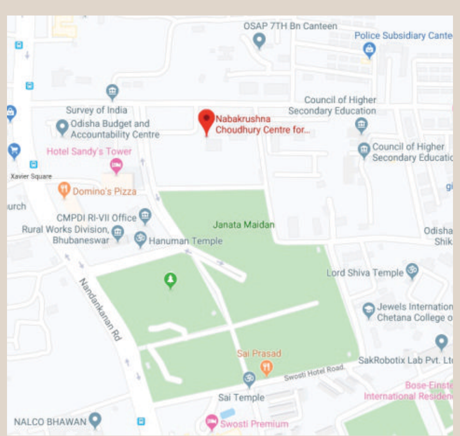
2025

A study on Analysis of Profit Earned Through Millets Shakti Tiffin Centres: Shree Anna Abhiyan

About NCDS, Bhubaneswar

The Nabakrushna Choudhury Centre for Development Studies (NCDS), established in March 1987, is registered under the Societies Registration Act, 1860. Since its inception, it has been jointly funded by the Indian Council of Social Science Research (ICSSR), Ministry of Human Resource Development, Government of India and Government of Odisha. Focusing on socio-economic research, this institute is the only one of its kind that serves as a policy think tank in the state of Odisha.

Submitted to:
Directorate of Agriculture and Agriculture and Food Production
Government of Odisha



Nabakrushna Choudhury Centre for Development Studies (NCDS)
An Indian Council of Social Science Research (ICSSR) Institute in Collaboration with Government of Odisha, Bhubaneswar - 751013, Odisha, India

+91-674-2301094, 2300471 | ncds_bbsr@dataone.in | http://ncds.nic.in
@ncdsbhubaneswar | @ncds_bbsr | https://goo.gl/maps/BRv8RW8BL4q

ନବକୃଷ୍ଣ ଚୌଧୁରୀ ଉନ୍ନୟନ ଗବେଷଣା କେନ୍ଦ୍ର
Nabakrushna Choudhury Centre for Development Studies (NCDS)
An Indian Council of Social Science Research (ICSSR) Institute in Collaboration with Government of Odisha, Bhubaneswar - 751013, Odisha, India

RESEARCH TEAM

Dr. Sandhya R. Mahapatro
Project Director, SAA

Dr Biswabas Patra
Associate Project Director,SAA

Research Associate
Dr Mili Das
Dr Rajadarshini Patra
Dr Kishore Podh

Research Assistant

Mrs. Sumitra Rani Pradhan

Research Scholar

Mr Mayadhar Sethy

FOREWORD

It is with great pleasure that I extend my warmest greetings to you through this foreword letter, reflecting on the remarkable journey of the "Special Programme for Promotion of Millets in Odisha," under Shree Anna Abhiyan formerly referred to as the Odisha Millets Mission or OMM. The roots of the OMM delve deep into a significant consultation meeting convened on 27th January 2016 at the Nabakrushna Choudhury Centre for Development Studies (NCDS). Today, as we stand on the precipice of unveiling the results of our dedicated efforts, it is with great pride and anticipation that I introduce the report "A Study on Analysis of Profit Earned Through Millets Shakti Tiffin Centres Under Shree Anna Abhiyan (SAA)." This study represents a pivotal component of our overarching mission, an endeavour to understand and quantify the impact of our actions.

In the present study, we delve into the profitability of Millets Shakti Tiffin Centres (MSTCs) and the experiences of the Self-Help Groups (SHGs) that operate them. Such innovative steps of the state not only uplift the social status of women, also bring significant improvement in enhancing millet consumption and production. Our team has collected data from all the functional MSTCs following a Census method, drawing upon the insights and perspectives of those at the heart of this transformation. This study is a result of meticulous planning, rigorous data collection, and careful analysis, all designed to provide us with a clearer understanding operation and their profitability. It is my fervent hope that the insights presented in this report will not only serve as a testament to our dedication but also guide us towards even more impactful actions in the future. I extend my deepest gratitude to all those who have contributed to this mission and this report. Together, we have sown the seeds of positive change especially in the tribal areas of Odisha, and together, we shall continue to nurture this transformation.

As the Director of NCDS, I extend my heartfelt appreciation to all the members of our dedicated research team for their unwavering commitment and tireless efforts in realizing the objectives of the study. Your diligence and perseverance have been instrumental in bringing our collective vision to fruition. I extend my deepest gratitude to all our partners, stakeholders, and collaborators for their invaluable support and steadfast dedication to the cause of promoting millets in tribal areas of Odisha. Together, let us continue to forge ahead, leaving an indelible mark on the landscape of sustainable agriculture and rural development.

Dr. Yeddula Vijay, IAS
Director, NCDS

ACKNOWLEDGEMENT

It gives me immense pleasure to extend my heartfelt gratitude to all those who contributed to the successful completion of the "A Study on Analysis of Profit Earned Through Millets Shakti Tiffin Centers Under Shree Anna Abhiyan (SAA). This endeavour was truly a collaborative effort, and I am deeply grateful for the unwavering support and dedication demonstrated by each individual and organization involved. First and foremost, I would like to express my sincere appreciation to the research team of Nabakrushna Choudhury Centre for Development Studies (NCDS), Bhubaneswar, for spearheading the preparation of this report. Your commitments to excellence and tireless efforts have been instrumental in ensuring the quality and accuracy of thefindings presented.

I extend my heartfelt thanks to the concerned government departments, organizations, and stakeholders, including farmers' associations, whose invaluable support and cooperation played a pivotal role in the successful completion of this study. Special mention goes to Dr. Arabinda Kumar Padhee, Principal Secretary to the Government, Department of Agriculture & Farmers' Empowerment (DA&FE), Director of Agriculture DA&FE, and the Joint Director of Agriculture for their invaluable contributions.

I would like to extend my sincere appreciation to our esteemed Director Dr Yeddula Vijay (IAS) for his guidance, and support in shaping the direction of this study. Many thanks to NCDS administration for their continuous support for smooth functioning of the research work. I acknowledge the contributions of SAA research staff who dedicatedly worked for the development of this report.

I would also like to express my appreciation to the members of the Programme Secretariat (Watershed Support Services and Activities Network, WASSAN), along with the dedicated staffs of the State Project Monitoring Unit (SPMU), for their unwavering support and assistance throughout the of this project work.

My sincere gratitude goes out to the Chief District Agricultural Officers (CDAO), Scheme Officers, District Programme Coordinators, Block Coordinators, and other block-level officials from sample districts for their invaluable support in providing crucial information. Once again, thank you all for your invaluable contributions, dedication, and support. It has been a privilege to work alongside each of you, and I look forward to continued collaboration in our future endeavors. I extend my best wishes for the success of the publication.

Dr. Sandhya R. Mahapatro
Project Director

CONTENTS

		Page No.
	Foreword	iii
	Acknowledgement	vii
	List of Tables	viii
	List of Figures	ix
CHAPTER-1	**INTRODUCTION**	11-13
1.1	Introduction	
1.2	Objectives	
1.3	Methodology	
1.4	Limitations of the Study	
CHAPTER-2	**MILLET SHAKTI TIFFIN CENTERS: ACCESS, INFRASTRCTURE & FUNCTION**	14-23
2.1	Introduction	
2.2	Millet Shakti Tiffin Centre (MSTC)	
2.3	Location of MSTC	
2.4	Housing structure of MSTCs	
2.5	Fund invested by SHGs (Except Govt. fund)	
2.6	Frequency of opening time of MSTC	
2.7	Members of SHGs engaged in MSTC	
2.8	Customers Dynamics in Millet Shakti Tiffin Centre	
2.9	Place of preparation of millet recipes	
2.10	Basic amenities at MSTCs	
2.11	Training received by SHG members	
2.12	Conclusion	
CHAPTER-3	**EXPENDITURE AND PROFIT ANALYSIS OF MILLET SHAKTI TIFFIN CENTRES**	24-34
3.1	Introduction	
3.2	Financial assistance received by MSTCs from the Government	
3.3	Expenditure on raw materials (Millets)	
3.4	Expenditure on fixed capitals	
3.5	Monthly Expenditure of sample MSTCs	
3.6	Season wise profitability status of millet tiffin centres	
3.7	Status of profit earning by MSTCs	
3.8	Total business hours of MSTCs	

3.9	Monthly income of MSTCs	
3.10	District wise financial status of MSTCs in Odisha	
3.11	Profit-Loss Status of MSTCs across districts in Odisha	
3.12	Future Perception about MSTC	
3.13	Conclusion	
CHAPTER-4	**PERCEPTION AND GAP ANALYSIS**	35-38
4.1	Introduction	
4.2	Perceptions of stakeholders	
4.2.1	Location	
4.2.2	Group disturbance	
4.2.3	Gender gap	
4.2.4	Marketing of MSTC	
4.2.5	Women Empowerment	
4.2.6	Training for SHG women	
4.3	Major Challenges faced by women SHG members in running MSTCs	
4.4	Policy level interventions recommended by different stakeholders	
CHAPTER-5	**SUMMARY &CONCLUSION**	39-41
5.1	Summary	
5.2	Conclusion	
	Annexure-1	
	Annexure-2	
	Annexure-3	

LIST OF TABLES

	Title	Page no.
Table 1.1	District wise Millet Shakti Tiffin Centres (MSTCs)	12
Table 2.1	Distribution of Sample MSTCs by the year of establishment	15
Table 2.2	Housing Structure of MSTCs (in numbers)	16
Table 2.3	Functional MSTCs and Average Customers per Day (in numbers)	19
Table 2.4	Distribution of MSTCs by place of preparation of millet recipes	21
Table 2.5	Distribution of MSTCs by availability of basic amenities	22
Table 2.6	Training received by women SHG members	
Table 3.1	Distribution of MSTCs by financial assistant received from Govt.	24
Table 3.2	Expenditure on fixed Capital	25
Table 3.3	Average Monthly Expenditure of all MSTCs	
Table 3.3	Season wise Profitability Status of MSTCs	26
Table 3.4	Distribution of MSTCs by status of profit earning	27
Table 3.5	Distribution of MSTCs by business hours	28
Table 3.6	Monthly incomes from MSTCs (in Rs)	29
Table 3.7	District wise financial status of MSTC (in Rs)	30
Table 3.8	District wise MSTCs in Profit or Loss (in %)	32

LIST OF FIGURES

Sl. No.	**Titles**	Page no.
Figure 1.1	MSTCs Surveyed districts in Odisha	13
Figure 2.1	Percentage of MSTCs Established in different years	14
Figure 2.2	Percentage of Distribution of MSTCs by Location	16
Figure 2.3	Distribution of MSTCs by financial assistance received from Government	17
Figure 2.4	Fund Invested by SHG for functioning of MSTCs	18
Figure 2.5	Number of SHG's members engaged differently in MSTC	19
Figure 2.6	MSTC place for preparation of millet recipes	20
Figure 2.7	Percentage of MSTCs having basic amenities	21
Fig 3.1	Percentage of Average Monthly Expenditure by MSTC	26
Fig 3.2	Percentage of MSTCs in different range of average monthly income	30
Fig 3.3	Distribution of MSTC by future perception	33
Fig 4.1	Policy level interventions suggested by different Stakeholders	38

Executive Summary

The Millet Shakti Tiffin Centres (MSTCs) initiative, a collaborative effort between the Shree Anna Abhiyan (SAA) formerly Odisha Millet Mission (OMM) and Mission Shakti, has experienced significant growth since 2021. This report surveyed 129 functional MSTCs from which almost 90 percent established after 2021. However, only 123 MSTCs were operational at the time of the evaluation.Strategically located near Gram Panchayat and block headquarters, many MSTCs in these areas perform better due to increased customer access. Conversely, those situated in remote villages face challenges in marketing and customer outreach, often due to fixed dietary preferences and geographical isolation.

The physical infrastructure of MSTCs remains uneven. While around 35% operate from permanent (pucca) buildings, the remainder use temporary setups such as kutcha houses or mobile stalls, underlining the urgent need for infrastructure upgrades. Although all centres have access to drinking water and electricity, only about 20% use gas stoves, limiting their cooking efficiency.Operational dynamics reveal that 62% of MSTCs function daily, but irregular scheduling in others affects income consistency. Most SHGs depend solely on government support, with limited self-financing, highlighting sustainability concerns. Across the 123 centres, 771 women are engaged, of whom 477 are full-time, though daily operations often fall on a single member, indicating skewed participation.

Customer engagement across MSTCs averages 921 daily visits, with 323 being regular patrons. Food preparation largely occurs on-site in over 76% of centres, improving freshness and service. Yet, space constraints pushes few MSTC to operate from homes.Training outreach has been substantial, with over 87% of SHGs trained in millet-based recipes and bookkeeping. Still, gaps remain, especially in tribal districts like Kalahandi and Koraput, due to barriers like lack of awareness, family restrictions, and logistical issues.

Financial support received from the state through this mission ranges between ₹30,000 or ₹50,000, though inconsistencies in fund disbursement were observed. Monthly expenditures average ₹18,883.50, with labor cost being the highest cost. Profitability varies seasonallypeaking in winter and dipping in summer. On average, 80% of MSTCs reported operating in profit, generating a collective net income of ₹4.82 lakh, with a per-unit average profit of ₹3,916. District-level analysis shows that MSTCs in Balangir, Bargarh, and Keonjhar lead in profitability, while Malkangiri and Angul report high per-unit returns. However, profitability is uneven, with some districts, including Gajapati and Nabarangpur, showing mixed performance. The study finds MSTCs succeeded not only in enhancing consumption of millet products, the members also experienced socio-economic improvements and financial independence.

Nevertheless, the MSTCs also faces challenges in proper functioning and income generation. Key challenges include the location of MSTCs in low-traffic areas, coordination among member within SHGs, and gender biases that limit women's agency and operational autonomy. In some cases, societal norms have even led to suggestions of male takeover of women-run centres, undermining the empowerment goals of the initiative. Marketing and customer outreach remain weak, with millet-based meals yet to gain widespread acceptance. Promotional efforts, branding, and awareness campaigns are insufficient, limiting consumer demand.

Despite these challenges, MSTCs have had a positive impact on women's empowerment, with varied outcomes across regions. Capacity-building initiatives and exposure visits have enhanced skills in some areas, though scale and uniformity of impact remain limited.

Recommendations from stakeholders emphasizes relocating MSTCs to high-traffic zones, improving cooking materials and business training, raising millet awareness, enhancing infrastructure, and strengthening financial and institutional support mechanisms. Addressing these gaps can significantly improve the sustainability, profitability, and empowerment outcomes of MSTCs in Odisha.

CHAPTER-1

INTRODUCTION

1.1 Introduction

The Government of Odisha has launched a groundbreaking initiative with the Shree Anna Abhiyan (SAA) formerly known as Odisha Millet Mission (OMM) to revitalize millets as a staple food in the state. Initiated in 2017, SAA aims to reintroduce millets, particularly Ragi, as a key component of Odisha's agricultural landscape and dietary habits. The program, overseen by the Department of Agriculture & Farmers Empowerment (DA & FE) and implemented through Self-Help Groups (SHGs) and Farmer Producer Organizations (FPOs), focuses on enhancing the production, consumption, and marketing of millets. By incorporating millets into state nutrition programs and public distribution systems, and by promoting millet-based enterprises, the programme seeks to boost both agricultural productivity and consumer demand for these nutritious grains.

A significant achievement within this initiative is the collaboration between SAA and Mission Shakti to launch the Millet Shakti Tiffin Centres (MSTCs). This innovative model leverages the strength of women Self-Help Groups (WSHGs) to drive the consumption and entrepreneurship around millets. The MSTCs, established across rural Odisha, aim to foster local demand for millet-based dishes and improve dietary diversity. These centres not only promote millet consumption but also provide a platform for women to engage in entrepreneurial activities, thereby enhancing their economic participation and empowerment.

The success of the MSTCs underscores the effectiveness of integrating millet promotion with women’s empowerment efforts. By conducting workshops, food festivals, and awareness campaigns, the program has effectively engaged various stakeholders and communities. The continuous efforts to establish and expand these tiffin centres, with SHGs being selected at the block level in targeted districts, illustrate a comprehensive approach to boosting millet production, consumption, and market presence. Through these combined efforts, the Mission is making substantial progress in improving nutritional security, supporting local economies, increase access to millet products. To understand how well the MSTCs are functioning and contribute in increasing millet consumption and women empowerment, DA & FE has assigned to the Research Secretariat, NCDS to analyse the profits earned through MSTCs across the districts.

1.2 Objectives

The broad objective of the study was to understand the profit earned through the Millets Shakti Tiffin Centres (MSTC) established in various parts of the state. The specific objectives are as follows:

a) To study the functional status of the Millets Shakti Tiffin Centres (MSTCs)

b) To examine the financial status of the MSTCs

c) To have a perceptual analysis on the status of MSTCs

d) To provide suggestive measures for the development of MSTCs

1.3 Methodology

This study based on both secondary and primary data sources to achieve its objectives. Secondary information was gathered from various sources, including government reports, scholarly articles on women empowerment, and literature on millet consumption, health, and nutrition. This data provides a foundational understanding of the context and background of the MSTCs.

Primary Data collection involved direct interviews and focused group discussions with members of Self-Help Groups (SHGs) and other stakeholders at the block and district levels. The study specifically targets 129 functional Millets Shakti Tiffin Centres out of the total 156 MSTCs established across 62 blocks in 15 districts of Odisha, as identified by the Department of Agriculture & Farmers Empowerment. This selection ensures that the study focuses on all active and operational centres, providing a clear picture of their current performance and impact.

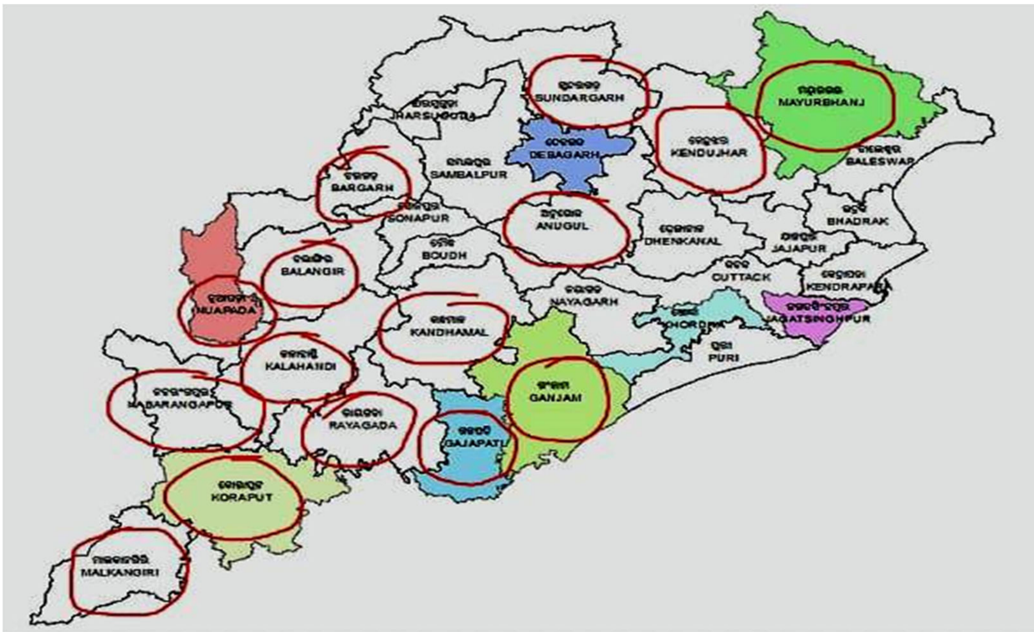
Table 1.1: District-Wise Distribution of Millets Shakti Tiffin Centres (MSTCs)

Sl. No.	*District*	*Number of MSTCs*
1	Angul	4
2	Bargarh	11
3	Bolangir	4
4	Gajapati	3
5	Ganjam	13
6	Kalahandi	12
7	Kandhamal	7
8	Keonjhar	4
9	Koraput	8
10	Malkangiri	2
11	Mayurbhanj	13
12	Nabarangpur	2
13	Nuapada	4
14	Rayagada	10
15	Sundargarh	32
	Total	129

Source:WASSAN

The survey spans 62 blocks distributed across 15 districts, ensuring a broad and inclusive assessment of the region. The districts covered in this survey are Angul, Bargarh, Balangir, Gajapati, Ganjam, Kalahandi, Kandhamal, Keonjhar, Koraput, Malkangiri, Mayurbhanj, Nabarangpur, Nuapada, Rayagada, and Sundargarh. The distribution of MSTC was skewed with most of the MSTCs are set up in Sundargarh(32), followed by Ganjam(13), Mayurbhand(13). Only 2 MSTCs are set up in Nabarangpur districts.

Figure 1.1 MSTC Surveyed Districts in Odisha map



1.4 Limitations of the Study

This study is limited to 129 MSTCs selected from different blocks of 15 districts. Consequently, the findings may not fully represent all MSTCs in the region, as those not included in the sample might exhibit different characteristics or outcomes. The results should be interpreted with this limitation in mind, acknowledging that variations could exist between the surveyed MSTCs and those excluded from the study.

CHAPTER-2

MILLET SHAKTI TIFFIN CENTERS: ACCESS, INFRASTRCTURE & FUNCTION

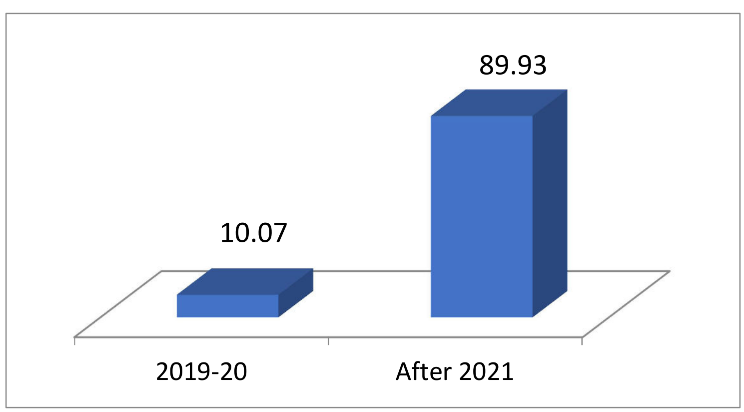
2.1 Introduction

The initiation of Self-Help Group (SHG) was the greatest achievement to promote social reform, empower women, and increase financial inclusion of women in India. The origin of SHGs in India can be traced back to the establishment of the Self-Employed Women's Association (SEWA) in 1972. Ella Bhatt, who formed SEWA, organised poor and self-employed women workers such as weavers, potters, hawkers, and others in the unorganised sector, with the objective of enhancing their income. Self-Help Groups (SHGs) are small groups and informal associations of women who come together to find ways to improve their livelihood and become economically independent. The group is generally self-governed and peer-controlled. NABARD formed the SHG Bank Linkage Project in 1992, which is the world's largest microfinance project at present. From 1993 onwards, NABARD, along with the Reserve Bank of India, allowed SHGs to open savings accounts in banks. Gradually the number of SHGs increased and women members become independent. There is a total number of 85,03,027 SHGs in India and 5, 37,383 SHGs in Odisha (Ministry of Rural Development).

2.2 Millet Shakti Tiffin Centre (MSTC)

The Government of Odisha's ambitious initiative to boost millet consumption through Self-Help Groups (SHGs) has significantly transformed the landscape of community-based entrepreneurship. This program, is the collaboration between the Odisha Millet Mission and Mission Shakti, has established a total of 156 Millet Shakti Tiffin Centres (MSTCs) across 15 districts in Odisha. Among these, 129 operational MSTCs were meticulously selected for the present study to gauge their financial performance and operational efficiency. During the study it has been found that **6 MSTCs** are not functioning as completely closed so the study conducted within **123 MSTCs**.

Fig 2.1: Percentage of MSTC Established in different year



A detailed analysis reveals a clear trend that the majority of these MSTCs, specifically 89.93%, were set up after 2021. This substantial increase underscores the effectiveness of recent government strategies and funding enhancements aimed at expanding millet consumption. Only 10.07% of the MSTCs were established during the earlier period of 2019-20. This shift highlights the accelerated pace of development and the government's intensified efforts to promote millet as a staple food through enhanced support and resource allocation. The rapid growth of MSTCs in recent years reflects a strategic push towards improving nutritional outcomes and supporting local women entrepreneurs, reinforcing the success of the initiative and its alignment with broader health and economic goals.

Table 2.1: Distribution of Sample MSTCs by Year of Establishment (in number)

Sl. No.	District	Total MSTCs	Established in 2019-20	%	Established After 2021	%
1	Angul	4	0	0.00	4	100.00
2	Balangir	4	0	0.00	4	100.00
3	Bargarh	11	0	0.00	11	100.00
4	Gajapati	3	0	0.00	3	100.00
5	Ganjam	13	3	15.38	10	76.92
6	Kalahandi	12	1	8.33	11	91.67
7	Kandhamal	7	0	0.00	7	100.00
8	Keonjhar	4	0	0.00	4	100.00
9	Koraput	8	2	25.00	6	75.00
10	Malkangiri	2	1	50.00	1	50.00
11	Mayurbhanj	13	2	15.38	11	84.62
12	Nabarangpur	2	0	0.00	2	100.00
13	Nuapada	4	1	25.00	3	75.00
14	Rayagada	10	2	20.00	8	80.00
15	Sundargarh	32	1	3.12	31	96.88
Total		**129**	**13**	**10.07**	**116**	**89.92**

Source: Primary data, 2023-24

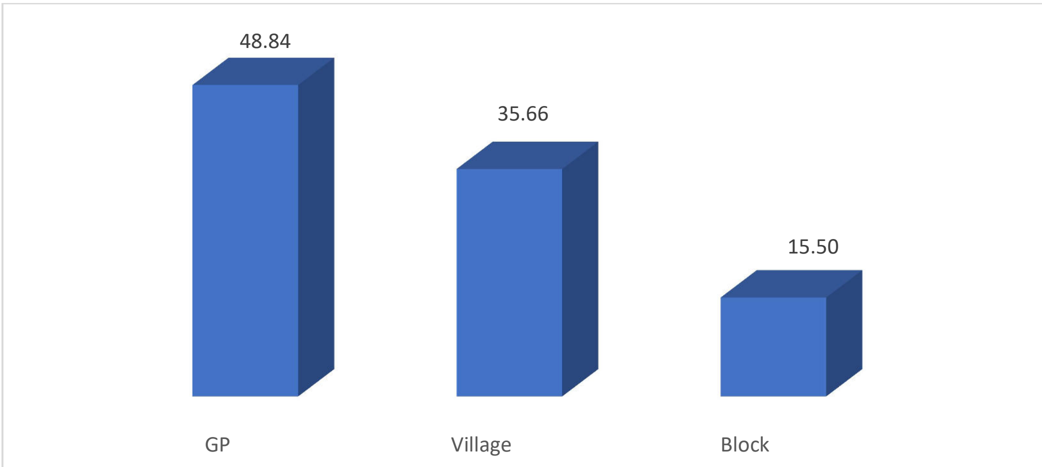
The distribution of Millets Shakti Tiffin Centres (MSTCs) by year of establishment illustrates a significant shift in the program's growth trajectory. According to data collected from MSTCs and various stakeholders, only 10.07% of the centres were established during the period of 2019-20. In stark contrast, a remarkable 89.93% of MSTCs were established after 2021. This substantial increase reflects the impact of the government's revised funding policy, which allocated Rs 50,000 to support the establishment and expansion of these centres. This surge in newly established MSTCs demonstrates a robust expansion effort and a successful scaling of the initiative to enhance millet consumption and promote local entrepreneurship.

2.3 Location of MSTCs

The location of MSTCs plays a crucial role in determining their profitability and operational success. This study reveals a clear pattern in the distribution of these centres across various locations, which significantly impacts their customer base and sales performance. Out of the 129 examinedMSTCs, 20 are situated near block headquarters, 63 are located close to gram panchayat (GP) headquarters, and 46 are positioned in more remote interior village areas.

The effectiveness of these locations varies markedly. It is seen that MSTCs near block and GP headquarters generally experience better sales due to more accessibility. In contrast, MSTCs located in interior village areas face considerable challenges. These centres struggle with marketing their millet products due to a lack of interest from local residents, who are accustomed to consuming millets daily in their homes. As a result, there is limited demand for value-added millet products in these areas, affecting the profitability and sustainability of MSTCs situated in remote locations.

Figure 2.2: Percentage Distribution of MSTCs by Location



Source: Primary data, 2023-24

2.4 Housing Structure of MSTCs

The data reveals a mix of housing conditions for MSTCs across Odisha. A notable proportion of MSTCs operate in pucca houses (34.88%), reflecting a relatively stable and permanent setup that is conducive to business operations.

Table 2.2: Housing Structure of MSTCs (in numbers)

Sl No	DIstricts	Total MSTC	Stall /Thella		Temporary Hut		Kutcha House		Pucca House		Others	
			MSTC	%	MSTC	%	MSTC	%	MSTC	%	MSTC	%
1	Angul	4	2	50	0	0	0	0	2	50	0	0
2	Balangir	4	0	0	2	50	1	25	1	25	0	0
3	Bargarh	11	2	18.18	1	9.09	2	18.18	4	36.36	2	18.18
4	Gajapati	3	0	0	0	0	0	0	1	33.33	2	66.66
5	Ganjam	13	0	0	0	0	4	30.76	8	61.53	0	0
6	Kalahandi	12	1	8.33	2	16.66	1	8.33	6	50	2	16.66
7	Kandhamal	7	1	14.28	2	28.57	1	14.28	1	14.28	2	28.57
8	Keonjhar	4	0	0	2	50	0	0	2	50	0	0
9	Koraput	8	0	0	2	25	2	25	1	12.5	1	12.5
10	Malkangiri	2	0	0	0	0	1	50	1	50	0	0
11	Mayurbhanj	13	1	7.69	1	7.69	5	38.46	5	38.46	1	7.69
12	Nabarangpur	2	0	0	1	50	1	50	0	0	0	0
13	Nuapada	4	0	0	2	50	2	50	0	0	0	0
14	Rayagada	10	1	10	1	10	2	20	4	40	0	0
15	Sundargarh	32	12	37.5	1	3.12	6	18.75	9	28.12	3	9.37
	Total	**129**	**20**	**15.5**	**17**	**13.17**	**28**	**21.7**	**45**	**34.88**	**12**	**9.3**

Source: Primary data, 2023-24,

However, a significant number of MSTC also functions in kutcha houses (21.70%) and temporary huts (13.17%), indicating challenges in infrastructure and stability. The presence of mobile stalls (15.50%) further highlights the need for more adaptable and less permanent arrangements. Despite the operational success of many MSTCs, the overall housing conditions remain varied, with a substantial proportion operating from less permanent and potentially less secure structures. This variation underscores the need for ongoing support to improve infrastructure and ensure the sustainability of MSTCs across different regions.

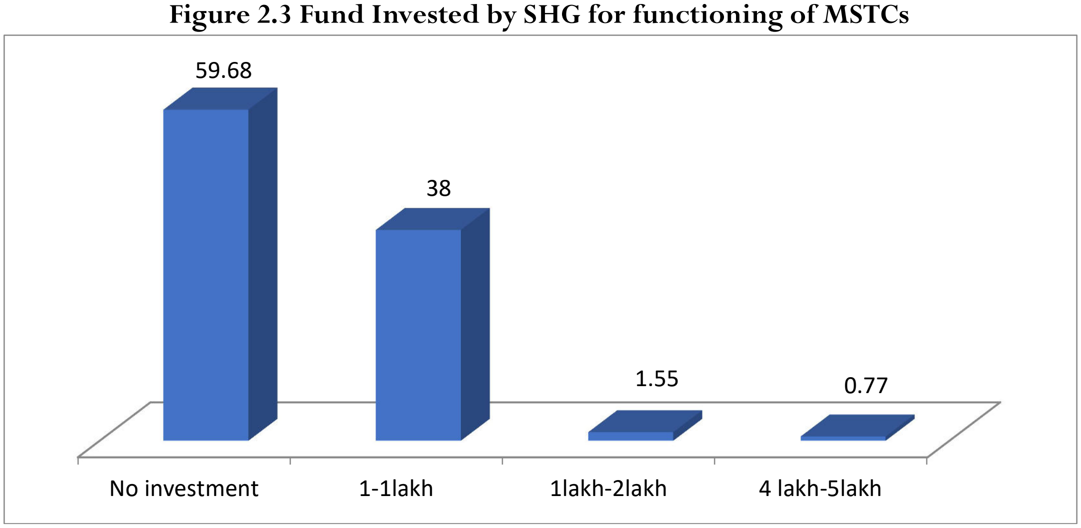
2.5 Fund Invested by SHGs (Except Government Funds)

The financial commitment of Self-Help Groups (SHGs) in operating Millets Shakti Tiffin Centres (MSTCs) extends beyond the initial government-provided funds. The required investment varies across different MSTCs, depending on the scale and specific needs of each centre. Notably, only one SHG in the Koraput district made a substantial investment of five lakh rupees, highlighting a unique case of significant personal funding. Additionally, two other SHGs invested two lakh rupees each.

This variation in investment underscores a critical issue: the government-provided funds alone are often insufficient to cover the full operational costs of MSTCs. The need for supplementary financial input from SHGs themselves is evident, as the existing government support does not fully address the financial demands of running a tiffin centre. This reliance on personal investments indicates a gap in funding that affects the sustainability and efficiency of MSTCs, suggesting that increased or more flexible financial support might be necessary to ensure the long-term viability and success of these centres.

Fig 2.4 Illustrates the distribution of additional investments by SHGs, underscoring the financial strain and commitment required to keep the MSTCs operational and effective.

Figure 2.3 Fund Invested by SHG for functioning of MSTCs



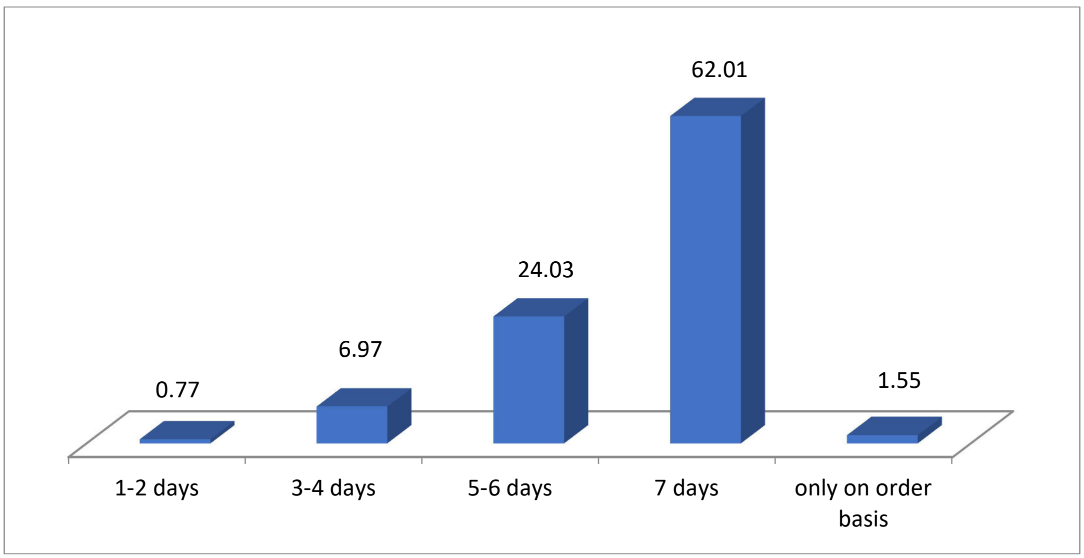
Source: Primary data, 2023-24

It indicates that the majority of Self-Help Groups (SHGs), specifically 60%, did not invest additional funds beyond their initial investment when starting a tiffin center. Only a few SHGs, constituting 0.77%, invested amounts exceeding four lakh rupees. Additionally, 38% of the SHGs invested relatively modest amounts, ranging between Rs. 1 and Rs. 1 lakh. This suggests a general dissatisfaction among women regarding the funding provided for establishing tiffin centers, as many felt that the available financial support was insufficient to meet their needs.

2.6 Frequency of Opening Time of MSTCs

The operating hours of Tiffin Centers (MSTCs) significantly influence their profitability. Data collected from the sample MSTCs reveal that women SHGs typically open their tiffin centers based on personal convenience. According to the day-wise data, a majority of MSTCs (62.01%) operate every day of the week. In contrast, 24.03% open for 5 to 6 days, and 6.97% operate for 3 to 4 days per week. A small fraction (0.77%) opens only one day, and 4.65% of MSTCs were temporarily closed. This variation in the frequency of opening days across different districts highlights how operational patterns can impact the profitability of tiffin centers.

Figure 2.4 Frequency of opening time of MSTCs (in percentage)



Source: Primary data, 2023-24

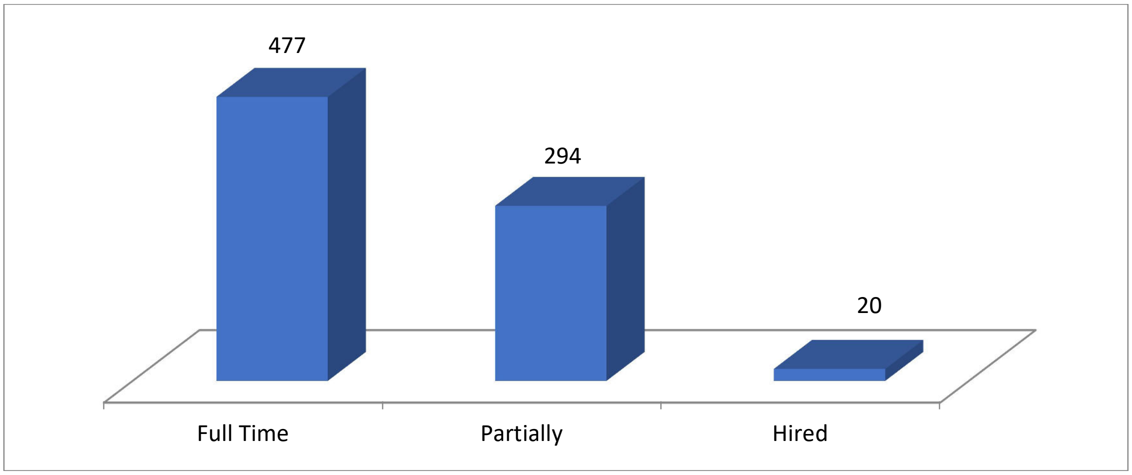
2.7 Members of SHGs Engaged in MSTCs

The structure and engagement of Self-Help Groups (SHGs) in managing the Millets Shakti Tiffin Centres (MSTCs) highlight both the commitment and the challenges faced in these initiatives. Typically, an SHG consists of 10 to 15 women, all involved in various group activities. However, the operational responsibilities of the MSTCs are often concentrated in the hands of one member who is deemed capable of managing the centre's daily activities. This centralization of responsibility reflects a common practice observed during the study, where the majority of SHGs delegate the primary management tasks to a single individual.

In total 771 SHG members are engaged in the operations across the fifteen districts where MSTCs are established. Of these, a significant 477 women are committed to working full-time at the tiffin centres, demonstrating a high level of dedication to the cause of economic empowerment through millet-based enterprises. Additionally, 294 women contribute on a part-time basis, offering flexibility and support during peak times or specific needs.

However, not all districts exhibit the same level of engagement. In some areas, women's roles are more supportive, with many preferring to assist the main cook as needed rather than taking on full-time responsibilities. Furthermore, there are 20 members who are engaged as hired labourers, highlighting a mix of formal and informal roles within the MSTCs. With enhanced training and support, the participation of SHG member is increased.

Figure 2.5 Number of SHG's Members engaged differently in MSTC



Source: Primary data, 2023-24

2.8 Customer Dynamics at Millet Shakti Tiffin Centres

The customer dynamics at Millet Shakti Tiffin Centres (MSTCs) reveal intriguing patterns that highlight both the potential and the challenges faced by these enterprises. On an average 921 customers are visited to 123 MSTCs daily, with 323 of these being regular. Regular customers are predominantly from the local or nearby villages, indicating a familiar, daily reliance on these tiffin centres. The regular highest customer (39) is found in Balangir and Kalahandi districts.

Table 2.3: Functional MSTCs and Average Customers per Day (in numbers)

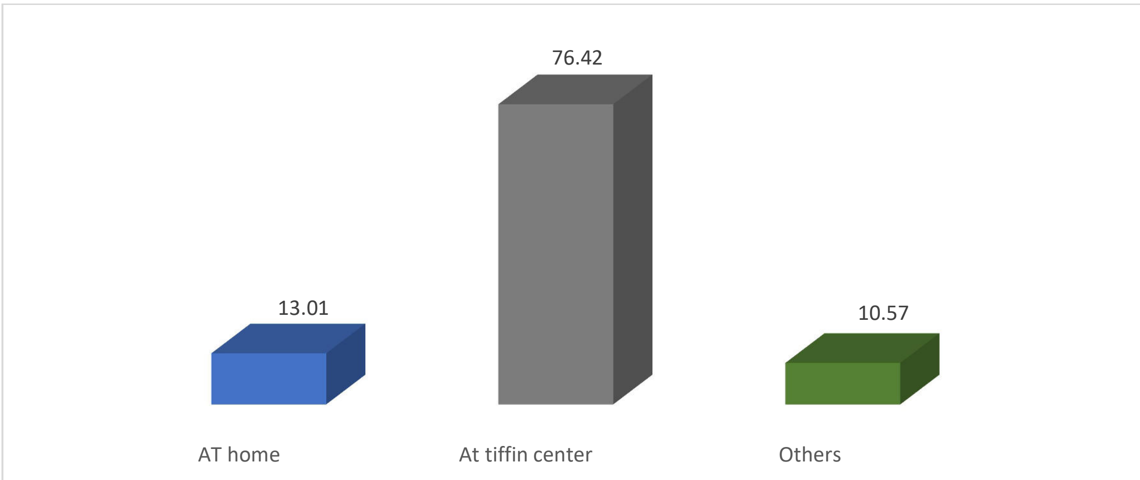
Sl. No	Districts	MSTCs	Average Regular Customers per MSTC	Average Customers per MSTC
1	Angul	4	14	36
2	Balangir	4	38	110
3	Bargarh	11	26	92
4	Gajapati	3	35	80
5	Ganjam	12	21	61
6	Kalahandi	12	38	109
7	Kandhamal	7	13	36
8	Keonjhar	4	26	58
9	Koraput	6	24	59
10	Malkangiri	2	11	40
11	Mayurbhanj	13	8	55
12	Nabarangpur	2	10	15
13	Nuapada	4	30	87
14	Rayagada	8	14	49
15	Sundargarh	31	15	34
	Total	**123**	**323**	**921**

Source: Primary Data, 2023-24

2.9 Place of Preparation of Millet Recipes

The preparation of millet recipes at MSTCs reveals considerable variation based on logistical constraints and operational practices. More than three-fourth of MSTCs prepares millet recipes at Tiffin centres. Only 13.01 percent of Self-Help Groups (SHGs) prepare their millet items at home before transporting them to the tiffin centre or stall. This approach is often necessitated by limited space at the Tiffin centre or operational difficulties associated with preparing food outside the home.

Figure 2.6MSTC Place for preparation of millet recipes (in percentage)



Source: Primary data, 2023-24

On the other hand, a substantial 76.42 percent of MSTCs carry out the preparation of millet dishes directly at their centres. This method is preferred for its advantages in quality control, freshness, and operational efficiency, indicating that these centres have more adequate infrastructure to support on-site cooking. However, 10.57 percent of MSTCs exhibit variability in their preparation locations, reflecting the challenges of inconsistent space availability or logistical issues. This variability underscores the need for more reliable and well-equipped facilities to enable consistent and efficient on-site food preparation. Addressing these infrastructural shortcomings could significantly enhance the effectiveness and quality of the services provided by MSTCs, benefiting both the operators and the customers they serve.

District wise it is seen that in all the MSTCs of Angul, Bolangir and Malkangiri prepare tiffin in the proper tiffin centre. In Ganjam 11 MSTC from 12 are running from tiffin centre. Whereas, the two MSTCs of Nabrangpur district are preparing the tiffin items from home. So many different type of millet and non millet are prepared at Millet Tiffin Centres like Ladoo, Soup, Lassi, Khiri, Jau, Chakuli, Aluchup, Upma, Bara, Poori, Malpua etc. Besides this, so many snacks items are prepared like Bhojia, Mixture, Cake, Biscuits, Nimki which is also demanded by many. Including this, some sweets like Malpua, Balisahi, Jalebi are also made at MSTC.

Table 2.4 District-wise Distribution of MSTCs by Recipe preparation place

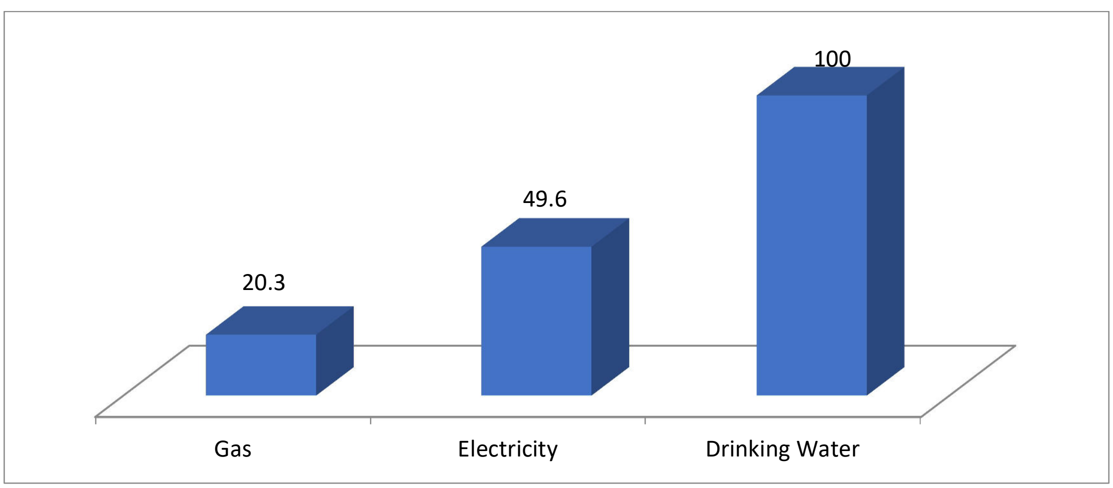
Sl. No	District	Home	%	Tiffin centre	%	Others	%
1	Angul	0	0	4	100	0	0
2	Bolangir	0	0	4	100	0	0
3	Bargarh	1	9.09	8	72.72	2	18.18
4	Gajapati	1	33.33	1	33.33	1	33.33
5	Ganjam	0	0	11	84.61	1	7.67
6	Kalahandi	1	8.33	10	83.33	1	8.33
7	Kandhamal	1	14.28	4	57.14	2	28.57
8	Keonjhar	0	0	3	75	1	25
9	Koraput	0	0	6	75	0	0
10	Malkangiri	0	0	2	100	0	0
11	Mayurbhanj	4	30.79	9	69.23	0	0
12	Nabarangpur	2	100	0	0	0	0
13	Nuapada	0	0	4	100	0	0
14	Rayagada	1	10	7	70	0	0
15	Sundargarh	5	15.62	21	65.62	5	15.62

Source: Primary data, 2023-24

2.10 Basic Amenities at MSTCs

An analysis of the basic amenities available at the Millet Shakti Tiffin Centres (MSTCs) reveals a mixed picture regarding infrastructure support. Notably, only 19.73% of MSTCs are equipped with gas stoves for cooking, indicating a significant reliance on alternative or less efficient cooking methods. In contrast, 47.28 of MSTCs have access to electricity, which is a crucial amenity for operating kitchen appliances and maintaining food quality. Interestingly, despite the lack of gas facilities, all MSTCs benefit from an electricity connection, which plays a pivotal role in their daily operations. Additionally, the study confirms that 100% of MSTCs have access to drinking water, underscoring the fundamental provision of this essential resource. The availability of these amenities is critical for the effective functioning of MSTCs and highlights the areas where further infrastructural improvements could enhance overall service quality and operational efficiency.

Figure 2.7 Percentage of MSTCs having available basic amenities



Source: Primary data, 2023-24

2.11 Training Received by SHG Members

The availability and participation in training programs for members of SHGs at MSTCs demonstrate varying levels of engagement across different districts. According to the collected data, a significant number of SHG members have received training on millet recipes and book keeping.

Table 2.5 Training received by women SHG members

Sl. No	Name of District	No. of MSTCs	Training on millet recipe	%	Training on book keeping	%	None	%
1	Angul	**4**	2	50.00	2	50.00	0	0.00
2	Bolangir	**4**	4	100.00	4	100.00	0	0.00
3	Bargarh	**11**	11	100.00	11	100.00	0	0.00
4	Gajapati	**3**	3	100.00	3	100.00	0	0.00
5	Ganjam	**12**	12	100.00	12	100.00	0	0.00
6	Kalahandi	**12**	8	66.67	8	66.67	4	33.33
7	Kandhamal	**7**	7	100.00	7	100.00	0	0.00
8	Keonjhar	**4**	4	100.00	4	100.00	0	0.00
9	Koraput	**6**	6	100.00	6	100.00	2	33.33
10	Malkangiri	**2**	2	100.00	2	100.00	0	0.00
11	Mayurbhanj	**13**	10	76.92	10	76.92	3	23.08
12	Nabarangpur	**2**	1	50.00	1	50.00	1	50.00
13	Nuapada	**4**	4	100.00	4	100.00	0	0.00
14	Rayagada	**8**	3	37.50	5	62.50	0	0.00
15	Sundargarh	**31**	31	100.00	31	100.00	0	0.00
		123	108	87.80	110	89.43	12	9.76

Source: Primary data, 2023-24,

Districts like Balangir, Bargarh, Gajapati, Kandhamal, Keonjhar, and Malkangiri stand out for having a substantial proportion of women who have participated in both types of training. However, there are several districts where a notable portion of SHG members have not attended any training. For instance, 33.33% in Kalahandi, 33.33% in Koraput, 23.08% in Mayurbhanj, and 50% in Nabarangpur, have not engaged in the available training programs. The reasons for this lack of participation include personal issues, lack of timely information, and restrictions imposed by family members. Despite the government's efforts to provide training, the data indicates that while some districts benefit from comprehensive training programs, there remains a significant portion where participation is limited, suggesting a need for more targeted outreach and support to ensure wider attendance.

As per the observation in Balangir, Bargarh, Gajapati, Kandhamal, Keonjhar, Malkangiri, Nuapada and Sundargarh women had full participation in trainings provided by Government.

2.12 Conclusion

Women Self-Help Groups (WSHGs) have shown commendable engagement in developmental activities, particularly in operating MSTCs across the sample districts. This chapter provided a comprehensive overview of the MSTC initiative, covering aspects such as the formation, operational status, financial support from the Government, housing conditions, customer demographics, preparation locations, basic amenities, and training received by SHG members.

Notably, newly established MSTCs are prominent in Mayurbhanj and Sundargarh districts, with Bargarh district exhibiting a complete allocation of Rs 50,000 for all its MSTCs. Despite these advancements, the housing structure of many MSTCs is substandard, affecting the overall efficiency and attractiveness of these centres. Poor housing conditions have led to suboptimal preparation environments and have negatively impacted customer turnout.

The study found that all MSTCs have access to drinking water, which is a crucial basic amenity. However, electricity supply remains inconsistent, leading to insufficient storage facilities and posing a significant challenge for SHG members. These infrastructural issues underscore the need for further improvements to enhance the functionality and sustainability of MSTCs, ensuring better support for the women involved and increased benefits for the communities they serve.

"Millets Shakti Tiffin center has played a very important role in preserving traditional millet-based items"- Key Stake holders."

CHAPTER 3

EXPENDITURE AND PROFIT ANALYSIS OF MILLET SHAKTI TIFFIN CENTRES

3.1 Introduction

The Millet Shakti Tiffin Centre (MSTC) initiative is a strategic effort to boost millet consumption through diverse, locally accepted food items. This initiative aims to enhance millet intake among both rural and urban populations across Odisha. Chapter 3 delves into the financial aspects of MSTCs, focusing on their financial stability. The analysis covers several key areas: the government's financial support, expenditures on raw materials and fixed assets, average monthly expenditures, profitability, seasonal profit fluctuations, operational hours, and expenditure on labor. The chapter also included analysis of profit and loss, assesses operational timings, and identifies significant challenges faced by MSTCs.

3.2 Financial Assistance Received by MSTCs from the Government

The Odisha Government has been instrumental in supporting the establishment and operation of MSTCs through both financial aid and material support. Along this, Women Self-Help Groups (WSHGs) have been provided with managerial and recipe training to ensure the smooth functioning of these centres. The assistance comprises financial support and material provisions, including utensils and apparatus.

"Increment of Government fund will lead to proper management and profit making of MSTCs- Women SHG member"

Table 3.1 Distribution of MSTCs by financial assistance received from Govt.

Sl No.	Districts	Total MSTCs	30K	%	Less than 30K	%	50K	%	Less than 50K	%
1	Angul	4	0	0.0	0	0.0	4	100.0	0	0.0
2	Balangir	4	4	100.0	0	0.0	0	0.0	0	0.0
3	Bargarh	11	0	0.0	0	0.0	10	90.9	1	9.1
4	Gajapati	3	3	100.0	0	0.0	0	0.0	0	0.0
5	Ganjam	12	11	91.7	1	8.3	0	0.0	0	0.0
6	Kalahandi	12	8	66.7	1	8.3	3	25.0	0	0.0
7	Kandhamal	7	7	100.0	0	0.0	0	0.0	0	0.0
8	Keonjhar	4	3	75.0	1	25.0	0	0.0	0	0.0
9	Koraput	6	6	100.0	0	0.0	0	0.0	0	0.0
10	Malkangiri	2	2	100.0	0	0.0	0	0.0	0	0.0
11	Mayurbhanj	13	4	30.8	8	61.5	1	7.7	0	0.0
12	Nabarangpur	2	2	100.0	0	0.0	0	0.0	0	0.0
13	Nuapada	4	4	100.0	0	0.0	0	0.0	0	0.0
14	Rayagada	8	8	100.0	0	0.0	0	0.0	0	0.0
15	Sundargarh	31	15	48.4	0	0.0	16	51.6	0	0.0
	Total	**123**	**77**	62.6	**11**	8.9	**35**	28.5	**1**	0.8

Source: Primary data, 2023-24

Table 3.1 highlights the distribution of financial assistance across districts. In districts such as Angul, Balangir, Gajapati, Kandhamal, Koraput, Malkangiri, Nabarangpur, Nuapada, andRayagada, all MSTCs have received the full amount of funding. Notably, in Mayurbhanj, eight MSTCs were still awaiting full funding of Rs 30,000 as of the survey time. This uneven distribution of financial assistance highlights disparities in support across different regions, which may affect the operational efficiency and sustainability of MSTCs.

It also reveals that 62.6 percent of MSTCs, established before 2022, received the full funding amount of Rs 30,000. In contrast, 28.5 percent of MSTCs, which were established after 2022 received the revised fund Rs 50,000. However, 11 MSTCs established before 2022 and 1 MSTC after 2022 not received the full amount of funding during the study period.

3.3 Expenditure on Raw Materials (Millets)

The expenditure on raw materials is a critical factor influencing the production capabilities of MSTCs. The current study reveals detailed spending patterns across various districts for both millet and non-millet raw materials.

It is seen that processed millets are a major component in the preparation of millet-based recipes across the majority of MSTCs. The expenditure on processed millets is consistently higher compared to other millet types, reflecting their central role in the MSTC operations. Conversely, the costs associated with Suan, Kangu, and Kodo are relatively lower due to limited production in some districts. SHGs also incur daily expenses on non-millet raw materials. The surveyed data highlights the regional variations in raw material procurement and usage across districts.

3.4 Expenditure on Fixed Capitals

Fixed capitals represent the fixed expenditures for Self-Help Groups (SHGs) and normally involve one-time investments. For sample tiffin centers, the SHG members expressed that the expenditures on fixed capital are usually covered either through income generated from sales or from the group's savings. On an average, these centers allocate a portion of their income to various fixed capital expenses: house rent or stall costs account for 1.55 percent, *cooking* gas consumes 19.37 percent, utensils and appliances represent 23.25 percent, furniture takes up 13.17 percent, and refrigerators are allocated 6.20 percent. Notably, 36.43 percent of the centers report not incurring any fixed capital expenses. However, according to feedback from the women SHG members, there is dissatisfaction with the limited income and the different types of expenditures they face.

Table 3.2 Expenditure on fixed Capital

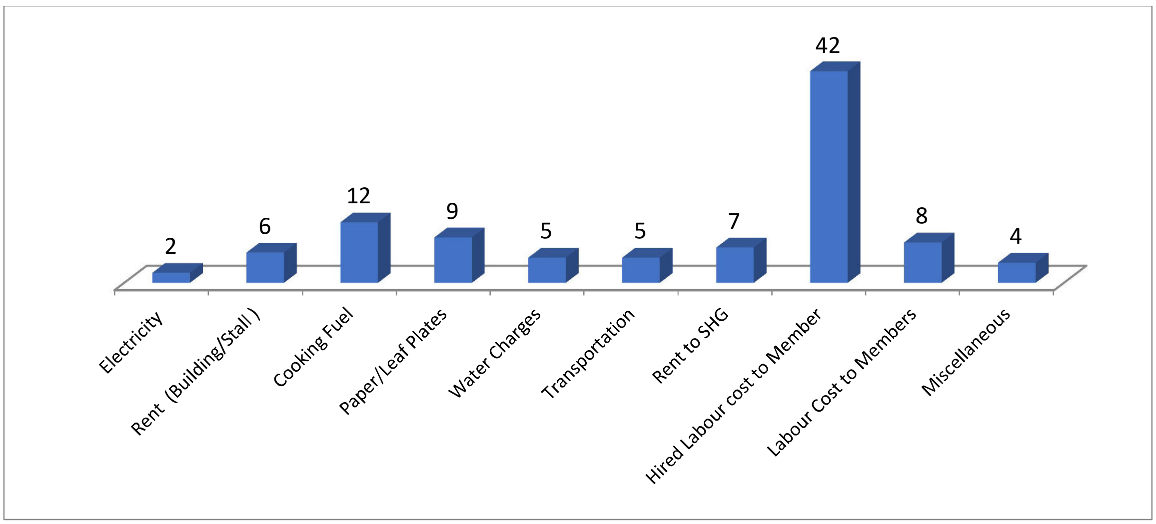
SlNo	Particulars ofExpense	MSTCs (in nos.)	%	Expenditure (in Rs)	Average Expenditure (in Rs)
1	Land/Buildings/Stalls	12	9.30	146000	12166.66
2	Gas Stove	25	19.37	118200	4728
3	Utensils/Appliances (Kinds)	30	23.25	345151	11505.03
4	Furniture	17	13.17	66500	3911.765
5	Others	8	6.20	82000	10250

Source: Primary data, 2023-24

3.5 Monthly Expenditure of Sample MSTCs

Self-Help Groups (SHGs) operating tiffin centers experience minimal profits and must allocate their income across various expenditure categories, including electricity bills, rent, cooking fuel, plates, water charges, transportation, SHG fees, hired labor, member labor costs, and miscellaneous expenses. The monthly average expenditures of these centers reveal that the highest spending is on hired labor, at ₹7,946, while the lowest is on electricity bills, costing. Other significant expenses include house or stall rent at ₹1,140, cooking fuel at ₹2,317, paper plates at ₹1,616, water charges at ₹995, transportation at ₹896, token money to the SHG at ₹1,400, labor costs for group members at ₹1,500, and miscellaneous expenses at ₹817. The total average monthly expenditure for the sample MSTCs amounts to ₹18,883.50. This figure is derived by dividing the total expenditure by the number of MSTCs.

Figure 3.1 Percentage of Average Monthly Expenditure by MSTCs



Source: Primary data, 2023-24

3.6 Season-Wise Profitability Status of Millet Tiffin Centres

The season-wise income data, as presented in Table 3.3, indicates that millet item sales are highest during the winter season, followed by summer and rainy seasons. The average income from millet items is ₹16,769 in winter, ₹12,023 in summer, and ₹13,406 in the rainy season. According to feedback from women SHG members of the millet tiffin centers (MSTCs), there is a marked preference for millets in various forms during winter. In summer, millet items are valued for their role as a sustainable food source throughout the day. However, marketing of millet items experiences a downturn in the rainy season across all sample blocks.

Table 3.3 Season wise Profitability Status of MSTCs

SL. No	Seasons	No. of MSTCs	Monthly income (in Rs)	Average Income(In Rs)
1	Summer	100	1202350	12023.5
2	Winter	101	1693700	16769.31
3	Rainy	94	1248260	13279.36

Source: Primary data, 2023-24

3.7 Status of Profit Earning by MSTCs

The frequency of profit earning among MSTCs varies by district, as detailed in Table 3.6. In Angul and Bolangir district, all MSTCs (100 percent) are reported to be earning profits regularly. Keonjhar follows with 75 percent of MSTCs achieving regular profits. More than 60percent of MSTCs in Gajapati and Mayurbhanj also consistently earn profits. Other districts showing more than 50percent regular profit earnings include Bargarh, Kalahandi, Nuapada, and Sundargarh.

Table 3.4 Distribution of MSTCs by status of profit earning

SL. No	Districts	MSTC (in nos.)	Regularly	%	Often	%	Never	%
1	Angul	**4**	4	100.0	0	0.0	0	0.0
2	Balangir	**4**	4	100.0	0	0.0	0	0.0
3	Bargarh	**11**	6	54.5	6	54.5	0	0.0
4	Gajapati	**3**	2	66.7	1	33.3	0	0.0
5	Ganjam	**12**	6	50.0	6	50.0	0	0.0
6	Kalahandi	**12**	6	50.0	5	41.7	1	8.3
7	Kandhamal	**7**	4	57.1	3	42.9	0	0.0
8	Keonjhar	**4**	3	75.0	1	25.0	0	0.0
9	Koraput	**6**	2	33.3	4	66.7	0	0.0
10	Malkangiri	**2**	0	0.0	2	100.0	0	0.0
11	Mayurbhanj	**13**	8	61.5	5	38.5	0	0.0
12	Nabarangpur	**2**	0	0.0	1	50.0	1	50.0
13	Nuapada	**4**	2	50.0	2	50.0	0	0.0
14	Rayagada	**8**	2	25.0	6	75.0	0	0.0
15	Sundargarh	**31**	17	54.8	9	29.0	5	16.1
	Total	123	66	53.7	51	41.5	7	5.7

Source: Primary data, 2023-24

Regarding frequent profit earnings, districts with notable figures include Bargarh at 45 percent, Gajapati at 33 percent, Ganjam at 46 percent, Kalahandi at 41 percent, Kandhamal at 42 percent, Koraput at 50 percent, and Rayagada at 60 percent. Keonjhar and Mayurbhanj report 25 percent and 38percent respectively, while Nabarangpur and Nuapada each report 50 percent. Sundargarhat29 percent.

The data indicates that while most MSTCs are profitable on a regular or frequent basis, there are very few instances where MSTCs operate without any profit at all.

3.8: Total Business Hours of MSTCs

The operational efficiency and profitability of MSTCs are closely linked to their business hours. The data reveals that MSTCs generally operate between a minimum of 6.3 hours and a maximum of 9.5 hours per day, with a standard time limit set in each district.InBalangir, Bargarh, Nuapada, and Nabarangpur, MSTCs are open for more than 9 hours daily. Malkangiri and Mayurbhanj have MSTCs operating for 8 hours or more. In districts like Angul, Ganjam, Kalahandi, and Kandhamal, MSTCs operate for 7 hours or more. Gajapati, Keonjhar, Rayagada, and Sundargarh MSTCs function for at least 6 hours per day.

The business hours impact the profitability of MSTCs, with longer operational hours generally supporting higher sales and profitability. The data presented in Table 3.7 underscores the commitment of women Self-Help Groups (SHGs) to their MSTCs, with significant investment of time in managing their operations effectively. This table highlights the variation in business hours across districts and illustrates how MSTCs are striving to optimize their operational hours to maximize profitability.

Table 3.5: Distribution of MSTCs by Business Hours

Sl. No	Districts	No. of MSTCs	Total Business Hours	Avg Business Hours
1	Angul	4	30	7.5
2	Balangir	4	38	9.5
3	Bargarh	11	102	9.3
4	Gajapati	3	19	6.3
5	Ganjam	12	95	7.9
6	Kalahandi	12	84	7.0
7	Kandhamal	7	54	7.7
8	Keonjhar	4	25	6.3
9	Koraput	6	42	7.0
10	Malkangiri	2	16	8.0
11	Mayurbhanj	13	106	8.2
12	Nabarangpur	2	19	9.5
13	Nuapada	4	36	9.0
14	Rayagada	8	61	7.6
15	Sundargarh	31	211	6.8
Total		**123**	**938**	**7.6**

Source: Primary data, 2023-24

3.9: Monthly Income of MSTCs

Analysis of the income levels ofMSTCs reveals a varied income distribution across different districts. Specifically, in four districts comprising 20 MSTCs (16.26percent), the monthly income ranges from ₹1,000 to ₹10,000. A significant portion, 81 MSTCs (65.8percent) spread across seven districts, has a monthly income ranging from ₹10,000 to ₹20,000. Additionally, 15 MSTCs (12.2percent) in two districts earn between ₹20,000 and ₹30,000, while 7 MSTCs (5.7percent) in two districts have incomes ranging from ₹30,000 to ₹40,000. This data indicates that while a few tiffin centres achieve higher income levels, the majority of MSTCs fall within the ₹10,001 to ₹20,000 income bracket. The average income of each MSTC is derived from selling millet items, although some centres operate on an order-based model for government functions, social events, and local demands, leading to fluctuating incomes. Among the MSTCs, those in Balangir, Bargarh, Gajapati, Kalahandi, Keonjhar, and Rayagada are experiencing robust growth, whereas the remaining centres generally maintain average profitability.

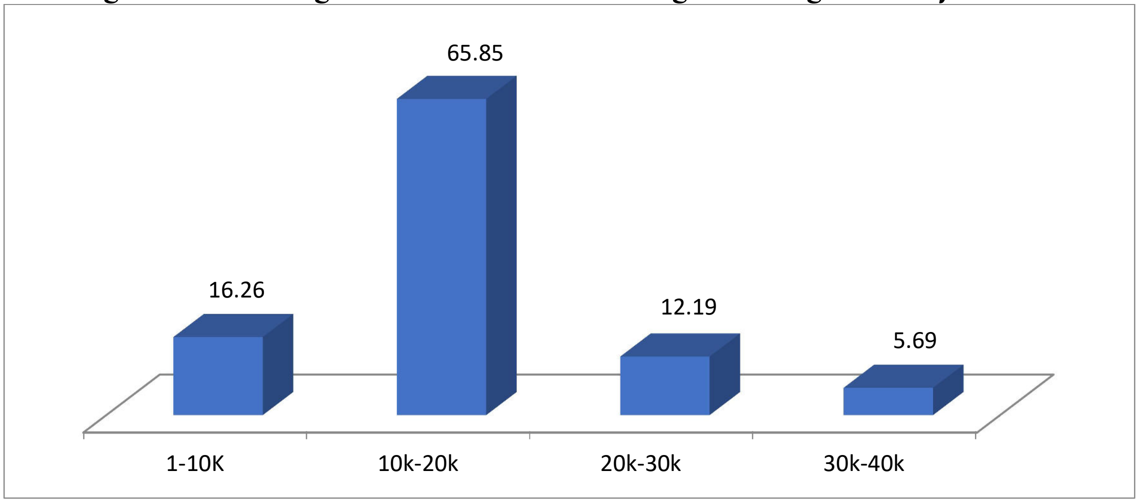
Table 3.6: Monthly income from MSTCs (in Rs)

SL. No	Districts	Number of MSTC	Monthly Income	Average Monthly Income
1	Angul	4	24400	6100.0
2	Balangir	4	164000	41000.0
3	Bargarh	11	235000	21363.6
4	Gajapati	3	114000	38000.0
5	Ganjam	12	164842	13736.8
6	Kalahandi	12	236400	19700.0
7	Kandhamal	7	77200	11028.6
8	Keonjhar	4	106000	26500.0
9	Koraput	6	35600	5933.3
10	Malkangiri	2	24000	12000.0
11	Mayurbhanj	13	219200	16861.5
12	Nabarangpur	2	6000	3000.0
13	Nuapada	4	74000	18500.0
14	Rayagada	8	68700	8587.5
15	Sundargarh	31	388040	12517.4
	Total	123	1937382	15751.1

Source- Primary data, 2023-24

Figure 3.4 presents the classification of the average monthly income of Millets Shakti Tiffin Centres (MSTCs) into four income brackets: ₹1,000 to ₹10,000, ₹10,001 to ₹20,000, ₹20,001 to ₹30,000, and ₹30,001 to ₹40,000. According to the data, the lowest percentage of MSTCs (5.69percent) earn between ₹30,000 and ₹40,000, while the highest percentage (65.85percent) fall into the ₹10,001 to ₹20,000 income range. Additionally, 16.26percent of MSTCs earn between ₹1,000 and ₹10,000 monthly, and 12.19percent have incomes ranging from ₹20,001 to ₹30,000. This distribution highlights that the majority of MSTCs achieve monthly earnings between ₹10,001 and ₹20,000, with fewer centres reaching the higher income brackets.

Figure 3.2Percentage of MSTCs in different range ofAverage Monthly Income



Source: Primary data, 2023-24

3.10 District-wise Financial Status of MSTCs in Odisha

The financial data for 123 MSTCs presents a mixed picture of success, variability, and scope for targeted interventions. An assessment of the district-wise income, expenditure, and profit/loss data reveals both emerging trends and significant inter-district disparities that merit policy attention.

Table 3.7: District wise financial status of MSTC (in Rs)

Sl No.	District	No. of MSTC	Income	Expenditure	Profit	Per MSTC Profit
1	Angul	4	45513	13263	32250	8062
2	Bargarh	11	129213	56004	73209	6655
3	Bolangir	4	37613	25993	11620	2905
4	Gajapati	3	10025	7293	2732	911
5	Ganjam	12	76800	45935	30865	2572
6	Kalahandi	12	99475	40950	58525	4877
7	Kandhamal	7	31038	17767	13271	1896
8	Keonjhar	4	28300	11284	17016	4254
9	Koraput	6	32375	16766	13109	2185
10	Malkangiri	2	24200	1418	22782	11391
11	Mayurbhanj	13	76613	38460	38153	2935
12	Nabrangpur	2	6000	4363	1638	819
13	Nuapada	4	22900	4363	8528	2132
14	Rayagada	8	54563	22271	32292	4036
15	Sundargarh	31	216063	90412	125650	4053
	Total	123	890688	396538	481639	3916

Source: Primary data, 2023-24

- **Income= Number of items sold * price**

(Normally Idli, Upma, Chakuli, Datkili, Ladoo, Gulgula, khiri etc prepared and sold by MSTCs from they earn their income.)

- **Total expenditure**= expenditure on raw materials (millets & non-millets) + monthly expenditure on fixed capital and other heads+ total imputed labour cost.

Profit/ Loss = Total Income - Total expenditure

The 123 MSTCs across the state generated a total income of Rs 8.9 lakh during the reporting period. The total expenditure incurred was Rs 3.97 lakh, resulting in a net profit of Rs 4.82 lakh. On average, each MSTC earned a profit of Rs 3,916. This indicates a positive trend, with MSTCs managing to retain more than half of their income as surplus after accounting for basic operating costs. However, this overall profitability masks deeper contrasts in the financial performance at the district level.

Among the 15 districts, Sundargarhis the most significant contributor to the total MSTC income and profit. With 31 centres, Sundargarh recorded a total income of Rs 2.16 lakh and a profit of Rs 1.26 lakh. This accounts for over a quarter of the total net profit generated across the state, demonstrating both scale and efficiency in operation.

Similarly, Bargarh and Kalahandi emerged as high-performing districts. Bargarh, with 11 centres, reported a total profit of Rs 73,209, while Kalahandi's 12 MSTCs posted a healthy net gain of Rs 58,525. These districts benefit from either high income or efficient cost control mechanisms, or a combination of both. Their performance signals operational best practices that may be shared across districts for broader impact.

Some districts, though operating fewer centres, registered impressive per-unit profitability. Malkangiri district with only two MSTCs generating profit of Rs 11,391 is the highest in the state. Similarly, Angul (Rs 8,062 per MSTC) and Koraput (Rs 4,254 per MSTC) also exhibited superior financial performance at the unit level.

In contrast, several districts reported low profitability despite operating a moderate number of centres. Ganjam, Kandhamal, and Koraput showed per-MSTC profits ranging between Rs 1,800 to Rs 2,500, pointing towards issues such as limited sales, inefficient resource utilization, or lack of community engagement. The districts of Gajapati and Nabrangpur performed particularly poorly, with per-MSTC profits as low as Rs 911 and Rs 819 respectively. These figures are concerning and reflect either a lack of demand, inadequate promotional efforts, or structural barriers to profitability in those regions.

The financial analysis of MSTCs across the districts showcases a model for rural entrepreneurship, women's empowerment, and nutritional promotion through millet-based foods. While overall profits are healthy, targeted interventions are necessary to reduce the financial disparity across districts.

3.11 Profit-Loss Status of MSTCs across Districts in Odisha

The operational status of 123 MSTCs across 15 districts in Odisha has been evaluated in terms of their profitability is seen at table 3.8.

The data reveals an encouraging scenario, with 80% of all MSTCs (99 centres) operating in profit, and only 20% (24 centres) incurring losses. This overall trend is indicative of a relatively successful entrepreneurial model, though variations exist across districts.

A total of five districts Bolangir, Keonjhar, Koraput, Malkangiri, and Kalahandi reported 100% profit-making MSTCs. These districts together account for 20 MSTCs, all of which have been run successfully without any financial losses. This is due to community engagement and demand for millet-based food, good management practices with lower operating cost having institutional support. Particularly in districts like Koraput and Malkangiri, where even with a small number of centres (6 and 2 respectively), full profitability was achieved, reflecting strong grassroots execution.

Districts like Bargarh (91%), Ganjam (92%), Rayagada (88%) and Sundargarh (81%) showed excellent overall performance. These districts hasa larger number of MSTCs and still maintain strong profitability ratios. These regions are well-positioned to serve as benchmarks for best practices in training, supply chain management, and marketing.

Table 3.8: District wise MSTCs in Profit or Loss (in percentage)

District	No. of MSTCs	MSTC with Loss	Loss %	MSTC with Profit	Profit %
Angul	4	1	25	3	75
Bargarh	11	1	9	10	91
Bolangir	4	0	0	4	100
Gajapati	3	1	33	2	67
Ganjam	12	1	8	11	92
Kalahandi	12	6	50	6	50
Kandhamal	7	2	29	5	71
Keonjhar	4	0	0	4	100
Koraput	6	0	0	6	100
Malkangiri	2	0	0	2	100
Mayurbhanj	13	3	23	10	77
Nabarangapur	2	1	50	1	50
Nuapada	4	1	25	3	75
Rayagada	8	1	13	7	88
Sundargarh	31	6	19	25	81
Total	123	24	20	99	80

Source: Primary data, 2023-24

Districts like Angul (75%), Kandhamal (71%), Mayurbhanj (77%), and Nuapada (75%) showed acceptable yet improvable performance. While the majority of MSTCs are running in profit, 1 out of every 4 or 5 centres still incurred losses. This suggests operational inconsistencies within districts and indicates a need for closer support to underperforming units.InNabarangpur, with only two MSTCs, one is in profit while the other is in lossindicating a 50% loss rate. Similarly, Kalahandi, despite having 12 MSTCs, only half have succeeded financially.

Overall it is found that, MSTC initiative in Odisha shows a robust performance, with 4 out of every 5 centres running profitably. This success, however, is unevenly distributed across districts. Focused interventions in lower-performing regions and standardization of best practices can ensure equitable, sustainable, and scalable success for millet-based entrepreneurship and nutrition promotion in the state.

Profit and loss are critical indicators of the sustainability of any business, including Millets Shakti Tiffin Centres (MSTCs). Among the 129 sample MSTCs, 24 are experiencing losses, 6 have been closed, and the remainder 99 are generating profits. Table 3.10 provides a detailed breakdown of the profit and loss status across districts. It shows that 19.5percent of the MSTCs have faced financial difficulties, while 80.5percent are profitable.

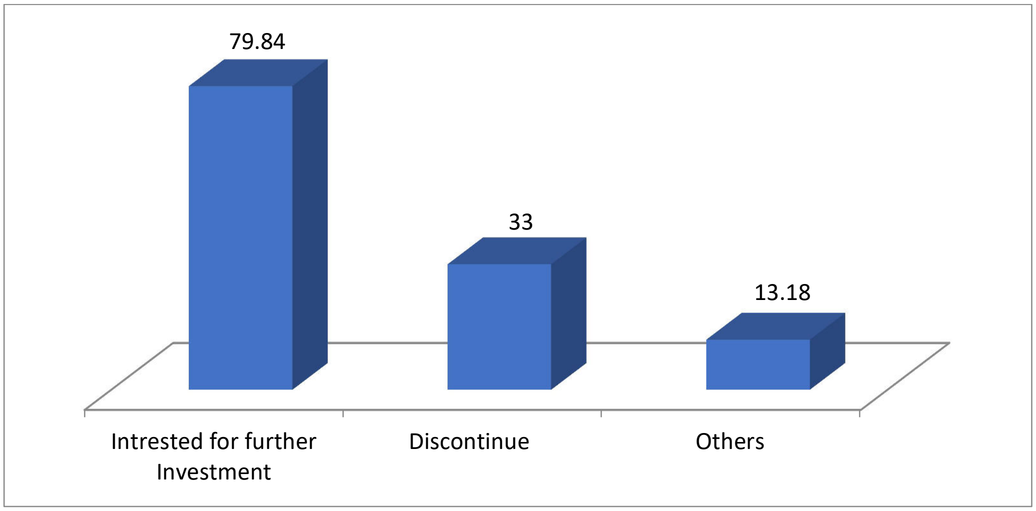
District-wise, Kalahandi and Nabarangpur have the highest percentage of MSTCs running at a loss, with 50percent in each district. In Nuapada and Angul, 25percent of MSTCs are struggling, while 28.57percent of those in Kandhamal and 33percent in Gajapati are also reporting losses. Conversely, the profit-earning status is particularly high in Balangir, Gajapati, Koraput and Malkangiri, where 100percent of the MSTCs are profitable. Bargarh and Ganjam follow with 92percent profitability. Other districts with a significant proportion of profitable MSTCs include Ganjam, Bargarh and Rayagada. Overall, the analysis indicates that while some MSTCs have encountered challenges, the convergence program of the Odisha Millets Mission and Mission Shakti has largely been successful, contributing to women's economic empowerment. Despite a few losses, the majority of MSTCs are thriving, reflecting the positive impact of these initiatives.

3.12 Future Perception of Millets Shakti Tiffin Centre

Planning for the future is crucial for the growth and sustainability of any business, including Millets Shakti Tiffin Centres (MSTCs). According to the primary data, a significant majority of MSTCs(80percent)have expressed their intention to continue operating and are considering further investment to support this goal. However, a small fractions (2.33percent) have decided to discontinue their MSTCs. Additionally, 13.18percent of MSTCs are uncertain about their future, reflecting a degree of ambiguity regarding the continuation of their operations.

The discussions with women SHG members and key stakeholders reveal several factors influencing the decision to either continue or discontinue the tiffin centres. These factors include financial constraints, operational challenges, and varying levels of support and resources. Addressing these issues effectively is essential for ensuring the long-term success and sustainability of MSTCs.

Fig 3.3 Distribution of MSTCs by future perception



Source: Primary data, 2023-24

3.12 Conclusion

The MSTC initiative, launched by the Government of Odisha, represents a convergence program between the Shree Anna Abhiyan and Mission Shakti. This study aimed to evaluate the profit-earning status of MSTCs across various sample districts. Key indicators included government funding, SHG investments, monthly expenditures on raw materials, hired and imputed labor, and monthly income.

The overall data reveals that while a small proportion of MSTCs are operating in profit, as the majority are performing well. Specifically, 51.16percent of MSTCs are consistently profitable, and 80percent have future plans to continue and expand their operations with additional investments. These findings underscore the success of the MSTC initiative in enhancing economic opportunities and supporting women's empowerment through sustained and profitable tiffin centre operations.

CHAPTER 4

PERCEPTION AND GAP ANALYSIS

4.1 Introduction

The evaluation of Millets Shakti Tiffin Centres (MSTCs) aimed to uncover the challenges and gaps affecting their operations and profitability. This chapter includes the perceptions and suggestions provided by stakeholders involved in the MSTC initiative. Their insights are crucial for understanding the broader context of MSTC performance and identifying areas for improvement.

4.2 Perceptions of Stakeholders

Stakeholder feedback is integral to any research study, offering valuable perspectives on the subject matter. For the MSTC profit analysis, we engaged with stakeholders at various administrative levels, including GP, block, and district officials. The following sections highlight key observations and perceptions gathered from these interactions:

4.2.1 Location

A predominant matter among stakeholders was the impact of MSTC location on profitability. It was unanimously agreed that the placement of MSTCs plays a critical role in their success. Stakeholders emphasized that positioning tiffin centres in high-traffic areas such as marketplaces or roadside locations would significantly enhance customer reach. Despite the enthusiasm and commitment of women running the MSTCs, inadequate location remains a major hurdle, affecting their operational efficiency and profitability.

4.2.2 Coordination among the members

Another significant issue identified was the lack of cooperation among SHG members, which adversely impacts MSTC performance. In many cases, one member of the SHG takes on the majority of the work at the tiffin centre, with minimal support from others. This lack of teamwork often leads to mismanagement and operational difficulties, contributing to the closure of some tiffin centres. Addressing internal conflicts and enhancing group cooperation are essential for the smooth functioning of MSTCs.

4.2.3 Gender Norms

Gender-based discrimination remains a critical challenge. Interviews with SHG members revealed entrenched patriarchal attitudes that restrict women's roles both within and outside the home. Despite their willingness to engage in business, societal norms force women to work only during early hours, limiting their accessibilityand interaction with customers. Some stakeholders even suggested transferring MSTC ownership to male members due to doubts about women's managerial capabilities. These gender biases not only hinder women's full participation in the MSTCs but also perpetuate outdated traditions that undermine their empowerment.

4.2.4 Marketing of MSTC

The MSTCs were established with the goal of popularizing millet products throughout the state. However, marketing remains a significant challenge. Stakeholders reported difficulties in positioning millet-based items as a preferred choice among consumers. Despite the efforts of SHGs in preparing diverse millet dishes, achieving a prominent market presence for these products continues to be elusive. Effective marketing strategies and consumer education are needed to elevate millet items to a top choice for customers.

4.2.5 Women Empowerment

MSTCs have made strides in enhancing women's economic roles, reflecting a positive shift in gender dynamics. While there have been improvements in women's economic participation and empowerment through MSTCs, the extent of this progress varies. The findings from interviews and discussions indicate that while some women have gained confidence and independence, many regions still face significant gender equality issues. The empowerment achieved through MSTCs is noteworthy but remains limited in scope.

4.2.6 Training for SHG Women

Launching and managing an MSTC is a complex task especially for women in the state like Odisha. Women in remote districts face numerous challenges in starting and operating these tiffin centres. To support them, the Government of Odisha has implemented various capacity building programs and exposure visits. These initiatives aim to enhance their skills in millet preparation and MSTC management, providing essential support to overcome the hurdles faced in running successful tiffin centres.

While MSTCs have made significant contributions to women's empowerment and local economies, several challenges need to be addressed to enhance their effectiveness and sustainability. These include improving locations, fostering better group cooperation, overcoming gender biases, developing effective marketing strategies, and continuing robust training programs.

4.3 Major Challenges faced by women SHG members in running MSTCs

MSTCs have been running with many types of challenges faced by the women SHG members. Personal interactions and discussions with key stake holders explored the following major challenges faced by women members of SHGs-

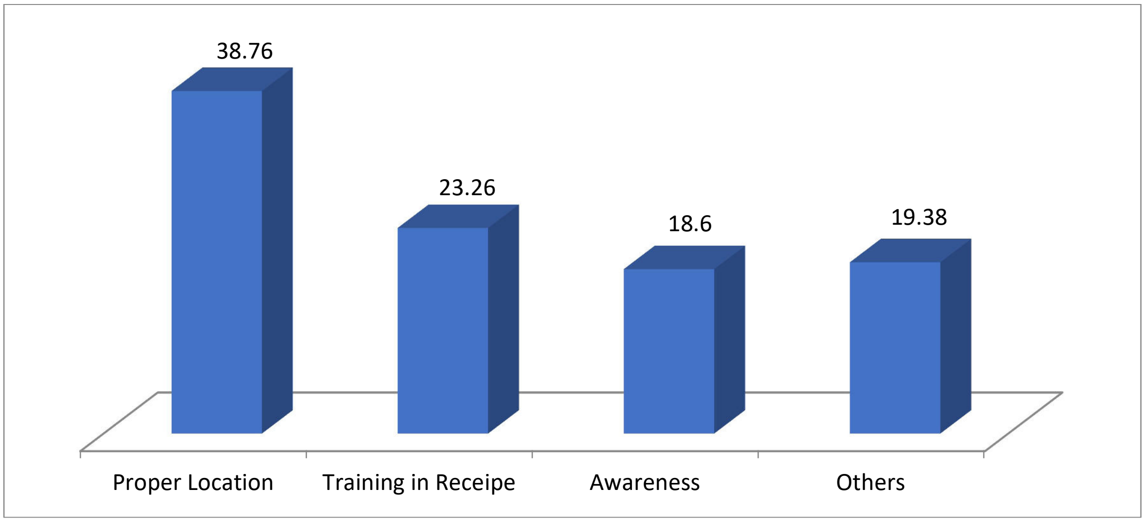
- **Inappropriate location of MSTC**: Many MSTCs are set up in remote or low-footfall areas, reducing customer access and daily sales.
- **Lack of awareness on benefits of millet consumption**: Local communities often lack knowledge about the health and nutritional advantages of millets, leading to low demand.
- **Low level of interest among women to work in MSTC**: Due to limited income, long hours, or domestic responsibilities, many women show low motivation to engage with MSTC operations.
- **Lacking coordination among SHG women**: Internal conflicts or poor teamwork among SHG members often disrupt day-to-day functioning of the MSTCs.
- **Lack of exposure**: SHG members rarely get training visits or success story exchanges, limiting their knowledge and confidence in managing the enterprise.
- **Long distance between MSTC and market**: Transporting raw materials or selling products becomes costly and time-consuming when markets are far away.
- **Education and skill of SHG women**: Limited literacy skills hinder record-keeping, inventory management, and financial tracking.

4.4 Policy Level Interventions Recommended by Different Stakeholders

The development and refinement of any scheme, like MSTCs, rely heavily on updated guidelines informed by stakeholder and beneficiary feedback. This study gathered such insights through focused group discussions (FGDs) and personal interviews (PIs) across various districts, which were documented and analyzed.

Stakeholders have highlighted that women require increased exposure and targeted training to better manage and grow MSTCs. Specifically, there is a pressing need for finely tuned awareness, which was identified as crucial by 18.60percent of respondents. Additionally, 23.26percent of stakeholders emphasized the importance of advanced recipe training to diversify millet-based offerings and attract more customers. A significant portion, 38.76percent, advocated for relocating MSTCs to more strategic locations, such as high-traffic areas, to boost visibility and sales. Finally, 19.38percent of suggestions pointed to other essential requirements, such as improved infrastructure and logistical support. Addressing these areas through policy adjustments will be instrumental in ensuring the continued success and profitability of MSTCs across the state.

Figure 4.1 Policy level interventions suggested by different stakeholders



Source: Primary data, 2023-24

In addition to the primary recommendations for enhancing theMSTCs, several additional suggestions emerged from stakeholder feedback that are crucial for further development statewide.Stakeholders acknowledge that it will take time to fully streamline operations and processes for village women involved in MSTCs. Profit sharing among women members of SHGs can occasionally lead to disputes, which needs addressing to ensure smooth operations. Furthermore, there is a recognized need for comprehensive training programs covering business management, accounting, and group dynamics to equip women with the necessary skills.

Policy-level interventions could also play a significant role. For instance, establishment of MSTCs near block headquarters could enhance marketing and profitability by increasing visibility and access. The permanent structuring of MSTCs is essential to sustain their operations. Finally, increased financial support for SHGs is critical to enable them to run the tiffin centers more profitably and effectively. Addressing these concerns will be key to the continued success and expansion of MSTCs across the state.

CHAPTER-5

SUMMARY & CONCLUSION

Over the decade, climate change, population growth and economic slowdown have impacted food security. Many countries are facing the challenge of under nutrition. Thus, there is a need to transform the food system to achieve food and nutrition security. One of the ways to reach closer to achieve that goal is to provide an affordable healthy and nutritious diet to all. While discussions are regarding health and diet millets cannot be aside back. In view of the fact that millets are one of the nutri-cereals has the potential to play a crucial role in the fight against food insecurity and malnutrition.

In keeping this in mind the present research tried to explore the popularity of millets in recent times. The Government of Odisha has instigated a way of spreading awareness on millets consumption and benefits. In this connection, fund was provided to start Millets Shakti Tiffin Centres in all districts of Odisha.

5.1 Summary

The MSTC initiative, collaboration between Shree Anna Abhiyan (SAA) and Mission Shakti, has significantly expanded since 2021, with nearly 90% of the 129 studied MSTCs established post-2021. This growth reflects strong government support and a strategic push to promote millet consumption through women-led SHGs. However, only 123 MSTCs were found operational during the survey.

The majority of MSTCs are located near GP and block headquarters, which tend to perform better due to greater customer footfall and market access. In contrast, centres in interior villages face low demand and marketing challenges due to local dietary habits.In terms of infrastructure, about 35% of MSTCs operate from pucca houses, while others use temporary or semi-permanent structures like kutcha houses, huts, or mobile stalls highlighting disparities in working conditions and the need for infrastructure improvements.

Most SHGs (60%) did not contribute additional funds beyond government support, though a few made substantial personal investments, indicating a gap in funding adequacy and sustainability. About 62% of MSTCs operate daily, while others have irregular schedules, affecting consistent income generation.A total of 771 women are involved, with 477 working full-time. However, in many centres, one member typically manages daily operations, reflecting unequal participation.

MSTCs collectively attract an average of 921 customers daily, with 323 being regulars. Performance varies across districts, with Kalahandi showing higher customer engagement. 76.42% of MSTCs prepare food at the centre, supporting better freshness and service quality. However, some still operate from homes due to space or facility issues.The infrastructure at Millet Shakti Tiffin Centres (MSTCs) shows partial adequacy. While 100% have access to drinking water and electricity, only 19.73% are equipped with gas stoves, indicating a reliance on less efficient cooking methods. Electricity availability helps run basic operations, but the absence of cooking gas limits functionality and efficiency.

Out of 123 MSTCs, 87.80% of SHGs received training on millet recipes and 89.43% on bookkeeping, reflecting good outreach in several districts. However, 9.76% of SHG members received no training, particularly in districts like Kalahandi, Koraput, Mayurbhanj, and Nabarangpur. Barriers include personal constraints, lack of information, and family restrictions.Chapter 3 evaluates the financial dynamics of Millet Shakti Tiffin Centres (MSTCs) in Odisha. A majority (62.6%) of MSTCs received

₹30,000 government support, while newer centers (28.5%) received ₹50,000. However, disparities in fund distribution and delays were noted across districts. Raw material expenditure is dominated by processed millets, and fixed capital costs mainly include utensils, gas stoves, and furniture. Some MSTCs report no fixed capital expenses at all. Monthly expenditures average ₹18,883.50, with hired labor being the highest cost component. Profitability is seasonalhighest in winter (₹16,769), moderate in rainy (₹13,279), and lowest in summer (₹12,023).

The analysis of MSTCs across 15 districts reveals that the majority are performing moderately well in terms of profitability, business hours, and income. Around 54% of MSTCs earn regular profits, while nearly 42% earn profits often. Only a small fraction (5.7%) never earns profits. Districts like Balangir, Bargarh, and Keonjhar lead in profitability. Business hours range between 6.3 to 9.5 hours, with longer hours generally linked to better performance. Most MSTCs earn ₹10,001 to ₹20,000 monthly, with few exceeding ₹30,000. Districts such as Balangir, Bargarh, Gajapati, Kalahandi, and Keonjhar show higher average monthly incomes.

The financial assessment of 123 Millet Shakti Tiffin Centres (MSTCs) across 15 districts in Odisha reveals an overall positive trend, with 80% of centres operating in profit. The total income generated was ₹8.9 lakh, with net profits of ₹4.82 lakh, averaging ₹3,916 profit per MSTC. Districts like Sundargarh, Bargarh, and Kalahandi contributed significantly to total profits, while Malkangiri and Angul showed the highest per-unit profitability. However, some districts—Gajapati, Nabarangpur, and Kalahandireported low or mixed profitability, highlighting regional disparities.

One of the most frequently cited issues is the location of MSTCs, with stakeholders consistently emphasizing that centres located in low-traffic or remote areas suffer from poor visibility and low customer turnout. This factor alone has severely impacted profitability and must be addressed through strategic relocation efforts.Another pressing concern is the group disturbance within SHGs. Many tiffin centres are reported to be operated predominantly by one or two women, while others disengage, leading to stress, mismanagement, and internal conflict. Such lack of collective effort reduces operational efficiency and often results in closure.

Gender bias emerged as a deeply entrenched issue. Women SHG members face societal limitations that restrict their working hours and autonomy. In some instances, patriarchal attitudes have led to suggestions of transferring MSTC management to men, reflecting doubts over women's leadership abilities. These biases not only demoralize women entrepreneurs but also challenge the very objective of women's empowerment through MSTCs.

A significant marketing gap also persists. While millet-based dishes are being prepared with dedication, they have not yet found strong market preference among consumers. The absence of effective promotional strategies, branding, and awareness campaigns continues to limit market penetration of these nutritious offerings.

On a positive note, MSTCs have played a commendable role in fostering women's empowerment, although the degree of empowerment varies regionally. While some women have gained confidence and income independence, others remain constrained by social and economic barriers.Training and skill development, especially for women in remote and tribal areas, have shown promise. The Odisha government's efforts—through capacity-building programs and exposure visits—have helped some SHG members improve their operational capacities. However, challenges still persist in scaling and sustaining these efforts uniformly.

The major challenges faced by SHG women, including inappropriate location of MSTCs, limited awareness about millets, lack of interest or motivation among members, weak negotiation with authorities, illiteracy, long distances from markets, and poor follow-up mechanisms by the government. A considerable share of suggestions called for relocating MSTCs to high-footfall areas (38.76%), followed by the need for advanced recipe training (23.26%), awareness creation (18.60%), and better infrastructure and logistics (19.38%). Additionally, stakeholders advocated for comprehensive training in business skills, permanent structural support for MSTCs, better profit-sharing mechanisms, and enhanced financial aid for SHGs.

5.2 Conclusion:

The MSTC initiative is a promising model for women-led nutrition and entrepreneurship in Odisha. While its rapid expansion in post-2021 is commendable, long-term sustainability will require better location planning, improved infrastructure, and enhanced demand-generation strategies especially in remote areas.MSTCs showcase a strong foundation in promoting women-led millet-based enterprises, their success is uneven due to funding constraints, infrastructure gaps, and operational inconsistencies. Enhancing infrastructure, ensuring regular operations, and providing flexible financial support are crucial for sustaining and scaling the initiative effectively.

While most MSTCs are equipped with essential utilities and a majority of SHG members have received training, gaps persist in infrastructure and training access in select regions. Addressing these disparities through targeted investment and inclusive outreach can significantly enhance the operational quality and empowerment outcomes of the MSTCs. While government support and community involvement have enabled MSTCs to function, financial inconsistencies and seasonal income fluctuations pose sustainability challenges. Uniform funding, enhanced marketing, and targeted infrastructure investments could strengthen the financial viability and resilience of MSTCs across Odisha. MSTCs are emerging as viable community-based enterprises, especially in districts where consistent profitability, longer operational hours, and targeted order-based services contribute to higher income. Strengthening support in lagging districts and enhancing marketing and operational efficiency could help to increase overall income levels and sustainability.

The MSTC model is largely successful, reflecting strong community-based entrepreneurship led by women SHGs. While most centres are financially viable, targeted interventions are needed in underperforming districts to replicate best practices, improve demand, and ensure long-term sustainability and equity across all regions. Future planning insights from MSTCs show that 80% of centres intend to continue operations, indicating strong confidence and commitment among most SHG members. However, 2.33% plan to discontinue, and 13.18% remain uncertain about their future. This uncertainty stems from financial difficulties, operational hurdles, and inconsistent institutional support as reported in field discussions.

The majority of MSTCs demonstrate a positive outlook and willingness to sustain their operations, highlighting the viability of the millet-based enterprise model. However, to ensure universal sustainability and reduce dropouts, focused interventions are neededespecially in terms of financial assistance, capacity building, and operational support for struggling or uncertain centres. Key recommendations include relocating MSTCs to more visible areas, investing in targeted training, fostering internal SHG cooperation, addressing gender biases, and enhancing marketing and infrastructure support. These challenges are need to be systematically addressed to evolve the MSTCs as powerful instruments for both nutritional transformation and socio-economic upliftment of women in rural Odisha.

REFERENCES:

1. https://milletsodisha.com Shree Anna Abhiyan (SAA) – Department of Agriculture & Farmers' Empowerment, Govt. of Odisha
2. https://ncds.nic.inShree Anna Abhiyan Reports – Nabakrushna Choudhury Centre for Development Studies (NCDS)
3. https://missionshakti.odisha.gov.in, Mission Shakti Department, Govt. of Odisha
4. "Millets in Mission Mode: Odisha's Experience" by Basanta Kumar Kar (WFP Consultant, 2021)
5. https://wassan.org, WASSAN (Watershed Support Services and Activities Network) Reports
7. The Hindu – "Odisha's Millet Mission: Reviving nutrition and farming systems" (2022)
8. https://www.downtoearth.org.in, Down To Earth – "Odisha shows the way with its Millet Mission" (2021-2023)
9. India Development Review (IDR) – "Millets and Markets: How Odisha is creating rural enterprise models"

PHOTO GALLERY

FIELD TEAM

Mr.Linus Lakra

Ms.Sandhyarani Dora

Ms. Subhashree Lenka

Mr. Jitendra Sahoo

Mr Jagannath Sahu

Ms Nalini Kumbhar

Ms Karisma Singh

Mr Purna

Mrs. Gayatri Nayak

Mr Ramakanta