

**Project name: Green Logistics project (GLP)**  
**Project period: From 20.10.2018 to 20.10.2019**

## ***Annual report of the project to strengthen the FIGs of 5 FPOs.***

---

### ***Preamble:***

*Grama Vikas (GV) is a rural development organisation operating in Mulbagal Taluk of Kolar District in the southern Indian State of Karnataka. Its goal is integrated rural development and it works with poor and marginal communities, particularly women and dalits.*

*Grama Vikas has been operating in about 500 villages located in the interior parts of all the 6 Taluks of Kolar district through a network of NGOs called CAN.*

*GV also had worked in Kadur taluk of Chickmagalur district for 5 years and Raichur taluk of Raichur district in Hyderabad -Karnataka region for 8 years.*

*Instituted in 1980, the initial intervention of GV was in child development, through a nutrition programme. Over the second decade of its work, GV incorporated women's development and NRM as other key components of its development policy. Dalit women form 75 per cent of the community that GV works with.*

*GV since inception has been working with resource poor farmers communities. Kolar is a drought and distress stricken area. Every alternative year is drought year. GV has done extensive work with farmers in it's SOCIO ECONOMIC DEVELOPMENT PROGRAMME for farmers families FOOD SECURITY. Also attempted to develop VALUE ADDITION for farmers produce*

### ***Green Logistics Project:***

*Under the bilateral cooperation, German International Cooperation (GIZ), is cooperating with Department of Horticulture- Government of Karnataka. The objective of the project is to strengthen the supply chain of fresh fruits and*

*vegetables at the FPO level. The project while cooperating with Farmer Producer Organisations, has*



realised that the Farmer Interest Groups (FIGs) which are micro units for setting up the supply chain have weak relationship with Farmer Producer Organisations (FPOs). There are various reasons for such weak cooperation, however addressing them is a priority as these units serve has backbone to FPOs.

### **Goal**

Strengthen the capacities of the FPOs so that they work towards bringing qualitative change in the lives of its shareholders Farmers interested groups (FIGs).

### **Objective**

The objective of this cooperation is to strengthen FIGs so that the communication and business relationship between them and FPOs is strengthened.

### **Strategy:**

GV has engaged a 5 member team of resource persons (RPs) headed by one Chief resource person. The RPs are highly experienced trainers who have graduated from the State Institute of Rural Development (SIRD), Mysore. RPs are having expertise in Behavioural Change, Leadership, Communication skills, participation and personality development. The team is co-ordinated by the Project Coordinator (PC) who has close to 40 years of experience in rural development sector. The RPs visit the FPCs along with the PC on a regular basis to interact with the 3 –Tier system in the companies. The 3 – Tier system includes of FIG members, L1 and L2s (executive committee of Leader 1 and Leader 2) and BoDs. The team meets every month twice and review the process. The team has done situation analysis and contemplated a capacity building training for the good L1s and L2s.



Also the team developed a training tool kit to build capacities of the L1 and L2s which has brought in encouraging change in the FIGs.

### ***Brief introduction of Farmer Producers Organisation (FPO):***

*Farmer Producers Organisations (FPOs) of five districts Anekal-Bengaluru Urban District; Sriripura-Ramanagara District; Saadali-Chikkaballapura District; Hussenpura-Mysuru District and Yagachi-Hassan Districts come under the Gram Vikas Project limits. Majority of the farmers in this jurisdiction are micro and small farmers. Agriculture and horticulture is the lifeline of all these farmers. The important crops that are grown in this region are tomato, potato, onion, green beans, ridge gourd, brinjal, ladies finger, cabbage, carrot, beetroot, etc. Along with this people also grow mango, grapes, pomegranate, coconut, arecanut and rain fed crops like maize, ragi, flat beans (avare), groundnut, etc. Animal husbandry is also encouraged in this region. Facilities have been provided to supply milk to KMF through the milk cooperative societies at district and state levels.*



*Vegetable crops are the most important crops for these five FPOs that have been registered post 2016, where the above mentioned vegetables are grown more. FPOs have been formed based on the farmers who grow vegetables. The Saadali FPO is the most drought-hit area that comes in this jurisdiction, where only 450-550 mm of rainfall is registered in the last 5-6 years. The crop production has reduced due to shortage of water even to those farmers who do farming using drip irrigation method. Anekal, Hussenpura, Yagachi and Sriripura limits received moderate rainfall helping the farmers to grow vegetables.*

*Except 780 shareholders in Hussenpura FPO, the remaining four FPOs have 1,000 shareholders each. There are 3 women FIGs (Farmers Interest Group) in Saadali, 7 women FIGs in Sriripura, 3 women FIGs in Anekal, 1 FIG in Yagachi and 4 FIGs in Hussenpura. The remaining places have FIGs with male farmers. Totally there are 4,780 shareholders in 5 FPOs.*

*The women farmers of the FPOs that come under these limits are involved in savings activities through self help groups, and avail loans from local banks and do dairy farming. They involve in procuring the fertilizers required for the agricultural and horticultural crops of their respective families, apart from procuring fodder to the cattle. The women who*



*involve in agricultural activities also have become a backbone by taking part in the FPO business.*



**Status of the GLP when Grama Vikas (GV) started its work with FPOs**

SL No	Name of the FPOs	Total No. FIGs	Women FIGs	Total No. Shareholders	Total No. women shareholders	Total No. of BoDs	Total No. of Women BoDs	No. of Share certificates distributed (Out of 1000)	Frequency of FIGs meeting	Frequency of BoDs meeting	Frequency of Executive Committee meeting	Members participation in FIGs meeting	Members participation in BoDs meeting	Members participation in Executive Committees meeting	Executive Committee participation Out 100members in each 5 FPOs
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Yagachi Horticulture Farmers Producers Company Ltd.	50	1	1000	20	11	1	1000	0	Monthly 2-3 times	0	0	6-8	0	0
2	Husainpura Horticulture Farmers Producers Company Ltd.	45	2	780	48	14	2	0	0	Once in 2-3 months	0	0	6-7	0	0
3	Anekal Horticulture Farmers Producers Company Ltd.	50	0	1000	80	16	1	0	0	Occasionally	0	0	9-10	0	0
4	Srigiripura Horticulture Farmers Producers Company Ltd.	48	7	968	140	15	1	0	0	Occasionally	0	0	6-7	0	0
5	Sadalamma Horticulture Farmers Producers Company Ltd.	50	3	1000	451	14	2	0	0	Occasionally	0	0	4-5	0	0

*It should be noticed here that all these 5 FPOs are far away from all the villages where it has FIGs. On an average each of these FPOs are located minimum 0 to maximum 22 kms away. Transportation facilities are also a challenge. Private transportation is costly. Hence, the interaction between the FIGs of all these 5 FPOs is very slow and also a reason for the slow transactions and business. Though horticultural crop is grown in all these 5 companies limits, vegetable markets can be found only in a small scale only during the local fairs and only in a few busy localities. The farmers depend upon private dealers for wholesale business in the regulated markets located in far away towns and cities. They often buy seeds, fertilizers, chemical pesticides required for their agricultural activities from private shops on loan or on instalments. They procure machines and tools on rent through the local big farmers or private owners. This has been a practice since ages.*

Sl. No.	FPO	Gram Panchayat limits	No. of villages	Maximum distance
1	Anekal	7 Gram Panchayats	39	15 km
2	Srigiripura	2 Gram Panchayats	23	11km
3	Yagachi	8 Gram Panchayats	27	26 km
4	Hussenpura	2 Gram Panchayats	14	10 km
5	Saadali	4 Gram Panchayats	24	22 km

*Though the scope of companies is in progress economically, the micro and small farmers have not been financially successful due to drought and other natural calamities. A few farmer leaders who have political background and who are financially sound have identified themselves in politics. It is found that naturally only such influential farmers will get majority of the government facilities, whichever government exists in the State. Only such influential farmers have adorned important positions in all the agencies like Farmers Cooperative Society, Farmer Producers Society, Taluk Marketing stalls, Agriculture Cooperative Societies, Land Bank sectors, etc. Usually they use the micro and small farmer landholders for their self interest. For this reason the relationship between the micro and small farmers and pro-farmer organisations is not good. A huge gap exists between them.*

*Pro-farmer programmes of the government are failing due to such disparities which have been in practice since ages. Though the gram panchayats should encourage farmers activities, due to lack of coordination and attitudes of the departments it has become difficult to reach the end farmers in these villages. Even the farmers have left with no idea how to find solutions to their problems.*

*Any development efforts will take a long time to become successful, it means minimum five years. Lack of participation and unity between the ordinary farmers and educated farmers and those who have political background developmental activities in a shorter duration has become difficult. Even the bureaucracy is remaining away from the farmers in such a situation. Misuses have become common in pro-farmer organisations-societies with participation of political leaders, making the farmers more anxious. A condition is appearing where it seems that identifying genuinely interested leaders with creativity in implementing mass activities in the society by creating awareness is becoming impossible.*

## **2. Condition before commencement of the programme**

### **a) Earlier condition of FIGs**

*Selection of shareholders is the most important phase in organising FPOs as per rules. First FIGs should be formed with 15-20 members each and then two representatives from each of the group should be identified and the Executive Board should be formed with a group of 100 such representatives. After this members*



*should be selected for the Administrative Board and then the company should be registered. But, the shortcomings that were found in all these 5 companies were, politically influential people and those with strong financial background were directly selected as the members of Board of Directors in the Companies that were commenced during the year 2015-16. In a few Companies the Horticulture Department itself recommended a few names for the Board of Directors. A list of FIGs and*

*representatives have been made just for name sake. In such a condition where members have been selected without any planning or thinking, neither the members/shareholders of FIGS, members of Executive Coimmittee or the leaders of the groups that have to lead do not have any knowledge about FPOs. As they have not provided any information the condition of these FIGs is such that the representatives themselves do not know that they are in that position and the members who have formed the groups themselves do not know that they are also members of the group. The members themselves do not know who represent their group and are not aware who should lead the group. Hence, no meetings have been held in any of the FIGs. There are only 780 shareholders in the Hussenpura FPO and the remaining 220 shareholders are yet to be included.*

*Due to all the above mentioned reasons the condition of the FIGs that come under the Anekal, Hussenpura, Srigriripura, Saadali and Yagachi FPOs when Gram Vikas commenced the project in November 2018, was as follows:*

- *Except Yagachi FPO, in all the four companies there was a list of just a few shareholders. There is no list of many shoreholders and even the share certificates have also not been distributed. The shareholders do not know who the shareholders are, many of the members in the list had not paid the share amount and many share holders have not been identified at all.*
- *Fifty FIGs have been identified and named in the villages only on records. Whereas the groups and the members do not have any information about it at all. They are also not aware of the aims and objectives.*
- *The names of the representatives was present only in the list, whereas they did not have any information about their roles and responsibilities.*
- *There were no documents of conducting group meetings.*
- *No trainings were held for either the members nor the representatives.*
- *While forming the FPOs, a few members have been told that they will get prefernce in getting government projects.*
- *A few members have been made to believe that they can get agricultural commodities at discounted rates at the stalls run by the Company.*
- *A few other members are in a feeling that the Company will directly come to the farmers fields and purchase complete produce from the farmers.*
- *A few members/shareholders were told that they would get a share in the Company's profit, which they have not received.*
- *They are in a belief that the Company is run by the government (Horticulture Department), they do not know that it is by the farmers, for the farmers and from the farmers.*
- *FPOs in Saadali, Yagachi, Srigriripura, Hussenpura have cheated the farmers by not making any arrangements to sell the farmers produce and attempt to get good price for it.*

**a) Earlier condition of the FPO**

- *The FPOs are registered as per the Companies Act and have started offices and stalls selling agricultural commodities*

- They are also maintaining fertilizers, seeds, pesticides and agricultural equipment.
- Administrative Board meetings are held once in every 2-3 months.
- The stalls are running through the CEO and local resource persons.
- Only the Chairman and CEO are managing all the financial transactions and works. Hence, the general members feel that the Company belongs to the Chairman.
- A few members of the Board of Directors have visited a few FPOs that are functioning at the state-level through the Department and GIZ, and have gained experience.
- The stall run by the Company should function without any loans. Whereas it has been found that a few Administrative Board members have conducted transactions in the form of loans.
- It is found that a few members of the Board of Directors of the Company also do not have any clear accountability.
- Even the CEO also has exhibited negligence in maintaining the required documents.
- It is noticed that clear information about the Company's business has not been provided to the shareholders.
- The Companies are formed in such a way that it shall function independently, without the interference of the government. Due to lack of inspections and evaluations a few members are misusing the Company.
- It is noticed that in a few FPOs the Board of Directors have been misused to conduct the Company's business, due to absence of the role of monitoring by the Horticulture Department.

## **1. Changes that happened during the programme period**

### **a) Change in the condition of FIGs**

*Documents have been received from the Companies and the shareholders have been identified. Members have been identified and FIGs have been formed. The names of the groups have been confirmed, FIG wise representatives/leaders have been re-selected, information has been provided to the representatives and trainings have been provided. Meeting proceedings books have been printed and sent to 50 FIGs, and the meetings are being documented. FIGs have decided to deal with the Company and the*



*relationship with the Company has increased. The attendance of the Leaders/ Executive Board members is good and the members are gradually gaining interest about the Company through the trainings. Information relating to the programmes are being exchanged and the distribution of share certificates has increased the confidence towards the Company among the share holders.*



Sl. No.	Company/ FPO	No. of Villages	Groups/ FIGs	No. Active FIGs	No. FIGs that are being registered	No. FIGs Link with the Company	No. FIGs that have attended the trainings	Community activities
1	Anekal	39	50	45	38	42	42	06
2	Srigiripura	23	50	25	10	15	30	07
3	Saadali	24	50	20	20	25	10	03
4	Hussenpura	14	45	25	06	20	30	06
5	Yagachi	27	50	48	36	30	26	04

**b) Change in FPO condition during the programme implementation period**

The Board of Directors meetings are being held every month. It is noticed that the participation of the directors in the meetings has increased and are holding subject based discussions.



It is also noticed that there has been a change in the behaviour of the members in maintaining the dignity of the meeting. In the meetings all the directors are availing the company management details. Cooperation to strengthen the FIGs, increase in sale of equipment, efforts to organise trainings, extension of service centres, changing the uninterested management members, extension of business with likeminded companies to sell the produce, establishing coordination with the Departments and Gram Panchayats are the other changes noticed. Also information relating to the government programmes are being provided to the FIG members. There mindsets also have changed and they are now capable of setting right the shortcomings, increase in interest of carrying out their roles, etc., reflect the positive changes happening in the FPOs.





Sl No.	Company	BoD meetings	BoDs participation	Increase in the FPOs transactions/ monthly	Responsible Bods	Interested in trainings	Distribution of sharecertificates	Coordination with the Department
1	Anekal	Every month	11-12	Rs. 30 lakhs to Rs 70 lakhs	06	09	135	Horticulture -100 Farmers, Agriculture-33 Farmers, Veterinary Dept-03 farmers, MGNREGA-30 farmers
2	Srigiripura	Every month	7-8	-	03	03	0	-
3	Saadali	Every month	7-8	-	03	04	950	102 Farmers benefitted from Horticulture dept and other Depts.
4	Hussenpura	Every month	10-11	From 3 lakhs to 6.5 lakhs	06	07	565	205 farmers of 14 villages were benefitted - 2 GPs
5	Yagachi	Every month	12-13	-	09	11	960 Divident fund	120 Horticulture Dept & 200 MGNREGA

### 3) Status of the Executive Committee:

Before this programme commenced all the 5 FPOs had not heard even the name of the Executive Committee, because nobody knew the selection of representatives or leaders in FIGs or have been selected. Only a list of the names of Leader-1 and Leader-2 was available. But no Executive Committee meetings or conferences were held. Only after Gram Vikas took up the task of strengthening the FIGs the representatives or leaders mentioned in the list were recognized and a training programme was organised by Gram Vikas under the GIZ financial aid of 5 companies. A two-day training on the significance of community leadership, role of representatives and management of FIGs was held in two phases for 150 members. Through this the representatives in their respective groups became active. Even today in one or two companies the selection of Leader - 1 and Leader - 2 or their list, their roles and responsibilities are not known to the members.



The Hussenpura FPO limits Executive Committee meeting was held after this programme. In the Tenkalukoppalu Village Company limits about 22 representatives from 14 villages participated in the meeting where they were explained about the importance of the Executive Committee meeting and its responsibilities.

## ***Grama Vikas efforts & processes to strengthen FIGs***

*Before commencing the project Grama Vikas submitted a proposal to the GIZ to visit FPOs and FIGs and made efforts to understand the status and condition. But Smt. Namratha Sharma, Project Director, GIZ, informed that there is no provision to visit the FPOs and FIGs without starting the programme. Hence, the 5 district limits was entirely new for Grama Vikas and there was absolutely no information about the status of the FPOs and FIGs. The programme commenced by introductory visits.*

### ***1. Introductory visit***

*Introductory visits were made to all the 5 companies under this programme, to strengthen the FIGs. The companies were met face-to-face and efforts were made to understand its pros and cons. Discussions were held with the Chairman/president, CEO and members of the BoD's of all the FPOs.*

*Grama Vikas, Executive Director, Project Coordinator and Chief resource persons visited the FPOs with the local resource persons. It helped us to know the ground realities about the service centres selling agricultural equipment run by MUDRA FPOs, status of the share holders, establishment of the FPO, its development, etc.*

*When we enquired about the FIGs and its representatives, as per the information that we received no FIGs have been formed under these Companies, process of selection of representatives has not been done. In a few FPO limits there is confusion even in the list of share holders, FIG meetings are not being held. Moreover, share*





*certificates have not been distributed to the share holders. Hence, they still do not have any confidence about the FPOs. The share holders don't have a feeling of ownership of the company. More than 60 per cent of the members are not utilizing any of the services of the Company like fertilizers, pesticides, and agricultural equipment.*

*At the Saadali, Srigiripura, Anekal and Yagachi FPOs efforts were made to provide wholesale market for the farmers produce including onion, vegetables, potato, etc. But, due to poor response from the farmers good results remained elusive. We noticed that the FPO member farmers compared the prices between their FPOs/companies and the local private sellers and started complaining that it is much better to purchase from private sellers as they get good products at much cheaper rates. They questioned what was the use of paying Rs. 1,000/- share amount to the Company and started to insult the Chairman and Board of Directors of their respective FPOs publicly.*



### **1. Trainings to FPOs and FIGs**

*If the trainings are conducted in such a way that it helps the trainees in attaining qualitative change in their attitude relevant to the aims of the company they are representing, the objective will be fulfilled.*

*Participation of every share holder in all the stages of the management system in the Company's concept is very important. In this context, two management levels of management system have been formed in the FPO proforma. They are: Executive Board & Board of Directors*

*Farmer Interest Groups are the backbone of the Company; they are the foundation of the*





Company. Leader-1 and Leader-2 who are supposed to work as the link between the FIG and Board of Directors of the Company, that means the members of the Executive Board are the important role players of the management of the company.

The directors who are selected from this Executive Board will function as the Board of Directors of the Company. Hence, it is very important that the Leader-1 and Leader 2, who play the role of leaders of the FIGs which are the backbone of the Company, should be trained properly.



With this purpose Grama Vikas, had organised training programmes in association with GIZ, under the Green Logistics Programme. Trainings are platforms that bring radical changes, that increases the qualitative behavior. Hence, with an aim of making the FIGs more active, trainings were conducted for the group representatives (Leader-1, Leader-2) as a part of our strategy. The subjects and objectives that were part of the training programme were as follows:

### **Workshop on Training Need Analysis**

Before organising the training programmes, Grama Vikas had organised a workshop on "Analysation of the need of trainings", to overview the present status of the FPO, under the Green Logistic Programme.



Capacity building workshops were held in several phases for FIG members, representatives, Board of Directors and CEOs during the programme period. In the beginning of the programme all the stakeholders were gathered and a workshop on Training Need Analysis was held. As per the demand and the suggestions collected in that workshop, the Grama Vikas resource person designed the training programme, subjects that needed to be included, and prepared the curriculum models and time schedule.

### **Important aspects that were focused in the training programme**

- Background of the Company
- Role of members and their responsibilities for the development of the Company
- Role and responsibilities of representatives
- Importance of groups and meetings
- Procedure to write proceedings
- Opportunities available from the Company for improvement of farmers lives

- Programmes available from the Department and facilities they get
- Relationship with local administration agencies and services available
- Importance of soil inspection
- Market service

**1) Training programmes at the project level for FIG representatives (Leader-1 & 2)**

*In the beginning two-day residential training programme was conducted for 5 company FIG representatives (Leader-1 & 2), in 3 batches, at the ODP organisation in Mysuru. This programme was conducted with the support of GIZ. A one-day training programme was held for the FIG representatives in Anekal and Hussenpura, with cooperation of the local officials*



**2) Trainings to the Board of Directors of FPOs**

*For capacity building of the Directors, a two-day training programme was conducted with accommodation, at the Jalmahal resort in Mysuru, for Directors of 5 companies.*



**3) Field-level training:**

*In order to inform the FIG members about the strengthening of the company and relationship, training programmes were organised in 4 phases depending upon the condition of the respective companies. Personal counselling sessions were held for the members, along with exchange of success stories, workshops and joint meetings for the Standing Committee members and Directors of local organisations.*





#### 4) **Resource material distribution to the FIGs, L-2& L-2, BoDs**

During the training period, a guide book of information on the government projects available from the various Govt. line departments and programmes (informations were



downloaded from websites/public domine) printed out by Gram Vikas, FIGs proceedings were printed and distributed, along with the policies that the Companies need to adopt for good administration, copies of the Company By-Law translated into Kannada, to the participants.

As instructed above, participation of the representatives of Company in the training programmes which were held at various levels increased by 80-90%. On a whole qualitative changes can be noticed. It has helped to change the negative thinking of the participants in the training programmes to positive thinking.

#### 2. **Efforts for transformation through counseling**

Even after Gram Vikas organised training programmes to strengthen the FIGs, not much personal changes were noticed in any aspects including participation of the Company Chairmen, members of BoD, Executive Committees, good management models, relationship with FIG members, etc., in Saadali, Srigeripura and Hussenpura FPO limits. Hence, it was decided to conduct more counseling sessions with them.

The Executive Director of Gram Vikas, Project Coordinator and Chief Resource Person, met the Chairmen of Srigeripura, Hussenpura Companies and Board of Directors personally and tried to bring transformation. Efforts were made to know





*about what they feel about the company, what are the hurdles in achieving success, why their roles are not effective, their relationship with members, their opinions about the dreams of the farmer members, whether they are getting the recognition for the time they are dedicating for the Company, etc. They were visited several times and efforts were made to motivate*



*them and fill courage to make the company a success. They were told that "If you add a little more interest for the time, concern, honesty and experience you have dedicated in the last 3 years you can transform the lives of 1,000 farmers. That will bring you and your Company name and fame too. Please take unanimous decisions, distribute responsibilities among the members of the BoD, conduct the meetings with respect, document the decisions taken, keep all the financial transactions transparent, please keep away your personal interests from the Company's business, try to avoid any kind of pro or anti opinions, respect personal criticism." After this changes have been noticed among them.*

*While positive changes were found in Saadali, Anekal, Yagachi and Hussenpura, negative response was noticed in Srigiripura. The FPO Chairman and CEO stopped cooperating. As the Company finance was used personally the CEO and the Chairman had to resign. The financial matters and shortcomings came to the notice of the share holders and others. Even influential people opposed it.*

*Thus through various processes and activities except Srigiripura, the Hussenpura, Anekal, Yagachi, Saadali FPOs started to progress. In the beginning of the programme there was no proper relationship between the FPOs and FIGs, but now a new spirit is being noticed. The reason is because of the cordial relationship between the members and the Chairman and CEO and the training programmes, guidance and support extended by Gram Vikas.*

### ***Distribution of share certificates***

*Share holders are the foundation for a company. Share certificate is a reflection of the share holders membership. You can identify yourself as a share holder only if you have share certificate. Those are the proof for their capital investment. They are important documents for the shareholders to transact with their company and exercise*



*their rights and duties.*

*As per the rules, share certificates should be distributed within 6 months after commencement of the Company. But except the Yagachi FPO, share certificates have not be distributed in the remaining 4 companies, even after the companies have completed 3 years after registering. This has created a big problem. This is a major reason for the non participation of the farmer members. Due to the attitude of delay and negligence preference has not been given for distribution of share certificates.*

*The Gram Vikas in association with the Horticulture Department and GIZ discussed about this in the meetings and explained about the importance of the share certificates. But many more certificates are pending to be distributed.*

*As a result of the efforts of Gram Vikas in educating the Board of Directors about the importance of this share certificates were distributed as follow during the project period. In the first phase Rs. 1,000/- were distributed through the representatives by conducting meetings in FIGs.*

*About 950 share certificates have been distributed in Saadali FPC. While the Srigriripura FPC has 967 shares, share certificates have not been distributed at all. In Hussenpura FPC there are 980 share holders as per the records, certificates have been distributed to 565 share holders who have submitted the required documents to the Company as per rules. In Anekal FPC there is no interest among the Board of Directors to distribute share certificates, but due to our constant efforts 135 share certificates were distributed. There are 1000 share holders in Yagachi FPC, where as 1000 share certificates were distributed in 50 FIGs. Whereas in the second phase Equity bonds were distributed to 43 FIGs, under the GLP programme.*

### **3. Coordination of Departments under the programme**

*The Horticulture Department is also a part of the Company. A state-level progress review meeting/ coordination meeting was held to strengthen the FPCs. Guidance has been provided to the members of the Board of Directors after consulting the SADH that come in the Company limits. Cooperation has been extended by sending participants from the Company to the training programmes organized by KVK. Subsidy, seeds, tools were distributed to the FIG members under the Horticulture Department programme.*



*Beneficiaries have been added in the MGNREGA action plan by coordinating with the Gram Panchayat and personal facilities have been provided. Joint meetings have been held successfully in order to make arrangements to provide sites for the Companies those require.*

*In order to strengthen the relationship between FPC and Gram Panchayats and help the Company and the share holders to avail the benefits of government programmes, the Company was introduced to the*

*Gram Panchayat members. Efforts were made to increase their capacity by conducting trainings to the standing committee members.*

*By establishing a cordial relationship with the Hussenpura Gram Panchayat, the Company purchased a site with 50x80 dimension for a price of Rs. 40,000/-. Whereas the Halebeedu Gram Panchayat has provided place and site to open service centres and the FIG members have availed facilities personally.*

*Four meetings were held in 2 gram panchayats of Yagachi FPC. About 120 members of this FPC limits have availed the benefits of this programme. Efforts have been made to get a site from the Srigriripura FPC Gram Panchayat. Training programmes were held for the members of 2 gram panchayats in this limit and services have been provided to 460 farmers.*

<i>Sl. No.</i>	<i>No. of Gram Panchayats</i>	<i>Standing committee meeting and other meetings</i>	<i>Details of the participants</i>
<i>01</i>	<i>10</i>	<i>12</i>	<i>Chairmen, Vice Chairmen, members, PDO/ secretaries of GPs</i>

#### **8. FPOs Annual General Body Meeting 2019**

*Annual General Body meeting is important for any registered Companies/Societies. Likewise, share holders are the most important members for these FPCs. The Annual General Body meeting will be held in order to understand how much these share holders/members trust, believe and exhibit concern towards their Company. The annual general body meetings will help to understand the outline, how the board of members prepare, how they create awareness among the members and how do they garner their confidence. It also helps in providing opportunity to hold transparent discussion and explain the details of the various documents.*

*It is the duty of the administrative board to reach the Company Annual Audit Report, Progress reports of the Company, along with the Annual General Body Meeting proceedings to the members 21 days prior to the meeting. As per the Company rules the minimum quorum of the meeting is 33% of the total number of members.*

*But in fact it was found that the FPCs of Saadali, Anekal, Srigriripura, Hussenpura and Yagachi have conducted the Annual General Body meetings and taken decisions.*



Sl. No.	Company	Date of AGM	Total NO. of members	Total members participated	Before 2018
1	Anekal	27-9-2019	1000	165	125
2	Srigiripura	30-9-2019	968	235	110
3	Saadali	25-9-2019	1000	220	175
4	Hussenpura	19-10-2019	780	250	130
5	Yagachi	21-10-2019	1000	250	60

As Gram Vikas was also invited to the Annual General Body meetings of 4 companies, the Project Coordinator attended as a representative of Gram Vikas, along with the local resource persons and presented their views and suggestions. But we did not participate in the Srigiripura AGM as there was no invitation.



The major agenda points of the Annual General Body's of the 4 Companies were presentation of 2018-19 programme report, 2018-19 financial audit report, appointment of the auditor for the year 2019-20 and regarding the administrative board for the 2019-20.



The major questions by the members in these 4 meetings were:

Not reaching the audit report well before time, why are the profit-losses of the Company? How?, what is the annual profit of the company, reason for loss, what is the value of a share?, why losses are being incurred from equipment, the last year annual meeting has not been conducted as per rules. Why there is no quorum even this time, there is no responsibility for the members of the Board of Directors, not interest, leave those who are not interested and identify those who are interested, what is the proof that the pending amount from the people last year has been collected?, what is the reason for producing the audit report today?, the copy should be in Kannada and please prepare the report in such a way that everybody can understand easily, etc.

*They created an atmosphere of quarreling aiming at a few members of the Board of Directors. However they were convinced by the responsible words of the Chairman/few Board of Directors and concluded the annual general body meeting.*

### **About improving Company's business**

#### **a) INPUT business**

- *After the programme intervention 60-70% of the share holders have started doing business with the Company (Anekal, Hussenpura and Yagachi)*
- *The monthly transactions have doubled (Anekal and Hussenpura)*
- *Even the non share holding farmers have also started doing business with the Company (5 companies)*
- *The Company has commenced offering services as per the demand of the farmers (Anekal, Hussenpura, and Yagachi).*
- *In order to fulfil the farmers demand Service Centers have been opened at Hussenpura and Anekal FPOs, under the supervision of FIGs.*
- *Overall it is a good development that efforts are made to provide good service by getting appreciation from the farmers.*
- *Against to the above mentioned experiences, due to non cooperation between the Directors of the Srigiripura Company and due to the resignation of the CEO, the input business which was around Rs. 1 lakh per day reduced to just Rs. 10,000 to Rs. 20,000. Due to continuous drought in Saadali Company limits the crop area in the agriculture sector has decreased. However the business has started improving in the month of October.*

#### **b) OUTPUT business**

- *After the Board of Directors and representatives training the input business was commenced in Anekal and Yagachi with the cooperation from FIGs and it is running nicely.*
- *It has commenced dealings with HOPCOMS, Udaan, Zomato*
- *In Hussenpura the Raitha Mithra which is supplying vegetables to Kerala State, has started preliminary attempts to supply vegetables with FPO and supply coco peat to the Nursery FPOs in Maharashtra State.*
- *The Saadamma FPO has started selling onions through Suchita Exports and Lakshmi Exports.*



- Due to the active participation of the Company CEO and other Directors, good attempts have started which is a very hopeful development.
- Though there is ample opportunities for the Srigiripura Company, it has not been possible to do output business through the Company.

**List of various activities conducted by Gram Vikas**

<b>S.L</b>	<b>Activities</b>	<b>Focus Group</b>	<b>No of Activities</b>
1	Introductory visits	Visiting for FPO's, FIG's and Share Holders	At 5 FPO's for 1 <sup>st</sup> & 2 <sup>nd</sup> Quarters
2	Capacity Building Trainings at FIG Level	FIG Members and Leaders about Concepts and Objectives of the FPO's	At 5 FPO's for 1 <sup>st</sup> & 2 <sup>nd</sup> Quarters, continued to 3 <sup>rd</sup> & 4 <sup>th</sup> quarter also
3	Workshop on Training needs analysis	GV Team & GIZ Persons	2 Days
4	Leaders Training	Leaders 1 & 2 From 5 FPO's in 3 Batches	2 Days for
5	Training for Board of Directors	Board of Directors along with Presidents	2 Days for
6	Training for FIG Members on minutes writing, conducting meetings, FPOs relationship and convergence	Share Holders, Leaders	166 FIGs at 5 FPOs
7	Distribution of Share Certificates	Shareholders, CEO, Presidents	2610 share certificates were issued & worked for 5 FPOs
8	Counseling for behavioral changes on FPO concept	FPO's President, CEO, Leaders	25 Meetings
9	Meetings with Line Departments	Horticulture, Agriculture, APMC, RSK	At 5 FPOs
10	Meetings with Standing Comities of Grama Panchayaths	Sub Committee Members of Finance, General Committee, PDO's, Secretaries	At 4 FPO's
11	Consultation Meeting with Milk Producers Organizations at Village	Between President and Directors of Milk Union and FPO Team	At Husainpura and Anekal

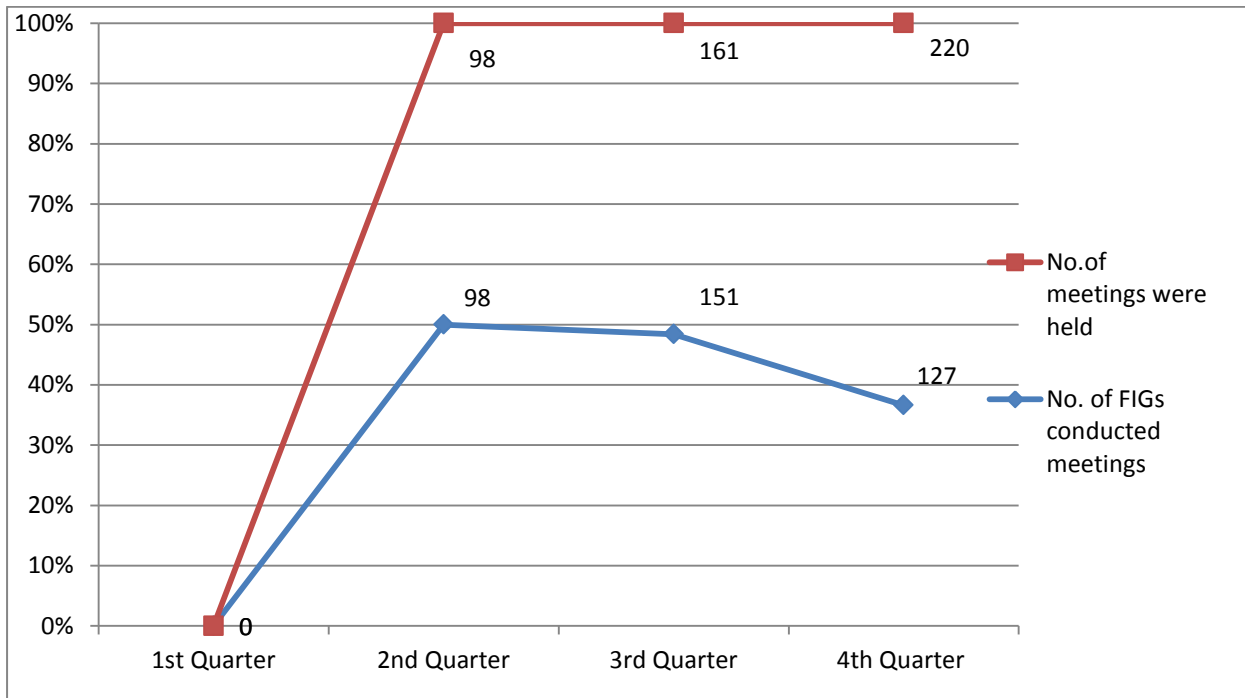


	<i>Level</i>		
12	<i>Convergence of CSR</i>	<i>JK Tires</i>	<i>For Husainpura FPO</i>
13	<i>Co-ordination with Expertise</i>	<i>FPO's and GV Team</i>	<i>20 Sittings at 5 FPO's</i>
14	<i>Case Studies sharing and motivating through its analysis</i>	<i>GV Team &amp; FPO's</i>	<i>5 Days</i>
15	<i>Tool Kit Preparation Workshop</i>	<i>GV Team &amp; Resource Persons</i>	<i>8 Days</i>
16	<i>Strategy Planning meeting, Review of the progress &amp; challenges for the project monitoring</i>	<i>GV Resource Persons Team</i>	<i>Every Month GV Team and Resource Persons</i>
17	<i>Created what's app groups at GV &amp; FPO level</i>	<i>GV team, FPOs, Department &amp; GIZ</i>	<i>Regularly, sharing of information on field operations</i>
18	<i>Co-ordination with Dept of Horticulture(PMU)</i>	<i>With DD of Horticulture and Co-ordinaters</i>	<i>3 Review Meetings</i>
19	<ol style="list-style-type: none"> <li>1. <i>Printing &amp; Distributions of Reading Materials on</i></li> <li>2. <i>FPO By-Law</i></li> <li>3. <i>Organisation's model policies</i></li> <li>4. <i>FIG Meeting Resolution Book includes FPO and FIG's Concepts &amp; Objectives</i></li> <li>5. <i>Information on Govt. Schemes and Programmes</i></li> </ol>	<i>For FPO Board of Directors, Leader 1 &amp; 2, Share holders, CEO's</i>	<i>At 250 FIG Level in 5 Companies.</i>



***Deliverable-1***

***240 monthly meetings are held at 120 FIGs by the end of quarter***



*As per the responsibility of conducting FIG meetings in 5 Company limits, meetings could be held only during the 3rd and 4th trimesters.*

*During the 1st and 2nd trimesters the FIG meetings couldn't be held because as per the agreement of this programme, it was already told to conduct FIG/members meeting that were formed earlier itself in this Company jurisdiction. But, in fact the certification of FIGs, list of group wise members and due to the confusion in the group representatives, the atmosphere at the field level of the Companies was not viable to reach the specified aim.*

*Except Yagachi Company, the FIGs in the remaining 4 Company limits have remained only in the documents but did not exist. The share certificates were not distributed to the members. None of the*



members were aware to which group they belong to. They did not even know who their representatives are. It was noticed that there was difference between the list of share holders provided by the company and the list the farmers who possessed receipts had. Under such circumstances the Gram Vikas team took 6 months to confirm the share holders and organise the groups.

During this period, in order to conduct the meeting, based on the availability of the share holding members, representatives and members meetings/trainings have been conducted in small groups, regarding running the FIGs actively and as per rules, importance of convergence, collecting information relating to the farmers demands, to obtain technical suggestions about the crops, to increase the link with the experts, demand for the products that come to the market and other aspects. Due to absence of cooperation of the Administrative Board and clarity about the groups in Saadali Company, it was not possible to meet the specified aim.



Our team conducted several counselling sessions with the Srigriripura Company Chairman and the Directors, along with several coordination meetings in several rounds, with the cooperation of the Department Heads. Even though the Chairman had an opposite mindset and due to the internal differences of the Administrative Board members and due to the negative feeling of the FPO about the groups, it was not possible to organise the groups.

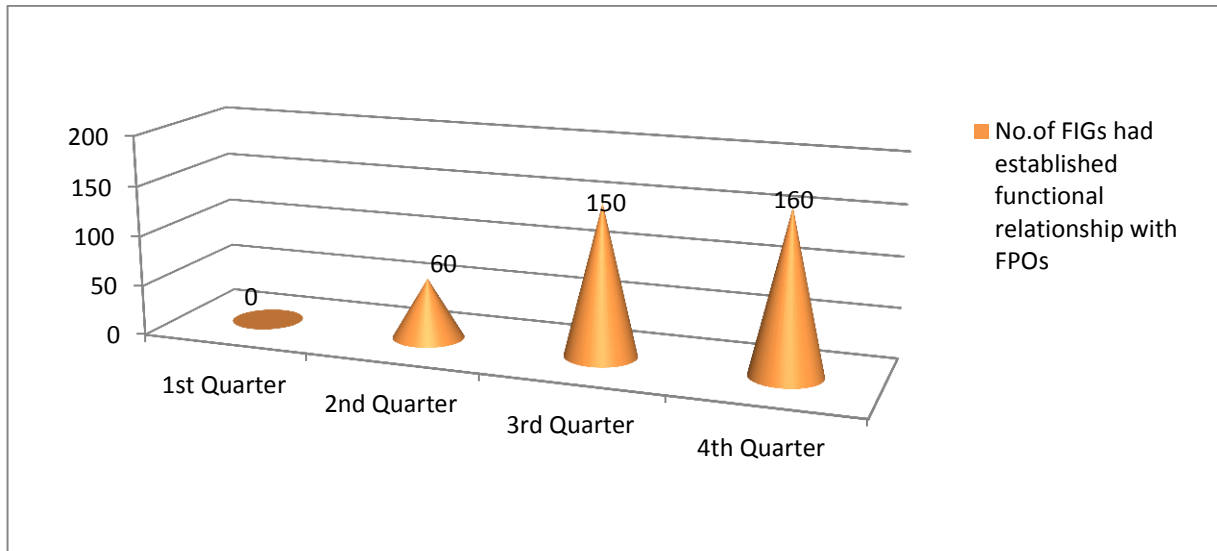
There is a saying that repairing a old house is more difficult than constructing a new house. Likewise, the process of forming the Company depends upon the development of FPOs and its strengthening.





**Deliverable-2**

**Minimum of 40 percent of FIGs have establish functional relationship with FPOs**

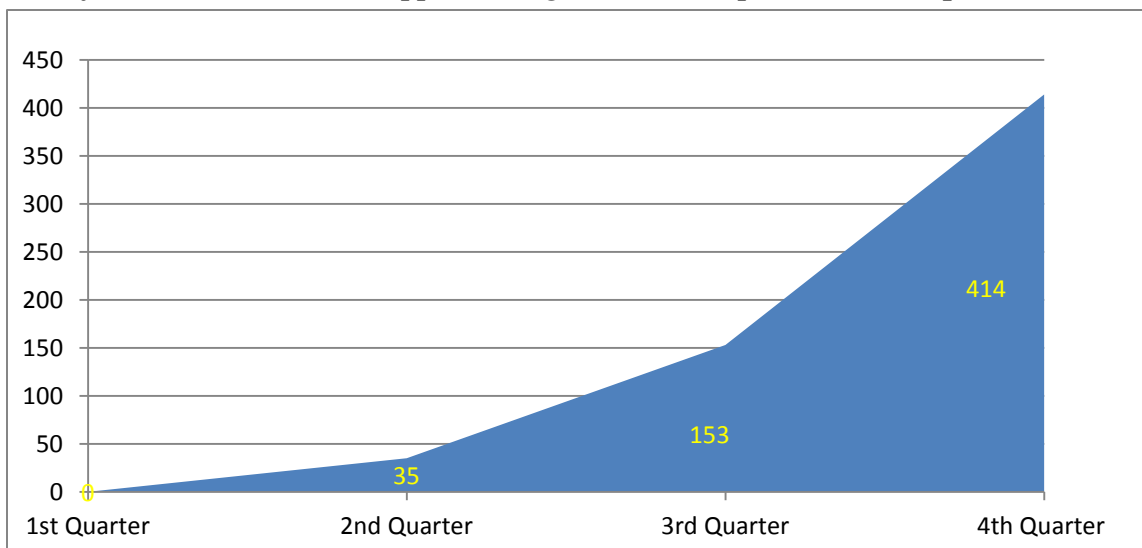


As informed in the 1st point above, more creative activities of FIGs could be done during the 3rd and 4th trimester periods of the Company. The number of people transacting with the Hussenpura, Yagachi and Anekal Companies has increased significantly. In the Saadamma Company a few members have started doing business but they have not received good response from the Company.

In Srigriripura, due to the mistrust of the share holders about their Company, it has stood out.

**Deliverable-3**

**250 member farmers will establish rapport with government departments in a quarter**



## **Efforts for government projects and link**

About 602 farmers of 5 Companies have availed the benefits of the government programmes and facilities during

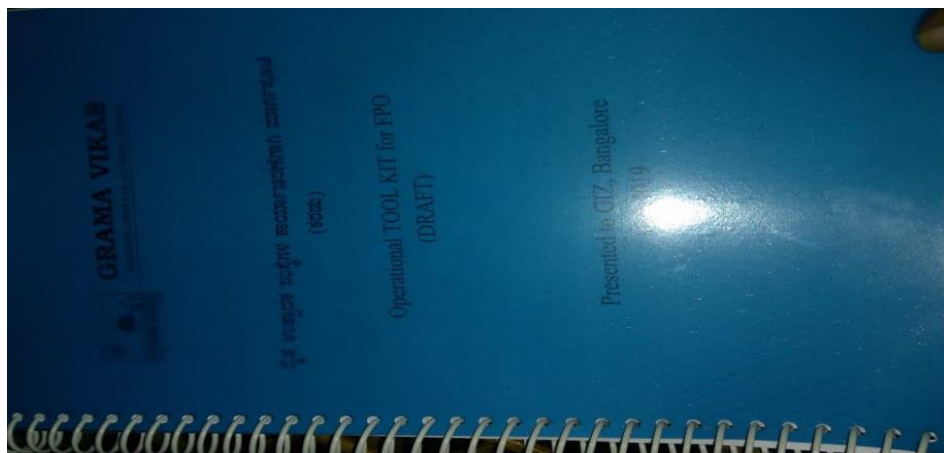


the programme period. As a result of the group meetings conducted by Gram Vikas, members personal visits, information dissemination through training programmes, distribution of information hand outs about the government programmes to all the FIGs, dissemination of information from time-to-time through social media (WhatsApp) in groups, etc., the farmers have made efforts to establish contact to avail government programmes. As a result of the cooperation of the Horticulture Department and the local level officials and Gram Panchayat officials, the farmers could avail the facilities. Especially the FIG members of 5 companies have availed the facilities available under the MGNREGA & department wise programme benefits more.

### **1. Qualitative indictor**

- ✎ Development of Operational tool kit to strengthen the relationship and communication among FIGs and FPOs to project.

**Tool kit has been prepared and submitted to GIZ in Kannada and English version.**



## **Grama Vikas's recommendations**

### **FPO-Do's**

- *The farmers should be mentally prepared to establish FPO.*
- *There should be 50 per cent representation of women in FIGs.*
- *Training should be given to the resource organisations that form the Company, on gender sensitivity.*
- *Awareness should be created among the farmers about the differences between Company Act and Society.*
- *The establishment of a Company should begin from the roots for sustained development. Decisions of the farmers should be given prominence. Only then the farmers can have a feeling of ownership on the farmers Company.*
- *It should be community based and community run organisation.*
- *Professional farmers should be the Board of Directors.*
- *There should be clarity about the roles and responsibilities of the Chairman, CEO. BoDs & Executive Body members*
- *Responsibilities should be distributed between the Leader-1 and Leader-2 and should be prepared.*
- *Regularly meetings should be held compulsorily at all the levels for good management.*
- *Training should be provided to the Leader-1 and Leader-2 and other members identified by the Company on agriculture and other developmental issues, once in every 2 months.*
- *At least one person should be developed as LRP (Local Resource Person).*
- *The financial, management and transactions should be transparent.*
- *The financial and social audit of the Company should be done atleast once in 3 or 6 months.*
- *The Company should close the daily transactions within the stipulated time and deposit the amount in bank.*
- *The Company accounts should be computerised.*
- *Daily journal should be maintained.*
- *The Company input & output, business timing should be fixed as convenient to the farmers agricultural activities.*
- *Every purchase made by every share holder should be presented in the Annual General Body meeting.*
- *Increment or discount should be announced for farmers who do more business in the company.*
- *An accounts committee, business committee, motivation committee and coordination committee comprising 3 persons in each of the committee should be formed among the directors, according to the improvement.*

### **DONT's**

- ☞ *False promises should not be made to attract the farmers towards the company.*
- ☞ *The Company should not indulge in any kind of loan activity.*
- ☞ *It should not be established as target oriented company.*
- ☞ *Any person who is involved in selling of chemical fertilizers or agricultural tool and product sales or any person who is involved in political activities should not be elected for BOD. This may lead to conflicts.*



***Yagachi Horticultural Farmer Producers Company, Kanaayakanahalli, Belur Taluk, Hassan District***

***Purpose:*** *Converging the Farmer Interest Groups (FIGs) having share holding farmers in the Company limits and developing self-dependency.*

***Scope:*** *Activate 1000 members company that is spread across 40 FIGs in two hoblis of the Yagachi Horticultural FPO as per the procedures of the company rules, fulfilling the aims and objectives of the FIGs and the company functionally and organise mass community based activities.*

***Problems:*** *Though the Yagachi Horticultural FPO has completed 3 years after formation, the FIGs that are the backbone of the Company are not active. This was causing the Company to achieve its objectives. There was no demand for the seeds, fertilizers, pesticides and agricultural equipment that are required for the farmers from the groups. If there were any immediate demands it was not possible to fulfill it. It was not possible to predict that when wills the crops grown will come for harvest, expected quantity, quality, etc.*

*It is one of the objective of the company to organise training programmes on creating awareness among the member farmers about the protection measures of the crop, soil testing, disease control methods from experts and provide guidance. The opinion, views and demands of each and every farmer should be understood at the group level meetings for fulfillment of this objective. The FIGs should conduct meetings and discuss during this process. For this a mindset should develop among the group members to gather at one place. Meeting should be held on a specified date, time and place and the representatives of the respective groups should become active in implementing the activities discussed.*

*Whereas, in fact the groups are not at all active, the representatives do not know their responsibilities, nobody is ready to become accountable, most importantly facing the challenges of managing the service centres itself was a great deal for the Board of Directors. The Directors were not giving importance for the FIGs, especially share certificates were not distributed to the share holders.*

***Relief:*** *In such a condition Gram Vikas entered the arena to strengthen the FIGs. After the resource persons and Gram Vikas representatives discussed with the the Board of Directors and a few representatives of FIGs;*

- Provide information to the members of the Executive Committee of the Company about the company strategy.*
- Provide information about the role of the representatives at various levels in the Company and motivate them.*
- Provide clarity about the aims and objectives of the Company.*
- Explain good administrative and leadership principles.*

For this it was decided to organise a two-day training programme to the Executive Committee members, in Mysore. The training programme was based on lessons through games, by experienced resource persons. After this the participants started communicating with the FIGs of their respective limits and made efforts to organise them. The changes noticed after this were as follows:

- Every member identified themselves in groups
- As the representatives are made to be active and they are performing their roles properly, the groups are organising through the meetings
- Collecting crop wise details of the group members
- Identifying agricultural implements required and requests are being submitted to the company
- The farmers have utilized the training benefits for their crop protection
- Have received second share certificates
- They are preparing to make arrangements to sell their produce
- They have developed interest to communicate with the departments and are exhibiting responsibility.

Due to these efforts out of the 48 groups in this Company limits, 36 groups are working actively.

#### *Success story- 2*

---

#### **Saadamma Horticultural Farmer Producers Company (Ltd.), Saadali Cross, Saadali, Shidlaghatta Taluk, Chikkaballapur District.**

While implementing developmental programmes through community programmes under any project/programme, many motivating and interesting incidents will occur. Such type of incidents will be helpful and relevant for development and inspirational for others to learn. We experienced such type of incidents at Anekal, Sriripur, Saadali, Hussenpura and Yagachi FPOs under the FIG strengthening programme.

**Company:** Saadamma Horticultural Farmer Producers Company, Saadali Cross, Shidlaghatta Taluk, Chikkaballapura District.

**Achievement:** Share certificates have been distributed to 950 share holders in 23 villages of the Company limits.

**Details:** The Saadamma Horticultural Farmer Producers Company was established in the year 2016, with 1000 share holders, registered under the Karnataka Companies Act. Though it has completed 3 years already, share certificates have not been issued to the share holders. Hence, the details of the share holders are not available with the Company. Due to confusions in the names of a few members in the documents, the staff and Board of Directors are postponing rectification of the names before issuing the share certificates.

**Problems:** For implementation of strengthening of the Farmer Interest Group programme, the Gram Vikas organisation visited the FIGs that come under the Saadali Company limits. The following problems were noticed: share certificates were not issued to the share holders, whereas it should be distributed within 6 months after registration of the company. But it has not been done even after 3 years. When this issue was discussed with the Company Chairman and CEO we were told that they had not collected all the required documents from all the share holders. They need to collect photographs, identity cards, Aadhar cards, bank account details, etc. But in order to collect all these documents they have to visit all the share holders face-to-face and discuss. There was shortage of staff and the Board of Directors were not interested and hence this process has been postponing.

**Attempt for relief:** When Sri Ramesh, Resource Person, Gram Vikas informed about the need of collecting the details of each and every member which is necessary to distribute share certificates, in the meeting, it was discussed and plans were made to visit all the members in each village limits.

- Visit the FIG representatives and members of the Board of Directors whose details are already available and ask them collect the required documents from the members and also motivate them.
- Discuss with the groups in villages, and verify the share holders list available and finalise the same.
- Collect the required documents through copies.
- Solve the confusions of the names that have confusion.
- Contact the auditor and provide details to issue share certificates for those who submit the required documents.
- Prepare share certificates.
- Conduct meetings in every group limits and take measures to distribute share certificates.
- The resource person of Gram Vikas was asked to follow these measures. Accordingly, efforts were made to visit all the 1,000 members in every village within 2 months and all the required documents were collected within 3 months.
- After collecting all the documents the share certificates were prepared and share certificates were distributed to 950 share holders through the Chairman, Director, CEO and Gram Vikas Resource persons at the respective group levels within 2 months. There were confusions in the names of 50 members who were assured to be given the certificates in the coming days as per rules.

**Outcome:**

- 950 share holders have received share certificates
- members have been certified at group level
- Names have been suggested to these groups
- Group representatives have been finalised
- Process of conducting group meetings has taken momentum. Opportunities of regular meetings increased.
- Share holders confidence on the Company has increased.
- Have possessed original document to deal with the company
- Their confidence and trust on Gram Vikas has increased.



**Hussenpura Horticultural Farmer Producers Company, Hussenpura, Bilikere Hobli, Hunsur Taluk, Mysuru District.**

**Programme:** Established coordination with the Hussenpura Horticultural Farmer Producers Company and the Raitha Mitra Producers Company of Mysuru, to obtain market for the products.

**Purpose:** Agreement signed for regular market facility for the produce grown by the Hussenpura Company farmers.



**Problems:** There is no sustainable market for the farmers produce. There is no sustainable price and supply facility. Solution to this problem should be found out due to the influence of private players in this area.



### **Implementation measures**

- *Discussions have been held with the Gram Vikas team on dt: 01.04.2019 at the Hussenpura Board of Directors meeting.*
- *The Hussenpura Company Chairman, CEO and Gram Vikas resource persons held discussions with the Raitha Mitra Company, Mysuru about the pros and cons.*
- *Decision taken in the meeting with the Hussenpura Board of Directors, to establish coordination with the Raitha Mitra Company of Mysuru.*
- *Letter by Hussenpura Company to the Raitha Mitra Company, Mysuru.*
- *Sri H. B. Ramakrishnagowda, Gram Vikas program coordinator who is a good old friend of Sri Kuruburu Shanthakumar, President, Raitha Mitra Company, had a telephonic conversation, which was very cordial and successful.*
- *Agreements made with respect to the measures that can be taken by both the Companies for coordination.*
- *After November 2019, both the companies shall think about the production, demand and supply quantity and methods of business, rules that needs to be followed and take measures.*

**Outcome:** *If the measures of sale of vegetable produce of both Hussenpura and Raitha Mithra Company of Mysuru is implemented as per the rules, the possibilities of benefits are more.*

- *Objectives of both the companies will be fulfilled*
- *The products of the Hussenpura Company member farmers will get help from their friend company and it can get a sustainable market for their products.*
- *Their products will get a transparent value, will get good opportunity conduct business openly.*
- *Opportunity for the Raitha Mitra Company to establish business contact with another company having the same objectives.*
- *Direct and indirect support for the farmers of both the companies.*
- *Regulation of local market commission agents.*
- *The prices, difference in weight and commission in the form cash which were a hurdle to their products can be regulated.*
- *Demand can be created to their products outside the state.*
- *Exchange and distribution of profits.*
- *Cordial relationship and coordination of likeminded objectives of both the companies.*
- *It can become a learning and model for other companies in the future.*

### **Implementation**

- *The Hussenpura Company will get month wise details of the demand from the Raitha Mithra Company, Mysuru.*
- *Create production plan to fulfill these demands*
- *Prepare the farmers for soil processing to grow quality vegetables.*
- *Prepare draft models of the agreements*

- Both the Board of Directors shall decided upon the regulations
- Decide about the business measures after November 2019.

#### *Success Story-4*

---

*Sri Nanjunadiah, a farmer from Mayasandra village has increased the business in the Anekal Farmer Producers Company Service Centre.*

**Company:** *Anekal Horticultural Farmer Producers Company (Ltd.), Anekal, Bengaluru Rural District.*

**Reason:** *Sri Nanjunadiah, a farmer from Mayasandra Village is a good farmer. He possess 2.5 acres of irrigated land and grows vegetables and flowers. He usually purchases fertilizers, pesticides and agricultural equipment from private shops and spends around Rs. 40,000 to Rs. 50,000 monthly. Though he is a shareholder with the Anekal Horticultural Farmer Producers Company he wasn't doing any business with the Company, for the following reasons:*

- *He doesn't get material on loan*
- *The pesticides and fertilizers he wants are not available when he requires.*
- *Hence, he did not had trust on the Company and demanded to return his share amount during the meetings.*
- *Smt. Kamala, Resource Person, Gram Vikas was holding the FIG, Mayasandra meeting. Sri Nanjunadiah presented his arguments and I asked him the following questions:*
- *How much share amount did you pay? He replied Rs.1,000/-*
- *The present share price of the Anekal Farmer Producers Company is Rs. 3,500/-*
- *Even though you do not do business with the Anekal Company your share value has increased from Rs. 1,000/- to Rs. 3,500/-, because other farmers are doing business there from the last three and a half years. So your share value has increased by Rs. 2,500/-. If you would have also done business during this period your share value would have increased further, isn't it?*

**Incident:** *Once when I was in the Anekal Company I had visited the service centre to purchase fertilizers. The CEO, along with Sri Nanjunadiah and Smt. Kamala explained me about the Company and its transactions and about the activities of the FIG. Otherwise I would have not come here even today. But today I am getting the fertilizers and pesticides I need here.*

**Influence:** *The effect after discussion between Smt. Kamala and Sri Nanjunadiah*

- *Sri Nanjunadiah is active in Mayasandra village. He has conducted transaction to the tune of up to Rs. 30,000 in the Company every month till August 2019. He visits the Company's office whenever he visits Anekal. He speaks with us very lovingly and has developed trust and confidence now.*

#### *Success Story - 5*

---



**Hussenpura Company which found success in the beginning of the Service Centres that are affordable to the farmers**

*The Hussenpura centre was far for the farmers living in Halebeedu village, Cholenahalli, Vaddarahalli, Gersanahalli and Kommedgowdanakoppalu villages, that come under the Hussenpura Company limits. Hence there was no relationship at all and no active business transactions.*

*After Gram Vikas started its activities here, in the FIG meetings the farmer members were asked to purchase the fertilizers from the Company and explained them about the benefits that they reap. They requested that if the services are made available in the village itself it would save the farmers time. Thus the concept of service centres came up.*

*It was decided to start the service centre at Cholanahalli and Halebeedu villages in the first phase. There was a fertilizer dealer among the Company directors. He explained that the Company cannot start the fertilizer store with one licence and it was causing problem from the Department and hence opposed the service centre. The other directors came to know that he was opposing because it would affect his personal business. But the Service Centres at Cholenahalli and Halebeedu Villages were opened on dt: 23.08.2019. The Director in the administrative board who was pro-fertilizer dealers submitted an oral complaint at the Raitha Samparka Kendra in the Agriculture Department. The Bilikere Raitha Samparka Kendra Agriculture Officer immediately issued a notice to the CEO through whatsapp and instructed that they are coming for an inspection tomorrow and there should not be any stock. Immediately a strategy was done and we spoke to the Chairman and the CEO and brought the issue to the higher-level officers of the Department and guidance was taken. Later the Raitha Samparka Kendra office was visited on dt: 24.10.2019 and discussions were held. After that the officer also spoke on behalf of the fertilizer shop owner as we noticed. When we questioned that anybody had submitted a complaint in writing, they said no. Later we provided the details about the activities of the service centre and the services that were being offered to the share holders. Then we received a reply that it cannot be done with 1 licence. The Director who had complained then visited. The officials told that he only had orally complained. But initially he refused, then he kept quiet. After our visit to the Raitha Samparka Kendra, we directly visited the Assistant Director of the Agriculture Department, in Hunsur Taluk and shared information with him. In his response he informed that though the Company had been formed by the Department, the lobbying of the fertilizer shop had increased and assured that they would cooperate and would not allow any kind of trouble. He also suggested to register in the Raitha Mahiti Seva Kendras (Farmer Information Service Centres). He also instructed the Agriculture Officer who had visited the Raitha Sampraka Kendra to maintain status quo. By that time, the Director of our Company who is also the fertilizer dealer submitted a written complaint through the Bilikere, Tenkalakoppalu and Ayarahalli fertilizer dealers and uploaded a copy of the complaint on social media like Facebook, WhatsApp, etc.*

*Our team also made a counter strategy to tackle this. A meeting comprising the FIG members who are looking after the activities in villages and share holders was held. Efforts were made to explain that in case if anybody comes for inspection, any one of the share holder should tell that he is purchasing on behalf of other share holders and then sharing it. The Service Centres monitoring group members and the*

*share holders were mentally prepared to answer that they would demand to provide the fertilizer on the spot at the price they require. The Agriculture officials yielding to the pressure by the fertilizer shop owners were ready to conduct an investigation. But, due to the instructions from higher officials they cancelled it. Even though in the BOD meeting it was decided to open a full-fledged shop at Halebeedu by getting a new license. Presently along with 2 sub centers, service centers have been started in Gerasanahalli and Kommegowdanakoppalu villages also.*

*Unable to digest the growth of the Company, the private fertilizer seller made continuous attempts to close the Company by creating confusion among the share holders. But we have given a befitting reply against their efforts by strengthening the FIGs.*

*Presented by*

*M.V.N.Rao  
Executive Director  
Grama Vikas  
Contact No 9448136074  
[mvnrao2000@yahoo.com](mailto:mvnrao2000@yahoo.com)*

*Presented on : 5.11.2019*

*Report prepared by  
The team of GLP & Grama Vikas*