



**National Council
of Applied Economic Research**

Final Report

NCAER study for establishment of a separate authority for the office of the Central Registrar of Cooperative Societies

Sponsored by

*Ministry of Agriculture & Farmers Welfare
Department of Agriculture, Cooperation & Farmers Welfare
(office of the Central Registrar of the Cooperative Societies)*

July 2018



Study Team¹

Project Leader
Saurabh Bandyopadhyay

Core Members

Prabir Kumar Chaudhuri

Laxmi Joshi

Study Support

Sadhna Naik
Khushvinder Kaur

¹ The study team wishes to place on record its profound gratitude to Dr Shekhar Shah, Director General, NCAER Dr Rajesh Chadha, Senior Research Counsellor, NCAER, Dr Anil K Sharma, Secretary & Head, Operations at NCAER for their encouragement in many ways to take forward this challenging study. We sincerely thanks Professor D. B. Gupta, Senior Consultant, NCAER for painstakingly going through the draft and offering his valuable suggestions.

The study team is grateful to Smt. Upma Srivastava, Additional Secretary (Cooperation), Shri Dinesh Kumar, Joint Secretary (Cooperation), Dr Ashish Kumar Bhutani, Joint Secretary, Ministry of Agriculture and Farmers' Welfare (MOAFW), Shri P Sampath, Additional Commissioner (Cooperation), MOAFW, Shri Jitendra Nagar, Deputy Director (Cooperation), MOAFW, Smt. Kamna R Sharma (Deputy Commissioner), MOAFW, Smt. Nisha Sagar, Assistant Director (Cooperation), MOAFW for their valuable insights, comments and information.

The study team sincerely thanks Dr Sujith Babu, IAS, RCS, Kerala, Shri B. N. Mishra, RCS, Uttarakhand, Shri Lekhraj, DR of the RCS office of the NCT of Delhi and Ms. Shailaja Sarada, DR of the Pune office of the RCS, Maharashtra for their active cooperation while carrying out field level study in the respective States.

Last but not least, thanks are due to Dr Tarujyoti Buragohain for her support at the initial stage of this study and to Shri J. S. Punia, Shri Praveen Sachdeva and Shri R. K. Srivastava of NCAER for design and formatting of this report.

List of Abbreviations	7
Executive Summary	9
I. Introduction.....	15
2. Background & Context	16
3. Outline of the Analytical Framework.....	19
4. Present Structure of the office of the CRCS.....	21
5. Constraints faced by the office of the CRCS	26
6. Field Observations & Recommendations	29
7. The Proposed Organisational Set-Up	32
8. Manpower Assessment of the Proposed Structure in Phases, Eligibility of the Required Staff and Space Requirement	37
9. Schedule of Implementation.....	54
10. Issues of Concern with the MSCS	55
11. Conclusion and Way Forward.....	57
Appendices	59
Appendix-I	61
Appendix-II	63
Appendix-III.....	64
Appendix-IV	65
Appendix-V	66
Appendix- VI	70
Appendix –VII.....	74

List of Abbreviations

Addl	Additional
AGM	Annual General Meeting
A.O.	Administrative Officer
AR	Assistant Registrar of Societies
BOD	Board of Directors
CBI	Central Bureau of Investigation
CIC	Central Information Commission
CPIO	Central Public Information Officer
CRCS	Central Registrar of Cooperative Society
DC	District Collector
DM	District Magistrate
DR	Deputy Registrar of Societies
Dy.	Deputy
ED	Enforcement Directorate
Gr.	Grade
HQ	Headquarter
IAS	Indian Administrative Service
L&M	Legal and Management
LDC	Lower Division Clerk
MOA & FW	Ministry of Agriculture and Farmers' Welfare
MSCS	Multi-State Cooperative Society
NAFED	National Agricultural Cooperative Marketing Federation
NCAER	National Council of Applied Economic Research
NCDC	National Cooperative Development Corporation
NCT of Delhi	National Capital Territory of Delhi
NOC	No Objection Certificate
o/o	Office of the
P.A.	Personal Assistant
PMO	Prime Minister's Office
PSC	Parliamentary Standing Committee
RBI	Reserve Bank of India
RCS	Registrar of Cooperative Society
RO	Regional Office
RTI	Right to Information
Secy.	Secretary
SLCC	State Level Coordination Committee
TAFUCB	Task Force on Cooperative Urban Banks
u/s	Under Section
UDC	Upper Division Clerk
VIP	Very Important Person

Executive Summary

E.1 Office of the Central Registrar of Cooperative Societies (CRCS) assigned a study to the National Council of Applied Economic Research (NCAER) to analyse and come up with recommendations for broad-basing the organisational set-up of the office of the CRCS and suggest measures to ensure efficient compliance of provisions of the Multi-State Cooperative Societies (MSCS) Act (2002) among cooperatives registered under the said act.

E.2 There are at present (up to December, 2017) 1500 MSCS registered in the country under CRCS. It may be mentioned in this regard that from 1986-87 to 2006-07, there were only 239 MSCS registered. Registration of new societies under MSCS Act (2002) started picking up pace thereafter. Maximum growth was observed during 2011-2014 mostly in Maharashtra followed by Delhi, Uttar Pradesh, Tamil Nadu and Rajasthan. **As a consequence, the workload for the office of the CRCS to register and manage the affairs of such societies increased manifold without commensurate enhancement in manpower suitable for the work.**

E.3 The existing organisational set up of the CRCS consists only of limited officials. For obvious reasons, most of them are not specialised in handling the work related to MSCS – their mandates and objectives, financial, audit and legal matters integral for the purpose. **The situation further aggravated with periodic transfers of the available manpower.** The newly inducted manpower take their own time to adapt to the needs of the assignment.

E.4 Moreover, the office of the CRCS is located centrally at New Delhi whereas the MSCS are located throughout the length and breadth of the country. For obvious reasons, the ground level realities tend to remain unnoticed and unreported. Therefore, there is an imminent need to set up Field Offices to bridge the gap. Due to the inherent constraints, the present set-up is not in a position to promptly cope up with such requirements.

E.5 Inspection and monitoring are integral part of any Regulatory Authority to assess the existing sectoral status, suitability of present regulatory regime and decide future course of action for strengthening regulatory infrastructure. This in turn promotes initiation of policy initiatives for the growth and sustenance of the sector. **However, due to constraints mainly of manpower and infrastructure facilities, this aspect remains largely unattended and objectives unfulfilled.**

E.6 The present study by NCAER intends to analyse MSCS ecosystem and thereby assess the framework of forming a separate authority, with adequate infrastructure and specialised staff strength to address various issues linked to functioning and monitoring of the MSCS.

E.7 Central Government appointed Joint Secretary (Cooperation) as Central Registrar to administer the MSCS Act, 2002. The Central Registrar, in addition to this responsibility also looks after several other works related to

the Secretariat and hence not in a position to concentrate fully on the assignment as CRCS.

E.8 On the basis information made available by the office of the CRCS, except space for keeping records, other infrastructure facilities are reported to be meeting the requirement at this stage. However, **the present jobs done by the department precludes some of the essential requirements needed to uplift multi-state cooperative development, viz. monitoring & audit, conduct of elections, compliance to RBI requirements, etc. Accordingly, creation of additional infrastructure facilities is necessary in the current scenario. The office of the CRCS will need strengthening of its organisational set-up. For obvious reason, additional space for separate office accommodation will need to be created.**

E.9 Space constraints in storage is resulting in substantial time-lag in retrieving files. As a consequence, most of the jobs in hand for existing societies are dealt on part files opened for specific purposes. Many a times due to exigencies of work added with huge workload of the officials such part files may remain un-merged with their main files which may adversely affect availability of cohesive information in a single place/file.

E.10 Apart from meeting the requirement of additional manpower, promotion of electronic flow of information needs to be upgraded substantially for reducing transaction-time and ensuring transparency to enable speedy decision making. To provide digital backbone, setting up of Management Information System (MIS) is crucial and has been recommended for the new set-up.

E.11 At present, the o/o CRCS is involved only in discretionary execution of urgent jobs rather than playing a holistic role for ensuring proper monitoring of functions, operations, fulfilment of statutory obligations, upholding of democratic and member-linkages and financial disciplines, satisfying all audit observations/objections made in respect of the Societies in operation. Necessary governance for fulfilment of socio-economic objectives of MSCS is all the more important to protect the interest of members since cooperatives represent mostly the lower strata of society who are under-privileged.

E.12 The State visits by NCAER study team unfold the following observations:

- The Registrar of Cooperative Societies having headquarter (HQ) at the State capital acts as a Central Authority in the respective States, coordinating all the functions, policy issues including deployment of personnel in different functional areas and offices.
- Matters related to VIP and legislature references are also been taken care of by the State Central Authority. Legal matters including responsibility for arbitration comes under the purview of State Level Authorities.
- The Field offices (except in Delhi) located at different district HQ act as subordinate offices of the Central office of the respective State. Having proximity to the location of the cooperatives registered in the State, they enjoy locational

advantage and cost effectiveness to carry out necessary field inspection, data collection and on-field physical assessments.

- **In case of cooperatively developed States, like Kerala and Maharashtra, there are offices located in block and talukas headed with officers having appropriate organisational set-up and delegated with requisite authorities.**
- The Central office at the State Level delegates authority to the district (field) offices for carrying out registration, amendment in bye-laws, inspection & audit, liquidation, election (of cooperatives), resolving complaints, etc.
- **Field level offices also coordinate with the respective District Collector/Magistrate (DC/DM) which gives them the statutory and administrative leeway.**
- The linkage of the functioning of the RCS with the office of DC/DM and other enforcement agencies helps in instilling a greater sense of responsibility and discipline in the cooperative institutions in the State, particularly where cooperatives are involved in raising funds from members and carrying out credit operations to the members.
- In the interest of autonomy in functioning, the process of election of the BOD of cooperatives, by far the most effective safeguard against transgression of law, needs to be streamlined further, particularly in Delhi and Uttarakhand and made time bound to install democratic management.
- **Uttarakhand is in the process of setting up of a Cooperative Election Authority. As compared, Kerala and Maharashtra has already constituted Cooperative Election Commission/Authority and have separate set up in the organisational structure of the office of the respective RCS.**
- Further aspects of holding timely meeting of the General Body & election, day to day accounting and funds management as also conduct & compliance of audit need are to a great extent attended to in the case of Kerala and Maharashtra to the benefit members' well-being.

E.13 **Monitoring and inspection** are regarded as key elements of successful feedback system and good governance of cooperative organisations. It **comprises two core components, i.e., transparency and compliance. To instil transparency and compliance, timely availability of reliable information is highly crucial. Publicly available information on cooperative organisations is important because non-scanning of information floating in public domain may result in loss of members' & public confidence. Therefore, it is important to develop requisite structure, systems and proper strategies** that can allow cooperatives to build on their strength and bring in lasting benefits to their members. A good monitoring framework is therefore a pre-requisite to institute accountability.

E.14 **As a measure to streamline monitoring, the NCAER study team strongly feels that a separate functional entity be created under the aegis of CRCS to conduct regular monitoring of the functioning of MSCS in the country.** Apart from a regular monitoring cell/department in the HQ, such cells may be set up in Regional Offices (RO) of the CRCS in the five designated places. The ROs may also be useful to promptly attend complaints arising from different quarters and fulfil the day-

to-day need for information dissemination much faster and effectively. Any intervention and need for coordination from the HQ may also be expedited.

E.15 There is substantial backlog in receiving up-to-date audit report at the CRCS which makes such exercise almost infructuous. Therefore having a specific arm for ascertaining the timeliness of the audit status and its reliability in reflecting the truthfulness of the record of transactions and financial health of the MSCS for the specific period under consideration will be appropriate. For the purpose, a separate cell for audit in the ROs has been recommended to be coordinated at the HQ level for reporting to the CRCS.

E.16 To ensure enforcement of regulations on the basis of monitoring and audit, a Vigilance Cell has been recommended who will provide the necessary teeth to the CRCS. In this regard, it is also recommended that a mechanism may be introduced urgently whereby the RCS of all the states could be involved regularly through a bi-monthly meeting to ascertain their views on the difficulties faced in the operation of the MSCS in their respective states and evolve remedial measures. The support of the state RCS may also be garnered for effective enforcement of regulations as per findings of the Vigilance Cell. The timely resolution of large number of complaints and legal cases and also time-bound liquidation and winding up of under-performing MSCS are some of the pertinent issues that requires immediate attention. A Legal Cell has therefore been included in the proposed organisational structure for efficient discharge of responsibilities in this regard.

E.17 The present two-way division of functions, i.e., Registration & Management of the CRCS is too broad-based. Also frequent changes in personnel due to transfer/other reasons restricted development of a pool on specialised manpower. Therefore, it is recommended that a separate pool of manpower of different levels may be created, exclusively as a separate cadre specifically for the office of the Central Registrar. The pool of manpower so created may be retained in the same office of the CRCS but interchangeable with ROs and HQ.

E.18 The operations under overall control of Central Registrar may be categorised into 10 different functions, as follows:

- i. Human Resource Development
- ii. Operations & Maintenance (O&M) including Receipts & Issues (R&I)
- iii. Finance & Accounts
- iv. Audit
- v. Legal Matters
- vi. Planning & Coordination
- vii. Registration, Branch Opening, Amendment, Winding up, Liquidation
- viii. Election Authority
- ix. Vigilance
- x. Training and Development of Cooperatives

E.19 The present operation is losing control due to lack of proximity between the Centralised location of the CRCS office at Delhi vis-à-vis that of the

registered MSCS, which assumes more importance since the MSCS's operates through several branches spread over different states. In view of the above, it is proposed that five Regional Offices (ROs) may be set-up for closely overseeing the function and activities on a regular basis. Apart from the Central Office (HQ) located in Delhi, the ROs could be set up in the following places:

1. **Pune** (For the Western Regions-States of Maharashtra, Gujarat, Goa Dadra & Nagar Haveli, Daman & Diu)
2. **Kolkata** (For the Eastern and the North-Eastern Regions:, Assam, Arunachal Pradesh, Bihar, Jharkhand, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Sikkim, Tripura, West Bengal and A & N Islands)
3. **Chennai** (For the Southern Region: Andhra Pradesh, Karnataka, Kerala, Tamil Nadu, Telangana, Lakshadweep and Puducherry)
4. **Bhopal** (For the Central Region: Chhattisgarh, Madhya Pradesh and Rajasthan,)
5. **Lucknow** (For the Northern Region: Delhi, Haryana, J&K, Punjab, Uttarakhand, Himachal Pradesh and Uttar Pradesh)

E.20 To create a separate establishment for the office of the CRCS, separate functional departments for HRD, O&M, R&I, Finance & Accounts related functions are required and therefore, are included in the proposed organisational set-up. Pertinent to mention that the person (official at appropriate level) nominated to act as CRCS, in light of the comprehensive set-up recommended, need to be posted on a full time basis without additional assignment.

E.21 A separate audit department has been proposed to cater to the internal needs of the office of CRCS (along with its ROs). The external audit arm is proposed to ensure proper and timely conduct of audit and compliance by the constituent MSCS. Since large number of court and arbitration cases arise, a separate Legal Department has been recommended. The Regional Director (RD), who would be heading the ROs, may also be imparted necessary training for effective intervention in legal matters to lessen the workload at the HQ level.

E.22 The office of the CRCS for efficient performance require a single source whereby all matters related to policy issues, complaints, timely servicing of various returns and reply to Parliament questions etc. are attended to and information regarding status of cooperative societies including their performances are promptly made available. For this purpose, it is proposed to create a **Plan & Coordination Department** which will act as an extended arm of the Central Registrar to coordinate with all functional departments and ROs and make the requisite information readily available. **Broadly, coordination is conceived as a widespread function related to planning, control, motivation and policy implementation.** Programs are created during planning, which determine the coordination methods and tools.

E.23 Regional Offices are to be headed by persons holding positions of Joint Registrar. However, regions having more than 500 registered societies/branches could be headed by Additional Registrar reporting directly to the Central Registrar. All coordination may be done by the Plan & Coordination Division referred above.

E.24 The manpower requirement of the proposed set-up has been assessed at 540 persons, keeping in view the following key factors:

- I. Enhance physical proximity and contact with the MSCS for easy, cost effective and greater access to information and ensure effective regulation;
- II. Greater emphasis on audit and monitoring leading to preventive action;
- III. Dissemination of information on electronic platforms to enhance speed of decision-making and
- IV. Ensure democratic management (timely election/AGM etc.) and prompt resolution of complaints, court cases and liquidation/winding-up by effective intervention through dedicated staff

E.25 An initiation at the Phase-1, CRCS should start functioning at Delhi as the Headquarter with 63 core personnel. This would be the pragmatic version economically and accommodative to begin with that would eventually have the scope of expansion across the Regional Offices during subsequent phase/s.

E26 The space requirement for appointing 63 staff in the Phase -1 would be around 16948 Square feet area. As per the construction expert, 25 Square metres of space are required to accommodate each of the staff unit.

E.27 At present, there is a huge backlog of information availability with the o/o CRCS in respect of existing performance and compliance of statutory provisions under the MSCS Act, 2002 by the registered MSCSs. Accordingly, it would be in the fitness of things that the o/o CRCS becomes updated about the sector through a primary survey (to collect comprehensive information on all relevant aspects of functioning of MSCS) by an Independent Agency covering the areas of (i) democratic functioning (Timely Audit, AGM & Elections of BOD); (ii) cooperative linkage (benefits accrued to members), (iii) operational; and (iv) financial performance. Equipping with updated data on the above aspects will be the crucial background information for the CRCS to ensure efficient compliance of the MSCS Act, 2002 in future.

NCAER study for Establishment of a Separate Authority for the Office of the Central Registrar of Cooperative Societies

I. Introduction

1.1 Office of the Central Registrar of Cooperative Societies (CRCS) assigned a study to the National Council of Applied Economic Research (NCAER)² to analyse and come up with recommendations for broad-basing the organisational set-up of the office of the CRCS and suggest measures to ensure efficient compliance of provisions of the Multi-State Cooperative Societies (MSCS) Act (2002) among cooperatives registered under the said act.

1.2 The study is envisaged to look into the following aspects:

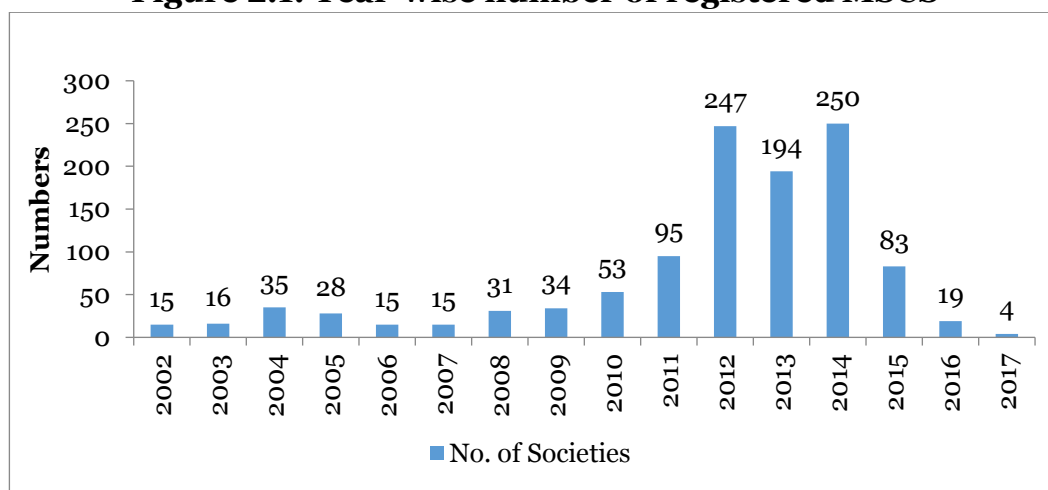
- Present status and volume of work in the office of the CRCS related to administering the MSCS Act 2002;
- Functional requirement and its compliance in accordance with the MSCS (2002);
- Constraints related to infrastructure, coordination, skilled manpower & other related resources;
- Status of Cooperative management development;
- Selective case studies of the office of the Registrar of Cooperative Societies (RCS) in the states of Uttarakhand, Kerala, Maharashtra and Delhi to study the functional status, organisational set-up delegation of duties amongst officers and staff, problems and constraints and steps being considered to attend to the same; and
- Recommending justifiable changes in the organisational set-up to cope with the emerging set of responsibilities

² See Appendix-I

2. Background & Context

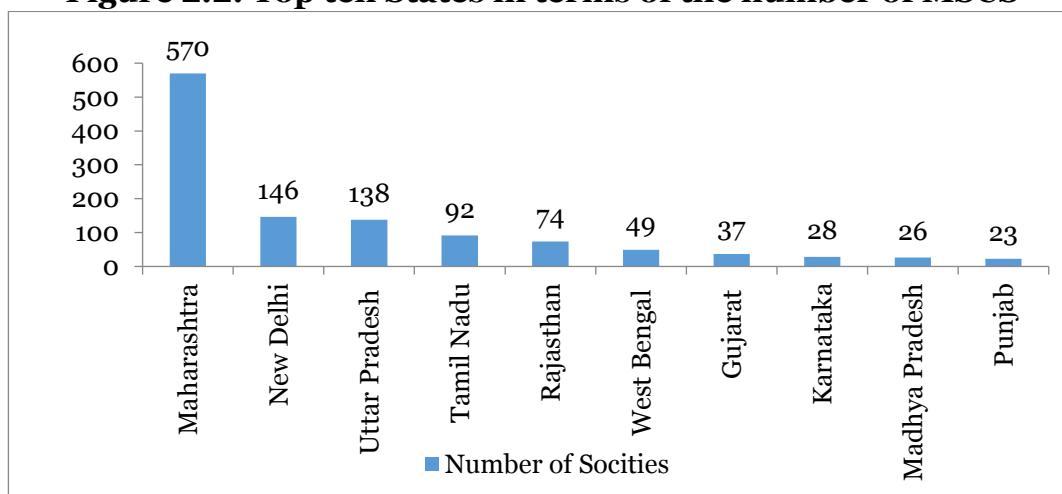
2.1 There are at present (up to December, 2017) around 1500 MSCS registered under Central Registrar. Since 1986-87 to 2006-07, there were only around 239 multi-state cooperative societies registered in the country. Registration of new societies under MSCS Act (2002) started picking up pace thereafter (Figure 2.1). Maximum growth was observed during 2011-2014 mostly in Maharashtra followed by Delhi, Uttar Pradesh, Tamil Nadu and Rajasthan (Figure 2.1), reaching a peak level of around 1500 registered MSCS presently. The workload for the office of the CRCS as a sequel to register and manage the affairs of such societies increased manifold without commensurate enhancement in manpower suitable for the work.

Figure 2.1: Year-wise number of registered MSCS



Source: <http://mscs.dac.gov.in/>

Figure 2.2: Top ten States in terms of the number of MSCS

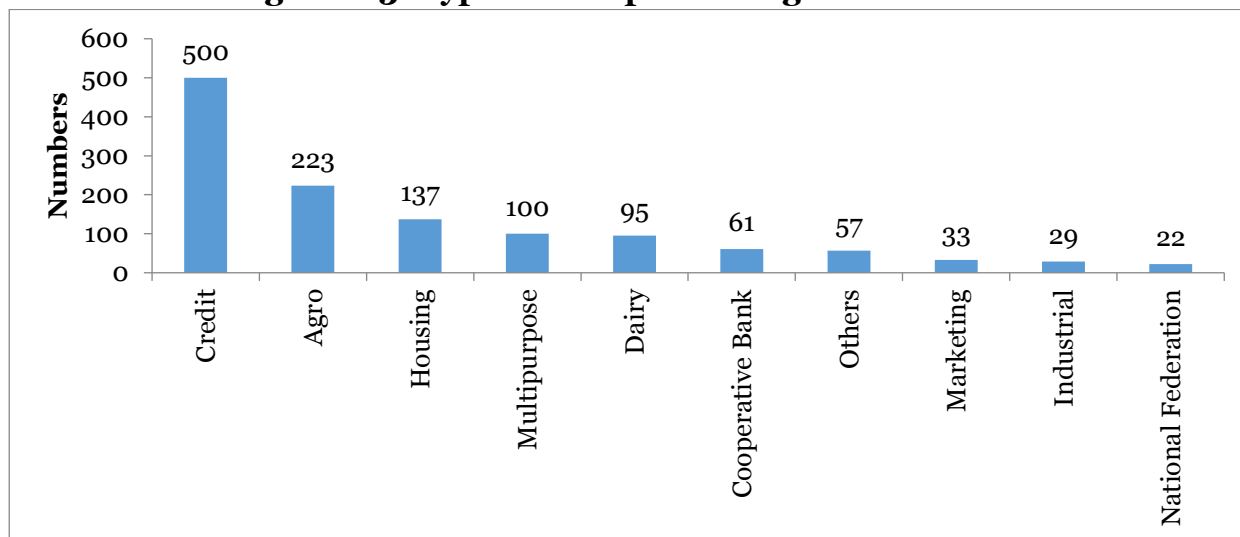


Source: <http://mscs.dac.gov.in/>

2.1.1 Figure 2.3 below shows that, among others, the share of societies registered for carrying out credit functions are the highest. These cooperatives, by their very nature, require close and prompt monitoring to ensure protection of member's interest in terms of funds invested by them. This aspect has been kept in mind while conducting field visits to the office of the Registrar of Cooperative Societies (RCS) of a few sample states and the

findings are discussed at length in the relevant section. However, in a nutshell it may be stated that the field visit to the sample states brings out, with fair degree of certainty that the system/s so far incorporated for ensuring proper utilisation of member’s funds are below par and therefore this aspect needs immediate attention for development of a proper system of monitoring and audit in the functioning of the office of the Central Registrar.

Figure 2.3: Type-wise top ten categories of MSCS



Source: <http://mscs.dac.gov.in/>

2.2 Broad areas of job attended by the office of the CRCS may be seen at Appendix- II. The existing organisational set up consists only limited officials (10 only), inducted mostly on deputation basis. For obvious reasons, most of them are not specialised in handling the work related to MSCS – their mandates and objectives, financial, audit and legal matters integral for the purpose. The situation further aggravated with periodic transfers of the available manpower. The newly inducted manpower take their own time to adapt to the needs of the assignment.

2.3 Although cooperative societies being body corporates are not included under the purview of the RTI Act, however, the office of the CRCS being a Statutory Public Authority requires to provide information available in respect of the registered MSCS. This necessitates dedicated and fully trained manpower having overall knowledge of the sector to respond to the substantial number of queries raised under the RTI. Added to this, there are considerable number of complaints³, VIP and other references as well as queries from the other departments of the Government and Statutory Authorities that are required to be attended but at present remain partially responded due to the constraints mentioned in para 2.2 above.

2.4 The office of the CRCS is located centrally at New Delhi whereas the MSCS are located throughout the length and breadth of the country. For obvious reasons, the ground level realities tend to remain unnoticed and unreported. Due to the inherent constraints, the present set-up is not in a position to promptly cope up with such requirements.

³ There are around 400 court cases pending by end-November, 2017 as per the information received from the CRCS

2.5 Inspection and monitoring are integral part of any Regulatory Authority to assess the existing sectoral status, suitability of present regulatory regime and decide future course of action for strengthening regulatory infrastructure. This in turn promotes initiation of policy initiatives for the growth and sustenance of the sector. However, due to constraints mainly of manpower and infrastructure facilities, this aspect remains largely unattended and objectives unfulfilled.

2.6 Identification of education and training requirement of the personnel involved in MSCS and organisational set-up required for rendering such training may help in positive contributions on the part such employees of the cooperatives to achieve the goals set out under the MSCS Act which mostly remains obscured at this stage.

3. Outline of the Analytical Framework

3.1 The present study intends to analyse MSCS ecosystem and thereby assess the framework of forming a separate authority, with adequate infrastructure and specialised staff strength to address various issues linked to functioning and monitoring of the MSCS. This would be based on ground level data/information made available to NCAER about the present gamut of functions of the CRCS.

3.2 For the assessment, NCAER planned to visit the office of the Central Registrar in Delhi and RCS offices in few states to study their functioning and administrative procedure which can be selectively adapted for establishing a new set-up for the office of the Central Registering Authority.

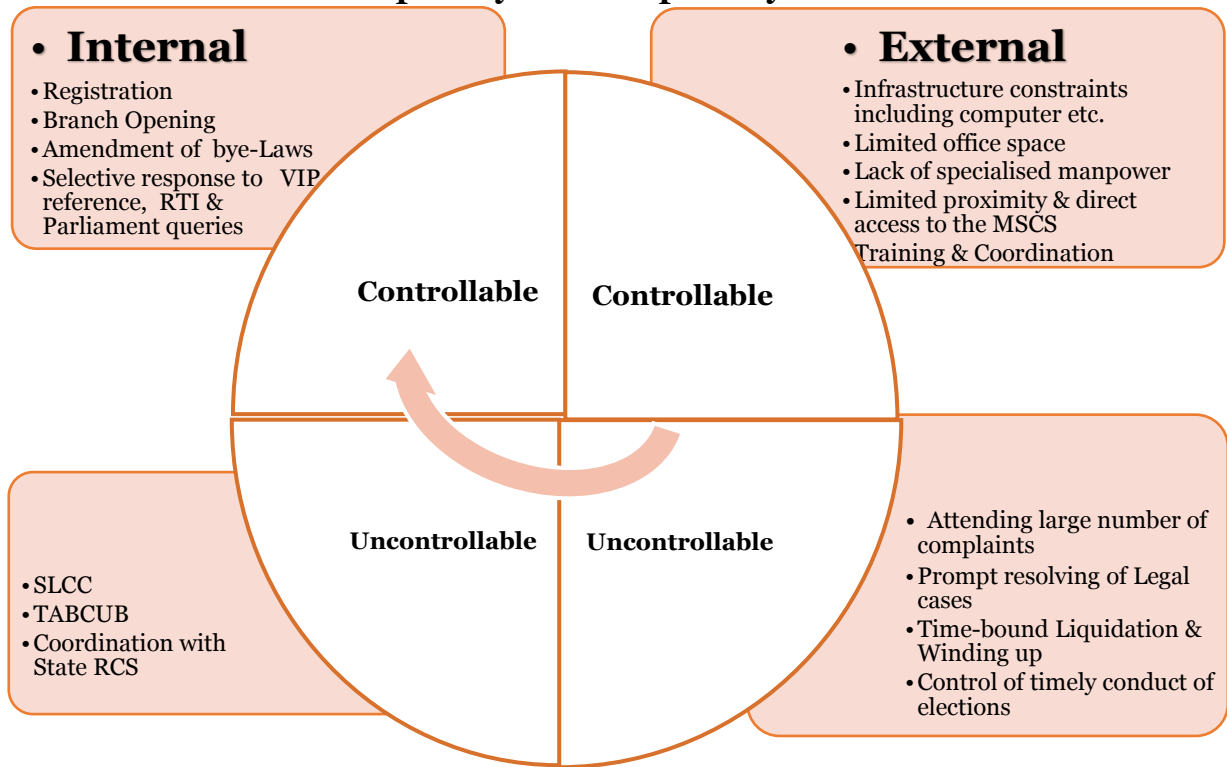
3.3 The study would evolve a procedure by analysing the data mentioned in para 2.1 and 2.2 above to propose the optimum level of infrastructure requirement and staff strength for the efficient functioning of the CRCS.

3.4 Staff requirement would be assessed based on detailed discussion and information provided by the officials of the CRCS related to the following functions:

- Registration
- Management
- Legal discourse
- Monitoring

3.5 The study would involve an in-depth view of the present activities in a structured framework as depicted in the following chart. The present activities and constraints of the CRCS has been profiled in a quadrant representation. The four quadrants represents factors, viz., Internal (Controllable and Uncontrollable) and External (Controllable and Uncontrollable). The functions presently attended to represent the Internal Controllable factors while functions where certain bottlenecks are existing but could more or less attended to within present framework are figuring in the Internal Uncontrollable. External factors depict functions which are not Controllable within existing framework but could be attended to once the proposition of establishing separate authority for the CRCS is approved and requisite budgetary allocations made. Controllable factors in the External environment are those which could be attended with relative ease while Uncontrollable factors are those which are relatively complex in nature to implement and mostly involve third party association in final decision making.

Chart 3.1: Designing organisation structure of CRCS to impart dynamic capability



3.6 The methodology to be followed will be aimed at bringing the adverse factors, presently coming under Internal Uncontrollable and External Controllable & Uncontrollable quadrants to the Internally Controllable limits by making adequate provisions for suitable infrastructure, organisation and manpower etc., as depicted in the above Chart by the direction of the arrow.

4. Present Structure of the office of the CRCS

4.1 The office of the Central Registrar of Cooperative Societies has been set up as a regulator of the cooperative societies having activities spread over in more than one states. All these societies fall under the purview of the MSCS Act (2002).

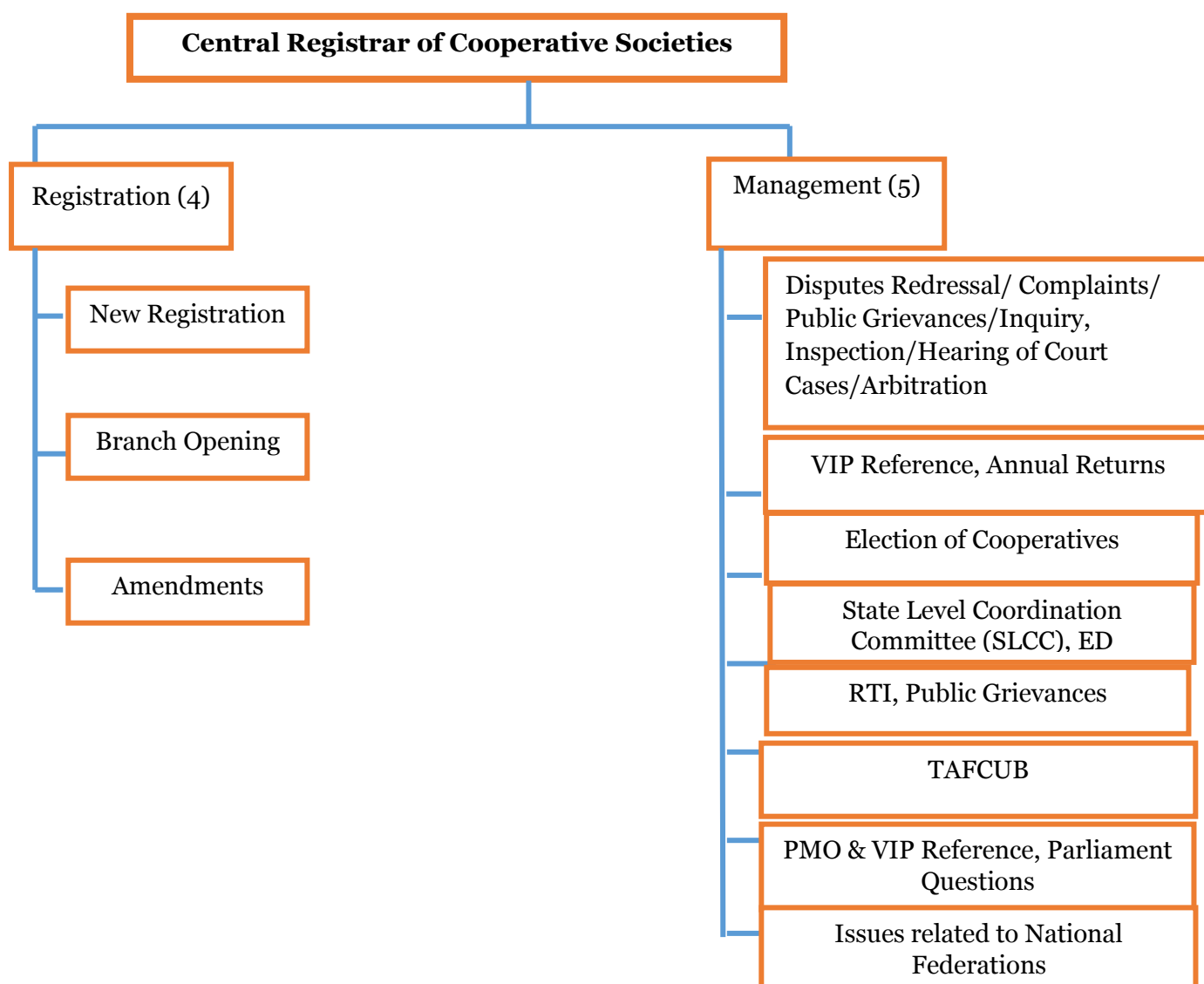
4.2 The Central Registrar, in the rank of Joint Secretary, acts as the head of the administration of the office of the CRCS. At present there are two major wings of the CRCS, viz., the Registration and the Management.

4.2.1 The Registration wing consists of four officials in Delhi and are looking after three major operations, viz., New Registration of Societies, Branch opening and Amendments under the purview of the MSCS Act (2002).

4.2.2 The Management wing has five officials to cover diverse array of activities of which complaints, RTI, PMO & VIP references and court cases consume most of the available time. Officially, the Management wing has also to oversee the election, inspection & audit, annual returns, State Level Coordination of the MSCS operating in the country but due to lack of appropriate staff strength, these functions largely remained subdued.

4.3 The present structure of the CRCS is depicted in the following chart:

Chart 4.1 – Existing Structure of CRCS



Note: the number in the parenthesis indicate the number of officers and staff for the designated functions

4.4 As mentioned in para 2.1 above that there are around 1500 MSCS functioning with registered office in a particular state and branches spread over several states as per the provisions of the MSCS (Multi-State Cooperative Societies) Act 2002 and rules framed thereunder.

4.5 Central Government appointed Joint Secretary (Cooperation) as Central Registrar to administer the MSCS Act, 2002. The Central Registrar, in addition to this responsibility also looks after several other works related to the Secretariat and hence not in a position to concentrate fully on the assignment as CRCS.

Box-1: Role of the Registrar as per MSCS Act 2002

- Registration of new MSCS and opening of branches by existing MSCSs;
- Amendments to the Bye-laws of the MSCS;
- Amalgamation, division and re-organization of the MSCS;
- Conduct of election of Managing Committee in MSCS and Federal Co-operative Societies to ensure overall democratic functioning of such societies;
- Regulation of investment of funds by MSCS as per Act & Rules;
- Regular monitoring and ensure timely and proper audit;
- To conduct inspection, handle enquiries and initiate penal action;
- To settle dispute of MSCS through the process of arbitration;
- Function as an appellate court;
- Enforcement/execution of orders, awards and decrees of various courts;
- Winding up and cancellation of registration of defunct/non-functional societies;
- To ensure training, education and carry out publicity program to strengthen overall MSCS movement;
- To frame/amend relevant Act, Rules and Regulation from time to time;
- To issue instructions/directives for the promotion of business of the MSCS;
- To verify and ensure proper functioning of all the MSCS; and
- To frame, execute and monitor various welfare schemes approved by the Central/State Govt., including financial assistance to MSCS operating in various sectors;
- To ensure timely submission of information in respect of statutory and regulatory authorities including legislatures

Responsibility of CRCS in Existing Setup

- Registration
 - New Registration
 - Branch opening
 - Amendment of by-laws
- Management
 - Disputes Redressal/ Complaints/ Public Grievances/Inquiry, Inspection/Hearing of Court Cases/Arbitration
 - VIP Reference, Annual Returns
 - Election of Cooperatives
 - State Level Coordination Committee (SLCC)
 - TAFCUB
 - RTI, Public Grievances
 - PMO & VIP Reference, Parliament Questions
 - Issues related to National Federations

4.6 As per the information provided by the office of the CRCS, the following regulatory functions related to MSCS Act 2002 are attended:

- I. Registration of MSCS under the Act of 2002
- II. Amendment to bye-laws of MSCS under the Act of 2002
- III. Registration of Cooperative Societies into MSCS by conversion and deemed registration under the Act of 2002
- IV. Assist the Central Registrar in administration of the MSCS Act of 2002
- V. Dealing with arbitration cases as per Section 84 and winding up of Societies as per under section (u/s) 86 of the MSCS Act, 2002
- VI. Formulation of policies regarding management and working of the national level cooperative organizations, their implementation and follow up
- VII. Examination of proposals regarding Central and State cooperative legislations
- VIII. Monitoring of different provisions constraining the MSCS development
- IX. Development of Cooperative Management
- X. Work related to constitutional amendment to cooperatives
- XI. Work related to appointment of Arbitrators & Returning Officers to the MSCS
- XII. Work related to complaints/grievances received from MSCS and from their Members
- XIII. Work related to PMO/VIP references, Public Grievances, Parliament Questions and Parliamentary Assurances
- XIV. Dealing with RTI/CPIO/First Appeal/ CIC cases
- XV. Dealing with court cases, dispute, appeal cases under section 99 of the MSCS Act 2002
- XVI. Insolvency issues of Super Bazar, Petrofils and other MSCS/Banks; and
- XVII. Conduct of inquiry, inspection under sections 78, 79 and 108 of the MSCS Act, 2002.

Box-2: Distribution of Activities in a Broader Framework

Registration	Management	Legal	Monitoring	Others
<ol style="list-style-type: none"> 1. Registration of MSCS under the Act of 2002 2. Registration and amendment to bye-laws of MSCS under the Act of 2002 3. Registration of Cooperative Societies into MSCS by conversion and deemed registration under the Act of 2002 4. Assist the Central Registrar in administration of the MSCS Act of 2002 	<ol style="list-style-type: none"> 1. Formulation of policies regarding management and working of the national level cooperative organizations, their implementation and the follow up 2. Cooperative Management Development 3. Dealing with work relating to complaints/grievances received from MSCS and from their Members 	<ol style="list-style-type: none"> 1. Dealing with arbitration cases as per Section 84 and winding up of Societies as per under section (u/s) 86 of the MSCS Act, 2002 2. Examination of proposals regarding Central and State cooperative legislations 3. Dealing with work relating to constitutional amendment to cooperatives 4. Dealing with work relating to appointment of Arbitrators & Returning Officers to the MSCS 5. Dealing with court cases, dispute, appeal cases u/s 99 of the MSCS Act 2002 6. Insolvency issues of Super Bazar, Petrofils and other MSCS/Banks 	<ol style="list-style-type: none"> 1. Monitoring of restrictive and undemocratic provisions in the State Cooperative Societies Act 2. Conduct of inquiry, inspection u/s 78, 79 and 108 of the MSCS Act, 2002 3. Dealing with work relating to complaints/grievances received from MSCS and from their Members 	<ol style="list-style-type: none"> 1. Dealing with work relating to PMO/VIP references, Public Grievances, Parliament Questions and Parliamentary Assurances 2. Dealing with RTI/CPIO /First Appeal/ CIC cases

5. Constraints faced by the office of the CRCS

5.1 On the basis information made available by the office of the CRCS, except space for keeping records, other infrastructure facilities are reported to be meeting the requirement at this stage. However, the present jobs done by the department precludes some of the essential requirements needed to uplift multi-state cooperative development, viz. monitoring & audit, conduct of elections, compliance to RBI requirements, etc. Accordingly, creation of additional infrastructure facilities is necessary in the current scenario.

5.2 Based on findings of the study, the office of the CRCS will therefore need strengthening of its organisational set-up. For obvious reason, additional space for separate office accommodation will need to be created.

5.3 Apart from meeting the requirement of additional manpower, promotion of electronic flow of information needs to be upgraded substantially for reducing transaction-time and ensuring transparency to enable speedy decision making.

5.4 Space constraints in storage is resulting in substantial time-lag in retrieving files. As a consequence, most of the jobs in hand for existing societies are dealt on part files opened for specific purposes. Many a times due to exigencies of work added with huge workload of the officials such part files may remain un-merged with their main files which may adversely affect availability of cohesive information in a single place/file.

5.5 Joint Secretary (Cooperation) who is heading the function as Central Registrar, to put it objectively, at present is in a position to devote only around 10% of his available time to the job. He is mostly occupied by the compelling jobs related to other functions of the Ministry allocated to him including attending needs and requirements of the Minister for Agriculture and Farmer's Welfare in the Government of India and those related to relevant Parliamentary matters of the Ministry.

5.6 Positions down below the CRCS are mostly manned by personnel who are posted by the Government from other departments, i.e., for limited tenure meaning thereby that there are periodic transfers and changes reflecting in lack of availability of appropriately skilled manpower (on a continuous basis) with requisite institutional focus. The aspects noted in this regard are as follows:

- Lack of professionally trained and qualified manpower;
- Absence of legal team and specialised manpower puts additional burden to the existing staff particularly the higher level staff;
- Dealing with Arbitration cases as per section 84, work related to constitutional amendment of the MSCS Act 2002, court cases, disputes and appeals are areas requiring attention. At present there are approximately 400 court cases related to various issues of the societies and also issues related to NAFED, NCDC and Cooperative Education and Training and those arising under Section 83 of the Act. So a legally expert team of personnel should be in place to attend the matters which are complex in nature and need specialised attention;
- Big volumes of Annual Returns of a large number of cooperatives remain literally unchecked. Requisite system should therefore be in place for the purposes of (i) effective scrutiny of Annual Reports/Returns submitted; (ii) conducting of AGM & elections; (iii) monitoring overall management and (iv) follow up action taken in respect of audit reports.

5.7 Since the function of Central Registrar is located centrally at Delhi and the societies are located at distant places scattered throughout the country, physical verification and ascertaining ground level realities remain unattended. Inadequate manpower with the office of CRCS also adds to the problem.

5.8 Merely a small part of the Secretariat resources has been engaged in terms of office space, personnel deployment and office equipment, which have their own limitations that too, within the government approved programmes and budget. As a consequence, the o/o CRCS is only attending jobs for fulfilling compelling statutory requirements (registrations, amendments, RTI, VIP references, disseminate information to other government agencies, statutory returns, Parliament questions etc.) leaving many areas of cooperative administration virtually unattended.

5.9 As mentioned above, the o/o CRCS is involved only in discretionary execution of urgent jobs rather than playing a holistic role for ensuring proper monitoring of functions, operations, fulfilment of statutory obligations, upholding of democratic and member-linkages and financial disciplines satisfying all audit observations/objections made in respect of the Societies in operation. Necessary governance for fulfilment of socio-economic objectives of MSCS remains unfulfilled in the present set-up, whereas regulatory guidance from the o/o CRCS is all the more important to protect interest of members since cooperatives represent mostly the lower strata of society who are under-privileged.

Box-3: Constraints of the Office of the Central Registrar of the Cooperative Societies (CRCS)

A. Infrastructure Constraint

Sitting space for personnel -although the number of officials are not much (only 10 as reported); Computers/Fax/Other equipment are less as compared to the workload.

Record keeping and updating of files is setting a major space constraint, resulting in substantial time-lag in retrieving files. As a result, most of the jobs in hand for existing societies are dealt on part files open for specific purposes, which adversely affect availability of cohesive information at a single place/file.

B. Manpower Constraints

Jt. Secretary (Cooperation) who is heading the functions as Central Registrar, to put it objectively at present is in a position to devote only 10% of his available times to the job. Similarly, the other positions down below are manned by personnel who are posted by the Government on a tenure basis meaning thereby that there are periodic transfers and changes reflecting lack of availability of appropriately skilled manpower and institutional focus.

Dealing with Arbitration cases as per section 84, work related to constitutional amendment of the MSCS Act 2002, court cases, disputes and appeals. At present there are approximately 400 court cases related to various issues of the societies and also issues related to NAFED, NCDC and Cooperative Education and Training issues and Section 83 of the Act.

Big volumes of Annual Returns of a large numbers of cooperatives remained literally unchecked.

C. Locational Constraints

Since the function of Central Registrar is located centrally at Delhi only and the societies are located at distant places scattered throughout the country, physical verification and ascertaining ground level reality remains unattended. Inadequate manpower with the office of CRCS also adds to the problem.

D. Other Constraints

Merely a small part of the Secretariat resources has been engaged in terms of office space, personnel deployment and office equipment, which has its own limitation within the government approved programmes and budget. As a consequence, the o/o CRCS is only looking after compelling statutory requirement (registrations, amendments, RTI, VIP references, information sought by other government agencies, statutory returns, Parliament questions etc.). At present the o/o CRCS is involved only in firefighting rather than having a holistic role for proper monitoring of functions, operations, fulfilment of statutory obligations, maintenance of democratic and member-linkages and financial disciplines including satisfying all audit observations/objections noted for the operating Societies. Ensuring fulfilment of socio-economic objectives remains almost unattained in the present set-up, whereas guidance from the o/o CRCS is all the more important since cooperatives represents lower strata of society who are mostly under-privileged.

6. Field Observations & Recommendations

The State visits by the NCAER study team unfold the following observations:

6.1 The Registrar of Cooperative Societies having headquarter (HQ) at the State capital acts as a Central Authority in the respective States, coordinating all the functions, policy issues including those emanating from legislative decisions and issues that need policy decisions. The State HQ also take decisions on the matter related to deployment of personnel in different functional areas and offices. Matters related to budgetary allocations, VIP and legislature references are also been taken care of by the State Central Authority. Legal matters including responsibility for arbitration comes under the purview of State Level Authorities.

6.2 The Field offices (except in Delhi) located at different district HQ act as subordinate offices of the Central office of the respective State. Having proximity to the location of the cooperatives registered in the State, they enjoy locational advantage to carry out necessary field inspection, data collection and other on-field physical assessments. In case of cooperatively developed States, like Kerala and Maharashtra, there are offices located in block and talukas headed with officers having appropriate organisational set-up and delegated with requisite authorities. The Central office at the State Level delegates authority to the district (field) offices for carrying out registration, amendment in bye-laws, inspection & audit, liquidation, election (of cooperatives), resolving complaints, etc. Field level offices also coordinate with the respective District Collector/Magistrate (DC/DM) which gives them the statutory and administrative leeway. Since cooperatives deal with public money, any mis-utilisation of the fund may raise public outcry and create law and order issues which the Field officers can effectively handle with the help of such administrative & enforcement authority.

6.3 In overall analysis, the linkage of the functioning of the RCS with the office of DC/DM and other enforcement agencies helps in instilling a greater sense of responsibility and discipline in the cooperative institutions in the State, particularly where cooperatives are involved in raising funds from members and carrying out credit operations to the members. Pertinent to mention that in cooperatives carrying out credit operation, chances of sullyng members' interest by imprudent/biased decision making on the part of the management of cooperatives are relatively higher.

6.4 Relevant to mention here that under order No. R 11017/83/2015-L&M, dated 16th September, 2015 (Appendix-III), the o/o CRCS has directed the States that NOC is not required from the States concerned for MSCS involved in credit and multipurpose operations once such bye-laws are approved by the CRCS. As a sequel, the States are finding difficulty to control MSCS raising funds in their respective States without due accountability. This is giving rise to serious public unrest in certain cases requiring local law enforcing agencies to intervene. Most of the States visited voiced their concern in this regard. Further, the RCS, Kerala has submitted a memorandum in this regard which is placed at Appendix IV for reference and action as deemed fit.

6.5 In the interest of autonomy in functioning, the process of election of the BOD of cooperatives, by far the most effective safeguard against transgression of law, needs to be streamlined further and made time bound to install democratic management. Uttarakhand is in the process of setting up of a Cooperative Election Authority. Kerala and Maharashtra has already constituted Cooperative Election Commission/Authority

and have separate set up in the organisational structure of the office of the respective RCS.

6.6 Further aspects of holding timely meeting of the General Body & election, day to day accounting and funds management as also conduct & compliance of audit need to be monitored which are to a great extent attended to in the case of Kerala and Maharashtra to the benefit members' well-being.

6.7 Monitoring and inspection are regarded as key elements of successful feedback system and good governance of cooperative organisations. It comprises two core components, i.e., transparency and compliance. To instil transparency and compliance, timely availability of reliable information is highly crucial. Information asymmetries may arise due to lack of transparency and compliance. This in turn, results to ineffective monitoring and regulations of cooperatives. Publicly available information on cooperative organisations is important because non-scanning of information floating in public domain may result in loss of members' & public confidence.

6.8 It is important to develop requisite structure, systems and proper strategies that can allow cooperatives to build on their strength and bring in lasting benefits to their members. A good monitoring framework is therefore a pre-requisite to institute accountability.

6.9 In this regard, the important issues/aspects observed by the Parliamentary Standing Committee (PSC) on Finance (2015-16, 21st Report) that there has been an unusual increase in registration of MSCS and multipurpose societies in the country. There are diverse and disperse regulations for curbing the un-authorized collection of money and deposits, thereby resulting in unchecked growth of these entities. The Committee recommended a central legislation that would be comprehensive and all-encompassing, including in its ambit, inter alia, collective investment schemes as in the case of MSCS and suggested for setting up of effective and accountable administrative machinery. It has been further recommended that the regulatory regime in respect of MSCS should be streamlined and tightened, so that, they do not become an instrument of diverting and shielding illegal funds from Ponzi companies.

6.10 As a measure to streamline monitoring, the NCAER study team strongly feels that a separate functional entity be created under the aegis of CRCS to conduct regular monitoring of the functioning of MSCS in the country. Apart from a regular monitoring cell/department in the HQ, such cells may be set up in Regional Offices (RO) of the CRCS proposed in the succeeding paras.

6.11 Creation of monitoring cells in ROs will facilitate close monitoring of the functioning of the MSCS and their branches in their respective jurisdiction. The frequent interaction between the ROs of CRCS and MSCS may also be utilised to ensure timely audit and election of the Board of Directors (BOD) of the MSCS. The ROs may also be useful to promptly attend complaints arising from different quarters and fulfil the day-to-day need for information dissemination much faster and effectively. Any intervention and need for coordination from the HQ may also be expedited.

6.12 There is substantial backlog in receiving up-to-date audit report at the CRCS which makes such exercise almost infructuous. Therefore having a specific arm for ascertaining the timeliness of the audit status and its reliability in reflecting the truthfulness of the

record of transactions and financial health of the MSCS for the specific period under consideration will be appropriate. For the purpose, a separate cell for audit in the ROs has been recommended to be coordinated at the HQ level for reporting to the CRCS.

6.13 To ensure enforcement of regulations on the basis of monitoring and audit, a Vigilance Cell has been recommended who will provide the necessary teeth to the CRCS. In this regard, it is also recommended that a mechanism may be introduced urgently whereby the RCS of all the states could be involved regularly through a bi-monthly meeting to ascertain their views on the difficulties faced in the operation of the MSCS in their respective states and evolve remedial measures. The support of the state RCS may also be garnered for effective enforcement of regulations as per findings of the Vigilance Cell. The timely resolution of large number of complaints and legal cases and also time-bound liquidation and winding up of under-performing MSCS are some of the pertinent issues requiring immediate attention. A Legal Cell has therefore been included in the proposed organisational structure for efficient discharge of responsibilities in this regard.

6.14 Elected BOD is imperative for ensuring democratic & responsible management of the affairs of cooperatives. Timely election following statutory regulation is therefore of great importance. At present, the office of CRCS only depends on the information provided, in this regard, by the operating MSCS. In case any society does not fulfil the regulatory requirement it is at present well nigh impossible for the CRCS to immediately ascertain the same and initiate remedial measures. By the time any irregularity in this regard comes to notice, valuable time may lapse to the detriment of the interest of its members. In light of above, an Election Authority is recommended. The Election Cell at the ROs in coordination with their counterpart at the HQ may effectively intervene in the matter and ensure timely election of the MSCS following statutory regulations.

6.15 Holding Annual General Meeting (AGM) helps upholding the rights and interests of members to ascertain the performance of the organisation to which they are integral part. The ROs can send representatives to oversee the conduct of such meetings, whether all statutory regulations have been followed or not. The setting up of the ROs will thus be quite effective in streamlining this aspect.

6.16 The Government of India is stressing upon the need to minimise human interface in information transaction through the use of electronic media. Also greater use of electronic mode will help greater facilitation and speed of information dissemination and bring in more transparency. Therefore, to provide digital backbone, setting up of Management Information System (MIS) is crucial and has been recommended for the new set-up.

7. The Proposed Organisational Set-Up

7.1 The office of the Central Registrar consists limited officials to attend to the huge workload as mentioned in the preceding paras. Moreover, the existing officials are mostly not specialised in matters related to finance and legal aspects. Also, the services of the officials posted are tenure-basis, subject to regular transfers. Due to this the monitoring of the MSCs has got adversely affected. Accordingly, it has become imminent to form a separate authority for the office of the Central Registrar for administration of multi-state cooperative societies under the MSCS Act, 2002.

7.2 In the light of the above, the present study intends to focus on the proposed organisational set-up and assessment as to the requirement of personnel to facilitate the functioning of the CRCS as an independent authority with adequate infrastructure and specialised staff strength to address various issues linked to the optimal functioning and monitoring of the MSCSs.

7.3 The study team on the basis of information provided and/or discussion held with the officials of the office the CRCS and those in the RCS offices of Delhi, Kerala, Maharashtra and Uttarakhand, finds that the office of CRCS apart from the need for strengthening its manpower base, also need structural re-orientation.

7.4 The present two-way division of functions, i.e., Registration & Management is too broad-based and with the shortage of manpower it has entered into a complex situation requiring limited number of individual officers attending too many jobs related to several functional areas. Also frequent changes in personnel due to transfer/other reasons restricted developing of a pool on specialised manpower. Therefore, it is recommended that a separate pool of manpower of different levels may be created, exclusively as a separate cadre specifically for the office of the Central Registrar. The pool of manpower so created may be retained in the same office of the CRCS but interchangeable with ROs and HQ.

7.5 The operations under overall control of Central Registrar may be categorised into 10 different functions, as follows:

- xi. Human Resource Development
- xii. Operations & Maintenance (O&M) including Receipts & Issues (R&I)
- xiii. Finance & Accounts
- xiv. Audit
- xv. Legal Matters
- xvi. Planning & Coordination
- xvii. Registration, Branch Opening, Amendment, Winding up, Liquidation
- xviii. Election Authority
- xix. Vigilance
- xx. Training and Development of Cooperatives

7.6 Further, the present operations is losing control due to lack of proximity between the Centralised location of the CRCS office at Delhi vis-à-vis that of the registered MSCS, which assumes more importance since the MSCS's operates through several branches spread over different states, creating difficulties to assess their actual performance and purpose served related to the objectives indicated in the bye-laws. In view of the above, it

is proposed that five Regional Offices (ROs) may be set-up for closely overseeing the function and activities on a regular basis. Apart from the Central Office (HQ) located in Delhi, the ROs could be set up in the following places⁴:

1. **Pune** (For the Western Regions-States of Maharashtra, Gujarat, Goa Dadra & Nagar Haveli, Daman & Diu)
2. **Kolkata** (For the Eastern and the North-Eastern Regions:, Assam, Arunachal Pradesh, Bihar, Jharkhand, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Sikkim, Tripura, West Bengal and A & N Islands)
3. **Chennai** (For the Southern Region: Andhra Pradesh, Karnataka, Kerala, Tamil Nadu, Telangana, Lakshadweep and Puducherry)
4. **Bhopal** (For the Central Region: Chhattisgarh, Madhya Pradesh and Rajasthan,)
5. **Lucknow** (For the Northern Region: Delhi, Haryana, J&K, Punjab, Uttarakhand, Himachal Pradesh and Uttar Pradesh)

7.7 The jobs related to different functions, viz., complaints, locally required information sought by different local agencies, part of registration, branch opening may be attended by the officials of such regional offices. For ensuring timely audit and election which are pre-requisite for operational discipline and democratic functioning of MSCS, these ROs may play a key role since they will have easier access to such societies.

7.8 To create a separate establishment for the office of the CRCS, separate functional departments for HRD, O&M, R&I, Finance & Accounts related functions are required and therefore, are included in the proposed organisational set-up. Pertinent to mention that the person (official at appropriate level) nominated to act as CRCS, in light of the comprehensive set-up recommended, need to be posted on a full time basis without additional assignment.

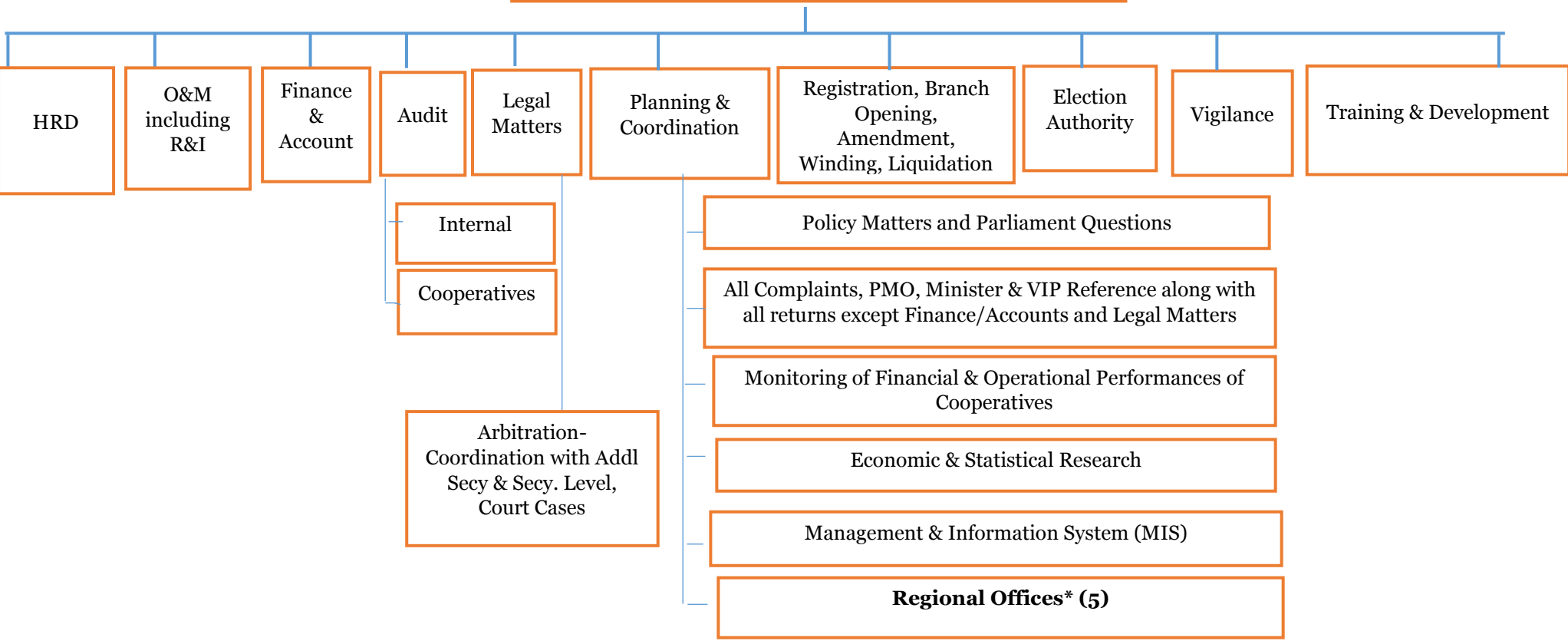
7.9 A separate audit department has been proposed to cater to the internal needs of the office of CRCS (along with its ROs). The external audit arm is proposed to ensure proper and timely conduct of audit and compliance by the constituent MSCS. Since large number of court and arbitration cases arises, a separate Legal Department has been recommended. The Regional Director (RD), who would be heading the ROs, may also be imparted necessary training for effective intervention in legal matters to lessen the workload at the HQ level.

7.10 The office of the CRCS for efficient performance require a single source whereby all matters related to policy issues, complaints, timely servicing of various returns and reply to Parliament questions etc. are attended to and information regarding status of cooperative societies including their performances are promptly made available. For this purpose, it is proposed to create a Plan & Coordination Department which will act as an extended arm of the Central Registrar to coordinate with all functional departments and ROs and make the requisite information readily available. Broadly, coordination is conceived as a widespread function related to planning, control, motivation and policy implementation. Programs are created during planning, which determine the coordination methods and tools. In view of the above, the following organisational structure for the office of the CRCS at Central level is proposed as in Chart 7.1

⁴ The classification is indicative only and may be modified as per actual need arising.

Chart 7.1: Proposed Structure of the CRCS (HQ)

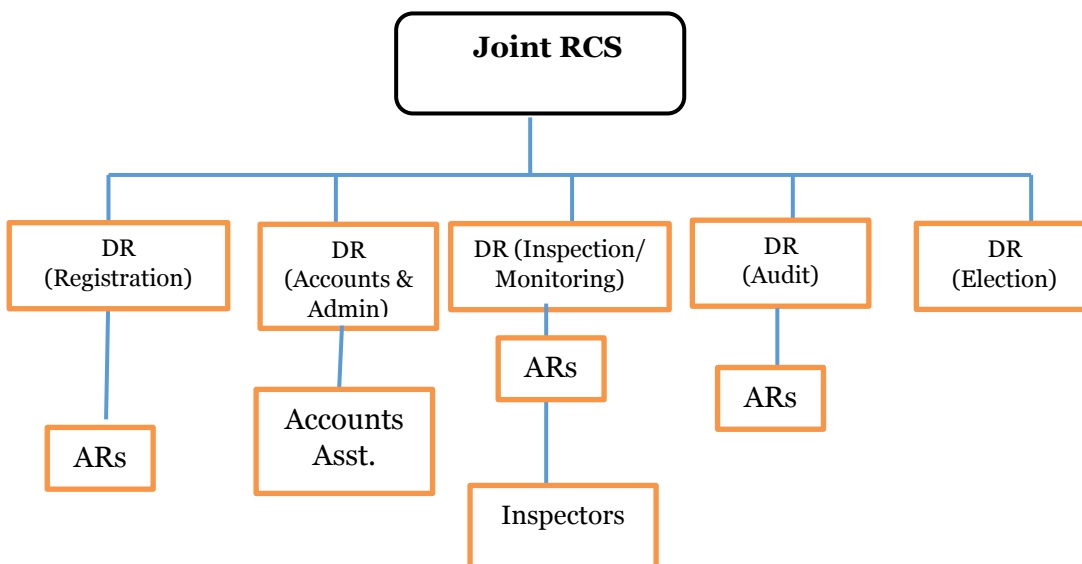
Central Registrar of Cooperative Societies (CRCS)



*The organisational structure of ROs are shown in a separate chart (Chart 7.2)

7.11 Regional Offices are to be headed by persons holding positions of Joint Registrar. However, regions having more than 500 registered societies/branches could be headed by Additional Registrar reporting directly to the Central Registrar. All coordination may be done by the Plan & Coordination Division referred in Chart 7.1 above.

Chart 7.2: Suggested structure of Regional Offices



Note: Clerical Secretarial and Multi- tasking staff has not been indicated in the above chart. This is, however included in the overall manpower assessment.

Box -4: Proposed Functions of CRCS Office

Functional Area	Rationale
1. HRD	<ul style="list-style-type: none"> • Independent establishment needs a separate functional entity to manage the human resources • To create pool of manpower specialised for the job consistently for a long term period • Manpower planning to ensure its sustainable availability
2. O&M including R&I	<ul style="list-style-type: none"> • Ensure proper availability of infrastructure and work environment • Tracking inflow and outflow of communications and correspondences • Proper record keeping and smooth retrieval as well as movement of files
3. Finance & Accounts	<ul style="list-style-type: none"> • Budgetary control • Record of accounts, • Allocation of funds by the Government • Inventory control & fixed assets • Payroll including TDS • Statutory benefit to staff
4. Audit	<p><u>Internal</u></p> <ul style="list-style-type: none"> • Internal control of CRCS <p><u>Cooperative</u></p> <ul style="list-style-type: none"> • Ensure timely audit and submission • Approval of the panel of auditors for the MSCS • Ensure timely appointment of auditors • Sample check-up of quality of audit • Assessment of need and follow-up action for special audit
5. Legal Matters	<ul style="list-style-type: none"> • Attend all matters requiring legal intervention
6. Planning & Coordination	<ul style="list-style-type: none"> • Extended arm of the CRCS • Draw annual action plan and strategy to deal with policy matters and Parliament questions • Coordinate response to all complaints and queries • Monitoring performance of the MSCS • Economic and statistical research • Periodic reports for internal and external use • Coordinate with all the Regional Offices • MIS including digitisation
7. Registration & Amendment. Winding & Liquidation	<ul style="list-style-type: none"> • Registration of new and amendment of existing bye-laws • Field verification and authentication
8. Election Authority	<ul style="list-style-type: none"> • Ensure timely conduct of election following all statutory requirements
9. Vigilance	<ul style="list-style-type: none"> • Both for the CRCS staff and the functionaries of the MSCS
10. Training & Development	<ul style="list-style-type: none"> • Both for the CRCS staff and for the personnel of the registered MSCS

8. Manpower Assessment of the Proposed Structure in Phases, Eligibility of the Required Staff and Space Requirement

8.1 The manpower requirement has been assessed keeping in view the following key factors:

- I. Enhance physical proximity and contact with the MSCS for easy, cost effective and greater access to information and ensure effective regulation;
- II. Greater emphasis on audit and monitoring leading to preventive action;
- III. Dissemination of information on electronic platforms to enhance speed of decision-making and
- IV. Ensure democratic management (timely election/AGM etc.) and prompt resolution of complaints, court cases and liquidation/winding-up by effective intervention through dedicated staff

8.2 Total Staff Requirement in the Proposed Structure of CRCS office (both Phase 1 and other phases)

8.2.1 Staff Requirement for HRD (*only in the HQ-Recruitment, appointment, transfer & posting of clerical staffs/Junior/Senior Inspectors/Auditors/Gazetted officers etc., declaration of probation of all officers, preparation and maintenance of seniority list of all categories of staff members, regularisation and promotions, keeping of service books etc. and promoting the National language in service related activities-14*)

1. Additional Registrar (1 in HQ)
2. Deputy Registrar (2 in HQ)
3. Assistant Registrar (3 in HQ)
4. Clerical Cadre (3 in HQ)
5. Secretarial Staff (3 in HQ)
6. Multi-Tasking Staff (2 in HQ)

8.2.2 Staff Requirement for O&M including R&I (*Office management, procurement, installation and maintenance of different assets and equipment, receipt and issue of communication etc.-55*)

1. Additional Registrar (1 in HQ))
2. Deputy Registrar (2 in HQ)
3. Assistant Registrar (10- 2 each per RO)
4. Clerical Cadre (12- 2 in HQ and 2 each in ROs)
5. Secretarial Staff (18- 3 in HQ and 3 for each of the ROs)
6. Multi-Tasking Staff (12-2 in HQ and 2 in each of the ROs)

8.2.3 Staff Requirement for Finance & Accounts (*The finance & accounts department to deal with budget, account and financial support to the CRCS. The department would record accounts payable and receivable, inventory, payroll, statutory benefits to the staff, fixed assets and all other relevant financial components-37*).

1. Financial Controller in the rank of Joint Registrar (1-only in HQ)
2. Finance/Accounts Officer in the rank of Deputy Registrar (8-3 in HQ and 1 each for ROs)
3. Clerical Cadre (13-3 in HQ and 2 each in ROs)
4. Secretarial Staff (8-3 in HQ and 1 each in ROs)
5. Multi-Tasking Staff (7-2 in HQ and 1 each in ROs)

8.2.4 Staff Requirement for Audit

A. Directorate of Audit (3)

1. Additional Registrar (1)
2. Secretarial Staff (1)
3. Multi-Tasking Staff (1)

B. Internal Audit (for audit of internal functioning of the office of CRCS)

1. Audit Officer in the rank of Deputy Registrar (1 in HQ)
2. Audit Officer in the rank of Assistant Registrar (2 in HQ)
3. Clerical Cadre (4 in HQ)
4. Secretarial Staff (2 in HQ)
5. Multi-Tasking Staff (3 in HQ)

C. Cooperative Audit (Approval of panel of Auditors for MSCSs, ensuring appointment of auditors by the newly registered societies, sample check-up of the quality of audit done as per provision in the relevant section of the MSCS Act, assessment for the need and follow-up actions for special audit, ensuring timely audit and its submission)

1. Audit Officer in the rank of Joint Registrar (1)[Statutory Functions: Arbitration, Execution, Liquidation]
2. Audit Officer in the rank of Deputy Registrar (6 -1 in HQ and 1 each in ROs)
3. Audit Officer in the rank of Assistant Registrar (25-5 in HQ and 4 for each of the ROs)
4. Clerical Cadre (5 for HQ and 4 each for the ROs)
5. Secretarial Staff (25-5 for HQ and 4 each per ROs)
6. Multi-Tasking Staff (17-2 for HQ and 3 each per ROs)

8.2.5 Staff Requirement for Legal Matters (95)

1. Additional Registrar having qualification and experience to deal with Legal Matters, preferably of cooperatives (1 in HQ)
2. Joint Registrar (1 in HQ)-with qualification as in 8.6-1 above
3. Deputy Registrar (12-2 in HQ and 2 each in ROs)-same as above
4. Assistant Registrar (12-2 in HQ and 3 each in ROs)-same as above
5. Clerical Cadre (20-e in HQ and 3 each in ROs)
6. Secretarial Staff (24-4 in HQ and 4 each in ROs)
7. Multi-Tasking Staff (25-5 in HQ and 4 each in ROs)

8.2.6 Planning and Coordination (Draw annual action plan and strategy, deal with policy matters & Parliament questions and coordinate response to all complaints and queries, monitoring the performance of the MSCS and bring out periodic reports both for in-house and external use, coordinate with all the Regional Offices to ensure smooth flow of information and issue necessary directives-74)

A. Staff Requirement for Planning & Coordination including ROs

1. Additional Registrar (1 in HQ for actual coordination)
2. Secretarial Staff (1 in HQ)
3. Multi-Tasking Staff (1 in HQ)

B. Policy Matters and Parliament Questions

1. Joint Registrar (1 in HQ)
2. Assistant Registrar (2 in HQ)
3. Clerical Cadre (2 in HQ)
4. Secretarial Staff (1 in HQ)
5. Multi-Tasking Staff (1 in HQ)

C. All complaints, PMO and VIP References, all returns except Finance, Account & Legal Matters (10)-in coordination with Legal Department/ Cell (8.6 above)

1. Joint Registrar (1 in HQ)
2. Assistant Registrar (3 in HQ)

3. Clerical Cadre (3 in HQ)
4. Secretarial Staff (1 in HQ)
5. Multi-Tasking Staff (2 in HQ)
- D. Monitoring of Financial and Operational Performance of Cooperatives (20)
 1. Joint Registrar (1 in HQ)
 2. Assistant Registrar (13-3 in HQ and 2 each in ROs)
 3. Clerical Cadre (3 in HQ)
 4. Secretarial Staff (1 in HQ)
 5. Multi-Tasking Staff (2 in HQ)
- E. Economic and Statistical Research (7)
 1. Joint Registrar (1 in HQ)
 2. Assistant Registrar (2 in HQ)
 3. Clerical Cadre (2 in HQ)
 4. Secretarial Staff (1 in HQ)
 5. Multi-Tasking Staff (1 in HQ)
- F. Management Information System (7)
 1. Joint Registrar (1 in HQ)-with requisite domain qualification
 2. Assistant Registrar (2 in HQ) – with requisite domain qualification
 3. Programmer (2 in HQ)
 4. Secretarial Staff (1 in HQ)
 5. Multi-Tasking Staff (1 in HQ)
- G. Regional Offices (20)
 1. Joint RCS (5-1 in each in ROs)
 2. Deputy RCS (5-1 in each in ROs)
 3. Secretarial Staff (10-2 each in ROs)

8.2.7 Staff Requirement for Registration (47)

1. Additional Registrar (1 in HQ)
2. Deputy Registrar (7-2 in HQ and 1 each in ROs)
3. Assistant Registrar (12-2 in HQ and 2 each in ROs)
4. Inspectors (20-4 each in ROs)
5. Secretarial Staff (2 in HQ)
6. Clerical Staff (2 in HQ)
7. Multi-Tasking Staff (3 in HQ)

8.2.8 Staff Requirement for Checking and Supervision of Election (70)

1. Additional Registrar (1 in HQ)
2. Deputy Registrar (1 in HQ)
3. Assistant Registrar (17-2 in HQ and 3 each in ROs)
4. Inspectors (15-3 each in ROs)
5. Clerical Staff (17-2 in HQ and 3 each in ROs)
6. Secretarial Staff (2 in HQ)
7. Multi-Tasking Staff (17-2 in HQ and 3 each in ROs)

8.2.9 Staff Requirement for Vigilance (HQ, ROs and MSCS-13)

1. Additional Registrar (1 in HQ)
2. Deputy Registrar (2 in HQ-in case of any need the services of Deputy Registrar rank officer for Audit in the ROs may be requisitioned)
3. Assistant Registrar (2 in HQ)
4. Clerical Cadre (2 in HQ)
5. Secretarial Staff (3 in HQ)
6. Multi-Tasking Staff (3 in HQ)

8.2.10 Staff Requirement for Training and Development (21)

1. Additional Registrar (1 in HQ)
2. Deputy Registrar (4 in HQ)
3. Assistant Registrar (4 in HQ)
4. Clerical Cadre (4 in HQ)
5. Secretarial Staff (5 in HQ)
6. Multi-Tasking Staff (3 in HQ)

Note:

- i. Figures in bracket above indicates number of personnel allocated;
- ii. Allocation of staff mentioned above is indicative only, the CRCS may decide allocation based on actual ground level requirement, keeping the number of persons for each post intact irrespective of the functioning; Any enhancement over and above the assessed numbers be made after proper assessment;
- iii. The appointment of personnel for filling up of different posts may be done on a phased manner; and
- iv. iv). Multi-tasking staff may be outsourced selectively

8.3 Schedule of Implementation of the proposed Organisational Setup

The broad-basing of the organisational setup of the office of CRCS involves setting up of an independent authority with HQ at New Delhi and setting up of five ROs as enumerated at para E.19 (1-5). A conservative estimate indicates that the overall requirement of manpower will be 540(refer: Table 8.1). However, this will require a reasonable time frame of around 8-10 years since this will require identifying and acquiring buildings at suitable locations, acquire different office equipment and select & appoint appropriate personnel suitable for different functions. Therefore it is recommended that the job may be divided into 2-3 phases as found suitable from the angle of budgetary allocation. To start with, in the Phase-1 the independent authority at Delhi with around 63 personnel may be set-up to broad base the functions. After 2-3 years, the job pertaining to the succeeding phases may be taken up based on the valuable and first-hand experience gathered from the implementation of the Phase-1.

8.4 Total Staff and Space Requirement in Proposed Structure of CRCS office in Phase-1

8.4.1 The proposed organisational structure may be viewed in a holistic framework and as an initiation at the phase-1, it should start with Delhi as the Headquarter. This would be the pragmatic version economically and accommodative to improve the existing functioning and thereafter begin expansion across the ROs during the succeeding phase/s.

8.4.2 Based on the above assessment of manpower, the overall requirement of staff in total of the Phase-1 and thereafter is summarised in the Table 8.1.

Table 8.1: Staff Requirement during phases for the new office of the CRCS

SL No	Particulars	Staff Allocation (HQ)			Regional Office	Total Allocation
		Total	Phase-1	Succeeding phase/s		
1	HRD					
	Additional Registrar	1	1			1
	Deputy Registrar	2	1	1		2
	Assistant Registrar	3	1	2		3
	Clerical Cadre	3	1	2		3
	Secretarial Staff	3	1	2		3
	Multi-Tasking Staff	2	1	1		2
	Sub-total 1	14	6	8		14
2	O & M					
	Additional Registrar	1		1		1
	Deputy Registrar	2		2		2
	Assistant Registrar				10	10
	Clerical Cadre	2		2	10	12
	Secretarial Staff	3		3	15	18
	Multi-Tasking Staff	2	1	1	10	12
	Sub-total 2	10	1	9	45	55
3	Finance & Accounts					
	Financial Controller in the rank of Joint Registrar	1	1			1
	Finance/Accounts Officer in the rank of Deputy Registrar	3	1	2	5	8
	Clerical Cadre	3	1	2	10	13
	Secretarial Staff	3	1	2	5	8
	Multi-Tasking Staff	2	1	1	5	7
	Sub- total 3	12	5	7	25	37
4	Audit and Inspection					
A	Directorate of Audit					
	Additional Registrar	1	1			1
	Secretarial Staff	1	1			1
	Multi-Tasking Staff	1	1			1
B	Internal Audit					
	Audit Officer in the rank of Deputy Registrar	1	1			1
	Audit Officer in the rank of Assistant Registrar	2	1	1		2
	Clerical Cadre	4	1	3		4
	Secretarial Staff	2	1	1		2
	Multi-Tasking Staff	3	1	2	2	3
C	Cooperative Audit					

SL No	Particulars	Staff Allocation (HQ)			Regional Office	Total Allocation
	Audit officer in the rank of Joint Registrar	1	1			1
	Audit Officer in the rank of Deputy Registrar	1	1		5	6
	Audit Officer in the rank of Assistant Registrar	5	1	4	20	25
	Clerical Cadre	5	1	4	20	25
	Secretarial Staff	5	1	4	20	25
	Multi-Tasking Staff	2	1	1	15	17
	Sub-total 4	34	14	20	80	114
5	Legal Matters					
	Additional Registrar	1	1			1
	Joint Registrar	1	1			1
	Deputy Registrar	2	1	1	10	12
	Assistant Registrar	2	1	1	10	12
	Clerical Cadre	5	1	4	15	20
	Secretarial Staff	4	1	3	20	24
	Multi-Tasking Staff	5	1	4	20	25
	Sub-total 5	20	7	13	75	95
6	Planning and Coordination					
A	Staff Requirement for Planning and Coordination					
	Additional Registrar	1	1			1
	Secretarial Staff	1	1			1
	Multi-Tasking Staff	1	1			1
B	Policy Matters and Parliament Questions					
	Joint Registrar	1	1			1
	Assistant Registrar	2	1	1		2
	Clerical Cadre	2	1	1		2
	Secretarial Staff	1	1			1
	Multi-Tasking Staff	1	1			1
C	All complaints, PMO and VIP References					
	Joint Registrar	1	1			1
	Assistant Registrar	3	2	1		3
	Clerical Cadre	3	2	1		3
	Secretarial Staff	1	1			1
	Multi-Tasking Staff	2	1	1		2
D	Monitoring of Financial and Operational Performance of Cooperatives					

SL No	Particulars	Staff Allocation (HQ)			Regional Office	Total Allocation
	Joint Registrar	1	1			1
	Assistant Registrar	3	1	2	10	13
	Clerical Cadre	3	1	2		3
	Secretarial Staff	1	1			1
	Multi-Tasking Staff	2	1	1		2
E	Economic and Statistical Research					
	Joint Registrar	1	1			1
	Assistant Registrar	2	1	1		2
	Clerical Cadre	2	1	1		2
	Secretarial Staff	1	1			1
	Multi-Tasking Staff	1	1			1
F	MIS					
	Joint Registrar	1	1			1
	Assistant Registrar	2	1	1		2
	Programmer	2	1	1		2
	Secretarial Staff	1	1			1
	Multi-Tasking Staff	1	1			1
G	Regional Offices					0
	Joint RCS				5	5
	Deputy RCS				5	5
	Secretarial Staff				10	10
	Sub-total 6	44	30	14	30	74
7	Staff Requirement for Registration					
	Additional Registrar	1	1			1
	Deputy Registrar	2	1	1	5	7
	Assistant Registrar	2	1	1	10	12
	Inspectors				20	20
	Secretarial Staff	2	1	1		2
	Clerical Staff	2	1	1		2
	Multi-Tasking Staff	3	1	2		3
	Sub-total 7	12	6	6	35	47
8	Staff Requirement for Checking and Supervision of Election					
	Additional Registrar	1		1		1
	Deputy Registrar	1		1		1
	Assistant Registrar	2		2	15	17
	Inspectors				15	15
	Clerical Staff	2		2	15	17
	Secretarial Staff	2		2		2
	Multi-Tasking Staff	2		2	15	17

SL No	Particulars	Staff Allocation (HQ)			Regional Office	Total Allocation
	Sub-total 8	10		10	60	70
9	Staff Requirement for Vigilance					
	Additional Registrar	1	1			1
	Deputy Registrar	2	1	1		2
	Assistant Registrar	2		2		2
	Clerical Cadre	2		2		2
	Secretarial Staff	3		3		3
	Multi-Tasking Staff	3	1	2		3
	Sub-total 9	13	3	10		13
10	Staff Requirement for Training and Development					
	Additional Registrar	1	1			1
	Deputy Registrar	4	1	3		4
	Assistant Registrar	4	1	3		4
	Clerical Cadre	4	1	3		4
	Secretarial Staff	5	1	4		5
	Multi-Tasking Staff	3	1	2		3
	Sub-total 9	21	6	15		21
	Grand Total	190	78	112	350	540
Multi-tasking staff (will be outsourced)			15	20		
Actual Staff requirement			63	92		

8.4.3 Delhi, in Phase -1 of its operation, would have a slimy structure of 63 core personnel as shown in Table 8.1 above. This amount of staff is required to cater to the need of carrying out multifarious functions mentioned in section 7.

8.4.4 The space requirement for appointing 63 staff in the Phase-1 would be around 16948 Square feet area. As per the construction expert, 25 Square metres of space are required for each staff unit.

8.5 Eligibility of the Required Staff in Proposed CRCS office

8.5.1 Under the aegis of the Ministry of Agriculture, the CRCS is functioning since long to standardise the operational parts of the MSCS as a government department in Delhi itself. Therefore, the transition of the CRCS as an institution would have the comparative advantage for Delhi to begin with, which could be extended to regional level based on the experience gained from its centralised operation linked to monitoring, regulatory and promotional aspects of the functioning of the MSCS.

8.5.2 The selection of staff and its appointment is a crucial aspect to deal with and using the various employment guidelines. NCAER has prepared a draft version of the recruitment requirement that may be followed during the course of the setting up of the CRCS as a separate institution. The Table 8.2 describes the eligibility condition for appointment in various positions in the CRCS.

Table 8.2: Staff requirement and their eligibility for appointment in the new office of the CRCS

SL. No	Particulars	Educational Qualifications	Experience
1	HRD		
	Additional Registrar	PGDM , Master Degree with at least 55% or Grade B in UGC's 7 point scale	15 years of relevant experience of which at least 8 years administrative experience as Deputy Registrar
	Deputy Registrar	PGDM, Master Degree with at least 55% or Grade B in UGC's 7 point scale	5 years administrative experience as Assistant Registrar
	Assistant Registrar	MBA, Master Degree with at least 55% or Grade B in UGC's 7 point scale	Direct Recruitment
	Clerical Cadre	Graduate with at least 55% or Grade B in UGC's 7 point scale	3 years of relevant experience
	Secretarial Staff	Graduate with at least 50% or Grade B in UGC's 7 point scale	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
2	O & M		
	Additional Registrar	PGDM , Master Degree with at least 55% or Grade B in UGC's 7 point scale	15 years of relevant experience of which at least 8 years administrative experience as Deputy Registrar
	Deputy Registrar	PGDM, Master Degree with at least 55% or Grade B in UGC's 7 point scale	5 years administrative experience as Assistant Registrar

SL. No	Particulars	Educational Qualifications	Experience
	Assistant Registrar	MBA, Master Degree with at least 55% or Grade B in UGC's 7 point scale	Direct Recruitment
	Clerical Cadre	Graduate with at least 55% or Grade B in UGC's 7 point scale	3 years of relevant experience
	Secretarial Staff	Graduate with at least 50% or Grade B in UGC's 7 point scale	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
3	Finance & Accounts		
	Financial Controller in the rank of Joint Registrar	CA, ICWA, PGDM , Master Degree with Accounts & Commerce as main subjects at least 55% or Grade B in UGC's 7 point scale	15 years of relevant experience of which at least 8 years administrative experience as Deputy Registrar handling the Finance Department
	Finance/Accounts Officer in the rank of Deputy Registrar	CA, ICWA, PGDM , Master Degree with Accounts & Commerce as main subjects at least 55% or Grade B in UGC's 7 point scale	5 years administrative experience as Assistant Registrar handling the Finance Department
	Clerical Cadre	Graduate with at least 55% or Grade B in UGC's 7 point scale	3 years of relevant experience
	Secretarial Staff	Graduate with at least 50% or Grade B in UGC's 7 point scale	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
4	Audit and Inspection		
A	Directorate of Audit		
	Additional Registrar	CA, ICWA, PGDM , Master Degree with Accounts & Commerce as main subjects at least 55% or Grade B in UGC's 7 point scale	15 years of relevant experience of which at least 8 years administrative experience as Deputy Registrar handling the Finance Department
	Secretarial Staff	Graduate with at least 50% or Grade B in UGC's 7 point scale	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
B	Internal Audit		

SL. No	Particulars	Educational Qualifications	Experience
	Audit Officer in the rank of Deputy Registrar	Chartered Accountant or cost & Management, Accountant or Company Secretary or Masters in Commerce or Masters in Business Studies or Masters in Business Administration (Finance) or Masters in Business Economics.	5 years of experience in auditing of Societies.
	Audit Officer in the rank of Assistant Registrar	Chartered Accountant or cost & Management, Accountant or Company Secretary or Masters in Commerce or Masters in Business Studies or Masters in Business Administration (Finance) or Masters in Business Economics.	3 years of experience in auditing of Societies.
	Clerical Cadre	Graduate in Commerce with at least 55% or Grade B in UGC's 7 point scale	3 years of relevant experience
	Secretarial Staff	Graduate in Commerce with at least 50% or Grade B in UGC's 7 point scale	
	Multi-Tasking Staff	To be Outsourced	
C	Cooperative Audit		
	Audit officer in the rank of Joint Registrar	Chartered Accountant or cost & Management, Accountant or Company Secretary or Masters in Commerce or Masters in Business Studies or Masters in Business Administration (Finance) or Masters in Business Economics.	15 years of experience in auditing of Societies.
	Audit Officer in the rank of Deputy Registrar	Chartered Accountant or cost & Management, Accountant or Company Secretary or Masters in Commerce or Masters in Business Studies or Masters in Business Administration (Finance) or Masters in Business Economics.	5 years of experience in auditing of Societies.
	Audit Officer in the rank of Assistant Registrar	Chartered Accountant or cost & Management, Accountant or Company Secretary or Masters in Commerce or Masters in Business Studies or Masters in Business Administration (Finance) or Masters in Business Economics.	3 years of experience in auditing of Societies.
	Clerical Cadre	Graduate in Commerce with at least 55% or Grade B in UGC's 7 point scale	3 years of relevant experience

SL. No	Particulars	Educational Qualifications	Experience
	Secretarial Staff	Graduate in Commerce with at least 50% or Grade B in UGC's 7 point scale	
	Multi-Tasking Staff	To be Outsourced	
5	Legal Matters		
	Additional Registrar	Possess a Bachelor Degree / Master in Law (LLB/LLM). An ICOSA qualification would be an added advantage.	At least 10 years of relevant work experience.
	Joint Registrar	Possess a Bachelor Degree / Master in Law (LLB/LLM). An ICOSA qualification would be an added advantage.	At least 7 years of relevant work experience.
	Deputy Registrar	Possess a Bachelor Degree / Master in Law (LLB/LLM). An ICOSA qualification would be an added advantage.	At least 5 years of relevant work experience.
	Assistant Registrar	Possess a Bachelor Degree / Master in Law (LLB/LLM). An ICOSA qualification would be an added advantage.	At least 3 years of relevant work experience.
	Clerical Cadre	Graduate in Law with at least 55% or Grade B in UGC's 7 point scale	3 years of relevant experience
	Secretarial Staff	Graduate in Law with at least 50% or Grade B in UGC's 7 point scale	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
6	Planning and Coordination		
A	Staff Requirement for Planning and Coordination		
	Additional Registrar	BSc/BA in Business Administration or relevant field. Post Graduate in Business or Public Administration	Extensive experience of managing a large and complex organization preferably in public sector
	Secretarial Staff	BSc/BA in Business Administration or relevant field.	Knowledge of program management and development procedures and Knowledge of budgeting, bookkeeping and reporting
	Multi-Tasking Staff	To be Outsourced	
B	Policy Matters and Parliament Questions		

SL. No	Particulars	Educational Qualifications	Experience
	Joint Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 5 years of relevant experience in non-profit or public sector
	Assistant Registrar	Graduate degree in policy, public administration, law, social work, divinity or related field	At least 5 years of relevant experience in non-profit or public sector
	Clerical Cadre	Graduate degree in policy, public administration, law, social work, divinity or related field	At least 3 years of relevant experience in non-profit or public sector
	Secretarial Staff	BSc/BA in Public Administration or relevant field.	
	Multi-Tasking Staff	To be Outsourced	
C	All complaints, PMO and VIP References		
	Joint Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 5 years of relevant experience in public sector
	Assistant Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 3 years of relevant experience in public sector
	Clerical Cadre	Graduate degree in policy, public administration, social work, divinity or related field	At least 3 years of relevant experience in non-profit or public sector
	Secretarial Staff	BSc/BA in Business Administration or relevant field.	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
D	Monitoring of Financial and Operational Performance of Cooperatives		
	Joint Registrar	Minimum: Bachelor's Degree, preferably in business, economics, finance or a technical field Preferred: MS & MBA. Basic understanding of accounting is a plus	At least 5 years of relevant experience in non-profit or public sector
	Assistant Registrar	Minimum: Bachelor's Degree, preferably in business, economics, finance or a technical field Preferred: MS, & MBA. Basic understanding of accounting is a plus	At least 3 years of relevant experience in non-profit or public sector

SL. No	Particulars	Educational Qualifications	Experience
	Clerical Cadre	Bachelor's Degree, preferably in business, economics, finance or a technical field	At least 3 years of relevant experience in non-profit or public sector
	Secretarial Staff	BSc/BA in Business Administration or relevant field.	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
E	Economic and Statistical Research		
	Joint Registrar	Post graduate degree in Mathematics / Mathematical Statistics / Statistics / Agricultural Statistics / Economics from a recognized university recognized or equivalent qualification recognised by the Government.	15 years of relevant experience of which at least 8 years administrative experience as Deputy Registrar handling the Economics and Statistics Department
	Assistant Registrar	Post graduate degree in Mathematics / Mathematical Statistics / Statistics / Agricultural Statistics / Economics from a recognized university recognized or equivalent qualification recognised by the Government.	5 years of relevant experience
	Clerical Cadre	Graduate in Mathematics / Mathematical Statistics / Statistics / Agricultural Statistics / Economics with at least 55% or Grade B in UGC's 7 point scale	3 years of relevant experience
	Secretarial Staff	Graduate with at least 50% or Grade B in UGC's 7 point scale	
	Multi-Tasking Staff	To be Outsourced	
F	MIS		
	Joint Registrar	Minimum: MCA/MBA/Post-graduate Degree in Mathematics or Statistics with software networking	10+ Years of hands on experience in Infrastructure Technology, including system, server and network administration
	Assistant Registrar	Minimum: MCA/MBA/Post-graduate Degree in Mathematics or Statistics with Software Networking as specialization	5+ Years of hands on experience in Infrastructure Technology, including system, server and network administration

SL. No	Particulars	Educational Qualifications	Experience
	Programmer	Minimum: MCA/MBA/Post-graduate Degree in Mathematics or Statistics with software networking	3+ Years of hands on experience in Infrastructure Technology, including system, server and network administration
	Secretarial Staff	Graduate with at least 50% or Grade B in UGC's 7 point scale	3 years of relevant experience
	Multi-Tasking Staff	To be Outsourced	
G	Staff Requirement for Registration		
	Additional Registrar	Degree in Law, Social Sciences, Statistics, Information Technology or other related field.	15 years of relevant experience of which at least 8 years administrative experience as Deputy Registrar
	Deputy Registrar	Degree in Law, Social Sciences, Statistics, Information Technology or other related field.	10 years of relevant experience of which at least 5 years administrative experience as Assistant Registrar
	Assistant Registrar	Degree in Law, Social Sciences, Statistics, Information Technology or other related field.	5 years of relevant experience
	Inspectors	Degree in Law, Social Sciences, Statistics, Information Technology or other related field.	Training in registration and information handling (data base) Demonstrated computer skills, particularly in data management Communication skills
	Clerical Staff	Degree in Law, Social Sciences, Statistics, Information Technology or other related field.	
	Secretarial Staff	Graduate with at least 50% or Grade B in UGC's 7 point scale	
	Multi-Tasking Staff	To be Outsourced	
H	Staff Requirement for Checking and Supervision of Election		
	Additional Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 7 years of relevant experience in non-profit or public sector
	Deputy Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 5 years of relevant experience in non-profit or public sector

SL. No	Particulars	Educational Qualifications	Experience
	Assistant Registrar	Graduate degree in policy, public administration, law, social work, divinity or related field	At least 3 years of relevant experience in non-profit or public sector
	Inspectors		
	Clerical Staff	Bachelor's Degree, preferably in business, economics, finance or a technical field	At least 3 years of relevant experience in non-profit or public sector
	Secretarial Staff	BSc/BA in Business Administration or relevant field.	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
I	Staff Requirement for Vigilance		
	Additional Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 7 years of relevant experience in non-profit or public sector
	Deputy Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 5 years of relevant experience in non-profit or public sector
	Assistant Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 3 years of relevant experience in non-profit or public sector
	Clerical Cadre	Bachelor's Degree, preferably in business, economics, finance or a technical field	At least 3 years of relevant experience in non-profit or public sector
	Secretarial Staff	BSc/BA in Business Administration or relevant field.	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	
J	Staff Requirement for Training and Development		
	Additional Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 7 years of relevant experience in non-profit or public sector
	Deputy Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 5 years of relevant experience in non-profit or public sector
	Assistant Registrar	Post Graduate degree in policy, public administration, law, social work, divinity or related field	At least 3 years of relevant experience in non-profit or public sector

SL. No	Particulars	Educational Qualifications	Experience
	Clerical Cadre	Bachelor's Degree, preferably in business, economics, finance or a technical field	At least 3 years of relevant experience in non-profit or public sector
	Secretarial Staff	BSc/BA in Business Administration or relevant field.	2 years relevant experience with short-hand minimum speed of 200 wpm and typing
	Multi-Tasking Staff	To be Outsourced	

9. Schedule of Implementation

9.1 The stages of implementation of the new set-up of office of the Central Registrar of Cooperative Society in Phase-1 is narrated in the following Table. The Table is self-explanatory and covers both the initiation and completion period for successive level of execution of the major tasks to be undertaken for the setting up of the proposed office of the CRCS.

Table 9.1: Implementation schedule for setting up of the new office of the CRCS- Phase -1

Sl. No.	Activity	Implementation Schedule	
		Start	Completion
1	Acceptance of the NCAER Study Report	4th Week of July, 2018 (Submission of Final Report)	August, 2018
2	Policy decision for implementation and budgetary allocation	September, 2018	November, 2018
3	Appointment of key staff (Phase-1-key staffs)	November, 2018	January, 2019*
4.	Commencement of Physical Operation		
(a)	Identification of location and buildings to house independent office of the CRCS including that of ROs	February, 2019	June, 2019
(b)	Acquiring of Building, Civil works	July, 2019	December, 2019
(c)	Furnishing of Work Place & Acquiring Office Equipment	November, 2019	September, 2020
(d)	Procuring necessary Statutory Permissions	December, 2019	September, 2020

*Appointment of other staff may be done in phases as per actual requirement

Note: Overall completion of the Phase -1 is expected within 3 years, ending March, 2021. However, sticking to the schedule of completion within 3 years hinges on actual allocation of funds and finalising space for establishing the offices as per schedule indicated above.

10. Issues of Concern with the MSCS

10.1 The number of registered MSCS has been increasing over the years. However, functioning of these societies are not very remarkable and in several cases are under the lenses of public scrutiny. Most of the MSCS are facing serious problems due to lack of adequate management to promote a faster growth of this sector. Some of the specific issues are highlighted below:

Table 10.1: Legal Implications- A few Specific Issues with the MSCS

Sl No.	Issues	Reasons	Actions
1	<p>Some of the MSCS are not repaying the deposits after maturity or in case of pre-maturity. Further, it is observed from these complaints and RTI applications that these deposits are made in the society by the members/public with the impression that these societies are functioning under the administrative control of CRCS, Ministry of Agriculture</p> <p>Source: Circular No. R-11017/19/2017-L&M, 03/07/2017, o/o the CRCS</p> <p>The Pearl's Group's Lotus Agriculture and Marketing Cooperative Society with offices in New Delhi and Chandigarh is the outfit that has committed the crime of defrauding small investors to the tune of Rs. 47,000 crore so far.</p> <p>A multi-state cooperative society is engaged in collecting money from simple farmers from across half a dozen states in the country, the nature being <i>Ponzi</i> scheme.</p> <p>The whole fraud has been organized using euphemistic phrases such as self-help and mutual aid. The society has been pretending to help farmers with farming, marketing, technological innovations and industrialized farming, but rarely do so.</p> <p>Source: www.indiancooperative.com/co-op-news-snippets/cheating-in-the-name</p>	<p>MSCS are functioning as autonomous cooperative organizations accountable to its members and are not directly under the administrative control of the CRCS</p> <ol style="list-style-type: none"> 1. Lack of inspection 2. Not regulated – functioning as an autonomous unit 3. No fear for the Legal action. 	<p>CRCS should initiate actions to mass-publicise the need for general public to make informed decision before investment in such societies to protect their own interest</p> <p>Collect Information in this respect and initiate penal action for fixing the defaulters</p> <p>Evolve mechanism for making credit operation of such societies regulated by the Reserve Bank of India (RBI)</p>
2	<p>A typical complaint: I have some Fixed Deposit in Multi-State Co-operative Credit Society and two of them are matured. When we went to our local branch, the branch is shut down. Then we contact to local branch manager he is also not responding us. He said that our main branch is not releasing the fund. Then I went to main branch. The Chairman is not on his place from 2 months. Please tell me what to do? Tell me step by step procedure for any legal action.</p> <p>Source: https://www.lawfarm.in/question/issues-with-cooperative-society-</p>	<p>Investors are not aware that co-operative societies are not having the status of banks.</p>	<p>The complainant be advised to approach the o/o CRCS for arbitration with all the relevant information and documents.</p>

3	<p>It has been informed that the society is misguiding the members of the society by stating that it is registered with the RBI which is incorrect. Further, the society is operating various deposit schemes of different durations and is also involved in insurance business and not giving credit/loan to its members at the time of their need.</p> <p>Diverting their funds from core business to other activities which is not as per the by-laws approved by the central registration</p>	<p>Lack of awareness of general public</p> <p>Unscrupulous element trying to take advantage by taking advantage of some of the provisions of the MSCS Act permitting democratic functioning and autonomous status</p> <p>Lack of available information and control by the CRCS</p>	<p>Mass awareness programme for common people to go for investment only in good societies with time-tested track record</p> <p>Initiate measures for collection of information of all such societies and fix the defaulters</p> <p>All credit societies be brought under the purview RBI regulations</p>
4	<p>Appointment of unsuitable and less educated person as CEO who don't meet the eligibility criteria set for.</p> <p>Misappropriation of the funds of the Bank by the members of the Board/CEO relating to PPF accounts and other accounts.</p> <p>Termination of the employees by the management in an indiscriminate manner by the authority.</p>	<p>Lack of available information and control by the CRCS</p>	<p>Initiate measures for collection of information of all such societies and fix the defaulters</p>

11. Conclusion and Way Forward

11.1. A close view of the findings of the NCAER study establishes that the major constraints presently faced by the o/o of CRCS is lack of actual field level data availability on real time basis. Paltry availability of staff bereft of any field level interface is found to be the stumbling block in this regard.

11.2. **As a measure** to redress these issues, **several recommendations have been made**, inter alia:

- (i) to strengthen the organisational set up of the office of the CRCS;
- (ii) establish effective field level interface through five representative Regional Offices; and
- (iii) promoting electronic transfer of data & information to reduce face-to-face human contact and facilitate the speed of such transactions.

All these measures added with the provision of in-house Audit, Legal & Vigilance and Manpower Training and Development functions are expected to create adequate synergy to uplift the functional efficiency of the CRCS.

11.3. Pertinent to mention here that the recommendations and resultant inferences are meant to be futuristic only. However, at present, there is a huge backlog of information availability with the o/o CRCS in respect of existing performance and compliance of statutory provisions under the MSCS Act, 2002 by the registered MSCSs. **Accordingly, it would be in the fitness of things that the o/o CRCS becomes updated about the sector through a primary survey (to collect comprehensive information on all relevant aspects of functioning of MSCS) by an Independent Agency covering the areas of;**

- (i) Democratic functioning (Timely Audit, AGM & Elections of BOD);
- (ii) Cooperative linkage (benefits accrued to members);
- (iii) Operational; and
- (iv) Financial performance.

Equipping with updated data on the above aspects will be the crucial background information for the CRCS to ensure efficient compliance of the MSCS Act, 2002 in future.

10.4. **Further to lessen stress on the Government exchequer, an exercise may be carried out to identify areas where charges may be levied to the registered MSCS for different functional services provided to them. Efforts be made to identify areas of consensual benefits whereby the MSCS may part with a portion of the benefit that will accrue to them by carrying out such exercise (like energy audit for an industrial set-up). Moreover, the approach stated above may be further evolved to act as a deterrent to control unscrupulous elements in raising innumerable complaints and information demands.**

Appendices

Appendix-I

Letter of the CRCS to NCAER

By Speed Post
Most Immediate

No. R-11017/19/2017-L&M
Ministry of Agriculture and Farmers' Welfare
Department of Agriculture, Cooperation and Farmers' Welfare
(Office of Central Registrar of Cooperative Societies)

Krishi Bhawan, New Delhi
Dated 9th June, 2017

To

The Director General
National Council of Applied Economic Research (NCAER)
Parisila Bhawan
11, Indraprastha Estate
New Delhi - 110 002.

Subject: Conduct of study for establishing a separate authority for the Central Registrar – reg.

Sir,

I am directed to say that at present around 1500 multi-state cooperative societies are functioning with many States as area of operation under the provisions of the MSCS Act, 2002 and rules made thereunder. Central Government appoints Central Registrar to administer the MSCS Act, 2002 who is at the level of Joint Secretary (Cooperation). The Central Registrar, in addition to this work, has also to look after other works of the Divisions of this Department and hence unable to concentrate fully in the work of administration of multi-state cooperative societies.

2. The administration of multi-state cooperative societies involves the discharge of following duties :-

- 1) Registration of multi-state cooperative societies under the Multi-State Cooperative Societies (MSCS) Act, 2002.
- 2) Registration of amendment to bye-laws of multi-state cooperative societies under MSCS Act, 2002.
- 3) Registration of cooperative societies into multi-state cooperative societies by conversion and deemed registration under the provisions of the MSCS Act, 2002.
- 4) Assist the Central Registrar in administration of the MSCS Act, 2002.
- 5) Dealing with arbitration cases as per section 84 and winding up of the societies u/s 86 of the Act.
- 6) Formulation of policies regarding management and working of national level cooperative organizations, their implementation and follow up.
- 7) Examination of proposals regarding Central and State cooperative legislations.
- 8) Monitoring of restrictive and undemocratic provisions in the State Cooperative Societies Acts.
- 9) Cooperative Management Development.
- 10) Dealing with work relating to constitutional amendment to cooperatives.
- 11) Dealing with work relating to appointment of Arbitrators & Returning Officers to the multi-state cooperative societies.

→ Dr. Saurabh Bandyopadhyay
Dr. Laemi Jash

RECEIVED
14 JUN 2017

BY: SC

....2/

Appendix-I (contd.)

: 2 :

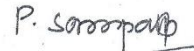
- 12) Dealing with work relating to complaints/grievances received from multi-state cooperative societies and from their members.
- 13) Dealing with work relating to PMO/VIP references, Public Grievances, Parliament Questions and Parliamentary Assurances.
- 14) Dealing with RTI CPIO/First Appeal/CIC cases.
- 15) Dealing with court cases, dispute, appeal cases u/s 99 of the MSCS Act, 2002.
- 16) Liquidation of Super Bazar, Petrofils and other multi-state cooperative societies/banks.
- 17) Conduct of inquiry, inspection u/s 78, 79 and 108 of the MSCS Act, 2002.

3. To discharge the above duties, staff strength of the O/o Central Registrar from top to bottom includes only ten officials and also the existing officers are not much specialized in handling the work relating to financial and legal matters. Due to this, the monitoring of the MSCS has got much affected and many societies involving to dupe their members/investors.

4. As such, it has become imminent to form a separate authority for the O/o Central Registrar for administration of multi-state cooperative societies under the MSCS Act, 2002. To assess the staff requirement in various specialized categories to meet the challenges under the changed environment, an in depth study is required.

5. It is therefore, requested to inform the approval in-principle to conduct the study and the cost of the study etc. so that approval of the competent authority will be obtained to award the same to NCAER.

Yours faithfully,



(P. Sampath)

Additional Commissioner (Cooperation)

☎ - 23386268

Appendix-II

Present structure of Central Registrar Office

Office of Central Registrar: Office of Central Registrar has only two wings

1. Registration Wing
2. Management wing

Total Manpower of Registration wing:

1. Joint Director
2. Assistant Director
3. STA
4. LDC

Total Manpower of Management wing:

1. ADC [Additional Commissioner (coop)]
2. Deputy Director
3. Dy. Commissioner

Works assign to Dy. Commissioner under present setup

1. All Court cases
2. Management of Multi-state cooperative Banks (60)
3. Arbitration Cases, Issues related to National Federations

Works assign to Dy. Director under present setup

1. All Complaints; RBI complaints, SEBI complaints, CBI Cases
2. Election of cooperatives, RTI cases; Public grievances; Parliamentary questions; PMO references; VIP references; Public grievances
3. Issues of Economic Affair wing, Police Authorities, Enforcement Directorate, MPs; Ministers, Welfare Associations, State level cooperative committee (SLCC),
4. Branch Opening
5. Winding of liquidation
6. Hearings
7. Annual returns
8. Additional work as per new amendment
 - Election authority (Monitoring of election process)
 - RTI cases for second appeal

Appendix-III
Office order of the CRCS related to issuing NOC

No. R-11017/83/2015-L&M

**Ministry of Agriculture and Farmers Welfare Department of Agriculture, Cooperation and
Farmers Welfare (Office of the Central Registrar of Cooperative Societies) Cooperation
Division**

Krishi Bhavan, New Delhi
Dated 16.09.2015

ORDER

It has been brought to the notice of the Central Registrar by the National Federation of Urban Cooperative Banks and Credit Societies Ltd (NAFCUB, New Delhi) that Cooperative Department in some of the States is asking for No Objection Certificate (NOC) for the existing societies already registered under the provision of the MSCS Act, 2002 to undertake their activities in that State.

1. It is clarified that the existing 19 multi-State cooperative credit societies/multipurpose cooperative societies which are having area of operation of the various States are not required to get NOC from that particular States/UTs which are already approved in the bye-laws by the Central Registrar of Cooperative Societies.
2. However, this Department vide order dated 26.03.2014 has informed to RCS of all States/DTs that the existing multipurpose and credit societies shall have to submit NOC from the concerned Registrar for extending any type of activities to the Central Registrar.
3. Once the bye-laws have been approved by the Central Registrar extending any area of operation, no NOC is required from the States concerned to operate in that State/UT by the multi-State cooperative credit societies/multipurpose cooperative societies.

(Dr. Ashish Kumar Bhutani)
Joint Secretary to the Government of India
&
Central Registrar of Cooperative Societies

Distribution:

1. Registrar of Cooperative Societies of all States / UTs with the request to take record of the above conditions.
2. NOC to put the circular on the Webpage of this Department.

Appendix-IV

Memorandum of the RCS office, Kerala



Dr.D.SAJITH BABU I.A.S
Registrar of Co-operative Societies, Kerala

Phone { Office : 0471-2331982
Fax : 0471-2331513
Mobile : 8547857814
website; www.cooperation.kerala.gov.in,
Email : keralarcs.coop@kerala.gov.in
keralarcs@gmail.com

Jawahar Sahakarana bhavan
DPI Junction, Jagathy
Thiruvananthapuram,
Kerala, Pin-695 014

G(1)6216/18

Dated 21.2.2018

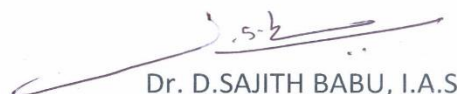
MEMORANDUM SUBMITTED BEFORE THE COMMITTEE FROM NATIONAL COUNCIL OF APPLIED ECONOMIC RESERCH(NCAER)

Department of Co-operation the Government of Kerala has been acting as the regulator of the co-operative governance in the State of Kerala with its activities spread across 11966 functional co-operatives in the State. Out of above co-operatives 1604 are Primary Agricultural Credit Co-operative Societies(PACS). Which basically cater the needs of marginal and small farmers and petty traders in their respective jurisdiction. When compared with other States in the Union, the Primary Agricultural Credit Co-operative Societies in Kerala are very strong with a deposit base of 8319351.39 Lakhs and CD ratio of 82%. The State of Kerala had already taken a decision to form Kerala Co-operative Bank by 16.08.2018 by introducing a two tier system in the Co-operative banking sector.

2. It is highly disturbing to observe that in some parts of Kerala some new entities in the form of Multi-State Co-operative Societies started its activity without obtaining any sort of permission from the Registrar of Co-operative Societies, who is the Co-operative registering authority as per Kerala Co-operative Societies Act, 1969. The advertisement strategy adopted by such entities seems to be highly misleading and is said to be functioning without any form of approvals and control from any authorities in the State Of Kerala. The Central Registrar may be apprised about the situation so as to make such societies legally bound to undertake their activities within the territorial jurisdiction in the State Of Kerala.

3. This memorandum is submitted to initiate appropriate action at appropriate level.

Yours faithfully,


Dr. D.SAJITH BABU, I.A.S

Appendix-V
A few Statistical Information from States & CRCS

Staff Strength of RCS Office for NCT of Delhi

Post	Sanctioned	Filled	Vacant
Registrar of Cooperative Societies (RCS)	1	1	0
Spl /Joint/Addl RCS	2	2	0
Dy. Registrar	4	3	1
Asst. Director (PLG)	1	1	0
Asst. Registrar	12	10	2
Admn Officer	1	0	1
Gr-1/Supdt	2	1	1
Recovery Officer	1	1	0
Stat. Officer	2	2	0
A.O.	1	1	0
A.A.O	2	2	0
Sr. P.A.	1	1	0
Asst. Programmer	1	0	1
Gr.II/HC/Insp.	39	19	20
Gr.III/UDC/SI	73	33	40
Gr.IV/LDC	142	36	106
Steno Gr II	2	1	1
Steno Gr III	9	6	3
Stat Assistant	14	3	11
Peon	16	3	13
Baillif	17	5	12
Daftary	1	0	1
Chowkidar	5	2	3
Farash	1	1	0
Sweeper	2	0	2
Manual Attendant	1	1	0
Messenger	1	1	0
Driver	7	4	3
Despatch Rider	1	1	0
Total	362	141	221
Note: Contractual			
Deo Against LDC		37	
MTS Against Class IV		15	
Total	362	193	169

Appendix –V (contd.)

Staff Strength of Kerala

Sl. No.	Name of Post	No. of Posts Sanctioned	Leave/Training	Vacancy	Actual No. of Staff Working
1.	Director	1	0	0	1
2.	Additional Director	1	0	0	1
3.	Joint Director	1	0	0	1
4.	Deputy Director	1	0	0	1
5.	Assistant Director	1	0	0	1
6.	P.A. to Director	1	0	0	1
7.	C.A. to Additional Director	1	0	0	1
8.	Office Auditor	7	0	0	7
9.	Arrear Auditor	1	0	0	1
10.	Typist	0	0	0	0
11.	Clerk	2	0	0	2
12.	Data Entry Operator	2	0	2	0
13.	Office Attendant	3	0	0	3
14.	Part Time Sweeper	1	0	0	1
B. In the office of Joint Director/ Assistant Director					
1.	Joint Director	14	0	0	14
2.	Assistant Director	76	1	2	73
OFFICE AUDITOR					
1.	Special Grade Auditor	9	0	0	9
2.	Senior Auditor	64	0	1	63
3.	Junior Auditor	15	0	0	15
OTHER STAFF					
1.	Typist	14	4	2	8
2.	Clerk	14	1	0	13
3.	Office Attendant	87	2	3	82
4.	PT Sweeper	3	0	0	3
FIELD STAFF					
1.	Unit Auditor	365	28	138	199
2.	Arrear Auditor	72	11	35	26
C. CONCURRENT AUDITORS AS PER KSR 156					
1.	Additional Director/ Concurrent Auditor	1	0	0	1
2.	Joint Director/ Concurrent Auditor	17	2	0	15
3.	Deputy Director/ Concurrent Auditor	5	0	0	6
4.	Assistant Director/ Concurrent Auditor	153	0	0	152
5.	Special Grade Concurrent Auditor	51	0	2	49
6.	Senior Concurrent Auditor	588	2	30	558
7.	Junior Concurrent Auditor	479	3	38	441

Appendix –V (contd.)

Staff Strength of Maharashtra

Cadre	Administration	Audit	Total
Cadre “A”	212	156	368
Cadre “B”	456	186	642
Cadre “C”	3657	3069	6726
Cadre “D”	953	584	1537

Staff Strength of Uttarakhand

S. No.	Designation	Sanctioned Strength	In-Position	Vacant
1	Registrar	1	1	0
2	Additional Registrar	2	0	2
3	Joint Registrar	2	0	2
4	Deputy Registrar	5	5	0
5	Finance Controller	1	1	0
6	Assistant Registrar	17	7	10
7	Assistant Auditor	2	1	1
8	Cooperative Inspectors (Group 1)	80	71	9
9	Personal Officer	1	0	1
10	Chief Administrative Officer	2	2	0
11	Senior Personal Assistant	2	1	1
12	Auditor	16	2	14
13	Senior Administrative Officer	3	3	0
14	Administrative Officer	3	3	0
15	Personal Assistant	4	2	2
16	Cooperative Inspectors (Group 2)	142	119	23
17	Senior Assistant	7	7	0
18	Accountant	7	1	6
19	Research Assistant (Statistical)	11	0	11
20	Junior Engineer	1	0	1
21	Junior Assistant	11	4	7
22	Lower Assistant	14	9	5
23	Computer Operator	6	5	1
24	Government Inspector	176	47	129
25	Revenue Officer (Amin)	133	82	51
26	Drivers	17	3	14
30	Daftri	2	0	2
31	Security Personnel	30	18	12
32	Head of Cooperative Tribunal	1	1	0
33	Member of Tribunal	2	2	0
34	Process Server Officer	1	0	1
	Total	702	397	305

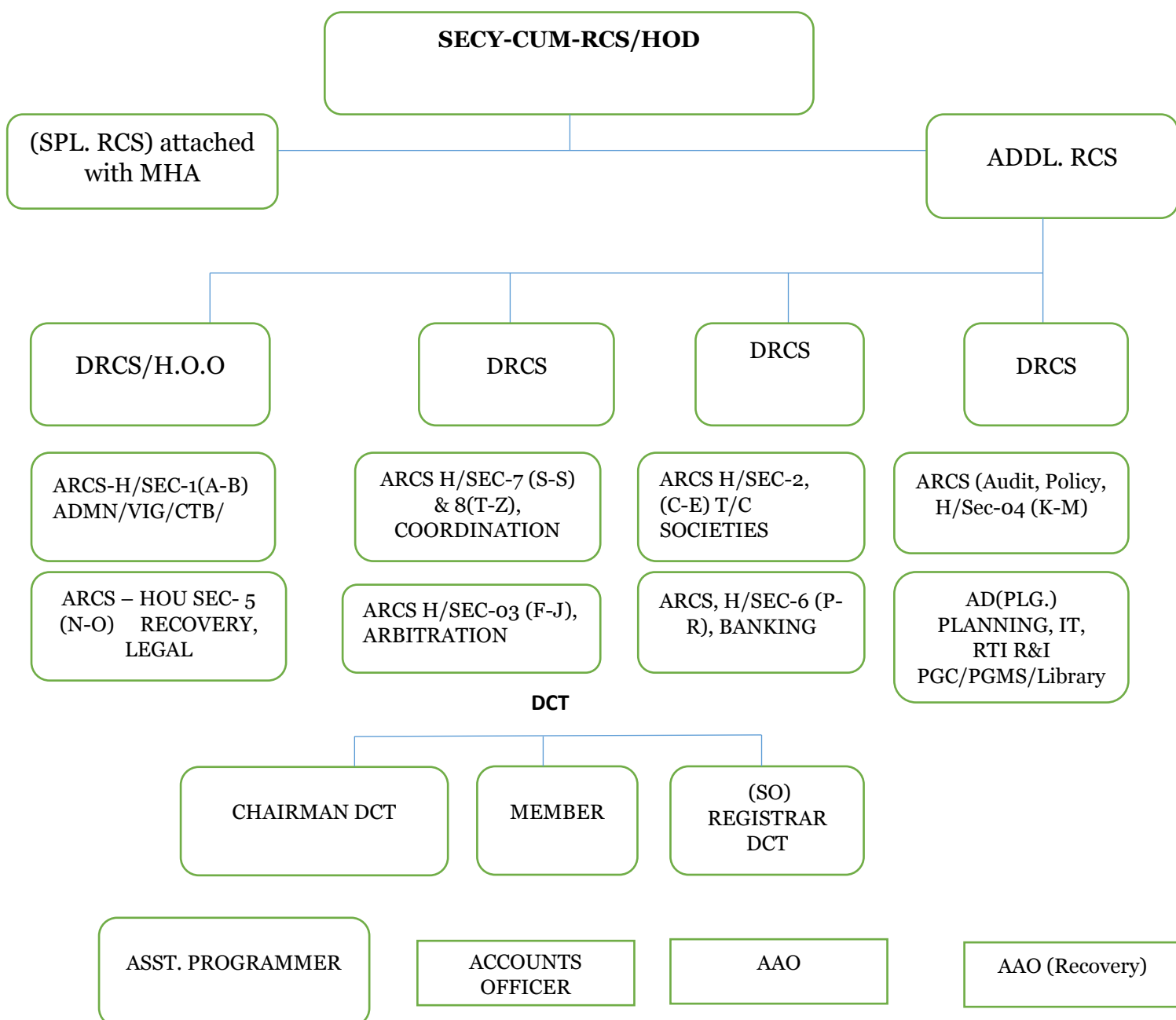
Office of the Central Registrar of Cooperative Society-baseline information

Items	2014-15*	2015-16*	2016-17*	2017-18* (upto 30 th November, 2017)
Number of Societies Registered	251	44	14	5
Number of Bye-Law Amendments registered	96	199	176	95
Number of Societies submitting Audit report along with audited statement of account/balance sheet	390	449	486	---
Number of Complaints received	4000	4300	4600	3500
Number of complaints resolved	1000	1200	1300	1000
Number of Court Cases	180	200	220	250
Number of CBI cases	12	15	17	15
Number of RTI application received	520	810	880	345
Number of RTI application disposed	520	810	880	345

Source: Office of the Central Registrar of Cooperative Societies, New Delhi as response to the questionnaire, dated 18th January, 2018

Appendix- VI Organisational Structure of Selected State RCS

NCT of Delhi

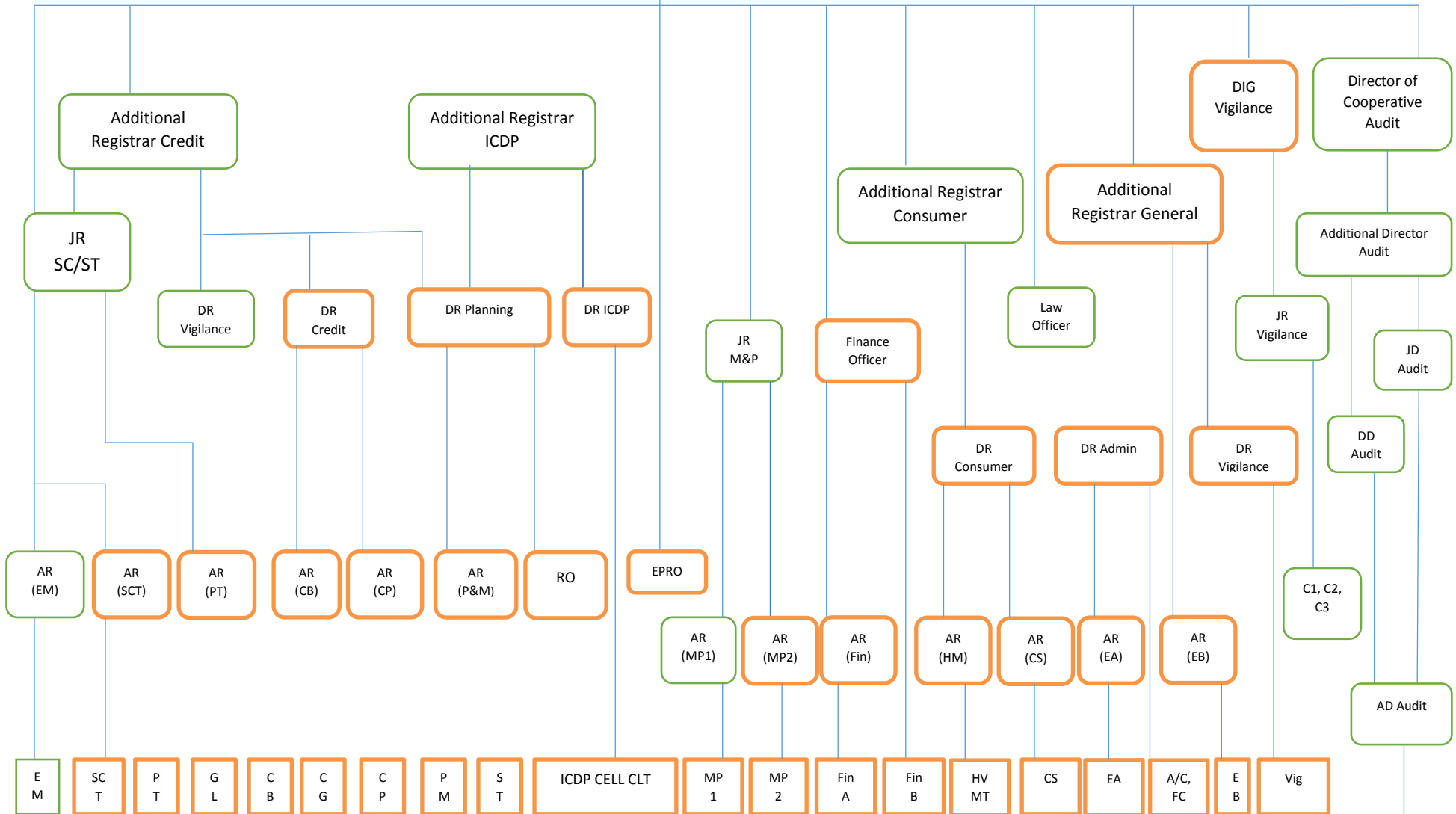


**Uttarakhand: No formal Organisational Chart
made available by the RCS office, Uttarakhand**

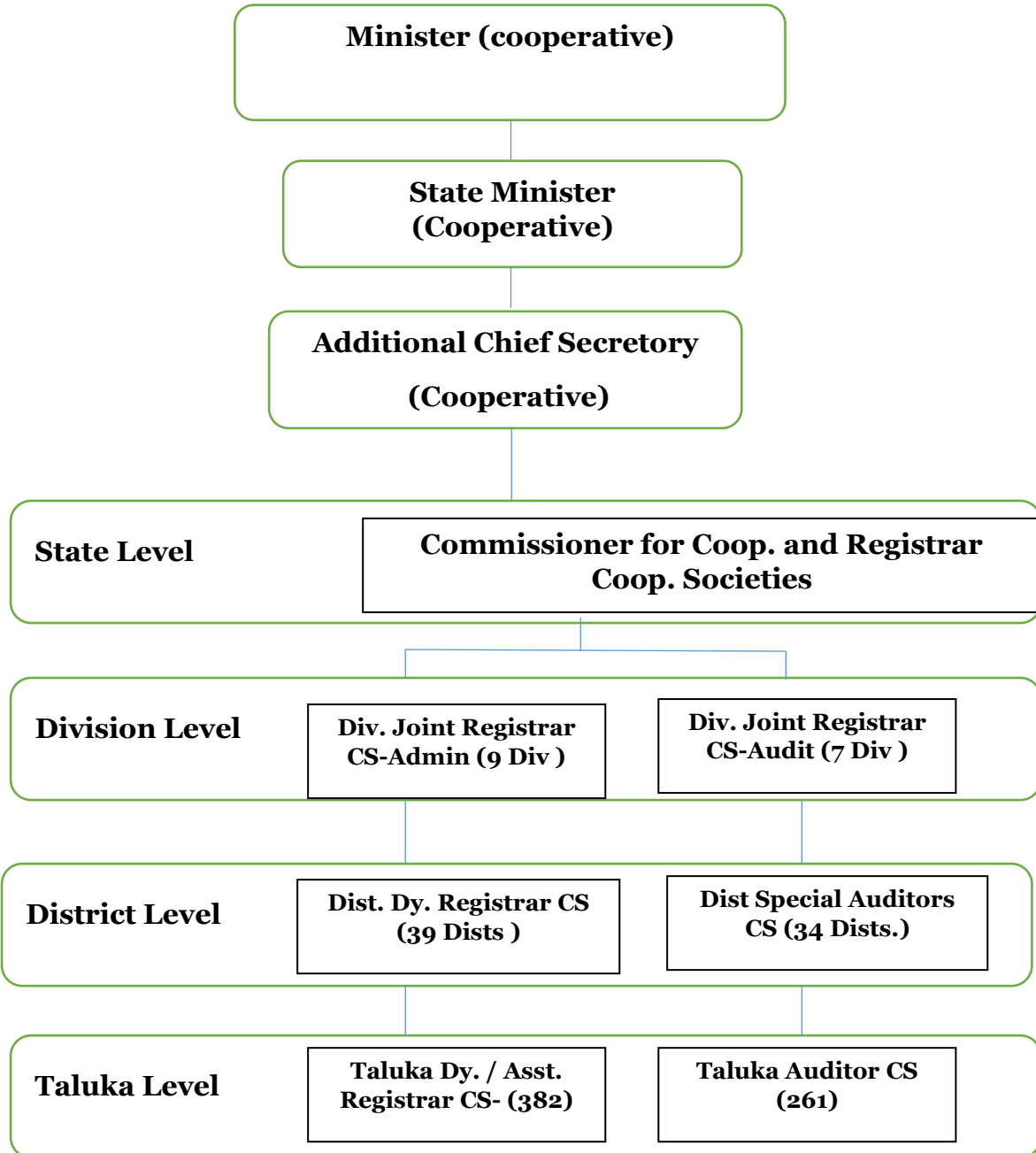
REGISTRAR OF COOPERATIVE

Kerala

Appendix –VI (contd.)



JR – Joint Registrar RO – Research Officer
 JD- Joint Director EPRO – Editor Cum Press Relations Officer
 DR- Deputy Registrar AD – Assistant Director
 DD – Deputy Director AR- Assistant Registrar



Appendix –VII

Relevant sections of the MSCS Act, 2002 with regard to the functioning of the Cooperatives

Sl No.	Action	Relevant Sections (Sub-Sections)
1	Registration of New Multi State Cooperative Societies <u>Functions involved</u> -Knowledge of Cooperative Act, Rules & Regulations -Legal -Finance	<u>All MSCSs</u> 1, 2 (a-i,ii,b), 3, 4 (1,2), 5 (1-, b,2), 6 [1,2(a,b,c,d-I,ii,3)], 7, 8, 10 (1,2-ato k), 16 (1,2,3,4,5-a,b), 25, 26, 27 (1,2), 28, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39 (1-a to o, 2, 3), 40, 41, 42, 43 (1-a to n, 2), 44 (1, 2), 45 (1 to 9), 46, 47, 48 (1-a, b, c, 2), 49, 50, 51 (1 to 3), 52 (a to k) <u>MSCBs</u> <u>20</u> 53, 54 (1-a, b, c, 2, 3), 55, 57, 58 (1, 2), 62 (1, 2), 63 (1-a, b, c, 2-a, b, c, d) 64 (a to f), 66, 67 (1,2,3), 70 (1, 2, 3, 4- a to d, 5, 6, 7-a, b, 8-a, b), 71 (1, 2, 3, 4-a, b, c), 72, 73 (1, 2-a, b, c, d, 3-a, b, 4-a to d, 5) 74, 75, 76, 77, 103, 106, 107, 108, 109, 110
2.	Amendment of Bye-laws	11 (1, 2, 3, 4-a to g, 5, 6, 7-a, b, c, 8, 9), 12, 13 (1,2), 16
3.	Change in Address	14, 15 (a, b, c)
4.	Amalgamation or Division	17 (1-a, b, c, 2, 3, 4, 5, 6-a, b, 7, 8, 9), 18
5.	Promotion of Subsidiary Institution	19 (, 2), 20, 21 (1, 2, 3, 4)
6.	Conversion of a Cooperative Society into a MSCS	22[1,2-a, b (i, ii), 3, 4, 5-a, b, c)
7.	Registration of a Federal Cooperatives	23 (1, 2, 3, 4), 24 (1, 2-a to m)
8.	Annual General Body Meeting	39 (1-a to o, 2, 3), 40 (1,2)
9.	Constitution of Board of Directors	41
10.	Elections of Members of Board	45 (1,2, 3, 4, 5, 6, 7, 8, 9)
11.	Nomination of Central Government on Board	48
12	Audit, Inquiry, Inspection and Surcharge	Chapter VIII