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NATIONAL SEMINAR ON VISION FOR AMRIT KAAL (2022-2047) BY AND FOR RURAL STCCS

Organised by:

NATIONAL FEDERATION OF STATE COOPERATIVE BANKS LTD.

VENUE:

CHENNAI

28 APRIL 2023

PROCEEDINGS



NATIONAL FEDERATION OF STATE COOPERATIVE BANKS LTD.

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SOME IMPORTANT PUBLICATIONS OF NAFSCOB

1. Accounting Manual for Cooperative Banks in 3 Volumes (Priced) & (August 15, 1979).
2. Guidelines on Micro Level Planning for Project Formulation for Eligible Target Groups under IRDP in selected villages / **B. Subrahmanyam** (1985).
3. Rural Savings Untapped: A Strategy to Identify and Exploit the sources for Deposit Mobilisation / **B. Subrahmanyam & K. K. Gupta** (1985).
4. Effectiveness of Deposit Schemes : An Evaluation – **M. Dharma Reddy & B. Subrahmanyam** (1985).
5. Deposit Mobilisation : A study of Kheda District Central Cooperative Bank / **B. Subrahmanyam & M. Dharma Reddy** (1985).
6. Computerisation in Cooperative Banking - Some Basic Issues / **B. Subrahmanyam & K. Sudhakar** (1985).
7. Development Strategies for District Central Cooperative Banks / **B. Subrahmanyam & K. Sudhakar** (1987).
8. Socio-Economic Aspects of Rural Savings and Investment / **B. Subrahmanyam & M. Dharma Reddy** (1987).
9. Mobilisation of Rural Savings and Credit Delivery through Self-Help Groups / **B. Subrahmanyam** (1987).
10. Management of Hyderabad District Central Cooperative Bank – A Case Study / **B. Subrahmanyam** (1988).
11. Towards Rural Savings Mobilisation / **B. Subrahmanyam** (1988).
12. Rural Savings Mobilisation through Agricultural Cooperative Societies - An Evaluation / **B. Subrahmanyam & M. Dharma Reddy** (1988).
13. Cooperative Rural Credit Delivery System in India : With Particular Reference to the Case of Integration in Andhra Pradesh / **B. Subrahmanyam** (1989).
14. Short Term Cooperative Credit Structure in North Eastern Region / **B. Subrahmanyam** (1990).
15. Guidelines to Micro-level Credit Planning in Short Term Cooperative Credit Structure with reference to Service Area Approach / **B. Subrahmanyam** (1990).
16. Primary Agricultural Credit Societies - A Statistical Profile / **B. Subrahmanyam** (1990).
17. Deposit Mobilisation in Nainital District Central Cooperative Bank Ltd. – A Case Study / **B. Subrahmanyam** (1991).
18. Short Term Cooperative Credit Institutions : Some Critical Issues – A Discussion Paper / **B. Subrahmanyam** (1991)
19. Impact of Pilot Project on Strengthening of Credit Delivery System in PACS & DCCBs / **B. Subrahmanyam** (1991).
20. Profile of State Cooperative Banks – A Statistical Profile (1978-79 to 1988-89) / **R. H. Singh** (1991).
21. Long Term Perspective Issues and Strategies related to Debt Relief and Loan Waivers - A Discussion Paper / **B. Subrahmanyam** (1991)
22. Role and Responsibilities of Non-official Elected Leaders of State Cooperative Banks / **Sura Patnaik** (1992).
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24. Refinance Scheme for Jewel Loans – An attempt towards Diversification of Lending Portfolio / **B. Subrahmanyam** (1992).
25. Business Development Planning – Expectations and Experiences / **B. Subrahmanyam** (1992).
26. Status of Service Area Approach in Andhra Pradesh (With particular reference to Cooperatives) / **B. Subrahmanyam** (1992).
27. A Paper on “Short Term Cooperative Credit Institutions : Problem Areas and Suggestions” / **B. Subrahmanyam** (1992).
28. Need for making Cooperatives Democratic, Self-reliant and Viable : Some Thoughts / **B. Subrahmanyam** (1992).
29. Challenges before State Cooperative Banks in view of Recent Policy Changes / **B. Subrahmanyam** (1992).
30. Primary Agricultural Credit Societies in Gujarat : A District-wise Statistical Profile / **B. Subrahmanyam** (1993).
31. Need for Strong, Viable and Self-Reliant Cooperatives : Some Suggestions / **B. Subrahmanyam** (1993).
32. Capital Adequacy Measures, Income Recognition, Assets Classification, Provisioning and other related matters / **B. Subrahmanyam & K. Shivaji** (1993).
33. Policies, Programmes, Problems and Prospects of Non-farm Activity Financing by Cooperative Banks / **B. Subrahmanyam** (1993).
34. Better Environment through Cooperatives – A Paper / **B. Subrahmanyam** (1993).
35. Role of Information Technology with particular reference to Computerisation in Short Term Cooperative Credit Institutions / **B. Subrahmanyam** (1993).
36. Management Audit or Management of Audit – A Paper / **B. Subrahmanyam** (1993).
37. Cooperative Banking Structure in 2000 AD / **B. Subrahmanyam** (1994).
38. Compendium of Circulars of All India Mutual Arrangement Scheme (November 1990 to March 1994).
39. Role of State Cooperative Banks in the Development Process / **B. Subrahmanyam** (1994).
40. Viability of the Cooperative Rural Credit Institutions / **B. Subrahmanyam** (1995).
41. Training Needs of the Chief Executives of DCCBs – A Study Report prepared by ASCI for NAFSCOB (1995).
42. Enhancement of Loan Recovery and Collateral Substitutes in Short Term Cooperative Credit Institutions / **B. Subrahmanyam**
43. Short Term Cooperative Credit Institutions – An Issue Paper for Discussion / **B. Subrahmanyam** (1996).
44. Regional Disparity in the Development of Cooperative Credit Institutions / **B. Subrahmanyam** (1996).
45. State Cooperative Banks in the Liberalised Economy / **B. Subrahmanyam** (1996).
46. Issues for Consideration by Reserve Bank of India – Discussion Paper / **B. Subrahmanyam** (1996).
47. Assessment of Income from Investments by Cooperative Banks - Working Paper / **B. Subrahmanyam** (1996).
48. Management of Funds in Short Term Cooperative Credit Structure / **B. Subrahmanyam** (1997).
49. Rural Employment and Cooperatives / **Moinul Hassan** (1997).
50. Rehabilitation Package for Revamping the Cooperative Credit Structure – Proceedings and Recommendations of the Workshop for Chief Executives of State Cooperative Banks / **B. Subrahmanyam** (1998).
51. Review of Financial Sector Reforms – 1992-93 to 1997-98 / **B. Subrahmanyam** (1998).
52. Cooperative Credit Structure : A Perspective for 2000 AD / **B. Subrahmanyam** (1998).
53. Management Information System with particular reference to Computerisation in Cooperative Credit Institutions / **B. Subrahmanyam** (1998).
54. Cooperative Movement and the Short Term Cooperative Credit Structure in the North Eastern Region – A Report / **J. B. Dutta**, Member Secretary, RACNER & **K. Sudhakar**, Director, RACNER, NAFSCOB (1999).

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NATIONAL SEMINAR ON VISION FOR AMRIT KAAL (2022-2047) BY AND FOR RURAL STCCS

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ACKNOWLEDGEMENTS

Secretary, Ministry of Cooperation, Government of India convened the meeting of National Federation of State Cooperative Banks (NAFSCOB) on 31-01-2023 to review the level of compliance with Section-24 & related provisions of the MSCS, Act,2002. The review meeting suggested for drawing up of a strategic plan to execute the most prioritized issues. Some of them are: 1) Need for Model Bye Laws for State Cooperative Banks (SCBs) and District Central Cooperative Banks (DCCBs), 2) To Prepare a Vision Paper for Action Plan to develop STCCS for Amrit kaal/& spell out Vision and Mission of NAFSCOB and 3) Need to identify the specific Business opportunities for Primary Agricultural Credit Societies (PACS) to be vibrant and Need to work out so as to ensure 20 percent of Business growth annually by PACS.

The review meeting prompted NAFSCOB to peruse, and plan for a programme to organize National Seminar on VISION for AMRIT KAAL (2022-2047) by and For Rural STCCS at Chennai on 28 April 2023. The Seminar focused more on the following:

1. Union Budget 2023-24
2. Initiatives /Events by MOC/NAFSCOB
3. Issues related to Governance and management in SCBs & DCCBs.
4. Adoption of Technology
5. Preparation of **Vision Paper for Amrit Kal (2022-2047)**

Over 154 delegates actively participated in the seminar. The list includes Thiru. KR. Periakaruppan, Hon'ble Minister for Cooperation, Government of Tamil Nadu; Shri. Dileep Sanghani, Ex. M.P./Ex. Minister Gujarat, President, NCUI; Dr. Sunil Kumar Singh, MLC, Chairman, Bihar State Cooperative Marketing Union (BICOMAUN) ; Dr. J. Radhakrishnan, IAS, Addl. Chief Secretary to Government, CF&CP Department, Govt. of Tamil Nadu, Thiru A. Shanmugasundaram, IAS, RCS, Tamil Nadu, Thiru M. P. Sivan Arul, IAS, Inspector General of Registration/Officer on Special Duty- Technology adoption in STCCS and Chairmen, Chief Executive Officers (CEOs) and Senior Officials of SCBs, DCCBs and PACS.

Shri. Konduru Ravinder Rao, Chairman, NAFSCOB personally took charge of the event to make it most successful.

The recommendations of the seminar centred around areas such as Structural Issues, Human Resource Policy, PACS, Technology Adoption, Governance, National Cooperative Database (NCD), Vision for Amrit Kaal (2022-2047), Statement of Vision & Mission etc.

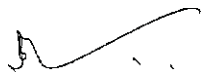
National Seminar was rated as excellently organized with a meaningful approach and outcome.

We take this opportunity to extend our gratitude to Dr. Gyanesh Kumar, IAS, Secretary, Union Ministry of Cooperation for his inspiring review meet which prompted NAFSCOB to expedite conduct of the National Seminar. We are indebted to Thiru R. Elangovan President, The Tamil Nadu State Apex Cooperative Bank Ltd (TNSCB) and Thiru. M. Antonysamy John Peter, Managing Director, TNSCB for their hospitality and almost co-hosting of the event. The excellent arrangements made have been placed all the 154 delegates very comfortable and the contribution of TNSCB and their entire staff was commendable. We extend our sincere thanks to them.

We are pleased to place on record our appreciation and respects to the Chief Guest, Guest of Honours, Guests, special invitees, Resource persons viz., Thiru M. P. Sivan Arul, IAS, IG of Registration/Officer on Special Duty- Technology adoption, Dr. Rakesh Kumar, DDG MoC, GoI, Dr. K. S. Raghupati, CGM, DoS, NABARD, Shri J. S. Upadhyay, C.G.M., IDD, NABARD, Shri V. G. Sekhar, Principal CAB, Dr. R. Bhaskaran, Ex. CEO, IIBF, and Shri P. Mohanaiah, Ex. CGM, NABARD, Press, Hotel Management for their support in organizing the National Seminar to the satisfaction of entire cooperative fraternity.

We look forward towards the implementation of the recommendations of the National Seminar.

Navi Mumbai
May 2023


Bhima Subrahmanyam
Managing Director
NAFSCOB

PROCEEDINGS OF NATIONAL SEMINAR ON VISION FOR AMRIT KAAL (2022-2047) BY AND FOR RURAL STCCS

28 APRIL 2023

Venue: HOTEL THE SAVERA, CHENNAI

I) Background:

The New Union Ministry for Cooperation (MOC) has been formed on 06 June 2021 with a mandate to realise the vision of 'Sahakar Se Samridhhi'. In order to realise the spelt out Vision, the government already initiated almost 21 very important measures. These 21 measures include proposed computerization of 63,000 Primary Agricultural Credit Societies (PACS), signing an MOU with Ministry of Electronics and information technology NABARD and common Service Centers (CSC), e-Governance Services India Limited to enable PACS to provide different services to rural population across the country. A national cooperative database is also being prepared for country wide mapping of cooperative societies. The list of 21 measures is presented separately as an **Annexure-1** to this report. The Ministry in addition to the measures initiated, advised all the National Level Cooperative Federations including National Federation of State Cooperative Banks (NAFSCOB) to prepare a step wise action plan for Amrit Kaal (2022-2047) to address their sectoral issues. Against this background, National Federation of State Cooperative Banks (NAFSCOB) organised a **one Day National Seminar on Vision for Amrit Kaal (2022-2047) with special reference to Rural Cooperative Credit & Banking Institutions (STCCS)**.

● Coverage of the National Seminar:

The National seminar is aimed at facilitating a wide range of consultations on very important issues listed as follows:

1. Union Budget 2023-24
2. Initiatives /Events by MOC/NAFSCOB
3. Issues related to Governance and management in SCBs & DCCBs.
4. Adoption of Technology
5. **Prepare a Vision Paper for Amrit Kaal -2022-2047**

II) Delegates:

NAFSCOB sent invitations to Senior Officers of GoI, RBI, NABARD, NCDC, BIRD, VAMNICOM, all SCBs, DCCBs and select PACS and important functionaries to attend the National Seminar. A total number of around 154 registered as delegates including distinguished guests/invitees/functionaries of NAFSCOB attended the National Conference. The seminar was represented by the following from STCCS and related organisations:

1. Representatives from few invited PACS
2. Chairmen and/or Chief Executives of few identified DCCBs
3. Chairmen and Chief Executives of SCBs
4. Representatives of NCUI/CAB

5. Cooperation Department of Tamil Nadu State Govt.
6. Registrars of Tamil Nadu State Cooperative Societies.
7. Representatives of NABARD
8. Deputy Director General of NCD, Ministry of Cooperation, Government of India.

Details of list of delegates of National Seminar are given as **Annexure-II**.

III) Inaugural Session:

i. Welcome Address: Shri Konduru Ravinder Rao, Chairman, NAFSCOB

Shri Konduru Ravinder Rao, Chairman, NAFSCOB welcomed Thiru. KR.Periakaruppan, Hon'ble Minister for Cooperation, Government of Tamil Nadu; Shri. Dileep Sanghani, Ex. M.P./Ex. Minister Gujarat, President, NCUI; Dr. Sunil Kumar Singh, MLC, Chairman, Bihar State Cooperative Marketing Union (BICOMAUN) ; Dr. J. Radhakrishnan, IAS, Addl. Chief Secretary to Government, CF&CP Department, Govt. of Tamil Nadu, Thiru A. Shanmugasundaram, IAS, RCS, Tamil Nadu, Thiru M. P. Sivan Arul, IAS, Inspector General of Registration/Officer on Special Duty- Technology adoption in STCCS and felicitated them with memento and Shawl. He also welcomed Chairmen, Chief Executive Officers (CEOs) and Senior Officials of State Cooperative Banks, District Central Cooperative Banks, Primary Agricultural Credit societies, Officials from Government, Chief General Managers from NABARD, Principal, CAB & a large gathering Media and other dignitaries in the audience. He mentioned that it's a privilege and a profound honour to share the dais with such esteemed dignitaries and some of the brilliant minds in the country. Further, during his welcome address, he gave brief information about the themes identified for the National Seminar.

In his welcome address Shri Konduru Ravinder Rao, Chairman, NAFSCOB mentioned that the Government of India is having a vision to strengthen the entire farming community and rural community by giving more thrust on the development of cooperative banks in the country.

By keeping this in mind, after 75 years of independence of our Country, for the first time in the history of our Nation, the Government of India created new Ministry for Cooperation separately from the existing entity of Ministry of Agriculture and Cooperation.

In order to fulfil the aspirations of the Government of India and to strengthen the short term cooperative credit structure in the country, NAFSCOB is organising such National Seminar on Vision for Amrit Kaal (2022-2047) to map our programmes in line with the policy of the Government of India.

The deliberations of this National Seminar would help the Ministry of Cooperation to realise the vision of the Ministry to a greater extent.

NAFSCOB has been playing a vital role in the development of short term cooperative credit structure in the country right from the State Coop. Bank, Central Coop. Banks and Primary Agricultural Coop. Credit Societies during the last more than 60 years.

NAFSCOB is addressing issues of short term cooperative credit institutions with agencies like NABARD, Reserve Bank of India and Ministry of Agriculture earlier and now Ministry of Cooperation to find a fruitful solution.

NAFSCOB is playing vital & very effective role in keeping the entire three tier cooperative credit structure more vital and vibrant.

The Chairman, NAFSCOB reiterated the need for improving the share of STCCS in delivering credit by citing that the share of cooperative banks in some of the States has declined from 75% to 20% and advised to improve the same for which NAFSCOB would extend all possible assistance. However he wanted the concerned to appreciate the excellent performance of STCCS in absolute terms in terms of growth in advances.

The Chairman, NAFSCOB advised the SCBs to ensure younger generation to open account with the cooperative banks in order to improve the functioning of the bank.

In order to strengthen the cooperative movement in the country, adoption of technological advancements is the need of the hour failing which they will not ensure prosperity in the longer run. He also highlighted that Government of India is giving more thrust for computerisation of PACS in the country. He appreciated the Telangana and Uttrakhand SCBs in computerising the functioning of the PACS to a greater extent.

NAFSCOB has extended its fullest cooperation in designing Model Byelaws for the Primary Cooperative Societies. At the instance of the MOC, Government of India NAFSCOB initiated to prepare model bylaws for the SCBs and CCBs. With the support of its members, NAFSCOB will present the new model byelaws for the SCBs & DCCBs shortly.

He shared with the delegates that Govt of India constituted a National level coordination Committee and Chairman of NAFSCOB has been included as one of the Members in the high level Committee and NAFSCOB is acting as mentor and facilitator in uplifting the developmental activities of the cooperative banks and advised the members to grab this opportunity to the fullest extent possible. The Chairman, NAFSCOB opined that three tier structure alone will strengthen the entire cooperative credit structure in the country will be more effective rather than two tier credit structure. He advised the delegates to deliberate on this issue and help to resolve towards continuation of 3 tier STCCS.

The cooperative banks must adopt with technology Updation since they have to play a bigger role in the days ahead. He has acknowledged the greater role played by Managing Director , NAFSCOB supported by Managing Director, TNSCB in organizing the present seminar in a befitting manner.

While concluding his welcome address, he extended thanks to dignitaries on the dais for taking precious time out of their busy schedules and gracing us with their presence. He welcomed all once again and extended thanks for encouragement towards organization of National Seminar.

Felicitation to the dignitaries on the dais have been extended by Shri Konduru Ravinder Rao, Chairman, NAFSCOB and Shri Bhima Subrahmanyam, Managing Director, NAFSCOB.

ii. Introductory remarks: Shri Bhima Subrahmanyam, Managing Director, NAFSCOB

In his introductory remarks Shri Bhima Subrahmanyam, Managing Director, NAFSCOB explained the background in which the national seminar is initiated. He has shared the fact that Secretary, Ministry of Cooperation is mainly instrumental in planning and executing the current seminar on **Vision for Amrit Kaal (2022-2047)**.

- ❖ 3 lakh plus vibrant, viable, sustainable, fully computerized and professionally managed PACS providing credit and credit plus services to all their members as One stop shop and contributing significantly to the local economy.
- ❖ 50% market share of agri-credit and 20% market share of deposits
- ❖ Professionally managed DCCBs and SCBs with good governance practices and state of the art technologies and being effective leaders of co-operative movement in the state/district.

- ❖ NAFSCOB to represent, nurture and protect the interests of entire STCCS including PACS, DCCBs and SCBs.
- ❖ NAFSCOB to coordinate with GoI, RBI and NABARD on matters relating to entire STCCS.
- ❖ NAFSCOB to foster collaborations with the national and international agencies for strengthening the STCCS
- ❖ The vision of NAFSCOB to be an effective leader, mentor and facilitator of the entire STCCS reaching credit and credit plus services to the last mile adhering to the principles of cooperation.

The mission of NAFSCOB is to ensure efficient, vibrant, viable, sustainable, responsive, fully digitized and professionally managed STCCS at all levels through participative interventions, innovations, best practices, coordination with stakeholders and policy advocacy.

iii. Address by Dr. Sunil Kumar Singh, MLC, Vice-Chairman, NAFED/Chairman, BISCOMAUN:

At the outset Dr Sunil Congratulated Chairman and Managing Director, NAFSCOB for organising timely seminar at the national level on a subject of importance and significance. The initiative taken by them as always draw very much attention of the delegates from the rural cooperative credit & banking sector at all levels. The 3 tier STCCS has been contributing very well to cater to the needs of the agriculturists. He has expressed his high appreciation to the Hon'ble Cooperation Minister, Govt. of Tamil Nadu for extending his support to the National Seminar. He has been extending support to the cooperatives in Tamil Nadu and therefore, he acknowledged his contribution. Similarly, he appreciated the efforts of the Management of Tamil Nadu State cooperative Bank in ensuring the viability of STCCS in Tamilnadu. He advised all the delegates from all over the nation to contribute to strengthen the STCCS during Amrit Kaal. He paid his respects to all those dignitaries on the dais more particularly the National Cooperative leader Mr. Dileep Sanghani, President, NCUI and also Chairman, IFFCO.

iv. Address by Dr. J. Radhakrishnan, IAS, Additional Chief Secretary to Government, Cooperation, Food and Consumer Protection Department, Tamil Nadu:

In his address Dr. J. Radhakrishnan, Additional Chief Secretary to Government, Cooperation, Food and Consumer Protection Department informed that Tamil Nadu is the frontier State in the country with regard to cooperative movement. The Cooperative Societies Act was enacted in Tamil Nadu in the year 1904. In India, the first cooperative society was formed in Tirur in Tiruvallur district in the year 1904 and Government has recently ordered for creation of new Museum in that place. In Tamil Nadu, Tamil Nadu State Apex Coop. Bank at Apex level, 23 DCCBs with its 924 branches, 4453 Primary Agricultural Coop. Credit Societies with its 151 branches and nearly 22000 Cooperative Societies are functioning in the State. Their total deposits and advances are to the extent of ₹ 71,000 crore and ₹ 68,000 crore respectively. In the State there are 2.23 crore ration card holders, of which 1.70 crore card holders are drawing their essential commodities through cooperative banks. In Tamil Nadu, the minimum loan amount sanctioned under Self Help Group scheme is ₹ 50,000.

v. Address by Shri. Dileep Sanghani, Ex-MP/Ex-Minister, Gujarat, President, National Coop. Union of India (NCUI), Chairman, IFFCO and Ex. Chairman, NAFSCOB

Shri. Dileep Sanghani at the outset welcomed all the dignitaries and delegates from all over the country, on behalf of the Indian cooperative movement to the very well designed National Seminar. He congratulated both Shri Ravinder Rao Chairman, NAFSCOB and Shri Bhima Subrahmanyam, Managing Director, NAFSCOB for expediting such a seminar to address all issues of Vision for Amrit Kaal. He advised all the delegates to extend appropriate suggestion on matters of Technology adoption, measures to ensure effective governance, structural issues, Implications of Union Budget proposals, analytical observations on 21 measures initiated by the MOC and finally help NAFSCOB to formulate a Vision Paper for Amrit Kaal (2022-47). He wished the seminar meaningfully a great success.

IV) Inauguration:

The National Seminar was inaugurated by Hon'ble Cooperation Minister of Tamil Nadu State Thiru KR. Periakaruppan. The presence of the following dignitaries added to the importance and significance of the event. Shri. Dileep Sanghani, Ex. M.P./Ex. Minister Gujarat, President, NCUI; Dr. Sunil Kumar Singh, MLC, Chairman, Bihar State Cooperative Marketing Union (BICOMAUN) ; Dr. J. Radhakrishnan, IAS, Addl. Chief Secretary to Government, CF&CP Department, Govt. of Tamil Nadu, Thiru A. Shanmugasundaram, IAS, RCS, Tamil Nadu, Thiru M. P. Sivan Arul, IAS, Inspector General of Registration/Officer on Special Duty- Technology adoption in STCCS and Thiru M. Antonysamy John Peter, M.D., Tamil Nadu SCB.

Hon'ble Cooperation Minister, Govt of Tamil Nadu declared the seminar inaugurated by lighting the lamp.

V) Address by Chief Guest:

- **Inaugural Address by Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Government of Tamil Nadu:**

Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Government of Tamil Nadu in his inaugural address reiterated that the State of Tamil Nadu is one of the leading States in the country in respect of growth and development. The National-level growth indicators and statistics will reveal the facts about in many fronts position of Tamil Nadu is above the National average and Tamil Nadu is one among the top States in respect of performance of Cooperatives. The Government is functioning with the governing principle that "this Government is for all the people of the State" indicating inclusive growth is the prime objective of this principle and none in the society of our State should be left behind in the economic growth. The Government is believing and working for the growth of all by adopting the principle of "inclusive growth". This will indicate that "Each for all and all for Each" concept for the overall growth of all in the State. The first Agricultural Cooperative Credit Society in India was formed in Tirur, Tiruvallur District of Tamil Nadu in 1904. The first State Cooperative Bank viz., Tamil Nadu State Coop. Bank was formed in the year 1905. During the year 2022-23, the State Coop. Bank and all the 23 Central Coop. Banks have earned profit. The State Coop. Bank has got several National Awards for best performance amongst the State Coop. Banks and similarly various Central Coop. Banks have received several National Awards for giving best service to the people for more than a century.

Further, he mentioned that the Cooperative Department is functioning on the following principles of cooperation.

- ❖ Voluntary and open Membership
- ❖ Economic growth of members
- ❖ Cooperation among Cooperatives
- ❖ Cooperative Education
- ❖ Autonomy and Independence
- ❖ Democratic Management &
- ❖ Social Development

Hon'ble Minister in his inaugural address mentioned that the Government of Tamil Nadu is framing the policies and implement them for the benefit of the members of Cooperatives and the Government is committed to strengthen the Cooperatives. While concluding his address, the Hon'ble Minister for Cooperation hoped that deliberations of this National Seminar would help the cooperatives to go forward in the right direction by upholding the principles of cooperation.

The full text of the address by Hon'ble Minister is attached to this report as **Annexure-III**.

VI) Deliberations by Expert Resource Persons:

i. Presentation on Technology Adoption by Shri. M. P. Sivan Arul, I.A.S., Inspector General of Registrar/Officer on Special Duty –Technology adoption in STCCS:

Shri. M.P. Sivan Arul, made a power point presentation on Technology Adoption and the salient features of his presentation are as follows:

- The Banking industry in India is having demand deposit of ₹ 21.49 lakh crore and time deposit of ₹ 157.12 lakh crore and year of year growth is 10.14% (2021-2022).
- The credit of banking industry in India is ₹134.51 lakh crore and year of year growth is 15.69% (2021-22).
- India leads the pack with youngest population of mobile banking users and adoption to the banking technologies are highest in India in comparison with the developed nations such as the US, Canada and the UK.
- The digital transactions evinced increased from ₹ 5554 crore in 2020-21 to ₹ 8840 crore in 2021-22.
- In 3 years, the spending on Technology by Banks was ₹ 83129 crore and average per bank works out to ₹ 2027 crore.
- The total transactions consisting of 70% for eBanking, 15% for traditional banking and 15% for both.
- More than 50% expressed customer satisfaction in e-Banking services viz., ATM Credit, Credit Card, Tele Banking, Internet Banking, Mobile Banking.
- 89% of the customers rated the technological services as Excellent, Good and Satisfactory and 11% of the customers have expressed their unhappiness
- 29 crore members in Cooperative Systems of which 72% are in credit cooperatives and 28% are in non-credit cooperatives. 6,39,342 villages are covered by Cooperatives in India.
- UPI implemented in the Tamil Nadu State Coop. Bank wef 29.9.2022 and all the 23 DCCBs will be covered under UPI by 30.4.2023.
- ₹ 350 crore has been allocated in the Union Budget for digitization of 63000 PACS. The digitization of PACS will aid in the implementation of many agriculture-related initiatives and ensure that farmers receive credit, fertilizers, and seeds in a transparent through digital inclusivity and need of the hour is to enhance digital literacy through consistent training and skill development of members of PACS.
- The Apex Bank plans to establish State of the art Cyber Security Operation Centre (C-SOC) at Chennai. He congratulated the officials of Telangana SCB for successfully launched Cyber Security Cell.
- Shri.M.P. Sivan Arul, I.A.S. stated that in State Bank of India nearly 85% of their operations are done through online which would definitely reduce their operational cost and advised the SCBs to infuse younger generation customers into the cooperative fold since the average age of customers in Tamil Nadu is ranging between 52 to 60.
- It is high time for all the cooperative banks in the country to concentrate more on technological advancements.

ii. Presentation by Shri K. S. Raghupathi* - Vision for Amrit Kaal (2022-47) by & for STCCS & NAFSCOB with reference to issues related to Governance and Management in StCBs & DCCBs:

The full text of the presentation on Vision for Amrit Kaal (2022-47) by & for STCCS & NAFSCOB with reference to issues related to Governance and Management in StCBs & DCCBs by Raghupathi is attached to this report as **Annexure-IV**. However, the highlights of his presentation are presented below.

- i. The goal of 'Amrit Kaal' is to ascend to new heights of prosperity for India and the citizens of India. The 'Amrit Kaal' (2022-47) indicates a period of golden era, coinciding with the centenary celebration of our independence. The country must start working towards improving the lives of its citizens, reducing the divide between the villages and the cities, and building modern infrastructure. It envisages that the coming period in India is going to be its most prosperous, with economic growth and social justice. This also describes the hope for a better future, where India would be self-reliant and fulfil all of its humanitarian obligations. India is visualised to be a Developed Economy by the end of period of Amrit Kaal (2022-2047)
 - ii. With a view to giving fillip to the cooperative movement a separate Ministry of Cooperation has been formed by GoI. The main mandate of the Ministry is to realize the vision 'from cooperation to prosperity, strengthening of cooperative movement in the country and deepening its reach up to the grassroots, promotion of cooperative-based economic development model and creation of appropriate policy, legal and institutional framework to help cooperatives realize their potential. The Ministry will follow the 7 universally accepted Cooperative Principles i.e. Open and Voluntary Membership, Democratic Member Control, Members' Economic Participation, Autonomy and Independence, Education, Training, and Information, Cooperation Among Cooperatives and Concern for Community. It will also be guided by the Panch Pran (5 vows) of Amrit Kaal call i.e. Goal of Developed India, Remove any trace of colonial mindset, take pride in our roots, Unity and Sense of duty among the citizens.
 - iii. The Co-operative Banks have, over the years, taken steps to reform themselves to keep pace with the changing scenario in the banking sector and rural credit market. However, such initiatives are found to be inadequate to meet the fresh challenges arising out of growing technological advances in banking technology, heightened customer expectations and emerging regulatory compliance requirements.
 - iv. There are about 8.5 lakh cooperative societies (including PACS and functional cooperatives) in the country. In the formal banking sector, there are 34 State Cooperative Banks with more than 2,000 branches and 352 District Cooperative Banks with 14,000 branches supported by about 95,000 PACS at the grassroot level. Thus the cooperative sector has a strong network to cover every nook and corner of the country.
 - v. PACS are the backbone of the cooperative agricultural credit system and need to be strengthened. They need to be functionally more transparent and operationally efficient. Towards this end, the project on PACS computerisation is being implemented through NABARD. Computerization of PACS will facilitate transparency in operations, reduction of process time, reduction of imbalance, integration of audit into the accounting system etc. It will ensure bringing the agriculture credit system in the country under a common software.
- Governance and Management in Cooperatives
 - i. The corporate governance is "a set of relationship between a company's management, its Board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the

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objectives of the company are set and the means of attaining those objectives and monitoring performance are determined”.

- **Governance Structures and Practices in StCBs and DCCBs**

- a. The governance structures in StCBs and DCCBs consist of the General Body, the Board of Directors, Committees of the Board, internal control structures, and audit structure.
- b. For better governance fit and proper criteria for Board has been Rural Cooperative Banks (RCBs) on constitution of various committees at Board level and management level, suggested illustrative agenda to be discussed in these committees such as Audit Committee, Risk Management Committee, Assets Liability Management Committee, Special Committee for Monitoring of Fraud etc. With a view to enabling RCBs to achieve business objectives and meet regulatory compliance, NABARD has advised adoption of sound corporate governance principles. NABARD has also indicated model agenda for discussion in Board meetings, need for professional board, need for timely and proper decision making, code of conduct for Board members, Do's and Don'ts for Board etc.
- c. Similarly, Fit and Proper criteria for CEOs has also been prescribed for efficient and professional management of the RCBs. The success of a bank is closely linked with the character, competence, and ability of the management. Every aspect of management including Organizational Structure and Staffing pattern, availability of technically qualified staff; policies followed by the bank for recruitment of staff and training of staff for development of skill and knowledge; promotion / transfer policy, MIS, etc, may be finetuned to compete with other players in the market.

- **NABARD's Supervisory observations on Governance**

- i. NABARD undertakes statutory inspection of rural cooperative banks. In NABARD's statutory inspections of RCBs, many governance issues are observed which need to be addressed:
 - a. **Affecting Protection of Depositors'/ Shareholders' interest**
 - a) Section 22(3) (b) of B.R.Act, 1949(AACS) deals with assessment of the banks regarding their method of operation as to whether the functioning of the bank is not detrimental to the interest of present and future depositors. Governance issue is a parameter seen in compliance. 109 DCCBs and 11 StCBs have not complied with the provisions of Section 22(3) (b) of B.R.Act, 1949(AACS) as per latest statutory inspection findings.
 - b) Keeping deposits with other banks at low interest rates than market rates causing loss of income to the bank
 - c) Financing large advances at low interest rates than market rates causing loss of income to the bank
 - d) Investing in risky investments leading to loss of income and Principal to the bank
 - e) Indiscriminate lending leading to large scale misutilisation and poor quality of assets
 - f) Lending to big infrastructure projects without proper appraisal mechanism in place
 - b) **Role of top management and Executive**
 - a) Persisting CMA norms violations

- b) Non initiation of action against the staff responsible, in case of frauds
- c) Non deduction of income tax at source
- d) Multiple customer IDs for the same customer
- e) Large purchase of immovable assets and other fixed assets without following due process
- f) Spending huge amounts on technology infrastructure (Substandard), not following norms in procurement
- g) Persistent violation of various statutory provisions
- h) Non payment of statutory dues
- c) Disclosure and transparency related**
- a) Non reporting of frauds/delayed reporting to NABARD
- b) Non reporting of frauds to law enforcement agencies
- c) Conscious camouflaging / concealing violation of statutory provisions
- d) System and Control**
- a) Inadequate grievance redressal mechanism
- b) Conscious under reporting of NPAs inadequate provisioning, non disclosure of diversions pointed out by NABARD, to auditors
- c) Long pendency in reconciliation of intermediary accounts
- d) Manipulation of CRAR by taking share capital contribution in March and refunding in subsequent months
- e) Ineffective monitoring mechanism**
- a) High value frauds in loan accounts
- b) Inadequate checks and control, loose controls to allow money laundering
- c) Serious compromise in internal processes leading to perpetration of frauds and embezzlement
- d) Inadequate cyber security controls leading to cyber attacks and financial / data/reputational loss to the bank
- e) Non observance of risk management practices leading to poor decision making, poor financial performance, loss of trust among members and even collapse of bank
- f) Poor internal processes to redress customer complaints and grievances
- f) Corrupt, unethical and illegal practices**
- a) Refund of Share capital of PACS in violation of statutory provisions without consideration of its impact on Networth and regulatory CRAR
- b) Discriminatory OTS to benefit a few

c) Illegal/wrong OTS/write-off of large advances causing loss to the bank

● **Suggestions:**

- i. To address these governance issues, rural cooperative banks need to strengthen their governance structure and mechanism. This may involve improving transparency and accountability, investing in professional management and technical expertise, implementing sound risk management practices and increasing member participation in decision-making processes. Effective governance is essential for the long-term sustainability of rural cooperative banks to ensure that they continue to serve the financial needs of their members and contribute to rural development.
- ii. Keeping in view the recent developments in the Indian financial system and also its interconnectedness with global banking ecosystem, the focus is squarely on the ability of banks and supervisors to understand risks inherent in banking business and to institutionalise an appropriate architecture for effectively managing these risks. The need for a robust supervisory framework for monitoring the risk levels in banks' operations has to be given paramount importance.
- iii. NABARD has been following a system of rating the banks during the course of on-site inspection on the basis of the CAMELSC (Capital Adequacy, Asset Quality, Management, Earnings, Liquidity, Systems and Controls, and Compliance) approach for its internal use as well as for evaluating the performance of Supervised Entities. To enhance NABARD's role of banking supervision, in line with leading practices and with a specific focus on adopting a forward-looking risk assessment of the banks' activities to the financial system, there is a need to shift to Risk Based Supervision (RBS). Enhanced CAMELSC is an intermediary approach towards RBS. Banks need to imbibe risk appreciation and risk culture in their functioning.
- iv. Following steps are suggested:
 - 1) Cooperative Governance Index in co-operative banks to be introduced. Governance along the lines of commercial banks with slight modification to suit co-operative context, i.e. board of directors, ownership structure, audit committee, auditors, etc.
 - 2) segregate Governance & Management
 - 3) professionalising Board. Professional Directors as per Fit & Proper criteria
 - 4) ethics & Integrity in Cooperative Governance
 - 5) establishing proper Grievance Redressal Mechanism
 - 6) proper management of Frauds
 - 7) publication & disclosures as per Regulatory prescription
 - 8) the decision making process in Board meetings to be as per good governance practices
 - 9) conflict of interests should be identified and addressed
 - 10) code of conduct for Board members to be observed
 - 11) effective Internal Control functions and audit practices to be adopted
 - 12) training and capacity building of Directors

- **Role of NAFSCOB in development of STCCS for Amrit Kaal**

- i. National Federation of State Cooperative Banks (NAFSCOB) was set up in 1964, will be completing 60 years of service to the Short Term Cooperative Credit Structure (STCCS) in the country during next year. NAFSCOB has contributed significantly for the growth of STCCS in the country through various studies, policy advocacy and other interventions.
- ii. With a view to realising the vision for the Amrit Kaal, NAFSCOB may take up following initiatives:
 - a) coming out with Cooperative Governance Index
 - b) encouraging Rural Cooperative banks to adopt voluntary code of conduct at Board, CEO and top management levels.
 - c) providing guidance and common services for STCS in their statutory compliance
 - d) conduct of studies on best practices of successful banks and reasons for failure of banks in Cooperative sector
 - e) training and capacity building efforts for leadership development of Board of Directors and CEOs
 - f) Assistance in development of vision and mission Statement and Strategic Long Range Plans in cooperative banks
 - g) handholding of Sec 11 non compliant banks for turn around
 - h) documentation of best practices and success stories
 - I) assistance in reconciliation, IS audit, cyber security, complaints redressal
 - j) assistance in adoption and implementation of HR policy
 - k) management audit
 - l) studies to assess effectiveness of Boards
 - m) leadership coaching
 - n) online courses and distance education for improving governance standards

- **Concluding Remarks**

- i. An efficiently governed rural cooperative bank can grow financially strong by putting in place robust governance and management practices. A bank with poor governance and management is sure to falter and even fail, if it does not take course correction while it is growing. Business Growth and robust Governance & management practices are complementary to each other. Stronger the Governance and management framework a bank builds up, stronger will be its foundation for growth, and when the bank grows, the strong Governance structure and framework supports such growth in a sustainable manner.
- ii. To achieve goal of “ Sahkar se Samridhhi ” and vision of Amrit Kaal, the Rural Cooperative Banks should put in place robust and efficient governance and management systems to ensure that they are compliant to Regulatory & Supervisory prescriptions and function in a professional and transparent manner and facilitate growth and development of all cooperatives and propagation of cooperative principles across the country.

iii. Presentation on National Cooperative Database by Dr. Rakesh Kumar, Deputy Director General, Ministry of Cooperation, GoI :

The salient features of his presentation are as follows:

- After several rounds of consultations with all stakeholders, the Ministry of Cooperation initiated the process of developing authentic and updated data repository for about 8.5 lakh cooperatives.
- The proposed database will function as the main planning tool in cooperative sector for Central Ministries, State Governments, Cooperative Federations, Cooperators and Sectoral Institutions like NABARD, etc.
- Database will also help in finding gaps/vacuum and establishing vertical linkages.
- Data Collection of the cooperative societies working in various sectors at different levels is being completed in Phased Manner.
 - ❖ Phase-I: December,22-February, 2023
 - ❖ Phase-II: March-April,2023
 - ❖ Phase-III: April-June, 2023
- Under Phase-I: Mapping of 2.64 lakh cooperative societies of three sectors i.e. PACS (100559), Dairy (138227) & Fisheries (24827) have been completed on 28.2.2023.
- Under Phase-II: Extension of National Cooperative Database to other cooperative credit sector (SCARDB, PCARDB, StCB, DCCB, UCB) and Sugar Coop & MSCS will be completed on 30.4.2023.
- Under Phase-III: Extension of National Cooperative Database to other sectors of cooperatives (5.8 lakh) covering all societies in the country will be completed in June 2023.
- Out of 34 SCBs in the country, 22 SCBs including the Tamil Nadu SCB have entered Data on National Cooperative Database out of 351 DCCBs, only 157 DCCBs including 23 DCCBs in Tamil Nadu have entered Data on National Cooperative Database Portal.
- The launching of National Cooperative Database is planned for all sectors Cooperative Societies on **6th July, 2023**.
- Expanding the scope of National Cooperative Database to others details of cooperatives like economic activities, their upward & backward linkages, GIS mapping, level of operations, use of ICT, employment, inputs & output, financial & non-financial transactions, assets & liabilities, etc.

Power Point presentation of Dr. Rakesh Kumar, DDG, MoC is given as **Annexure-V**

iv. Dr. R. Bhaskaran, Ex.CEO, Indian Institute of Banking & Finance (IIBF):

Presentation of Dr. R. Bhaskaran is given as below:

- The share of cooperative banks in the country reduced from 49% to 11% and current growth rate is 3%. The total share of deposits of Cooperative banks in the banking sector is 2.5% and in the

last 20 years, the same has been declined from 6% to 2.5% whereas the growth of Commercial Banks is 11%.

- The average size of DCCB in the country is ₹1500 crore, whereas the size of Commercial Bank is ₹ 56000 crore. Similarly size of loan per society is ₹ 45,000/- whereas the average size of loan in Commercial Bank is ₹ 1,45,000/-.
- Further Dr. Bhaskaran, Ex.CEO emphasised the need for uniform applicability of norms and regulations and it should be based on one country one norm.He added the following:
 1. Need to relook into the regulations which are not detrimental to the interests of Rural cooperative banks
 2. Less than 40% of members are borrowers. To increase this banks need more fund
 3. The average loan size is low and should be increased so that the loan is adequate.
 4. Increase in the number of PACS without examining the HR issues may affect their viability.
 5. The ministry person pointed out that many PACS are not connected to DCCB or SCB (2 tier)
 6. Making PACS technologically advanced without business, funds and good systems will make technology redundant at PACS level .
 7. Every state is proceeding in its own way to solve issues. Not consistent. Not well thought
 8. PACS are linked to CBS of DCCBs
 9. Despite good performance not even a single DCCB is scheduled.NABARD said some 20% DCCBs have excellent performance. Why they are not scheduled?!
 10. Amrit Kaal Vision cannot be achieved under the current regulatory stance. Changes in norms, allowing viable ROI and more funding are needed to achieve the goals.

He wanted the delegates to address the above issues and critically analyse for appropriate vision during Amrit Kaal.

v. Presentation by Shri P.Mohanaiah, Retd. Chief General Manager, NABARD:

Shri Mohanaiah in his presentation stressed more on the need to emphasise more on issues such as HR policy, transformation of PACS and well -conceived Vision paper and also vision & Mission statement by NAFSCOB during Amrit Kaal(2022-2047).The highlights of his presentation are listed below for further execution.

- Only 50% of farmers in the country is accessible to institutional credit and remaining farmers depend on usurious MFIs, NBFCs and remaining farmers must be included in the credit structure. He emphasised that unless we include the remaining 50% of farmers in the credit structure, the Vision for Amrit Kal (2022-2047) is not a fruitful one.
- The emerging rural credit scenario of FPOs, value addition, value chain financing etc. are form part of the vision for STCCS.
- Strengthening of STCCS at all levels to meet the challenges of emerging credit needs of farm sector including allied sector, NFS etc.

- The average manpower working in the Primary Cooperatives is 1.5. In some States one Secretary is managing the affairs of 5 to 10 societies. Adequate manpower is essential in addition to the computerisation of PACS.

He congratulated the officials of Andhra Pradesh and Telangana for computerising the operations of PACS for the first time in the history of the country. Further, HR policy for PACS was successfully implemented in Andhra Pradesh and Telangana States.

- Shri Mohanaiah, advocated on the need for proper HR Policy, Promotion policy at existing PACS level since the Government of India is contemplated to open additional 2 lakh PACS. NAFSCOB should take up this matter with the Government of India for strengthening the functioning of PACS.
- NABARD has come down with HR Policy for the DCCBs and SCB in form the Mithra Committee and Amalorpavathan Committee recommendations.
- Shri Mohanaiah, informed that age profile of our staff member is also playing vital role in strengthening of cooperative sectors. He insisted that unless we do not have well trained and adequate recruitment taking place in the cooperative sector, we will not expect desirable result.
- He reiterated the need for professionalism in the functioning of cooperative banks after amendments made in the Banking Regulation Act will pave way for 51% professionalism in the cooperative sector.
- While concluding, he requested that SCB should work for strengthening of DCCBs and DCCBs should work for strengthening of PACS. and each PACS should have Amrit Kal vision for the next 25 years by taking into consideration of 50% share of agriculture credit, 20% market share of deposits, professionalism in the function, capacity building and training all staff on an on-going basis.
- NAFSCOB should refine its role to be an effective leader to STCCS adhering to 7 principles of cooperation and computerisation of PACS is not an expenditure, it is an investment. Technology and well trained staff is more important for achieving the vision for Amrit Kal (2022-47).

vi. Presentation by Shri. J. S. Upadhyay, Chief General Manager, IDD, NABARD:

- 40% of GDP are held by the cooperative sector and lending of PACS should be increased to 30% by the end of 2047 by diversifying their loan portfolio. The above lending target will be made possible only on technology adoption in the cooperative banks. Our payment system is the best one in the country.
- It is observed that recruitments were made only in Andhra Pradesh and Telangana States and similar steps to be taken in other parts of the country and suitable HR mechanism should be taken place to ensure Amrit Kal.
- Raising the capital in cooperatives and international collaboration is required in the cooperative sector. By effective implementation of Vision for Amrit Kal (2022-2047), there is no need to study the banking practices and adaptability to technology followed in European countries and European countries will make a visit to our country to study the banking practices being followed in our country and future of cooperative movement mainly depends on the computerisation of PACS.

vii. Presentation by Shri.V.G. Sekar, Chief General Manager/Principal, College of Agricultural Banking:

- The STCCS should conduct self-appraisal of their present system and where we stand in the banking system which would helpful in achieving the target as per Amrit Kal by 2047.
- The Management should be more transparent, more ethical, more effective and more professional.

- The STCCS should explore the avenues for diversification of their lending portfolio instead of concentrating primarily on agricultural lending.
- In order to successfully accomplishing the Vision for Amrit Kal (2022-2047), the College of Agricultural Banking is prepared to conduct Workshop/Seminar to cover various aspects to the select DCCBs in addition to the programmes already being conducted for the personnel of SCBs. The human resources need capacity building and College of Agricultural Banking is prepared to provide necessary assistance and with regard to conduct of study or survey, they are prepared to spare the services of their Faculty Members.

VII) Presentations by Delegates:

- i. Shri Rajesh Dutta, representing Jharkhand LAMPS/PACS Employees Union & Senior, Jharkhand and also Senior Vice-President, Rastriya Sahakari PACS employees Union, Bharat participated in the national seminar along with 7 other members of his union. He has been lobbying for implementation of HR Policy in PACS based on the Model Policy suggested by NAFSCOB. He also suggested for strong measures to strengthen PACS in the country.

- ii. **Presentation by Shri Bhoma Ram, Managing Director, Rajasthan State Coop. Bank:**

- Aadhar enabled payment introduced for short term loans introduced in their State and they have financed to the extent of ₹ 2200 crore.
- For technology adoption, the Managing Director sought assistance from States and we will recruit skilled personnel. For computerisation of PACS, we need more funds.
- Diversification of loan portfolio is very much required.

Views on the following three Resolutions:

- (1) Continuance of three tier structure in the country since it is more relevance rather than two tier structure.
- (2) Formation of separate entity for District Central Coop. Banks at National Level or continue in the present system. The members expressed their constraints for creating new entity for DCCBs and suggested to give selective representation of DCCBs in the existing system.
- (3) National Seminar recommends to the General Body and Board of Directors of NAFSCOB to consider the possibility of offering membership to the DCCBs in principle and offer them representation in the Board of NAFSCOB as per acceptable terms between the State Coop. Bank and the DCCBs.

- iii. **Presentation by Shri Nilanjan Sinha, Managing Director, West Bengal SCB:**

- The West Bengal SCB have 17 DCCBs and having deposits to the extent of ₹ 33000 crore, of which SCB deposit position works out to ₹11833 crore.
- Out of 5100 PACS, only 4167 PACS have already been computerised. If the cooperative bank in the State having more than ₹100 crore of deposits, the concerned Coop. Bank must procure hardware only through GEM Portal.

- The SCB have already started two types of basic and orientation training programmes and they are having 83 Master Trainers.
- Mounting of imbalances in PACS are main constraint to the DCCBs. In three districts they are having regional offices where two tier system is followed and in other areas 3 tier structure is followed. Further, he extended the following suggestions:
 - 1) seamless integration of CBS architecture in the STCCS
 - 2) permission of CGTMSE as MLI to the SCB & DCCB for credit guarantee, alike commercial banks
 - 3) 3tier structure is best suited to reduce the imbalance & mounting NPA in all the tiers of the STCCS
 - 4) Adoption of new Banking Technology in the STCCS requires expertise, where comes the importance of NAFSCOB.

iv. Presentation by Shri M. Antonysamy John Peter, MD, TNSCB:

1. Enhancing The GoI Interest Subvention On Crop Loan From 1.50% to 3.00%

Crop loans to the farmers are extended at the rate of 7%. In order to mitigate the losses suffered by the Cooperative Banks, the Government of India has been kind enough to provide Interest Subvention for the own involvement of the Cooperative Banks in issue of crop loans. Initially, the Interest Subvention was provided at 3% and subsequently the same has been reduced to 2%. Further, from the year 2023-24, the Interest Subvention on own involvement is reduced from 2% to 1.5%.

The Interest Subvention Scheme for crop loans is intended to encourage farmers to access credit from Cooperative Banks and to ensure that they are not burdened with high-interest rates. Further, the Interest Subvention Scheme for crop loans is an important policy tool that helps farmers to access affordable credit and supports the growth of the agricultural sector in India.

In this connection, it should be noted that when the Repo Rate was at 4%, crop loan was issued to the farmers at 7% and the Cooperative Banks were getting 2% Interest Subvention from Government of India. However, consequent to the steep increase in the inflation, the Repo Rates were increased from 4% to 6.50%. Following the increase in the Repo Rates, the Banks have increased the rate of interest on Deposits and thus the Cost of Funds of the Banks have also increased by nearly 300 basis points. This will have an adverse impact on the profitability of the Cooperative Banks in India. Further, the Cooperative Banks will burn their fingers by involving their costly resources in the issue of Crop Loans, as described below:

Sl. No.	Year	Repo Rate	Crop Loan Interest	GoI Interest Subvention
1.	2021-22	4.00%	7.00%	2.00%
2.	2022-23	6.50%	7.00%	2.00%
3.	2023-24	6.50%	7.00%	1.50%

From the above, it may be seen that when the Repo Rate was at 4%, crop loan was issued at 7% and Interest Subvention was provided at 2%. However, when the Repo Rate increased from 4% to 6.50%, an increase of 250 basis points, the Interest Subvention for the year 2023-24 is reduced from 2% to 1.50%, which is contrary to the market trends.

In the above circumstances, in the National Seminar held on 28th April 2023 at Chennai on “Vision for Amrit Kal (2022-2047) by and for Rural STCCS” organised by the National Federation of State Cooperative Banks, it was resolved to request a Government of India to consider the request of the Cooperative Banks to increase the Interest Subvention from 1.50% to 3.00%, so as to enable the Cooperative Banks in the country to issue more crop loans to the farmers for improving their livelihood, which ultimately will have positive impact in the overall economy of the country.

2. Comprehensive Cyber Insurance Policy For Cooperative Banks:

Cooperative Banks in India have started to adopt various technology-based services in recent years to provide their customers with more convenient and efficient banking services.

Almost 99% of the Cooperative Banks in the STCCS were computerised and extending customer service in CBS platform. Further, the Cooperative Banks are also offering Netbanking, Mobile Banking, RTGS, NEFT, IMPS, Debit Cards, Digital Wallets and UPI.

These services not only help customers to bank more conveniently, but also help Cooperative Banks to streamline their operations and compete with larger commercial Banks.

The increasing reliance on technology and the internet has made businesses and individuals more vulnerable to cyber-attacks, data breaches, and other digital threats. Cyber Insurance is a type of insurance policy that provides protection against losses and damages caused by such cyber risks.

As almost all the Cooperative Banks are extending tech-based customer service, the Cooperative Banks and their customers are more prone to cyber-attacks. Hence, Cyber Insurance is becoming increasingly important in view of the following:

1. **Protection against financial losses:** Banks deal with a large amount of sensitive financial information, making them an attractive target for cybercriminals. A successful cyber-attack on a bank can lead to significant financial losses, including theft of funds, business interruption, and regulatory penalty. Cyber Insurance can provide financial protection against these losses.
2. **Compliance:** Banks are subject to strict regulatory requirements regarding data privacy and cybersecurity. Cyber Insurance can help Banks to meet these requirements by providing evidence of compliance and covering costs associated with regulatory penalties.
3. **Reputation Management:** A cyber-attack on a bank can damage its reputation and lead to a loss of trust among customers and stakeholders. Cyber Insurance can cover costs associated with public relations efforts and other activities aimed at managing reputation.
4. **Risk Management:** Cyber Insurance can help Banks manage their cyber risks by providing access to risk assessment and risk mitigation services, as well as assistance in responding to a cyber-attack.
5. **Cyber Liability Coverage:** Cyber Insurance policies typically include liability coverage for data breaches and other cyber incidents.

Overall, Cyber Insurance is essential for Banks, as they deal with a large amount of sensitive financial information and are subject to strict regulatory requirements. Cyber Insurance can provide financial protection against cyber risks, help Banks meet regulatory requirements, and manage their cyber risks more effectively.

In the above circumstances, in the National Seminar held on 28th April 2023 at Chennai on “Vision for Amrit Kal (2022-2047) by and for Rural STCCS” organised by the National Federation of State Cooperative Banks, it was resolved to request the National Bank for Agriculture and Rural Development (NABARD) to workout a Comprehensive Cyber Insurance Policy covering all the State Coop. Banks and the DCCBs in the country, as done for NABARD CBS Project in ASP Model.

v. Suggestions by Shri Akhilesh Kumar Sinha

1. PACS Computerization: NAFSCOB may be identified as an agency to facilitate computerization of each and eligible PACS with their Experience.
2. The Ministry of Cooperation, Govt of India with the help of RBI and NAFSCOB should Provide all kind of support systems at par Commercial Bank to SCBs/DCCBs to compete with.

vi. Presentation by M. Sandhanam, JRCS/Managing Director, Dharmapuri, DCCB, Tamil Nadu:

- 1) Viability of PACS for profit making -A road map for minimum ₹ 5 cr outstanding ie 2 cr Kcc, 2 cr JL, 1 cr for MT, SHG, Govt schemes, etc
- 2) Adequate Capital supply: Action Plan for raising of Capital for the PACS national level either Deposit collection or Borrowings for cheaper rate of interest. This can enhance service to to the rural farmers considerably
- 3) Technology as the need of the Hour: The banking technology solutions must be exercised like RTCS, NEFT, and other payment services by PACS through DCCBs
- 4) Technically, Competent Human resources for PACS: The Pacs staff must be technically qualified with respect to banking services through Computer trained personnel must be employed in our Pacs.we can do recruitment through IBPS also like Telangana state, etc
- 5) Well defined HR policy: For PACS HR Policy must be derived as per NABARD'S instructions. For this a separate committe may be formed.
- 6) PACS as MSC under AIF Scheme: Giving most important weightage for Implementing PACS as MSC scheme vigorously so that viability of PACS being ensured for profit making.
- 7) Sharing of BEST PRACTICES and SUCCESS STORIES among all States/UTs for better progress throughout our country.
- 8) In each state, DCCBs as special representation may be given in NAFSCOB on rotation basis every year.
- 9) More training should be organised for all the personnel of PACS on technology adoption.

vii. Dr. K. C. Ravichandran, Joint Registrar/Managing Director, Sivagangai DCCB requested NAFSCOB to take necessary steps for creation of new Cooperative University.

viii. Presentation by Smt. J. Palaneeswari, Joint Registrar/Managing Director, Thanjavur DCCB:

DCCBs play a vital role in providing rural credit and uplifting the agricultural economy in India. However, they face several changes that need to be addressed by the Reserve Bank of India and the Government of India to facilitate their smooth conduct of business and help them compete with commercial banks.

NAFSCOB being a national-level institution for cooperative banks, is best placed to assist us in addressing the issues faced by DCCBs. Some of the key issues faced by DCCBs are give as below:

- DCCBs face constraints in obtaining sub-membership from NPCI due to the new rule introduced by UIDAI. Requested NAFSCOB to Coordinate with UIDAI to obtain sub-membership from NPCI to on-board for e-KYC.
- Relaxation to allow DCCBs to become members of the Credit Guarantee Fund Trust (CGTMSE) up to Gross NPA of 9%, as per RBI Circular No.194/2021-22 dated 03.02.2022. However, the current eligibility criteria specify that DCCBs shall have Gross NPA less than 5%.
- DCCBs require enhancement of the bullet jewel loan limit from the existing ₹ 2 lakhs to ₹ 20 lakhs or allowing IRAC norms for Jewel loans on par with commercial banks as per RBI Circular dated 22-07-2014. Commercial banks are permitted to treat a Jewel loan account as NPA loan only if the principal and interest become overdue for more than 90 days. However, DCCBs have to treat a Jewel loan account as NPA loan only if the principal or interest becomes overdue for more than 90 days.
- DCCBs face difficulties in obtaining branch license permission from RBI. We request an easy and expedited policy for obtaining branch license permission.
- DCCBs demand for enhancing the Interest Incentives for crop loans from 1.5% to 2.00%.
- Need for allowing various central Government Schemes to be routed through cooperative banks, which will increase the liquidity position and Net Interest Margin of cooperative banks.
- Some DCCBs have non-banking assets acquired during 1935-1945, but there are legal constraints that make it difficult to dispose of these assets. Additionally, these assets are all agricultural lands, and banks are not generating and any income from them. However, the RBI is not granting permission to hold this land, and bank need special permission under Section 9 of BR Act AACS.
- In order to apply for licence under Net Banking, the Non-Performing Assets (NPA) of DCCBs should not exceed 7%. However this norm has been relaxed to 9% for Regional Rural Banks to apply for Net Banking licence.
- Moreover in order to become member of Central Government Guarantee Trust Fund of India, the NPA of DCCBs should not exceed 5%. Since the DCCBs are working for the farmers and weaker sections of the society, the norms prescribed should be at par with other banks.
- DCCBs play a critical role in providing rural credit and uplifting the agricultural economy. However, the issues faced by DCCBs need to be addressed to facilitate their smooth conduct of business and compete with commercial banks.

- Tmt. J. Palaneeswari, Joint Registrar/Managing Director, Thanjavur CCB insisted that all the banks should be treated as equal and NAFSCOB should take necessary steps to remove this discrimination.

ix. Presentation by Shri Sreenivasalu R C, Chief Executive Officer, Hyderabad District Cooperative Central Bank, Hyderabad.

i. Technology Upgradation support from NABARD/RBI:

In the state of Telangana all the DCCBs are computerized during the year 2012 a decade back with the financial support of NABARD some extent. After 10 years there is a tremendous changes and Up gradation happened and taken place in technology and extending CBS+ activities. The hardware supplied earlier i.e., 10 years back is not compatible and supporting in tune with latest technology up gradation and requires revamp of Hardware and networking apart from implementation of latest CBS+ activities.

ii. Regulators' purview:

The Reserve Bank of India imposing penalties on DCCBs for certain violations i.e., for KYC compliance and DEAF compliance.

The RBI besides imposing penalties, not according permissions for business expansion activities like licenses for opening of Branches, ATMs, Technology Up gradations, Mobile Banking etc for certain period of 2-3 years.

The DCCBs are anyway making payments for penalties imposed and complied the RBI directives. These penalties should not be the hindrance for providing permissions for business activities like Mobile Banking and Opening of Branches. This looks like double jeopardy. The time stipulation to be considered for relaxation.

iii. Recapitalization Assistance:

The DCCBs are participating in all State and Central Government sponsored schemes and programmes, now actively on par with commercial Banks. Hence, the recapitalization Assistance also to be considered and provided to the DCCBs.

iv. Refinance facility to SCBs and DCCBs:

Sir, the NABARD is presently extending Refinance to the extent of 40% to SCBs, this may be considered to extend upto 75 % to the CCS under this Vision document.

v. Income Tax purview:

The DCCBs are facing certain difficulties with the latest Faceless Income Tax centers.

Of course, the DCCBs are receiving notices for the last 5-8 financial years and DCCBs are arranging reply through Income Tax Consultants. But unable to submit the records and to explain in-person. There will be a clear communication gaps with this faceless Income Tax Centers.

Further, the DCCBs are making advance Income Tax payments on quarterly basis taking into consideration and computer of simple interest. In the case of long term loans the interests are collected on yearly basis. The IT department is calculating interest for LT Loans at the year end and appropriating the same for quarterly and imposing penalties, even though the Banks not received the interest on quarterly basis, as per the TDS i.e., Tax deduction at source.

The following few concerns before the panel for consideration in the interests of Cooperative Credit Structure, from the angle of DCCBs.

vi. Technology Up gradation support from NABARD/RBI:

Sir, in the state of Telangana all the DCCBs are computerized during the year 2012 a decade back with the financial support of NABARD some extent. After 10 years there is a tremendous changes and Up gradation happened and taken place in technology and extending CBS+activities. The hardware supplied earlier i.e., 10 years back is not compatible and supporting in tune with latest technology up gradation and requires revamp of Hardware and networking apart from implementation of latest CBS+ activities.

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The above are the certain concerns suggested to be addressed at appropriate time by the concerned authorities.

Finally, as mentioned by the MD, NAFSCOB, Sri Bhima Subrahmanyam garu about Resolutions of today's meeting, my points of view on behalf of Our Chairman and DCCB Hyderabad are as follows.

1. The NAFSCOB, recently rendered excellent work to the DCCBs in extending guidance and providing uniform HR policy and Model By-laws for PACS and taking up issues with the NABARD and Central Government.

Hence, the present set up of NAFSCOB should be continued at Federal Level/National Level.

2. There is no need to formulate or constitute a separate Federation for DCCBs at National level, since the NAFSCOB is effectively catering the needs and efficiently addressing the DCCBs issues.
3. Selected some DCCBs may be considered as members to participate and represent the issues in NAFSCOB.
4. Exploring the possibilities to change the Nomenclature of NAFSCOB by inserting/including Rural Cooperatives or DCCBs.

Vote of thanks extended by the Chairman of Uttarakhand SCB.

VIII) Vote of Thanks:

The post lunch business session of National conference concluded with Vote of thanks by Shri Dan Singh Rawat, Chairman, Uttarakhand SCB and Vice-Chairman, NAFSCOB to delegates for presenting and sharing their valuable views and also all delegates for attending the National Seminar make success. Finally, he also extended his thanks to Shri Konduru Ravinder Rao, Chairman, NAFSCOB for encouraging in organising most important events.

IX) Recommendations of National Seminar on Vision For Amrit Kaal (2022-2047) - Highlights:

● Prelude:

National Seminar resolved to appreciate the initiative taken by National Federation of State Cooperative banks (NAFSCOB) in organizing the seminar on “vision for Amrit Kaal (2022-2047), as advised by Secretary, Ministry of Cooperation during the meeting convened by him on 31-01-2023. Further, National Seminar noted the current Union Budget 2023-24 as well conceived, well considered and well presented. National Seminar appreciates the Union Budget proposal as it has been focused more on the identified priorities on selective basis, such as Inclusive Development covering Agriculture and Cooperation, Digital Public Infrastructure for Agriculture, Agriculture Accelerated Fund, Agriculture Credit, Cooperation, Financial Sector Regulation etc. and taxation issues.

The recommendations have been grouped into major Themes of the Seminar:

1. Structural Issues
2. Human Resource Policy
3. Primary Agricultural Credit Societies (PACS)
4. Technology Adoption
5. Governance
6. National Cooperative Database (NCD)
7. Vision for Amrit Kaal (2022-2047)
8. Statement of Vision & Mission
9. Support to NAFSCOB
10. Other Observations

1. Structural Issues:

- 1.1. National Seminar strongly recommended for continuation of very well - conceived existing 3 Tier Short Term Cooperative Credit Structure (STCCS) comprising of State Cooperative Banks (SCBs), District Central Cooperative Banks(DCCBs) and Primary Agricultural Credit Societies (PACS) as it has been felt is more relevant and rightly applicable to address the measures initiated by Ministry of Cooperation, Govt of India and also ensure to realise the vision of ‘Sahakar Se Samridhi’. Any attempt to destabilise the existing 3 Tier STCCS amounts to working against the sincere efforts of the Union Ministry of Cooperation, to bring out transformation.
- 1.2. The Seminar also suggested the need to consider the proposals, if any to convert 2 Tier STCCS into 3 Tier STCCS in order to extend coverage to cater to the needs of a large number of rural segment especially in North Easter Region .
- 1.3. The seminar observed that National Federation of State Cooperative banks (NAFSCOB) has been catering to the requirements of DCCBs and PACS also since its inception more particularly successfully performing the advocacy role. The seminar also noted with appreciation the contribution of NAFSCOB in impressing upon the concerned agencies to extend appropriate support which includes ensuring appropriate policy related issues of refinance, regulation, supervision, and also recapitalization, Interest subvention etc. in addition to ensuring the need for freedom for functional autonomy. However, the DCCBs and PACS felt that the regular consultation by

NAFSCOB within the STCCS has been limited to only SCBs. Hence it has been strongly advocated that it may be more appropriate for NAFSCOB consider to amend its Bye laws so as to allow the membership either nominal or associate or regular membership of NAFSCOB to DCCBs. Also suggested to explore the possibility of establishing a mechanism to hold consultations with PACS The Seminar further cautioned the need to curb the tendencies to create new associations either for DCCBs or PACS within the STCCS as it may lead to weakening the STCCS . The efforts of the vested interests to divide the Federal character of STCCS and towards weakening the STCCS, the seminar recommended, should be vehemently opposed in the overall interests of agriculture & rural development.

2. **Human Resource Policy:** HR has not received the attention that it should have.

As a result except states like Andhra Pradesh and Telangana, which have recruiting staff regularly from 2011-12 onwards, SCBs and DCCBs in other states have not done it. As a result the average age of the staff members is above 45 if not more.

The seminar advocated Board approved proper HR policy at place to ensure implementation of reforms, technology and measures to adopt to new initiatives.

Similarly, HR issue of PACS needs to be addressed without further delay. Assistance to DCCBs and or PACS under Central sector scheme to implement HR Policies is recommended. The HR policy for PACS formulated by NAFSCOB in consultation with NABARD needs to be implemented for appropriate governance at the level of PACS.

By implementation of HR Policy in PACS, it is possible to create additional employment of at least 4.5 lakh jobs in addition to regularisation of the existing 1.5 lakh employees. The seminar is of the strong view that Proper and adequate HR in STCCIs i.e PACS, DCCBs and SCBs should be the top most priority of the STCCS, NAFSCOB and the Ministry of Cooperation .

3. **Primary Agricultural Credit Societies (PACS):** The National Seminar highly appreciated the initiatives of Ministry of Cooperatives towards strengthening of PACS aimed to facilitate to bring in transparency,efficiency,enhance trustworthiness in the working of PACS among the farmers and honour the mandate for development of Agriculture and Rural development. The National Seminar strongly felt that It is necessary to design an exclusive Comprehensive Transformational Package for PACS (CTPP) encompassing issues relating to HR, Technology, Financial Viability, Governance, Business Plans, supporting ecosystem in terms of policy initiatives including deposit guarantee, etc. and implement. as the CTPP may also address some of the long pending issues such as imbalances, dues from the State Governments, etc.

Further the seminar hoped that the CTPP for PACS may also factor in and leverage the ongoing schemes of Agriculture Infrastructure Fund, Dairy Development, Fisheries Development, Food Processing, PACS as MSC etc. The seminar suggested the need for GoI to cause a study and design an appropriate CTPP including delineating roles and responsibilities of different stakeholders including GoI, NABARD, State Governments, NAFSCOB, SCBs etc., and enter MoUs for implementation of the same as per the timelines.

The seminar is optimistic that the expected outcome with in a time frame of 3 to 5 years should be transformation of all PACS into sustainable, viable, vibrant, efficient, professionalized and fully computerized PACS delivering all the services required by Members and local economy.

4. **Technology Adoption:** The National Seminar recommended the following issues, emerging out of the presentation made by OSD, appointed by Govt of Tamil Nadu for adoption of Modern Banking Technology in STCCS, to be considered by NAFSCOB for further appropriate follow up:

- 4.1. To constitute a Standing committee or working group in NAFSCOB to guide Co-operative Banks to Support Technology
- 4.2. To develop a Dashboard for monitoring the Performance of Cooperative Banks at All India level at NAFSCOB
- 4.3. To develop “Shared Technology Infrastructure for Co-operatives (STIC)” to ensure & promote Co-operation among Co-operatives.
- 4.4. To request Reserve Bank of India to revise the NPA norms for obtaining the Internet Banking License for DCCBs.
- 4.5. To request UIDAI to allow the District Central Co-operative Banks to be a Sub-member of State Apex Bank for e-KYC certification.

5. Governance:

5.1. To address governance issues, rural cooperative banks need to strengthen their governance structure and mechanism. This may involve improving transparency and accountability, investing in professional management and technical expertise, implementing sound risk management practices and increasing member participation in decision-making processes. Effective governance is essential for the long-term sustainability of rural cooperative banks to ensure that they continue to serve the financial needs of their members and contribute to rural development.

5.2. The Rural Cooperatives Banks should endeavour to take following steps towards good governance:

- i) Cooperative Governance Index in co-operative banks to be introduced. Governance along the lines of commercial banks with slight modification to suit co-operative context, i.e. board of directors, ownership structure, audit committee, auditors, etc.
- ii) segregate Governance & Management
- iii) professionalising Board. Professional Directors as per Fit & Proper criteria
- iv) ethics & Integrity in Cooperative Governance
- v) establishing proper Grievance Redressal Mechanism
- vi) proper management of Frauds
- vii) publication & disclosures as per Regulatory prescription
- viii) the decision making process in Board meetings to be as per good governance practices
- ix) conflict of interests should be identified and addressed
- x) code of conduct for Board members to be observed
- xi) effective Internal Control functions and audit practices to be adopted
- xii) training and capacity building of Directors

5.3. NAFSCOB has contributed significantly for the growth of STCCS in the country through various studies, policy advocacy and other interventions. With a view to realising the vision for the Amrit Kaal, NAFSCOB may take up following initiatives:

- i) coming out with Cooperative Governance Index
- ii) encouraging Rural Cooperative banks to adopt voluntary code of conduct at Board, CEO and top management levels.
- iii) providing guidance and common services for STCS in their statutory compliance
- iv) conduct of studies on best practices of successful banks and reasons for failure of banks in Cooperative sector
- v) training and capacity building efforts for leadership development of Board of Directors and CEOs
- vi) assistance in development of vision and mission statement and Strategic Long Range Plans in cooperative banks
- vii) handholding of Sec 11 non-compliant banks for turn around
- viii) documentation of best practices and success stories
- ix) assistance in reconciliation, IS audit, cyber security, complaints redressal
- x) assistance in adoption and implementation of HR policy
- xi) management audit
- xii) studies to assess effectiveness of Board.
- xiii) leadership coaching
- xiv) online courses and distance education for improving governance standards

6. National Cooperative Database (NCD): Expectations

1. Support from NAFSCOB and StCB for expediting data entry by all StCB & DCCB under Phase-II of National Cooperative Database.
2. Under Phase-III of National Cooperative Database, data of about 5.8 lakh cooperative societies of all remaining sectors has already commenced.
3. The launching of National Cooperative Database is planned for all sectors Cooperative Societies on 6th July, 2023.
4. Expanding the scope of National Cooperative Database to others details of cooperatives like economic activities, their upward & backward linkages, GIS mapping, level of operations, use of ICT, employment, inputs & output, financial & non-financial transactions, assets & liabilities, etc.

7. Vision for Amrit Kaal (2022-2047):

The outcomes / deliverables of the Amrit Kaal vision for the STCCS are expected to be as under:

- 3 lakh plus vibrant, viable, sustainable, fully computerized and professionally managed PACS providing credit and credit plus services to all their members as 'One stop shop' and contributing significantly to the national economy.
- Securing 50% market share of agri-credit and 20% market share of bank deposits.
- Professionally managed DCCBs and SCBs with good governance practices and state of the art technologies and being effective leaders of co-operative movement in the state/district.
- NAFSCOB to represent, nurture and protect the interests of the entire STCCS including PACS, DCCBs and SCBs.
- NAFSCOB to coordinate with GOI, RBI and NABARD on matters relating to entire STCCS.
- NAFSCOB to foster collaborations with the national and international agencies for strengthening the STCCS.

It is further suggested that the NAFSCOB should also have the following verticals:

- Development Planning and Policy Advocacy** – Be a 'Think Tank' for the STCCS and Liaise with the Ministry of Cooperation GoI, RBI, NABARD, State Governments etc., to bring about necessary policy interventions to support the STCCS from time to time.

Preparation and updation of manuals on different functional areas of STCCS, taking up need based studies and research projects etc.,
- Data Management** – NAFSCOB is the only source of information about the STCCS in the country. This needs to be strengthened further by creating a robust Data Centre with periodic reporting from the entire STCCS.
- Consultancy services** – To take up consultancy projects for the national and international organizations.

To facilitate the entire process and to realize the Amrit Kaal vision, it is further suggested as under:

- Augmentation of staff in NAFSCOB with requisite professional experience and exposure.
- Setting up of need based Regional Centers to address the specific issues of the regions and to have better access.
- To carry out the necessary amendments to the Bye-Laws of the NAFSCOB reflecting the role envisioned for the Amrit Kaal.

8. Statement of Vision and Mission:

In view of the forgoing, the NAFSCOB should revisit and redefine its Vision and Mission statements reflecting the Amrit Kaal vision of the sector as suggested below:

VISION

- To be an effective leader, mentor and facilitator of the entire STCCS reaching credit and credit plus services to the last mile adhering to the principles of cooperation and to realize the mandate of 'Sahkar se Samridhi'.

MISSION

- To ensure efficient, vibrant, viable, sustainable, responsive, fully digitized and professionally managed STCCS at all levels through promotion of participative interventions, innovations, best practices from within in India and abroad and effective coordination with all the national and international stakeholders and policy advocacy at different levels.

9. Support to NAFSCOB:

- 9.1. Compliance Section 24 of MSCS Act 2002/ studies
- 9.2. To Conduct Study to expand Business Growth in 'Amrit Kaal' (2022-2047) and compliance of Section-24 of MSCS Act, 2002.

9.3 Research, Education & Training:

The recent trends in the 3 tier STCCS should be appropriately addressed through research inputs ,Education Material and periodic consultaions through seminars. workshops and conferences by NAFSCOB to cater to sectoral needs.

10. Other Observations:

- 10.1. Need to continue the Interest Subvention Scheme (ISS) for crop loans and increase the rate of Interest Subvention (IS) from 1.50% to 3.00%, so as to enable the Cooperative Banks in the country to continue to lend at 7 percent or less.
- 10.2. Need for Comprehensive Cyber Insurance Policy For Cooperative Banks to address the issues such as:Protection against financial losses,Compliance of strict regulatory requirements Reputation Management,Risk Management,Cyber Liability Coverage etc. Also Cyber Insurance can provide financial protection against these losses.
- 10.3. Need to relax & exempt the eligibility criteria for rural cooperative banks to consider the as MLIs under CGTMSE.
- 10.4. National Seminar suggested the need for pursuing the legal /judiciary battle and also Executive battle so as to get exempted from payment of Income tax by Credit cooperative Societies.The need for harassment by department of Income tax needs to be drawn attention to overcome the difficulties.
- 10.5. Scheduled Status to DCCBs:
- 10.6. Differential regulation to Rural cooperative banks
- 10.7. Need for an interface meeting with NAFSCOB and other representatives of rural cooperative banks by Govt of India-MOC and DFS, RBI, NABARD, State Givts etc.

Working paper on the Amrit Kaal Vision For STCCS By National Federation of State Cooperative Banks (NAFSCOB) is given in **Annexure-VI**.



Shri Konduru Ravinder Rao, Chairman, NAFSCOB and Shri Bhima Subrahmanyam, Managing Director, NAFSCOB welcoming Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Govt. of Tamil Nadu during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai.



Thiru M. Antonyasamy John Peter, M.D., Tamil Nadu SCB felicitating Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Govt. of Tamil Nadu during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Thiru Velva Sekharan, Addl. RCS, Tamil Nadu, Thiru M. P. Sivan Arul, IAS, IG of Registration/Officer on Special duty – Technology Adoption, Tamil Nadu, Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Shri Dileep Sanghani, Ex. M.P, Ex Minister, Gujarat and President, NCUI and Dr. Sunil Kumar Singh, MLC, Chairman, BISCOAUN are seen in the picture (L-R).



Delegates of the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai.



Thiru M. Antonyasamy John Peter, M.D., Tamil Nadu SCB felicitating Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Govt. of Tamil Nadu during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Shri Dileep Sanghani, Ex. M.P, Ex Minister, Gujarat and President, NCUI, Dr. Sunil Kumar Singh, MLC, Chairman, BISCOMAUN and Thiru A. Shanmugasundaram, IAS, RCS, Tamil Nadu are seen in the picture (L-R).



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Shri Konduru Ravinder Rao, Chairman, NAFSCOB welcoming dignitaries on the dais during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Thiru M. P. Sivan Arul, IAS, IG of Registration/Officer on Special duty - Technology Adoption, Tamil Nadu, Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Govt. of Tamil Nadu, Shri Dileep Sanghani, Ex. M.P, Ex Minister, Gujarat and President, NCUI, Dr. Sunil Kumar Singh, MLC, Chairman, BISCOMAUN and Thiru A. Shanmugasundaram, IAS, RCS, Tamil Nadu are seen in the picture (L-R).



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Shri Bhima Subrahmanyam, Managing Director, NAFSCOB giving introductory remarks during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Govt. of Tamil Nadu, Shri Dileep Sanghani, Ex. M.P, Ex Minister, Gujarat and President, NCUI, Dr. Sunil Kumar Singh, MLC, Chairman, BISCOAUN, Dr. J. Radhakrishnan, IAS, Addl. Chief Secretary to Govt, CF & CP Dept., Govt. of Tamil Nadu and Thiru A. Shanmugasundaram, IAS, RCS, Tamil Nadu are also seen in the picture (L-R).



Shri Dileep Sanghani, Ex. M.P, Ex Minister, Gujarat and President, NCUI addressing during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Govt. of Tamil Nadu, Dr. Sunil Kumar Singh, MLC, Chairman, BISCOMAUN, Dr. J. Radhakrishnan, IAS, Addl. Chief Secretary to Govt, CF & CP Dept., Govt. of Tamil Nadu and Thiru A. Shanmugasundaram, IAS, RCS, Tamil Nadu are also seen in the picture (L-R).



(L-R) Thiru Velva Sekharan, Addl. RCS, Tamil Nadu, Thiru M. Antonysamy John Peter, M.D., Tamil Nadu SCB, Thiru M. P. Sivan Arul, IAS, IG of Registration/Officer on Special Duty - Technology Adoption, Tamil Nadu, Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Thiru KR. Periakaruppan, Hon'ble Minister for Cooperation, Govt. of Tamil Nadu, Shri Dileep Sanghani, Ex. M.P, Ex Minister, Gujarat and President, NCUI, Dr. Sunil Kumar Singh, MLC, Chairman, BISCOMAUN, Dr. J. Radhakrishnan, IAS, Addl. Chief Secretary to Govt, CF & CP Dept., Govt. of Tamil Nadu and Thiru A. Shanmugasundaram, IAS, RCS, Tamil Nadu during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai.



Shri K. S. Raghupathi, CGM, DOS, NABARD making presentation on Issues related to Governance and Management in SCBs & DCCBs during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB and Shri Dileep Sanghani, Ex. M.P, Ex Minister, Gujarat and President, NCUI, are also seen in the picture (L-R).



Dr. Rakesh Kumar, DDG, MoC, Gol making presentation on NCD-Data Entry Issues during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Thiru M. P. Sivan Arul, IAS, IG of Registration/Officer on Special Duty – Technology Adoption, Tamil Nadu, Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri K. S. Raghupathi, CGM, DOS, NABARD and Shri Dileep Sanghani, Ex. M.P, Ex Minister, Gujarat and President, NCUI, are also seen in the picture (L-R).



Shri V. G. Sekhar, Principal, CAB, Pune making presentation during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Dr. R. Bhaskaran, Ex.CEO, IIBF, Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri P. Mohanaiah, Ex. CGM, NABARD and Shri J. S. Upadhyay, CGM, IDD, NABARD are also seen in the picture (L-R).



Shri Ulhas B. Phal Dessai, Chairman, Goa SCB sharing his views during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Smt. T. Lalmuanpuii, Chairperson, Mizoram SCB, Smt. M. Jhansi Rani, Person-In-Charge, Andhra Pradesh SCB and Smt. Pema Chenzom, M.D., Sikkim SCB are also seen in the picture (L-R).



Shri Rajesh Kumar Dutta, Manager, Masalia LAMPS Ltd., Dumka, Jharkhand and others submitting issues related to PACS to Shri Bhima Subrahmanyam, Managing Director, NAFSCOB during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai.



Shri Bhoma Ram, M.D., Rajasthan SCB sharing his views during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Smt. T. Lalmuanpuii, Chairperson, Mizoram SCB, Smt. M. Jhansi Rani, Person-In-Charge, Andhra Pradesh SCB and Smt. Pema Chenzom, M.D., Sikkim SCB are also seen in the picture (L-R).



Shri B. S. Gill, M.D., Kota DCCB sharing his views during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Smt. T. Lalmuanpuii, Chairperson, Mizoram SCB, Smt. M. Jhansi Rani, Person-In-Charge, Andhra Pradesh SCB and Smt. Pema Chenzom, M.D., Sikkim SCB are also seen in the picture (L-R).



President/Secretary, PACS, Sikar sharing his views during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Smt. T. Lalmuanpuii, Chairperson, Mizoram SCB, Smt. M. Jhansi Rani, Person-In-Charge, Andhra Pradesh SCB and Smt. Pema Chenzom, M.D., Sikkim SCB are also seen in the picture (L-R).



Tmt. J. Palaneeswari, Jt. Registrar/M.D., Thanjavur DCCB sharing her views during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Ulhas B. Phal Dessai, Chairman, Goa SCB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Shri Dan Singh Rawat, Chairman, Uttarakhand SCB and Smt. T. Lalmuanpuii, Chairperson, Mizoram SCB are also seen in the picture (L-R).



Shri Bhajan Chandra Ray, M.D., Tripura SCB sharing his views during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Ulhas B. Phal Dessai, Chairman, Goa SCB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Shri Dan Singh Rawat, Chairman, Uttarakhand SCB and Smt. T. Lalmuanpuii, Chairperson, Mizoram SCB are also seen in the picture (L-R).



Shri Nilanjan Sinha, M.D., West Bengal SCB sharing his views during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Ulhas B. Phal Dessai, Chairman, Goa SCB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB and Shri Dan Singh Rawat, Chairman, Uttarakhand SCB are also seen in the picture (L-R).



Shri R. C. Srinivasulu, C.E.O., Hyderabad DCCB sharing his views during the National Seminar on Vision for Amrit Kaal (2022-2047) by and for Rural STCCS organized by NAFSCOB on 28-04-2023 at Chennai. Shri Bhima Subrahmanyam, Managing Director, NAFSCOB, Shri Ulhas B. Phal Dessai, Chairman, Goa SCB, Shri Konduru Ravinder Rao, Chairman, NAFSCOB, Shri Dan Singh Rawat, Chairman, Uttarakhand SCB and Smt. T. Lalmuanpuui, Chairperson, Mizoram SCB are also seen in the picture (L-R).

Annexures



21 Measures Initiated By Ministry of Cooperation, GOI

The Government, after the formation of the Ministry of Cooperation, has taken the following measures to strengthen Indian cooperative movement more particularly Rural Cooperative Credit & Banking Structure.

1. Computerization of PACS: Process to onboard 63,000 functional PACS on an ERP based common national software with an outlay of ₹2,516 Crore started.
2. Model byelaws for PACS: Model byelaws prepared and circulated for their adoption as per the respective State Cooperatives Act to enable PACS to undertake more than 25 business activities like dairy, fishery, setting up of godowns, LPG/ Petrol/ Green energy distribution agency, banking correspondents, CSC, etc.
3. PACS as Common Service Centres (CSC): MoU signed between Ministry of Cooperation, Ministry of Electronics and Information Technology, NABARD and CSC -SPV to facilitate functioning of PACS as CSCs to improve their viability, provide e-services at village level and generate employment.
4. National Cooperative Database: Preparation of an authentic and updated data repository of cooperatives in the country started to facilitate stakeholders in policy making and implementation.
5. National Cooperative Policy: A National level committee comprising of experts and stakeholders drawn from all over the Country constituted to formulate the New Cooperation Policy to create an enabling ecosystem to realize the vision of 'Sahakar-se-Samridhi'.
6. Amendment of MSCS Act, 2002: Bill introduced in the Parliament to amend the centrally administered MSCS Act, 2002 to incorporate provisions of 97th Constitutional Amendment, strengthen governance, enhance transparency, increase accountability and reform electoral process in the Multi State Cooperative Societies.
7. National Cooperative Development Corporation: New schemes for cooperatives launched by NCDC in various sectors such as 'Swayamshakti Sahkar' for SHG; 'Deerghavadhi Krishak Sahkar' for long term agricultural credit; 'Dairy Sahkar' for dairy and 'Neel Sahkar' for fisheries. Total financial assistance of ₹ 34,221 Crores disbursed in FY 2021-22.
8. Member Lending Institutions in Credit Guarantee Fund Trust: Non-scheduled UCBs, StCBs and DCCBs notified as MLIs in CGTMSE Scheme to increase share of cooperatives in lending.
9. Cooperatives as 'buyers' on GeM portal: Cooperatives permitted to register as 'buyer' on GeM, enabling them to procure goods and services from nearly 40 lakh vendors to facilitate economical purchases and greater transparency.
10. Reduction in surcharge on cooperative societies: Surcharge reduced from 12 % to 7% for cooperative societies having income between ₹1 to 10 Cr.
11. Reduction in Minimum Alternate Tax: MAT reduced for Co-operatives from 18.5% to 15%.
12. Relief under Section 269ST of IT Act: A clarification has been issued to remove difficulties in each transaction by cooperatives under Section 269ST of IT Act.
13. Lowering tax rate for new cooperatives: Announcement made in the Union Budget 2023-24 to charge flat lower tax rate of 15%, compared with current rate of upto 30% plus surcharge, for new cooperatives commencing manufacturing activities till March 31, 2024.

14. Increase in limit of deposits and loans in cash by PACS and PCARDBs: Announcement made in the Union Budget 2023-24 to increase limit from ₹ 20,000 to ₹ 2 lakh per member for deposits and loans in cash by PACS and PCARDBs.
15. Increase in limit for TDS: Announcement made in the Union Budget 2023-24 to increase cash withdrawal limit for cooperatives from ₹ 1 Crore to ₹ 3 Crore, per annum, without being subjected to TDS.
16. Relief to Sugar Cooperative Mills: Sugar co-operative mills not to be subjected to additional income tax for paying higher sugarcane prices to farmers upto Fair and Remunerative or State Advised Price.
17. Resolution of chronic pending issues of Sugar Cooperative Mills: Announcement made in the Union Budget 2023-24 to allow sugar cooperatives to claim as expenditure their payments to sugarcane farmers for the period prior to assessment year 2016-17, giving a relief of nearly ₹ 10,000 crores.
18. New National Multi-State Cooperative Seed Society: New apex national multi-state cooperative seed society being established under the MSCS Act, 2002 as umbrella organization for quality seed cultivation, production and distribution under a single brand.
19. New National Multi-State Cooperative Organic Society: New apex national multi-state cooperative organic society being established under the MSCS Act, 2002 as umbrella organization to produce, distribute and market certified and authentic organic products.
20. New National Multi-State Cooperative Export Society: New apex national multi-state cooperative export society being established under the MSCS Act, 2002 as umbrella organization to give thrust to exports from cooperative sector.
21. 2 lakh new cooperatives: Strengthening the Cooperative Movement

**NATIONAL SEMINAR ON "VISION FOR AMRIT KAAL (2022-2047)
BY AND FOR RURAL STCCS"**

**AT THE SAVERA HOTEL, CHENNAI, TAMIL NADU
ON 28 APRIL, 2023**

LIST OF PARTICIPANTS, INVITEES AND PANELISTS

Sr. No.	Name & Designation of the Delegate	Name of the Organisation
STATE COOPERATIVE BANKS		
1.	Smt. Mallela Jhansi Rani, Person-In-Charge	The Andhra Pradesh State Coop. Bank Ltd.
2	Dr. Reddyvari Shreenath Reddy, Managing Director	The Andhra Pradesh State Coop. Bank Ltd.
3	Shri Akhilesh Kumar, Managing Director	The Bihar State Coop. Bank Ltd.
4	Shri Ulhas Baban Phal Dessai, Chairman	The Goa State Coop. Bank Ltd.
5	Shri Anant M. Chodankar, Managing Director	The Goa State Coop. Bank Ltd.
6	Shri Hukam Singh Bhati, Chairman	The Haryana State Coop. Apex Bank Ltd.
7	Shri P. S. Tiwari, Managing Director I/C.	Madhya Pradesh Rajya Sahakari Bank Maryadit
8	Shri Vidyadhar V. Anaskar, Administrator	The Maharashtra State Coop. Bank Ltd.
9	Shri Dilip N. Dighe, I/C Managing Director	The Maharashtra State Coop. Bank Ltd.
10	Shri T. Prasad Rao Dora, President	The Odisha State Coop. Bank Ltd.
11	Dr. Udhaba Chandra Majhi, IAS, Managing Director	The Odisha State Coop. Bank Ltd.
12	Shri Bhoma Ram, Managing Director	The Rajasthan State Coop. Bank Ltd.
13	Shri Rajendra Kumar Meena, General Manager	The Rajasthan State Coop. Bank Ltd.
14	Shri Anil Mittal, General Manager	The Rajasthan State Coop. Bank Ltd.
15	Smt. Pema Chenzom, Managing Director	The Sikkim State Coop. Bank Ltd.
16	Shri R. Elangovan, President	The Tamil Nadu State Apex Coop. Bank Ltd.
17	Shri M. Antonysamy John Peter, Managing Director	The Tamil Nadu State Apex Coop. Bank Ltd.
18	Dr. Nethi Muralidhar, Managing Director	The Telangana State Coop. Apex Bank Ltd.
19	Shri Bhajan Chandra Ray, Managing Director	The Tripura State Coop. Bank Ltd.
20	Shri Jitendra Bahadur Singh, Vice Chairman	The Uttar Pradesh Coop. Bank Ltd.
21	Shri Dan Singh Rawat, Chairman	The Uttarakhand State Coop. Bank Ltd.
22	Shri Nilanjan Sinha, Managing Director	The West Bengal State Coop. Bank Ltd.

DISTRICT CENTRAL COOPERATIVE BANKS & PRIMARY AGRICULTURAL CREDIT SOCIETIES		
ANDHRA PRADESH		
23	T. Nageswara Rao, Chairperson	The Krishna District Central Coop. Bank Ltd., Andhra Pradesh
24	Shri A. B. Ram Prasad, C.E.O.	The Ananthapur District Central Coop. Bank Ltd., Andhra Pradesh
25	Shri P. Ramanjaneyulu, C.E.O.	The District Coop. Central Bank Ltd., Kurnool, Andhra Pradesh
26	K. Chandrasekhar, C.E.O.	Peddathippasamudram PACS, Andhra Pradesh
GOA		
27	Shri Krishna Vassudev Kudnekar, Chairman	PACS, Goa
GUJARAT		
28	Shri V. M. Sakhiya, General Manager / CEO	Shri Rajkot District Coop. Bank Ltd., Gujarat
HARYANA		
29	Shri Sushil Kumar, Establishment Officer	The Yamuna Nagar Central Coop. Banks Ltd., Haryana
30	Shri Satpal Singh, Nodal Officer of PACS Computerization	The Yamuna Nagar Central Coop. Banks Ltd., Haryana
JHARKHAND		
31	Shri Rajesh Kumar Dutta, Manager	Masalia LAMPS Ltd., Dumka, Jharkhand
MADHYA PRADESH		
32	Shri Vinay Prakash Singh, C.E.O.	The Vidisha District Central Coop. Bank Ltd., Madhya Pradesh
33	Shri R. C. Patle, C.E.O.	The Balaghat District Central Coop. Bank Ltd., Madhya Pradesh
MAHARASHTRA		
34	Shri Anant L. Vaidya, Chief Executive Officer	The Akola-Washim District Central Coop. Bank Ltd., Maharashtra
35	Shri Pranchit A. Poreddiwar, Chairman	The Gadchiroli District Central Coop. Bank Ltd., Maharashtra
36	Shri S. P. Ayalwar, Chief Executive Officer	The Gadchiroli District Central Coop. Bank Ltd., Maharashtra
37	Shri Nitin Laxmanrao Jadhav, Chairman	The Satara District Central Coop. Bank Ltd., Maharashtra
38	Dr. Rajendra Nanasaheb Sarkale, C.E.O.,	The Satara District Central Coop. Bank Ltd., Maharashtra
ODISHA		
39	Shri Sibaram Patra, President	The Berhampore Coop. Central Bank Ltd., Odisha

40	Smt. Bisnupriya Nayak, Director	The Berhampore Coop. Central Bank Ltd., Odisha
41	Shri Ganesh Prasad Mohapatra, President	The Balasore Bhadrak Central Coop. Bank Ltd., Odisha
42	Shri Er. Iswar Chandra Panigrahi, President	The Koraput Central Coop. Bank Ltd., Odisha
43	Shri Padyamna Kumar Tripathy, President	The Sundargarh District Central Coop. Bank Ltd., Odisha
44	Kishore Kumar Chhotaray, President	The United Puri Nimpara Central Coop. Bank Ltd., Odisha
45	Shri Manguludhar Sahu, President	The Aska Central Coop. Bank Ltd., Odisha
RAJASTHAN		
46	Inder Singh, Managing Director	The Alwar Central Coop. Bank Ltd., Rajasthan
47	Rajesh Kumar Gurjar, Manager (Admn.)	The Alwar Central Coop. Bank Ltd., Rajasthan
48	The Representative	The Barmer Central Coop. Bank Ltd., Rajasthan
49	Shri Aashutosh Mehta, Addl. Executive Director	The Bhilwara Central Coop. Bank Ltd., Rajasthan
50	Shri Rajkumar Kumavat, Executive Manager	The Bhilwara Central Coop. Bank Ltd., Rajasthan
51	The Representative	Hanumangarh Kendriya Sahakari Bank Ltd., Rajasthan
52	Shri Rajkumar Sharma, Executive Officer	The Jaipur Central Coop. Bank Ltd., Rajasthan
53	Shri Kailash Chand Yadav, Chief Manager	The Jaipur Central Coop. Bank Ltd., Rajasthan
54	Shri Surendra Singh Rathore, Managing Director	The Jodhpur Central Coop. Bank Ltd., Rajasthan
55	Shri Balvinder Singh, Managing Director	The Kota Central Coop. Bank Ltd., Rajasthan
56	Shri Hemant Kumar Samaria, Chief Manager	The Kota Central Coop. Bank Ltd., Rajasthan
57	The Representative	The Nagaur Central Coop. Bank Ltd., Rajasthan
58	The Representative	The Udaipur Central Coop. Bank Ltd., Rajasthan
59	Shri Nitendra Kumar Sharma, Manager	Pichuna PACS Ltd., Bharatpur, Rajasthan
60	Shri Chetram Meena, Manager	Borkhera Gram Seva Sahakari Samiti (PACS), Kota, Rajasthan
61	The Representative	PACS, Nimod, Nagaur, Rajasthan
62	The Representative	PACS, Palsana, Sikar, Rajasthan
63	The Representative	PACS, Borkeda, Kota, Rajasthan
64	The Representative	PACS, Falsund, Jaisalmer, Rajasthan
65	The Representative	PACS, Bhinaya, Ajmer, Rajasthan
66	The Representative	PACS, Siyana, Jalore, Rajasthan
TAMIL NADU		
67	Dr. D. Amaladas, AR, Managing Director	The Chennai District Central Coop. Bank Ltd., Tamil Nadu
68	R. Indhoomati, AR, Managing Director	The Coimbatore District Central Coop. Bank Ltd., Tamil Nadu

69	N. Dilipkumar, Managing Director	The Cuddalore District Central Coop. Bank Ltd., Tamil Nadu
70	Shri M. Santhanam, Managing Director	The Dharmapuri District Central Coop. Bank Ltd., Tamil Nadu
71	S. Ramakrishnan, Managing Director	The Dindigul District Central Coop. Bank Ltd., Tamil Nadu
72	Dr. S. Senthamil Selvi, Managing Director	The Erode District Central Coop. Bank Ltd., Tamil Nadu
73	Shri M. Murugan, AR, Managing Director	The Kancheepuram District Central Coop. Bank Ltd., Tamil Nadu
74	A. Gurusamy (FAC), Managing Director	The Kanyakumari District Central Coop. Bank Ltd., Tamil Nadu
75	V. Pariyasamy, Managing Director	The Kumbakonam District Central Coop. Bank Ltd., Tamil Nadu
76	A. Jeeva, Managing Director	The Madurai District Central Coop. Bank Ltd., Tamil Nadu
77	R. Muthu Chidambaram, DR, Managing Director	The Nilgiris District Central Coop. Bank Ltd., Tamil Nadu
78	M. Dhanalakshmi, Managing Director	The Pudukottai District Central Coop. Bank Ltd., Tamil Nadu
79	S. Manokaran, Managing Director	The Ramnathpuram District Central Coop. Bank Ltd., Tamil Nadu
80	Tmt. R. Meerabai, AR, Managing Director	The Salem District Central Coop. Bank Ltd., Tamil Nadu
81	K. C. Ravichandran, Managing Director	The Sivagangai District Central Coop. Bank Ltd., Tamil Nadu
82	J. Palaneeswari, Managing Director	The Thanjavur District Central Coop. Bank Ltd., Tamil Nadu
83	T. Arasu, Managing Director	The Thiruchirapalli District Central Coop. Bank Ltd., Tamil Nadu
84	R. Subashini, Managing Director	The Tirunelveli District Central Coop. Bank Ltd., Tamil Nadu
85	K. Jayam, Managing Director	The Thiruvannamalai District Central Coop. Bank Ltd., Tamil Nadu
86	C. L Sivagami, Managing Director	The Thoothukodi District Central Coop. Bank Ltd., Tamil Nadu
87	V. S. Gomathy, Managing Director	The Vellore District Central Coop. Bank Ltd., Tamil Nadu

88	S. Elansevi, Managing Director	The Villupuram District Central Coop. Bank Ltd., Tamil Nadu
89	P. Rajalakshmi, Managing Director	The Virudhunagar District Central Coop. Bank Ltd., Tamil Nadu
90	Shri Anbu, Secretary	Thoppampalayam PACCS, Erode, Tamil Nadu
91	Shri Govindasamy, Secretary	Poonimangadu PACCS, Kancheepuram, Tamil Nadu
92	Shri Jeyachandran, Secretary	Iranbdiar Vilagam PACCS, Cuddalore, Tamil Nadu
93	Shri Jothi, Secretary	Banavaram PACCS, Ranipet, Tamil Nadu
94	Shri Wilson, Secretary	Parappadi PACCS, Tirunelveli, Tamil Nadu
95	Shri Karthikeyan, Secretary	Periavadamalalayam PACCS, Tamil Nadu
TELANGANA		
96	Shri Gongidi Mahender Reddy, President	The Nalagonda District Central Coop. Bank Ltd., Telangana
97	Shri K. Madan Mohan, C.E.O.	The Nalagonda District Central Coop. Bank Ltd., Telangana
98	Shri Siliveru Chandra Shekar, Secretary	PACS Renikunta, Nalagonda, Telangana
99	Shri Addi Bhoja Reddy, President	The Adilabad District Central Coop. Bank Ltd., Telangana
100	Shri K. Sridhar Reddy, C.E.O.	The Adilabad District Central Coop. Bank Ltd., Telangana
101	Shri Buyyani Manohar Reddy, President	The Hyderabad District Central Coop. Bank Ltd., Telangana
102	R. C. Srinivasulu, C.E.O.	The Hyderabad District Central Coop. Bank Ltd., Telangana
103	B. Ganesh, Secretary	PACS Uppauguda, Hyderabad, Telangana
104	S. Eshwarappa, Secretary	PACS Aloor, Rangareddy, Telangana
105	Shri N. Satyanarayana Rao, C.E.O.	The Karimnagar District Central Coop. Bank Ltd., Telangana
106	Kallem Thirupathi Reddy, Secretary	PACS Choppadandi, Karimnagar, Telangana
107	Shri Kurakula Nagabhushaiah, President	The Khammam District Central Coop. Bank Ltd., Telangana
108	Shri A. Veera Babu, C.E.O.	The Khammam District Central Coop. Bank Ltd., Telangana
109	Shri Nizam Pasha Chityal, President	The Mahabubnagar District Central Coop. Bank Ltd., Telangana
110	T. Laxmaiah, C.E.O.	The Mahabubnagar District Central Coop. Bank Ltd., Telangana

111	B. Raghupathi , Secretary	PACS Husnabad, Mahabubnagar, Telangana
112	Shri Chitti Devender Reddy, President	The Medak District Central Coop. Bank Ltd., Telangana
113	Manchi Srinivas, C.E.O.	The Medak District Central Coop. Bank Ltd., Telangana
114	Shri Parige Bhasker Reddy, President	The Nizamabad District Central Coop. Bank Ltd., Telangana
115	Gurudu Gajanand, C.E.O.	The Nizamabad District Central Coop. Bank Ltd., Telangana
116	Shri Marneni Ravindar Rao, President	The Warangal District Central Coop. Bank Ltd., Telangana
117	Ch. Chinna Rao, C.E.O.	The Warangal District Central Coop. Bank Ltd., Telangana
118	V. Murali, Secretary	PACS Thorrur, Warangal, Telangana
UTTARAKHAND		
119	Shri Manoj Singh Samant, Chairman	Pithoragarh Zila Sahakari Bank Ltd., Uttarakhand
120	Shri Yogendra Singh Rawat, Chairman	Udham Singh Nagar District Coop. Bank Ltd., Uttarakhand
121	Shri Janak Singh, Director	Uttar Kashi Jila Sahakari Bank Ltd., Uttarakhand
122	Shri Pradeep Kumar, Chairman	Zila Sahakari Bank Ltd., Haridwar, Uttarakhand
123	Dr. Rajendra Singh Negi, Chairman	Nainital District Coop. Bank Ltd., Haldwani, Uttarakhand
124	Shri Ravindra Singh Raikuni, Director	Nainital District Coop. Bank Ltd., Haldwani, Uttarakhand
WEST BENGAL		
125	Shri Bijay Chatterjee, Manager	PACS Chanak UCACS Ltd., Purba Bardhaman, West Bengal
126	Shri Dipankar Banerjee, Manager	PACS Gopalpur SKUS, Birbhum, West Bengal
127	Shri Basudev Das, Manager	PACS Shitalgram SKUS, Birbhum, West Bengal
128	Shri Rudra Pd. Biswas, Manager	PACS Belebari SKUS, Birbhum, West Bengal
129	Shri Sritidhar Das, Manager	PACS Sukrabad Paschim Para SKUS, Birbhum, West Bengal
130	Shri Sekh Ansar, Manager	Balgona FCSCS Ltd., Purba Bardhaman, West Bengal
131	Shri Bijay Chatterjee, Manager	PACS Chanak UCACS Ltd., Purba Bardhaman, West Bengal
132	Shri Dipankar Banerjee, Manager	PACS Gopalpur SKUS, Birbhum, West Bengal
133	Shri Sekh Ansar, Manager	Balgona FCSCS Ltd., Purba Bardhaman, West Bengal

CHIEF GUESTS		
134	Thiru KR. Periyakarappan, Minster for Cooperation	Government of Tamil Nadu
135	Dr. Chandra Pal Singh Yadav, M.P., Chairman	KRIBHCO
136	Shri Dileep Sanghani, Ex.M.P./Ex. Minister, President	NCUI
137	Dr. Sunil Kumar Singh, MLC, Chairman	The Bihar State Coop. Marketing Union Ltd.
138	Dr. I. Radhakrishnan, IAS, Addl. Chief Secretary to Govt.	Government of Tamil Nadu
139	Thiru A. Shanmugasundaram, IAS, Registrar of Coop. Soc.	Government of Tamil Nadu
140	Thiru M. P. Sivan Arul, IAS, Inspector General of Registration	Government of Tamil Nadu
141	Thiru R. Palaniswamy, IAS (Retd.)	Government of Tamil Nadu
SPECIAL INVITEES / PANELISTS		
142	Shri K. S. Raghupathi, C.G.M.	NABARD
143	Shri J. S. Upadhayay, C.G.M.	NABARD
144	Dr. R. Bhaskaran, CEO (Retd.)	IIBF
145	Shri P. Mohanaiah, Former C.G.M.,	NABARD
146	Dr. Mohan Kumar Mishra, Secretary	National Council for Coop. Training
147	Dr. Hema Yadav, Director	VAMNICOM
148	Shri V. G. Sekar, Principal	College of Agricultural Banking, Pune
149	Thiru K. M. Thamizharasan, Addl. RCS (Retd.)	Government of Tamil Nadu
150	Shri Baskar, Dy. Gen. Manager (Retd.)	The Tamil Nadu State Apex Coop. Bank Ltd.
151	Dr. Rakesh Kumar, DDG	Ministry of Cooperation, GoI
152	Shri K. K. Mittal, Associated Director	Trust Group, New Delhi
NAFSCOB		
153	Shri Konduru Ravinder Rao, Chairman	NAFSCOB
154	Shri Bhima Subrahmanyam, Managing Director	NAFSCOB

Speech of Chief Guest

National Seminar on “Vision for Amrit Kaal (2022-47)”

on 28th April, 2023 at Chennai

Address by

Honourable Thiru. KR. Periakaruppan

Minister for Cooperation
Government of Tamil Nadu

Respected Delegates, Anaivarukkum Vanakkam.

I am glad to see the dignitaries on the dais, who came all along from different parts of this country to participate in this seminar to express their valuable views for strengthening the Cooperatives on the theme “**Vision for Amrit Kaal (2022-2047)**”.

You are well aware that Tamil Nadu has got great tradition and greater culture in the offering of hospitality to the Guests. On this occasion, you would have already experienced the hospitality of the team of officials of TNSC Bank and the Officers of Tamil Nadu Government at Chennai.

On my behalf and on behalf of the Government of Tamil Nadu, I extend a warm welcome to the dignitaries and delegates of the Seminar. I extend my special welcome to the

- President, NCUI
- Chairman, NAFSCOB
- Chairman, NAFED,
- Chairman, Cooperative Bank of India,
- President, Bihar State Cooperative Marketing Union
- Secretary, Cooperation Department, Government of India
- Addl. Chief Secretary, Cooperation, Food and Consumer Protection Department, Govt. of Tamil Nadu
- Managing Director, NAFSCOB,
- Managing Director, NCDC
- Managing Director, TNSC Bank
- Additional Registrars / Joint Registrar and other officers of Cooperative Department
- Managing Directors of DCCBs and other Cooperatives Institutions
- Secretaries of PACCS and other primary societies

As you all know, the State of Tamil Nadu is one of the leading States in the country in respect of growth and development.

Under the able, efficient and dynamic Governance of Honourable Thalapathy Thiru. **M.K. Stalin**, our State has been growing day in day out and progressing steadily. Tamil Nadu had achieved top positions in many Fields/Departments.

Especially the State had attained many laurels in Health, Education, Industry, Agriculture, Youth Welfare and Sports Development, Social Welfare & Women Empowerment etc. The National-level growth indicators and statistics will reveal the facts about the above and on many fronts the position of Tamil Nadu is above the National average.

Tamil State is one among the top States in respect of performance of Cooperatives.

Our Chief Minister Honourable Thiru. M.K. Stalin has been heading and leading the Government with the Government Principle that

“This Government is for all the people of the State”

(Anaivarukkumaana Arasu),

indicating in other words, inclusive growth is the prime objective of this principle and none in the society of our State should be left behind in the economic growth.

While talking about cooperatives, everyone will think that the basic Concept of Cooperation is

“Each for all and All for Each”

The present Government has been formed by our leader after having put in a sincere and continuous hard work. He is strongly believing and working for the growth of all by adopting the principle of “Inclusive Growth”. This will indicate that our leader is dynamically moving in the path of **“Each for all and All for Each”** concept for the overall growth of all in the State.

As the Minister fro Cooperation, I would proudly say that Tamil Nadu is the

Cradle of Cooperatives in India

- **Sir Frederic Nicholson, Known as Father of the Cooperative Movement**, served as Collector in various districts of Tamil Nadu and his research and writing on the sorry state of farmers published in 1895, paved the way for Cooperative Movement. By 1904, cooperative agricultural credit societies and cooperatives banks were established in many districts on the lines of existence in Germany and Italy.
- ✓ **First Agricultural Cooperative Credit Society in India was formed in Tirur, Tiruvallur District of Tamil Nadu.**
- ✓ **First Consumer Cooperative Society in India was formed in Triplicane, Chennai District of Tamil Nadu.**
- ✓ **First Urban Cooperative Bank in India was formed in Big Kancheepuram, Kancheepuram District of Tamil Nadu**

- ✓ **First State Cooperative Bank, viz. Tamil Nadu State Cooperative Bank was formed in Chennai, Tamil Nadu.**

I, further proudly was to state that

- **During the last year, viz. 2022-23, Tamil Nadu State Apex Bank and all the 23 District Central Cooperative Banks have achieved profit.**

Also I wish to reiterate in this National Seminar that the Cooperative Department is in the fore front in implementing the welfare schemes and work strenuously for the economic growth of Farmers, Weavers, Fishermen, Differently abled persons, Rural Artisans, Women, oppressed class of people, folk dancers, senior citizens and others.

National Seminar - TNSC Bank's Role

I consider it as most appropriate that the Tamil Nadu State Apex Cooperative Bank (TNSC Bank) is hosting this Seminar at Chennai under the aegis of National Federation State Cooperative Banks Ltd., (NAFSCOB).

As you all aware that TNSC Bank was formed and registered under other name Madras Central Urban Bank in the year 1905, immediately after the next year of enactment of Central Act on Cooperation in 1904 and this State Cooperative Bank is a pioneer, which has been working in profit from the date of inception, to till date.

I would like to mention that TNSC Bank has got several National Awards for Best Performance amongst State Cooperative Banks.

Similarly various District Central Cooperative Banks have received several National awards for giving best service to the people for more than a century.

Dear Delegates,

The Cooperative Department of our Government has been clearly functioning on the principles of Cooperation. The Budget Session of the Legislative Assembly had concluded very recently.

As the Minister of Cooperation, I have presented the Policy Note 2023-2024 of Cooperation Department and moved the Demand for Cooperation in the Legislative Assembly. On behalf of the Government I have also made the announcements of Cooperative Department.

I would like to disseminate the important announcements that I have made in the Legislative Assembly, in this Seminar by categorising them under each one of the seven principles of Cooperation.

1. Voluntary and open Membership

- ❖ In Ramanathapuram and Perambalur, 2 new PACCS would be formed.
- ❖ 9 New Large sized Multi Purpose Cooperative Societies (LAMPS) will be formed in Coimbatore, Kanyakumari, Krishnagiri, Salem, Tiurnelveli, Tiruvallur and Tiruvannamalai Regions.
- ❖ In Salem and Vellore Regions, two new Branches will be opened for the existing LAMPS.
- ❖ Two new Agricultural Producers Cooperative Marketing Societies (APCMS) would be formed during 2023-24 at Salem and Pudukkottai at an estimate of Rs. 5.00 Crores.

- ❖ Formation of New APCMS, LAMPS and PACCS would enable them to enrol new members voluntarily in the new areas as mentioned above.

2. Economic Growth of Members

For the economic growth of members of each type of Societies, numerous schemes have been implemented already. Various new schemes have also been announced and certain relaxations have also been given, so as to reach the unreached.

- ❖ Cooperative Banks would give special loans for the Folk dancers, Artisans, Folk song singers, Sculptors, Artists at a concessional rate of 5%.
- ❖ Reverse Building Mortgage Loans will be given for senior citizens
- ❖ The age limit for availing loan from cooperative Bank has been increased from 60 to 70.
- ❖ TNSC Bank will provide loans at 5% interest rate to LAMPS.
- ❖ Special One Time Settlement Scheme, for the overdue loans under Non-Farm Sector Loans and Long Term overdue Loans in respect of all the three tiers of STCCS, PCARDBs, SCARDBs, Urban Cooperative Banks has been announced.
- ❖ Cooperative Banks will sanction Loans for purchase of Plots for Construction of Houses.
- ❖ Loans to Destitute Widows are provided through our various credit outlets.
- ❖ Cooperative Banks/Credit Societies are not only the pioneers, but also leaders in the provision of loans to Differently-abled Persons in our country, which fact was acknowledged by conferment of National Award for 4 times, under the category, Best Channelising Agency of National Handicapped Finance and Development Corporation Ltd., (NHFDC), New Delhi.
- ❖ High-light of Cooperative Delivery System in Tamil is the provision of crop loan to the tune at 0% interest in our State (₹13,000/- crore - 2022-23).

3. Cooperation among Cooperatives

- ❖ Employees Cooperative Societies (ECS) and Urban Cooperative Credit Societies (UCCS) will become members of the Urban Cooperative Banks Federation. This will be beneficial for them. Better monitoring and guidance of their performance will be there and a sense of cooperation among Cooperatives will prevail.

4. Cooperative Education

- ❖ A new Cooperative Training Institute (CTI) at Ramanathapuram will be opened.
- ❖ Infrastructure facility for existing 11 Cooperative Training Institutes (CTIs) at Dharmapuri, Pandiya Nadu, Salem, Sivagangai, Thanjavur, Tirvarur, Vellore, Burgur, Nagercoil, Sathur and Pattukkotai would be improved at an estimate of Rs. 29.50 Crores.
- ❖ A National Level Institute of Cooperative Studies, Research and Training is coming up at Kodaikanal at an outlay of Rs. 126 Crores. Government of Tamil Nadu has allotted 7.5 acres of Land in Manavur village in Kodaikanal and the construction work has already commenced.

- ❖ An Arts and Science College was started on 02.09.2022 at Attur, Dindigul District. 263 students have been enrolled for courses

5. Autonomy and Independence

- ❖ The Cooperative Societies in Tamil Nadu are governed by elected Boards. The Boards are functioning independently. Of course, they are guided by the Registrar of Cooperative Societies and Government of Tamil Nadu for their effective functioning and profitable performance.

6. Democratic Management

- ❖ In Tamil Nadu, elections to the Cooperative Societies are conducted by the “Tamil Nadu State Cooperative Societies Election Commission” as per Sec. 33 A of TNCS Act, 1983.
- ❖ Elections are to be held for the Cooperative Societies in 2023 by the Election commission.

7. Social Development

- ❖ As narrated earlier the present Government is for inclusive growth of all in the Society at large. All the schemes of Cooperative Societies are aimed and implemented for the benefit of all the segments of the Society.
- ❖ Waiver of Jewel Loan, SHG Loan Waiver and Crop Loan waiver in respect of the borrowers of Cooperative Banks were done as a social welfare measure

Dear Delegates,

Our Government has been framing policies and implement them for the benefit of the members of Cooperatives. Our Government has been working to strengthen the Cooperatives.

I hope and trust the deliberations of this seminar would help the cooperatives to go forward in the right direction by upholding the principles of Cooperation.

Thanks.

Vision for Amrit Kaal (2022-47) by & for STCCS & NAFSCOB with reference to issues related to Governance and Management in StCBs & DCCBs - by Shri K. S. Raghupathi*

- i. The Cooperative Credit Structure in India is more than a century old. The Cooperatives were the only institutions to meet all the credit needs whether related to seasonal agricultural operations, investment in land or redemption of debts, till the commercial banks emerged on the scene in¹ a big way, particularly after their nationalisation in 1969 and social banking became their major thrust.
- ii. Cooperative banks and PACS are special type of institutions that have to combine the credit business objectives with social objectives and reflect the principles of democratic control. In a situation where the farm size is fragmented and small, it assumes all the more importance. PACS play a crucial role in the short term cooperative credit structure. Ideally PACS should be strong for better rural economy.
- iii. Rural -urban gap is to be removed by increasing per capita income in the rural areas through credit. The goal of 30 percent contribution of cooperative sector in total GDP should be achieved mainly through cooperative banks. Cooperatives should flourish in every sector of the rural economy like dairy, fisheries, weaving, handicrafts, agro processing etc. Strengthening STCCS will facilitate contribution to rural prosperity.
- iv. The goal of 'Amrit Kaal' is to ascend to new heights of prosperity for India and the citizens of India. The 'Amrit Kaal' (2022-47) indicates a period of golden era, coinciding with the centenary celebration of our independence. The country must start working towards improving the lives of its citizens, reducing the divide between the villages and the cities, and building modern infrastructure. It envisages that the coming period in India is going to be its most prosperous, with economic growth and social justice. This also describes the hope for a better future, where India would be self-reliant and fulfil all of its humanitarian obligations. India is visualised to be a Developed Economy by the end of period of Amrit Kaal (2022-2047)
- v. With a view to giving fillip to the cooperative movement a separate Ministry of Cooperation has been formed by GoI. The main mandate of the Ministry is to realize the vision 'from cooperation to prosperity', strengthening of cooperative movement in the country and deepening its reach up to the grassroots, promotion of cooperative-based economic development model and creation of appropriate policy, legal and institutional framework to help cooperatives realize their potential. The Ministry will follow the 7 universally accepted Cooperative Principles i.e. Open and Voluntary Membership, Democratic Member Control, Members' Economic Participation, Autonomy and Independence, Education, Training, and Information, Cooperation Among Cooperatives and Concern for Community. It will also be v.guided by the Panch Pran (5 vows) of Amrit Kaal call i.e. Goal of Developed India, Remove any trace of colonial mindset, take pride in our roots, Unity and Sense of duty among the citizens.
- vi. The Co-operative Banks have, over the years, taken steps to reform themselves to keep pace with the changing scenario in the banking sector and rural credit market. However, such initiatives are found to be inadequate to meet the fresh challenges arising out of growing technological advances in banking technology, heightened customer expectations and emerging regulatory compliance requirements.

* Chief General Manager, Department of Supervision, National Bank for Agriculture and Rural Development, Mumbai. Views expressed are personal.*

- vii. There are about 8.5 lakh cooperative societies (including PACS and functional cooperatives) in the country. In the formal banking sector, there are 34 State Cooperative Banks with more than 2,000 branches and 352 District Cooperative Banks with 14,000 branches supported by about 95,000 PACS at the grassroot level. Thus the cooperative sector has a strong network to cover every nook and corner of the country.
- viii. PACS are the backbone of the cooperative agricultural credit system and need to be strengthened. They need to be functionally more transparent and operationally efficient. Towards this end, the project on PACS computerisation is being implemented through NABARD. Computerization of PACS will facilitate transparency in operations, reduction of process time, reduction of imbalance, integration of audit into the accounting system etc. It will ensure bringing the agriculture credit system in the country under a common software.
- ix. GoI envisages increasing the scope of work of PACS to bring more farmers under the purview of PACS. There are about 13 crore members in a PACS, out of which only about 5 crore members avail loans. PACS disburse crop loans of over ₹ 2 lakh crore every year. There is need to increase the disbursement five- fold to reach ₹ 10 lakh crore. The PACS are being strengthened by bringing a Model By-Laws as well as transforming them into multipurpose societies for improving their viability. As the PACSs grow and become stronger, upper tier institutions will, in turn become stronger.
- x. Among other initiatives under consideration of GOI are setting up of a cooperative university, formation of new cooperative policy, creation of database, linking PACS to GeM portal, developing world class warehousing infrastructure etc. There is a strong foundation of cooperatives in the country and the task of strengthening them from the year of the Azadi Ka Amrit Mahotsav so that fruits of strong cooperative movement in the country will contribute to the goals envisaged to be achieved by the Centenary of our Independence.
- xi. With allround efforts by GOI, the cooperative sector is poised to grow. The volume of business and size of Balance Sheets of the cooperatives will increase multifold. The enhanced range of financial and non financial services will entail greater compliance to regulatory prescriptions of RBI/NABARD Acts. This can be managed through more efficient functioning and effective governance.

- **Governance and Management in Cooperatives**

- i. The corporate governance is “a set of relationship between a company’s management, its Board, its shareholders and other stakeholders. Corporate governance also provides the structure through which the objectives of the company are set and the means of attaining those objectives and monitoring performance are determined”.
- ii. Cooperative governance is the act of steering cooperatively owned enterprises toward economic, social, and cultural success. It consists of answering key questions, defining roles and responsibilities, and establishing processes for setting expectations and ensuring accountability. Co-operative governance is therefore about ensuring co-operative relevance and performance by connecting members, management and the employees to the policy, strategy and decision-making processes.
- iii. From the banking perspective, corporate governance is about the way the business and affairs of banks are governed by their Board of Directors (BoD) and senior management. This refers to the process part of governance by which the Board and the Management, set corporate objectives, operate the Bank’s

business, meet the obligations of accountability to their shareholders and safeguard the interests of other recognized stakeholders, align corporate activities and behavior with the expectation that bank will operate in a safe and sound manner and in compliance with the applicable laws and regulations.

- iv. Day-to-day management is the basic responsibility of the operating management i.e. team consisting of the Chief Executive and Top Management functionaries supported by the operating staff. Corporate Governance is to create an environment to help the operating management enhance the stake holders' value.
- v. Cooperatives are managed by their members who are also their business owners. Cooperatives, therefore, function on principles of voluntary and free association of individuals, democratic management, economic participation of members in its activities both as owners and customers (users of their services) and public good, autonomy and independence as their guiding principles of governance.
- vi. Governance issues in financial cooperatives tend to get more complex as financial cooperatives, apart from being a voluntary association of members, are characterized by a fiduciary responsibility of managing depositors' funds and members' capital, protecting the same from exposure to potential risks which might contribute to a contamination of their assets and cause a contagion effect on the whole financial / payments system.
- vii. The governance issues in financial cooperatives are driven by consideration of enforcing the main pillars of good governance such as accountability, transparency, risk management and control. These are applicable to all the corporates including banking companies. Another set of governance issues is specific to financial cooperatives which revolve around fair and equitable representation for members in governance structures, effective member participation and relationship between the elected board and executives.

- **Governance Structures and Practices in StCBs and DCCBs**

- i. The governance structures in StCBs and DCCBs consist of the General Body, the Board of Directors, Committees of the Board, internal control structures, and audit structure.
- ii. For better governance fit and proper criteria for Board has been Rural Cooperative Banks (RCBs) on constitution of various committees at Board level and management level, suggested illustrative agenda to be discussed in these committees such as Audit Committee, Risk Management Committee, Assets Liability Management Committee, Special Committee for Monitoring of Fraud etc. With a view to enabling RCBs to achieve business objectives and meet regulatory compliance, NABARD has advised adoption of sound corporate governance principles. NABARD has also indicated model agenda for discussion in Board meetings, need for professional board, need for timely and proper decision making, code of conduct for Board members, Do's and Don'ts for Board etc.
- iii. Similarly, Fit and Proper criteria for CEOs has also been prescribed for efficient and professional management of the RCBs. The success of a bank is closely linked with the character, competence, and ability of the management. Every aspect of management including Organizational Structure and Staffing pattern, availability of technically qualified staff; policies followed by the bank for recruitment of staff and training of staff for development of skill and knowledge; promotion / transfer policy, MIS, etc, may be finetuned to compete with other players in the market.

- **NABARD's Supervisory observations on Governance**

i. NABARD undertakes statutory inspection of rural cooperative banks. In NABARD's statutory inspections of RCBs, many governance issues are observed which need to be addressed:

a. Affecting Protection of Depositors'/Shareholders' interest

- g) Section 22(3) (b) of B.R.Act, 1949(AACS) deals with assessment of the banks regarding their method of operation as to whether the functioning of the bank is not detrimental to the interest of present and future depositors. Governance issue is a parameter seen in compliance. 109 DCCBs and 11 StCBs have not complied with the provisions of Section 22(3) (b) of B.R.Act, 1949(AACS) as per latest statutory inspection findings.
- h) Keeping deposits with other banks at low interest rates than market rates causing loss of income to the bank
- I) Financing large advances at low interest rates than market rates causing loss of income to the bank
- j) Investing in risky investments leading to loss of income and Principal to the bank
- k) Indiscriminate lending leading to large scale misutilisation and poor quality of assets
- l) Lending to big infrastructure projects without proper appraisal mechanism in place

b) Role of top management and Executive

- i) Persisting CMA norms violations
- j) Non initiation of action against the staff responsible, in case of frauds
- k) Non deduction of income tax at source
- l) Multiple customer IDs for the same customer
- m) Large purchase of immovable assets and other fixed assets without following due process
- n) Spending huge amounts on technology infrastructure (Substandard), not following norms in procurement
- o) Persistent violation of various statutory provisions
- p) Non payment of statutory dues

c) Disclosure and transparency related

- d) Non reporting of frauds/delayed reporting to NABARD
- e) Non reporting of frauds to law enforcement agencies
- f) Conscious camouflaging / concealing violation of statutory provisions

d) System and Control

- e) Inadequate grievance redressal mechanism
- f) Conscious under reporting of NPAs inadequate provisioning, non disclosure of diversions pointed out by NABARD, to auditors

- g) Long pendency in reconciliation of intermediary accounts
- h) Manipulation of CRAR by taking share capital contribution in March and refunding in subsequent months
- e) Ineffective monitoring mechanism**
- g) High value frauds in loan accounts
- h) Inadequate checks and control, loose controls to allow money laundering
- i) Serious compromise in internal processes leading to perpetration of frauds and embezzlement
- j) Inadequate cyber security controls leading to cyber attacks and financial / data/reputational loss to the bank
- k) Non observance of risk management practices leading to poor decision making, poor financial performance, loss of trust among members and even collapse of bank
- l) Poor internal processes to redress customer complaints and grievances
- f) Corrupt, unethical and illegal practices**
- d) Refund of Share capital of PACS in violation of statutory provisions without consideration of its impact on Networth and regulatory CRAR
- e) Discriminatory OTS to benefit a few
- f) Illegal/wrong OTS/write-off of large advances causing loss to the bank

● **Suggestions:**

- i. To address these governance issues, rural cooperative banks need to strengthen their governance structure and mechanism. This may involve improving transparency and accountability, investing in professional management and technical expertise, implementing sound risk management practices and increasing member participation in decision-making processes. Effective governance is essential for the long-term sustainability of rural cooperative banks to ensure that they continue to serve the financial needs of their members and contribute to rural development.
- ii. Keeping in view the recent developments in the Indian financial system and also its interconnectedness with global banking ecosystem, the focus is squarely on the ability of banks and supervisors to understand risks inherent in banking business and to institutionalise an appropriate architecture for effectively managing these risks. The need for a robust supervisory framework for monitoring the risk levels in banks' operations has to be given paramount importance.
- iii. NABARD has been following a system of rating the banks during the course of on-site inspection on the basis of the CAMELSC (Capital Adequacy, Asset Quality, Management, Earnings, Liquidity, Systems and Controls, and Compliance) approach for its internal use as well as for evaluating the performance of Supervised Entities. To enhance NABARD's role of banking supervision, in line with leading practices and with a specific focus on adopting a forward-looking risk assessment of the banks' activities to the financial system, there is a need to shift to Risk Based Supervision (RBS). Enhanced CAMELSC is an intermediary approach towards RBS. Banks need to imbibe risk appreciation and risk culture in their functioning.

- iv. Following steps are suggested:
 - i. Cooperative Governance Index in co-operative banks to be introduced. Governance along the lines of commercial banks with slight modification to suit co-operative context, i.e. board of directors, ownership structure, audit committee, auditors, etc.
 - ii. segregate Governance & Management
 - iii. professionalising Board. Professional Directors as per Fit & Proper criteria
 - iv. ethics & Integrity in Cooperative Governance
 - v. establishing proper Grievance Redressal Mechanism
 - vi. proper management of Frauds
 - vii. publication & disclosures as per Regulatory prescription
 - viii. the decision making process in Board meetings to be as per good governance practices
 - ix. conflict of interests should be identified and addressed
 - x. code of conduct for Board members to be observed
 - xi. effective Internal Control functions and audit practices to be adopted
 - xii. training and capacity building of Directors

- **Role of NAFSCOB in development of STCCS for Amrit Kaal**

- i. National Federation of State Cooperative Banks (NAFSCOB) set up in 1964, will be completing 60 years of service to the Short Term Cooperative Credit Structure (STCCS) in the country during next year. NAFSCOB has contributed significantly for the growth of STCCS in the country through various studies, policy advocacy and other interventions.
- ii. With a view to realising the vision for the Amrit Kaal, NAFSCOB may take up following initiatives:
 - a) coming out with Cooperative Governance Index
 - b) encouraging Rural Cooperative banks to adopt voluntary code of conduct at Board, CEO and top management levels.
 - c) providing guidance and common services for STCCS in their statutory compliance
 - d) conduct of studies on best practices of successful banks and reasons for failure of banks in Cooperative sector
 - e) training and capacity building efforts for leadership development of Board of Directors and CEOs
 - f) Assistance in development of vision and mission Statement and Strategic Long Range Plans in cooperative banks
 - g) handholding of Sec 11 non compliant banks for turn around
 - h) documentation of best practices and success stories

- D) assistance in reconciliation, IS audit, cyber security, complaints redressal
- j) assistance in adoption and implementation of HR policy
- k) management audit
- l) studies to assess effectiveness of Boards
- m) leadership coaching
- n) online courses and distance education for improving governance standards

- **Concluding Remarks**

- i. An efficiently governed rural cooperative bank can grow financially strong by putting in place robust governance and management practices. A bank with poor governance and management is sure to falter and even fail, if it does not take course correction while it is growing. Business Growth and robust Governance & management practices are complementary to each other. Stronger the Governance and management framework a bank builds up, stronger will be its foundation for growth, and when the bank grows, the strong Governance structure and framework supports such growth in a sustainable manner.
- ii. To achieve goal of “Samruddhi se Sahkar” and vision of Amrit Kaal, the Rural Cooperative Banks should put in place robust and efficient governance and management systems to ensure that they are compliant to Regulatory & Supervisory prescriptions and function in a professional and transparent manner and facilitate growth and development of all cooperatives and propagation of cooperative principles across the country.

Jai Hind, Jai Sahkar



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NATIONAL COOPERATIVE DATABASE

1

Overview



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- ❖ After several rounds of consultations with all stakeholders, M/o Cooperation initiated the process of developing authentic and updated data repository for about 8.5 lakh cooperatives.
- ❖ The proposed database will function as the main planning tool in cooperative sector for Central Ministries, State Governments, Cooperative Federations, Cooperators and Sectoral Institutions like NABARD, etc.
- ❖ Database will also help in finding gaps/vacuum and establishing vertical linkages.
- ❖ Data Collection of the cooperative societies working in various sectors at different levels is being completed in Phased Manner.
 - Phase-I: December, 22-February, 2023
 - Phase-II: March-April, 2023
 - Phase-III: April-June, 2023

2



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Phases of National Cooperative Database

Phase	Activities	Current Status	Completion Target
Phase-I	a) Mapping of 2.64 lakh cooperative societies of three sectors i.e. PACS, Dairy & Fisheries. b) Validation of data with existing source of data c) Establishing vertical linkage of GB Members of National Federations/State Fed/District Union/Primary Cooperatives.	Data entries completed Near to Completion In Progress	
Phase-II	Extension of National Cooperative Database to other cooperative credit sector (SCARDB, PCARDB, StCB, DCCB, DCCB, UCB) and Sugar Coop & MSCS	Started in last week of March, 2023	To be completed by 30 th April, 2023
Phase-III	Extension of National Cooperative Database to other sectors of cooperatives (5.8 lakh) covering all societies in the country.	Started on 20 th April, 2023	To be completed in June, 2023

3

Outcomes of Phase-I of NCD



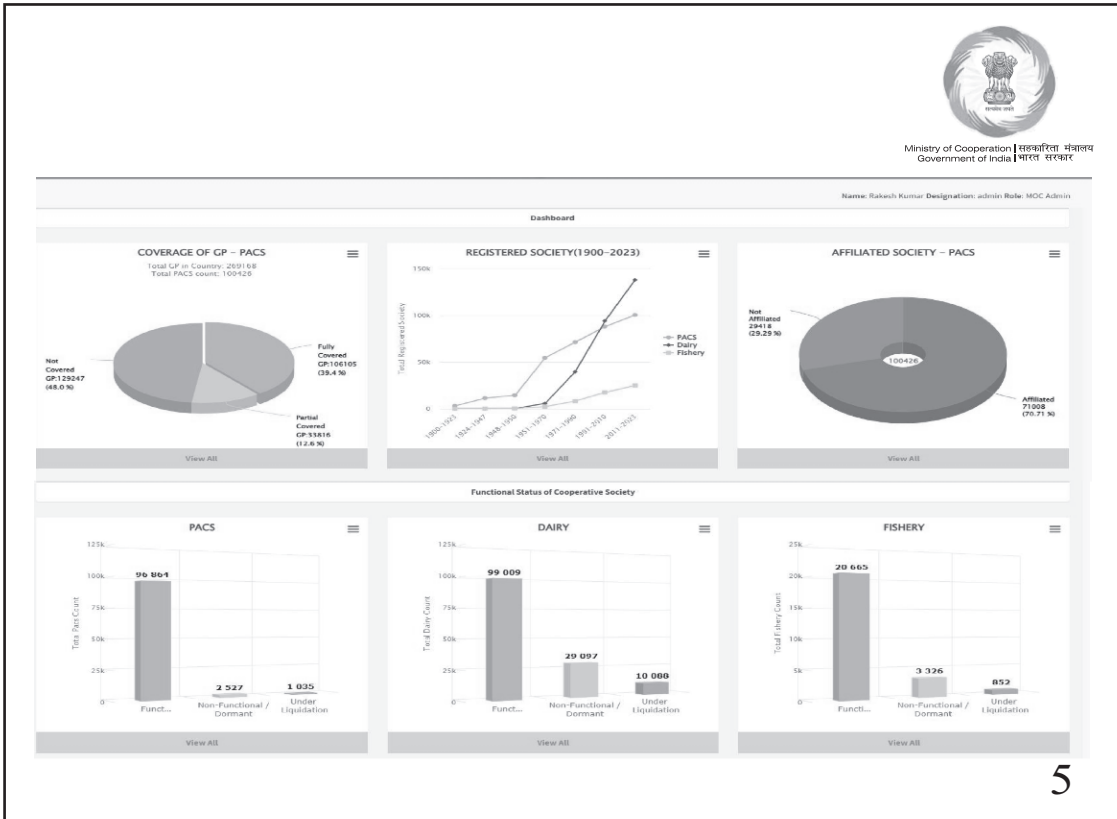
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- ❖ The mapping of about 2.64 lakh registered Primary Cooperative Societies operating in PACS, Dairy & Fisheries sectors has been completed.

Sector	No. of Cooperative
PACS/LAMPS/FSS	100559
Dairy	138227
Fishery	24827
Total	263613

- ❖ Out of about 1120 Nodal Officers at district level, 1104 have already submitted data entry completion certificates.
- ❖ Data Validation is being obtained from State RCS, StCB, DCCB, NABARD, NDDB, NFDB, NAFSCOB, NCDFI & FISHCOPFED.

4

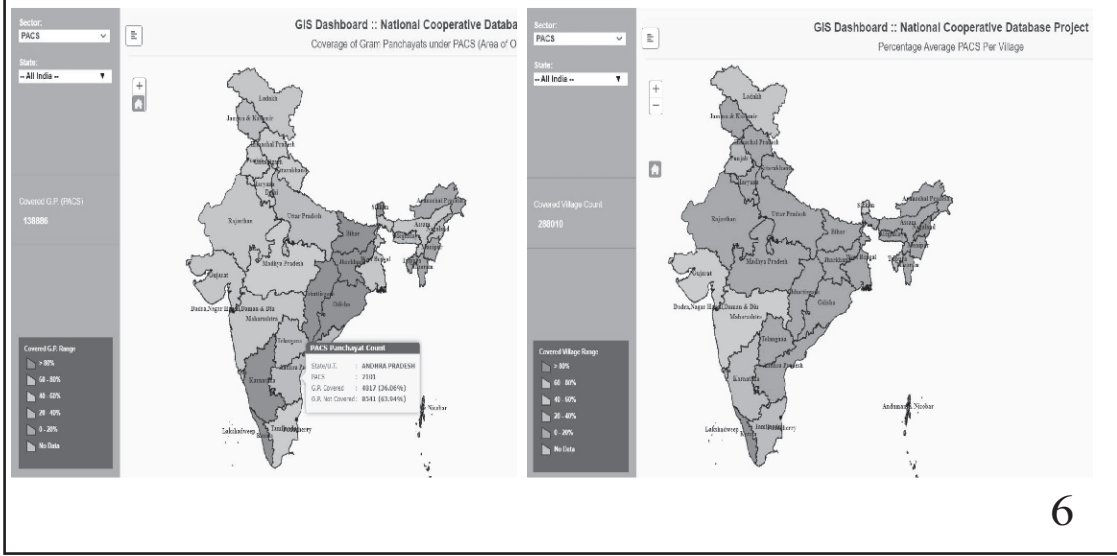


5



GIS Dashboard : National Cooperative Database

Coverage of Gram Panchayats under PACS (Area of Operation)



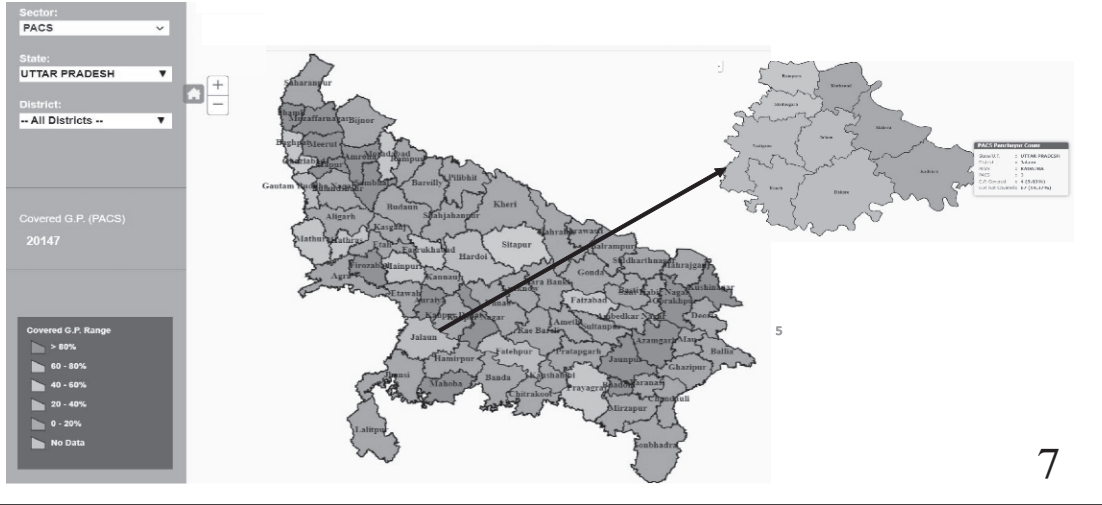
6



GIS Dashboard : National Cooperative Database

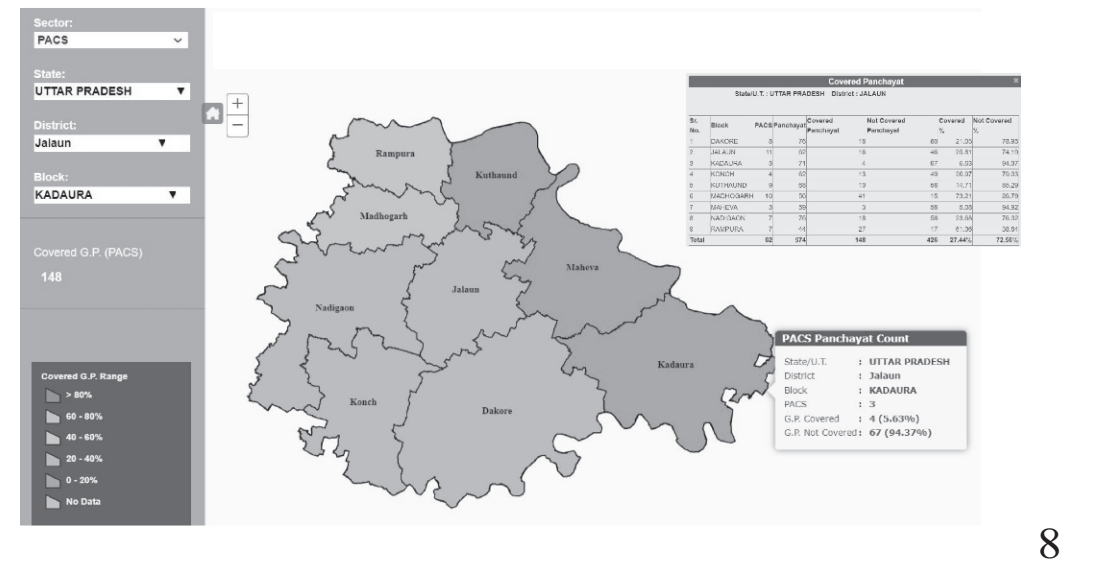
Coverage of Gram Panchayats under PACS (Area of Operation)

Uttar Pradesh -----> Jalaun (Covered GP 20147)



GIS Dashboard : National Cooperative Database

Coverage of Gram Panchayats under PACS (Area of Operation)





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Coverage of GP and Villages in Block : Kadaura, Jalaun, UP

State: UTTAR PRADESH Sector: Primary Agricultural Credit Society (PACS/FSS/LAMPS)

Coverage of Gram Panchayat & Village in Block: KADAURA District: JALAUN

No of Gram Panchayat: 71	Covered Gram Panchayat: 4	Uncovered Gram Panchayat: 67
No of Village: 109	Covered Village: 4	Uncovered Village: 105

Export to Excel

Sr.No.	Gram Panchayat	Covered Village Name	Covered Village Count	Uncovered Village Name	Uncovered Village Count
1	AATA	Aata	1		0
2	BABINA	Babina	1	Pharhampur	1
3	ETORA	Etora	1		0
4	HARCHANDPUR	Harchandpur	1		0

Showing 1 to 4 of, 4 entries

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Phase-II of NCD



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Government of India | भारत सरकार

Sl. No.	Sector (level) of Society	No. of Coop Societies
1	SCARDB	16
2	PCARDB	603
3	StCB	34
4	DCCB	351
5	UCB	1514
6	Sugar Cooperative Mills	312
7.	Multi-State Cooperative Society	1522
8.	Other National/State/District level Cooperative Society	1500
	Total	5852

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Phase-III of NCD



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Government of India | भारत सरकार

Sl. No.	Cooperative Society	No. of Coop Societies
1	Employee Thrift & Other Credit	76997
2	Tribal/SC-ST	1707
3	Service Sectors	3779
4	Marketing	7399
5	Livestock/Poultry	8383
6	Mult-Purpose	14932
7	Industrial	17313
8	Textile/Handloom/Spindelage/Handicraft	17507
9	Women	21493
10	Consumer	26355
11	Agro-Allied/Agro-Processing	29901
12	Labour	46953
13	Housing	152351
14	Others	151086
	Total	576156

Note: Figures are as per Statistical Profile of NCUI, 2018.

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Status of Data Entry of StCB and DCCB

- ❖ Three VC have been conducted with StCB and DCCB.
- ❖ Out of 34 StCB in the country, 22 StCB have entered Data on National Cooperative Database.
- ❖ Out of 351 DCCB, only 157 DCCB have entered Data on National Cooperative Database Portal.

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Status of Data Entry by StCB for Phase-II

Sl. No.	Name of State/UT	Status of Data Entry	Number of StCB
1	Puducherry, Jammu & Kashmir, Meghalaya, Assam, Sikkim, Nagaland, Karnataka, Odisha, Rajasthan, Tripura, Andhra Pradesh, Maharashtra, Goa, Bihar, A & N Islands, Delhi, Arunachal Pradesh, Tamil Nadu, Punjab, Telangana, Gujarat, Himachal Pradesh	Completed	22
2	Jharkhand, Uttarakhand, Mizoram, Chhattisgarh, Madhya Pradesh, Manipur, Haryana, Chandigarh, Kerala, Uttar Pradesh, West Bengal, The Dadar & Nagar Haveli and Daman & Diu.	Pending	12

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Status of Data Entry by DCCB for Phase-II

Sl. No.	Name of State/UT	No. of DCCB Entered Data
1	ANDHRA PRADESH	13
2	BIHAR	23
3	GUJARAT	18
4	KARNATAKA	20
5	ODISHA	8
6	PUNJAB	20
7	RAJASTHAN	29
8	TAMIL NADU	23
9	TELANGANA	11
10	UTTAR PRADESH	1
	Total	166

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Way Forward



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1. Support from NAFSCOB and StCB for expediting data entry by all StCB & DCCB under Phase-II of National Cooperative Database.
2. Under Phase-III of National Cooperative Database, data of about 5.8 lakh cooperative societies of all remaining sectors has already commenced.
3. The launching of National Cooperative Database is planned for all sectors Cooperative Societies on 6th July, 2023.
4. Expanding the scope of National Cooperative Database to others details of cooperatives like economic activities, their upward & backward linkages, GIS mapping, level of operations, use of ICT, employment, inputs & output, financial & non-financial transactions, assets & liabilities, etc.

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Contact us



Ministry of Cooperation | सहकारिता मंत्रालय
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❖ National Cooperative Database URL: <https://cooperatives.gov.in>

❖ Technical Help Desk: ncd.tech-coop@gov.in

Contact Person: Dr. Ranjna Nagpal, PMG Head

011-20862616(O), 9818899651(M)

❖ Administrative Help Desk: ncd.dpt-coop@gov.in

Contact Person: Akhilesh Jha, AD, M/o Cooperation:

011-20849147(O), 7217671683 (M)

Rakesh Kumar, Deputy Director General

011-20849007(O), 8800507375(M)

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**Working Paper on the Amrit Kaal Vision For
STCCS
By National Federation of State Cooperative Banks
(NAFSCOB)**

Credit is one of the important supply side factors which contribute to agricultural production. An efficient and effective rural credit delivery system is imperative for providing timely, adequate, and equitable access to credit for raising agricultural productivity and income. Equitable access to institutional credit is important in this context of relative scarcity of credit and the high cost of informal credit-RBI Study Report

The Context

National Federation of State Cooperative Banks (NAFSCOB) set up in 1964 will be completing 60 years of service to the Short Term Cooperative Credit Structure (STCCS) in the country during next year. During the last 6 decades the NAFSCOB has contributed significantly for the growth of STCCS in the country through various interventions and emerged as an effective representative of the sector at the National level. India celebrated Azadi ka Amrit Mahotsav i.e. 75th Independence Day on 15th August, 2022. The Government of India have envisioned for a prosperous and inclusive India and the nation should emerge as a fully developed country by 2047. In its vision for the Amrit Kaal, the GoI focused on the following seven thrust areas:

- Inclusive Development
- Reaching the Last Mile
- Infrastructure and Investment
- Unleashing the Potential
- Green Growth
- Youth Power
- Financial Sector

- 1.1 The STCCS emerged as a credible and reliable alternative to usurious money lenders for extent credit to farmers at the turn of the 20th century. Over the last 100 plus years the STCCS played a major role in providing access to institutional credit to farmers particularly to the small and marginal farmers in the country through the large network of PACS. The STCCS also played a significant role in ushering in the Green Revolution in the Country. As at the end of March, 2021 the STCCS comprised of 1 lakh plus PACS, 351 DCCBs and 34 SCBs. PACS in the country have an unenviable outreach of 13.71 crore members and extending credit amounting to nearly Rs. 3 lakh crore. It is however observed that PACS are financing only about 30% of their members. It is also a matter of concern that the share of the STCCS in Agriculture Credit is coming down year after year, though in absolute terms it was increasing. The share of STCCS in Agriculture Credit was 40% during the FY 1999 - 2000 came down to 11.30% during 2019-20.
- 1.2 The STCCS has to play an important role in realizing the Amrit Kaal vision objectives as many of the thrust areas of the Amrit Kaal as mentioned earlier are in fact part of the mandate of the STCCS. It is in this context, the NAFSCOB being the national representative of the STCCS should develop the Amrit Kaal vision for the entire

STCCS to complement the national initiatives and facilitate the process leveraging its large network and outreach. It should aim at securing at least 20% market share of deposits and 50% market share of loans and advances during the Amrit Kaal period.

2. As a part of the Amrit Kaal vision for NAFSCOB, the following steps are suggested for consideration:
 - 2.1 NAFSCOB represents the entire STCCS through member State Cooperative Banks (SCBs) which in turn are federations of DCCBs under 3 tier structure of PACS under 2 tier structure. However, to make it more inclusive, the NAFSCOB may be rechristened as the National Federation of Rural Cooperative Credit Institutions or the National Federation of Rural Cooperative Institutions. Although the structure may remain the same, the change of name would reflect its outreach to the last mile.
 - 2.2 NAFSCOB should focus on the development of all the tiers in the sector. Hence, it would be desirable to have 3 separate verticals to address the issues of development of SCBs, DCCBs and PACS exclusively. These verticals will focus on the issues specific to the structure and facilitate evolving strategies to be part of the Amrit Kaal vision effectively. Some of the suggested initiatives at different levels of the STCCS may include:

2.2.1 StCBs and DCCBs

- a. Relook at the extent bye-laws and preparing model bye-laws.
- b. Strategic Business Development Plans for meeting the emerging credit needs and increasing market share.
- c. Optimizing the branch network/BC points.
- d. Professionalization of Boards, capacity building.
- e. Professionalization and augmentation of staff in all SCBs and DCCBs.
- f. Capacity building and training of staff to meet the emerging challenges on an ongoing basis.
- g. Facilitate adoption of common Service Regulations, Performance Appraisal Systems etc.,
- h. Periodic monitoring the performance of SCBs/DCCBs
- I. Mentoring and strengthening the SCBs/DCCBs.
- j. Ensuring compliance with the regulatory and corporate governance norms prescribed by GoI, RBI, NABARD etc.,
- k. Bringing other functional cooperatives into the fold of STCCS.
- l. Periodic technology up gradation - Digital Banking Services

2.2.2. PACS

- a. Facilitating implementation of the H R Policy on a priority basis to bring about professionalism in the structure.
- b. Training and capacity building of management and staff on an ongoing basis.
- c. Introduction of Standard Operating Procedures (SOPs) covering all the activities.
- d. Preparation of Perspective Business Development Plans by PACS.

- e. Introduction of new products and services
 - f. Computerization as a total ERP solution with seamless interface with higher financing agencies.
 - g. PACS to function as 'One-Stop-Shop' for meeting all the credit and credit plus needs of members and rural community.
 - h. Facilitate setting up of Common Service Centers to channelize government services through PACS (Recent) MoU of Ministry of Cooperation with the Ministry of Electronics and Information Technology, GoI)
 - I. Supporting and facilitating opening of 2 lakh plus new PACS as envisaged by the Ministry of Cooperation.
 - j. Facilitating and supporting the Ministry of Cooperation GoI in designing and implementing the Comprehensive Transformation Package for PACS (CTPP).
3. In addition, it is further suggested that the NAFSCOB should also have the following verticals :
- i. **Development Planning and Policy Advocacy** - Be a 'Think Tank' for the STCCS and Liaise with the Ministry of Cooperation GoI, NABARD, State Governments etc., to bring about necessary policy interventions to support the STCCS from time to time.

Preparation and updation of manuals on different functional areas of STCCS, taking up need based studies and research projects etc.,
 - ii. **Date Management** - NAFSCOB is the only source of information about the STCCS in the country. This needs to be strengthened further by creating a robust Data Centre with periodic reporting from the entire STCCS.
 - iii. **Consultancy services** - To take up consultancy projects for the national and international organizations.
4. To facilitate the entire process and to realize the Amrit Kaal vision, it is further suggested as under:
- Augmentation of staff in NAFSCOB with requisite professional experience and exposure.
 - Setting up of need based Regional Centers to address the specific issues of the regions and to have better access.
 - To carry out the necessary amendments to the Bye-Laws of the NAFSCOB reflecting the role envisioned for the Amrit Kaal.
5. In view of the forgoing, the NAFSCOB should revisit and redefine its Vision and Mission statements reflecting the Amrit Kaal vision of the sector as suggested below:

VISION

- To be an effective leader, mentor and facilitator of the entire STCCS reaching credit and credit plus services to the last mile adhering to the principles of cooperation and to realize the mandate of '**Sahkar se Samriddhi**'.

MISSION

- To ensure efficient, vibrant, viable, sustainable, responsive, fully digitized and professionally managed STCCS at all levels through participative interventions, innovations, best practices, coordination with stakeholders and policy advocacy.
6. The outcomes / deliverables of the Amrit Kaal vision for the STCCS are expected to be as under:
- 3 lakh plus vibrant, viable, sustainable, fully computerized and professionally managed PACS providing credit and credit plus services to all their members as 'One stop shop' and contributing significantly to the national economy.
 - Securing 50% market share of agri-credit and 30% market share of bank deposits.
 - Professionally managed DCCBs and SCBs with good governance practices and state of the art technologies and being effective leaders of co-operative movement in the state/district.
 - NAFSCOB to represent, nurture and protect the interests of the entire STCCS including PACS, DCCBs and SCBs.
 - NAFSCOB to coordinate with GOI, RBI and NABARD on matters relating to entire STCCS.
 - NAFSCOB to foster collaborations with the national and international agencies for strengthening the STCCS.



NATIONAL FEDERATION OF STATE COOPERATIVE BANKS LTD.

(NAFSCOB)

Navi Mumbai - 400 703

NATIONAL SEMINAR ON VISION for AMRIT KAL (2022-2047)

Inaugural Joint Opening Ceremony - 28th April 2023

PROGRAMME

Session-1-10.00 Hrs to 11.30 Hrs

Welcome	:	Shri Konduru Ravinder Rao Chairman, NAFSCOB
Felicitations by	:	Thiru. M. Antonysamy John Peter, Managing Director, Tamil Nadu SCB.
Introductory Remarks by	:	Shri Bhima Subrahmanyam Managing Director, NAFSCOB & President, International Cooperative Banking Associations (ICBA), Brussels
Address by Guest of Honour	:	Dr. Sunil Kumar Singh, MLC & Chairman, Bihar State Coop. Marketing Union (BISCOMAUN), India Eminent Cooperator
		Dr. J. Radhakrishnan, IAS, Addl. Chief Secretary to Government, CF & CP Department, Govt. Of Tamil Nadu.
		Shri A. Shanmugasundaran, IAS Registrar of Coop. Societies, Tamil Nadu
		Shri M. P. Sivan Arul, IAS, Inspector General of Registration/officer on Special Duty - Technology adoption in STCCS
Address by Guests of Honour		
Inaugural Address		Thiru. KR. Periakaruppan Hon'ble Minister for Cooperation, Govt. of Tamil Nadu.
Presidential Address		Shri. Dileep Sanghani, Ex-MP/Ex-Minister, Gujarat, President, National Coop. Union of India (NCUI)
Vote of Thanks	:	Shri Dan Singh Rawat, Chairman, Uttarakhand SCB

TEA/COFFEE BREAK

Session - 2 - 11.45 Hrs to 13.45 Hrs

Presentations by Resource Persons

Technology Adoption	:	Shri M. P. Sivan Arul, IAS, Inspector General of Registration/Officer on Special Duty - Technology adoption in STCCS
NCD-Data entry issues	:	Dr. Rakesh Kumar DDG, Ministry of Cooperation, GOI
Governance	:	Dr. K.S. Raghupathi, Chief General Manager, NABARD
Vision for Amrit Kal (Panel)	:	1. Dr. R. Bhaskaran Ex. CEO Indian Institute of Banking Finance (IIBF)
		2. Shri. P. Mohanaiah Rtd. Chief General Manager, NABARD
		3. Shri. J. S. Upadhayay Chief General Manager, NABARD
		4. Shri V. G. Sekar Principal, College of Agriculture Banking, Pune

LUNCH BREAK - 13.45 to 14.30 Hrs

Session - 3 - 14.30 to 16.45 Hrs

OPEN SESSION

Discussions/Presentations/Messages by
PACCS/DCCBs/SCBs and Others

Session - 4 - 16.45 to 17.00 Hrs

VOTE OF THANKS

**POST SEMINAR (Only for Board members
& Specially invited Guests)**

Important Events : 18.30 to 22.00 Hrs

- **Executive Committee Meeting**
- **Board Meeting**

P.S: All are requested to attend the Inaugural Joint Opening Ceremony and join us for LUNCH.

20th April 2023

BHIMA SUBRAHMANYAM
Managing Director - NAFSCOB
President - ICBA

SOME IMPORTANT PUBLICATIONS OF NAFSCOB

55. Study of Organisational Set up, Staffing Pattern, Manpower Planning and Manpower Development in the Short Term Credit Structure in Nagaland (1999).
56. Study on Recovery of Overdues and Recycling of funds in Nagaland State Cooperative Bank (1999).
57. Concept and Computation of Prime Lending Rate by Cooperative Banks / **B. Subrahmanyam, N. N. Joshi, P. C. Vyas & B. Kanakasabai** (1999).
58. Report of the Working Group on Cooperative Credit & Banking Institutions - A Case of Utter Neglect (1999-2000).
59. National Conference on Strategies for Development of Primary Agricultural Credit Societies (PACS) - Observations & Suggestions (2000-2001).
60. A note on observations on the Recommendations of the Task Force to study the Cooperative Credit System and suggest measures for its strengthening (2000-2001).
61. Progress, Performance, Problems and Trends in Cooperative Credit and Banking Institutions / **B. Subrahmanyam** (2000-2001).
62. Statutory Reforms Need for Re-look into the Existing State and Multi-state Cooperative Societies Acts and Adoption of Essential Features of Model Act / **B. Subrahmanyam** (2000-2001).
63. Revitalisation of Non-viable/weak Cooperatives / **B. Subrahmanyam** (2000-2001).
64. Union Budget for the year 2001-2002 and its Implications on Cooperative Credit and Banking Institutions / **B. Subrahmanyam** (2000-2001).
65. Delaying of Cooperative Credit System : An Obstacle for Prosperity & Nation Building. / **B. Subrahmanyam** (2003 – 2004)
66. "The Banking Regulation Act (Amendment) & Miscellaneous Provision Bill, 2003–Views and Suggestions. / **Ashok Bandyopadhyay** (2003 – 2004)
67. Problems and Prospects of Cooperatives in the Backdrop of Economic / Financial Sector Reforms / **B. Subrahmanyam** (2003 – 2004)
68. Recommendations on the National Conference on "Rural Cooperative Credit and Banking Institutions : Vision 2020" - June 11-12, 2004.(2004-05)
69. Reforms Initiative : Vision for Autonomous and Competitive Cooperatives. / **B. Subrahmanyam** (2004-05)
70. Observation & Suggestions : National meet to discuss the Recommendations of the Task Force on "Revival of Cooperative Credit Institutions" set up by Govt. of India under the Chairmanship of Prof. A. Vaidyanathan (April 25, 2005) (2005-06)
71. Operational Manual for Cooperative Banks. (Four Volumes). (2005-06)
72. Strategies to Lend Short Term Farm Credit to Farmers at 7 percent - Committee Report - (2005-06)
73. Common Minimum Programme of UPA Government on Rural Cooperative Credit System: Yet to Implemented. / **K. R. Aravindakshan** (2006-07)
74. National Commission on Farmers on Credit and Cooperatives - A View Point. / **K. R. Aravindakshan** (2006-07)
75. Rationalisation on Interest Rate Structure for Cooperative Credit Institutions. / **B. Subrahmanyam** (2006-07)
76. Rural Cooperative Credit Institutions - Still allowed to be unhealthy. / **B. Subrahmanyam** (2006-07)
77. Hidden Giants of Global Cooperative Movement. / **B. Subrahmanyam** (2006-07)
78. Policy Environment & Regulatory Framework for Indian Rural Cooperative Credit Delivery System / **B. Subrahmanyam** (2007-08)
79. Short Term Cooperative Credit and Banking Structure in India - A SWOT Analysis / **B. Subrahmanyam** (2007-08)
80. Model Guidelines on Code of Standards and Fair Practices for SCBs and DCCBs (2008-09)
81. Socio-Economic and Banking Scenario in North Eastern Region - A Satus Paper / **B. Subrahmanyam** (2008-09)
82. Consolidation of Cooperative Banks: Necessary for Survival ? (An article in NAFSCOB Bulletin)/ **B. Subrahmanyam** (2008-09)
83. International Exchange Study Visit to Poland and Russia : A Draft Report / **B. Subrahmanyam** (2009 - 10)
84. International Education and Exposure Programme to New Zealand & Australia: A Draft Report / **B. Subrahmanyam** (2009 - 10)
85. Impact of Climate Change on Agriculture (An article in NAFSCOB Bulletin) / **B. Subrahmanyam** (2009 - 10)
86. 'UN International Year of Cooperatives -2012': Report of the visit to United Nations, USA/ **B. Subrahmanyam** (2010 - 11)
87. Report on Study Tour/Exchange Visit to XI' AN, Shaanxi Province, China / **B. Subrahmanyam** (2010 - 11)
88. Cooperative Credit and Banking Institutions in India – Paper presented at Bari, Italy / **B. Subrahmanyam** (2010 - 11)
89. KYC, AML & CFT Programme for State Cooperative Banks (2012).
90. Rural Cooperative Credit Delivery & Banking Institutions: Towards Building a Better World / **B. Subrahmanyam** (2012)
91. Indian Cooperative Banks and Global Financial Crisis / **B. Subrahmanyam** (2012)
92. Financial Inclusion and Regulatory Framework in Indian Cooperative Banks / **Bhima Subrahmanyam** (2013)
93. Short - Term Cooperative Credit Sector : Issues and Challenges / **Bhima Subrahmanyam** (2013)
94. NAFSCOB Journal Editorials - A Compendium - 1990 to 2013 (January 2014)
95. Union budgets v/s Credit Cooperatives - An Analysis - 1993 - 94 to 2013 - 14 (January 2014)
96. Executive Summary of Selected Publications of NAFSCOB (January 2014)
97. Role of Rural Cooperative Credit & Banking Institutes in Mitigating Agrarian Distress - **Bhima Subrahmanyam** (2015)
98. Model Risk Management Policy for State Cooperative Banks. (2015)
99. Model Information Security Policy of State Cooperative Banks (2015)
100. An Impact Assessment of Interest Subvention Scheme of GoI in STCCS (2016)
101. Roadmap to Enhance the Share of Cooperatives in Agricultural Credit - A Report of the Internal committee by NAFSCOB.
102. Report of the committee set up by NAFSCOB to formulate Human Resource Policy for PACS (2018).
103. Proceedings of National Seminar on 'Human Resource Policy for PACS: A Report of the Committee Set up by NAFSCOB' (December 2018)
104. Human Resource Policy for PACS – Operational Guidelines for Implementation (2019).
105. Report on Diagnostic Study on the Problems and Prosperous of Cooperative Societies of Assam and Nagaland (2019).
106. Report on 'A Study on Members' Indebtedness in Cooperatives'(2019).
107. Report on 'The Study of Short-Term Cooperative Credit Structure in North Eastern Region'(2019). IIBM
108. Report on the" Role of Rural Cooperative Credit Institutions for the Development of Scheduled Tribe Members in Tribal Areas" (2019).
109. Proceedings of National Seminar on "Future of Rural Cooperative Banks" (2021).
110. Study Report on Defunct PACS - Measures for their Revival - Special reference to Assam Meghalaya and Nagaland NER (2022) Assigned by MoC, GoI (2022)
111. Report on Need of Credit in Cooperative Sector, Constraints and Ways Ahead - Assigned by MoC (2022)
112. Need of Credit in Cooperative Sector, Constraints and Ways Ahead - Assigned by MoC, GoI (2022)
113. Report of the Special Study on Need of Credit in Cooperative Sector, Constraints and Ways Ahead & Defunct PACS and Measures for their Revival in North Eastern Region - Assigned by MoC, (2023)



ABOUT NAFSCOB

The National Federation of State Cooperative Banks Ltd. (NAFSCOB), Mumbai was established on May 19, 1964 with a view to facilitate the operations of State Cooperative Banks (SCBs) and District Cooperative Banks (DCCBs), in particular and Development of Cooperative Credit & Banking, in general.

The specific objectives of NAFSCOB are to:

- *Provide a common forum to the member banks to examine the problems of cooperative credit, banking and allied matters and evolve suitable strategies to deal with them.*
- *Promote and protect the interests of the member banks in all spheres of their activities and to give expression to the view of the member banks.*
- *Co-ordinate and liaison with Government of India, Reserve Bank of India, respective State Government NABARD and other higher financing institutions for the development of cooperative credit on behalf of the member banks.*
- *Provide research and consultancy inputs to the member banks in order to facilitate them to strengthen their own organisations.*
- *Organise conference / seminars / workshops / programmes / meetings to share the views of common interest with a view to contribute for better policy decisions.*

The NAFSCOB functions with its two wings:

- (1) Planning, Research and Development (PRD) Cell.
- (2) Computer Service Division (CSD).