

GUJARAT CALLING

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*I ran a race with the Reaper :
I hastened; the lingered, I won.
Now strike, Death! thou
Sluggard thou sleeper,
you cannot undo what I have done.*

—Prof. Jivnhee



THE AMUL STORY

A Fascinating Account of Economic and Social Change

Success stories are always interesting. What makes Amul so relevant is the way problems that have hampered growth in other parts of rural India have been tackled. Long before the green revolution brought prosperity to Indian farmers, the 'white' revolution brought hope and money to Kaira villagers along with a new progressive outlook.

Amul achieved this by finding realistic solutions to problems like fluctuating seasonal prices. Poor communications and marketing facilities. Producers at the mercy of middlemen. Ignorance of scientific animal husbandry and lack of incentives to produce more.

Let us briefly review the stupendous growth of Amul, how early problems were solved and the impact these methods have had on the people of Kaira.

FROM A TRICKLE TO A FLOOD

In June 1948, a handful of members in two village co-operative societies were producing 250 litres of milk a day. Today 54 lakh litres of milk is collected every day from 2,15,000 (Two lakh fifteen thousand) members in 765 societies. The value of milk and milk products processed and manufactured at the Amul dairy at Anand is over 36 crores. By any standards, this is a remarkable achievement in organisational terms alone. But Amul has many technological achievements to its credit.

- *The first baby food manufactured in India with Indian know-how and expertise.

- *The first baby food in the world made from buffalo milk.

- *The first cheese to be manufactured from buffalo milk on a commercial scale.

Other products being made are butter, whole milk powder, ghee and casein.

CASH IN HAND TWICE A DAY

A bare record of the sales figures cannot indicate the effect Amul has had on the life of people, directly or indirectly.

The farmer is paid twice daily for his milk at a stable quality-based rate. An average member getting Rs. 4/- to Rs. 5/- a day, a regular income right through the year.

This is an important supplement to his farm income which is only seasonal and often already earmarked for clearing past debts. A member of one of the milk co-operatives

recently said that the Union had over the years made all the difference to him and others in the village between periodic hunger and two square meals a day.

OTHER BENEFITS OF THE CO-OPERATIVE

In addition to daily cash payment for milk, all members receive a share of the Co-operative profits at the end of the year, in proportion to the milk they've supplied. This lump sum comes in handy for major expenditures.

Under the strong incentive of raising their income, the farmers have become progressively more receptive to scientific methods of increasing milk production and improving the quality of their animals and milk.

Perhaps this consciousness that Amul has brought about is one of its more important contributions to the Kaira farmers. Add to it the feeling of equality that being members of a co-operative engenders. A kind of grassroots democracy is inculcated through elections of office bearers and keen interest taken in result-oriented efforts.

Let us see how most of the problems that bedevil the dairy scene in India have been successfully met and overcome in a radically new and effective manner at Kaira from the beginning.

REALISTIC SOLUTIONS

Problem: Low prices offered to rural milk producers. High milk prices demanded from urban consumers. Middlemen taking big share of profits. Producers of a perishable commodity like milk at the mercy of middlemen.

Solution: The banding together of small, individual milk-producers into a co-operative society .. to gain strength for collective bargaining. Proper marketing facilities to reach the consumer directly and thus eliminate the middlemen.

The Kaira District Co-operative Milk Producers' Union Limited (Amul) was set up with this objective in October 1946. How successful this Union has been may be judged by the fact that now 2,15,000 farmers are members of the Union's societies.

Problem: Big urban markets for liquid milk at a distance how to transport perishable milk.

Solution: The owning of dairy facilities by the producers' co-operative for pasteurising of milk and the provision of refrigerated vans to transport it to urban markets.



Kingdom of God is here

In 1948, Amul began pasteurising and supplying milk to Bombay. Today about one-third of the Greater Bombay Milk Scheme's requirements of liquid milk are met by Amul. Milk trains are no longer the novelty they used to be!

Problem: Seasonal imbalances. Glut of milk in winter in the rural areas with no corresponding off-take facility in the urban market.

Solution: The manufacture of dairy products. Milk powder and butter made in the surplus months could be stored and reconstituted into liquid milk in lean months. Dairy products like baby food could be manufactured and marketed.

A large plant which could handle 100,000 litres of milk a day was set up in October 1955 with assistance from the Government of Bombay and UNICEF. Milk powder, condensed milk and pasteurised table butter were manufactured here on a large scale. Now Amul could take all the milk produced by their members in the flush season.

Problem: The distribution of milk in lean periods and areas where the demand for milk exceeded the supply. The need to create high standards.

Solution: The price of milk regulated by quality content and not by volume alone. Amul installed trained staff and centrifugal testing machines at each village milk collection centre. The producer is paid according to the fat and solids-not-fat content of the milk. This prevents adulteration and ensures high-quality milk.

Problem: Procurement of milk from villages to dairy.

- Solution:** Fast motor transport to deliver the milk twice a day without delay. Amul has grouped its 765 member villages into over 82 truck routes. Transport contractors are given fixed times to deliver the milk to the dairy. (They're penalised for even five minutes' delay.)
- Problem:** Diffidence about making sophisticated products like baby foods and Sweetened Condensed milk from indigenous milk. Firm stand by foreign experts that this could not be done in India.
- Solution:** Experiments with the help of the Central Food Technological Research Institute at Amul on making baby food and the evolution of a formula. Amul proved it could be done. A plant to process baby food and Sweetened Condensed milk was set up in 1960. Amul Milk Food for Babies was successfully marketed on an all-India scale. The demand for baby food was so great that an additional plant had to be commissioned in 1965. Another baby food, Amulspray was launched. Today Amul processes 10,000 tonnes of baby food. Amul proved that processed cheese also could be made from buffalo milk on a commercial scale.
- Problem:** High cattle mortality. Decline in cattle health and production.
- Solution:** Free veterinary aid in villages. Amul's veterinary vans make once-a-week rounds in every village. Round-the-clock service is available in emergencies at a nominal fee.
- Problem:** Low production due to mal-nutrition of cattle. Traditional cattlefeed like cotton seed expensive, wasteful and not well-balanced. Balanced cattlefeed concentrates and cultivated green fodder virtually unknown. Grazing inadequate.
- Solution:** Establishment of very large cattle-feed plant to provide nutritive cattle-feed. Amul now supplies 50,000 tonnes of scientifically balanced cattle-feed in pellet form every year at a very reasonable price through the village co-operative societies. Additionally, farmers were encouraged to grow green fodder through extension programmes. Today 62,000 farmers grow protein-rich lucerne fodder on 10,000 hectares.
- Problem:** Poor stock of buffaloes. Breeding programmes to improve stock unknown except in few research stations. Ignorance about scientific animal husbandry.

Solution: Introduction of scientific breeding and education of farmers. Amul set up an artificial insemination station which is now the largest in Asia with 1,70,000 artificial inseminations performed annually in a single district. This has helped to improve the breed of milch cattle and reduce their dry periods. Already, buffaloes in Kaira have twice the milk-yield of buffaloes in less developed areas. Amul has also introduced a system of Milk Yield Competitions in each co-operative to be able to pick out the best calves from the champion dams for a long range programme of improving cattle stock. The artificial insemination service is available free to members and non-members alike.

Practical suggestions in improving the care of cattle are made by the veterinary staff who visit the villages. This is readily accepted by the people because trust has been built up through a period of devoted service. Besides when they see the results, they are readier to accept advice.

Extension workers hold meetings for women who traditionally look after the buffaloes in villages. They are taken on trips from time to time to visit the Amul Dairy, the cattlefeed plant, the artificial insemination station and so on. This inculcates a sense of pride and belonging and educates them in the need for high standards.

The Amul Newsletter in simple Gujarati is sent free to all members. It contains articles and tips on the care of cattle nutrition and so on.

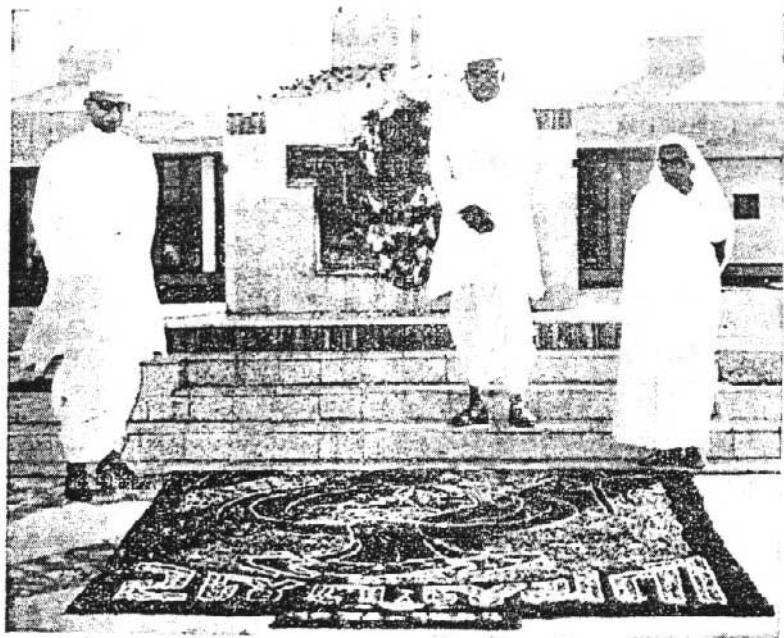
Problem: Not enough experienced dairy technologists.

Solution: Amul has set up an extensive training programme to supply the needed personnel, for its own plants as well as those of others. It has also built up a technical consultancy service to help other states and municipal or district bodies to set up similar schemes.

These solutions took time—and motivated men. But they were found. Amul has made the task easier for the coming generations of dairymen.

SHRI TRIBHUVANDAS K. PATEL.

Tribhuvandas Patel has presided over the dramatic growth of this most successful co-operative in India. Spearheading the co-operative movement in Gujarat under the guidance of the late Sardar Vallabhai Patel, Tribhuvandas and his colleagues founded the Kaira District Milk Producers' Union Ltd. in 1946, with only two societies and a handful of members.



Silver Jubilee Celebrations coincided with Sardar Jayanti. Seen at the Sardar Memorial at Amul Dairy are Shri Morarji Desai, Shri Tribhuvandas Patel and Kum. Maniben Patel.

A man with an almost missionary zeal for the co-operative movement, he was also a founder-member of the Kaira District Co-operative Bank Ltd. Today he heads many co-operative organisations as their Chairman. These include the Kaira District Tobacco Market Co. and the Gujarat State Co-operative Marketing Society.

He had continuously held the Chairmanship of the Kaira District Milk Producers' Union Ltd., for over 25 years.

A wide range of interests has led to Tribhuvandas being active in diverse fields like education, medicine, agriculture, banking, Harijan uplift and so on. At 70, his enthusiasm and energy are unbounded. He serves in numerous endeavours in Kaira, Gujarat and Bombay; he has also been a Member of the Rajya Sabha.

The efforts of Tribhuvandas have not gone unrecognised. He was given the Ramon Magsaysay Award (Philippines) in 1963, for Community Leadership. He was also rewarded the Padmabhushan in 1964 by the President of India, for distinguished service of a high order.

He was born in Anand on October 22, 1903.

His record of public service may be judged from the following posts he has held in various organisations :—

POLITICAL

Sr. No.	Name of Institution	Position or Status
1.	Anand Taluka Congress Committee	President
2.	Kaira Dist. Congress Committee	Vice President
3.	Kaira Dist. Congress Committee	President
4.	Gujarat Pradesh Congress Committee	Secretary
5.	Gujarat Pradesh Congress Committee	President
6.	Rajya Sabha	Member

PUBLIC

1.	Anand Taluka Local Board	Member
2.	Anand Municipality	Member
3.	Anand Municipality Public Works Committee	Chairman
4.	Kaira Dist. Local Board	Vice President
5.	Kaira Dist. School Board	Vice President
6.	Kaira Dist. Local Board	President
7.	Kaira Dist. Development Board	Vice President
8.	Divn. Development Board	Member
9.	Kaira Dist. Panchayat Mandal	Member
10.	National Advisory Committee for Small Savings Scheme	Member
11.	Gujarat State Warehouse Corporation	Director
12.	Gujarat State Small Savings Scheme Advisory Committee	Member
13.	Working Group on Animal Husbandry and Dairy Co-operatives (Ministry of Food and Agri.)	Member
14.	Western Railway Zonal Consultative Committee	Member
15.	Gujarat State Fertilizer Co. Ltd.	Director
16.	Gujarat State Ayurvedic Mandal	Member

SOCIAL

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| 1. Kaira Dist Harijan Sevak Samaj | Member |
| 2. Kaira Dist. Harijan Sevak Samaj | Chairman |
| 3. Anand Municipal Servants Cooperative Credit Society | Chairman |
| 4. Anand Municipal Servants Cooperative Credit Society | Vice-Chairman |
| 5. Kaira Dist. Cooperative Milk Producers' Union Ltd., Anand | Chairman |
| 6. Kaira Dist. Purchase & Sales Union | Member
Managing Committee |
| 7. Anand Taluka Purchase & Sales Union | President |
| 8. Kaira Dist. Central Co-operative Bank | Director |
| 9. Vithal Kanya Kelavani Mandal, Nadiad | Member
Managing Committee |
| 10. Agriculture Produce Market Committee | Chairman |
| 11. Lokbandhu Sahakari Prakashan Ltd. | Chairman |
| 12. Indian Dairy Science Association, Bangalore | Vice President |
| 13. Borsad Anand Taluka Labourers' Cooperative | Chairman |
| 14. Sardar Patel University | Syndicate Member |
| 15. Vithal Kanya Kelavani Mandal, Nadiad | Vice President |
| 16. Kaira Dist. Tobacco Market Committee | Chairman |
| 17. Vallabh Seva Ashram, Vallabh Vidyanagar | President |
| 18. Birla Vishwakarma Mahavidyalaya, Vallabh Vidyanagar | Representative on Board of Management |
| 19. Gujarat State Cooperative Marketing Society | Chairman |
| 20. Gujarat State Cooperative Union | Director |
| 21. Gujarat State Cooperative Bank Ltd. | Director |
| 22. Kaira Dist. Sarvodaya Vidhya Mandal | Chairman |
| 23. Anand Taluka Seva Samaj | Chairman |



Shri Tribhuvandas Patel addressing a large gathering of farmers, distinguished visitors, business men and Govt. officials at the Silver Jubilee Celebrations of Amul. This also marked the completion of 25 years of selfless service by Shri Tribhuvandas Patel as Chairman.

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| 24. National Agriculture Co-operative Federation, Delhi | Vice-Chairman |
| 25. Kaira Dist. Probation & Aftercare Association | Member |
| 26. Sardar Patel University | Senate Member |

As can be seen from the above, Shri Tribhuvandas has extraordinary zeal and capacity to turn almost an impossibility into a feasibility. Besides this, he has a colleague Dr. V. Kurien, a great administrator and organiser who has helped him much in making Amul a success story.

CONCLUSION

In fact the Amul story is proving to be a source of encouragement and inspiration to dairymen in India and abroad. Already many dairies have been modelled on Amul.

The greatest achievement at Kaira is that it is essentially a rural development co-operative, which has successfully used the production, marketing and advertising techniques of big business to make dairy farming a huge import-saving industry. And this they feel is only the beginning.