



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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SWOT ANALYSIS OF DAIRY COOPERATIVES: A CASE STUDY OF WESTERN MAHARASHTRA

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ABSTRACT

Dairy farming is a subsidiary occupation of agriculture in rural India. Dairy cooperatives are considered as an instrument for rural development and national prosperity which are needed to stimulate and increase producers' access to technology, extension and related services, and thereby enhance efficiency production and marketing of dairy products. The present study was undertaken in Western Maharashtra to explore the role of Gokul Dairy Cooperative (Kolhapur, Western Maharashtra) in the development of dairy farmers with the specific objectives of investigating the role of cooperative in livestock service delivery. A pretested interview schedule was used to collect data from 150 dairy producer members of the cooperative by personal interview method supplemented by information from focused group discussion with dairy farmers, staff members and key informants. The group discussions with respondents, staff members, key informants and product buyers were also conducted to summarize the Strengths, Weaknesses, Opportunities and Threats (SWOT) of Gokul Dairy Cooperative. The study reported that Gokul cooperative provided 46 livestock services under seven broad heads. The cooperative has been successful in strengthening dairy production and marketing by effective livestock service delivery to dairy farmers. SWOT Analysis of the study revealed that, cooperative had strong and weak sides with respect to functioning for providing the services. Finally, to expand proven initiatives and strengthen good practice there was a need to improve upon the quality of the services and reduction in cost of services delivered so that farmers would be more content with the services provided by the dairy cooperatives to increase their production and marketing.

KEYWORDS

Dairy Cooperative, Dairy marketing, Dairy production, Livestock Services.

INTRODUCTION

Agriculture is considered as the backbone of India's economy with animal husbandry as the subsidiary occupation. The sector provides primary source of livelihood for more than 70 per cent of Indian rural households. Livestock contributes 4.7 per cent to the National GDP and 27 per cent to agricultural GDP of India (Gol, 2006). The dairy sector in India holds large potential to contribute for commercialization of agriculture sector due to its large livestock population, favorable climate for improved, high-yielding animal breeds, and relatively disease-free environment with potential for animal feeding.

Even though the livestock sector in general, and the dairy sector in particular have a huge potential, it is constrained by shortage and fluctuation in quality and quantity of feed, poor and eroding genetic resource base, poor management practices, diseases, poor market infrastructure and institutional arrangements. The livestock sector also face human resource constraints, financial constraints, policy related and administrative constraints during the service delivery (Rathod et al, 2010). To ameliorate the development constraints and realize the benefits from the huge and untapped livestock resource, efforts have been made in various aspects to develop the livestock sector.

The major step in this regards was to organize farmers through dairy co-operatives to have advantages over individual farming. First, co-operatives can improve or facilitate access to market information, reduce costs of marketing and can increase producers' access to technology, extension and related services, and thereby enhance efficiency in the process of production and marketing of dairy. Second, dairy marketing co-operatives can help to decrease transaction costs and price risks, and enhance bargaining power of dairy producers. These lead to increased return from commercial dairying which, in turn, stimulates innovation in the sector (Beekman, 2007). Hence, the focus of this study was to investigate the role of dairy cooperatives in stimulating dairy production and marketing of dairy farmers' by livestock service delivery with special emphasis to Gokul Dairy Cooperative in Western Maharashtra. The study also summarizes the Strengths, Weaknesses, Opportunities and Threats (SWOT) of Gokul Dairy Cooperative. The specific objectives of the study are:

1. To study socio-economic and personal profile of dairy farmers.
2. To study the livestock services delivered by Gokul Dairy Cooperative.
3. To summarize the Strengths, Weaknesses, Opportunities and Threats (SWOT) of Gokul Dairy Cooperative.

METHODOLOGY

The present study was undertaken in Western Maharashtra region of India. The state consists of six regions out of which Western Maharashtra (Pune region) was purposively selected for the study. In this region, livestock plays an important role in the development of agricultural economy. Livestock is considered as an integral part of production system in Western Maharashtra due to which the division possesses the highest livestock and poultry population which has led to fast growing smallholder dairy production system with strong milk marketing cooperative and privately owned dairy farms.

TABLE 1: ZONE AND SPECIES-WISE DISTRIBUTION OF LIVESTOCK POPULATION IN MAHARASHTRA

Region	Cattle Buffaloes	Sheep	Goat	Total livestock
Aurangabad	2346302	285239	1269328	3980301
Latur	2465495	146784	978400	3647588
Nagpur	3356301	66259	1268929	4773962
Nashik	4599078	1019687	2850099	8625764
Pune (Western)	4557362	1399465	2299532	8441067
Amaravati	2921946	133800	1322592	4453038
Total	22404968	3074573	10456242	36495412

(Government of Maharashtra, 2009)

With the effective utilization of available resources, Western Maharashtra division has highest milk production and procurement in the state which was the main reason for selecting this region for the study.

TABLE 2: REGION WISE MILK PRODUCTION & MILK PROCUREMENT

Divisions	Milk Production ('000' M.T.)	Milk Procurement ('000' M.T.)	Milk Procurement (%)
Mumbai	548.9	4.4	0.81
Nashik	1543.1	364.7	23.63
Pune(Western)	2124	828.1	38.98
Aurangabad	1059.9	181.8	17.15
Amravati	420.6	8.1	1.91
Nagpur	379.2	44.2	11.66

(Government of Maharashtra, 2004)

Kolhapur district has the potential for both crop and livestock production, which is mainly undertaken by smallholder farmers. Gokul dairy union is considered to be the biggest and advanced dairy cooperative in this region, both in terms of number of members and volume of production with its own feed and milk processing plants. The Dairy Cooperative namely "Kolhapur Zilla Dudh Utapadak Sangh Limited, Kolhapur" functioning in the brand name "Gokul" was being purposively selected due to its landmarks in Milk Procurement, Extension, Animal Health care, Breeding, Milk Processing, Product making and Marketing. The Cooperative which was established on 16 March 1963 presently can handle 11.25 Lakh Litres of milk per day. This Dudh Sangh covers 3788 village level dairy cooperatives on 238 milk routes for Milk procurement every day. The Gokul Dairy has the following infrastructural facilities:

- 37 Mobile veterinary routes for animal health care and management.
- 384 Cluster and 17 static A. I. Centres.
- 200 MT feed produced from Cattle Feed Plant and 100 MT from other Plant as per self formula and under Q. C. 300 MT supervision
- Marketing of 300 MT Feed/day.
- Extension support for cooperative development.
- Chilling centers with handling capacity of 3.75 Lakh Liters/day.
- Training Centre for core level training.
- Cattle Feed Plant of 300 MT capacity expandable to 500 MT is under execution.

Along with the above mentioned infrastructure facilities the cooperative also provides wide range of services which includes animal health care services, Farmer Orientation Programme, Artificial Insemination, calf rearing programmes, infertility camps, mass deworming and vaccination, fodder development, Gokul Gram Vikas Yojana, Women Dairy Cooperative Leadership Development Program, Milkotester and Training Center for Milk Producers and Dairy Cooperative Societies. Multistage random sampling was applied for selecting the respondents from the villages for the study which were under the purview of the selected Dairy cooperative. Fifteen respondents from each village were randomly selected based on the livestock status data making the sample size of 150 farmers. Keeping in view the objectives of the study, a pretested structured interview schedule was used to study the livestock services delivered by Gokul dairy Cooperative. The group discussions with respondents, staff members, key informants and product buyers were also conducted to summarize the Strengths, Weaknesses, Opportunities and Threats (SWOT) of Gokul Dairy Cooperative. Following the completion of data collection, the collected data were coded, tabulated, classified and further categorized for systematic statistical analysis. The descriptive statistical tools like mean, SD, frequency and percentage were used for data analysis. The results were interpreted accordingly.

RESULTS & DISCUSSION

SOCIO-ECONOMIC AND PERSONAL PROFILE OF DAIRY FARMERS

AGE

A perusal of Table 3 reveals that majority of the respondents (70.66 per cent) in the study area belonged to the middle age group. This was followed by 16 per cent and 13.34 per cent in young age and old age category respectively. The probable reason for such distribution might be that, old farmers had taken up livestock farming as a traditional and subsidiary occupation to agriculture over number of years, whereas, majority of the middle age farmers viewed dairy farming as a profitable avenue and took up as a commercial venture. Similar findings were also reported by RaviKumar *et al.* (2007) and Sri Haritha (2002) who concluded that majority of the farmers belonged to middle age group followed by old age and young age during their study.

TABLE 3: DISTRIBUTION OF RESPONDENTS AS PER SOCIO-ECONOMIC AND PERSONAL CHARACTERISTICS

SI No	Variables	Intervals	Frequency	Percentage
1	Age	Young (22-33)	24	16.00
		Middle (34-60)	106	70.66
		Old (61-84)	20	13.34
2	Education	Illiterate	31	20.67
		Primary	19	12.67
		High School	56	37.33
		College	44	29.33
3	Occupation	Agriculture	125	83.33
		Animal Husbandry	08	5.33
		Business	06	04.00
		Government Service	05	3.33
		Laborers	06	04.00
4	Knowledge Level	Low (60-61.77)	06	04.00
		Medium (61.78-68.15)	120	80.00
		High (68.16-73)	24	16.00
5	Landholding (Acres)	Small(0.25-0.39)	19	12.67
		Medium (0.40-5.61)	115	76.67
		Large (5.62-21)	16	10.66
6	Annual Income	Low (6000-10730)	31	20.33
		Medium (10731-128650)	103	69.34
		High (128651-500000)	16	10.33
7	Social participation	One organization	102	68.00
		More than one	46	30.33
		Office bearer	00	00
		Wide public leader	01	0.67
		Nil	01	01.00
8	Livestock/cattle Unit	Small (0-0.38)	00	00
		Medium (0.38-5.42)	131	87.4
		Large (5.42-25)	19	12.6
9	Innovativeness	Low (21-30.76)	17	11.33
		Medium (30.77-38.60)	113	75.34
		High (38.61-52)	20	13.33
10	Information Seeking	Low (27-33.08)	35	23.33
		Medium (33.09-37.88)	85	56.67
		High (37.89-40)	30	20.00
11	Decision Making Ability	Low (15-21.05)	18	12.00
		Medium (21.06-24.63)	123	82.00
		High (24.64-27)	09	06.00
12	Scientific Orientation	Low (12-15.20)	28	18.66
		Medium (15.21-17.04)	120	80.00
		High (17.05-18)	02	1.34
13	Economic Orientation	Low (12-14.56)	18	12.00
		Medium (14.57-16.52)	108	72.00
		High (16.53-189)	24	16.00

(Own Survey Data, 2010)

EDUCATION

A glance at the Table indicate that majority of the respondents (37.33 %) possessed higher schooling followed by 29.33 per cent in the college level education. The study also revealed that 20.67 per cent respondents were illiterate while 12.67 per cent respondents had primary education. This might be due to recent government policies which emphasized on literacy to the rural masses. The study conducted by RaviKumar *et al.* (2007) also reported that among total farmers, only 19.17 per cent were found to be illiterate which is in consonance with the present findings.

OCCUPATION

It was observed that large majority of respondents (83.3 %) had agriculture as their main source of livelihood proving the fact that agriculture forms the backbone of our rural economy. It was interesting to note that 5.3 per cent of the respondents were involved in animal husbandry as their major occupation. This was followed by 4 per cent of the respondents stating business as the source of income generation. The study also reported that 4 per cent and 3.3 per cent of the respondents were labors and government servants respectively. The respondents having agriculture as their primary source of income had livestock rearing as subsidiary occupation in majority of the cases. The findings are similar to the reports of Kaushik and Singhal (1992) and RaviKumar *et al.* (2007) who reported that majority of the farmers had agriculture as major occupation with livestock rearing as the subsidiary occupation.

KNOWLEDGE LEVEL

The important variable in the study was to access the knowledge level possessed by the respondents about dairy cooperatives. The study revealed that majority of the respondents (80 %) was found to possess medium knowledge level about the selected livestock services. It was followed by categories of high (16.00 %) and low (4.00 %) knowledge levels respectively. Thus from the above findings it can be concluded that majority of the respondents had moderate level of knowledge about various aspects of dairy cooperative. The respondents interviewed believed and relied upon the services delivered by cooperative and hence, very few had an urge to acquire knowledge and technical know-how. Average knowledge score (68 %) of cooperative members was also reported by Dakurah *et al.* (2005).

LAND HOLDING

The Table depicted that majority of the respondents (76.67 per cent) were medium farmers in the category of 0.5 acres to 5.5 acres of land. The distribution of land holdings was in the order 12.67 per cent and 10.66 per cent as small and large farmers respectively. The findings are in consonance with the study conducted by Jassi *et al.* (1997) who reported that 50 per cent of dairy farmers belonged to the small farmer's category possessing 2.5 to 5.5 acres of land. Similar findings were also reported by Oladele (2001) reporting that 57.1 per cent of respondents had the farm size less than 1.6 hectares.

ANNUAL INCOME

The income of the family is an important index of farmers' economic status. Majority of the respondents (69.34 %) belonged to families earning between Rs.10,700 to Rs.1,28,600 annually followed by 20.33 per cent of the respondents belonging to the low income (Rs 6,000 to Rs.10, 700) group. The remaining 10.33 per cent of the respondents were in the high income category (Rs 1,28,000 to 5 lakhs).The study conducted by Dakurah *et.al* (2005) and RaviKumar *et al.* (2007) also concluded that majority of the respondents had medium income followed by low and high income groups. Income through agriculture combined with livestock farming might be the reason for the farmers to generate moderate income.

SOCIAL PARTICIPATION

The distributional analysis pertaining to social participation of the respondents in Table indicated that a higher percentage of them (68.00 %) were the members of one organization. This was followed by 30.33 per cent of respondents possessing membership in more than one organization. The study also revealed that 0.67 per cent were wide public leaders while only 1 per cent did not participate in any social activities. The increased participation of respondents was mainly due to well established dairy cooperative and the village level societies which were operating in the study area. Similar conclusions were drawn by Dakurah *et.al* (2005) who reported that 61 per cent of the respondents were currently the members of cooperative while 14. 4 per cent were the previous members of the Cooperatives while Oladele (2001) reported that 37 per cent of farmers were members of one group followed by 26.9% having membership in more than two groups.

LIVESTOCK UNITS

An overview of table 3 depicts that majority of the respondents (87.4 %) maintained medium livestock units followed by large (12.6 %) livestock units. The study indicated that there were no small livestock units since respondents were selected only if they had dairy animals. The average herd size was found to be 2.9 livestock units. The probable reason for the respondents to maintain a medium to small herd size may be the fact that most of them were medium farmers. These farmers faced severe constraints like feed and fodder and increased cost of production in dairy farming which made the farmers difficult to maintain large herd size. This finding is in consonance with the findings of Subramanian (1992) and Surve (2007) who reported that dairy farmers had an average of 3.25 milch animals per household for their livelihood.

INNOVATIVENESS

The study revealed that majority of dairy farmers (75.34 %) belonged to medium level of innovativeness followed by 13.33 per cent and 11.33 per cent for high and low level of innovativeness respectively. Medium information seeking behaviour and disinclination to take risk for innovative practices might be the factors contributing for the medium innovativeness of livestock holders. The studies conducted by Jagadeeswary (2003) and RaviKumar *et al.* (2007) also concluded that majority of the farmers had medium level of innovativeness.

INFORMATION SEEKING BEHAVIOUR

The study found that majority of farmers had medium information seeking behavior (56.67%) followed by low (23.33 %) and high categories of information seeking behavior (20.00 %). This may be due to farmers' lack of awareness about different information sources from which they could obtain the information regarding livestock farming. The farmers relied upon village dairy cooperative societies and village level AI workers for getting the information and had less access for mass media sources. The findings are in consonance with the results of SureshKumar (1997) who previously reported that majority of the farmers had medium information seeking behaviour (40 %).

DECISION MAKING ABILITY

The distributional analysis pertaining to decision making of the respondents in Table 1 indicates that majority of the respondents (82.00 %) belonged to the medium level of decision making followed by 12 percent of respondents in the low level of decision making. A very meager per cent (6.00 %) of the respondents belonged to high level decision making behavior. The decision making pattern with regard to the different livestock practices revealed that majority of the decisions were being taken combinely by the members of the family. This might be due to the fact that they were disinclined to take risk for livestock practices without discussing with their family members. Similar findings were reported by Jagadeeshwary (2003) and RaviKumar *et al.* (2006) in their studies with regards to livestock farming.

SCIENTIFIC ORIENTATION

A glance at the report depicts that majority of the farmers had medium scientific orientation (80.00 %) followed by low (18.66 %) and high (1.34 %) scientific orientation. Medium information seeking behaviour and medium level of innovativeness might be the factors contributing for medium level of scientific orientation in the study area.Similar findings were also reported by Reddy (1996) and SureshKumar (1997) who also observed that majority of the farmers had medium scientific orientation (60.0%).

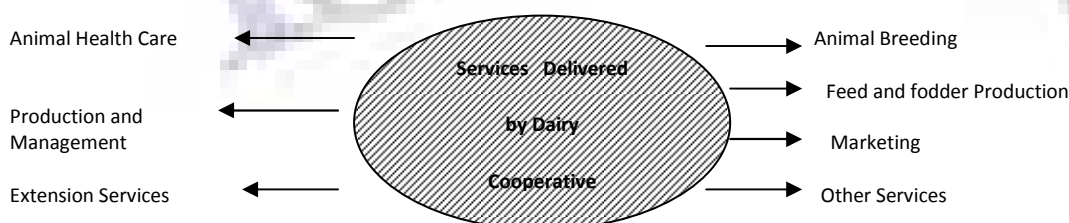
ECONOMIC ORIENTATION

The study concluded that 72 per cent of the farmers had medium economic orientation in the study area. The findings of the study also reported that 16 per cent of the farmers had high economic orientation followed by low economic orientation (12.0 %). Small animal units coupled with low profits of the small holders might be the cause for medium economic orientation of the respondents in the study area. The present findings are in consonance with the findings of Kumar (1992) and SureshKumar (1997) who also reported that majority of the farmers had medium economic orientation followed by high and low economic orientation.

LIVESTOCK SERVICES DELIVERED BY GOKUL DAIRY COOPERATIVE:

The livestock services delivered by Gokul Dairy Cooperative in promoting dairy production and marketing have been enumerated in the present study. The study revealed that totally 46 livestock services were delivered by Gokul cooperative which were derived on the basis of experience gained through pretesting. The information about services delivered by Gokul Dairy Cooperative was also finalized by using secondary sources like departmental documents, records, reports and other sources. The secondary data were collected from the Assistant Managers of the concerned Cooperatives as well as from village level dairy societies and the milk collection centers located in the selected villages. Totally, 46 livestock services were delivered by Gokul Dairy Cooperative under the following seven heads.

FIG 1: LIVESTOCK SERVICES DELIVERED BY DAIRY COOPERATIVE



DELIVERY OF ANIMAL HEALTH CARE SERVICE

Gokul Milk Union provided services for animal health care through 37 mobile veterinary routes with a team of 60 qualified and experienced veterinarians. The services were available for round the clock at the farmers door step. During 2009-10, the cooperative covered 3788 Dairy Co-operative Societies in 1506 villages and provided various health care services which included first aid, arranging deworming camps in the villages apart from various curative services. The union

also undertook disease surveillance and disease eradication programmes. During the period of investigation, vaccination/prophylactic services were being provided by state animal husbandry department under ASCAD (Assistance to state for control of Animal Diseases) project. The survey report is in resonance with the studies conducted by Alderman *et. al* (1987) and Uotila and Dhanapala (1994) who also reported that cooperatives deliver animal health care services for the rural masses.

DELIVERY OF BREEDING SERVICE

The other major dairy input which has been delivered by the union is breeding service, which included performing AI and conducting animal breeding and infertility camps. The staff of cooperative conducted pregnancy diagnosis and treatment of gynecological or obstetrical cases. During the year 2009-10 around two lakh cases were reported under 387 mobile AI centres. The villages currently had village level AI workers who were well trained by the union to act as fulltime AI technician in order to get higher fertility rates by inseminating in appropriate time. Similar findings were also reported by Uotila and Dhanapala (1994) who reported that dairy cooperatives provided animal breeding services.

DELIVERY OF PRODUCTION AND MANAGEMENT SERVICE

Discussion with the respondents revealed that, cooperative fulfilled members demand of feed supply with limited resources in the form of products like mineral mixture, milk replacer and calf starter. The staff of the union educated the farmers about the importance of balanced feeding and effective housing management. Apart from the above mentioned services, the cooperative also educated farmers for care and management of livestock. Similar findings were also reported by Barsati Lal (1992).

DELIVERY OF FEED AND FODDER PRODUCTION SERVICE

Gokul Milk Union has addressed the farmers' needs of increasing livestock productivity by fodder development programmes. Considering the feasibility of cultivation and existing season, the cooperative provided improved varieties of fodder seeds like Lucerne, Gajaraj etc. and also educated the farmers for cultivation of these fodder crops. Apart from the fodder seeds, Gokul Milk Union provided indigenous chaff cutters for utilizing cultivated fodder and minimize fodder losses. The fodder production services delivered by the dairy cooperatives were previously reported by Barsati Lal (1992) and Schillhorn (1999). Further, the union supplied balanced concentrate feed produced from its own feed processing plant under the brand name- "Mahalaxmi" at a reasonable price and proper quality. Apart from two varieties of concentrate feeds, the union also supplied Bypass Protein feed for high yielding animals for minimizing the cost of milk production. Similar findings were also reported by Dakurah Henry *et. al* (2005) who revealed that members preferred to purchase the products of the cooperative.

DELIVERY OF EXTENSION SERVICES

The interview and survey with group members of the cooperative revealed that the cooperative played a significant role to share dairy related information to its members in the form of various extension activities. The study showed that significant number of competent and reliable human resource team delivered extension services effectively in the form of training, advisory service, farmers educational tour, farm visits, exhibitions etc. The cooperative staff provided proper dairy related advisory services and undertook proper quantity and quality control of members supply. The cooperative provided continuous training on improved animal husbandry practices at primary society level and district level. Apart from the above services Gokul union had implemented women empowerment programmes. Refresher training programmes were also conducted for staff members at the societies and district level. Similar findings were also reported by Alderman *et. al* (1987) and Tefera (2008) that cooperatives addressed their role in sharing knowledge and information in dairy innovation.

DELIVERY OF MARKETING SERVICES

The cooperative collects milk two times a day, in the morning and evening time in the milk collection centers. The milk supply by farmers had increased due to establishment of milk collection centers on geographical basis. Milk collection records were maintained using computers and every regular milk supplier member of the cooperative has his/her own milk collection book/card. Members were paid on weekly basis for the milk they supplied to the society. The discussion with group members of the cooperative revealed that members were happy to get their payment once in week, which was slightly good accumulated money to fulfill their needs. In this regards, the respondents have replied that, payment system of the cooperative was regular and excellent without any troubles. The needy respondents were provided the market information by the societies. Similar findings were also reported by Kaushal (1996) and Owango *et. al* (1998) who reported that innovative step of cooperative had helped the farmers to compete effectively with the independent private sector.

DELIVERY OF OTHER SERVICES

The cooperative delivered various other related services for the benefit of the farmers. The members could purchase various products like concentrate feed and mineral mixture on credit basis. Even the charges for animal health services and breeding services were also provided on credit basis for the members. Apart from this, the members also purchased cross bred dairy animals and buffaloes on subsidies for increasing the milk production and create employment opportunities. The union also provided on farm consultancy services and round the clock services upon nominal charges for the farmers. Though Gokul union provided financial support in the form of 'KISAN' Insurance Package Scheme to rural milk producers, many farmers were unaware of such financial benefits provided by the cooperative. The present findings are in line with the study of Kaushal (1996) who concluded that dairy cooperative staff performed miscellaneous activities effectively.

SWOT ANALYSIS

Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis summarize the contributions of Gokul Dairy Cooperative in livestock production, service delivery, marketing and transfer of technology. The group discussions with respondents, staff members, key informants and product buyers were conducted to summarize the Strengths, Weaknesses, Opportunities and Threats (SWOT) of Gokul Dairy Cooperative.

STRENGTHS

MEMBERS' PERSPECTIVE

- Cooperative membership encouraged members to market their milk and helped them to get sustainable market.
- Milk processing through the cooperative was more efficient, less milk wastage and high quality dairy products becoming better marketable and available to everyone.
- Through the cooperative, members had more access to knowledge about dairy production, marketing and innovations in the dairy sector.
- Significant number of dairy farmers including women were encouraged to participate in the cooperative, and the cooperative prioritized training and employment for women. Moreover, women were getting income from the sale of milk which further enhanced their savings and investment.
- The cooperative has established geographical based milk collection centers and sites for the ease access of members to supply milk.
- The cooperative provided mobile AI, concentrate feed using its feed processing machine and animal health services.
- The existence of newly established processing machine encouraged members to supply more milk to the cooperative.
- The weekly milk payment system of the cooperative helped members to get accumulated money for further investment.
- The presence of the cooperative helped to undertake farmer to farmer extension in dairy production and marketing.

FROM FINANCE PERSPECTIVE:

- Developed computer assisted financial accounting system for easy accounting.

FROM HR AND MANAGEMENT PERSPECTIVE

- Educated board members with diversified experience and knowledge in the dairy sector.
- Significant number of educated and diverse experience of the management bodies in the industry as well as working in the same industry for long period.

FROM MEMBERSHIP PERSPECTIVE

- Committed members to the organization vision and voluntarily acting members. Educated members that share their capacity and experience with each other.

FROM FACILITY PERSPECTIVE

- Existence of basic communication facilities to lead the daily business operation of the cooperative.
- Currently owned land allows further expansion to the extent that can accommodate increased production.
- Milk and feed processing plants with technologically flexible capacity that can produce diversified products.
- Possess strategically located milk collection centers, chilling centre, feed manufacturing and various product storage units.

WEAKNESSES**MEMBERS' PERSPECTIVE**

- Shortage of professional manpower in the provision of service by the cooperative. The veterinarian has to visit at least twice per week instead of once.
- Low price for milk as compared to other private competitors.
- Poor internal communication and mutual trust between staff members and members.
- Unable to provide concentrate feed according to the demand of members and the under-capacity of the feed processing machine.
- Inadequacy in providing drugs and medicines during animal health services.
- Unable to give equal chance of training and employment opportunities.
- The training provided by cooperative are theoretical oriented rather than practical based.

FROM HR AND MANAGEMENT PERSPECTIVE

- Lack of structured and clear benefit packages available to keep up the motivation of employees.
- Inability of the existing organizational structure to accommodate existing and new programs vis-à-vis lack of trained and skilled technical and support staff members.

FROM MEMBERSHIP PERSPECTIVE

- Unwillingness of some members to participate in capacity building training and unnecessary interference of some members on the management of the cooperative.

ON INTERNAL POLICY

- Lack of promoting members to openly communicate with the board members in giving ideas and poor management of members' data.

OPPORTUNITIES**FROM CUSTOMERS AND PRODUCERS NEED**

- If they get the required quantity and quality products, then there are potential customers.

CUSTOMERS NEED

- Reliable and continuous supply with quality.
- Affordable prices for products at convenience supply.

DAIRY PRODUCERS NEED

- Genuine quality measures for the supplied milk, timely and convenient mode of payment system and competitive price for the supplied milk.
- Improved field level technical support services vis-à-vis organizing intermittent dairy farm management training to members as well as providing market information.
- The infrastructure like processing machine, chilling centres and feed manufacture units will encourage members and others to supply more milk to the cooperative.
- If the feed processing machine of the cooperative expands its operation, there is an opportunity for fulfilling the demand of members and the market.

THREATS**ENVIRONMENTAL**

- Challenge to waste disposal and cleanness.
- Packing plastics are not easily decomposable.

POLITICAL

- Lack of appropriate policy favoring the dairy sector with respect to feed policy and credit.

TECHNOLOGICAL

- Poor dairy, feed and AI technology service delivery institutes

CONCLUSION

The cooperative has been successful in strengthening dairy production and marketing by effective livestock service delivery to dairy farmers. SWOT Analysis of the study revealed that, the cooperative has strong and weak sides with respect to functioning for providing the services.

Finally, to expand proven initiatives and strengthen good practice there is a need to improve upon the quality of the services and reduction in cost of services delivered so that farmers would be more content with the services provided by the dairy cooperatives to increase their production and marketing.

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