Chapter 4

CO-OPERATIVE DAIRYING-
AN OVERVIEW

4.1 Co-operatives-An Overview

Co-operation means to work together to achieve some common purpose. Co-operation provides a voluntary association of individuals having common needs and aiming the achievement of common economic ends through the formation of co-operative societies. A co-operative society is recognised as a sector of business enterprise quite distinct from public sector or private sector.

Dr.C.R.Fay defines co-operative society from a socio economic point of view as an association for the purpose of joint trading among the weak and conducted always in an unselfish spirit, on such terms as, all who are prepared to assume the duties of membership may share in its rewards, in promotion.

The co-operative movement was launched in India nearly eighty years ago. Over these years the Indian co-operative movement has passed through various stages of development, and the outlook of these connected with the movement and the Government has undergone changes many a time and in many respects. Today, co-operative business organisations appear to be more widely distributed even in relation to certain diversified areas of business activities. Since independence, cooperatives have been encouraged as a matter of policy. Besides, the successive five year plans have also provided impetus to the growth of the cooperatives in the country with the recognition of the significant role played by them in effecting a viable shift from traditional to a modern form of business.
A cursory look at the progress and development of the Indian co-operative movement particularly since the second five year plan will show that the Indian cooperative sector has developed in a variety of directions. The co-operative enterprise has to compete with private as well as public sector enterprises. It can't survive unless it attains a level of efficiency to compete with and, if possible, to overtake them in some vital areas in the field of production, and distribution. It is now universally accepted that the personnel resource is one of the crucial factors determining capacities of any enterprise.

The co-operatives feel that their firm is too small to have personnel problems. Improper handling of human resource through defective and haphazard personnel policies may compel a co-operative to be satisfied with less qualified and less efficient workforce. Using appropriate appeal in recruiting employees, imparting the right training and setting up a satisfying reward structure are not the issues that could be discounted by the co-operative sector.

4.2 Dairy sector in India-an overview

India lives in villages. It is the seventh largest country by geographical area. With an estimate of 1.13 billion, India is the world's second most populous country. Almost 70% of Indians reside in rural areas. Major agricultural crops include rice, wheat, oilseed, cotton, jute, sugarcane and potato. Agricultural sector accounts for 28% GDP; the service and industrial sector make up 54% and 18% respectively.

Over 60% of rural population are employed in agriculture and related industries. Dairying is a major contributor to the agricultural output of India. Milk production is an important rural activity in India providing supplementary income and employment to millions of rural households. Today India has emerged as the largest producer of milk.
Millions of rural smallholder milk producers dominate India’s dairy industry, contributing 62 percent of total milk produced in the country. The milch animals are fed on crop residues and milch animal dung is used as manure for crops. Indian agriculture is an economic symbiosis of crop and cattle population. Livestock plays a vital role in the economy; animal husbandry is the most important economic activity in rural areas. The dairy sector today provides 80 million farm households with the triple benefits of nutritive food, supplementary income and productive employment for family labour, mainly for women. Further dairying provides a support system to milk producers without disturbing their agro-economic systems.

India ranks first in milk production, accounting for 17 per cent of world production. USA stands second in milk production in the world. The overall milk production in the country has increased from 17 million tonnes (MT) (1950–51) to 132.43million tonnes (2012–13) with increase in per capita availability from 124 grams/day to 290grams/day in the same period. This progress made by India in the field of dairying may be attributed to the concerted efforts of a large number of milk producing farmers, scientists, planners, NGOS, dairy co-operatives and the industry. The demand for milk and milk products is rapidly increasing with achievement of high economic growth in India. The growth in the milk production remained stagnant for more than two decades after independence (around 1% per annum) whereas the growth of population was closer to 2%. The gap between demand and production was widening. Substantial increment in milk production was achieved with the launch of a nationwide dairy development programme (operation flood) by National Dairy Development Board (NDDB) in the year 1970. The programme has completed its third phase in April 1996.
Milk marketing and disposal

Marketing and disposal of milk is particularly difficult for small-scale producers. In general, the small-scale milk production system in India could be broadly classified into four main categories:

- Dairying for home consumption; specialized milk production for home consumption where milk is an essential part of the household diet.
- Dual purpose for animals (for milk and draught) where seasonal surpluses of milk are converted into market sales of storable household products.
- Small-scale dairy farming where milk and milk products are converted into market sales.
- Commercial dairy farming where the animal holding is comparatively large and milk and milk products are converted into market sales.

Generally, milk disposal throughout the country is carried out according to four methods:

- Through *dudhias* (small traders); traders buy good quality milk from producers at a lower price and then adulterate it by adding water to increase the quantity and sell it in the urban markets at a higher rate, earning more profit, none of the margin returning to the producers;
- Through private enterprises owned and run by an individual or in partnership as a private business, such enterprises make huge profits and exploit small producers by buying their milk through agents or middlemen;
• Through state-owned city dairies; these dairies also depend on traders and cannot benefit producers, mainly because the producers do not have a direct link with such dairies;

• Through collective ownership; for example self-help groups/milk bulking groups/dairy cooperatives. This method was better than others, but because of organizational and managerial defects, the desired progress could not be achieved and producers could not get remunerative returns until the launching of ‘Operation Flood’ (OF).

4.3 Co-Operative Movement in India

Co-operatives play an important role in the development of Indian Dairy sector. Today cooperative movement in India is the largest movement in the world. They are engaged in milk production, procurement, processing and marketing. The dairy co-operative system represents more than 13 million dairy farmers affiliated to about 1,22,000 primary cooperative societies, which sell their product to one of 198 milk producers cooperative unions/Dairies, which in turn are supported by state cooperative milk marketing Federations.

Over six decades ago, the farmers’ average income was derived almost entirely from seasonal crops. The income from milk buffaloes was not dependable. Milk producers in Kaira district (Gujarat) had to travel long distance to deliver milk to the only dairy-Polson Dairy in Anand- often milk went sour, especially in the summer season, as producers has to physically carry milk in individual containers. Private traders and middleman controlled the marketing and distribution system for the milk. These middlemen decided the prices and off-take from the farmers by the season. As milk is perishable, farmers were compelled to sell it for whatever they were offered.
The realization dawned on the farmers that exploitation by the trader could be checked only if they marketed their milk themselves. Amul was the result of the realization that they could pool up their milk and work as a cooperative. Thus Dairy co-operative movement in India started with two co-operative milk producers’ societies in Kaira district of Gujarat in June 1946 with 250 liters of milk per day. Kaira cooperative milk producers Union Ltd, popularly known as ‘AMUL’ were formally registered on 14 December 1946 with 5 dairy cooperatives. With the formation of Dairy cooperatives, milk producers ceased being exploited and started getting remunerative prices for their milk.

In October 1964, on the occasion of inauguration of AMUL's cattle feed plant, the then prime minister of India Lal Bahadur Sastri spent the night as the guest of village milk cooperative society near Anand. Impressed by the socio-economic changes brought about by the milk co-operatives, he expressed a desire for a national level organization to replicate the Anand model Dairy Co-operatives throughout the country and to make available multidisciplinary, professional dairy expertise to dairies in the public and cooperative sectors. With this mandate National Dairy Development Board was setup in the year 1965. NDDB is involved in promoting, financing and supporting dairy cooperatives in India that are owned and controlled by the producers themselves.

Operation Flood was launched by NDDB in 1970, which was a programme designed to promote dairying in the country by replicating the Anand model for dairy development. Operation flood has ensured that they receive maximum return from each rupee spent by consumers on milk and milk products, and this has provided incentive on which the growth of dairy industry has been based.
Operation Flood Project

Operation flood was a dairy development programme credited for having ushered in ‘White Revolution’ in India. The programme is hailed for supporting the Indian Dairy Sector progress from a situation of scarcity to that of plenty and making India the largest producer of milk in the world. The programme was initiated in the backdrop of dairy commodity surpluses in Europe in the 1970s which posed a serious threat to dairying in India. Dr. Verghese Kurien is the pioneer of Operation Flood in India. All credit for its implementation and successful operation goes to him. The looming threat of cheap imports finding their way into the country and adversely affecting the nascent dairy industry besides depressing the dairying activity was converted into an opportunity to build a strong dairy industry. This was achieved by utilizing food aid (from European Economic Community) to finance the building of modern dairying infrastructure.

Launched in 1970, Operation Flood has helped dairy farmers to direct their own development, placing control of the resources they create in their own hands. A National Milk Grid links milk producers throughout India with consumers in over 700 towns and cities, reducing seasonal and regional price variations while ensuring that the producer gets fair market prices in a transparent manner on a regular basis.

The programme was implemented in three phases from 1970–1996. The activities of the programme included establishment of a unique rural milk procurement system, marketing system, development of milch animals, increasing milk production, utilization of food aid for market stabilization, manpower training and development, etc. The uniqueness of the programme was the establishment of physical and institutional arrangement through cooperative milk procurement and marketing system that was professionally managed though farmer (producer) controlled.
The bedrock of Operation Flood has been village milk producers' cooperatives, which procure milk and provide inputs and services, making modern management and technology available to members. Operation Flood's objectives included:

- Increase in milk production
- Augment rural income
- Responsible prices for consumers

Operation Flood was implemented in three phases

Phase I: Phase 1 (1970-1980) was financed by the sale of skimmed milk powder and butter oil gifted by the European Union the EEC through the world programme. NDDB planned the programme and negotiated the details of EEC assistance. During the first phase, operation flood linked 18 of India’s premier milk sheds with consumers in India’s four major metropolitan cities: Delhi, Mumbai, Kolkata and Chennai.

Phase II: Operation Flood's Phase II (1981-85) increased the milk sheds from 18 to 136; 290 urban markets expanded the outlets for milk. By the end of 1985, a self-sustaining system of 43,000 village cooperatives covering 4.25 million milk producers had become a reality. Domestic milk powder production increased from 22,000 tons in the pre-project year to 140,000 tons by 1989, all of the increase coming from dairies set up under Operation Flood. In this way EEC gifts and World Bank loan helped to promote self-reliance. Direct marketing of milk by producers' cooperatives increased by several million litres a day.

Phase III: Operation Flood's Phase III consolidated India's dairy cooperative movement, adding 30,000 new dairy cooperatives to the 42,000 existing societies organised during Phase II. Milk sheds peaked to 173 in 1988-89.
with the numbers of women members and Women's Dairy Cooperative Societies increasing significantly.

Phase III gave increased emphasis to research and development in animal health and animal nutrition. Innovations like vaccines, bypass protein feed and urea-molasses mineral blocks, all contributed to the enhanced productivity of milch animals.

From the outset, Operation Flood was conceived and implemented as much more than a dairy programme. Rather, dairying was seen as an instrument of development, generating employment and regular incomes for millions of rural people. "Operation Flood can be viewed as a twenty year experiment confirming the Rural Development Vision”

**Salient features of Anand Pattern Dairy Co-operatives (APDCs)**

The salient features that have contributed to APDCs are as follows:

- A single commodity approach; handles only the milk business.

- Four-tier organizational structure; an integrated structure owned, managed and controlled by milk producers members themselves, which handles milk production, procurement, processing and marketing, and provides support services for milk production enhancement.

- Democratically elected boards from among their members in all the four tiers, i.e. the village DCS, the district milk union, the state federation and the national federation. The board members are authorized to decide upon the policies for total democratic governance.

- Employment of professionals by the cooperatives and professional managers answerable to the cooperative boards.
• The basic philosophy of the Anand Pattern; combining the power of its people with professional management in a vertically integrated cooperative structure that establishes a direct linkage, eliminating all middlemen, between those who produce the milk and those who consume it, either in the form of milk or milk products. This structure transfers the largest share of consumers’ money to the producers, creating an incentive to improve production. It supports production by exposing farmers to modern technology. Placing the farmers in command as the owners of their cooperative involves them in the process of development. The democratic form of the cooperative provides an underpinning for democracy in the country, through a foundation of a democratic institution right down to the village level.

• Transparency maintained in business: by-laws providing continuous and concurrent audit.

• Cash and regular payment to producers for the milk supplied by them.

• Awareness raised on clean milk production and animal husbandry practices, which resulted in higher quality of milk production and breed improvement.
Figure 1. Structure and functions of the APDC

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<th>NCDFI</th>
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<td>BOARD OF DIRECTORS</td>
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<th>DAIRY COOP SOCIETY</th>
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<th>MILK PRODUCERS/MEMBERS</th>
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The National Cooperative Dairy Federation of India (NCDFI)

The NCDFI is the fourth tier of the APDC. All the state-level federations are members of NCDFI. They become members by paying the requisite entrance fee and purchasing shares. The NCDFI board consists of all the chairpersons/managing directors of the state federations/ state unions/territory unions. The main function of the NCDFI is to promote the dairy industry on a cooperative basis. It offers services in procurement, processing and marketing of milk and milk products from one state to another within the country and is also responsible for international marketing. NCDFI also coordinates the supply of milk and milk products to institutional consumers such as the army. Further, it organizes and operates the national milk grid. It helps the member federations in the purchase, storage and distribution of machinery and equipment.

The state dairy cooperative federation

The district dairy cooperative unions are federated into a state-level cooperative milk marketing federation by subscribing to it at least one share. The federation is responsible for developing and implementing policies on cooperative marketing of all member unions’ liquid milk and milk products, the product-price mix, cooperative provision of joint services (such as AI and breeding) and cooperative marketing of support services to members. Out of its net profit, the federation distributes the profit share among all the member unions according to the milk procured by them and the provision of by-laws.

The federation board consists of the elected chairpersons of all member unions and the federation’s managing director; other members are representatives of registrar cooperative societies and nominees of NDDB. Only the elected chairpersons of the member unions have voting rights and elect the chairperson of the federation. The federation board is advised by its
programming committee, which is composed of each member union’s chief executive, the federation’s chief quality control officer and one or more non-voting co-opted technical representatives of NDDB. The federation’s managing director is the committee’s chairperson, and the general manager, its secretary. The programming committee meets once every month and is also responsible for day-to-day implementation of the board’s policies and plans.

**District cooperative milk unions**

All the registered village dairy cooperatives are affiliated with and members of the district cooperative milk producers’ union, which enables them to jointly own a dairy processing plant and cattle feed plant. In order to become a member of the union, a registered society has to pay a nominal entrance fee and must purchase at least one share of the union. The union is controlled by a board of directors consisting of 16 to 17 members, of whom 12 are democratically elected from among the chairpersons of the member village dairy societies. The remaining 4 to 5 members include the union’s managing director as a member secretary, one or two representatives of financing institutions and a nominee each from registrar cooperative societies and the federation. These five members are not eligible to compete for the post of chairperson, who is elected by ballot by the board of director members. One-third of the elected board members retire every year by rotation so that each member carries out his duties for three years. This ensures continuity in management.

The union carries out five important elements: (i) procurement, processing and marketing of milk; (ii) provision of technical inputs (support services); (iii) strengthening of the dairy cooperative movement; (iv) organization of extension activities; (v) rural development services.
Village dairy cooperative societies (DCSs)

The basic unit in the Anand Pattern is the milk producers’ cooperative society, a voluntary association of milk producers in a village who wish to market their milk collectively. Every milk producer who has at least one milch animal can become a member of the cooperative by paying a nominal entrance fee and purchasing at least one share. At a general meeting of all the members, the representatives are elected to form a managing committee, which runs the day-to-day affairs of the cooperative society by setting the policies and appointing necessary staff. Out of nine managing committee members, one member is elected as chairperson. Every morning and evening the society buys the surplus milk from its producer-members. The producer is paid for milk usually within 12 hours (for morning milk, in the same evening and for evening milk, the next morning). The payment is made on the basis of fat and SNF(solids-not-fat) content of the milk supplied by the individual producer. The district milk union organizes the transport of collected milk twice daily (whenever the dairy society has no bulk coolers) or according to the schedule based on the quantity of the milk collected and the capacity of bulk coolers from all its affiliated member cooperatives.

Political functioning

At the village level, a Dairy Cooperative Society is formed with primary milk producers. A milk producer becomes a member by paying an entrance fee and buying a share of the society. A farmer producer becomes eligible for a voting right in the Society if she/he is a member and supplies at least 700 liters of milk per year, with 180 days of supply in a year. The allocation of voting rights is by ‘one member one vote’. Members of the Society elect a managing committee as per the by-laws, and the committee elects its chairman. Committee members are honorary and their role is restricted to policy formulation and overseeing the programme. The Society
undertakes a few critical functions like collecting milk (twice a day), making regular payments to milk supplier members, and providing cattlefeed, fodder, animal breeding and health care services to members. Member producers bring milk to the Society every morning and evening. Initially, the Union provides each Society with a fat testing machine free of charge. The quality (i.e. fat content) and quantity are assessed, and the amount payable to each producer is worked out. When the producer comes to the centre in the evening, she/he is paid for the morning delivery; for the milk delivered in the evening, money is paid the next morning. Apart from the daily cash income, members also receive bonuses and a difference in price at the end of the year. The amount of the bonus is pro rata to the value of milk supplied by the producers at the Society. The Society also makes profit on the milk it sells to the Union and receives the difference in price. The entire profit of the Society is generally not distributed to member producers. A part is allotted for developmental activities within the village and maintenance of the Society. Societies also act as disseminators for various activities of the Union such as member education and production enhancement. The staff at the Societies is also trained to undertake veterinary first aid and insemination.

The Cooperative Union is the representative of all the Village Societies located at the district level and is governed by a Board of Directors made up of representatives from village societies, financial institutions, the State cooperative department, dairy experts, the Federation government nominees, and the Managing Director of the Union. The Board elects a Chairman and Vice-Chairman and appoints a Managing Director who in turn appoints the supporting staff. The Board is responsible for policy formulation and the staffs are responsible for looking after the day to day operations. One-third of the village representatives on the Board retire every year and the vacancies are filled by election. The Chairman is elected every year.
**Practical functioning**

Given the perishable nature of milk, it was imperative for the Cooperative to devise ways and means of transporting the milk procured from distant villages in the shortest possible time, and under refrigerated conditions to the processing units. Hence, milk transportation routes are designed in a manner that all villages are covered in the shortest possible time and in a cost-effective manner.

Bulk cooling units and chilling centers are often set up along these milk routes. Milk is collected by unions from villages twice a day with the help of contracted private transport vehicles. Milk from the Society is measured for its quantity and quality (Fat and SNF, i.e. ‘Solids Not Fat’) and is paid for on this basis. Payments to the Societies are made every 10 days. Cooperative Unions also provide many services to their farmer members. The Union runs mobile veterinary dispensaries to provide veterinary care free or at a small charge to the members, runs semen production centers for breeding, trains the Society staff in artificial insemination (AI), and conducts various technical extension programs for increasing the production of milk.
## TABLE 4.1
Salient features of operation flood and achievement 1970-96
Source: Kurien (2004)

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<tr>
<th>Features</th>
<th>Of phases</th>
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<td></td>
<td>of -I</td>
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<tr>
<td>Date when started</td>
<td>July 1970</td>
</tr>
<tr>
<td>Dated when conducted</td>
<td>March 1981</td>
</tr>
<tr>
<td>Investment (Rs. Crore)</td>
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<tr>
<td>Number of federation/apex milk union setup</td>
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<tr>
<td>Number of milk sheds covered</td>
<td>39</td>
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<tr>
<td>Number of district coop societies setup (00 0)</td>
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<tr>
<td>Number of members (lakh)</td>
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<tr>
<td>Average milk procured (mkgpd)</td>
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<td>Liquid milk marketing (IIpd)</td>
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<tr>
<td>Processing capacity</td>
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<tr>
<td>Rural dairies (II pd)</td>
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<tr>
<td>Metro dairies (IIpd)</td>
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<tr>
<td>Milk drying capacity (MTPD)</td>
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<td>Technical inputs</td>
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<td>Number of all centres (000)</td>
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<tr>
<td>Number of AI is done (Lakh/Year)</td>
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<tr>
<td>Cattle feed capacity ('000 MTPD)</td>
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Mkgpd: million kg per day; IIpd: lakh (10 lakh = 1 million) litre per day;
MTPD: metric tonnes per day; (1 crore = 10 million)
**National Dairy Plan (NDP)……a road to Second White Revolution**

The National Dairy Plan is a programme aimed at increasing milk production through higher productivity and enhancing the incomes of rural milk producers by providing them improved access to the organized milk sector. National Dairy Plan is a strategic plan with proposed outlay of Rs. 17,371 crores to achieve a target of 180 million tonnes of milk production annually by 2021-22. Milk production is expected to grow at 4% with an annual incremental output of 5 million tonnes in the next 15 years. As of now, dairying contributes to around 8 per cent of the country's Gross Domestic Product (GDP) and the annual increase in milk production in the country is 2.5 million tonnes, which the NDP proposes to double, in order to achieve the projected targets. Districts in the country will be categorized into 324 high potential districts for intensive development and remaining 282 low potential districts for further expansion of the sector. Under this plan the government is contemplating to enhance milk production in major milk producing areas, strengthen and expand infrastructure to production, process and market milk through the existing and new institutional structures. The plan envisages breed improvement through AI and through nature service, setting up plants to augment cattle feed, bypass protein and mineral mixture. The plan also proposed to bring 65% of the surplus milk produced under the organized sector for procurement as against the present 30%. The co-operative and private sector would continue to have 50:50 shares.

**SWOT ANALYSIS OF DAIRY DEVELOPMENT IN INDIA**

Strengths, Weaknesses, Opportunities and Threats (SWOT) of dairy sector have become a serious subject matter of debate during these days. This plays a paramount role in understanding the management problems at all stages irrespective of various types of organizations and programs. Successful dairy development requires the ability and capacity on the part of planners to
make correct decisions. **Strengths** refer to the basic assets or potentials of a thing that would provide competitive advantage for its growth and development. **Weaknesses** are the liabilities that can create a state of time and situation which acts on a specific disadvantage for the growth and development.

**Opportunities** mean the ability to grow and achieve the given specific objectives in a given direction and situation. **Threats** are the situations that block the abilities to grow, develop and progress in a given situation or environment.

**A. Strengths of Dairy Development:**

Following aspects are the basic strengths of our dairy development which assure the livelihood for millions of farm families in rural India:

- Heterogeneous and well diversified farming locations;
- High demand for milk and milk products
- Sound research and technological support
- Establishment of three-tier Anand type of Co-operatives and farmers‘ participation;
- Urban-rural linkage and national milk grid;
- Rural upliftment towards self-reliance;
- World leader in milk production;
- Genetically upgraded indigenous cattle;
- Presence of strong buffalo base;
- Development of indigenous milk breeds

**B. Weaknesses of Dairy Development:**

- Presence of large unproductive cattle and buffalo population;
- Small and scattered herds;
• Low per capita availability of milk;
• Under-utilized infrastructure;
• Unequal distribution of dairy industries;
• Variation in demand and supply;
• Lack of professionalism
• Huge cost involved in animal health care;
• Politicisation of dairy co-operative set-up;
• Lack of proper surveillance and disease reporting system;
• Lack of co-ordination and co-operation among the agencies involved in dairy development
• Health concerns of public on the consumption of dairy products

C. Opportunities in the Sector:

• Promoting of buffaloes as milch animals;
• Evolving a clear cut national policy;
• Strengthening of dairy co-operative structures;
• Milk production by masses;
• Fodder development and identification of alternative feed sources;
• Improvement of health care facilities;
• Defining a clear cut breeding policy;
• Disease resistant indigenous cattle and buffaloes;
• Draught potential of our indigenous cattle;
• Developing of potential areas/states suitable for dairying;
• Empowerment of women
• Utilization of indigenous technical knowledge;
• Acceptability of processed milk products world wide
• Changing trends in fashion; lifestyle; food habits etc.
D. Threats of Dairy Development

- High cost of concentrates and lack of adequate feed resources;
- Increased competition from Multinational players in the dairy and food products market;
- Huge cattle population and its competition over scarce resources;
- Disease susceptibility of cross-breeds;
- High maintenance cost of cross-breed cattle;
- Increased cost of milk production;
- Existence of unorganized milk marketing system;
- High operational cost of dairy industries and underutilized plant capacity;
- Declining trends in cultivable land area and agricultural production;

Thus, Indian dairy sector has experienced a sea change during the later part of the 20th century – it has emerged from developing to a developed dairying nation. The investment, efforts, innovations and energy of our farmers and industry have seen India moving from a state of insignificance to a major dairying nation in the world only due to Operation Flood programme.

4.4 Co-operative dairies in Kerala

The Motto of Co-operation of "of the people, by the people and for the people" is the foundation of the "three tier system" followed by the organisation. At the village level we have the Village Milk Co-operative Societies which have the local milk producers as its members. These Village Co-operatives unite at the Regional level and form Regional Co-operative Milk Producers' Unions. These Unions are federated at the State level to form State Federation namely Kerala Co-operative Milk Marketing Federation (KCMMF).

Now well-known by the popular sobriquet ‘MILMA’, Kerala Co-operative Milk Marketing Federation (KCMMF) was formed in 1980 as a state adjunct of the National Dairy Programme ‘Operation Flood’. Kerala was included in the second phase of ‘Operation Flood’ (OF II 1980-1987). The eight southern districts from Trivandrum to Trichur were included in the area of the project which had a total outlay of Rs. 29 Crores. It is a three-tiered organization. At the grassroots level MILMA has 3059 Anand model primary milk co-operative societies as on 31.03.2012 with 8.6 lakh local milk producing farmers as members. These primary societies are grouped under three Regional Co-operative Milk Producers’ Unions viz TRCMPU for
Thiruvananthapuram region, ERCMPU for Ernakulam region and MRCMPU for Malabar region. At the apex level KCMMF functions from the headquarters at Thiruvananthapuram. From the different units managed directly by KCMMF and the various units under regional unions MILMA produces and distributes various milk-based products as well as mango drink throughout the state. MILMA has been instrumental in achieving the national goal of self-sufficiency in milk production in the state. Still the goal is receding as Kerala enjoys one of the highest ranges of per capita milk consumption. KCMMF is totally content in the realization of this vision which was set before it. KCMMF has achieved the distinction in its performance by close association and linkagewith National Dairy Development Board, Animal Husbandry Department and Dairy Development Department of the State and Kerala Livestock Development Board.

From 1980, KCMMF was involved in concentrated team activities, identification of potential milk collection areas, formation of milk Co-operatives and extension activities. MILMA came into its own on 1-4-1983 when it took over the revenue earning activities of Procurement and Marketing from the Govt. in April 1983. Encouraged by the response of OF II, the same areas were included in the third phase of ‘Operation Flood’ (OF III). This phase had an outlay of Rs.18 crores.

The uncovered northern areas from Palakkad to Kasargode were thus brought under the Co-operative umbrella with the inception of the North Kerala Dairy Project. This Project is funded by the Swiss Development Co-operation through the National Dairy Development Board.

The Power of the Producer members is felt right from the grass root village Co-operative Society.
The mission is to constantly strive to provide valued consumers with the highest quality of milk and milk products with the best standards of service by the passionate and focused work force using the state of the art technology, ensuring sustained growth and simultaneously ensuring dairy farmers’ delight by better realization of milk price and offering needed service at his/her doorstep.

OBJECTIVES

- To channelise marketable surplus milk from the rural areas to urban deficit areas to maximize the returns to the producer and provide quality milk and milk products to the consumers.

- To carry out activities for promoting Production, Procurement, Processing and Marketing of milk and milk products for economic development of the farming community.

- To build up a viable dairy industry in the State.

- To provide constant market and stable price to the dairy farmers for their produce.

The products manufacture in KCMMF are milk such as pasturised double toned, pasteurised toned, pasteurised toned special, pasteurised homogenised toned and pasteurised standardised milk. They are also manufacturing fermented products like paneer, setcurd, sambharam and skim milk curd. Butter and ghee are the fat products produced in the units. Different varieties of ice creams and desserts sweets and chocolates are also manufactured by the units.

KCMMF performed well in terms of growth and profitability during 2013-14. Business demand rose steadily through the year and revenue for the financial year grew annually at 29.28% on a consolidated basis. The ability to
increase profitability in the face of strong operational constraints was also significant. The net profit is 830 lakhs during the financial year 2013-14, though the federation continues to depend upon neighboring states for the sales requirement, there was no shortage of milk during the year 2013-14. The milk procurement has shown an increasing trend throughout the stage, which is a healthy sign for the future.

Table 4.2

KCMMF at a glance

<table>
<thead>
<tr>
<th>Members</th>
<th>3 Regional Cooperative Milk Producer's Union</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of villages societies</td>
<td>3155</td>
</tr>
<tr>
<td>Milk collection (daily average)</td>
<td>941506 liters per day</td>
</tr>
<tr>
<td>Milk sales (daily average 2013-14)</td>
<td>1186798 liters per day</td>
</tr>
<tr>
<td>Milk drying capacity</td>
<td>10 metric tones per day</td>
</tr>
<tr>
<td>Cattle feed manufacturing capacity</td>
<td>600 metric tones per day</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Milk procurement (liters/day)</th>
<th>Milk sales (liters/day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>757110</td>
</tr>
<tr>
<td>2009-10</td>
<td>770232</td>
</tr>
<tr>
<td>2010-11</td>
<td>673030</td>
</tr>
<tr>
<td>2011-12</td>
<td>782352</td>
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<tr>
<td>2012-13</td>
<td>879789</td>
</tr>
<tr>
<td>2013-14</td>
<td>941506</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Union</th>
<th>Registered</th>
<th>Functional</th>
</tr>
</thead>
<tbody>
<tr>
<td>TRCMPU</td>
<td>1135</td>
<td>1083</td>
</tr>
<tr>
<td>ERCMPU</td>
<td>983</td>
<td>862</td>
</tr>
<tr>
<td>MRCMPU</td>
<td>1037</td>
<td>863</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3155</td>
<td>2808</td>
</tr>
</tbody>
</table>

Source: [http://kcmmf.in/](http://kcmmf.in/)
Number of Apcos

As on 31.03.14 the total numbers of registered APCOS are 3155 of which 2808 APCOS are functioning. The number of milk pouring societies (both affiliated and non-affiliated) are 2873. The Union wise break up of Registered APCOS is given below.

Table 4.3

<table>
<thead>
<tr>
<th>Union</th>
<th>Registered</th>
<th>Functional</th>
</tr>
</thead>
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<tr>
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<td>863</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3155</td>
<td>2808</td>
</tr>
</tbody>
</table>

1.1 KCMMF Head Office

It provides staff management functions to support its units & regional milk unions. KCMMF’s head Office has well established marketing, purchase, quality control, finance, project, systems and HRD departments. The employee strength approved by the government is 54.

1.2 Central Products Dairy and Milk Powder Factory

Alappuzha Dairy is directly managed by the Kerala Co-operative Milk Marketing Federation. An aseptic packing station (Tetra pack unit) and milk powder factory are also established in the dairy compound, which are only one of its kind in Kerala. Central Products Dairy (CPD) was commissioned on 23rd December 1987 with a capacity of 60000 liters per day. The milk powder factory has a Capacity of 10 MT per day. Facilities are available to
produce normal and instant varieties of Skim Milk Powder, whole milk powder, baby foods and 4.5 MT ghee per day production. The total employee strength of this organisation is 115.

1.3 Cattle Feed Plants

Milma has two cattle feed plants, one each at Pattanakad in Alappuzha District and Malampuzha in Palakkadu District. The plant at Pattanakad was established in 1985 with an investment of 142 lakhs and the installed capacity of the plant was 100 MT per day. Later during 1993 this plant was expanded to 300 MT per day capacity at an investment of 307.5 lakhs. This plant can also produce pellet form of cattle feed. The plant at Malampuzha was set up by Animal Husbandry Department, Government of Kerala in 1972 with an installed capacity of 100 MT per day and later during April 1983 it was handed over to KCMMF as part of the agreement between Government of Kerala and NDDB for implementation of Operation Flood II programme in Kerala. This plant was modernized with computerized batching operation with an investment of Rs.56 lakhs during 1989 and subsequently expanded to 200 MT per day capacity during 1995 with an investment of 214 lakhs.

These plants were set up to supply good quality balanced compounded Cattle Feed at reasonable rates to member farmers of Anand Pattern Co-operative Societies. The capacity augmentation from 200MT to 300 MT with introduction of pelletization facility was completed. The total production capacity of the plants is 600 MT per day, ie, 300 MT per day capacity plant at Pattanakkad and 300 MT per day capacity plant at Malampuzha. The strength of employee working here are 337.

1.4 Training Centre

In keeping with the ideology of placing the instruments of progress in the hands of the farmers themselves, an orientation programme was started
way back in 1984 and the training needs were met from a rented building at Edappally in Ernakulam District. During the initial period NDDB came forward to help in providing financial assistance as grant for meeting the training center expenses. Under North Kerala Dairy Project - Phase I, Swiss Development Co-operation provided Rs. 29 lakhs as grant for establishment of a full-fledged training center with hostel facility in the land adjacent to Trichur Dairy. Accordingly the training center was established and started functioning from the new premises from 2.1.1992 onwards and it provides training courses for Presidents, Secretaries, Milk Testers, Milk Collectors of Anand Pattern Co-operative Societies, Milma agents and Milma staffs. Today the training centre has four employees.

2. Thiruvananthapuram Regional Co-operative Milk Producers' Union Ltd (TRCMPU)

Thiruvananthapuram Regional Co-operative Milk Producers' Union Ltd (TRCMPU) was registered in 1985, as a Regional Milk Union with 4 Southern Districts of Kerala viz, Thiruvananthapuram, Kollam, Alappuzha and Pathanamthitta as its area of operation. TRCMPU was formed by dividing the area of operation of Kerala Milk Marketing Federation, formed for implementing OF II project in 1980, in to two viz ERCMMPU with 4 northern districts under OF II area, and TRCMPU.

Thiruvananthapuram Regional Co-operative Milk Producers’ Union has completed 25 years of its operation successfully. It has successfully faced odds like excessive procurement in the initial stages and consequent losses, stagnation of sales in early 1990’s and of late shortage of milk and related problems and consequent loss. In 1985, Union started operation from the old Thiruvananthapuram Dairy handed over by KLD & MM Board which was selling milk in Thiruvananthapuram and Kollam districts and having a capacity of 40,000 LPD. The first Dairy plant under OF II project in
TRCMPU area was commissioned at Kollam with a capacity of 60,000 LPD in 1986. Subsequently Chilling Plants with capacity of 10,000 LPD each were set up at Mannar and Pathanamthitta. A new dairy plant at Alappuzha with a capacity of 60,000 LPD was commissioned in 1989, and new dairy plant with one lakh LPD capacity was commissioned at Thiruvananthapuram in 1992. The Dairy plant at Alappuzha was transferred to KCMMF in 1992 in order to facilitate the operation of powder plant set up at Alappuzha for handling surplus milk in the State.

A glance at the union’s procurement and sales over the years as given below

Table 4.4

A Glance of Union's Procurement and Sales over the Years

<table>
<thead>
<tr>
<th>Year</th>
<th>Milk Procurement (LPD)</th>
<th>Milk Sales (LPD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000-01</td>
<td>231649</td>
<td>288334</td>
</tr>
<tr>
<td>2001-02</td>
<td>273551</td>
<td>298788</td>
</tr>
<tr>
<td>2002-03</td>
<td>252521</td>
<td>316425</td>
</tr>
<tr>
<td>2003-04</td>
<td>205067</td>
<td>321806</td>
</tr>
<tr>
<td>2004-05</td>
<td>206200</td>
<td>354361</td>
</tr>
<tr>
<td>2005-06</td>
<td>234280</td>
<td>377579</td>
</tr>
<tr>
<td>2006-07</td>
<td>254827</td>
<td>406890</td>
</tr>
<tr>
<td>2007-08</td>
<td>230476</td>
<td>402109</td>
</tr>
<tr>
<td>2008-09</td>
<td>213085</td>
<td>403073</td>
</tr>
</tbody>
</table>

However the growth in procurement has always been lagging as compared to milk sales. Union used to have surplus milk in the flush season up to 1996. However the fast growth in demand thereafter and rapid decline in milk production in the State after 2001, owing to demographic problems like
rapid urbanization, diminishing land holding size, transformation to nuclear families and reduction in family size, reduction in population growth, attractive price for cash crops, shortage of unskilled labour an offshoot of high literacy rate, etc. The demand for milk has been growing rapidly since the beginning and even the opening up of markets in 1991 did not affect this growth much. Unlike the northern districts of the State, not many competitors ever came to the market. Union in fact had maximum sales growth during the period 1995-2000. Union has been purchasing milk right from the beginning from the other two sister Unions and also from outside states mostly Tamil Nadu till 2006.

2.1 Kollam Dairy

The first Dairy plant under OF II project in TRCMPU area was commissioned at Kollam with a capacity of 60,000 LPD in 1986. Subsequently capacity of Kollam Dairy was expanded to 1 Lakh LPD.

The total number of employees working here and the societies are 161 and 336 respectively. Average milk collection is 50000 LPD and the sales is 120000LPD. At present 18,000 litres of milk is collected through Bulk Milk Coolers and the remaining quantity in Cans.

2.2 Thiruvananthapuram Dairy

Thiruvananthapuram Dairy is Located on the way to Kovalam, 4 Km from the City. The Dairy with a capacity to handle 1 lakh LPD was commissioned in 1992. The Dairy is selling milk in Thiruvananthapuram District except Chirayinkeezh Thaluk.

Number of employees working here are 287 and the union has 340 primary milk societies. The average procurement is 2 lakh LPD and the sales is 210000LPD. The Entire Milk is collected through Bulk Milk coolers.
2.3. Pathanamthitta Dairy:

A New Dairy Plant with 60,000 litre capacity is constructed at Thatta near Adoor in Pathanamthitta district and commissioned by the end of 2009. Presently there is a 30,000 litres Chilling Plant in the district. Now the entire milk in the district is being collected through Bulk Milk Coolers.

3. Ernakulam Regional Co-operative Milk Producers' Union Ltd (ERCMPU)

Ernakulam Regional Co-operative Milk Producers' Union Ltd (ERCMPU) is the central society of primary milk co-operatives organised in Anand pattern, under the operation flood programme, sponsored by National Dairy Development Board. The area of operation of the union comprises of four revenue districts namely Ernakulam, Trichur, Kottayam and Idukki. This Regional Union is registered on 12-9-1985 and is affiliated to the state apex body, Kerala cooperative milk marketing federation Ltd. Ernakulam Regional Co-operative Milk Producers' Union aims for the socio economic progress of dairy farmers, by ensuring round the year market for the surplus milk at remunerative price. The region also ensures consumer satisfaction through prompt supply of pasteurized, quality milk and milk products. The ERCMPU operates on the truly democratic lines of “of the farmer, by the farmer and for the farmer”. The Union has an elected Board and all employees including the Managing Director are its own employees.

The Union procures milk from farmers through affiliated Anand Pattern Dairy Co-operatives (APCOS) as well as from the traditional societies, which are not affiliated. The Union could ensure consistent and remunerative price to milk producers even when prices of most of other agricultural produces were volatile. The prosperity of 2.90 lakh odd milk producers of the state depends upon the Ernakulam Milk Union’s ability to
provide an assured and regular market and remunerative price round the year for the milk produced by them.

Ernakulam Milk Union has four dairy plants viz., Ernakulam Dairy at Tripunithura, Thrissur Dairy at Ramavarmapuram, Kottayam Dairy at Vadavathoor and Kottappana Dairy at Nirmala City. In addition, it has a Products’ Dairy at Edappally, manufacturing Ghee, Sterilized Flavoured Milk, Peda, Ice cream, Yogurt etc. While milk from nearby societies are procured and processed at dairies, milk is procured through 97 Bulk Milk Cooling Units (BMCUs) set up in the Dairy Co-operative Societies (DCS) and chilling centers located at Muvattupuzha and Chalakudy.

3.1 Ernakulam Dairy

This dairy is situated at Thripunithara, Ernakulam district. The installed capacity is 350000 liters per day. Varieties of fluid milk, curd, Sambaram and ghee are manufactured here. The total manpower in this organization is 190 (both managerial and non-managerial).

3.2 Kottayam Dairy

The location of this plant is Vadavathur in Kottayam district. The dairy was commissioned in 1970 with a milk handling capacity of 6000 liters per day. Now the capacity of this plant is 60000 liters per day. According to the approved staff pattern, there is a total of 64 employees in all the departments combined.

3.3 Thrissur Dairy

The dairy plant is at Ramavarmapuram, Thrissur. The capacity of this plant is 60000 liters per day. Thrissur dairy was selected the best among medium industries by Kerala state Pollution Control Board and also won district energy conservation award in the category of medium scale industries.
from energy conservation society. There are 84 employees both men and women, working in various departments. Varieties of fluid milk, curd, Samaram and ghee are manufactured here.

3.4 Kattappana Dairy

This dairy started functioning recently and is located at Nirmala city, Idukki. It was constructed with GOI assistance under “Intensive dairy development programme”, with a milk handling capacity of 40000 liters per day. There are 68 employees working here. This is the only dairy situated at a high range area.

3.5 Products Dairy and Head office

Products dairy and head office of this region is at Edappally. The main product manufactured at the products dairy is ice-cream and a continuous ice-cream manufacturing machine is installed here. The employee strength is 50. The head office has various departments like marketing, personnel, accounts, Procurement and input etc. They coordinate all the activities of the Union.

3.6 Milk Chilling Plants

The Union has four chilling plants located at Muvattupuzha, Chalakkudy, Rajakumari and Adimali. The milk from the societies is chilled here and dispatched to the dairies. There have altogether 25 employees working here.

4. Malabar Regional Co-operative Milk Producers Union (MRCMPU) Limited

Malabar Regional Co-operative Milk Producers Union (MRCMPU) Limited is a Union of more than 1000 village level dairy co-operative societies located in the six northern districts of Kerala and it is owned by the
dairy farmers who are members of each affiliated society residing in the societies’ operational areas. The area of operation of MRCMPU Ltd. comprises of the six revenue districts of North Kerala, viz Kasaragod, Kannur, Wayanad, Kozhikode, Malappuram and Palakkad. The Union is affiliated to the state level apex body-Kerala Co-operative Milk Marketing Federation Ltd (Operating under the trade name MILMA) along with its sister Unions at Ernakulam and Thiruvananthapuram. The head office of the Union is located at Peringolam under Kunnamangalam post office near Kozhikode.

MRCMPU started operation from 15-01-1990’. The union has 5 dairy plants, 1 central product dairy and 4 milk chilling plants. The turnover of this organization during 2014-15 was Rs. 803.53 crores. Average daily procurement of raw milk in (2014-2015) was 5,19,824 liters. Average daily sale of processed liquid milk in (2014-2015) was 4,49,887 liters and number of farmers supplying milk to the Union in (2014-2015) was 89,438.

The objective of the Union is to carry out activities conducive to the socio-economic development of the dairy farmers by effectively organizing procurement, processing and marketing of commodities as per the directions of the Kerala Co-operative Milk Marketing Federation Ltd. For achieving this objective, the Union lays particular emphasis on carrying out the following activities on a commercial scale:

1. The entire volume of milk produced by the farmers is purchased at remunerative prices even in surplus situations.

2. Proper processing and packing of the products are carried out in the dairies owned by the Union to guarantee product quality to the consumer.
3. Proper marketing of milk and dairy products are carried out on a daily basis to guarantee consumer satisfaction and thus maximize economic returns for the farmer.

Since the six districts included in the area of operation of MRCMPU Ltd. were not included in the Operation Flood Dairy Development Programme of the National Dairy Development Board of India, initial funding for the project on a part-loan and part-grant basis was provided by the Government of Switzerland through the Swiss Agency for Development and Cooperation (SDC). Once the Union attained a financially sound footing, the SDC withdrew from the scene allowing the organization to grow and develop independently.

The farmer members of the Board are elected for a five-year term from among the Presidents of the affiliated village level Anand Pattern Co-op. Societies. The very fact that a majority of the Board members are elected farmers ensures that the business policies of the Union are always governed with the interests of dairy farmers foremost in mind. In addition, the fact that the assets of the Union including dairy plants, chilling plants and the expertise and experience of its human resources are under the control of the farmer dominated board ensures that the instruments of development are firmly in the hands of the beneficiary farmers. Thus MRCMPU Ltd. is at the same time, both a business enterprise as well as a development institution, and is owned by a large body of farmers spread throughout the rural hinterland of North Kerala.

4.1 Kozhikode Dairy

New dairy plant at Kozhikode was commissioned on 6-2-1995. The location of the plant is at Kunnamangalam in Kozhikod district. Capacity of this plant is 1,25000 litres per day and the turnover of this plant is 183.05
crores. The employee strength is 202. Kozhikode Dairy won the Safety Award of the Govt. of Kerala in 2009-10. The Market Area (Milk) of the dairy is : Kozhikode District, Kondotty, Manjeri, Nilambur and Areakode areas of Malappuram District.

4.2 Palakkad Dairy

This dairy is situated at Kalleppully, Palakkad with a capacity of 1 lakh liters per day. It has two milk chilling plants at Pattambi and Attappady each of 30000 litres per day capacity. The plant was Commissioned on: 07.02.1967. The turnover of this plant in (2013-14) was 186.78 Crores and the employee strength is 166. Market area (Milk) of the dairy is Palakkad District, Perinthalmanna, Kuttippuram and Ponnani areas of Malappuram District.

4.3 Kannur Dairy

The location of this dairy is Pallikkunnu in Kannur district with a capacity of 1 lakh litres per day. The plant was Commissioned in 29.08.1979, with a market Area (Milk) in Kannur District. Turnover of this plant in (2013-14) was Rs 138.24 Crores and 116 employees are working here.

4.4 Kasargod dairy

The dairy is situated at Kanjangad, Kasargod. Commissioned on 25.01.2003, the capacity of this plant is 30000 litres per day. Various products like fluid milk, curd, sambharam are manufactured in this plant. The plant have 50 employees and the turnover in (2013-14) was Rs 65.54 Crores (Rs. 655.4 Million).

4.5 Wayanad Dairy

Wayanad Dairy is situated at Chuzhali in Kalpetta in Wayanad district. The dairy was commissioned on : 01.10.2008 with a processing capacity of
50000 litres per day and a procurement 110000 liters per day. This is the only dairy in Kerala which has export license and ISO22000. The Dairy is now exporting ghee to all the Middle East countries. About 200 employees working here either on deputation or on a casual basis. Market Area (Milk) is Wayand District, Tirur, Malappuram and Kottakal areas of Malappuram district, Quilandy and Vadakara Taluks of Kozhikode district and Koothuparamba area of Kannur District. Turnover in (2013-14) was Rs 135.24 Crores (Rs. 1352.4 Million. The Human Resource Development Centre

The Human Resource Development Centre was established in 2001, with the intention of imparting quality training to farmers, peoples’ representatives from the dairy cooperatives and staff of milk societies and milk unions. The union is also conducting training programmes for external agencies on special request. The present package of training programmes include Co-operative Leadership Training for Milk Society Presidents, Secretaries training on Final Accounts and Audit, Milk Testers’ training programme, Training programme for Milk Collectors and Helpers, Special training on Handling & Monitoring of Village level Bulk Milk Coolers (BMC) and Automatic Milk Collection Units (AMCU), Leadership training, Fodder & Farm Entrepreneurs training etc. The HRD Centre is also taking up special training modules for Village Resource Persons (VRP) & Union Personnel. Workshops for officers from Procurement & Input Department, Personnel Department, MIS& Systems Department& Marketing Department are also conducted at the Centre.