CHAPTER - III

PART - I

SERVICES OF THE TUCAS
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THE CONCEPT:

Success of any co-operative enterprise engaged in the manufacturing-cum-marketing activity depends on efficient management of six 'M's, viz., money, manpower, machine, maintenance, marketing and materials. Materials are more important than any other in the service based enterprises. Material management refers to controlling the kind, amount, location, movement and timings of the various commodities used by the enterprise. Material function is responsible for co-ordination of planning, purchasing, moving, storing and controlling materials in the optimum manner so as to provide a pre-decided service to
the customer at a minimum cost. The following chart will highlight the objectives of the materials management and the strategies to achieve such objectives:

1. Tamil Nadu Journal of Co-operation, p.75 Vol.78, August 1986, No.2
## Specific Objectives of Material Management

<table>
<thead>
<tr>
<th>Specific</th>
<th>General</th>
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</thead>
<tbody>
<tr>
<td>Provision of Materials</td>
<td>Economisation of Inventories</td>
</tr>
<tr>
<td>Strategies</td>
<td>Strategies</td>
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<tr>
<td>1. Economic Procurement</td>
<td>1. Inventory Control</td>
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<td>2. Proper Storage</td>
<td>2. Storage Accounting</td>
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2. Op. Cite P.76
There are about 95,000 primary agricultural co-operative societies in India and 3,000 in Tamil Nadu. All these gross-root level institutions are expected to function as service co-operatives for the agricultural development in their respective areas. Apart from the provision of production credit, they should handle input materials like seeds, fertilizers, pesticides and agro-tools.

The Tudiyalur Co-operative Agricultural Services Ltd. (TUCAS) in Coimbatore Taluk, Coimbatore District is considered to be a model service co-operative society engaged in the manufacturing and distribution of agricultural production materials (i.e. inputs for agricultural production). A working profile of some of the units of the TUCAS, their specific materials,

3. Personal interview with Mr. Guruswami, Engineer TUCAS on 11-03-92
functions, major output and input materials, sources and value of their purchases, proportion of business in major material management are examined in this chapter.\footnote{Personal Interview with Mr. Samiyappan, Office Superintendent, TUCAS on 10-4-1991.}
### The Various Kinds of Functions Undertaken by the Tucas are the Following

<table>
<thead>
<tr>
<th>Banking</th>
<th>Equipment Hiring</th>
<th>Processing</th>
<th>Production</th>
<th>Marketing</th>
<th>Special Services</th>
<th>Printing Press</th>
</tr>
</thead>
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<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

- **Credit(ST and MT Loans for agricultural purposes)** Jewel Loans, acceptance of deposits, collection and clearance of bills
- **Tractor and Rock-blasting Unit and threshers**
- **Cotton ginning and seeds processing**
- **Pesticides seeds and manure mixtures farm implements**
- **Improved seeds, chemical fertilizers pesticides farm implements power sprayers, petrol, diesel oil and essential commodities**
- **Preventing and servicing of agricultural implements public relation extension education**
- **Printing of A/c. Books, Forms, Receipts, Challans etc.**

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5. Op.cite p.80

6. Visitor's Book
It is a well known fact that the agriculture and the farmers who depend on the farm income need outside finance. While agricultural production is seasonal, the consumption is perennial. The investments are large while the margin is small. Therefore, there is compulsion on the farmers to borrow crop loans. Due to the seasonality of crops and consequent flooding of the market, the financially weak farmers are many a time compelled to part with their produce at low and uneconomic prices. The merchant financier exploits the opportunity fully for his personal benefit and tries to cheat the farmer in weight, collection of different items of cost like weighing charges, wastages, charities, etc.\(^7\)

The middleman who is also the merchant

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Thiru S. Karuppuswami,
7. Personal Interview with Additional Registrar Co-operative Societies, Madras on 12-4-9
dealing in agricultural commodities and financing agricultural operations cheats the farmer in many ways. He charges usurious rate of interest, writes higher amounts in the promissory note and deducts the interest in advance. He reduces the price for agricultural commodity when buying from the farmer. Thus the farmer has to subject himself to all exploitations by the merchant middlemen. These hardships had to be eliminated and the Banks are well suited for this purpose. 8

Procurement of raw materials, production of finished goods, processing of commodities require finance in the form of fixed capital and working capital. Banks issue credit to the farmers. 9

A bank is an institution which deals in money. Broadly speaking, banks draw surplus

8. Ibid

9. Personal Interview with Assistant Secretary, TUCAS on 9.4.91.
money from the people who are not using it at the time and lend to those who are in a position to use it for productive purposes.\textsuperscript{10}

Banking is a kind of business. The Banker is a dealer in money or rather, he is a dealer in claims to money. He accepts deposits from the members, agreeing to repay them either on demand or after the expiry of a fixed period of time.\textsuperscript{11}

Credit is one of the most important functions of a modern bank. A bank has sometimes been called a factory for the manufacture of credit.\textsuperscript{12}

\textsuperscript{10} Dewatt, K.K., \textit{Modern Economic Theory}, p. 575
\textsuperscript{11} K.P.M. Sundaram and P.N. Varshney, \textit{Banking Theory, Law and Practice}, 1978, p. 11
\textsuperscript{12} K. Sanyasiah and A.V. Ranganadhachary, \textit{Money, Banking And International Trade}, 1963, p. 188
Credit is the privilege to buy now and pay later. It also includes borrowing of money with a view to pay later.\textsuperscript{13}

There is an old French proverb which says "credit supports the farmer as the hangman's rope supports the hanged". This fatal inevitability of rural credit as a sine quan non to the development of agriculture and to the prosperity of the country as a whole is an inconvertible fact of our economy.\textsuperscript{14}

Credit is an integral part of co-operative system. Co-operative agency has been recognised as the most highly suitable agency for providing finance for the development of agriculture and allied activities.\textsuperscript{15}

\begin{itemize}
\item \textsuperscript{13} Radhaswami, M., Vasudevan, S.V., Banking (Law and Practice and Theory of Banking), p.108
\item \textsuperscript{14} Op.Cit., May 1991, Volume 83, p.73
\item \textsuperscript{15} Op.Cit., March 1991, Volume 82, p.745
\end{itemize}
Prior to the appearance of Regional Rural Banks on the rural credit scene, co-operatives and commercial banks were the two agencies providing credit to the rural people at village level. The commercial banks lacked ability to tackle the vast expanding credit requirements of the rural poor mainly because of high cost structure and inadequate local involvement.\textsuperscript{16}

But the Co-operative Banks formed on the basis of co-operation to extend credit facilities to farmers and to promote in general the habits of thrifts and self-help among the low income groups of the society. They accept money on deposits and make loans to the members at low rate of interest.\textsuperscript{17} These banks are controlled by the farmers and their representatives participate in the affairs of the

\textsuperscript{17} Saravanavel, P., \textit{Banking Theory Law and Practice}, p.2
Bank. This situation was clearly understood by co-operatives in India. They came into existence under the 1902 Act only to offer financial assistance to them and free them from the exploitation. Subsequently other services were also provided by co-operatives consequent to the enactment of the Act of 1912. The Reserve Bank of India and its agricultural credit departments were financing co-operatives at below the bank rate for the issue of crop loans. As this loan is cheaper than those borrowed from the money lenders, all the co-operative credit societies started issue of crop loans. TUCAS also started issuing crop loans from the very beginning and later on diversified its activities. 18

Because of various difficulties in getting remunerative prices, the farmers were perpetually

18. Ibid
in debt. Therefore, other avenues which would help to augment the agricultural income of the farmers were adopted. These included supply of manure mixtures, pesticides, fertilizers, farm implements, seeds, etc.

The refinance by the Agricultural Credit Department was found insufficient as the demand for crop loans was very high. Therefore, TUCAS invited deposits of various kinds from its members and others. Subsequently problems arose in the recovery of loans consequent to the failure of crops, farmer's agitations, etc. The issue of jewel loans helped the farmers to finance the seasonal agricultural operations. The jewel loan is also used by the farmers to buy daily domestic needs.

Medium term loans were also issued. These are for creation of fixed assets such as digging
and deepening of wells, installation of pumpsets, land reclamation, purchase of farm implements like tractors and threshers, sprayers, dusters and for buying milch animals. The farmers could, therefore, increase their agricultural production and also diversify into subsidiary occupations like dairy development, horticulture, etc. Thus TUCAS not only mobilised deposits but also obtained refinance to issue loans to its members and to augment their income by increased production by diversification.19

19. Personal Interview with Assistant Secretary of TUCAS on 9/4/91.
The present system of agricultural credit in India consists of two sectors viz., the institutional and non-institutional. The institutional sector comprises of co-operatives, commercial banks and regional rural banks. The non-institutional sector consists mainly of the professional and agricultural moneylenders, landlord, traders and commission agents and farmers' relatives and friends. Efforts to build up the institutional financing system for agriculture commenced with the adoption of the Co-operative Societies Act in 1904.  

The Government of India made attempts to nurture the co-operative movement and to institutionalise the efforts to relieve the farmers from the traditional burden of debt and to promote

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20. Co-operative Societies Act of 1904
thrift. In November 1958, the National Development Council in its resolution on Co-operative policy also recommended that the responsibility and initiative for social and economic development at the village level should be placed fully on the village co-operatives and village Panchayats which are to be considered as the primary agencies for improving as many aspects of rural life through the efforts of the people.  

It is evident that banking system occupies an important place in a Nation's economy. A banking institution is indispensable in a modern society and it plays a vital role in the economic development of a country and forms the core of the money market in an advanced country.

The Co-operative Bank at Tudiyalur was registered on 29-04-1955. It started functioning

from 05-05-1955 in its own building constructed at the cost of Rs.20,000/- in the year 1955.

The management of the Bank is done by a Special Officer, Accounts Officer, Senior Clerks, Junior Clerks, Appraiser, Watchman and an Attender. The aims of the bank are:

- to promote economic interest of its members,
- to arrange for funds to be lent to its members,
- to improve the agricultural lands and the methods of cultivation,
- to discharge the prior debts of the farmers,
- to redeem the mortgages on agricultural lands,
- to purchase lands in special cases, and
- to encourage the spirit and practice of thrift, mutual help among the farming community.

22. Annual Report 1955-56
23. Personal Interview with Special Officer Thiru k. Bhaskaran on 17, 8, 90.
The following persons are eligible to be admitted as members of the society.

The members must be 18 years. They must own agricultural lands within the stipulated area of the society. All agricultural tenants in the area, all landless labourers residing in the area and all other persons in the area willing to avail of the service of the society. Minors may also be admitted through their legal guardians.

SHARE CAPITAL:

Canara Bank, Coimbatore finances the working capital requirements of TUCAS. Normally primary co-operatives borrow funds only from the concerned District Central Co-operative Banks. As TUCAS preferred to borrow from Canara Bank, special permission was obtained from the State Government of Tamil Nadu for this purpose.

The finance of the society include the paid up share capital of members which was ₹12.11 lakhs. In addition, various kinds of deposits collected from members and non-members are also utilised for the various operations and services of the society.

The share capital of the bank as on 30-6-1981 was ₹12,62,000/-. The Government of Tamil Nadu has contributed the following sum under the state participation scheme to the share capital of the bank. 'A' and 'B' class shareholders have contributed ₹8.70 lakhs. The Appendix No.V relating to the share capital of the bank gives more details. 25

RESERVE FUND:

The reserve fund is that portion of the accumulated profits of the previous years which is

25. Bank Current Account Register
set apart to meet any unforeseen losses in subsequent years. The amount may be invested in first class securities which may be disposed off to meet any unexpected losses in any year. The reserve fund of the bank as on 30-6-1991 amounted to ₹ 7.53 lakhs. The Agricultural Credit Stabilisation Fund is created for the purpose of granting medium term loans.

DEPOSITS:

The recurring deposit, permanent deposit, savings deposit, day deposit, silver jubilee deposit, Amudha Surabi Deposit, accident deposit, Janatha deposit, thrift deposit, trade deposit, employees' security deposit, employees' general provident deposit, employees' retirement deposit and other deposit of the bank as on 30-6-1991 stand at

27. Financial Position Register
The deposit position of the bank since 1983-84 is classified according to the source of the deposits is furnished in Appendix No.VI.

A major portion of the borrowings are from Canara Bank, Ganchipuram Branch, Coimbatore. As the Canara Bank is the financing bank for TUCAS, it refinances the operations of the TUCAS.

Upto 30-6-1981, it issued loans to the value of Rs.50,75,000/-. Government loan outstanding on 30-6-1991 was Rs.7,97,000/-. The investments have been made to comply with the provision of section 24 of the Banking Regulation Act (which stipulates that not less than 25% of the demand and time liabilities of a Co-operative Bank should be held in the form of

28. Trade Deposit Register
29. Financial Position Register
approved securities) and also towards cover for borrowings from RBI/NABARD.\textsuperscript{30} The promissory note executed by the farmer for his loan is the cover to the society for the loan issued. Similarly the stock purchased by the society is the security and forms the cover for the loan from Canara Bank. Canara Bank endorses the security in favour of RBI/NABARD and, therefore, these securities are the cover for borrowings from RBI/NABARD.\textsuperscript{31}

**BORROWINGS:**

Borrowings, as a source of funds, had increased substantially in 1991-92 when compared to the position of 1955.\textsuperscript{32}

\begin{tabular}{|c|c|}
\hline
Year & Balance Deposit \\
\hline
1954-55 & 11,000 \\
1981-82 & 69,90,000 \\
1991-92 & 4,64,13,000 \\
\hline
\end{tabular}

\textsuperscript{30} Co-operative Societies Act of 1904.

\textsuperscript{31} Ibid

\textsuperscript{32} Bank Current Account Register
These borrowings are against pledge of approved securities for normal banking operations and seasonal agricultural operations.\textsuperscript{33}

The loan of the bank which stood at \textbf{Rs.55.61 lakh} as on 30-6-1981 increased to outstanding \textbf{Rs.64.08 lakh} as on 30-6-1991.\textsuperscript{34}

**LOANS:**

The loans issued by the bank are of various kinds, the predominant of which are jewel loan, loans to depositors and land development loan. The outstanding as on 30-6-1991 are Rs.234.60 lakhs, Rs.15.80 lakhs and Re.1.00 lakh respectively. The loan for seasonal agricultural operation and marketing of crops is negligible consequent to heavy default and write off. The details of sectoral

\textsuperscript{33. Dues Collection and Outstanding Register}

\textsuperscript{34. Annual Report 1981 and Trading Account 1991}
deployment of loans from 30-6-1981 to 30-6-1987 are furnished in Appendix No. VII

The bylaws of the society provide that loans except those on the security of deposits shall be given only to members. Loans on the security of deposits may be given both to members and to persons other than members. No person can claim a loan as a matter of right. All applications for loans shall be made to the Secretary in the form prescribed for the purpose who shall place them before the Board of Directors.

Medium term loans may be given to members for the following medium-term purposes like:-

- Reclamation of lands,
- Building and other land improvements,
- Construction, development and maintenance or irrigation sources,

35. Bank Loan Register
purchase of such live-stock, implements, machinery and transport equipment for agricultural purposes.

Construction of farm houses and cattle sheds.

Purchase, construction, development and maintenance of equipment needed for carrying on animal husbandry and allied activities.

Payment of petty debts,

Ceremonial expenses not exceeding ₹2,250/-,

educational purposes,

discharge of prior mortgage debts and installation of Gobar Gas Plant.

Such other purposes as the Registrar may, from time to time, declare as medium-term purposes.

Short Term Loans are being given to the members for the following purposes viz.,
Intensive cotton cultivation,
Jewel loan,
Purchase of chemical fertilizers,
Purchase of agricultural implements needed for carrying out agricultural operation and seed development.\textsuperscript{36}

The bank has to provide credit to the member farmers for cultivation expenses and to develop their lands. This is the main reason for the successful running of the bank.

Short-term loan, repayable within 12 months and medium-term loan for a period of 3 or 5 years are issued as indicated for the above purposes. There is no provision for long-term loan and no loan is advanced. The percentage of interest charged and various kinds of loans issued are given in Appendix No.VIII\textsuperscript{37}

\textsuperscript{36} Ibid

\textsuperscript{37} Bank Loan Register, Land Register, Jewel Loan Register
REPAYMENT OF LOANS:

Normally the members of TUCAS repaid their loans on due dates. However, due to failure of crops and adverse seasonal conditions, repayments were rendered difficult. In such situations, loans were rephased for repayment over a longer period with the permission of the Financing Bank (Canara Bank). In cases of wilful default, legal action is taken and the Government officers compel repayment by attachment and sale of the properties of the defaulter. Farmers throughout the state organised themselves and represented the Government for write off of their dues to the Banks. Consequently overdue amounts increased. The Government also permitted write off of certain categories of loans and interest. The various categories included loans of small and marginal farmers. Loans where interest accumulation was more than the principal amount or where loans
were less than fixed amount, for eg., Rs.10,000/- etc. Such write off of loans encouraged default. With the result the overdue amounts of TUCAS also increased. These affected issue of further loans to the defaulters and others. However, TUCAS persuaded its members for repayment and the results are encouraging. 38

SPECIAL FEATURES OF THE BANKS:

TUCAS pays higher rates of interest to its depositors than nationalised banks and the increase is 2½%. City Co-operative Banks refuse to advance loans to the members depending upon the availability of funds whereas this bank is advancing loans without any refusal. No ceiling of loan is fixed by this bank. For quick disposal an electronic jewel weighing machine is installed which is yet another special feature of the bank. The bank

38. Personal Interview with Assistant Secretary, TUCAS on 9 7 91
also gives a rebate of Rupee one per bag on the purchase of manure mixtures. A 10% rebate is offered in the case of pesticides.

The members hiring farm implements get a concessional rate of hiring charges over non-members. A rebate offered is Rs. 5/- for farm implements and Rs. 5/- per hour in the tractor hire charges. The tractor hire charges at present are Rs. 75/- per hour for members and Rs. 80/- for non-members.

Safe-deposit lockers are provided to the members at the rate of Rs. 62/- per annum. Depositors are eligible to get loan amount upto 90% of their deposit value. However, TUCAS persuaded its members for repayment and the results are encouraging.
Therefore, TUCAS is able to sustain the agricultural development by the provision of farm credit and services to its members in spite of strains mentioned above. The diversification of services to the farmers in TUCAS is multifarious. This diversification helps TUCAS sustain the services in spite of defaults in the Banking sector. These developments lead to confidence building among the members and accumulation of more deposits leading to increased financial strength. Thus TUCAS is able to show an allround development and make a mark among as one of the outstanding co-operatives in the state.\textsuperscript{39}
2. EQUIPMENT HIRING
2. EQUIPMENT HIRING:

In material terms, agriculture has its implements and the friends of farming namely the cattle, cow, buffalo, sheep, goat and even the dog who guards the farmer's herd, farm and home. When we talk of the agricultural implements one remembers the plough and his bullock cart. The plough is decorated with bullock cart, new yarn and red vermillion (kumkum) on the first day of the month of Chitrai (Tamil New Year Day) in Tamil Nadu. The plough, the cart and the bullock are the three parts of the simple traditional technique that the Indian farmers have been using for generations. The village artisans, the carpenter and ironsmith with traditional knowledge handed down to them by generations, they could not have the vision for tangible change in the form
and format, the shape and sharp of the tools and the product continued without much improvement. The entire cultural fabric of the Indian farmer is inter-woven with agriculture. Hence a suitable technology is needed to improve the efficiency, economic utilisation of raw materials, productivity and absorption of human resources.¹

The Tudiyalur farmers were not satisfied with the provision of farm credit. They had to procure labour to do farm work such as sowing, planting, weeding, harvesting etc. Coimbatore is an industrial town with a large number of spinning, weaving mills and their ancillary units. There are other industries coming up. Therefore, the labour was becoming very scarce.

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¹ Tamil Nadu Journal of Co-operation, March 1991, Volume 82, p. 730
and expensive. So the farmers had to think of mechanisation of large scale and highly labour intensive farm operations. These led to a demand for tractors, tillers, sprayers, harvesters, threshers, etc. Therefore, these machinery and equipment became a felt and urgent need for the farmers.  

There are very few local people who were good at making farm implements. Their implements were primitive such as manvetti (Spade) and Kalaivetti (Small Spade). These are becoming expensive and scarce consequent on the traditional blacksmiths finding employment in industries. Therefore, the Tudiyalur Co-operative Agricultural Services Limited was forced to diversify into activities of farm mechanisation. Thus the farm mechanisation division of the society was started. This division was initially given the

2. Personal Interview with Agro Tools Engineer  
Mr. Gurusamy on 11.3.92
responsibility to buy farm machines from the manufacturers and to hire them to the farmer-members. Subsequently to save on cost and ensure ready availability, the farm equipments division started manufacturing simple machines initially followed by bigger and complicated machines later.

As farmers got used to modern machines and bought them in large numbers, they were forced to seek agencies for servicing and repair. As a result, the equipment division also started servicing and repair not only its own farm equipments but also those of its members.

TUCAS established an agricultural service station. This is very unique among farmers' service societies in the State as no other credit society has such service station. The agricultural implements introduced by this unit are sprayers,
harvesters, threshers, cleaners, graders, etc. It lets out in hire, tractors, sprayers, threshers, etc. It also services and repairs all farm implements.

The objectives and the results achieved by this project are the following:

Mechanisation of all agricultural operations to meet scarcity of labour is carried out gradually. The existing farm labour was not displaced. Farm income was maximised. Underground water potential was exploited and management of irrigation system was made efficient without waste of water resources by appropriate mechanisation.

Mechanics and drivers of tractors were trained to ensure efficiency and economy of the man and the machine. Reliable and efficient

4. A204 Project Proposal File
repair services of members' farm implements were provided. Agricultural production was increased by providing all round services in Coimbatore District of Tamil Nadu State more efficiently and economically.5

CARE (Co-operative for American Relief Everywhere) offered farm machinery and equipment in 1970 to help mechanised farm operations within 5 miles of Thudiyalur. This is on condition that if TUCAS used the machinery and equipment properly, their ownership would be transferred to TUCAS after 2 years. This offer was accepted by TUCAS on the recommendation of the Registrar and Government.6

5. Equipment Hiring File
The details of farm machinery and equipment donated by CARE are given in Appendix No. 1. 

These tractors along with the additional tractors purchased by TUCAS in 1980 are hired to farmers at cheap rates. The agricultural machinery and implements of TUCAS are at the service of its members. These machinery and implements are enumerated in Appendix No. 2. 

Members have to apply in the prescribed form available in the Tudiyalur Agricultural Service Station.

The Service Station maintains a list of applicants who pay advance and register for the

7. Farm Implements File
8. Collection of hire charges in advance and allotment of Implements File Register
use of machinery and implements. These are rented out on first-cum-first served basis and on the assurance of efficient and safe handling of the same.

Renting the equipment is subject to the following conditions:

Hire charges and other dues will be collected as per the rules of the society on demand. Balance of advance remaining unadjusted will be refunded after the completion of the work.

The service station endeavours to provide service promptly subject to acts of God.

The society reserves the right to withdraw the services of its machinery, equipment and labour without assigning any reason if such withdrawal is deemed necessary.

10. Personal Interview with the Director of Tudivalur Agricultural Service Station on 9.7.91
The members taking out the machinery and equipment are liable to pay the increases in rent and costs consequent to the increase in the price of oil, fuel, the bata to the driver etc.

Rules for hiring blasting equipment are the following:

The blasting equipments of the society are intended for the explosion of bore holes to increase water supply.

Applications for the use of this equipment can be registered on payment of advance equal to the estimated cost of work to be undertaken.

The decision on the application for the blasting equipment will be taken on the recommendation of the field Co-ordinator and the foreman. A 10% service charge will be collected if the blasting unit is not acceptable.

11. Monthly Income & Expenditure Statements File
or the overburden is not cleared. The balance of advance would be refunded. Payment of advance sufficient to cover the hire charges is necessary. There will be no service on credit.

Along with the short-hole drilling and blasting, the Tudiyalur Agricultural Service Station also offers long-hole drilling equipment for drilling small trial holes about 2½" diameter upto 30 metres. This equipment is used to seek the existence of underground water in the first instance and to improve the yielding capacity of existing wells by drilling laterally into the sides and bottom of the well in the second instance.

Details of hire charges are furnished in Appendix No. XI.

12. Farm Implements File
13. Tripsheets and Accounting of Hire charges File
Tractors and Assorted Agricultural Equipment:

The society provides tractors and agricultural equipments to mechanise agricultural operations.

Application for tractors will have to be submitted to the Service Station.

Such applications are registered if advance amount is paid. The advance paid should be sufficient to cover the total hire charges as work will not be done on credit.

The details of hire charges for tractor and equipment are given in Appendix XI.

Charges per acre are calculated for one operation only. Sugarcane planter is made available only from the second year of the operation of the service station.

14. Tractor Hire Charges Register
15. Priority Register
Any deposit and/or advance remaining unadjusted after completion of work will be refunded to the applicant. 16

Workshop facilities and in-service training for drivers and mechanics of agricultural machinery:

Workshop facilities maintained by the Tudiyalur Agricultural Service Station are intended to attend to the needs of the tractors, blasting units and the fleet of transport vehicles. These are also used by the farming community.

Enquiries concerning training facilities offered by the Tudiyalur Agricultural Service Station should be addressed to its Secretary. 17

Where there is any dispute in the interpretation of these rules, the decision of the

16. CARE Section Stock File
17. Personal Interview with the Director of the Tudiyalur Agricultural Service Station on 9.7.91
President of the Tudiyalur Co-operative Agricultural Services Limited will be final. The Secretary of the Tudiyalur Agricultural Service Station may delegate all or any vested in him under these rules to employees working under him.\textsuperscript{18}

Apart from the tractors, threshing machines, rock blasting units and mud cranes are also being hired out to the farmers. Further, the society has established an Agro Tools Industry for fabrication of farm implements. The implements fabricated and supplied to the farmers are detailed in Appendix No. XII\textsuperscript{19}.

The Tamil Nadu Agricultural University provides the society with the latest developments.

\textsuperscript{18} Personal Interview with the Office Superintendent of the TUCAS on

\textsuperscript{19} Agro-Tools Industry File
and designs in the farm implements. With this help of Tamil Nadu Agricultural University, TUCAS is able to obviate labour shortage during harvest season.

The value of implements supplied during the last three years are:

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount Rs. in Lakhs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988-89</td>
<td>31.46</td>
</tr>
<tr>
<td>1989-90</td>
<td>38.47</td>
</tr>
<tr>
<td>1990-91 (upto 31-12-90)</td>
<td>24.70²⁰</td>
</tr>
</tbody>
</table>

The organisation chart of the society and qualifications prescribed for the staff are given in Appendices No. XIV and XV respectively.²¹

EMPLOYMENT OF THE PERSONNEL:

The Tudiyalur Co-operative Agricultural Services Limited in consultation with CARE has

²⁰ Ibid
²¹ Op.Cit. Bylaw
hired a Director who is in-charge of the overall management and direction of the Tudiyalur Agricultural Service Station. The Director assumes complete responsibility for the activities undertaken by the Tudiyalur Agricultural Service Station and he appoints the required personnel in consultation with CARE and the Tudiyalur Co-operative Agricultural Services Limited. He is under the control of the TUCAS.

Particulars of the area of operation of the Agricultural Services Station given in Appendix XVII.

The features of the blasting and drilling unit are given in Appendix No. XVI.

Particulars of tractor rental, blasting and drilling unit, intensity of tillage operations

22. Maintenance of Work Cadre Book

23. Work order book

24. Work Order Book, A204 Project Proposal File
of tractors, tractor-hours spent on sowing operations preparatory cultivation chart and statement of yield and threshing hours are given in Appendices XVI25, XX26, X27, XX28, XXII29 and XXIII30 respectively.

Farm mechanisation is one of the most important of the diversified activities of TUCAS. The variety of mechanisation and the growth had been gradual and effective at the farm front. The farmers who were adopting the primitive method had to go in for mechanisation consequent to the paucity

25. Tractor - Income And Expenditure File
26. Drilling - Income and Expenditure File
27. Tillage Operation File
28. Tractor Operation File
29. Equipment Hiring File
30. Loc.Cite.
of labour as a result of large scale industrialisation of Coimbatore District. Not only was labour saved but also the operations were more effective and fruitful consequent to mechanisation of farm services by TUCAS. Presently the entire operations from ploughing to harvesting and threshing have been mechanised and the farmers benefitted enormously. This has led to further improvement in technology leading to seed production.