

The background of the entire page is a vibrant, repeating pattern of tropical leaves. The leaves are in various shades of green, yellow, and blue, creating a lush and energetic feel. The leaves are scattered across the page, with some overlapping the central dark circle.

Training Needs
of
MARKFED
Employees

Report by NCDC

राष्ट्रीय सहकारी विकास निगम
ISO 9001:2008 प्रमाणित संगठन
National Cooperative Development Corporation
An ISO-9001:2015 Certified Organisation
Ministry of Agriculture and Farmers Welfare
Government of India

Report

Training Needs of MARKFED Employees

Based on Meeting
Held on 19th November, 2018
at NCDC Head Office, New Delhi

Organized by



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Training Needs of MARKFED Employees : A Report based on Consultative Meeting

1. Context and Objectives of the Meeting:

On the 1st of June, 2018 a day-long workshop on 'Role of State Cooperative Marketing Federations (MARKFED) in Doubling the Farmers Income' was organized by NCDC at New Delhi. MD's/Senior Officers from MARKFEDs attended the workshop. In the meeting, it had also been decided that training of MARKFED employees should be done under the aegis of NCDC. Thereafter, NCDC had requested MANAGE to conduct Training Needs Analysis (TNA)



study of some of the MARKFEDs, MANAGE prepared a report and submitted to NCDC. To further discuss the study report, Director General, MANAGE was requested to make a presentation in a meeting at NCDC, Head Office, New Delhi on 19th November, 2018 to the participants from various MARKFEDs.

The objectives of the meeting are as under:

- (a) To present the study report on Training Need Analysis for employees of some of the MARKFED.
- (b) To discuss study report on the Training Need Analysis.
- (c) To discuss strategies to operationalize systematic training of MARKFED personnel.

2. Proceedings of the Meeting

(a) Managing Director (MD), NCDC welcomed the participants. He mentioned that one of the main issues raised in the workshop held on **1st June, 2018** was to focus on capacity development of the MARKFED employees. Therefore, MANAGE was requested to undertake a study on Training Needs Analysis for MARKFED employees by taking up some of the MARKFEDS for study. He thanked Director General, MANAGE for their in-

depth analysis of MARKFEDS of Chhattisgarh, Odisha and Madhya Pradesh.

(b) While giving a brief introduction of MANAGE, DG, MANAGE said that without the motivation, knowledge and confidence, employees will not be able to discharge expected duties and deliveries. In



her presentation, DG MANAGE mentioned that for the whole country, they had taken 3 States into account. A structured questionnaire for TNA developed in collaboration with NCDC was administered to the MARKFED employees (152 of them of different levels) and analyzed.

TNA covers different levels of hierarchy including Private Secretaries. 66% of people were above 40 years of age, 21% were between 35 to 45 years and 13% were less than 35 years. Out of 152 participants 15% were women.

(c) DG, MANAGE said that the study showed 60% of MARKFED employees had never attended any training programme. She mentioned the 12 competencies which were taken into account as under:

- (i) Administrative competency,
- (ii) Human resource development skills,
- (iii) Accounting skill
- (iv) Accounting software,
- (v) Procurement mechanism,
- (vi) Fertilizer aspect,
- (vii) Engineering aspect,
- (viii) Business development skills,
- (ix) Supervisory skill,
- (x) Communication skills,
- (xi) Leadership quality,
- (xii) Team Building.

(d) A TNA report was presented. The report is for different categories of employees. Employees can be pooled in 5 different categories and based on questionnaire the training programs can be designed for each category.

(A) **CATEGORY – I:**

Area Manager,
Chief Accountant,
Manager Audit,
Manager Establishment,
Manager Marketing,
Manager paddy procurement (in Odisha) and
Class-I administrative cadre consisting of Zonal Manager, Managers.

i) **Job Chart of Category-I:** Since, they are all Managers and are the people who do multifarious activities starting from accounts, procurement, interacting with the State Government, they should be familiar with day-to-day report preparation, submission of fortnightly report, preparation of DPR, GST, Verification of stock, cash, godown, collection of payment from PACS, liaison, internal statutory audit, rectification of defects in records, attending audit related meetings, audit compliance, procurement from farmers, deposit in warehouse, manage all the business, sale target.

(ii) **Training programmes for Category-I:** Based on the perception of Category-I, 6 days' training programme has been proposed. The

training programme will cover broad orientation of Business Management, Project Management, Preparation of DPRs, Financial Management, Time management, Team building including Leadership skills, Chain Management, Introduction to General Administration, Negotiation skills, HR systems for establishment management, RTI and Basic Legal procedures, Godown Management in terms of administration, Procurement and Fertilizer Management and decision making skills.

(B) CATEGORY-II:

Administrative cadre of Madhya Pradesh and Chhattisgarh, consisting of Dy. Managers and Assistant Managers.

(i) **Job Chart of Category-II:** This will cover Legal matters, General Administration, Procurement related activities, Storage Management, Administration of ground staff, and record keeping, procurement and distribution of fertilizers, Wheat, Paddy procurement etc.

(ii) **Training Programmes for Category-II:** A training programme of 6 days' for Dy. Managers and Assistant Managers of Madhya Pradesh & Chhattisgarh has been proposed. It will cover General Administration, Basic Legal procedures, Project Management tools to minimize time and costs in procurement and distribution, Team building skills, Negotiation and liaison skills for interaction with manufactures, contractors, storage of procured Agri-produce without pest infestation, Supervisory skills to manage the field level staff, business management skills for procurement and distribution, interaction with farmers – Communication skills, basic accounting principles, orientation on cooperative societies act & PACS rules.

(C) CATEGORY-III:

Officers of Accounts Department

(i) **Job Chart of Category – III:** The job chart of Accounts department consists of Writing skills, Career Development, Indirect Tax, Tender/ Competitive Bidding Procedures, Procurement of Fertilizers, New Technology on processing industry, Presentation skills, Cooperative Societies Act.

(ii) **Training Programmes for Category-III:** A training programme of 6 days for Category-III employees has been proposed. It will cover examining and approving claims, Basic Accounting procedures, Writing skills – especially note sheet writing, Orientation on software's –SAP, Tally, Consolidation of Accounts, PF, ESI Acts and related aspects, Statutory and internal Audit, Financial procedures, Tax filing and GST, Sales Accounts Related to fertilizers and procurement, Tender

guidelines, Orientation on the magnitude of work in other departments, team building, open for suggestions from everyone.

(D) CATEGORY-IV

Engineering department.

(i) **Job Chart of Category-IV:** As perceived by the participants includes Tender guidelines, Organizational Culture, SAP, Total Quality Check, Procurement of Fertilizers, Warehouse Management, dealing with higher authorities and understanding PACS rules. (This section also needs Technical Skills, Godown Management, Pest management and Modern Stock Management.)

(ii) **Training programme for Category-IV:** A training programme of 5 days covering Quality Checking, Civil Engineering Aspects like Supervising construction sites, Managing Labour, Labour Laws, Documentation of progress, and Tender guidelines, Monitoring skills, Coordination skills, Legal documentation of work agreement with the contractors, Liasioning with Contractors, Godown management, Warehouse Management, Plant Management.

(E) CATEGORY-V

Personal Assistant,
Senior Assistant.,
Junior Assistant,
Field Assistants,
Sales Assistant and
Typist etc.

(i) **Job Chart of Category – V** Ministerial & Field Staff Category, Writing Skills, Tender Bidding guidelines, Training & Development, Legal procedures, Distribution of Fertilizers, New Technology on processing industry, dealing with Higher authorities, Coop. Societies Act etc.

(ii) **Training programme for Category-V:** A training programme of 6 days, covering training in Journal entry, Accounting Tally, Drafting/ Noting skills and note file preparation, Basic accounting procedures, Communication skills, Motivation, Systematic working procedures, Team Building Skills.

During the presentation, DG, MANAGE laid emphasis on capacity building and therefore, updating the skill sets needs to be done keeping in pace with modern times.

3. COMMENTS OF PARTICIPANTS in the meeting

(a) **Shri Brajendra Singh, MD, HAFED, Haryana** mentioned that in spite of the fact that, HAFED had PACS and CMS for making purchases and, being a part of the cooperative set up and also involved in multifarious roles, HAFED, he felt, lacked cooperative spirit in the organization.

(b) **Sh. Shivaji Pahinkar, Addl. MD, MARKFED – Maharashtra** stated that the Maharashtra Government was giving a lot of thrust on digitization of business activities including online procedures, such as payments and registration of farmers. He suggested following:

- (i) Training of MARKFED personnel in online procurement
- (ii) Standardize or setting up of benchmarks for different cadres on the basis of functions to be performed.
- (iii) Training of Trainers, sharing of best practices and
- (iv) Professionalism in the MARKFED with a vision.



(c) **Sh. Alok Dixit, Executive Director, UP-PCF, Lucknow** suggested that sharing of experience among personnel of different MARKFEDS to ensure uniformity. He also suggested TOTs at District / State level to minimize cost, efforts etc.



(d) **Dr. S.K. Sanil, MD, MARKFED, Kerala** suggested to include success stories in the training programmes. He also emphasized on training in development of human resources.

(e) **Sh. Pratap Kumar Mishra, MD, MARKFED, Odisha** suggested conduct of ToT and sharing of experiences by the personnel of MARKFEDs.

4. **Managing Director, NCDC** responded to the views expressed by MARKFED representatives and opined as under:

(a) Training of top level officers of MARKFEDS including MD, DMD, FA, Directors and Chiefs of different divisions can be undertaken at national level. LINAC, NCDC and MANAGE are under an MOU for implementing training at national level. Training of District level officers can be handled at State Level.

(b) He appreciated Chhattisgarh for entire online system for managing their procurement and revenue efficiently and effectively.

(c) He said that the view point of Kerala MARKFED on experience sharing with peers to assess their own effectiveness and find out measures to improve was worth emulation. He supported that minimum standards of performance in areas of warehouse management etc. should be in place and appreciated the vision of APMARKFED. Haryana and Punjab do not have problem because procurement has historical legacy in these states, which they were handling, but it lacked development of personnel.

(d) He highlighted that the recently concluded General Assembly of NEDAC which was attended by Shri Brijender, MD, HAFED and Sh. A. Siva Koti Prasad, Additional Registrar / GM, MARKFED, Andhra Pradesh it was mentioned by them that their states had become surplus in many things and there was a need for exporting the surplus production. He expressed NCDC willingness to develop a platform from where surplus products could be efficiently put for trading and exports. MARKFEDs should be empowered to trade among themselves and move ahead of procurement business. IT had a major role for which there was requirement of capacity development.

5. WORK PLAN TO OPERATIONALIZE SYSTEMATIC TRAINING OF MARK: DISCUSSION POINTS

MD, NCDC said: (a) To operationalize training programmes, Training of Trainers (TOT) for percolating the information to the last employee needs to be done at local levels because it involves a large number of employees. Implementation of generic training programmes for senior and middle level management officers can be done at State / District levels.

(b) For top level management officers, NCDC will facilitate a different level of training including those based on TNA. Focused international training



programs can be conducted for them through LINAC. Below top level, an Executive Development Programme of 5 days' duration or theme based programme for approximately 300 officers across the country can be conducted 2-3 times in a year through LINAC. TOT can also be conducted simultaneously by MANAGE and through LINAC.

(c) **Shri Alok Dixit, Executive Director, UP, PCF** opined and supported theme based training as it would impart new skills which would be beneficial for the Organization. In this context, DG, MANAGE informed that there was specific programs on theme based training. MANAGE had started one year diploma in Warehousing Management. MANAGE and LINAC could jointly run theme based program

for senior level participants. They may start one online course with nominal fee for Govt. employees.

(d) **Sh. Brajendra Singh, MD, HAFED, Haryana** supported theme based trainings because HAFED had specialized divisions dealing in Accounts, Procurement and Warehousing, Management of information system. MD, HAFED suggested a 5 days General Executive Programme but focused on particular field e.g. accounting (theme based) for 3 days and for balance days for Executive Management programme could be conducted.

(e) **Sh. P K Mishra, MD, MARKFED, Odisha** – expressed that training should be completely theme based as they had compartmentalized the activities of MARKFED executives, so emphasis laid on particular theme would be more beneficial instead of mixing with General Management.

(f) **Sh. Rohit Kumar Jain, MARKFED, Madhya Pradesh** emphasized on a theme based specific training program to avoid procurement inefficiency and procurement related matters. He intimated that in areas of fertilizer, procurement etc., MARKFED, MP had a set pattern of working but were not having the systems, procedures for major bulk activities. So, theme based specific programmes need to be organized for procurement efficiency.

(g) **Sh. A. Siva Koti Prasad, Additional Registrar / G.M. MARKFED-Andhra Pradesh** expressed that focus should be given on Accounting software as well as general accounting practices. For that specific skill building is required. Leadership theme also needs to be encouraged.

(h) **DG, MANAGE** explained that the second tier officers i.e. Area Manager, Business manager are doing general kind of things, taking care of different departments; and delivering what is expected by the top management. A 5 days MDP programme for these officers was suggested by her. For Accounts, she suggested 3 days programme for hands on experience and 2 days general training. For Category-III, IV, V, ToT should be done. In total, she suggested 4 kind of training programme i) General Management Programme; ii) Accounts; iii) Warehouse Management and iv) TOT. For Warehouse Management they can also enroll online.

(i) **MD, NCDC** suggested for organizing these programmes in two locations i.e. MANAGE, Hyderabad and LINAC, Gurgaon. He also discussed the methodology to fund these training programmes. Training cost involves expenses on TA/DA and training. MARKFEDS were asked whether they are able to bear the cost out of their own budget or do they have budgetary support from their respective cooperative department. He also suggested other venues for implementing State level programmes.

(j) **Sh. Alok Dixit, Uttar Pradesh** mentioned that as far as travel cost is concerned, they can manage easily but the training cost may be an issue since, they don't have any centralized funds for that. Representatives of Himachal Pradesh, Maharashtra and Odisha agreed with the statement made by Sh. Alok Dixit, Uttar Pradesh that travel cost can be borne by them.

(k) **Dr. Sanil S.K., MD, MARKFED, Kerala** also mentioned about high travel cost due to distances involved.

(l) **Sh. Brijendra, MD, HAFED** agreed that, if the training was being conducted by a Govt. agency then HAFED would bear the entire training expense.

(m) **MD, NCDC** stated that LINAC would work out training modules for implementation with all the MARKFEDS in the country. Further, time frame for training was to be decided as per Rabi and Kharif seasonality while formalizing training calendar.

(n) **Mr. Brijendra, MD, HAFED** suggested, January was the most appropriate month for them as in Haryana and Punjab procurement season had just ended on 15.11.2018. **MD, NCDC** agreed to formulate LINAC training calendar as per MARKFED requirements.

(o) The top management programme should be held at a place where one gets to see business operations pertaining to Marketing, Production and Processing undertaken by MARKFED. This programme will be fully paid by the sponsoring MARKFEDs. MARKFEDS would expand their businesses as well as play a role in exports.

(p) **CONCLUSION: TNA Report was accepted.** It would be operationalized as per discussion. For top level training programme, a committee is to be formed among the MARKFEDs, where NCDC can give inputs so that it becomes a concerted and automatic process. HAFED MD to chair the committee to formalize top management training programmes on leadership with institution operations. The committee will recommend international and national institutes where top management of MARKFEDs can visit / or undergo training. AP MARKFED, Kerala MARKFED, Odisha MARKFED and Chief Director (LINAC), NCDC would be part of the committee.



6. Participants:

- (i) Mr Sundeep K Nayak, MD, NCDC
- (ii) Mrs. V. Usha Rani, DG, MANAGE, Hyderabad
- (iii) Shri Pratap K Mishra, MD, MARKFED, Odisha
- (iv) Shri Brijendra Singh, MD, HAFED, Haryana
- (v) Shri Alok Dixit, ED, UP-PCF, Lucknow (UP)
- (vi) Dr. Sanil S.K., Managing Director, Kerala-MARKFED
- (vii) Shri A.Siva Koti Prasad, Addl. Registrar /G.M., MARKFED, Andhra Pradesh
- (viii) Shri Vijender Rawat, HIMFED, Himachal Pradesh
- (ix) Shri Rohit Kumar Jain, CAO/FC, M.P. MARKFED.
- (x) Shri Shivaji Pahinkar, AMD, MS-MARKFED, Maharashtra
- (xi) Mr Mukesh Kumar, ED, NCDC
- (xii) Lt. Col. Bikramjit Singh, Chief Director, LINAC, Gurugram



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