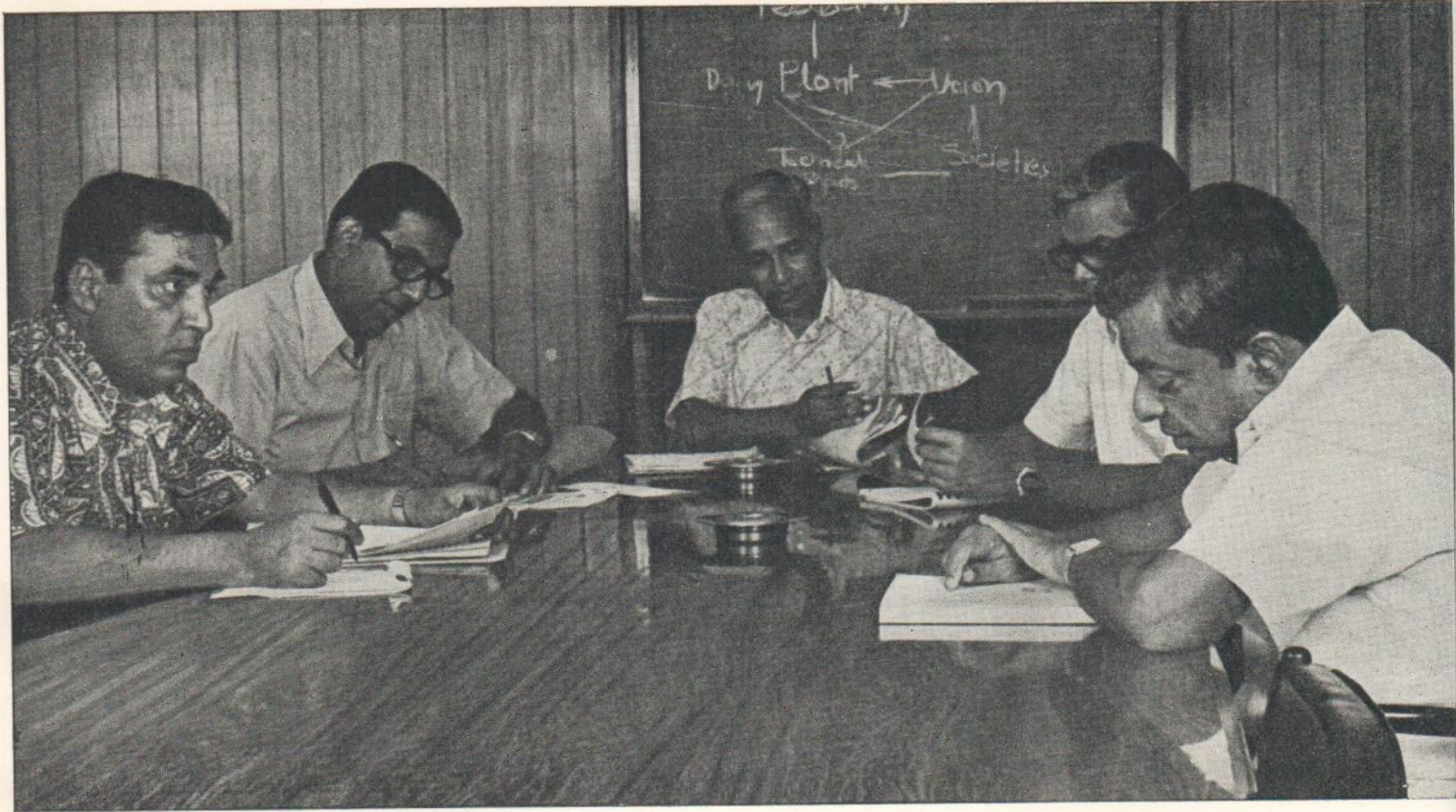


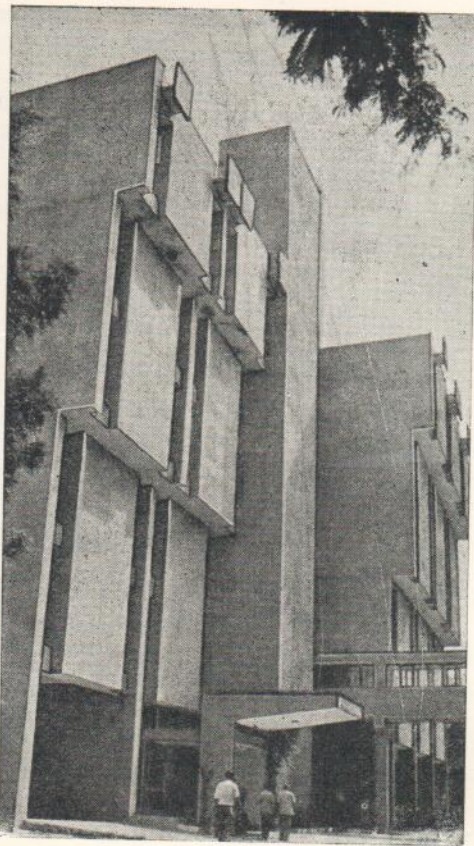
## Gearing up for change



A STRONG MANAGEMENT TEAM: NDDB officials at a meeting.

The NDDB decided to break this vicious circle. It sought to save high quality cattle by modifying the basic system. To begin with, it started organising co-operatives on the Anand Pattern. It anticipated that strong vested interests would resist these attempts. Nevertheless, the NDDB prepared a perspective plan. It worked out a revolutionary dairy development programme and planned the strategy for its execution. It initiated discussions with the State Governments. It built a strong management structure by combining, under one roof, competence in rural development, co-operative organisation, animal husbandry, dairy engineering, marketing, management, manpower development. Thus came into being a virile multi-disciplinary agency.





The NDDB office at Anand.

### Facing problems

From the moment this full-blown operation went on stream, vested interests reacted. Unscrupulous middle-men, wily contractors, corrupt practitioners—all those who felt their activities threatened and subsistence endangered—attempted to thwart NDDB's efforts with all the influence they could muster. They knew that if the successful Anand formula spread throughout the country, their unholy tribe would vanish from the dairy scene.

### The "NO" barrier

Initially the NDDB often found it difficult to persuade many State Government officials to sanction Anand-type milk co-operatives in the states. They said "NO".

"NO" to a system in which farmer members could produce and sell to the co-operative as much milk as they could at a fair price.

"NO" to a system which would be collectively owned, operated and controlled by members, and enable them to produce, procure, process and market milk and milk products on their own.

"NO" to a system which would encourage the production of good milk paid for after measuring its quantity *and* quality.

"NO" to a system which eliminated middle-men and existed solely for the benefit of farmer members who shared in the profits.

"NO" to a system which would provide technical inputs such as balanced cattle feed, artificial insemination and other veterinary services to improve the yield of milch animals.

"NO" to a system which would breed schools, health centres, libraries, roads, water facilities—all from the money earned by selling milk and milk products. "NO" to a system which would breathe new life into the dairy industry, make the country self-sufficient in milk, and put the instruments of rural development into the hands of the producers.

For five years, the NDDB explained, pleaded, argued, fought. Its proposals were ignored, funds refused.

NDDB did not lose courage or hope. Then it happened.