



NATIONAL
COOPERATIVE
UNION OF
INDIA

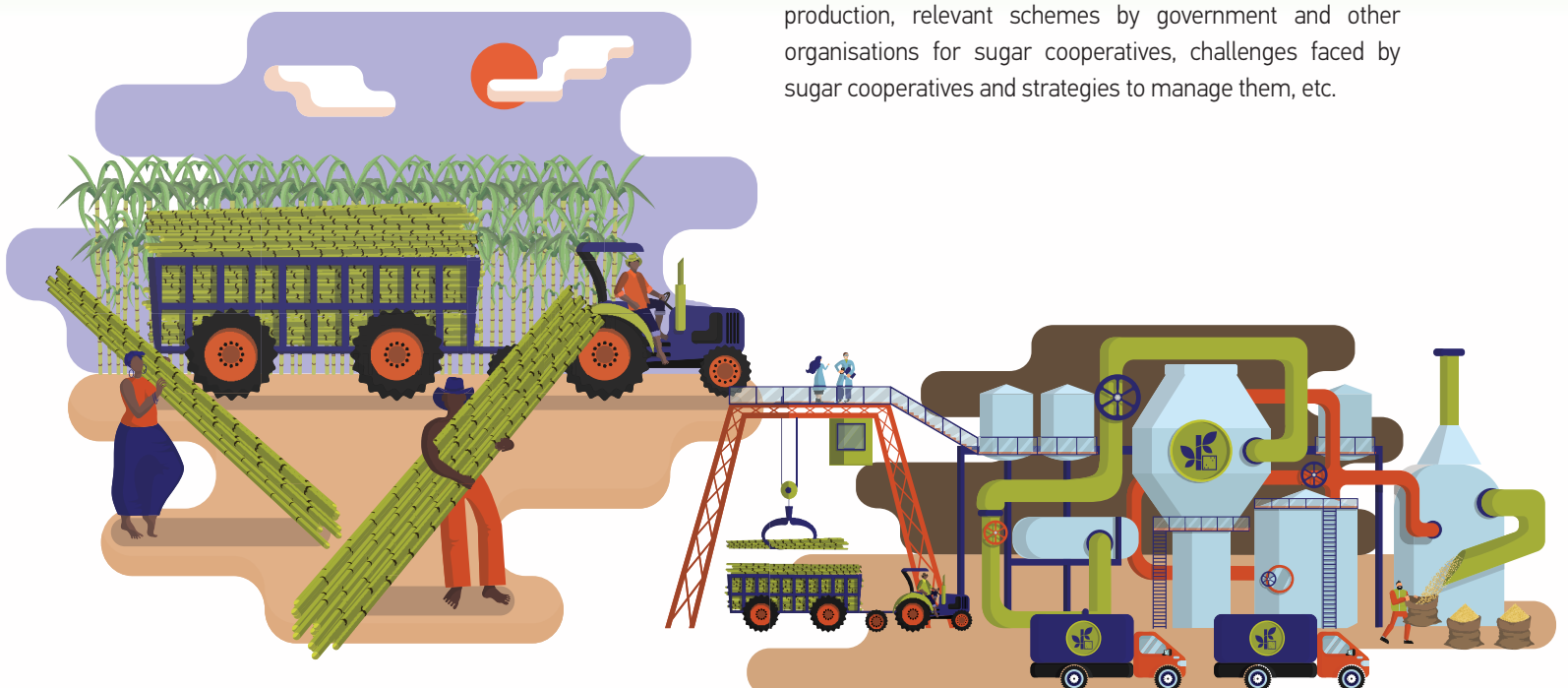
NATIONAL
CENTRE FOR
COOPERATIVE
EDUCATION

LEADERSHIP DEVELOPMENT PROGRAMME FOR SUGAR COOPERATIVES

3 Days

PROGRAMME OBJECTIVES: India is home to one of the oldest sugar cooperatives in the world owing to the large-scale cultivation of sugarcane and production of sugar that dates back centuries. In 1951, the Pravara Cooperative Society, based in Ahmednagar, Maharashtra, became the first sugar cooperative in the country. Over the years, with the underlying objective of benefitting the members of the factories and their workers, sugar cooperatives have introduced many social, educational and cultural initiatives to further the goal of holistic upliftment of the community.

The three-day “Leadership Development Programme for Sugar Cooperatives” is a programme conducted by the National Centre for Cooperative Education (NCCE) for management-level leadership such as Board of Directors, Chairpersons, Secretaries, etc. at sugar cooperatives. The programme will attempt to provide the participants with a holistic overview of concepts that can strengthen their leadership skills. It would comprise sessions on components such as cooperative values and principles in the context of a sugar cooperative, roles and responsibilities of cooperative leaders, financial management, legal provisions, scientific methods to increase sugarcane production, relevant schemes by government and other organisations for sugar cooperatives, challenges faced by sugar cooperatives and strategies to manage them, etc.



Programme Details

Pedagogy	The three-day programme is conducted in-person and involves: <ul style="list-style-type: none"> • Lecture/Presentations • Group Discussions • Exercises/Games/Role plays • Study Visits
Duration	3 Days
Eligibility	Members of Board of Directors, Chairpersons, Secretaries and other individuals in leadership roles in primary state and district level cooperatives; with proficiency in English and Hindi languages
Language of instruction	English and Hindi
How to apply	Send nomination to: The Executive Director National Centre for Cooperative Education 3, Siri Institutional Area, August Kranti Marg Hauz Khas, New Delhi – 110016 Telefax – 41811158 Email: nccencui@gmail.com
When to apply	The announcement letter inviting participants for the course will be circulated.
Mode of teaching	Classes will be conducted physically at NCCE, New Delhi. In times of COVID-19 restrictions, the classes will be conducted online.
Fee	There is no fee to be paid for this programme.

Programme Curriculum

The programme will help strengthen the capacity of leaders on the following aspects through various sessions:

Concept: Cooperatives are based on the values and principles of self-help, self-responsibility, democracy, equality, equity and solidarity. The structure and working of cooperatives are centered on transparency and participation, and their work often centres on involving members to inform them of business operations to facilitate their active participation. The overarching objective of enabling betterment of communities lends a unique primacy to these values and principles. This module will help a leader gain a deeper understanding of cooperative values and principles and their application in a sugar cooperative to facilitate their implementation in their cooperative in a manner that supports the core objective of benefitting the workers.

Sugar cooperative management: This module will emphasise on the various concepts of cooperative management with a focus on sugar cooperatives including the bye-laws, basics of membership,

membership fee, share capital, formation and registration of a sugar cooperative, elections, procedures for meetings, etc.

Types of members, procedure for admission, termination and suspension of members in a sugar cooperative: Once a sugar cooperative is registered, it becomes open to members. In this context, members could refer to factory workers, millers, retailers who sell sugar, etc. Hence, there are different types of membership and eligibility criterion for members to apply. There is also a pre-set procedure for admission and termination/suspension of members in special cases. This module will reinforce the basic fundamentals about a sugar cooperative for the leaders.

Roles and responsibilities of the chairperson and board of directors: The leader of an organisation has an important role to play in building and driving the organisation to success. Some roles

and responsibilities of a sugar cooperative leader including the chairperson and board of directors are defining the goals and objectives of the organisation, hiring the workforce, preparing budgets, setting the criteria and protocols of including members in the cooperative, directing and delegating responsibilities of the employees, etc. Hence, this module will revisit the roles and responsibilities of a sugar cooperative leader and share some effective ways and means to implement them.

Legal provisions for a sugar cooperative: The legal framework of a sugar cooperative includes various policies, bye-laws and acts. Generally, these include the Cooperative Societies Act passed by the legislature, rules framed under the Cooperatives Act towards their implementation and the bye-laws set by the cooperatives for day-to-day functioning. In this module, the leaders will be re-oriented on the legal provisions for a sugar cooperative and the impact of these provisions on the organisation's functioning.

Financial management and accounting in a sugar cooperative: The financial management of an organisation includes aspects such as raising funds for business development, taxation, maintaining books and carrying out day-to-day financial activities. In this module, the learner will be oriented on the financial management aspect of a sugar cooperative and focus on components such as raising funds for business, profit, reserve, dividend, etc.

Various solutions of sugarcane factories to increase income: The objective of sugarcane factories that fall under a cooperative is to expand the scale of products so as to increase income of the workers to provide them financial security. In addition to sugar, sugarcane factories can also explore producing jaggery, molasses, syrups, cellulose fodder, etc. Sugar factories can also get involved in producing chemics, fuel, etc., further enhancing their income-generating potential. The module will shed light on various such options that a sugar cooperative leader can explore for their organisation.

Types of extension services carried out by sugarcane cooperatives for increasing production: Sugar cooperatives are owned, formed and managed by sugarcane farmers. In order to improve production as well as ensure seamless

implementation of processes, the cooperative carries out various extension services. These services include meetings among farmers, group discussions with multiple stakeholders, demonstration on the processes in the field (farm/factory level), workshops and seminars. These platforms also allow farmers to ideate and reach a common ground regarding future plans. In this module, the learners will be oriented on these extension services and their importance.

Scientific methods of sugarcane production to enhance sugar content and improve quality of sugarcane and protection from insects and pests: New machinery and equipment is becoming available that is allowing for higher production along with the required cost efficiency. If leaders know these advancements, they can be integrated in their sugar factories. In addition to equipment, safe methods and ways to protect sugarcane from pests and insects are also evolving, and these have an impact on sugarcane production. This module will provide information on such scientific methods that leaders may adapt for their sugar cooperatives.

Role of the National Federation of Cooperative Sugar Factories Limited (NFCSF): NFCSF was established to build a strong and vibrant co-operative sugar sector in India. They play a prominent role in establishing factories, developing protocols for safe production and providing technical assistance to factories. The members of these bodies include different cooperatives at varying levels including the national, state and district level. The role of these bodies is to ensure seamless implementation of the end-to-end process, that is, manufacturing sugar, selling it through the right channels, ensuring transportation so that it reaches the end consumer. Hence, their role is very important in the sugar cooperatives sector. This module will shed light on the specific roles and responsibilities of the NFCSF so that leaders can optimise the support provided by this federation for their sugar cooperative.

Scheme of National Cooperative Development Corporation (NCDC) for sugar cooperatives: To encourage sugar factories to become a part of sugar cooperatives, the NCDC provides various schemes. Examples of such schemes include the Working Capital Scheme that provides financial assistance in the form of loan (term and investment). Another

scheme is Yuva Sahakar that provides support to organisations that intend to implement innovative ideas. This module will highlight all such schemes that a leader of a sugar cooperative can implement for their organisation.

Challenges faced by sugar cooperatives & mitigation strategies: Sugar factories face various challenges that impact the income of the factories and the subsequent benefit to the workers.

Some challenges are uncertain production output, high production cost, low yield of sugarcane, short crushing season, low sugar recovery rate, government policies, etc. The module will share the cause and consequences of these challenges for sugar cooperatives as well as share some successful mitigation strategies implemented by sugar cooperatives.



About National Cooperative Union of India

The National Cooperative Union of India (NCUI) was established in 1929 as All India Cooperative Institutes Association and transitioned to its current form in 1961. Since inception, the organisation has grown manifold in terms of its activities and programmes and now represents 280 member institutions across the nation. The goal of the NCUI is to promote and develop the cooperative movement in India, to educate, guide and assist the people in their efforts, to build up and expand the cooperative sector and to serve as an exponent of cooperative opinion in accordance with cooperative principles. One of the key objectives of the NCUI is to organise cooperative education and training programmes and popularise the principles and practices of cooperation. This objective of the NCUI is met through the National Centre for Cooperative Education.

About National Centre for Cooperative Education

The National Centre for Cooperative Education (NCCE) was set up in 1958 to address the need for systemic cooperative education for practitioners in the cooperative movement. The NCCE came into being as the "All India Cooperative Instructors Training Centre" in 1958. It has since expanded its mandate from building capacity of trainers to conduct member education programmes to an institution that is designing and implementing training interventions to support the gamut of needs of cooperative institutions. NCCE has successfully managed training interventions for cooperatives across levels for district, state, and national cooperatives in diversified geographies and for widely varying activities.



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3, Siri Institutional Area, August Kranti Marg,
New Delhi – 110016, India

Tel. (0): 011-40793299, Website: www.ncui.coop

Ms. Savitri Singh, Executive Director:

Mobile: 98730 89334, **Email:** savitri.ncui@india.coop

Ms. Inderpreet Kaur, Assistant Director:

Mobile: 88008 33523, **Email:** inderpreetkaurncce@gmail.com