

Shikhar Dairy Private Ltd: A Model of Community Dairy as a Driver of Social Development¹

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Abstract: Most dairy production centers in India are managed through cooperatives or through private bodies or individuals. Adopting a community-based approach, this case specifically articulates successful management of a dairy centre, Shikhar Dairy Private LTD (SDPL) in a remote village of Shahjanpur in Uttar Pradesh in North India. Over a one year period, this village lacking basic infrastructure to support dairy production activities, was supported and several processes catalyzed towards integration leading to smooth establishment of the dairy in the village. The model involves nine diverse strategic partners and change agents from financing the loans for cattle purchase; to working toward community mobilization; for providing technical advice for fodder production and its usage based on modern scientific technologies specially customized for local systems; for capacity building initiatives at the grassroots levels; along with providing continuous handholding support services in an end-to end mode. An integral central point with financial and non-financial services through people involvement merging into community owned Trust was finally created at the village for adoption of this model on a continuum. The overall goal of this project was to catalyze the organization of smallholder farmer-groups, build access to fairly priced quality inputs, enhance capabilities of people for modern dairy farming practice and improve market linkages, thereby creating sustainable livelihood in the village.

I. Introduction

Dia Vikas Capital⁴ along with Mi India⁵ (its strategic implementation partner) and the Shikhar group , which include the Shikhar Development Foundation, Shikhar Microfinance Private Ltd⁶ conceptualised the community based Dairy Farm to be established at village level. The concept / idea became a reality with strong funding support by way social investments by SIDBI Venture Capital Ltd.(SVCL) The aim was to improve not only the socio-economic status of the village through empowering women, but also interlink and utilise the resources available locally. Hence, the primary objectives of this project were:

- To provide alternative income generating opportunities to low income⁷ families in rural areas.
- To set up professionally managed dairy producing clean milk
- To demonstrate sustainable triple bottom line adhering, scalable livelihood interventions.

The process for project location was based on initial focus group discussions, conducted by Shikhar and Mi India jointly and Shahjanpur Village of Moth Block in Jhansi District was identified. An informal connection with the founders of the Shikhar and the village existed which set the pace. It was found that the village was engaged in dairy farming mainly because of suitable climatic condition for agriculture throughout the year. However, it was in an unorganised manner and a gap for building that into a sustainable business was identified. A concept to establish a community based dairy farm, which had to be managed professionally and supported locally, was advocated. Nine strategic partners were then identified in the preparation and execution

¹ This case is based on work done under NAIP funded Business and Planning and Development (BPD) in operation from June 2013-2014 at National Academy of Agricultural Research Management (NAARM) ,Hyderabad. .

² #Contact Address: Dia Vikas Capital, Gurgaon. The analysis is purely based on the data collected from various stakeholder in involved in this dairy. All data mentioned in the case is confidential.

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⁴ Refer: <http://diavikas.org/>

⁵ Dia Vikas was established in early 2008 as a social investor to support the growth of Indian microfinance and encourage the development of start-up operations in underserved areas. Their primary objective is the reduction in poverty rather than a financial return.

⁶ SMPL is an MFI in social service sector and based in India with a mission to empower 1,00,000 families through our Financial Services and Livelihood opportunities by 2016. Source: www.shikharfin.com.

⁷Low income families defined as 'families under the international poverty line of \$2 per day per person'.

of this model over a period of one year.

This case is presented as part of project partnership of NAARM⁸ with Shikhar Dairy Private Ltd & Mi India.

II. Background

This section of the case puts forth the basic facets of the village and its potential as probable dairy production centre. The data presented here is based primarily on the baseline research done by MicroSave. The project team was also involved in gathering information through primary and secondary sources, personal interviews and focused group discussions. The data is categorised under subcategories A-T and placed below. More details if any are represented in respective tables as indicated under each sub-category. The tables sourced from the MicroSave research are placed in Annexure.

A. Socio-economic status of village

The current socio-economic indicators are as follows:

- According to HDR 2005 (currently available), HDI of Jhansi district is 0.6214
- Population of proposed village is 3216. Total 610 households of which 65% are BPL card holders.
- The remaining 35% out of households are if not BPL cardholders, are poor and marginal farmers.
- 45% households belong to SC, 45% to OBC and 10% are general category.
- Average household gross income is Rs 100 per day.
- Potable water sources are hand pumps and tube wells. The water table of the area in summer is 20 feet and in winter and rainy season it is 10-12 feet.
- The irrigation in the fields is facilitated by bore-well, and village canal.
- Health facility is minimal and poor. In case of emergency villagers travel 15 Kms.
- Veterinary services are rare and inaccessible
- The cattle are left free in hot season and thus there is low productivity during months April to June.
- Seasonal migration is rampant.

Based on these facts, it is envisaged that the project could positively impact many of the identified indicators and generate reasonable social return on investment. Proper monitoring and evaluation framework would be essential to track the key indicators.

A. Village profiling – Shahjanpur

It was found that the village social structure was based on caste system with other backward classes and schedule caste being predominantly two main caste categories in the village. The village society was closely knit and there was sense of support between different caste and communities. Both the caste groups support each other financially and socially (Table 1).

B. Health and Hygiene

The village has a Primary Health Centre that is managed by para-medic as doctor does not turn up regularly. The building is old and there is no drinking water facility in the building. The next medical facility was in Moth that is 16 Kilometres from the village. The ambulance service 108 is efficient and is available as required. During the last 12 months, 67% of the households spent up to INR 1,000 per annum on health related expenditure. Community was vulnerable to seasonal diseases such as general fever and cough and parasitic diseases such as malaria.

C. Access to water & sanitation facilities

The baseline report also assessed the households on social indicators including sanitation, access to water, education, health services and skill development. Community awareness on sanitation and hygiene was low. Strikingly, even when 72% of the households had pucca or semi-pucca⁹ house, 70% households did not have a functional toilet. Members of these households still go for open defecation. In terms of access to water,

⁸Capacity building initiatives by NAARM with technical input from NDRI (National Dairy Research Institute) were undertaken during March 2014. 25 identified farmers from Shajahanpur were given training on Animal Husbandry & Animal Nutrition. Including silage preparation, fodder crops & their cultivation.

⁹Pucca house is a house with concrete walls and roof whereas semi-pucca is a house with concrete walls and thatched roof.

hand pumps were the key source for all kind of household requirements whereas tube wells were prime source of water for irrigation. The reason for high dependence on hand pumps was their easy accessibility. For a household hand, pumps were accessible within 50-100 meters range.

D. Education

There was very low reported dropout rate in the village primary school due to better income of households, community awareness about education and easy access to education infrastructure. Shahjanpur had a senior secondary school but it lacked required number of teachers leading to poor quality of education. The building also required maintenance.

E. Usage of Energy

The community was primarily dependent on traditional sources of energy. Since wood and cow dung cakes were cheaper and easily available sources of fuel they were primarily used for cooking. About 88% of the household still used traditional chulha (cook stove). Nearly 70% of the households utilised 40-80% of the cow dung to make cow dung cakes. Only 31% used 40-80% of cow dung as compost. A majority of the waste was used as compost and 81% of the households composts 60-80% of the waste. Plastic consumption was high with an average family using upto 40 bags of plastic in a month.

F. Condition of Women in Shahjahanpur

Women especially were unaware of micro entrepreneurial activities they can get involved in. One of the reasons is unawareness and lack of common platforms where they have access to easy finance and capacity building. The poor economic independence also led to women's non-involvement in social platforms and community decision making. Though women were being listened to in the household decisions, their role in larger community organisations is limited. Community organisations too lose their importance in front of individual power and influence of Pradhan¹⁰. He is considered more approachable for any personal, community or development work.

G. Collectiveness and social connectedness, towards caste and marginalised

Most of the village resident reportedly feel that caste based inequality does not exist in the village. Different caste and communities support each other both financially and socially.

H. Livelihood

A majority of the population was dependent upon agriculture as prime source of income followed by labour and livestock. However, according to village residents; crop loss due to weather was a major risk that the community faces, leaving them vulnerable to financial losses or less income. According to most of the villagers there were no livelihood opportunities other than agriculture in the village.

I. Livestock population

Majorly villagers have cow, buffalo & goats as an livestock asset. Mostly breeds available are indigenous and productions are used for the household consumption.

J. Agro- ecological status

a. Water Sources

The only source of irrigation is ground water since the area is devoid of canal network system. Maximum area in Jhansi irrigated through canal is in Moth Block (31623 hectare).

b. Soil: Black (low land soil)

c. Climate Condition

Being on a rocky plateau, Jhansi experiences extreme temperatures. Winter begins in October with the retreat of the Southwest and peaks in mid-December. The mercury generally reads about 4 degrees minimum and 21 degrees maximum. Spring arrives by the end of February and is a short-lived phase of transition. Summer begins by April and summer temperatures can peak at 47 degrees in May. The rainy season starts by

¹⁰Pradhan is the head of local governing structure called panchayat. It is the first level of democratic governance structure over a cluster of villages.

the third week of June (although this is variable year to year). The average rainfall for the city is about 900mm per year, occurring almost entirely within the three-and-a-half months of the Southwest Monsoon.

K. Types of revenue available (Livelihood Options)

Farming is the prime source of livelihood however; households also supplement their income either by wage labour or livestock rearing. Vulnerability to crop loss due to sudden rains or drought is the key reason behind this livelihood diversification. The village is rich in cattle ownership however, only 23% of the households were engaged in commercial livestock rearing and milk selling. Rest of the households utilised the milk for self-consumption.

III. Status Of Current Dairy And Its Practices

India has been one of the largest dairy producers in the world with recorded milk production of around 117 million tonnes¹¹ in 2010; this is likely to touch 121.5 million tonnes in 2011 to 135million tonnes in 2015¹²This is the result of hugely successful co-operative dairy farming momentum created by Operation Flood. It is important to note that though the co-operative dairy farming model has been scaled up and replicated across the country, only 30% of the milk produced is processed through organized channels. In comparison with the rest of the world, there are no industrialized dairies in India. Instead, the industry is made up of about 70 million families who are each engaged in the production of milk from one or two animals. The demand supply gap for the milk is rising with urbanization and the constant demographic shifts. While the demand for milk has been growing by about six million tonnes a year, the annual incremental production over the past 10 years has been 3.5 million tonnes. This scarcity has been reflected in the rising milk prices.

Dairy farming is an alternate income generating activity for most of the rural families in India. However their productivity and management leaves a lot to be desired. In addition there is a shift in the demographic and social structures in rural economies.

The Bundelkhand region is located between 23°20' and 26°20' N latitude and 78°20' and 81°40'E longitude. It is predominantly an agrarian economy; over 80% of population is dependent on agriculture, livestock, usufructs from forest and outsourcing income by seasonal migration after Rabi sowing. Livelihood analysis of Jhansi district is quite representative of the Bundelkhand region.

Livestock in Bundelkhand region occupies a prominent position contributing significantly to the livelihood, mitigation of risks and distress of the farmers. Four major livestock production systems have been observed in the region i.e. Free Range Grazing system, Mixed system, Extensive Stall fed system and Intensive Stall fed system. The choice of the system depends on the species and productivity of the animal, economic status of the farmer, land holding and feed resource availability. In Bundelkhand district, Buffalo rearing is preferred over cattle in large ruminants and goat rearing over sheep in small ruminants categories. Poultry rearing is to a very limited extent restricted mostly to backyard poultry.

Dairy production: Dairy production is an important component in the entire region with greater focus on buffalo rearing for milk over cattle rearing. This is also corroborated by the last two livestock census data indicating increase in buffalo population and decrease in cattle population. Cattle population in the region is characterized by higher number of unproductive animals with only 18% of cattle in the category of milch animals whereas 33% of the buffaloes are in milch category indicating the preference of farmers for rearing buffaloes for milk production. Dairy entrepreneurship has been able to provide daily income and provide security to farmers. The animal holding is dependent on size of land holding of farmers and their economic status. However, no concerted effort has been made for development of dairy sector in terms of breed improvement, providing quality nutrition to cattle, establishment of a comprehensive milk collection network system, feed and fodder production and providing effective input delivery mechanism.

¹¹<http://www.thehindubusinessline.com/industry-and-economy/agri-biz/article1561973.ece>

¹² <http://www.dairyuniverseindia.com/Marketdate.html>

In Bundelkhand, at the onset of summers, the farmers generally abandon their cattle for open grazing which continues till the sowing of next crop i.e. in July Mid. This currently practiced age old tradition is called Anna Pratha¹³ (tradition of leaving the cattle abandoned)..

A. Availability and acceptance level for new technology and intervention in Shahjanpur

The village has very low level of technology intervention. Mostly they were acquainted with Bio-gas due to availability of the cow dung. The people were also reluctant to new concept and intervention. Mi India & Shikhar team also faced lots of apprehension about this concept. However with lot of discussion and support from key people in the village, they were able to convince the village. The SDF team has taken the initiative to lead the project. They brought various other partners required in different roles to support this model.

B. Potential of dairy & Agriculture

- Dairy is a part of the Bundelkhand community practice but is very poorly managed
- To promote Dairy as an alternative source of livelihood giving good returns and also promoting clean milk production practices can ensure good quality milk to consumers
- There is scope for improving the dairy practices and cattle rearing practices
- There are very few milk producing companies in Jhansi therefore leaving a scope for new companies to meet the consumer demand
- Potential for brands offering high quality milk (chemical free pure milk)
- Problem of Anna Pratha tradition prevents community to engage in any farming practices

IV. Partner Identification And Strength Of Partners

Based on this background and village profiling, SDF, Dia Vikas & Mi India selected Shahjanpur to be the first location for establishment of the Dairy. Once the village was selected, identification of the partners also started. The various partners were identified at various intervals, depending on the need and gap analysis. There were total 9 partners involved during the erection of the dairy infrastructure and establishment of the various Dairy & Animal Husbandry process. Table 2 in annexure list the various partners and the role they have played in the Dairy establishment.

It was also felt that creation of a Mutual benefit trust of members from the village was also important for ownership and sustainability. This setup happened parallel to identification of the partners.

V. Criteria Of Mutual Benefit Trust (MBT) Member Identification

Establishment of the MBT was to support and bring a sense of responsibility among the community. It was envisaged that this trust would be handheld to develop capacities in community development and collaborate in operational activity of the dairy farm with the view of eventual role changes. The Trust would act as an interface between the community and Dairy Centre. Since Dairy is to be managed professionally for maintaining the quality of the products, the MBT role was very crucial in managing the activities smoothly.

5a. Mutual Benefit Trust (MBT)

A collective of farmers / households selected from the Moth Tehsil for the intervention were facilitated to come together to form a MBT. They mainly comprise members from economically and socially disadvantaged groups (SC, ST, OBC, minorities etc.) of the community. The MBT has been named Jan Samridhi Trust (JST). The overall objective of the trust is to support the milk producers by social mobilisation, arranging access to knowledge, information and access to finance, forging market linkages for milk and milk products for collective and mutual gain of all the members of the trust. Jan Samridhi Trust is a collective of 300 households at present.

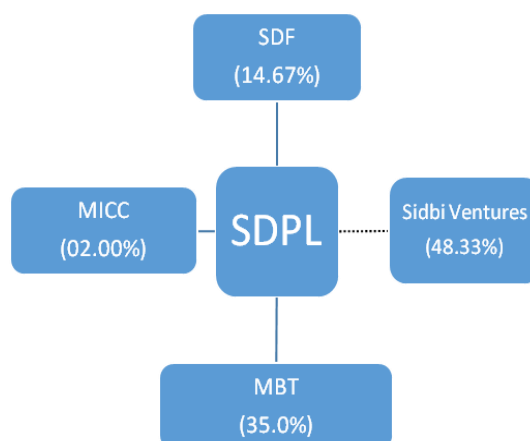
VI. Execution Process And Business Model Of The Dairy

The key features of this community dairy are:

- The community dairy (SDPL) is co-owned by the MBT Jan Samridhi Trust.

¹³ Anna pratha tradition is one of the reasons most of the farmers don't sow any crop between April-June thus leaving no quality green fodder available for the milching animals. It is also the period when most of the cows/buffaloes are in early/mid pregnant stage.

- SDF will continue to support JST and build their capacities in various fields of community development. The MBT will eventually grow and emerge into an agent of transformation and change.
- The technical support to set up the dairy plant including marketing and distribution of milk is outsourced to domain experts Farms Dairy, to work on a build, operate and transfer model.
- The dairy farm houses cattle, mechanised milking unit, chilling plant, fodder stores and veterinary services.
- The cattle sourcing, fodder management and cattle health are managed professionally.
- The dairy will largely be run by the employees selected from the community and are trained on the job.
- The cattle are tended to and milked in the farm. The milk is then marketed locally or in nearby towns within distance of 50-75 kms with an average travelling time of up to two hours.
- The result is clean milk produced in hygienic conditions and an alternative source of income for the community.



Key Components of Farm



Mentioned above are the multiple functions envisaged in a Farm;

- Community Farm:** The farm uses the loose stall farming methodology. The cattle are set free in the farming area. The stall will provide shelter and also house the feeding troughs. The cattle will be milked in a milk parlor. Milking machines will be used to maintain the cleanliness of the milk. For packaging purposes Milk Packing machine will be used. Cow Comfort instrumental in reducing bacteria growth will be put in place.

- b) **Milk Plant:** The milk that proceeds from the milk parlor is instantly chilled and stored at temperatures below 5 degree. The chilled milk is then packed before distribution. Bulk Milk cooler will be installed for cooling purposes.
- c) **Fodder management:** The greens of the fodder will be cultivated in two to three crops and stored as silage. The supplements in the fodder will then be mixed with the green/dry matter in a feed mixer. The feed management will be based on a feed formulation designed specifically for the farm taking into consideration the feed elements availability in the locality. The cows are fed according to the lactation stages.
- d) **Breed Management:** The key to the success of a farm is consistent breed improvement over the years. The process involves the quality of semen used and consistent populating of the herd with superior breed.
- e) **Waste Management:** A 100 m³ bio gas plant will be used to generate power to run the farm. The slurry will be then sold to the farmers as manure.
- A. A dairy health and productivity management software will be installed to review and monitor dairy management including milk production, health management, feed management and reporting **Business Model & Stakeholders of the Dairy**

The total Project cost is Rs. 443.69 Lakhs is funded through equity, loans, and compulsory convertible debentures. Given below the breakup

PARTICULARS	Total Project Cost	Funding Sources In Lakh				External Agency Loans Marketing Company
		Promoters				
		MBT	SVCL	MICC	SDF	
Equity	60.00	21.00	29.00	1.20	8.80	
Loans / Optionally convertible Debentures	383.69	150.00	151.88	-	-	81.81
Total	443.69	171.00	80.88	1.20	8.80	81.81

B. Shareholding Pattern

Name of Shareholder	% holding
Mutual Benefit Trust (JST)	35.00%
Shikhar Development Foundation	14.67%
Mi India Capital Consultants Pvt Ltd.	02.00%
SIDBI Venture Capital Ltd	48.33%

- SDPL will generate its income primarily from the sale of milk and other income from the sale of milk, calf and biogas slurry.
- The debts are expected to be fully retired at the end of five years.
- The project expect to generate income immediately after successfully reaching its commercial production.

VII. Output & Outcomes – Dairy

The output & outcomes of the Dairy has been listed under various headings to understand the current status of the Dairy operations.

A. Plant & Machinery Establishment & Construction-

The construction of Dairy Farm and installation of plant and machinery has been completed. The Milk Parlor has been established. The parlor will be functional by end of January 2015.

Fencing work has been completed but needs some strengthening. Water Connection for cow shed and entire dairy has been completed. Generator room construction work completed. Construction of 4 Silage bunkers has been completed for storing green fodder 900 tons of green fodder silage

B. Formation of Community structures

- A community coordinator has been appointed to strengthen the JST structure and functioning.
- The JST structure is being finalized and community coordinator is helping to form committees to support dairy needs

- Committees such as Calf Rearing, Labour, Grievance, and Manure are under formation. Fodder Committee has already been formed and actively functioning to support Dairy with Fodder requirement.

C. Fodder Management

- 25 farmers were given training at NDRI on best practices of green fodder cultivation
- A few farmers experimented the cultivation of African Tall Maize green fodder in April-May 2014
- In the first sowing a total of 17.5 acres were sown and 46.37 tons of fodder were purchased from the farmers
- A fodder committee from the community has been formed to oversee the management of green fodder cultivation, applying best practices and monitoring the cultivation practices in order to assure quality fodder supply to Dairy Farm
- In 2014, a total of 85.75 acres were sown in 377 tons of fodder has been received so far from 68.5 acres. There has been attention given to productivity improvement and the farmers are able to sell their third crop for dairy fodder needs for an additional income.

D. Recruitment

- The dairy is managed by 16 staff hired mainly from village Shahjahanpur and other nearby areas.

E. Financial Inclusion

- 300 bank accounts have been opened
- 290 MBT members have been sanctioned & disbursed loans for purchase of cows by IDBI Bank, Jhansi Branch, with the remaining loans to be processed in the next month.

F. Compliances

- FSSAI : FSSAI number has been allotted
- PCB : NOC received from PCB
- SSI: IEM number has been received from SSI. SSI certificate will be provided after the plant will be operational
- ROC compliances have been met.
- Cattle Insurance: 278 cows have been insured, the rest are underway.
- Plant & Machinery Insurance has been completed
- Cold Chain Subsidy : Application has been submitted

G. Cow Arrival

- 290 cows have arrived at the farm.
- By the end of March 2015 all 300 cows will be in the farm.
- There has been some cattle mortality. The local Government veterinary hospital has been very supporting in helping with the cattle health.

H. Marketing Arrangements

- Marketing arrangement has been outsourced to Farms Dairy Pvt. Ltd.
- The USP of the milk is, Clean Milk; Farm to Home direct.
- The milk is positioned for the children. The chemical free, adulteration free advantage is the key driving point.
- Milk agents for direct home supply have been appointed in two locations (residential locations). The milk will be supplied to 10 such residential locations.
- The marketing in Sivaji Nagar & Awas Vikas Colony has been started from November 2014 .
- The milk will be available in retail outlets (5 such retail outlets have been appointed) and a token based home delivery system is being implemented.
- Each supply location will have a milk delivery retail outlet and other OTC retail outlets.
- Meanwhile two seasoned lady promoters will begin BTL (below the line promotions), which includes visiting a home, promoting the milk and getting an order for a sample.

- The target is to sell the milk directly to 3000 houses in 10 residential locations in Jhansi and 30 retail outlets (3 near each residential location) over a period of four months
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VIII. Project Impact & Outcomes-

The envisioned impact and benefits of the Dairy establishment to various stakeholders and community are listed below:

A. Anticipated benefits to Farmers

- Ownership of the farm
- Alternative source of income through fodder cultivation and calf rearing.
- Beyond the above, there is an expected average monthly pay out Rs 1700 /family for 300 low income households at steady state operations
- Direct Employment in farm, in fodder cultivation and processing for local families
- Opportunity to get employed in an organized farm for the local population
- Health, life insurance cover and pension coverage.

B. Socio-Economic Impact

1. Net Increased income of Rs 1700/ month will prevent seasonal migration
2. Gender equity at SDPL. Focus on women headed families
3. Participatory mode of Processes Design; women have equal ownership of assets from Dairy income and to be represented adequately on MBT board
4. Fair price practices are followed. Above min wage standard.
5. 100% of families had no access to formal sources of financial services (savings, pensions, loan etc.)
6. MBT comprises of over 80% of SC and OBC households
7. Bio-gas to generate power to run plant partially
8. Increase use of bio gas for cooking which will bring improved health for women, and environment protection.

IX. Way FORWARD & Expected Outcome

It is admitted that it may be too early to assess the outcome of the project. A lot of initiative towards streamlining the operations of the community dairy is yet to put into practice. It is essential that all operations are delegated to MBT to its members. Based on the work and experience gained under the project done till now few areas where more focus is needed are identified and placed below:

- a. Increased participatory role of committees in governance and services
- b. Community learning to be self-reliant
- c. Social connect and linkages with the marginalized families
- d. Committees set up under JST to represent people from different section/caste among the community
- e. Diversification of Agriculture
- f. Creating market for green fodder/dry fodder within village
- g. Introduction to new and efficient fodder crop and agriculture practices
- h. Introduction to new improved farming practices and technology at the village level
- i. Financial Inclusion to facilitate access to other development programs
 - a. bank account opened for every farmer in the MBT
 - b. Savings, Insurance, Pension and Health Insurance expected.
 - c. Adhaar camp was organised in the village providing opportunity to every community member
 - j. Sanitation awareness practices through ongoing sanitation drive led by JST
 - k. Infrastructure Support
 - l. Increase in income opportunity will provide access to community to provide better education and health facilities and quality of life.

X. Exit Strategy/Options

Thus, the analysis of the project indicates initial success of the conceptualization of the model. Each partner contributed to this. However, initial successes should not lead to euphoria but warrant more focus so that remaining threads are woven into the model and lead to an exit strategy. Perhaps the best option would be towards Ownership transfer to MBT after 5 years. In absence of that, strategic sale to third party mission aligned investor can be next best option. Only then can such initiatives have a significantly positive impact.

Annexure-

Sr. No	Table No.	Page No.
1	Village profiling data of Shahjanpur	I
2	Partners involved and their role	I

Table 1- Village profiling data of Shahjanpur

Sr. No	Particular	Details
1.1	No. of households	610
1.2	Population	3216
1.3	Average Family Size	5-6 Number
1.4	Caste Structure	
	General	210
	SC/ST	230
	OBC	170
	Others	0

Source: Demographic and Census data from Village Secretary

Table 2- Partners involved and their role

Partners/Stakeholder	Role	Responsibility
Shikhar Dairy Private Limited	Company	<ul style="list-style-type: none"> ➤ Shikhar Dairy Private Limited (SDPL) is a section 1 company under registration with Roc ➤ It undertakes the dairy operations and milk marketing activities through SDPL with Jhansi, Uttar Pradesh as the initial implementation geography ➤ Own the plant, machineries, land and other facilities required for setting up the dairy plant ➤ Receive funding from various stakeholders ➤ Facilitate cattle loans for MBT members ➤ Compensate members for the milk produced ➤ Market the milk produced
Jan Samridhi Trust	Community Based Mutual Benefit Trust	<p>To provide community support and resources to SDPL on need basis</p> <ul style="list-style-type: none"> ➤ MBT is an investor in the equity of SDPL on account of its aggregate ownership of cattle owned by its members. MBT would primarily engage with and represent all the members. ➤ MBT would ensure repayment of debt raised by its members for purchase of cattle, organise members for fodder supply, assist in recruitment of SDPL employees from the local community and involve in the operations and governance of SDPL through various sub-committees. ➤ Share holder of SDPL ➤ Aggregate the ownership of the cattle. ➤ Engage with all the members ➤ Represent the interest of all the members ➤ Organise members for fodder supply ➤ Co-Guarantee the bank loan ➤ Shortlist employees of the company from community. ➤ Oversee the operations of SDPL through various sub-committees ➤ Maintain transparency with members about all the financial dealings ➤ Encourage members to utilize other financial services ➤ Will engage with the community at large to promote various Income Generation Programs in order to prevent migration. ➤ Will co-ordinate with other banks, institutions for community health, farmer insurance and pensions, water and sanitation, generating alternate energy source, literacy, skill development, employment generation and other complementary projects and services, ➤ Be agent of Transformation and Change. ➤ Finally own the dairy.
Farms Dairy	Providing technical inputs in managing the dairy and farm operations	<ul style="list-style-type: none"> ➤ Draw up the farm design ➤ Supervise construction of the farm ➤ Identify appropriate machinery for the farm ➤ Source Cattle for the farm ➤ Provide feed management expertise. ➤ Provide Breed Management Support ➤ Help the company in managing the farm till it is fully functional and company is ready to take on the responsibility of running the cost.

		<ul style="list-style-type: none"> ➤ Build, Operate and Transfer: The FARMS DAIRY will handhold the operations and will transfer the technical and marketing knowhow to the SDPL team over a period of twelve months. However for overall key strategic inputs ongoing support will be available on an annual contract basis.
Shikhar Development Foundation	The local NGO Partner working on community issues	<ul style="list-style-type: none"> ➤ SDF handholds MBT and develop their capacities in various fields of community development.
Mi India Capital Consultancy	MICC is an investor and promoter.	
SIDBI Venture Capital Limited	SCVL is a promoter	<ul style="list-style-type: none"> ➤ Promoter ➤ Part of SDPL Board ➤ Monitor the progress of Dairy operations
Mi India Trust (MIT)	Farm fill brand is owned and registered trademark of MIT	
NAARM & NDRI	Technical advice on the Dairy practices & crop cultivation	<ul style="list-style-type: none"> ➤ Training on silage preparation ➤ Training on best practices of Animal Husbandry ➤ Advice and Technical input on the crop production

Source: Through networking and identification processes