of Andhra Pradesh, *Indian Cooperative Review*, Vol.43 (4), pp-711-718.
- 53) Pujari, Ashok, A. and Suhag (2009), An Evaluation of Performance of Primary Agriculture Cooperative Societies in Karnataka State, *Indian Cooperative Review*, Vol.46 (4), pp-275-283.
- 54) Raja., S (2005), Performance Evaluation of MDCC Bank Ltd.-An Application of Structural and Growth Analysis, *Indian Cooperative Review*, Vol. 42 (4), pp-356-363.
- 55) Rajendran., K and Anbalagan (2007), A Study on the Impact of Training Programmes in Central Cooperative Banks in Tamilnadu, *Tamilnadu Journal of Cooperation*, Vol.41, pp - 29-34.
- 56) Raman, M and Paranjothi (2005), Finance, Competition and Performance Cooperative Marketing Society in Tamil Nadu, *Indian Cooperative Review*, Vol.43 (2), pp- 505-529.
- 57) Rao V.M (2008), *Integrated Cooperative Development Project* – Mittal Publication, New Delhi, pp-58-59.
- 58) Rasal R.G (2012), Performance of District Central Cooperative Banks during Post – Reform Period with Special Reference to Ahmednagar District Central Cooperative Bank, *Indian Streams Research Journal*, Vol. I (V), July 2011.

- 59) Ravi Varma, S. and Rajendra Naidu (2009), The Performance Evaluation of Primary Agricultural Credit Society –A Micro Level Study, *Indian Cooperative Review*, Vol.46 (4), pp-296-304.
- 60) Ravichandran, K (2011), Managerial Strategies for PACS in India, *Managing the Future*, Vol.1.No.2 July.1, p-179.
- 61) Ravichandran, K & Revathi Bala, M (2004), Role of Cooperatives and SHGs in Rural Credit Market, *RBI-CAB Calling*, Vol.28 (1), January-March, p-16.
- 62) Ravichandran, K and Revathi Bala, M (2008), *Rural Credit*, Abhijeet Publications, New Delhi, p-69.
- 63) Ravichandran, K (2011), *Hand Book on ICDP*, pp-2-11.
- 64) RBI (1989), *Report of the Agriculture Credit Review Committee*.
- 65) Reddy, C.R (1982), Rural Credit, *Kurukshetra*, Vol.30, pp 21-22.
- 66) Rehaman, S., Selvaraj, M. and Ibrahim, M.S (2012), Regulated Agriculture Marketing in India – A Review, *International Journal of Management and Administrative Sciences*. Vol. 1 (7), pp-36-44.
- 67) Samwel Kakuko Lopoyetum (2000), A Micro- Analysis of the Cost of Default and Evaluation of Primary Agriculture Cooperative Banks – A Case of Rural Financing, *Cooperative Perspective*, Vol.35 (3) pp-51-65.
- 68) Satyasa and Badatya (2000), Restructuring Rural Credit Cooperative Institution, *Economic and Political weekly*, Vol.35 (50), pp-307-330.
- 69) Satyasai , K.J.S and K.U. Vishwanathan (1988), Restructuring the Cooperative Credit System through Integration of Short term and Long term Structure, *Indian Journal of Agriculture Economics*, Vol.53 (3), pp-478-487.
- 70) Sharma & Prasad (1970), Rural Cooperatives & Agricultural Development, *The Cooperator*, Vol.37, (5) November.
- 71) Shiyani, R.L and Visawadia H.R (2004), Growth and Instability in Performance of Junagadh District Central Cooperative Bank, *Cooperative Perspective*, Vol. 39 (3), pp- 69-79.
- 72) Sikka, B.K., Vaidya, C.S and Swarup (1988), Pattern and Cost of Credit from Commercial Banks in Himachal Pradesh University, Shimla.
- 73) Singh and Singh (2006), Funds Management in the Central Cooperative Banks of Punjab- An Analysis of Financial Margin, *The ICAFI Journal of Management*, Vol. 5, pp-74-80.

- 74) Subbaraj, Lopoyetum, Selvam (2003), An Insight of the Major Operational and Technical Problems on Growth of Primary Agriculture Cooperative Banks (PACBs) An Application of TWOS Matrix Analysis to Formulate Strategies, *Indian Cooperative Review*, Vol. 40 (3), pp-203-215.
- 75) Subramanyam, B. (2005), Union Budget 2005-2006: A View Point, *The Cooperator*, Vol.42, (9), March.
- 76) Sukhdev Singh and Maninder Kaur & Gill S.S (2001), Performance of Agricultural Cooperative Service in Punjab, *Indian Cooperative Review*, Vol. XXXVIII (4), pp- 243-254.
- 77) Surendra Patnaik (1999), Cooperative Banking in India, *Kurukshetra*, Vol. 37 (5), November.
- 78) Sushma, S. Patil (2008), Cooperative Dairy Movement and Operation Flood in Maharashtra: an Overview, *Southern Economist*, Vol.47 (5), July, pp-17-20.
- 79) Tejani Rachana (2011), Financial Inclusion and Performance of Rural Cooperative Banks in Gujarat, *Research Journal of Finance and Accounting*, Vol.2 (6), pp-40-46.
- 80) Thirupathi, T (2013) , An Analysis of Financial Performance of Select Primary Agricultural Cooperative Credit Societies in Mettur Taluk, Salem District, *Research Front*, Vol. 1 (1), March, pp-19-24.
- 81) Thorat, Y.S.P, (2006) Rural credit in India: Issues and Concern, *Indian journal of Agriculture Economics*, 61 (1), pp-1-10.
- 82) Uma Devi (2012), Impact of Cooperative Loan on Agricultural Sector: A Case Study of E.G District of Andhara Pradesh, *Journals of Arts, Science & Commerce*, Vol.III, Issue -4 (2), October, pp-74-83.
- 83) Vijay Singh Hooda and Chahal, S.S (2010), Performance of Primary Agriculture Credit Societies in India: An Appraisal, *Indian Cooperative Review*, Vol.48 (2), pp-90-97.
- 84) Yawar Hamid (2011), Impact of Primary Agricultural Cooperative Credit on Aggregate Agricultural Production in Jammu and Kashmir, *Indian Cooperative Review*, Vol. 48 (4), pp-254-262.
- 85) Yenew, A.Suhag and Arun kumar (2004), The Performance of Primary Agriculture Credit Societies in Haryana, *Indian Cooperative Review*, Vol.41 (4), pp- 246-253.
- 86) www.ncdc.in/Activities_files/ICDP.html
