

Case Documentation Competition for Faculty Members of Cooperative Training Institutes (CTIs): 2021-22

**Theme: “Computerization of PACS-
Models, Approaches, Strategy and
Issues”**



C-PEC

**CENTER FOR PROFESSIONAL EXCELLENCE
IN COOPERATIVES (C-PEC)**

**BANKERS INSTITUTE OF RURAL DEVELOPMENT,
LUCKNOW**

CENTER FOR PROFESSIONAL EXCELLENCE IN COOPERATIVES (C-PEC)

BIRD, LUCKNOW

Case Documentation Competition on “Computerization of PACS- Models, Approaches, Strategy and Issues” for FMs of CTIs - 2021-22

About C-PEC

A Centre for Professional Excellence in Cooperatives (C-PEC) has been set up within the Bankers Institute of Rural Development (BIRD) to streamline training systems in Cooperative Credit Structure (CCS) which would ensure availability of professional staff with the cooperatives for efficient delivery of banking and financial services. The vision of C-PEC is to be an independent, competent and eminent center offering services to promote creation of a cadre of professional excellence in the cooperative credit structure.

Case Study Background

The rural credit needs are fast changing and rural financial institutions need to adopt to these situations by introduction of new or improved products/ services, improving efficiency of operations majorly in terms of cost and delivery. The rural credit cooperatives albeit extensive network have not been peer competent in terms of technology adoption especially at PACS level resulting in very limited services offered thereby affecting the viability and sustainability of these institutes.

The need for technology adoption is increasingly felt and continues to be relevant for viable and sustainable operations of PACS in the present rural banking scenario. It is therefore contemplated to step up the efforts on PACS computerization. The National Bank for Agriculture and Rural Development (NABARD) in July 2020 announced a Rs 5,000 crore grant-based scheme for computerization of 35,000 Primary Agricultural Credit Societies (PACS) by FY 2023.

In effect, the technology should enable PACS to function as vibrant, transparent and one-stop shops for providing seamless and borderless financial and non-financial services.

Case Study Competition

As faculty of CTIs, we need a pool of cases, documented professionally for motivating our co-operatives to turn into viable institutions with improved functional efficiency providing world class customer service. ***C-PEC, BIRD is pleased to announce a Case Documentation Competition on the theme “Computerization of PACS- Models, Approaches, Strategy and Issues”*** to encourage the faculty members of Cooperative Training Institutes (CTIs) to prepare case studies documenting successful interventions in this domain. The case may contain successful models/approaches by PACS in computerization of its operations; the issues/challenges faced in the implementation phase and strategies adopted in surmounting these challenges.

These cases on PACS Computerization seek not only to enlighten but also to serve as pathfinder for other organizations to adapt and replicate similar initiatives in their respective organizations. C-PEC therefore strongly felt that such initiatives and innovations need to be documented and shared so that others may also benefit from them.

Who can submit Case Studies?

The existing and past (serving) Faculty Members/Principals of the Cooperative Training Institutes (ACSTIs & NCCT Fold Institutes) and officers with Training Division of the Cooperative Banks may submit the case studies. The Case Studies submitted should be duly vetted by the Principal of the respective Training Institutes/head of the Training Divisions of the Bank.

Broad Features

- a) The guidelines for preparing the case, including its format and other details are enumerated in the **Annexure**. The case may, as far as possible, be restricted to the prescribed guidelines/format.
- b) The case can be documented by individuals or a team of individuals and submitted. However, in case of teams, the honorarium will be awarded to the team and shared among the members of the team, if selected.
- c) These cases may be sent by email to C-PEC at ***cpecforccs@gmail.com*** with subject ***“Entry under C-PEC Case Study Competition 2021-22”***. A copy of the same may also be endorsed to ***jothi.srinivas@nabard.org***.
- d) A Screening Committee set up by C-PEC would select the top cases received,

based on certain qualifying criteria adopted. These cases may be used by CPEC and BIRD as part of its study material and also may be considered for publishing as a Compendium, giving due recognition to the Authors. The cases submitted in the competition will be the sole intellectual property of C-PEC, BIRD, Lucknow and it will be free to use it for all its academic purposes.

- e) If required, the authors of the selected cases may be invited to BIRD Lucknow for presentation and finalization of their cases along with trainer's notes before a select audience.
- f) The top 03 entries will be awarded as under:
- 1st Prize: Rs. 15,000/-
 - 2nd Prize: Rs. 12,000/-
 - 3rd Prize: Rs. 10,000/-
- g) All other cases which conform to the norms of the competition and selected as eligible entries will be awarded a consolation prize of Rs. 1000/-. CPEC, BIRD will have the right to reject any entry if not found suitable and the decision of C-PEC, BIRD will be final. No representations in this regard will be entertained.
- h) The last date for receipt of entries is **07 December 2021**.
- i) For any queries/clarifications, please contact C-PEC at 0522-2421799 or email to cpecforccs@gmail.com.

Sd/-

**Joint Director
BIRD, Lucknow
13 October 2021**

Annexure

General Guidelines for Writing “Case”

1. Introduction

Reports of innovations and development initiatives in the co-operatives, challenges in implementation, the resultant success, best practices which are initiated or followed in banks with or without NABARD support. Each success/failure could be attributed to various reasons. These reasons or parameters could relate to leadership, the idea, the processes followed, financials, gaps in policy, the environment, peoples' participation, etc.

If properly captured and documented, these factual representation of initiatives or Cases, the journey from planning to implementation, their influence on the rural populace, etc., could provide immense learning opportunities as also valuable inputs for policy formulation. The cases can also be resource for the faculty engaged in co-operative training. An attempt has been made by C-PEC, BIRD in the following paragraphs to share broad guidelines for preparation of such cases.

2. What is a Case?

A case is a story of a situation or events or processes based on the real experiences, about something that is unique, special or interesting or a practice connected with an organization, programme, intervention, product, process and programs. A good case should seek information on frauds (number and amount) the modus operandi, action taken to recover the amount lost due to fraud and steps taken to avoid recurrence of fraud. The purpose of the case should be to identify the extent and type of fraud, preventive vigilance mechanisms adopted and challenges experienced by the Cooperative Banks in the context.

3. Why to document Case?

The case gives the story behind the success /intervention by capturing what it required to bring it about. It can be a good opportunity to highlight a project/intervention's success. It can also bring attention of the policy makers to a particular challenge or difficulty in an intervention/programme. Documenting such efforts gives an opportunity to an individual/organization to highlight its interventions. It will also help in providing a ready recipe for replication in the similar situations in case of a success story.

4. Advantages and Limitations of a Case

The primary advantage of a case is that it provides complete, authentic and detailed information that may not be available otherwise by mere survey. Cases are generally

an outcome of comprehensive study/understanding of the situation from all necessary angles using multiple methods of data collection (i.e., surveys, interviews, document review, and observation) to provide the complete story.

A common complaint about cases is that it is difficult to generalize from one case to another. But cases have also been prone to over-generalization, which comes from selecting a few examples and assuming without evidence that they are typical or representative of the population or specific context. Thus, it is very important while writing a case to highlight sufficiently the conditions/situations that are responsible for causing an effect or result.

A case may provide detailed information about the case in narrative form. However, it may be difficult to hold a reader's interest if it is too lengthy. It will depend on the skills of writing a case that sustains readers' interest. Therefore, the main text of the case may be restricted to not more than 5 pages. The other necessary information, details etc., can go as annexures, if required.

5. Theme for writing the Case

The thematic focus is “Computerization of PACS- Models, Approaches and Issues”. The cases may document successful models or initiatives adopted by PACS for its computerization, highlighting impactful approaches used and operational/functional challenges faced during the computerization process.

6. Format/Structure of the Case document

The case document should be written in the following format:

I. Title

II. Introduction/Background

This includes background about the subject of the case.

III. The Case

The part in which the real content/data/information relating to the case is described. It should be a case minimum word limit of 2400 words (6 A4 size pages) with provision for annexures. An effective case should evince interest among readers. In addition, Trainer's Note could be of 2 more pages.

IV. Points/Issues for Discussion

It may be in the form of questions or simply stated as areas for analysis, discussion and for drawing inferences.

V. Photographs

4-5 relevant HD photographs must be included in the case.

VI. References

Acknowledgements, references, annexures, etc., may be added wherever applicable.

7. Format/Structure of Trainers' Note

Trainers' Note should be given separately at the end of the case, written in the following format:

I. Objectives

- Background of the case
- Why the case was written
- What are the key points of learning/discussion the case aims to put across
- What the case writer would like to derive after administering the case

II. Target Group

Who are the target participants/trainees

III. Session Plan & Time Required

How the case is to be administered and the time required for administering the case.

IV. Trainers' inputs for discussion

The views of the case writer on issues/questions/concerns etc., raised in the case.

The Trainer's note may be restricted to a maximum of 2 pages.
