

The prospect of Co-ordinated co-operatives in India's newly launched SAGY: A concept model village to develop rural India

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Abstract

After the independence, India followed the policy of rapid industrialisation as its chief economic vehicle that will take its poor, unskilled and unhealthy population onto the track of development. This was based on the oblivious theory of 'trickle down', according to which if more wealth is generated in short terms its fruits could be distributed amongst its starving masses rapidly giving instant relief. But, alas! Neither the PSUs generated any wealth nor has the trickledown effect ever been experienced. Using short cut methods, the development that happens is often unnatural, biased and unhealthy especially when the country needs a holistic, long term and healthy development.

Rapid growth is often substituted only to technological uplift and thus rural or so-called 'primitive' arenas are ignored. This should not happen. Something of the similar sort has been happening in India whose legacy is being carried, even in the present times. Not that government has not made any efforts, but there's no absolution regarding the fact that whether those efforts have translated into desired results. What is needed is a more holistic approach towards development and growth, perceived in true sense of the word. This article looks at one such effort by the Indian government, called SAGY (Sansad Adarsh Gram Yojana) that though has failed to produce the desired results but are still ongoing.

SAGY intends to transform the villages into what is termed as model villages. These villages shall have all the viable modern facilities and infrastructures. It shall be so planned and developed by each of the MPs (Member of Parliament) both, from Lok Sabha (the lower House or the House of the people) and Rajya Sabha (the upper House or the council of states) that roughly numbers 790 (545+245) that all round development of people could be ensured. By the end of 2016, 790 villages shall be converted into model villages. By the end of 2 more years, 2 more villages each have to be developed by these MPs, which mean roughly a total of $790 \times 3 = 2370$ villages would theoretically be developed as model villages. This paper looks into the concept of model village as conceptualized under SAGY and also tries to collect empirical data to see whether practical realities confirm to the promises made under SAGY.

The article also emphasizes on the potentials of co-operatives, to cover as well as curb the failures of SAGY, and provide a new formula called 'C-SAGY', i.e., SAGY with Co-ordinated Co-operatives, an effort in the direction of achieving the long term due and much needed holistic development and effective rise in the purchasing power capacity of the rural people.

Keywords: SAGY, Millennium Project, malnutrition, international organization, infrastructures

Introduction

What is SAGY?—Defined and Refined

So Far...So Good! Government's Initiative to Uplift Villages

After independence, India was left with a shattered economy and widespread poverty, extremely low per-capita income and poor infrastructure, almost no industrial growth and a high dependence on imports. Even though, colonial rule in India was primarily agriculture based, yet, when they left the country, even the agricultural sector along with the industrial sector was in a depreciating and miserable condition. All in all, the Indian economic system was brutally stagnant at that time and unfortunately, the plans that the government tried, failed to produce expected results.

In 2014, the Indian government under Prime Minister Modi introduced a scheme called 'Saansad Adarsh Gram Yojana' (SAGY), which was an attempt to uplift the Indian village economy: the primary sector.

SAGY intended to transform the villages into what is termed as model villages. These villages would then have all viable modern facilities. It would be implemented by each of the

MPs (Member of Parliament) from both, Lok Sabha (the lower House or the House of the people) and Rajya Sabha (the upper House or the council of states) about 790 (545+245, roughly) proposed under SAGY, that complete development of the village people could be ensured and prosperity in terms of higher values on HDI (Human Development Index) could be fostered.

The target was to convert 790 Village Panchayats into 'Adarsh Grams' or 'Model Villages', by the end of 2016. By the end of next two years i.e. by 2019, each of these MPs would add two more villages. Thus, roughly a total of 2,370 Village Panchayats would be developed as model villages. However, current progress shows otherwise, and the scheme is on the verge of failure to all practical purposes.

This paper looks into the concept of 'model villages', as proposed by SAGY, and the prospect of 'coordinated cooperatives' in agriculture along with agro-based industries to break the ongoing vicious cycle of rural poverty in India.

Need is the mother of invention! Why SAGY?

After partition, to speed up development, the five-year plans

that followed sought out immediate, short-term results, rather than working towards achieving long-term goals, evidenced by the preference of rapid industrialization over agricultural growth. The primary sector was in ruins, and rather than placing the main focus on developing this sector, the tertiary sector was developed further. New technologies were introduced, but the roots were largely overlooked.

Following independence, the then Prime Minister, Jawaharlal Nehru, saw industrialization as the ultimate solution to widespread poverty. The potential of agriculture and exports was perceived to be limited by the government, and so agriculture was taxed and priority was given to heavy industry. The period that followed saw rapid industrialization, which ignored the rural and agricultural requirements of the country.

Additionally, with the Green Revolution, agricultural practices for commercial gain were popularized, but with it, the very essence of agriculture was stripped away, little-by-little. High Yielding Varieties, which had shorter life-cycles, were introduced, which would facilitate greater output at the time of harvest. But these varieties required nearly ten times more water! Moreover, with the introduction of chemical fertilizers to grow 'larger' crops, health risks came into being. In short, for every short-term solution introduced, a new parallel problem was created.

Another problem, which must be highlighted, is the unequal distribution of land in the country.

90% of the population involved in agriculture falls under the category of 'landless farmers', or those who own less than an acre of land to cultivate. Of the remaining 10%, most of it is owned by government officials and land lords.

Today, despite a majority of the Indian population being engaged in agriculture and other primary sector activities, only a meager percentage of the overall Gross Domestic

Product (GDP) comes from it, while the service sector having the least amount of individuals forms the greatest proportion of the country's GDP. This, in itself, is a proof conclusive enough, to show that something inherently went wrong with the economic planning.

The contemporary agricultural sector is characterized by its unscientific and uneconomic landholdings, an undignified reputation as the last resort for its practitioners, and unnatural policies to 'improve' output, quantitatively, ignoring qualitative aspects. Thus, there is a great need to give agriculture a prime priority, moving away from its currently primitive, undignified and unnatural state and towards a more scientific, dignified and natural approach. The entire approach of trying to achieve immediate, short-term gains have taken a toll on the environment and health and hasn't led to any permanent economic solutions.

It is, therefore, important to take up a more holistic approach of tackling these issues, starting at the most fundamental level. SAGY is one such approach that was conceptualized to provide an ideal solution. But alas!

Mera Gaon, Mera Desh... SAGY Was Put To the Rescue

SAGY (Saansad Adarsh Gram Yojana) is a rural development programme that was launched by the Government of India in 2014, with the following objectives:

--to trigger processes that will result in a holistic development of the identified Gram Panchayats;

--to substantially improve the standard of living and quality of life of all sections of the population through improved basic amenities, higher productivity, enhanced human development, better livelihood opportunities, reduced disparities, access to rights and entitlements, wider social mobilization and enriched social capital.



Fig 1

--to generate models of local level development and effective local governance which can motivate and inspire neighboring Gram Panchayats to learn and adapt, and to nurture the identified Adarsh Grams as schools of local development to train other Gram Panchayats.

SAGY was conceptualized to provide a holistic approach to development, through personal, social, human and economic development taken holistically.

On the personal development front, it seeks to inculcate hygienic behavior...like home toilets..., foster healthy habits

including daily exercise, yoga and games, reduce risk behavior like alcoholism, smoking, substance abuse, etc.

On the human development front, SAGY promotes universal access to basic health facilities consisting of health care, medical examination, total immunization, balancing the sex-ratio, 100% institutional delivery and improving nutrition status for all, with special focus on children, adolescent girls, pregnant women, and lactating mothers.

In addition to these, it highlights the special needs of Persons with Disability (PWD), especially children and women. It

also focuses on the development of education through universal access to education facilities up to Class X and retention and conversion of schools into 'smart schools'. Smart schools will have IT enabled classrooms, E-libraries; web based teaching and will make all students E-literate required for providing quality education, promoting adult literacy, E-literacy and building, village libraries, including E-libraries.

To ensure social development, it would include activities for promotion of voluntarism like Bharat Nirman Volunteers, building the capacity of the people, as well as encouraging them, to fully participate and contribute to local development and planning activities for honoring village elders, local role models, especially women, freedom fighters and martyrs.

Apart from that, it promotes a variety of activities for violence prevention and crime free villages such as: setting up Citizen Committees; sensitization, especially of youth; village sports and folk arts festivals; having a village song to instill a sense of pride among the people; celebrating 'Village Day'; and taking proactive steps for inclusion and integration of socially excluded groups, especially Scheduled Castes and Scheduled Tribes.

To facilitate economic development, it seeks to promote diversified agricultural and allied livelihoods, including livestock and horticulture, through numerous approaches such as organic farming, soil health cards; crop intensification like SRI; setting up of seed banks; collection and value addition to Non Timber Forest Produce; livestock development including Gobar Bank, cattle hostel; micro-irrigation; and agro-service centers.

Furthermore, it seeks to develop rural industrialization through activities like: post-harvest technology applications; micro-enterprises; dairy development and processing; food processing; traditional industries; skill development of all eligible youth for self-employment and placement; and village tourism including eco-tourism.

In addition to the above four dimensions, SAGY also seeks to promote environmental development. It plans to implement activities to create a clean and green village consisting of the following:

- Providing toilets in each household and in all public institutions and ensuring their proper use; --appropriate solid and liquid waste management;
- Roadside plantations; tree plantation in accordance with local preferences in homesteads; schools and public institutions – including green walkways; social forestry.
- Watershed management, especially renovation and revival of traditional water bodies; rainwater harvesting - rooftop as well as others; and reducing local pollution of air, water and land.

(Source: *Saansad Adarsh Gram Yojana (SAGY) Guidelines*)

So...Just do it...Methodology of SAGY

There weren't any clear-cut guidelines with regard to how to select a village out of over 200 villages roughly available in an MP's constituency. Moreover, the requirement of socio-economic need assessment surveys also arose, which as per the SAGY guidelines, had to be conducted by an academic institution or a research institution. Unfortunately...all this was missing which is a must for practical implementation of SAGY.

Therefore, the necessary proposed village development plan (VDP) could not be prepared. Thus, lack of preparation shakes the very foundation on which the façade of SAGY stands.

And the results?.. Achievements

In the first phase of the scheme, over 90 MPs failed to adopt any village, while in the second phase in 2016-2017, over 580 members from both houses of Parliament failed to do so!

The absence of willingness to participate in SAGY primarily due to 'no allocation of separate funds' has casted a shadow of doubt as to its future. Overall, it is certain that the scheme has failed in achieving its objectives.

In the second phase of the scheme, as of the start of 2016, only 27 MPs of the total 788 adopted villages as opposed to 697 MPs in the first phase, which indicates the hugely diminishing interest in SAGY. As of August 2016, the number only rose up to 117 ^[1]. Some MPs from opposition parties attributed this, to the failure of the scheme to take off in the first phase itself, lessening the probability that any of them would choose to adopt any villages under the new phase. Additionally, some claimed that they cannot show biased opinion by choosing one village over another in their constituency. Despite the enthusiasm that the scheme had initially started off with, it failed to live up to its hype.

Why SAGY became soggy? Why is it at the verge of failure?

Amidst all that SAGY sought out to achieve, it has, overall, failed. Here are the reasons...

The entire focus of the scheme was on paper, rather than on its implementation, which is equally, important.

There was no separate or extra fund allocated towards implementing the SAGY. The MPs were expected either to use their Member of Parliament Local Area Development Fund (MPLAD, which is 5 crore per annum) or to channelize all existing schemes and programs of the government to the adopted village. Most of the MPs took this personally and showed high degree of apprehension to use MPLAD. Moreover, they are mostly uninformed about the existing government schemes running in their districts and therefore, they have absolutely no idea as to what is going on in their particular districts where the village are adopted. Without adequate funding, the scheme has become idea that only sounds great.

Overall, there is hardly any political will in the country (by most of the respective MPs). A majority of politicians are either unwilling to work towards making the scheme a success, or totally feel helpless and powerless to do so, restrained by the financial constraints. In short, everyone that are expected to get involved in SAGY is either helpless with no extra money, or clueless, devoid of ideas or has no inclination to put in hard work in the rural fields and spoil their hands and cloths, or to travel that extra mile, make that extra effort that is needed to make it a success.

In order for the scheme to have succeeded, better implementation, funding and political leaders who were willing to cover that extra mile to make things work became very essential. Unfortunately, none of that happened when the scheme was announced and the years that followed.

¹ TOI

According to the ambitious "Saansad Adarsh Gram Yojana", each member of parliament would choose or adopt a village in his/her constituency (any constituency in state for members of the Rajya Sabha and any village in nearby constituency for members of urban constituency) to fulfill the following broad objectives: using already existing schemes to develop model villages—Adarsh Grams—and for the development of new initiatives within the local context of the village; and developing a model for local development, which can be replicated in other villages as well.

The overall goal is that each MP would be developing 3 villages by the end of 2019 and another 5 by 2024, at the rate of one per year.

At the basic level, Adarsh Gram is expected to have minimum basic facilities such as pucca house, proper infrastructure and electricity, roads that can withstand all weather conditions to be constructed with covered drains, street lights, availability of modern schools, health facility etc.

No separate funding had been allocated for this scheme. However, it must come from other ongoing schemes like Indira Awas Yojana, MGNREGS, Pradhan Mantri Gram Sadak Yojana, MPLADS, Gram Panchayat's Revenue, Central & State grants, CSR funds etc.

As it is stated earlier, in the second phase of the scheme, the enthusiasm of response of the members of Parliament had gradually diminished. As of August, 2016, only a handful of them, 117 out of a total of 785, had adopted the second village. Their apathy towards this scheme can be understood, as there are no dedicated funds for the scheme there is no accountability for its implementation.

Because MPLADS', as they argue, funds are for purposes of broader utilization, and SAGY focuses specifically on villages, it is not completely fair to conclude that SAGY is redundant when MPLADS exist.

Although the intentions behind the concept of SAGY are good, in order to encourage it and to ensure its success, the government should come up with some innovative ideas such as:

- Introducing the element of competition, by awarding or rewarding the best Adarsh Gram and its MP.
- Providing encouragement, so that some portion of funds from schemes like MPLADS, are utilized for SAGY
- Building an answerable and transparent mechanism for its implementation, focusing beyond mere infrastructure.
- In addition to giving MPs the responsibility, also nominating a corporate to adopt a village would make its implementation more efficient, as it can be added to their CSR profile.

In addition to this, the prospect of using coordinated cooperatives in the agricultural sector could prove to be useful.

- Independent selection of village-
- No political interference
- Time bound implementation
- Penalty for delays and budget overshoot.
- Regular reporting every three months
- Local community participation
- Competition between the participants.

Mera Gaon, Mera Desh...When the going gets tough, the toughs gets going!

Total Villages in India-According to the 2011 census are six

lakh forty thousand eight hundred and sixty seven.

The way forward...How to make it Successful Co-ordinated Co-Operative



Fig 2

Co-operatives are small but democratic business models owned and run by and dedicated to work for their members. Whether the members are the customer, employees or residents, they have an equal say in what the business does and a share in the profits.

As businesses driven by values, not just profits, co-operatives share internationally acknowledged principles and seek to bring people together to build a better world through co-operation and participation.

In a co-operative, the people concerned come together to pool their resources, for a common goal. They include non-profit community organizations and small businesses like self-help groups that are owned and managed by the people who use their services, by the people who work there, and by the people who live there. They also include hybrids, such as worker cooperatives, that are also consumer cooperatives or credit unions, and multi-stakeholder cooperatives, such as those that bring together civil society and local actors to deliver community need, in addition to second and third tier cooperatives, whose members are other cooperatives.

Cooperative businesses are typically more economically resilient than any other form of enterprise.

Agricultural cooperatives or farmers' cooperatives are those where farmers pool their resources together in order to gain mutual economic benefit. Agricultural cooperatives are broadly divided into agricultural service cooperatives, which provide various services to their individual farming members, and agricultural production cooperatives, where production resources such as land or machinery are pooled and members farm jointly.

CO-Operatives: A historical perspective in India

The cooperative movement in India originated in the agricultural and allied sectors. The first Cooperative Credit Societies Act was enacted in the year of 1904. Later, a more comprehensive legislation, the 'Cooperative Societies Act', was made. This Act provided for the creation of the post of registrar of cooperative societies and registration of cooperative societies. Under the Montague-Chelmsford Reforms of 1919, cooperation became a provincial subject and provinces were, thus, authorized to make their own cooperative laws. Under the Government of India Act of

1935, cooperatives were additionally treated as a provincial subject. The 'Cooperative Societies' is a state subject under entry No. 32 of the State List of the Constitution of India.

In order to cover cooperative societies with membership from more than one province, the Government of India enacted the Multi-Unit Cooperative Societies Act of 1942. This Act dealt with cooperative societies which had jurisdiction in more than one province.

A need was felt for a comprehensive central legislation to consolidate the laws that governed cooperative societies. This led to the enactment of the Multi-State Cooperative Societies Act of 1984.

After independence, cooperatives presumed a great implication in the removal of poverty and in accelerating the pace of socio-economic growth.

What you sow, so shall you reap....

Success and Failures of Cooperatives in the past

In 1958, the National Development Council (NDC) recommended a national policy on cooperatives. The cooperative sector had been playing a distinct and significant role in the country's process of socio-economic development up until that point of time. There has been a substantial growth of this sector in diverse areas of the economy during the past few decades. There was an increase in the number of cooperatives in the country from 1.81 lakh in 1950-51 to 4.53 lakh through 1996 to 1997. There was also a rise in the membership of cooperative societies from 1.55 crore to 20.45 crore in the same period. The cooperatives have been operating in various areas of the economy such as credit, production, processing, marketing, input distribution, housing, dairying and textiles. In some of the areas concerning their activities, such as dairying, urban banking and housing, sugar and handlooms, the cooperatives have been successful, but there are larger areas where the picture looks a bit different.

The failure of cooperatives can be attributed to the dormant membership and lack of active participation of members in the management of cooperatives. Mounting over dues in cooperative credit institutions, lack of mobilization of internal resources and over dependence on government assistance, lack of professional management, bureaucratic control and interference in the management, political interference and over-politicization have proved harmful to their growth. These are the areas which need to be attended to by evolving suitable legislative and policy support.

NABARD, rise and failure ...

Nabard (National Bank for Agricultural and Rural Development), was set up on July 12, 1982. NABARD has been entrusted with the statutory responsibility of conducting inspections of State Cooperative Banks (SCBs), District Central Cooperative Banks (DCCBs) and Regional Rural Banks (RRBs) under the provisions of Section 35(6) of the Banking Regulation Act (BR Act), 1949. In addition to this, NABARD has also been conducting periodic inspections of state level cooperative institutions such as State Cooperative Agriculture and Rural Development Banks (SCARDBs), Apex Weavers Societies, Marketing Federations, etc., on a voluntary basis. It set out to provide financial assistance to rural population, who are generally left out of formal banking systems. The aim was to fight social injustice that operated in

the form of credit fragmentation, lack of insurance, lack of acceptable collateral etc., and by virtue of that, act as a helping hand in the processes of fostering rural development. However, despite of the immediate success it achieved, having been given the status of a Nationalized Bank, it turned out to be a failure, for the success was only transient. Many reasons have been cited for its ultimate inability to accomplish the objectives it intended to. For instance, one of the predominant setbacks that it faces is its extremely entwined relationship with the government, which, at times, negatively influences its decision making and management. This connection with the political power leads to a bureaucratic tackling of problems that arise. There's an obvious incongruence between NABARD's interest as a social venture established to help the agrarian population and the interests of the political power, which has proven to be detrimental for NABARD's working.

Moreover, the contemporary intercontinental financial crisis is making it extremely difficult for governments to allocate adequate and required funding for organizations like NABARD. Thus, funding of these organizations is being reduced and scaled back. There's an increasing uncertainty in clients as to whether their loans will be processed or not, or whether they will be extended credit in future.

Some Case Studies of Successful Cooperatives

CO-Operative of Lijjat Papad

Lijjat papad is much more than just a commonly recognized name in India. Shri Mahila Griha Udyog lijjat papad has exemplified the mind-boggling story of clothes to a newfound wealth beginning with a pitiful advance of Rs. 80 in 1959, growing into an yearly offer of Rs. 301 crore now.

The extraordinary offering recommendation of the agreeable is its affirmation of value at a sensible cost. The helpful have dependably guaranteed that each operation runs easily. Shri Mahila ... Papad's individuals have constantly earned an agreeable benefit and its specialists get their due share. Sharing of energy and the sarvodaya theory has helped the association accomplish such fame. The specialist chooses the way in which benefit or misfortune ought to be allocated among the individuals. An advisory group of 21 individuals deals with the undertakings of the organization. However, all choices, major or minor depend on agreement among individuals. Even a single complaint can invalidate a choice. The agreeable began by seven ladies on a patio of working in Girgaum in Mumbai, and has scripted an example of overcoming adversity in light of the fact that the individuals were undoubtedly willing to share the fate of each other. The convention is as yet predominant.

CO-Operatives of Amul

Amul is an Indian dairy helpful, based at Anand in the condition of Gujarat, India. Framed in 1946, it is a brand overseen by an agreeable body, the Gujarat Co-agent Milk Marketing Federation Ltd. (GCMMF), which today is together possessed by 3.6 million drain makers in Gujarat.

Helpful society at town level partnered to a drain union at the district level which thus, is combined into a drain alliance at the state level. Drain accumulation is done at the town dairy society, drain obtainment and preparing at locale drain union, drain items being promoted at the state drain organization. The structure was developed at Amul in Gujarat and from that

point, duplicated everywhere throughout the nation under the operation surge programme. The Amul Model is a three-level helpful structure. This structure comprises of a dairy cooperative society at village level, a Milk union operating at the district level and Milk Federation operating at the state level. They have established a direct linkage between the producers (Farmers), and the consumers, thereby eliminating middlemen and reducing the cost. The farmers only control the procurement, processing and marketing of the products. All this leads to an effective and a highly professional managerial system that accomplishes targets within the stipulated time. The result is out before everyone’s eyes. Amul is a leading brand, taking care of the dairy needs of a huge chunk of the country’s population.

Cooperatives in Agricultural Sector

For the success of any developmental effort in the agricultural sector, it is important to synergize with the efforts in the

cooperative sector. Development of the cooperative sector has many benefits. All sections of society need to be involved in such efforts for the intended development. The cooperative sector has an inbuilt democracy and only those who can demonstrate their commitment and efficiency can survive in the cooperative elections. Panchayat Raj institutions and the cooperative sector can bring about positive changes in the rural areas of the nation. Cooperatives have extended across the entire country, and there are currently an estimated total of 230 million members nationwide. The cooperative credit system has the largest network in the world and cooperatives have advanced more credit in the Indian agricultural sector as compared to commercial banks. In fertilizer production and distribution, the Indian Fertilizer Cooperative commands over 35% of the market. The cooperative share of the market in the production of sugar is over 58%, and 60% in the production of cotton. The cooperative sector accounts for 55% of looms in the hand-weaving sector.

Difference between CO-Operative and CO-Ordinated CO-Operative

Table 1

CO-Operative An Assembled Jugad!	CO-Ordinated CO-Operative--A Tried and Proven Innovation
An Assembly of Like Minded Entities---- With A Common Goal	Like Minded Entities and A Motivated Manager
Only entities with disciplined drive can succeed	Diverse entities are free to be themselves, be innovative---yet work together for mutual benefit
Not Fail-Safe or Fool-Proof	Fully Protected to Fail in a Safe Way Even if a Fool Plays With it
Personality and Project Clashes	Trouble-Shooting Aparatus to deal with every crisis
Suited For A Single Purpose Or Goal	Multi-Perpose and Multi-Goal Oriented
Takes time to take off	Can be done Swiftly and Smoothly
REGIONAL IMPACT	National Impact

C-SAGY is born!

C- SAGY is basically SAGY working in cooperation with Co-ordinated Co-operatives, aiming to cover as well as curb the initial failures of SAGY, as per the 97th amendment of the Indian constitution. How and why SAGY failed to achieve its objectives has been explained in detail in the previous paragraph. The paper here focuses on how C- SAGY will rescue and expand the unutilized potential of SAGY.

The goal of is to transmute Mahatma Gandhi’s vision of rural development into reality, keeping in view the present context. Gandhi’s concept of rural development revolved around creating model villages for transforming ‘swaraj’ (self-rule) into ‘su-raj’(good governance). The salient features of his conception of an ideal Indian village involved perfect sanitation, village commons, a co-operative dairy, primary and secondary schools for industrial education, and panchayats for settling disputes. In addition to this, he pictured flourishing village industries, literacy, and harmony among communities with eradication of untouchability and unemployment. Most importantly, he idealized the village to be independent and self-sufficient in all aspects.

SAGY, thus, aims at instilling certain values in villages and their people to facilitate their transformation into models for others.

The main objectives are as follows:

1. To trigger processes which lead to holistic development of the identified Gram Panchayats.
2. To substantially improve the standard of living and quality of life of all sections of the population through:
 - a) improved basic amenities

- b) higher productivity
- c) enhanced human development
- d) better livelihood opportunities
- e) reduced disparities
- f) access to rights and entitlements
- g) wider social mobilization
- h) enriched social capital

3. To create models of local level development and effective local governance which can motivate and inspire neighboring Gram Panchayats to learn and adapt
4. To cultivate the identified Adarsh Grams as schools of local development to train other Gram Panchayats

It strives to move far beyond mere infrastructure development and aims at instilling certain values in the villages and their people so that they get transformed into models for others. These values include:

1. Adopting people’s participation as an end in itself, by ensuring the involvement of all sections of society in all aspects related to the life of village, especially in decision-making related to governance
2. Promoting Antyodaya, by enabling the “poorest and the weakest person” in the village to achieve well-being
3. Supporting gender equality and ensuring respect for women
4. Guaranteeing social justice
5. Promoting dignity of labour and the spirit of community service and voluntarism
6. Promoting a culture of cleanliness
7. Living in consonance with nature, by ensuring a balance between development and ecology

8. Promoting local cultural heritage
 9. Encouraging mutual cooperation, self-help and self-reliance
 10. Bringing peace and harmony in the village community
 11. Bringing about transparency, accountability in public life
 12. Nurturing local self-governance
 13. Promoting the Fundamental Rights and Fundamental Duties of the Indian Constitution
- (Source: Saansad Adarsh Gram Yojana (SAGY) Guidelines)

Since its inception in 2014 under Prime Minister Narendra Modi, the scheme hoped to accomplish a number of results. As to whether these results are, in fact, being achieved is still questionable.

How C- SAGY Works...

Cooperation means getting things done with collective effort. The benefit of cooperatives is that they combine the wealth and resources of many individuals and harness them in a united way. It has two forms –

- a) Subordinated Co-operation
- b) Co-ordinated Cooperation

The first i.e. Cooperative or subordinated cooperation involves people doing something individually or collectively, but at the same time keeping themselves under other people's supervision or control, which in India we have seen were politicians or big landlords. This can degenerate the moral fabric of an enterprise, which is exactly what we have seen happening in India...that is why cooperatives failed drastically. Something better is needed...

To help achieve this, however, cooperatives should be structured in such a way that individual interests do not dominate collective interests. Individual dominance can adversely affect the welfare of different social groups and the environment.

Essence of Co-ordinated Co-operatives (C-SAGY)

CC as a form of economic enterprise involves getting things done between free human beings with:

1. Equal rights;
2. Equal human prestige (and mutual respect for each other);
3. Equal locus standing (eg. legal standing) so that everyone's welfare is considered.

This is called "coordinated cooperation" and is needed for equilibrium in social life. A socio-economic system should be based on coordinated cooperation, not subordinated cooperation.

In order to achieve the objectives stated earlier, C-SAGY is to be guided by the following approach:

1. Leveraging the leadership, capacity, commitment and energy of the Members of Parliament (MP) to develop model Gram Panchayats.
2. Engaging and mobilizing the community for participatory

local level development.

3. Converging different government programs and private and voluntary initiatives to achieve comprehensive development in tune with people's aspirations and local potential.
4. Building partnerships with voluntary organizations, co-operatives and academic and research institutions.
5. Focusing on outcomes and sustainability

Rules for C-SAGY

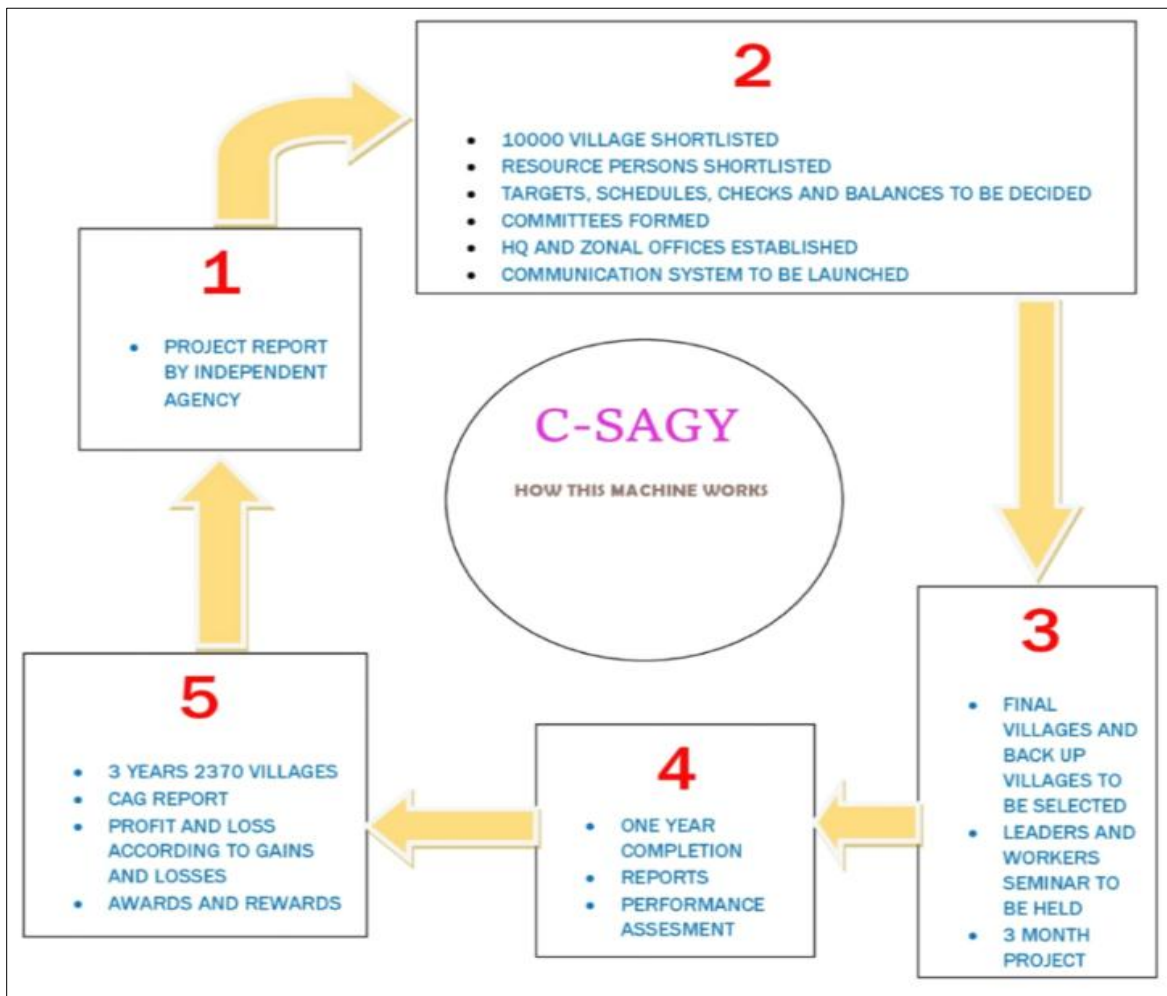
- No Political or Social Interference
- To Be Initiated and Run By Local Bodies From Local Centres (Not From Metros or Delhi)
- Funds Generation, Utilization and Accountability To Be Handled By an Independent Body

How to Raise the Dead...The Miracle of C-SAGY

So, the million dollar question is: How Can SAGY Be Raised from the Living Dead?

The problem in this scheme has already been identified...and discussed in detail. Here then, is the MASTER PLAN to revive and restore SAGY to all its glory as first conceived by the Prime Minister Narendra Modi Ji:

1. The MISSING LINK is a NODAL AGENCY to make things happen...to CO-Ordinated all the efforts. It is much like putting together the engine, chassis, brakes, suspension...and all the different parts...and making a car.
2. Next is super-tuning this car—the CO-Operative—so the entire machinery is complimenting each other...rather than not working, or working haphazardly, or being at war with each other!
3. Next...we bring in the Petrol—the funds needed to make it work. Yes, it is possible and can and must be done.
4. This nodal CO-Ordinating agency—The Mechanic—is the Missing Element...which alone can make SAGY survive...and thrive. And it can be QED=Quite Easily Done!
5. CO-Ordinating Agency would do the following:
 - a) Make the master plan
 - b) Do extensive surveys to know the ground level reality and update it in real time.
 - c) Identify the probable villages...make a short list of 10000 villages out of 640867
 - d) Make the final short list of 2370 villages on fair and impartial basis...without being influenced by any political, social, financial pressure.
 - e) Suggest infrastructure, zones and zonal monitoring and training centers.
 - f) Anticipate future problems and devise problem-shooting system.
 - g) Devise Contingency plans.



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