



# COOPERATIVE OUTLOOK

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**INSTITUTE OF COOPERATIVE MANAGEMENT, GUWAHATI**  
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## DIRECTORIAL & EDITORIAL DESK



**Hemanta Kumar Das**  
Director i/c

### **Salience of cooperative in the emerging economic architecture of value chain for primary commodities.**

A value chain is a set of activities that a firm operating in specific industry performs in order to deliver a valuable product for the market. The concept comes through business management and was first describe by Michael Porter in his 1985 best seller, "Competitive Advantage creating and sustaining superior performance.

The idea of the value chain is based on the process view of organizations, the idea of seeing a manufacturing (or Service) organization as a system, made up of sub systems each with inputs, transformation process and outputs. Inputs, transformation process and outputs involve the Acquisition and consumption of resources-money, labour, materials, equipment, buildings, land, administration and management.

A value chain is a business model that describes the full range of activities needed to create a product or service. A cooperative organization being a producer or involve in business activities like AMUL, IFFCO etc. also needs to do all the range of activities from manufacturing up to distribution of the concerned product.

### **SALIENT FEATURES OF THE VELUE CHAIN:**

#### **1. A market system perspective:-**

Taking a value chain approach necessitates understanding a market system in its totality, the firms that operate within an industry from input suppliers to end market buyers, the support markets that provide technical, business and financial services to the Industry, and the business environment in which the industry operates.

#### **2. A Focus on End Markets:-**

The end markets into which a product or service is sold - whether local, regional, or International- provides the opportunities and set the parameters for economic growth. Generally there are multiple actual and potential end markets, each with different demand, characteristics and returns. It is therefore important to segment the market; outline each of the potential end markets, what is acquired to compete in them.

### 3. Understanding the Role of Value Chain Governance:-

Value chain governance is a concept that is fundamental to the value chain approach. Governance describes which firms within a value chain set and enforce the parameters under which others in the chain operate. Embedded in governance are inter firm relationships, power dynamics – both symmetrical and asymmetrical and the distribution of benefits. While the form of value chain governance is influenced by the characteristics of the product and the degree of specification in the end market, governance patterns evolve over time with changes in markets, products and inter-firm relationships.

### 4. Recognition of the importance of relationships:-

The quality of relationships between different stakeholders is a key factor affecting the functioning of value chain. Strong, mutually beneficial relationships between firms facilitate the transfer of information, skills and services - all of which are essential upgrading. Value chain opportunities and constraints generally require a co-ordinated response by multiple firms in the chain – which necessitates trust and a willingness to collaborate. The value chain approach therefore emphasizes a dynamic that has long been recognized social capital (networks of relationships and social Institutions) are critical to business and competitiveness.

Factors Influencing Relationships:-

The nature of relationships is defined by a number of factors.

- a. supply and demand market dynamics
- b. The degree of control needed during production and processing to meet market requirements.
- c. The capacity of producers.
- d. The need for support services and the capacity of service providers.
- e. Socio-economic and cultural factors.

### 5. Ongoing Analysis and Learning :-

Most value chain development projects operate in highly dynamic markets. In these markets, prices fluctuate, and policies shifts. No matter how well it is conducted, a project's initial value chain analysis is likely to be out of date to a greater or lesser degree during the later years of the project. The analysis must therefore be updated periodically. Value chain development projects try to influence behavior. They encourage firms and individuals to take on new practices, adopt new technologies sell into new markets, and create new kinds of market relationship.



## Training Programme

**Programme by the second sub-committee Parliamentary official language committee:** Programme on second sub-committee of the parliamentary official language committee conducted from 29<sup>th</sup> -30<sup>th</sup> May, 2025 in shillong Meghalaya . Officials from various central Government Departments attended the session, which includes presentation discuscion and interactive module aimed at promoting the use of Hindi Language in official work. The programme focused on the on effective implementation of the official language policy of the Govt. of India



Glimpses of the two day's Training Programme.

### Training Programme on ERP –Basd online Audit :

The Institute for Cooperatives Management (ICM) successfully conducted a Training Programme on ERP –Basd online Audit from 14<sup>th</sup> -15<sup>th</sup> May 2025, for Auditors and supervisory officers. The programme was sponsored by the Registrar of Cooperative Societies, Assam and NABARD Regional office Guwhati. The Initiative aimed to enhance the capacity of personnel involved in audit and supervision by equipping them with the necessary knowledge and skills to effectively utilize the ERP Based system for conducting Audits. The Programme was successfully coordinated by H.K Das , Director (I/c). A total of 37 participants attended the training Programme.



Glimpses of the two day's Training Programme.

**Training Programme on ERP –Basd online Audit :** The Institute for Cooperatives Management (ICM) successfully conducted a Training Programme on ERP –Basd online Audit from 16<sup>th</sup> -17<sup>th</sup> May 2025, for Auditors and supervisory officers. The programme was sponsored by the Registrar of Cooperative Societies, Assam and NABARD Regional office Guwhati. The Initiative aimed to enhance the capacity of personnel involved in audit and supervision by equipping them with the necessary knowledge and skills to effectively utilize the ERP Based system for conducting Audits. The Programme was successfully coordinated by H.K Das , Director (I/c). A total of 37 participants attended the training programme.



**Glimpses of the two day's Training Programme.**

### **Training Programme on ERP –Basd online Audit :**

The Institute for Cooperatives Management (ICM) successfully conducted a Training Programme on ERP –Basd online Audit from 19<sup>th</sup> -20<sup>th</sup> May 2025, for Auditors and supervisory officers. The programme was sponsored by the Registrar of Cooperative Societies, Assam and NABARD Regional office Guwhati. The Initiative aimed to enhance the capacity of personnel involved in audit and supervision by equipping them with the necessary knowledge and skills to effectively utilize the ERP Based system for conducting Audits. The Programme was successfully coordinated by Nihar Sama , Faculty Member. A total of 36 participants attended the training Programme.



**Glimpses of the two day's Training Programme.**



## PHOTO GALLERY



Glimpses of the second sub- committee of the parliamentary official language meeting at Shillong, Meghalaya .

## MINISTRY'S INITIATIVES

**सहकारी संस्थाओं का वित्तीय सशक्तिकरण**

- PACS को बहुउद्देश्यीय संस्थाओं में परिवर्तित
- PACS के लिए ₹5000 करोड़ का विशेष पैकेज
- देशभर में सहकारी बैंकों को कोर बैंकिंग से जोड़ा गया
- सहकारी बैंक लाइसेंस प्रक्रिया को सरलीकृत किया गया

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**White Revolution 2.0**  
A New India Advancing Dairy Prosperity Through Cooperatives

- ◆ This initiative aims to enhance the share of dairy cooperative societies in the organized sector.
- ◆ Dairy farmers in underserved areas will be connected to the market.
- ◆ It will promote employment generation and women empowerment in rural areas.
- ◆ The goal is to increase milk procurement by up to 50% in the next 5 years.

Scan the QR Code

**ग्रामीण ओडिशा को सशक्त बना रहा है लालीकाटा LAMPCS का जन औषधि केंद्र**

**सिर्फ 100 दिनों में**

- 2400 से ज्यादा मटीजों को लाभ मिला, जिनमें बुजुर्ग और आर्थिक रूप से कमजोर लोग शामिल हैं।
- ज़रूरी दवाइयों पर 90% तक की बचत।
- महिलाओं के लिए स्वच्छता से जुड़ी चीजें सिर्फ 11 प्रति पीस में उपलब्ध।
- सहकारी संस्था को हर महीने ₹25,000 से ₹30,000 की स्थिर आय।
- 2 स्थानीय बेरोजगार युवाओं को रोजगार मिला।

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**सहकार से समृद्धि 2025**

शक्ति | उद्यम | विकास

**20 जून, 2025 - मुंबई**

मुख्य अतिथि  
**श्री अमित शाह**  
माननीय केंद्रीय गृह एवं सहकारिता मंत्री जी

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## UPCOMING EVENTS

Training Programme on ERP –Based online Audit.

Training programme on Account & Record Keeping for Dairy Coop. Societies.

Business Development Programme for WMPCS Members

Training Programme on Book Keeping for ALF Members.

Awareness programme for PACS/ GPSS.

Training Programme on Book Keeping for Handloom Coops.

***DESIGN & COMPILED BY - CHANDAN DEKA***

*Reader's inputs and suggestion are welcome.*

***Published By***

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