ANNEXURE-I

Schedule of Questions used for collecting operational information pertaining to the sample enterprises

01. Name of the enterprise : 
02. Location of the enterprise :
   Village :
   Gaon Panchayat :
   Block :
   District :
03. Year of registration :
04. Area of operation :
05. Distance of the enterprise :
   (a) From the District H.Q. :
   (b) From the main market of the product :
06. Main objectives :
07. Main business :
08. Methods used for production and marketing :
09. New methods / new markets / new source of raw materials etc. if any introduced :
10. Number of members

<table>
<thead>
<tr>
<th>At the time of promotion</th>
<th>As on 31.3.99</th>
<th>On the date of field survey</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. Share capital :

<table>
<thead>
<tr>
<th>Category of share holder</th>
<th>Share capital at the time of promotion</th>
<th>As on 31.3.99</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total share capital</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. Structure of organisation
   (a) Unitary
   (b) Federal

13. Nature of business operation
   (a) Production only
   (b) Both production and marketing
   (c) Other business

14. Prime occupation of the majority members
   (a) Agriculture and allied activities
   (b) Trade and business
   (c) Caste occupation
   (d) Other occupation

15. Major composition of members by caste
   (a) Scheduled Caste
   (b) Scheduled Tribe
   (c) Other Backward Caste
   (d) Muslim
   (e) General Caste

16. Number of members in the Managing Committee:

17. Name of the First Chairman

18. Name of the First Secretary

19. Name of the Present Chairman

20. Name of the Present Secretary

21. Number of meetings of the Managing Committee held during the last financial year

22. Number of meetings of the Managing Committee held during the last three financial year

23. Number of members remained present in each of the Managing Committee meeting held during the last financial year

24. Date of holding the last Annual General Meeting

25. Number of members attended the last Annual General Meeting
26. Average number of members attended the last three Annual General Meetings:

27. Number of members regularly participated in the business activities of the enterprise:

28. Turn over of the last financial year:

29. Average turn over of the last three financial years:

30. Profit / Loss of the last financial year:

31. Accumulated profit / loss of the enterprise (As on 31.3.99):

32. Borrowed capital, if any:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount (in Rs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td></td>
</tr>
<tr>
<td>Financial Institution</td>
<td></td>
</tr>
<tr>
<td>Other Government Agencies</td>
<td></td>
</tr>
<tr>
<td>Individual</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>

33. Does the enterprise have its own office building?
   Yes [ ] No. [ ]

34. Does the enterprise have any employee?
   Yes [ ] No. [ ]

35. (a) Is the Secretary an employee of the enterprise?
   Yes [ ] No. [ ]

   (b) If not, whether he is an ex-officio member of the Managing Committee?
   Yes [ ] No. [ ]

36. Is the Secretary a fulltime official of the enterprise?
   Yes [ ] No. [ ]

37. Did the enterprise organise any training programme for its members?
   Yes [ ] No. [ ]
38. Did the enterprise organise any training programme for its leaders?  
   Yes ☐  No ☐

39. What services are extended by the enterprise to its members?  

40. What is the present status of the enterprise?  
   (a) Functioning ☐  
   (b) Non-functioning ☐

41. What is the audit class of the enterprise?  
   (a) Grade A ☐  
   (b) Grade B ☐  
   (c) Grade C ☐  
   (d) Grade D ☐
ANNEXURE-II

Schedule of Questions used for interviewing the members of the sample enterprises

01. Name :

02. Home address :
   (a) Village :
   (b) Gaon Panchayat :
   (c) Block :
   (d) District :

03. Age :

04. Community :
   (a) Scheduled Caste
   (b) Scheduled Tribe
   (c) Other Backward Caste
   (d) Muslim
   (e) General Caste

05. Prime occupation :
   (a) Agriculture and allied activities
   (b) Trade and business
   (c) Caste occupation
   (d) Other occupation

06. Traditional occupation :
   (a) Fishing and allied activities
   (b) Farming and dairying
   (c) Agriculture and allied activities
   (d) Handicraft and weaving
   (e) Other occupation

07. Occupation of other adult members of the family:
   (a) Fishing and other allied activities
   (b) Farming and dairying
   (c) Trade and business
08. What has been your expectation while joining the enterprise?
   (a) Availing the opportunity of preferential treatment offered by the government
   (b) Availing subsidised inputs for production and marketing
   (c) Availing government grants and loans at concessional rates
   (d) Availing the benefits of economies of scale
   (e) Availing the benefits of joint marketing
   (f) Earning dividend

09. How far your expectation has been fulfilled by the enterprise?
   (a) Fulfilled reasonably
   (b) Fulfilled partially
   (c) Not fulfilled

10. (a) Do you have any alternative than the co-operative for continuing your occupation?
    Yes ☐ No ☐
    (b) If yes, what are the alternatives?

11. (a) Are you a participant in the business activities of the enterprise?
    Yes ☐ No ☐
    (b) If yes, how?
       Regular participant ☐ Occasional participant ☐

12. Have you ever participated in the fray of election to the managing committee of the enterprise?
    Yes ☐ No ☐

13. Have you ever been in the managing committee of the enterprise?
    Yes ☐ No ☐

14. Have you found the election of the managing committee free and fair?
    Yes ☐ No ☐
15. (a) Do you participate in the Annual General Meeting of the enterprise?
   Yes [ ] No [ ]
   (b) If yes, how?
   Regularly [ ] Occasionally [ ]

16. How many times have you caste your vote in the election of the members of the managing committee?

17. Do you feel the enterprise indispensable for your livelihood?
   Yes [ ] No [ ]

18. Do you feel that the leaders of the enterprise give priorities to the members interest than their own interest?
   Yes [ ] No [ ]

19. To what extent are the Chairman and the Secretary willing to listen to the problems of the members?
   (a) To a large extent [ ]
   (b) To some extent [ ]
   (c) Not at all [ ]

20. Did you find interference of external forces and political parties in the affairs of the enterprise?
   Yes [ ] No [ ]

21. Do you feel that the secretary of the enterprise puts his best efforts to solve your problems?
   Yes [ ] No [ ]

22. How will you rank the quality of services offered by the enterprise?
   (a) Very good [ ]
   (b) Good [ ]
   (c) So so [ ]
   (d) Poor [ ]
   (e) Very poor [ ]

23. How will you rank the quality of management of the enterprise?
   (a) Very good [ ]
   (b) Good [ ]
   (c) So so [ ]
   (d) Poor [ ]
   (e) Very poor [ ]
24. In your opinion what should be the role of government in the management of co-operative enterprise?
   (a) Government should act only as regulator and controller
   (b) Government should act as guide and supervisor
   (c) Government should take active part in the management
   (d) Government should extend financial grants, aids and subsidies only

25. (a) Are you interested to continue with the enterprise even if government grants, subsidies and other supports are withdraw?
    Yes   No

(b) If yes, are you ready to bring in additional fund for continuing the business of the enterprise?
    Yes   No

26. (a) Did you find any change in the operational system of the enterprise?
    Yes   No

(b) If yes, how?
    (i) Introduction of new method of production
    (ii) Introduction of new product
    (iii) Exploration of new product
    (iv) Exploration of new sources of raw-materials
    (v) Incorporation of new aspects in the external / internal organisation

27. Do you feel government interference in the affairs of the enterprise detrimental to the autonomy of the members right?
    Yes   No

28. Participation of all members in the decision making process is not necessary as this results into unnecessary difference of opinion among the members. Do you agree?
    Agree   Disagree
29. Even if all members may not understand the intricacies of the problem, they should participate in the decision making process involving members’ interest. Do you agree?

Agree  [ ]  Disagree  [ ]

30. (a) Do you suggest any change in the operation and management of the enterprise?

Yes  [ ]  No  [ ]

(b) If yes, specify the suggestions.
ANNEXURE-III

Schedule of Questions used for interviewing the Chairman, Secretary and other members of the Managing Committee of the sample enterprises

01. Name : 
02. Age : 
03. Sex : 
   Male [ ]   Female [ ]
04. Home address : 
   (a) Village : 
   (b) Gaon Panchayat : 
   (c) Block : 
   (d) District : 
05. Community : 
   (a) Scheduled Caste [ ]  (b) Scheduled Tribe [ ]  
   (c) Other Backward Caste [ ]  (d) Muslim [ ]  
   (e) General Caste [ ]  
06. Level of Education : 
   (a) Illiterate [ ]  
   (b) Read upto Class IV [ ]  
   (c) Read upto Class VII [ ]  
   (d) Read upto Class X [ ]  
   (e) Read upto Class XII [ ]  
   (f) Read above Class XII [ ]  
07. Primary occupation : 
   (a) Agriculture and allied activities [ ]  
   (b) Trade and business [ ]  
   (c) Caste occupation [ ]  
   (d) Other occupation [ ]
08. Annual income level
   (a) Below Rs. 12,000
   (b) Rs. 12,000 – Rs. 24,000
   (c) Rs. 24,000 – Rs. 36,000
   (d) Rs. 36,000 – Rs. 60,000
   (e) Rs. 60,000 and above

09. Social status
   (a) Community leader of the locality
   (b) Influential political leader
   (c) Economically well off person of
       the locality
   (d) Comparatively educated person
       of the community
   (e) None of the above

10. (a) Are you a member of any political party or otherwise close to political leader?
    Yes [ ] No [ ]
    (b) If yes, what is your position in the party?
        (a) Primary member
        (b) Office bearer
        (c) Ex-office bearer
        (d) Otherwise close to political
            leaders

11. Do you have access to the following media?
    (a) Print media
    (b) Radio
    (c) Television
    (d) All of the above
    (e) None of the above

12. Do you have association with any of the NGO or community organisation?
    (a) Trade union
    (b) Club
    (c) Voluntary organisation of the
        weaker section
13. (a) Do you have access to government offices?
   Yes ☐ ☐ No ☐ ☐
   (b) If yes, how?
      (a) Free and regular access ☐ ☐
      (b) Occasional access ☐ ☐
      (c) Minimum access ☐ ☐
      (d) No access ☐ ☐

14. Are you aware about the principles of co-operation?
   Yes ☐ ☐ No ☐ ☐

15. (a) Have you received any leadership training on co-operation?
    Yes ☐ ☐ No ☐ ☐
    (b) If yes, what has been the duration of the training?

16. Who organised the training?
    (a) Government ☐ ☐
    (b) Co-operative union ☐ ☐
    (c) The enterprise ☐ ☐

17. For how many terms / years, are you leader of the enterprise?

18. How frequent do you attend the Managing Committee meetings?
    (a) Regularly ☐ ☐
    (b) Sometimes ☐ ☐
    (c) Never ☐ ☐

19. What in your view is the mission of the enterprise?
    (a) Promotion of justice, equality, fraternity and the spirit of unity ☐ ☐
    (b) Upliftment of the rural poor ☐ ☐
    (c) Fair distribution of government grants and assistances ☐ ☐
    (d) Supporting small producers in producing and marketing of their goods ☐ ☐
(e) Promotion of unity and the spirit of self help among the members
(f) Collective deployment of efforts and resources for mutual benefits

20. What in your view should be the prime duty of the enterprise towards its members?
(a) Ensuring Implementation of government schemes
(b) Arranging fair distribution of government grants, loans and subsidies
(c) Representing members problems and priorities before government
(d) Helping members for production and marketing
(e) Promoting education and awareness among members
(f) Assessing members problems and priorities and fulfil these

21. What in your view is the prime determinants of success of the enterprise?
(a) Government patronage and financial support
(b) Government keenness in solving enterprise problem
(c) Government support towards production and marketing
(d) Education and unity among the members
(e) Members allegiance and participation
(f) Managerial effectiveness

22. What is the major hindrance in the successful operation of the enterprise?
(a) Excessive government influence
(b) Indifferent attitude of the members
(c) Lack of ready market
(d) Weak organisation structure
(e) Operational practices
(f) Shortage of working capital
(h) Lack of professionalism

23. What in your view is the most important problem of the enterprise?
(a) Lack of working capital
(b) Lack of regular market
(c) Frequent Govt. interference
(d) Lack of professional management

24. Did the enterprise introduce anything new to its operation?
Yes ☐ No ☐

25. Which of the following is a new introduction in the enterprise?
(a) New product
(b) New market
(c) New production method
(d) New sources of raw-materials
(e) New aspects in the internal / external organisation

26. Wherefrom do you get information about the new product, new market, new methods of productions as well as the government policy incentives?
(a) From newspaper and radio
(b) From audio-visual aids
(c) From Govt. officials
(d) From political leaders
(e) Other sources

27. What has been the role of the government in the promotion and development of the enterprise?
(a) Initiated promotion by framing and formulating favourable policies
(b) Contributed major share capital
(c) Financed the required working capital
28. A leader should act to aggregate the interests of the members, even if these are against his own wishes. Do you agree?
   - Agree [ ]
   - Disagree [ ]

29. Do you feel that the co-operative law of the state is a major barrier in pursuing freely the interest of the members and maintaining autonomy of the enterprise?
   - Yes [ ]
   - No [ ]

30. (a) Do you have any particular suggestion in this respect?
   - Yes [ ]
   - No [ ]
   (b) If yes, specify the suggestions.

31. (a) Do you feel professionalism of the management of the enterprise is a necessity?
   - Yes [ ]
   - No [ ]
   (b) If yes, so far what steps have been taken by the enterprise? specify.