

# **CHAPTER IV**

## **RESEARCH SETTING**

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## **CHAPTER IV**

### **RESEARCH SETTING**

#### **4. INTRODUCTION OF AMUL**

**Amul** is an Indian dairy cooperative, based at Anand in the state of Gujarat, India. Formed in 1950, it is a brand managed by a cooperative body, the Gujarat Co-operative Milk Marketing Federation Ltd. (GCMMF), which today is jointly owned by 3.6 million milk producers in Gujarat.

The white revolution was spearheaded by Tribhuvandas Patel under the guidance of Sardar Patel and Verghese Kurien. As a result, Kaira District Milk Union Limited was born in 1946. Tribhuvan das became the founding chairman of the organization which he led till his last day of his life. He hired Dr. Kurien three years after the white revolution. He convinced Dr. Kurien to stay and help with the mission rest was history in the dairying industry.

Amul spurred India's White Revolution, which made the country the world's largest producer of milk and milk products. In the process Amul became the largest food brand in India and has ventured into markets overseas.

**Dr Varghese Kurien**, founder-chairman of the GCMMF for more than 30 years (1973–2006), is credited with the success of Amul. Amul products are now available in more than 60 countries in the world.

#### **4.1 CSR IN GUJARAT:**

Following the latest amendments in the Companies Act that statutorily mandates corporate to spend 2 per cent of net annual profit on 11 subjects earmarked in the statute, Gujarat has the potential to garner corporate social responsibility (CSR) contribution to the tune of around Rs 900 crore per year from around 15,000 eligible firms. This was revealed Sunday by Maheshwari Sahu, chairman of the Gujarat CSR Authority (GCSRA) – a first of its kind initiative by the Gujarat government to help corporate carry out their mandatory responsibility.

Speaking on the occasion, Sahu said that the GCSRA, which was formed in April last year as a legal entity by the Gujarat government in the wake of the amendments in the Companies Act, 2013, had prepared a database of around 13,000 companies which were “eligible” for the CSR spending.

“The magnitude of CSR in Gujarat is so huge,” Sahu said while revealing the data collected by the GCSRA. “We have prepared a data of 13,000 companies who are eligible for CSR...,” he added, Sahu said that as per a rough estimate, the magnitude of these companies’ CSR spending would be around Rs 776 crore. And, if around 100-200 other companies that are not from Gujarat, but have units in the state are added to the list, then the expected CSR spending of corporate in Gujarat could reach around Rs 900 crore, he added.

Further speaking on the GCSRA, Sahu said that the organisation — set up by the state government to help corporate – has also prepared a robust web portal on which the companies could get themselves registered. And then, he added, the authority could help the company to spend its CSR funds independently or with state government’s assistance.

Sahu said, the government has formulated five thrust areas for CSR spending, which include diagnostic healthcare, innovation & entrepreneurship, nutrition for severely malnourished children, skill development for livelihood enhancement and building community toilets.

#### **4.2 CSR IN AMUL:**

Kaira District Co-operative Milk Producers' Union Limited was the First Co-operative Milk Producers' Union started in Gujarat, formed in Kheda District, whose founding chairman was social worker, Tribhovandas Patel. Its success, also known as Anand Pattern led to creation of District Co-operative Milk Producers' Union at each district, created Amul (Anand Milk Union Limited) in 1946. By June 1948, the KDCMPUL had started pasteurizing milk for the 'Bombay Milk Scheme'.

In 1970, initiated White Revolution of India, as it help create, Gujarat Co-operative Milk Marketing Federation Ltd., which now overlooks Amul, in 1973, and today, it is the second best dairy in India.

#### **Motto:**

The main motto of AMUL is to help farmers. Farmers were the foundation stone of AMUL. The system works only for farmers and for consumers, not for profit. The main of AMUL is to provide quality products to the consumers at minimum cost. The goal of AMUL is to provide maximum profit in terms of money to the farmers.

## **VISION**

Vision of AMUL is to provide and vanish the problems of farmers (milk producers). The AMUL apparition was to run the organization with co-operative of four main parties, the farmers, the representatives, the marketers, and the consumers

### **4.3 THE AMUL MODEL – THE BIRTH OF AMUL:**

#### **The Birth of Amul**

The seeds of this unusual saga were sown more than 65 years back in Anand, a small town in the state of Gujarat in western India. The exploitative trade practices followed by the local trade cartel triggered off the cooperative movement. Angered by unfair and manipulative practices followed by the trade, the farmers of the district approached the great Indian patriot Sardar Vallabhbhai Patel for a solution. He advised them to get rid of middlemen and form their own co-operative, which would have procurement, processing and marketing under their control. In 1946, the farmers of this area went on a milk strike refusing to be cowed down by the cartel. Under the inspiration of Sardar Patel, and the guidance of leaders like Morarji Desai and Tribhuvandas Patel, they formed their own cooperative in 1946.

This co-operative, the Kaira District Co-operative Milk Producers Union Ltd. began with just two village dairy co-operative societies and 247 litres of milk and is today better known as Amul Dairy. Amul grew from strength to strength thanks to the inspired leadership of Tribhuvandas Patel, the founder Chairman and the committed professionalism of Dr Verghese Kurien, who was entrusted the task of running the dairy from 1950.

The then Prime Minister of India, Lal Bahadur Shastri decided that the same approach should become the basis of a National Dairy Development policy. He understood that the success of Amul could be attributed to four important factors. The farmers owned the dairy, their elected representatives managed the village societies and the district union, they employed professionals to operate the dairy and manage its business. Most importantly, the co-operatives were sensitive to the needs of farmers and responsive to their demands. At his instance in 1965 the National Dairy Development Board was set up with the basic objective of replicating the Amul model. Dr. Kurien

was chosen to head the institution as its Chairman and asked to replicate this model throughout the country.

### **The Amul Model**

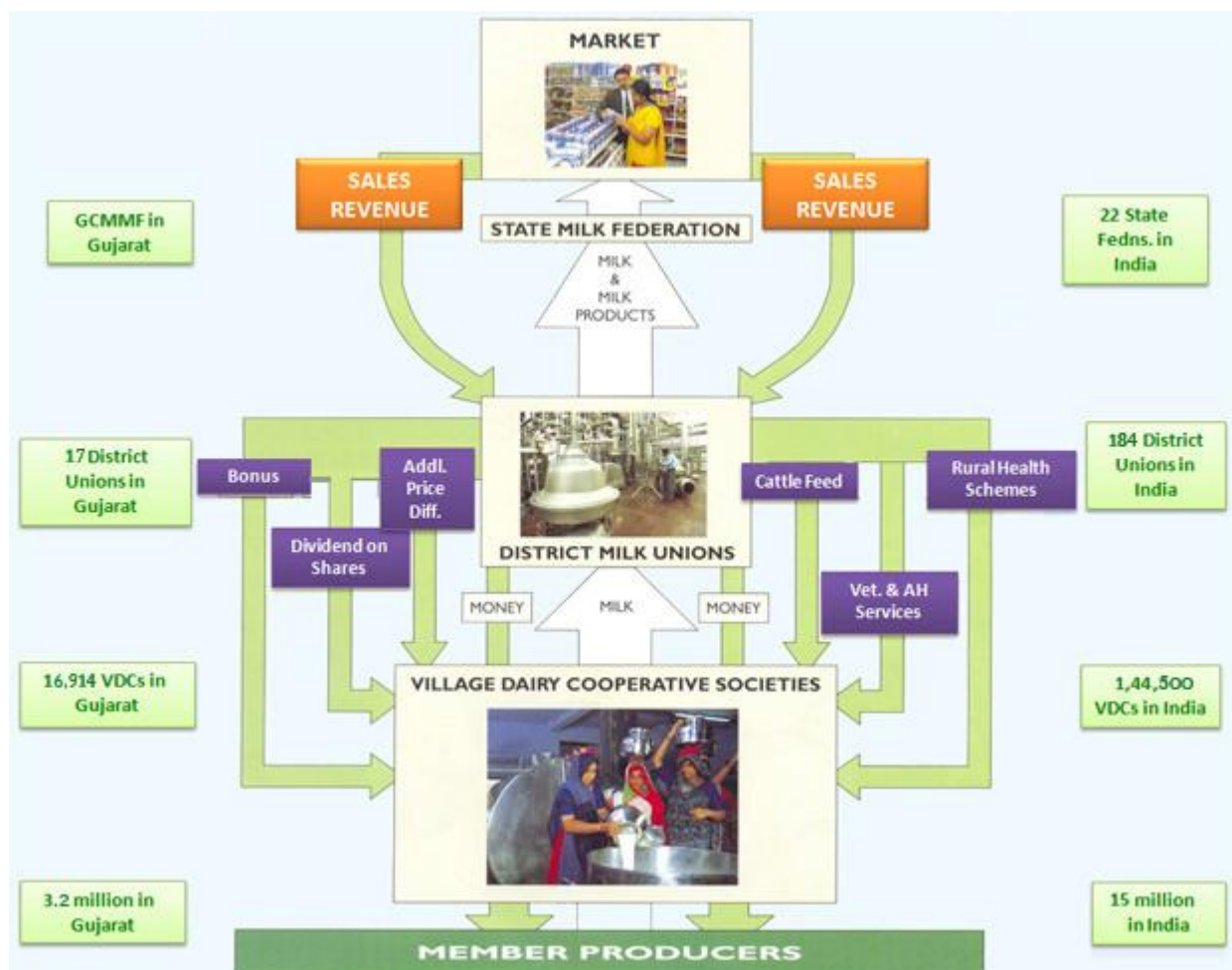
The Amul Model of dairy development is a three-tiered structure with the dairy cooperative societies at the village level federated under a milk union at the district level and a federation of member unions at the state level.

Establishment of a direct linkage between milk producers and consumers by eliminating middlemen

Milk Producers (farmers) control procurement, processing and marketing

Professional management



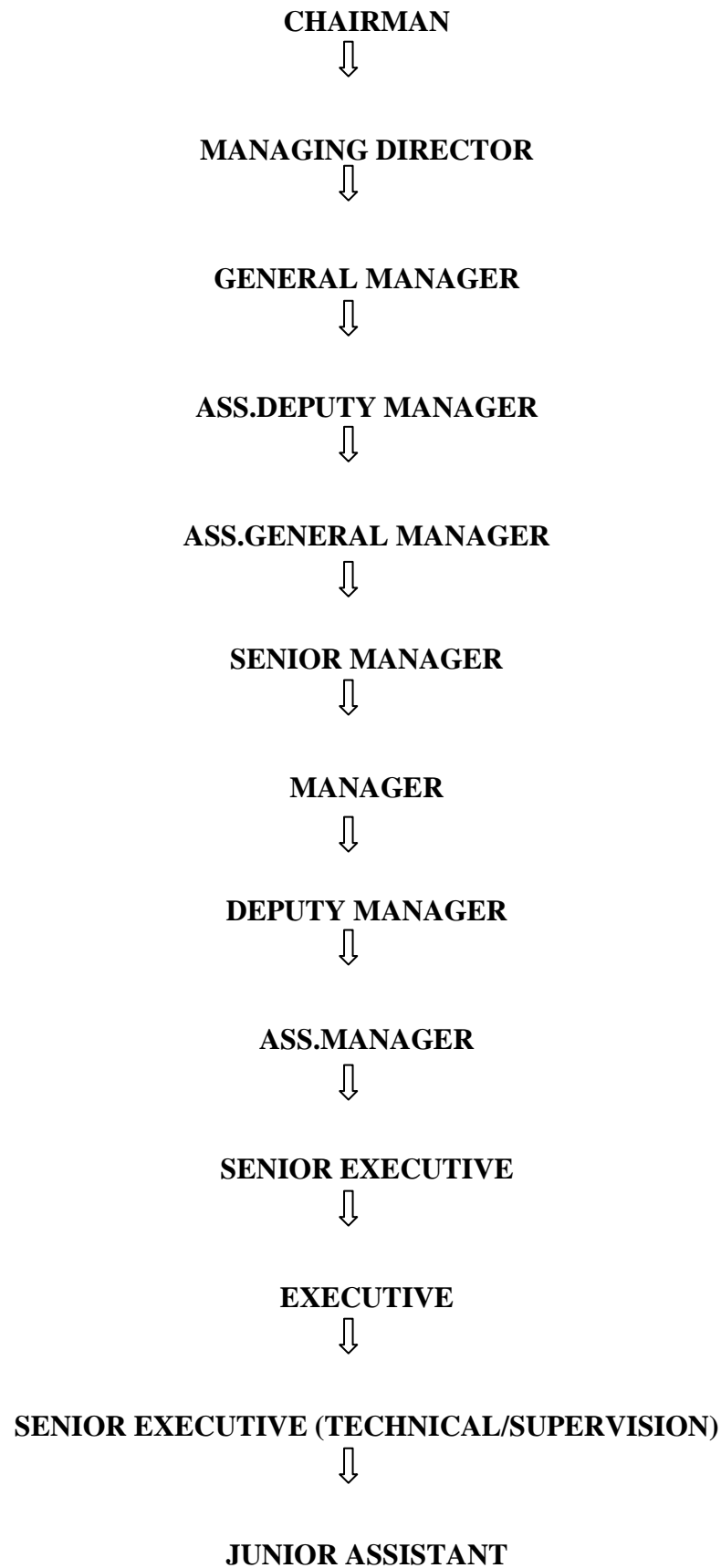


The Amul model has helped India to emerge as the largest milk producer in the world. More than 15 million milk producers pour their milk in 1,44,500 dairy cooperative societies across the country. Their milk is processed in 184 District Co-operative Unions and marketed by 22 State Marketing Federations, ensuring a better life for millions.

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## **ORGANIZATIONAL STRUCTURE**





#### **4.4 CORPORATE SOCIAL RESPONSIBILITY, THE AMUL WAY:**

Corporate social responsibility (CSR) has been defined as the “commitment of business to contribute to sustainable economic development working with employees, their families, the local community, and society at large to improve their quality of life, in ways that are both good for business and good for development.” To meet with the CSR, it is expected that a business in its entire procurement-production-processing-marketing chain should focus on human development involving the producer, the worker, the supplier, the consumer, the civil society, and the environment.

Indeed, a very tough task. Most businesses would certainly flounder in not being able to achieve at least one or many of those expectations. But AMUL has shown the way.

#### **4.5 CSR-SENSITIVE ORGANISATIONAL STRUCTURE:**

AMUL is a three-tier co-operative organization. The first tier is the co-operative society at the village, of which; milk producers are voluntary members, managing the co-operative through a democratically elected 9-member managing committee, and doing business by purchasing milk from members and selling it to the district level co-operative. There are more than 11,000 co-operatives in villages of Gujarat.

The second tier is the district co-operative that processes milk into milk products, markets locally and sells surplus to the state co-operative for national and international marketing. There are 12 district co-operatives each being managed by a 15-member board elected by the college comprising the nominated representatives or chairmen of the village co-operatives.

Third tier is the state level co-operative - the Gujarat Co-operative Milk Marketing Federation (GCMMF) responsible for national and international marketing of milk and milk products produced and sold to it. The GCMMF is managed by the board democratically elected by and from amongst the chairmen of the district co-operatives.

The entire three-tier structure with the GCMMF at its apex is a unique institution because it encompasses the entire chain from production of raw material to reaching the consumer with the end product. Every function involves human intervention: 23.60 lakh primary milk producers; 35,000 rural workmen in more than

11,400 village societies; 12,000 workers in 15 dairy plants; 750 marketing professionals; 10,500 salesmen in distribution network and 600,000 salesmen in retail network. Accumulation of human capital is sine qua non-for the development and growth of any enterprise or economy. The GCMMF is sensitive towards CSR. It believes that technology and capital are replicable inputs but not the human capital. Since men are the basis for achieving the CSR, the GCMMF lays emphasis on their development into and shares its earnings. The milk from the village co-operatives is purchased at an interim price. So as to maximize the earnings of the milk producers the GCMMF changes the product profile during the fiscal and directs its sales and marketing activities towards those products that would bring in maximum returns. True! Every business organization follows the same principle. But the GCMMF follows it with the central interest of the producers. During the fiscal, as the GCMMF finds that from its earnings it is possible to pay more to the producers for milk, the final price is declared higher than the interim price being paid. Before the GCMMF closes its financial accounts the co-operatives are paid 'price difference', the amount between the interim price and the final price. Thus, profit of the GCMMF is very low. The net profit (PADT) of the GCMMF during 2003-04 was Rs 7.31 crore against a turnover of Rs 2,947 crore, a meagre 0.25%. Further out of the net profit of Rs 7.31 crore, Rs 4 crore was given as share dividend to the co-operatives. To fulfill its corporate social responsibility towards its milk producers and co-operatives the GCMMF works on razor thin profits and retention of funds.

#### **4.6 CSR-ORIENTED TO STAFF:**

The GCMMF hires and trains people to take advantage over its competitors. It has developed in-house modules for training and competence building to improve and upgrade of their knowledge; communication skills to understand the customer, be responsive to customer requirements, and communicate clearly for trouble shooting of problems. They are expected to be courteous, friendly, respectful, and considerate to the customer. To improve the credibility and trustworthiness of the managers it is important they perform consistently and accurately every time and at all times. The structure of salary and perquisites is altogether different. The first and foremost the staff must get satisfaction from the job they. They are recognized for their contribution (Climate Survey) CSR-AMUL WAY

## **4.7 CSR INITIATIVES BY AMUL:**

### **Tribhuvandas Foundation**

The Foundation derives its uniqueness from the fact that it is a need-based programme for villagers and is run by the villagers themselves. It fulfils the basic health care needs of the villages. Apart from providing primary treatment for various common ailments, the Foundation is also actively involved in promoting preventive health practices. It is headquartered at Anand with sub-centres spread over the district Anand and Kheda. The Foundation has a dedicated Team of Medical Officers, Nurses, Administrative staff, Dais (Traditional Birth Attendants) and Village Health Workers to provide the following services.

Treatment of common ailments; Immunization through vaccination – BCG, Triple Vaccine, Polio, Measles, Tetanus, Anti rabies at subsidised rate; Treatment of tuberculosis and anaemia ; Antenatal, postnatal care, neonatal and infant care ; Nutritional rehabilitation centres for undernourished children and vulnerable mothers; Identification of suspected cases of cancer and referrals ; Education and counselling on reversible and permanent methods of family planning, health education sessions and referral of critical cases to secondary and tertiary care centres; Building partnership with government for family planning programmes in rural areas; Distribution of contraceptive tablets and condoms through regular camps; Laparoscopic TL and minilap operations, insertion of Copper-T (IUD), and Tubectomy; Cancer awareness programme, detection camp and treatment at Shri Krishna Hospital, Karamsad; Balwadis (Day Care Centres) for pre-school play and learning activities for children of three to five years.

It also provides continuous training and retraining to Village Health Workers who are chosen from villages with the help of the Dairy Co-operative Societies. This enables the Village Health Workers to carry out health education and primary health care from door-to-door, in groups and at the Dairy Co-operative Societies Centres with confidence. The training focuses on primary health care, waterborne disease, know your body, pregnancy and the delivery period, new born care and care of the weak child, growth monitoring, breast feeding, common disease of childhood, malaria, tuberculosis. Training is also imparted on other topics as the need arises.

The Foundation has pioneered in large scale implementation of the concept of ‘Safe Delivery Kit’ in India ensuring a hygienic and safe delivery of pregnant mother.

The Foundation in partnership with Government of Gujarat, has made 'Safe Delivery Kits' accessible to inhabitants of remote rural interiors who had been unable to access such services from state or private agencies. The Safe Delivery Kit is supplied to various health centres of the government of Gujarat the success of the initiative has been manifested by drastic fall in neonatal tetanus, and maternal, neonatal, and infant mortality.

The Foundation is recipient of First Prize for the Best Effort in Family Welfare in the Voluntary Sector from the Ministry of Health & Family Welfare, Government of India in 1993. The achievement in creating a popular demand for 'Balwadi' across the rural community led to the initiation and operation of government-run 'Anganwadis'. The Foundation has created a strong platform for organized training of rural women on appliqué/handicrafts and sale of their works to generate additional income.

A Sapling, Often, Results in A Tree. A Crore Saplings, However, Result in Global Recognition. "Amul Green" movement wins the International Dairy Federation's award for the best environment initiative in the "sustainability category" during the 4th Global Dairy Conference held at Salzburg Congress Centre, Austria on 28th April, 2010.

In association with Sankara Eye Hospital, the Foundation has helped in performing 2000 surgeries free of cost for the vision impaired patients. The efforts on to organise camps for detection and improvement of vision of the rural people. The Foundation has been identified by Government of Gujarat providing training inputs to members of Village Health and Sanitation Committees of Village Panchayats of all the villages of Umesh, Ankle and Anand talukas of Anand District and Ballarino and Virpurtalukas of Kheda District for a period of one year from 2009-2010.

Amul in its continued endeavour to improve the socio-economic conditions of rural people extended its expertise in implementation of the Swarnjayanti Gram Swarozagar Yojana (SGSY) of The Government of India (Ministry of Rural Development) on their Special Project on "Improving Socio-economic Conditions of BPL Families of Kheda District through Animal Husbandry and Dairying" –

#### **4.8 DAIRYING AS A TOOL FOR POVERTY ALLEVIATION:**

The Swarnjayanti Gram Swarozagar Yojana is a holistic self-employment programme for the rural poor of India. The basic objective of the programme is to bring below poverty line families above poverty line by providing them in generating assets to become self-employed. The purchase of assets is facilitated through a mix of government subsidy and bank credit.

It is a holistic self-employment programme as it supports all facets of self-employment like organizing them into Self Help Groups, helping them in selection of key activities, building their capacities, providing them appropriate training and exposure, building infrastructure, introducing them to new technology, and providing them marketing support. The programme is implemented through District Rural Development Agencies (DRDAs) with active involvement of Panchayats Raj Institutions, banks, line departments of the Government and development institutions.

Amul has covered under this programme more than 8,755 beneficiaries to whom milk animals were distributed in the District of Kheda and stood as guarantor for the bank loans. These beneficiaries were then given membership of dairy co-operatives in order to bring these poor households into mainstream economy by transforming dairying into active income-generation enterprises. As part of this programme 12,647 women and men were trained in dairy husbandry in addition to construction of number of cattle sheds, development of green fodder plots, distribution of chaff cutters and stainless steel cans.

To provide ground water availability, 56 bore wells were dug. More than 50 mobile Artificial Insemination units are pressed in operation for these farmers to deliver services at the doorstep. A Mobile Diagnostic Laboratory has also been put in operation to provide effective health services along with round the clock service of veterinary doctors. This initiative has considerably helped in improving the socio-economic conditions and quality of life of a large number of BPL families.

In 1946, the unfair trade practises of the middle men brought the farmers of Kaira to unite and fight against this system which brought Amul into existence. Their relentless effort in improving their socio-economic conditions ultimately brought their working as a model for dairy development programme in our country – popularly known as Anand Pattern. Replication of Anand Pattern through Operation Flood programme helped India to achieve first position in production of milk in the world.

Alarmed by the climate change and global warming and their understanding of that dairy farming like agriculture is dependent on nature, they took an oath on 15th August, 2007, after the flag hoisting ceremony, to plant a sapling and ensure that it grew into a tree. Then individually they planted sapling on their own at their identified locations like their farm, near their home, on farm bunds, etc. This marked the beginning of a silent new revolution to bring a green carpet on Gujarat and India.

In the year 2007, 21,000 saplings were planted by the farmers in Kaira of which 10,000 plants have survived. In the following year 2008, they planted more than 5, 05,000 saplings of which 1, 79,000 have survived. In 2009, third year of their movement, more than 13, 51,000 saplings have been planted. Farmers have also created nurseries to produce saplings and almost 45 such nurseries have been created as of date.

According to statistics of Forest Survey of India considering on an average 30-40 cm diameter of these trees, 106 trees would provide one hectare of green tree cover. Considering 47% survivability of planted trees (based on post plantation survey data, around 148.12 lakh out of 311.98 lakh tree planted survived during the last five years), when they fully grow up, would provide additional 1,39,735 has of green cover which is additional 6.41% forest cover of Gujarat State of India.

In last five years, milk producers of GCMMF planted around 312 lakh tree saplings. By doing so, milk producers of Gujarat Dairy Cooperatives have shown their concern, awareness and commitment for betterment of environment.

It has been estimated that when one tree is cut, in monetary terms there is loss of Rs. 33 lakh (Oxygen worth of Rs. 5.3 lakh, Land Fertility of Rs. 6.4 lakh, Rs. 10.5 lakh for reduction of pollution of atmosphere and Rs. 5.3 lakh towards Flowers / Fruits and habitation to birds – animals). But the benefits that accrue to mankind when a tree is planted cannot be measured in money and is priceless.

In an era of global warming, Amul is contributing its share in making Gujarat lush green. In this way, the milk producers of Gujarat are ushering in a silent revolution of greening Gujarat

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#### **4.9. GREEN GUJARAT TREE PLANTATION CAMPAIGN BY MILK PRODUCERS OF DAIRY COOPERATIVES:**

##### **Amul Coops plant more than 592.1 lakh trees**

Milk Producer members of Gujarat Dairy Cooperatives- better known as AMUL have been celebrating the nation's Independence Day in a novel manner by planting lakh of saplings across Gujarat and have taken up an ambitious plan to save the environment by planting trees, making India green and thereby reducing the effects of global warming. The milk producers of Gujarat Dairy Cooperatives are conducting mass tree plantation drive every year on Independence Day for last nine years. In last nine years (2007 to 2015) the milk producers have planted around 592.1 lakh trees). The most striking feature of these entire programmes was that it has been initiated by milk producer members of the dairy cooperatives. The unique fact about the programme was that the milk producer members took up the oath to protect tree saplings till it survives and grows into tree.

Over the years, due to intensive agriculture and dairying various natural resources are getting consumed at faster pace in Gujarat state of India. The state level apex body of dairy farmers in Gujarat gave a serious thought in this direction and discovered a novel idea for giving back to nature. The idea was "one member one tree" plantation on our 60th Independence Day - 15th August 2007. To put this idea in to the practice a design team constituting of representatives of member unions were formed. The team accepted the idea by heart and immediately decided to spread it among farmer members of village dairy cooperative societies. Then the idea was communicated to farmer members and they all welcomed it and enthusiastically agreed to implement the idea.

For smooth enactment of the idea, the design team chalked out the road map for various activities. Execution teams were formed at district union level to give final shape and put the plan in action. Village level coordinators were identified and they were trained to streamline activity of tree plantation. Various awareness materials were prepared. Through various communication media farmer members were made aware of benefits of tree plantation and tree plantation activity schedule.

The entire plantation activity was coordinated at all the three tiers of Anand pattern - at village, district and state level dairy cooperatives. On 15th August, 2007, after the flag hoisting ceremony, each member took an oath to plant saplings and ensure that they grew in to trees. Then individually they planted sapling on their own at their identified locations like their farm, near their home, on Farm bunds, etc. They have taken necessary care to ensure that this sapling survives and they also reported regarding the survival to village level coordinator and district milk unions after five months. In this way, 18.9 lakh trees were planted on 15th August 2007. This was just the beginning. Henceforth, the Village Dairy Cooperative Societies of Gujarat as a mark of respect for our nation decided to conduct such event on every Independence Day and accepted 15th August (Independence Day) as a **"Green Revolution Day by A forestation to Protect Mother Earth from Pollution, Climate change and Global Warming"**.

But all this required immaculate planning and execution. An action plan of tree plantation programme was drawn up months back in advance. After the identification of the chief coordinator for each district milk union, the organization of a task force for the programme was put in place. Roles and responsibilities were assigned to each member and area of operation allocated. After preparing the overall action plan, each union issued a circular to the Dairy Cooperative Societies regarding the programme and arranged meetings with the societies covered. At the village level, coordinators were identified in respect of the villages to be covered and the number of saplings required. Along with logistical arrangements direct contact was established with different agencies for receipt of saplings. Point wise methodology for implementation of tree plantation programme on such a mass scale is as following.

First tree plantation programme (15th August, 2007) was carried out on "one member, One tree" basis. Second tree plantation programme (15th August, 2008) in which around 52.74 lakh tree were planted was conducted on "one member three tree" basis. In year 2009 and in year 2010, in mass tree plantation programme around 84.24 and 83.5 lakh tree saplings were planted respectively. The programme was conducted on "One member, five tree" basis. Further, this year 2011 around 72.6 lakh trees were planted, the programme was carried out as per the same process and procedures followed in previous year.



<b>Year of tree plantation</b>	<b>No. of trees (in lakh)</b>	<b>No. of trees Survived (in lakh)</b>	<b>Survival percentage</b>
2007	19	11	58
2008	53	26	49
2009	84	38	45
2010	84	39	47
2011	73	34	47
2012	57	26	45
2013	72	34	47
2014	77	36	46
2015	74	34	46
<b>Total</b>	<b>592</b>	<b>278</b>	<b>47</b>

#### **Achievements:**

"Amul Green" movement has also been awarded by International Dairy Federation for best environment initiative in the "sustainability category" during the 4th Global Dairy Conference held at Salzburg Congress Center, Austria on 28th April, 2010.

"Amul Green" movement has also been awarded by prestigious Green Globe Foundation Award-2012

Further, Amul Green movement has also been awarded by prestigious "Green Idol" Award under "Special Jury Award" category by Dainik Bhaskar Group.

This effort to provide green cover to the earth was also acknowledged when the state level apex body of Gujarat Dairy Cooperatives - In the year 2014, Amul green movement was honored with the Hercules Category Award by Gujarat Innovation Society.

#### **4.10 AMUL'S ACTIVITIES**

**A sapling, often, results in a tree. Crore saplings, however, result in global recognition:**

"Amul Green" movement wins the International Dairy Federation's award for the best environment initiative in the "sustainability category" during the 4th Global Dairy Conference held at Salzburg Congress Centre, Austria on 28th April, 2010.

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In an era of global warming, Amul is contributing its share in making Gujarat lush green. In this way, the milk producers of Gujarat are ushering in a silent revolution of greening Gujarat.

##### **4.10.2 BLOOD DONATION**

Amul in association with the Indian Red Cross Society aim to inspire, encourage and initiate humanitarian services to minimize, alleviate and prevent human suffering at all times to contribute for "Humanity to Peace". Towards this objective Amul initiated blood donation campaign since 1987. Blood donation camps are organized regularly in rural areas through Village Dairy Co-operative Societies. Similarly, camps are organized in Amul Dairy Campus wherein employees and their family members join

in donating blood. In addition, Amul organizes donation of blood on emergency. Amul has made a trend in donating blood to the society.

#### **4.10.3 Dairy Demonstration Farm**

As part of Amul's continuous effort to improve the socio-economic conditions and livelihood of dairy farmers, Amul has come out with various schemes to increase cattle holding per farmer thereby their income. A Dairy Demonstration Farm (DDF) has been set up at Mogar to demonstrate scientific methods of dairy farming. The project envisages encouraging the farmers to use high yielding animals and modern aids to increase milk production.

The Union provides technical support to milk producers on Scientific Animal Husbandry practices and also facilitates loan disbursement from banks to the needy by guaranteeing the loan repayment on behalf of farmers. The Dairy Demonstration Farm is generating overwhelming interest in milk producer members because of its success and viability. So far, under various schemes; thousands of farmers are covered to increase the cattle holding size from small to medium size.

**4.10.4 Amul Scholarships:** To encourage outstanding children of farmers in pursuing higher studies Amul introduced scholarship schemes in 1992. The children are given scholarships for pursuing Diploma, Graduation, Post-Graduation and Doctorate. Every year the outstanding children are identified from the villages and scholarships are provided to fulfill their dream of achieving academic excellence. This effort has motivated greatly children to excel in their studies and spread education in rural areas.

**4.10.5 Amul Scholar Felicitation Programme:** Annually Amul felicitate outstanding children of employees who have secured highest marks in 10th, 12th standards and Gold Medalist in graduation. Amul Scholars' Felicitation Programme was initiated in 2004 and has facilitated many outstanding students of Amul family.

**4.10.6 Amul Vidya Shree & Vidya Bhushan:** Amul's vision is to see an educated, talented and strong youth in a developed India of the future and thereby contribute towards nation building. We at Amul believe that the sound education of its youth is

the foundation of every state. Hence it is the most basic constituent for a developing nation like ours. Towards this philosophy, Amul Vidya Shree & Vidyabhushan Awards have been instituted to recognize the brilliance of the students across India as well as the quality of education & guidance imparted by the schools they study in.

The Awards recognize the academic brilliance of Class 10th and 12th top merit rankers across India and the quality of education and guidance imparted by the schools they study in and thereby encourage the spirit of enlightenment among today's youth.

It is India's first of its kind award that recognizes and rewards brilliant minds of India. By winning this award, not only the student gets recognized, but it also helps the schools to enhance their image as an academy that imparts quality education, worth emulating by others.

#### **4.10.7 Rural Sanitation Programme**

Amul Dairy has launched a novel scheme for total rural sanitation and set a target for itself whereby not a single milk producer will attend to nature's call in the open. The Dairy with the support of District Rural Development Agency (DRDA) will provide interest free loans to its milk producers in Anand and Kheda districts to set up 'pucca' toilet blocks, which will not only help women milk producers avoid embarrassment but will also ensure hygiene.

'In five years' time, dairy wishes to achieve the target of providing 100 per cent toilet facilities in all villages where Amul has a milk society.

The mission is not just about bringing a cultural change by imbibing good habits among milk producers but also targeted towards encouraging hygienic practices in the milk supply chain.

Amul has prepared a model low-cost toilet block that costs Rs. 11,500 per unit. While DRDA will support this initiative through subsidy ranging between Rs.4500 and Rs.4600 for BPL/APL families, Amul will provide its members an interest free loan worth Rs.4300 returnable in four years' time. A member can pay up this loan by getting Rs.100 per month deducted from his/her bill.

#### **4.10.8 Animal Health Care**

Animal Husbandry activity is one of the programmes envisaged by Amul for enhancement of milk production and to take care of farmers that they do not incur economic loss by want of health care service to their cattle holdings. In the beginning, itself it was felt that cattle's health is wealth of farmer as well as of the dairy as it brings growth to farmers and the organization.

The first Mobile Veterinary Dispensary was flagged off by Late Dr Rajendra Prasad, then the President of India way back in 1950. Experiencing the best medical service to their cattle, a woman in a village of Anand made a remark that it is better to take birth here as buffalo rather than human as they are looked after better than them – human.

In order to provide 24 hrs services, Amul has today twelve veterinary-subcentres with the Head Office at Anand and supported by more than 75 veterinary mobile vans with the best communication system. This programme is well taken care by a dedicated team of 125 veterinarians.

Amul has further established mobile and static animal disease diagnostic laboratories at Ballarino equipped with sophisticated equipments and professionals to assist the veterinary services for specific treatment of the ailing animals. The objective of these facilities is to maximize milk production by ensuring sustainable sound reproductive and overall health of milk animals of our milk producers by accurate diagnosis of different diseases of livestock through doorstep and static diagnostic facilities.

Some of the activities covered under this programme are: Minimize digestive, metabolic, and infectious diseases; Reduce calf mortality; Immunization programme to avert outbreak of diseases; Educate the member producers' about animal welfare, hygiene, nutrition, management aspects and clean milk production; Distribution of Saaf Kit pray and Mas-strip to milk producers to make use of teat spray post milking as daily practice; Sexual health control; Dry cow therapy; Introduction of milking machine; Impart training for First Aid and Artificial Insemination; Emergency visit; Animal nutrition and awareness programme etc.

The dedicated service of Amul to the livestock of farmers have made its milk procurement area almost free from diseases thereby helped greatly in augmenting milk production and better return to farmers reducing their dependency on the

seasonal crops for the livelihood. The effort put by Amul to take care of the cattle stock has helped farmer producers to look after their cows and buffaloes as a part of family members.

#### **4.10.9 Animal Nutrition**

In the beginning, to take care of the nutritional requirement of cows and buffaloes owned by the milk producers Amul procured and distributed cotton seeds. The Cattle Feed Plant of Amul was set up with the assistance of OXFARM under the Freedom from Hunger campaign of Food and Agriculture Organization to produce 50MT of balanced cattle feed. This plant was inaugurated by late Shri Lal Bahadur Shastri, then the Prime Minister of India and dedicated to the farmers on 31st October 1964.

The plant has since then grown in size to become Asia's largest cattle feed plant producing more 1100MT of feed daily. Amul has planned to further expand its capacity in the coming years. Supply of regular balanced cattle feed has significantly helped farmers to overcome economic losses due to health problems, reduced reproductive efficiency, infertility etc. The plant today manufactures following products: Amuldan (Bypass Protein Feed), Calf Starter, Milk Replacer, Mineral Mixer, Medicated Feed, Urea Mineral Molasses Block.

In order that the feeds supplied to the farmers are cost effective raw materials are procured during seasons from all over India. The following material form part of various feed manufactured by the plant: Cotton seed extraction, Groundnut extraction, Sunflower extraction, Rapeseed extraction, Maize gluten, Maize oil cake, Goarbhardo, Cotton seed oil cake, Mango seed extraction, Palm kernel extraction, De-oiled rice bran, Rice polish fire, Rice, Jowar, Salt Dicolciom phosphate (D.C.P.), Vitamin AD3, Calcite powder Trace mineral, Molasses etc.

In addition to above programme Amul procure and distribute quality fodder seeds like, Lucerne, Jowar, Maize etc. to fulfil the requirement of roughages of the ruminants. For better utilization of fodder, Amul supplies chaff cutters (Soda) to farmers. As feed constitute 70 per cent of the cost of milk, reducing the cost of feed while ensuring its nutritive value contributes significantly in improving income of milk producers. Animal nutrition programme Amul has helped a long way the dairy farmers sustaining their dairy farming.

Training and Development programme of Amul is an ongoing programme since its inception as it believes the development of the institution lies in the development of the people – producer members. It organizes various training programmes based on the need and a few of these are as follows:

**4.10.10 VISION, MISSION AND STRATEGY Workshops:** This programme aims at to create a document on Vision, Mission and Strategy for Village Dairy Co-operative Societies. This process has helped to involve and develop dairy farmers for their future planning and review of the growth thereby improve their income and quality of life.

**4.10.11 Milk Day Celebration:** This programme aims at bringing together all members, including Chairman, Management Committee Members and respective producer members of Dairy Co-operative Societies to identify and solve their problems. This programme is attended by the respective Board of Director and Chairman from the District Union, Internal Consultant of Co-operative Department of District Union.

**4.10.12 Amul Darshan:** This programme aims at exposing producer members to various facets of dairy operations to keep them informed and aware of the development and adopt to good management practices in production of milk. The exposure visits include visit to Cattle Feed Plant, Dairy Plant, Chocolate Plant, Dairy Demonstration Farm and presentation by the Co-operative Development Group.

**4.10.13 Management Development Programme:** This programme aims at capacity building of Secretaries of Dairy Co-operative Societies in better management and maintenance of ISO standards. For the Management Committee Members, it imparts training on management strategies, co-operative laws and their roles and responsibilities.

**4.10.14 Zonal Meeting:** This programme aims at review of internal audit on Quality Management System and Cleanliness of Dairy Co-operative Societies for continuous improvement. This helps in knowing achievements and identifying grey areas for improvement.

**4.10.15 Village Group Discussion:** It aims at encouraging discussion among dairy farmers on scientific animal husbandry practices and its application. The discussions are facilitated by the Internal Consultant of District Union

**4.10.16 Awareness and Refreshers Training:** It aims at training of Dairy Co-operative Society personnel on Quality Management System in order that the ISO is effectively followed.

**4.10.17 Dairymen Training:** This programme aims at building managerial skills of progressive farmers who have more than five milk animals to bring more success in their dairy husbandry.

**4.10.18 Development Review:** This programme aims at District Union's review of the comparative progress of five year programme of Dairy Co-operative Societies and suggests remedial measures.

**4.10.19 Self-Managing Leadership Programme:** Amul undertakes Self Managing Leadership Programme for women resource persons through Brahma kumara Iswariya Vishwa Vidyalaya at Mt. Abu to bring a value based approach in development process.

**4.10.20 Amul Patrika:** It is an in-house Newsletter distributed monthly to producer members to strengthen their knowledge on scientific animal husbandry practices, quality of milk and sharing success stories.



#### **4.10.21 ISO Accreditation of Primary Dairy Co-operative Societies:**

Amul's primary village cooperative societies are the first 'grass root level' organizations in the rural sector to achieve ISO 9001: 2000 certification in India, perhaps in the world. This has been possible because of Amul's continued commitment to offer consumers excellent products from the house of Amul.

The focus on health and hygiene, housekeeping, village chilling units, management of village co-operative societies, rapid transportation of raw milk to dairy plant, accelerated milk handling at the dairy reception dock has retained the freshness of milk being received at dairy plant. To sustain and rebuild on this effort, training programmes are organised for all the stakeholder groups involved in the 'milk procurement chain', namely, milk producers, village society personnel and dairy plant personnel. Laboratories are equipped with state of the art equipment's and well trained professionals.

#### **4.10.22 Quality of life:**

Assured market for their milk and daily income round the year from milk has improved the quality of life of farmers. The role of village dairy co-operative societies in the overall development of the villages have brought better social infrastructures in the villages such as roads, communication system, schools, health centres, water facilities, banks etc.

#### **4.11. Conclusion:**

A Research Setting is important chapter in thesis it discusses about Amul Dairy growth and development and its strategy. It is significant to know its Vision and mission, models of Amul Development. This chapter has provided information related to CSR Activities carried out by AMUL. Amul is also doing many CSR Activity for their stake holders.