



Programme Report

International Programme

on

“Cooperative Governance for the
CEOs and Senior Executive of
Cooperatives & Rural Financing
Institutions”

24 – 27 March, 2026

Gandhigram Rural Institute (DTBU)

Madurai, Tamil Nadu

Jointly organised by
NCUI, CICTAB and GRI



Background

Cooperative concept and the system of cooperative societies were introduced, to the Indian economy by the British colonial Rule at the outset of the 20th century. In the changing economic environment, Cooperative Business Model is still valid and functioning in appreciated level in India. The Government of India has set up a separate Ministry of Cooperation in July, 2021. There are 8.54 lakh cooperatives in the country having more than 29 crore individual members.

About CICTAB

Centre for International Cooperation and Training in Agricultural Banking (CICTAB) was set up as a special initiative of FAO of United Nations and Ministry of Agriculture, Government of India way back in 1983. Currently, CICTAB has 39 Member institutions in SAARC region countries including India, Bangladesh, Nepal, Sri Lanka, Bhutan and Maldives. The centre is dedicated for the training in agricultural banking and other related areas in these member institutions. CICTAB through its member institutions promotes international cooperation in the establishment and expansion of facilities for training in agricultural banking & Facilitates exchange of experience and information on harnessing of National systems of finance and banking for agricultural and rural development.

About NCUI

National Cooperative Union of India (NCUI) is the apex organisation of Indian Cooperative Movement established in 1929 and represented by 8.54 lakh cooperatives in the country having more than 29 crore individual members. NCUI aims at developing, strengthening, and serving sustainable cooperative movement by educating, mentoring and assisting individuals as well as the cooperative institutions in their quest of achieving socio-economic aspirations and well-being. The membership of NCUI is broad-based comprising of cooperative institutions at national level, state level and multi-state cooperative societies representing all sectors of the Indian cooperative movement. These institutions represent different sectors of Indian Cooperative Movement. The membership of NCUI is 347. NCUI promotes networking and collaboration with international cooperative fraternity viz. International Cooperative Alliance (ICA), International Raiffeisen Union (IRU), Network for the Development of Agricultural Cooperatives in Asia and the Pacific (NEDAC), Asian Farmers Group for Cooperation (AFGC), BRICS, Centre for International Cooperation and Training in Agricultural Banking (CICTAB) etc and establishes partnership for pursuing mutual benefit through sharing experiences and capacity building.



About the Programme

The International Programme organised by NCUI on “Cooperative Governance for the CEOs and Senior Executives of Cooperatives and Rural Financing Institutions” was inaugurated on 24 March 2026 at The Gandhigram Rural Institute (GRI), Tamil Nadu. The four-day programme (24–27 March 2026) is being jointly organized by the National Cooperative Union of India (NCUI), Centre for International Cooperation in Training and Agricultural Banking (CICTAB), and The Gandhigram Rural Institute (GRI). The programme brought together 29 participants comprising CEOs and senior executives of cooperatives and rural financing institutions from Sri Lanka (19), Nepal (3), and India (7) to strengthen governance practices and leadership capabilities in the cooperative sector.

The inaugural session commenced with a prayer by students, followed by the ceremonial lighting of the lamp by the dignitaries. Dr. C. Pitchai, Senior Professor and Programme Director, GRI, delivered the welcome address, highlighting the importance of capacity building and international collaboration in strengthening cooperative institutions.

Dr. K. Ravichandran, Senior Professor, Department of Cooperation, GRI, provided an overview of the programme, outlining its objectives of enhancing knowledge on cooperative governance, promoting best practices, and equipping participants with modern management tools and techniques.

The Presidential Address was delivered by Dr. N. Panchanatham, Vice Chancellor, GRI, who emphasized the critical role of cooperatives in fostering inclusive growth, rural development, and community resilience.

Shri Siddharth Jain, IAS, Additional Secretary, Ministry of Cooperation, Government of India and Administrator, NCUI, could not deliver the inaugural address due to exigencies and his address read out online by Mrs. Sandhya Kapoor, Director, NCUI. In the address, it was highlighted that the Government of India accords high priority to strengthening the cooperative movement as a key driver of inclusive and sustainable development. Emphasis was laid on the need for transparent, accountable, and member-centric governance frameworks, along with professional management practices to enhance the efficiency and credibility of cooperatives. The address also underlined the Government’s vision of “Sahkar se Samridhi” and the importance of capacity-building initiatives in empowering cooperative leadership.



During the programme, a set of important publications were also released, including course material, Annals of Cooperative Movement in India, and books authored by Dr. B. Tamilmani and Dr. K. Dhevan, reflecting the rich legacy and evolving dimensions of the cooperative sector.

Dr. B. Tamilmani, Senior Professor and Head, Department of Cooperation & Dean, School of Management Studies, GRI, delivered the felicitation address.

The session concluded with a vote of thanks proposed by Dr. S. Manivel, Senior Professor, Department of Cooperation, GRI.

As part of the ongoing International Programme, participants undertook field visits on 26 March 2026 to the Vetri Hanuman Weavers Cooperative Society in Nilaiyur, Madurai, and the Poondi Primary Agricultural Cooperative Credit Society (PACCS) in Mangulam.

At the Vetri Hanuman Weavers Cooperative Society, participants were apprised of its history, governance framework, and member-centric decision-making. They observed the weaving process and gained insights into input supply systems, marketing strategies, and mechanisms ensuring fair pricing and stable incomes for weavers. Government support, skill development initiatives, and efforts to preserve traditional weaving techniques were also highlighted.

At the Poondi PACCS, participants learned about the functioning of a national award-winning cooperative. Deliberations covered governance practices, credit services including crop loans, input distribution, and efficient repayment systems. The adoption of modern technologies, including agricultural drones, along with robust marketing and procurement support, was demonstrated.

The field visits provided valuable practical exposure to cooperative management, underscoring the role of innovation, member participation, and institutional support in strengthening rural livelihoods and economies.

The programme aims to provide a platform for knowledge exchange, sharing of best practices, and peer learning among participants, thereby contributing to strengthening governance standards and leadership effectiveness in cooperatives and rural financing institutions.

For detailed List of Participants, refer Annexure I.



Objective of the Programme

The programme was designed with the following objectives:

- ❖ To acquaint participants with good governance practices in cooperatives and rural financing institutions
- ❖ To sensitize participants on values, principles, and mission of credit cooperatives
- ❖ To equip participants with skills in:
 - Strategic planning
 - Decision-making
 - Conducting board meetings
 - Use of management tools and techniques

Coverage of the Programme

The training programme was for

- CEOs of Cooperative / Rural Financing Institutions
- Senior / Middle level Officers / Executives of Cooperatives / Rural Financing Institutions
- Trainers / Potential trainers of Agricultural and Rural Financing Institutions

The four-day long programme comprised of one day field visit and 8 in-house sessions of 1.5 hours duration each. The in-house sessions covered on the following broad topics:

1. Overview of Indian Cooperative Movement and Role and Activities of NCUI
2. Cooperative Governance – An Overview and Good Practice
3. Values, Principles and the Mission of the Credit Cooperatives
4. Conduct of Board Meetings
5. Technology use in Finance and Banking
6. HR Issues in Decision Making
7. Initiatives of Ministry of Cooperation for the Cooperative Development in India
8. Managerial Decision-Making tools

9. Country Paper Presentations - Apart from sessions on the above topics

For detailed Program Schedule, refer Annexure II.



CLASSROOM SESSIONS:

Session -1

Topic: 1. Overview of Indian Cooperative Movement and Role and Activities of NCUI

Faculty/Resource person: Dr. C. Pitchai, Senior Professor of Cooperation, GRI

The session presented a structured overview of the evolution and institutional architecture of the cooperative movement in India, underscoring its role in advancing financial inclusion, rural development, and socio-economic equity. It also highlighted the strategic role of the National Cooperative Union of India (NCUI) in policy advocacy, capacity building, and strengthening cooperative education and training frameworks.

Session -2

Topic: Cooperative Governance – An Overview and Good Practice

Faculty/Resource person: Dr B. Tamilmani, Head of Cooperation, Dean, SoMS, Senior Professor of Cooperation, GRI

This session examined the principles underpinning sound cooperative governance, with particular emphasis on transparency, accountability, member participation, and regulatory compliance. It discussed globally recognized best practices and governance models aimed at enhancing institutional effectiveness, credibility, and sustainability.

Session -3

Topic: Values, Principles and the Mission of the Credit Cooperatives

Faculty/Resource person: Dr. K. Ravichandran, Senior Professor of Cooperation, GRI

The session focused on the normative foundations of the cooperative movement, including core values and internationally accepted principles. It emphasized their operational relevance in ensuring member-centricity, financial discipline, and long-term sustainability of credit cooperatives, particularly in the context of inclusive financial systems.

Session -4

Topic: Conduct of Board Meetings



Faculty/Resource person: Dr. B. Subburaj, Vice Chancellor (Former), Professor of Cooperation (Retd.), GRI

The session provided a policy and procedural perspective on the conduct of board meetings, highlighting statutory requirements, governance protocols, and fiduciary responsibilities of board members. Emphasis was placed on structured decision-making, documentation standards, and strengthening board effectiveness in cooperative institutions.

Session -5

Topic: Technology use in Finance and Banking

Faculty/Resource person: Dr. A. Mayilmurugan, Associate Professor & Head, Dept. of Commerce, Madura College, madurai

This session explored the role of digital transformation in the financial and banking ecosystem, with a focus on cooperatives. It addressed the adoption of financial technologies (FinTech), digital platforms, and data-driven systems to enhance operational efficiency, transparency, outreach, and risk management.

Session -6

Topic: HR Issues in Decision Making

Faculty/Resource person: Dr G. Veerakumaran, Professor (Retd.), CCBM, Kerala Agricultural University, Thrissur

The session examined the interface between human resource management and institutional decision-making. It highlighted leadership development, organizational behaviour, capacity building, and conflict management as critical factors influencing governance quality and operational outcomes.

Session -7

Topic: Initiatives of Ministry of Cooperation for the Cooperative Development in India

Faculty/Resource person: Dr. R. Gopalsamy, Director, Finance (Retd.), NCCT

Participants were apprised of key policy initiatives and reform measures undertaken by the Ministry of Cooperation, Government of India. The session highlighted ongoing efforts towards strengthening the cooperative ecosystem through legislative reforms, digitalization, institutional capacity building, and improved governance mechanisms.

Session -8



Topic: Managerial Decision-Making tools

Faculty/Resource person: Dr D. Ravi, Consultant, CICTAB

The session introduced structured analytical frameworks and tools to support evidence-based decision-making. It emphasized the application of strategic planning techniques, problem-solving methodologies, and performance assessment tools to enhance managerial effectiveness and institutional efficiency.

Session -9

Country paper presentations - Apart from sessions on the above topics, the participants also made Country paper presentations with reference to their respective organizations from Sri Lanka, Nepal & India along with presentation of the Action Plan. Country paper presentations provide valuable opportunities to showcase their country's cooperative achievements, share knowledge, and inspire collaborative action towards sustainable development goals.



CONCLUDING SESSION AND CERTIFICATE DISTRIBUTION:

The valedictory session of the jointly organised International Programme was held on 27 March 2026 at The Gandhigram Rural Institute (GRI), Tamil Nadu, marking the successful culmination of the four-day programme.

The session commenced with a prayer, setting a solemn and dignified tone for the proceedings. This was followed by a welcome address delivered by Dr. K. Dhevan, Associate Professor, GRI, who welcomed the dignitaries, resource persons, and participants, and reflected on the significance of such international capacity-building initiatives in strengthening cooperative institutions.

Dr. D. Ravi, Programme Coordinator, CICTAB, presented a comprehensive overview of the programme outcomes. He highlighted that the programme had successfully facilitated enhanced understanding of cooperative governance frameworks, board management practices, and the application of managerial tools. He also emphasized the importance of exposure to emerging technologies in finance and banking, as well as the valuable practical insights gained through field visits. The participants, representing India, Sri Lanka, and Nepal, shared positive feedback and expressed appreciation for the programme's practical orientation, interactive sessions, and opportunities for cross-country learning and exchange of best practices.

The Presidential Address was delivered by Dr. M. Sundaramari, Registrar i/c, GRI, who underscored the critical importance of transparency, accountability, and professionalism in the functioning of cooperative institutions. She emphasized the need for continuous capacity building, adoption of best practices, and strengthening of governance mechanisms to ensure the sustainability and effectiveness of cooperatives in a rapidly evolving socio-economic environment.

Shri Pankaj Srivastava, IRS, Director, Ministry of Cooperation and Chief Executive, NCUI, could not attend the session due to exigencies and his valedictory message was read out online by Mrs. Inderpreet Kaur, Assistant Director (IR), NCUI. In his message, he conveyed his appreciation for the collaborative efforts of NCUI, CICTAB, and GRI in successfully organizing the International Programme. He highlighted the Government of India's continued focus on strengthening the cooperative movement as a key driver of inclusive and sustainable development. Emphasis was laid on the need to adopt robust governance practices anchored in transparency, accountability, and member-centricity, along with professionalism in management.

The message further elaborated on key initiatives undertaken by the Ministry of Cooperation under the vision of "Sahkar se Samridhi", aimed at revitalizing the cooperative sector through reforms, digitalization, and capacity development. It also underscored the pivotal role of CEOs and senior



executives as leaders and change agents in driving innovation, improving institutional efficiency, and ensuring long-term sustainability of cooperatives. The inclusion of field visits and country paper presentations was particularly appreciated as effective tools for experiential learning, knowledge exchange, and fostering international cooperation among participants.

During the session, certificates and mementos were distributed to the participants by the dignitaries in recognition of their successful participation. Felicitations were delivered by Dr. B. Tamilmani and Dr. B. Baskar, GRI, who commended the participants for their active engagement and appreciated the collaborative efforts of the organising institutions.

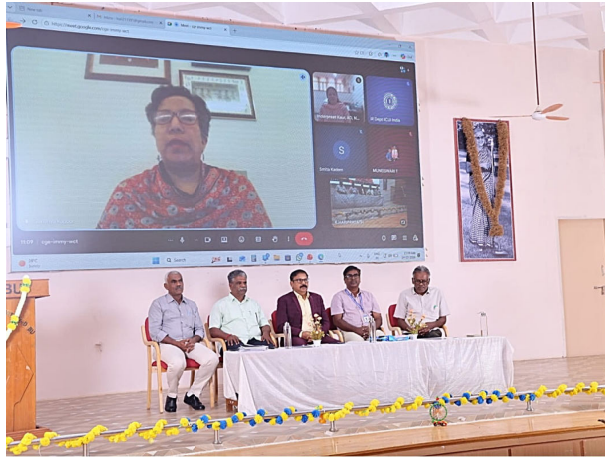
The programme concluded with a vote of thanks proposed by Dr. C. Pitchai, Programme Director, GRI, who expressed gratitude to the dignitaries, partner institutions, resource persons, and participants for their valuable contributions in making the programme a success.

Overall, the International Programme was highly appreciated by the participants as well as the resource persons. Feedback received during the concluding session indicated a high level of satisfaction with the relevance of the thematic areas, quality of deliberations, practical exposure through field visits, and the overall organisation of the programme. The programme is considered to have significantly contributed to enhancing the knowledge, skills, and professional competencies of the participants in the domain of cooperative governance and management.





Glimpses of the programme









Annexure-I

International Programme on
Cooperative Governance for the CEOs and Senior Executives of Cooperatives and
Rural Financing Institutions
at Gandhigram Rural Institute, Gandhigram, Tamil Nadu, India
24th – 27th March, 2026

Sl. No.	Name of participant	Designation	Organisation
Nepal			
1.	Mr. U.A.Abe Wickrama	Management Assistant	Sri Lanka Consumer Cooperative Societies Federations Ltd.
2.	Mr. R.M Kasun Nadeen	Director	Ambalangoda Multipurpose Cooperative Society Ltd
3.	Mr. P.M Pasindu Madhushan	Director	Ambalangoda Multipurpose Cooperative Society Ltd
4.	Ms. P.H Renuka Priyanthi	Accountant	Ambalangoda Multipurpose Cooperative Society Ltd
5.	Ms. M.R.K.H Nisansala	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
6.	Ms. B.H Hiranthi Wathsala	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
7.	Ms.M.W.H.L Pradeepika De Silva	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
8.	Ms. P.D Sriyakanthi	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
9.	Ms. G Apsara Dilhani	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
10.	Ms.M.G Anusha Priyangani	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
11.	Ms. W.B.S.Nilanthi Fernando	Coop City Manager	Ambalangoda Multipurpose Cooperative Society Ltd
12.	Ms. W.M Ganga Sajeewani	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
13.	Ms. K.L Kalpani Nisansala	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
14.	Ms. A M Buddhika Damayanthi	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
15.	Ms. W.N Lakmali Silva	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
16.	Ms. N.T.P.G Ramya Kanthi	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
17.	Ms.M.W Thushari Priyangika	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
18.	Ms. L.H Dulani Chandrika	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
19.	Ms. M Chandima Harshani	Management Assistant	Ambalangoda Multipurpose Cooperative Society Ltd
India			
20.	Monappa Sapalya	Senior Manager (Admn)	Central Arecanut and Cocoa Marketing and Processing Co-operative Limited (CAMPCO)
21.	Sujatha	Manager (Accts)	Central Arecanut and Cocoa Marketing and Processing Co-operative Limited (CAMPCO)
22.	Ms. Preeti Sharma	Joint Registrar (Special), Cooperatives (Principal, CCM Jammu)	Centre for Cooperative Management, Jammu
23.	Mr. Karan Gupta	Assistant Registrar (Faculty, CCM Jammu)	Centre for Cooperative Management, Jammu
24.	Mr. Molakala Keerthimanoj Reddy	Assistant Manager (Mktg.), CMO - Marketing Services	Krishak Bharati Cooperative Limited (KRIBHCO)



25.	Mr. George Thomas	CEO	ESAF Multi State Agro Cooperative Society Ltd
26.	Mr. Mathew M	Associate Vice President	ESAF Multi State Agro Cooperative Society Ltd

Nepal

27.	Mr. Manohar Shiwakoti	Deputy Director,	NRB: Department, Nepal Rastra Bank
28.	Mr. Rajan Prasad Regmi	Deputy Director	NRB: Nepal Rastra Bank, Surkhet Office
29.	Mr. Jhakendra Bahadur Shahi	Deputy Director	NRB: Nepal Rastra Bank, Dhangadhi Office



Annexure-II

**International Programme on
"Cooperative Governance for the CEOs and Senior Executive of Cooperatives and Rural Financing Institutions"
at The Gandhigram Rural Institute (GRI), Gandhigram, Tamil Nadu
24th- 27th March, 2026
Jointly organised by NCUI, CICTAB & GRI**

Programme Schedule			
23 rd March Monday	Arrival of participants		
Date	Time	Topic	Faculty
24 th March Tuesday	09.30 AM – 10.00 AM	Registration of Participants	Representative - NCUI and GRI
	10.00 AM – 11.00 AM	Inauguration	Senior Official – NCUI, CICTAB & GRI
	11.00 AM – 11.30 AM	Tea/Coffee Break	
	11.30 AM – 01.00 PM	Session I: Overview of Indian Cooperative Movement and Role and Activities of NCUI	Dr. C. Pitchai, Senior Professor of Cooperation, GRI
	01.00 PM – 02.00 PM	Lunch Break	
	02.00 PM – 03.30 PM	Session II: Cooperative Governance – An Overview and Good Practices	Dr B. Tamilmani, Head of Cooperation, Dean, SoMS, Senior Professor of Cooperation, GRI
	03.30 PM – 04.00 PM	Tea /Coffee Break	
	04.00 PM – 05.30 PM	Session III: Values, Principles and the Mission of the Credit Cooperatives	Dr. K. Ravichandran, Senior Professor of Cooperation, GRI
25 th March Wednesday	09.30 AM – 11.00 AM	Session IV: Conduct of Board meetings	Dr. B. Subburaj, Vice Chancellor (Former), Professor of Cooperation (Retd.), GRI

	11.00 AM - 11.30 AM	<i>Tea/Coffee Break</i>	
	11.30 AM - 01.00 PM	Session V: Technology use in Finance and Banking	Dr. A. Mayilmurugan, Associate Professor & Head, Dept. of Commerce, Madura College, Madurai
	01.00 PM - 02.00 PM	Lunch Break	
	02.00 PM - 03.30 PM	Session VI: HR Issues in Decision Making	Dr G. Veerakumaran, Professor (Retd.), CCBM, Kerala Agricultural University, Thrissur
	03.30 PM - 04.00 PM	<i>Tea/Coffee Break</i>	
	04.00 PM - 05.30 PM	Session VII: Initiatives of Ministry of Cooperation for the Cooperative Development in India.	Dr. R. Gopalsamy, Director, Finance (Retd.), NCCT
26 th March Thursday	09.30 AM to 05.00 PM	Study-cum-Exposure Visit to Selected Cooperatives 1. Visit to Vetri Hanuman Weavers Cooperative Society, Madurai 2. Visit to Poondi PACCS, Madurai	
27 th March Friday	09.30 AM - 11.00 AM	Session VIII: Managerial Decision-Making Tools	Dr Ravi, Consultant, CICTAB
	11.00 AM - 11.30 AM	<i>Tea/Coffee Break</i>	
	11.30 AM - 01.00 PM	Session IX: Country Paper presentations by the participants	Senior Official - NCUI, CICTAB & Professors of GRI
	01.00 PM - 02.00 PM	Lunch Break	
	02.00 PM - Onwards	Valedictory Session, Participants' Feedback and Certificate Distribution Senior Official - NCUI, CICTAB & GRI	
28 th March Saturday	Departure of Participants		