



# **GRAMA VIKAS**

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## **Operational TOOL KIT for FPO**

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## **Part - 1**

# **Concept of Farmer Producers Organisation**

## Foreword

India is a country full of villages. Agriculture is the major occupation of the people of this country. Hence Mahatma Gandhi has rightly said, "The heart of India lies in the villages, if villages are destroyed India will also destroy." It took 60 years for us to understand this truth.

We have still not understood that agriculture is inevitable for existence of human life on earth. We have also failed to understand that agriculture is not only the welfare of the entire population but also feeds everyone's stomach. Though major population of this country is involved in agriculture we have failed in making people understand that it is also one of the employment sector. In fact it has created a bad opinion about agriculture among the people. Thus we have neglected it. Successive governments have failed to listen to the problems of the farmers and respond to them properly. It has led farmers to struggle alone. We often say that "farmers are the backbone of this country," whereas it has just remained a word of mouth. In fact while we say nice words about agriculture and farmers, we behave harshly with them. While on the one hand the farmer is being swirled and spinned due to natural calamities, series of other problems like lack of proper price for his hard-earned produce, no proper system to market his produce, havoc caused by the mediators, lack of technical information, lack of proper guidance, inavailability of seeds and fertilizers in time has made their lives pathetic. Thus many of them are committing suicide. Though the government is introducing several packages and programmes to help farmers, it has not been possible for the farmers to use it properly or it is not reaching them. Though the government is making attempts like organizing government fairs, establishment of agricultural produce market, agricultural service cooperative society, etc., complete success has remained elusive. The government is also struggling a lot to bring the farmers to the mainstream.

Even though the Agriculture Department, Horticulture Department Sericulture Department, Watershed Department, Animal Husbandry Department, etc., have joined hands to support the farmers, it has not been possible to bring the farmers to the mainstream, according to the report submitted to the Govt. of India by Y.K. Alagh, renowned economist.

This report has provided solution to the farmers problems. Agriculture is an unorganized sector and majority of the farmers are micro and marginal farmers. Due to financial dearth, proper knowledge and a kind of inferiority complex these farmers are unable to consider and change their profession into entrepreneurship. Hence, there is a need to bring all of them together and enable them to resolve their problems by themselves, through organized efforts.

Considering the proposition of this report, the Agriculture Ministry, Government of India, commenced a nodal agency called the Small Farmers Agri Business Consortium (SFAC), with an aim of organizing the rural farmers, identifying proper market for their produce, make efforts to establish direct link between producers and the consumers, teach the farmers to think how to gain more profits like entrepreneurship. This agency was given the responsibility of nurturing the farming community by guiding and advising the farmers, for two years.

The Govt. of Karnataka has made the Farmer Producers Organisation (FPO) like an institutional mechanism in order to gather the farmers and provide them a good platform. In association with the Horticulture Department, Agriculture Department, NABARD, etc., since 2014-15, more than 300 FPOs have been formed and nurturing the farming community by providing necessary assistance and guidance.

Autonomous Farmer Producers Excellence Centres have been established to strengthen the FPOs. It has helped to extend support and motivate the FPOs.

The Govt. of Karnataka has come up with a policy for establishment of FPOs. The 2018 Policy has been framed based on the suggestions, advice and report of the Committee comprising Sri P.C. Ray, Commissioner, Watershed Development Department, as the Chairman, Dr. Ashok, Director, FPOs, S. Alur and Smt. Kshamapatil and Rashmi Aliyas, Deputy Directors, Horticulture Department, Lalbagh. Highlights of this policy have been provided here.

The following organizations will work for formation of FPOs and its management. The various roles and responsibilities of various organizations are as follows:

### **Power Committee**

A State-level Committee has been formed under the Chairmanship of the Additional Chief Secretary to the Government and Development Commissioner, comprising various partners and Finance and the Planning Departments. Two members from the Industrial sector will be selected to this committee.

To motivate FPOs this Committee will provide required guidance and supervision, analysing and forming guidelines, assessing the amount of financial help that the FPOs require.

## **Nodal Department**

Responsibility has been given to the Agriculture Department to function as the Nodal Department. It will establish coordination between all the partner departments and extend cooperation to the power committee with respect to the formation of the FPOs. For this purpose a nodal agency has been formed under the Ministry of Agriculture.

## **Excellence Organization and Knowledge Partners**

The Farmer Producer Organizations Excellence Centre is an independent agency in the State and is involved in works like policy making, capacity building of FPOs and extending necessary help to the Power Committee in the business development aspects of FPOs, and functioning like knowledge partner.

## **Implementing agencies**

Establishment of FPOs in agriculture, horticulture, sericulture, forest, fisheries and other sectors is being encouraged in the State. Hence, the Agriculture, Horticulture, Sericulture, Forest, Fisheries, Watershed Development, Cooperation, Rural Development, Marketing Board and other developmental Departments are part of the development process of FPOs.

## **Program Monitoring Cell at Departmental level**

The State Development Departments and Implementation agencies should have a Programme Monitoring Cell for implementation of all the activities including motivation and formation of FPOs. The Heads of respective departments will be the Heads of this Program Monitoring Cell.

## **District-level Implementing Agencies**

FPOs can be formed in agriculture, horticulture, sericulture, forest, fisheries, watershed development, rural development, and other sectors related to market federations. The responsibility of coordination of the activities of various implementing agencies at the District-level with respect to FPOs should be given to the Deputy Commissioners of respective districts. The Deputy Commissioner will be the Chairman of the Coordinating and Monitoring Cell at the District-level and the ZP CEO will be the Vice-Chairman. The Heads of all the Development Departments of the district will be the members. The District Joint Director of Agriculture will be the convener.

## **Resource Centres**

Any registered, non government organisations, educational institutions, or any other institution that is working with the farmers and striving for their capacity building shall be the Resource Centres. The approved Resource Centres in the state will engage in activities like encouraging members and preparing them for the farmer interest groups and FPOs and extend necessary support.

## **Business Development Organisation**

The Business Development Organisation of FPOs is a professional organisation, consisting of mainly agricultural marketing experts who provide necessary help to the FPOs in improving the business.

# Farmers Producers Organisation

## Formation of FPO

A Farmer Producers Organisation is a registered company, under Sec. IX'A' of the Companies Act, 2013. Mainly it is a company comprising farmer producers.

A Resource Centre or Voluntary Organisation which is identified in the initial stage will mobilize the farmers, provide them information and form Voluntary Interest Groups and then Farmer Producers Organisation will be formed.

It is important to notice here that especially micro and marginal farmers should be mobilized and it should be ensured that there are only like-minded, uniform crop growers groups.

Each Farmer Interest Group should comprise 15 to 20 farmer producers and the members of these groups should select L-1 & L-2 leaders. It will be called as Farmer Interest Group (FIG).

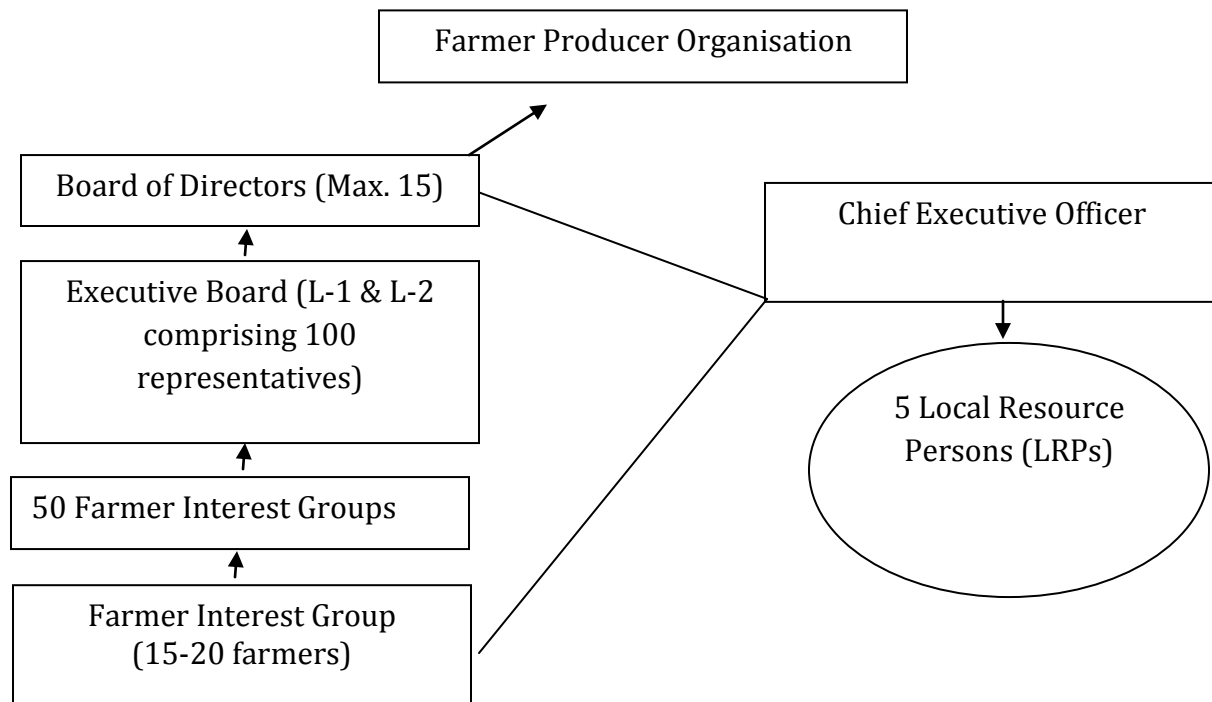
A general body should be formed including one thousand members of such 50 FIGs as share holders. They will be the company's founding inheritors. One hundred (100) farmers including two leaders (L-1 & L-2) who are selected from each of the 50 FIGs will be the Executive Committee members. A Board of Directors shall be formed comprising a minimum of 15 Directors out of this 100 leaders. A Farmer Producer Organisation will be formed with registration of all of them.

A well-experienced and a person who possesses higher education in Agriculture will be appointed as the Chief Executive Officer.

Five (05) Local Resource Persons (LRPs) will be appointed who will be responsible to work as a link between the FIG, FPO and the Departments concerned and to help the farmers.

Thus, a legal group consisting of 1000 shareholder farmers, Board of Directors, Executive Board comprising FIG representatives, CEO, LRPs will work as an organisation/agency that is formed for the development of the farmers.





- ❖ The FPO should be registered and a general body (1000 shareholder farmers), meeting should be conducted within 90 days after registration and the proceedings of the meeting should be submitted to the Registrar of Companies (ROC).
- ❖ It shall procure required documents like PAN, GST and licence required for sales and APMC licence from the authorities concerned. It shall frame policies as required for good administration.

The FPO should follow structural processes from root level upwards.

ತೋಟಗಾರಿಕಾ ರೈತ ಉತ್ಪಾದಕರ ಕಂಪನಿ

ಅಧ್ಯಕ್ಷರು

ಸಿಬ್ಬಂದಿ

ಸಿಬ್ಬಂದಿ

15

ಆಡಳಿತ ಮಂಡಳಿ ಸದಸ್ಯರು

ಉಪ  
ಸಮಿತಿ

7 or 8

ಉಪ  
ಸಮಿತಿ

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ಉಪ  
ಸಮಿತಿ

ಕಾರ್ಯಕಾರಿ ಸಮಿತಿ ಸದಸ್ಯರು

ಪ್ರತಿನಿಧಿ -1  
ಸಂಘಟನೆ

ಉತ್ಪಾದನೆ 50

ತೋಟಗಾರಿಕಾ  
ಬೆಳೆಗಳ

ಪ್ರತಿನಿಧಿ -2  
ವ್ಯವಹಾರ

50 ಮಾರುಕಟ್ಟೆ

L1

ಪ್ರತಿನಿಧಿಗಳು 100

L2

ಪ್ರತಿ ಗುಂಪಿನಿಂದ  
ಇಬ್ಬರು  
ಪ್ರತಿನಿಧಿಗಳು

ರೈತ ಆಸಕ್ತ ಗುಂಪುಗಳು

50 ಗುಂಪುಗಳು

1000 ಷೇರುದಾರರು

## **Major Objectives**

- By building Farmer Interest Groups in the form of federation as Farmer Producers Organisation at village-level, time-bound based products programme should be made and farmers should be enabled to implement it.
- Farmers should be educated by providing information and training on good cultivation methods.
- A link should be established to reduce the production costs and to avail quality implements service.
- The farmers should solve their problems through their own FPO and ensure good income.

## **Aim:**

- Farmers especially the unorganized, micro and marginal farmers should be organized separately, effective transfer of technologies, increase production capacity.
- Strengthening sustainable agriculture based livelihood by providing material and service facilities required for farmers and increase their income.
- Enhancing the value of farmers produce and linking them with market, enabling farmers thinking capacity to be more active.

## **Roles and Responsibilities**

- Organize farmer members who produce crop of a particular area, in the form of an organization.
- Mobilize share capital to facilitate trading programme.
- Frame policies and regulations as per the functioning requirement of the company and develop it accordingly.
- Develop business programme as it is convenient to the Farmer Interest Group and for crop production.
- Find effective ways with respect to enhancing the value of farmers produce and sell it at a good price.
- Take measures to provide basic facilities like godowns, cold storage, cold transportation, processing and other service centre facilities required to safeguard the interest of the farmers of the FPO.

- Take suitable measures to disseminate required information, guidance and quality implements as per the requirement of the farmers and other partners.
- Overall a FPO is a registered agency under the Companies Act, 2013. It is the aim of the FPO to facilitate help between farmers, provide them knowledge to disseminate and share knowledge, experiences, along with enhancing production, decreasing losses and increasing the income of the farmers and thereby bring the farmers to the mainstream.

# **Basis of the Principle of FPO**

- **Spontaneity and freedom**

These are agencies which have been formed voluntarily and it aims to work without any gender bias, social disparity, racial discrimination and politics.

- **Origin based on democratic principles**

These FPOs are established based on democratic principles and hence there is value for the decisions of the members and in their control.

- **Autonomous and Independent Agency**

The FPOs are self helping autonomous agencies, and gives more focus on financial improvement of the members.

- **Elected group**

As in a democratic set-up the team elected by the members strives for the development of the agency and its members.

- **Cooperative principle and Company Act is the essence**

It functions like a movement having the qualities of a cooperative society and Company Act characteristics.

- **'We for the Company and Company for us' principle**

Working with responsibility with an aim to make the agency strong, with a community concern is its basic ideology.

- **Social Entrepreneurship**

Functions as a social entrepreneur with a community concern and a dream for sustainable entrepreneurial development.

# Farmers Interest Group- FIG

The Farmers Interest Group (FIG) is the root of the Farmer Producers Organisation (FPO). Hence, nurturing the root should be given more preference. If roots are strong a tree won't fall against any kind of natural calamity. Thus, the success of a FPO is always based on the creativity and active participation of the FIG and the facilities it receives, proper utilizations and sustained development.

## Structure

Karnataka is a state full of villages, diversity in culture, social, economical, weather, nature. There are both micro, marginal and big farmers in our state and hence it is difficult to look at all the farmers equally.

Hence, 15 to 20 like minded farmers, farmers who grow same type of crop, farmers who have uniform economical gap, small and micro farmers who have uniform interest and live in a same area, and those who come forward voluntarily are brought together on a single platform and a group is formed.

In the beginning, meetings will be held in every village and information regarding formation of the group should be shared and awareness should be created about the importance of FPO. Then, the farmers who voluntarily come forward and those who contribute a sum of Rs. 1,000/- share money should be made as members and a group comprising 15-20 people should be formed.

To lead this group two representatives Leader-1 and Leader-2 should be elected with majority.

## Members Eligibility

- ❖ He should contribute the share amount and become a share holder
- ❖ Should be above 18 years of age
- ❖ Should be working as a farmer and should be a resident of that village, should possess Record of Rights (RTC), also a male or woman who is above 18 years of age from such families can also become members.
- ❖ Should compulsorily attend the meetings of the group and there should be active participation.

## Activities

- All the members of the group should gather and find solutions to the problems with concerted efforts.
- They should together demand and get the opportunities they need.

- Should prepare a agricultural activity plan by coming together once in every 6 months.
- Achieve coordination with FPO and farmers and help the farmers to receive whatever technical services they require.
- Take measures to provide training and information that the farmers may require from time-to-time.
- Establish link with the local government body i.e. Gram Panchayats and ensure that the farmers find solutions to their problems and include the farmers demands in the Panchayat plan.
- Participate in the ward and gram sabha meetings and present their demands.
- Make organised efforts to enable the farmers to think positively and involve in agricultural entrepreneurship activities.
- Conduct a meeting atleast once in a month and provide the opportunity to discuss.
- Facilitate to get the help of various government departments on preferential basis.
- Conduct soil testing, provide suitable crop guidance.
- Provide required help to the farmers with respect to market, price and availing technical services.
- Organise activities like farmers schools.
- Create opportunity for capacity building of the farmers and opportunities with the company and self help groups. Bringing together programmes of other departments.

### **Meetings and functions**

1. The members of the FIG (shareholders) should understand the objectives, aims, importance, role, policy, rules and limitations of FIG and FPO.
2. They should have good relationship with the members of their group and believe them.
3. They should participate in the group meetings compulsorily and hold discussions on topics.
4. The members should provide accurate information to the group meeting about their farming activities.
5. They should submit information about the implements/tools they need for their agricultural activities to the meeting in stipulated form.
6. Submit requests regarding the produce, expected yield, quality and quantity that is given to the market and request to sell produce. Should have monthly information regarding the implements that will be sold to the company or bought.

7. If money saving activity is started in the group, steps should be taken to run the financial transactions as per rules through the group.
8. The farmers should avail training from experts regarding how to reduce their production costs and follow it.
9. Members should extend cooperation to the group representatives to do their roles.
10. Should create a cordial environment in group meetings. Precautions should be taken to ensure that no hurdles will come along in fulfilling the dream of the group due to personal reasons.
11. Should read the registration processes and suggestions shall be given.
12. Should understand the cooperation and self help principles and follow accordingly.
13. The decisions of the group, rules and any other activities should not be discussed with any others.
14. Should respect the group.
15. Should build good relationship with all the members of the group and try to save it.
16. The FIG meeting should be held on a particular date, time, venue.
17. The Leader-1 who conducts the meeting should actively make preparations.
18. The members should attend the meeting with books and other required documents.
19. The meeting should begin with the process and the members should sit in a circle.
20. A list of topics should be made based on the topics that were discussed in the last meeting and the expectations and the meeting should be held in the leadership of Leader-1.
21. The discussion should be held till a final decision is taken.
22. The Leader-2 should record the decisions taken in the proceedings book.
23. The objectives of the group and its limitations should be understood and discussions should be held accordingly.
24. The role of the members given by Leader-1, through Leader-2 should be followed by the members.
25. After all the topics of discussions are completed, other topics/subjects can be discussed informally.
26. Leader-2 should note down the proceedings of the meeting. If there is money savings the details should be recorded in the proceedings book and pass book.
27. The meeting should begin with the introductory talk by the President and concluded as per the procedure. The President should sign after all the members.



# Executive Committee

## Leader-1 and Leader - 2

In order to lead the Farmers Interest Group, two representatives Leader-1 and Leader-2 should be elected with majority. Accordingly, every FIG should elect 2 representatives comprising 100 persons from 50 groups. They will form the Executive Board at the Company level.

The federation formed by all these 100 leaders will be the Executive Board. This Executive Board comprising 100 leaders shall conduct a meeting once in three months and hold discussions about the suggestions and problems of their respective FIGs and come up with suitable strategies with respect to marketing and production and submit a collective opinion to the Board of Directors and help the FPO in preparing an integrated pro-farmer program.

## Selection Criteria

- Men or women between age group of 35-40 years and should have work experience of a farmer.
- Should have good knowledge about the FPO.
- Should be able to read properly.
- Should possess good relationship in the community.
- Should possess the leadership qualities to lead the group.
- Should have interest in attending meetings, trainings and dedicate time.

## Roles and Responsibilities

Leader-1 and Leader-2 are those who work as a bridge between FIG and FPO.

### Leader-1

- Should organise the FIG members and conduct meetings successively and lead.
- Should collect information regarding the crop grown by the FIG members from time-to-time.
- Prepare a list of demands as per the agricultural needs of the farmers and make arrangements to get the FPO tools and services from the distribution centre.
- Organize consultation, training programmes about the farmers crop by experts.
- Establish coordination between the government departments concerned and collect information about the programmes, projects and services.

- Coordinate with the Panchayat Raj bodies on behalf of the farmers.
- Establish link and bonding with the FPO and exchange information.
- Attend the training programmes of the Company.
- Lead the functions of the FIG.

### **Leader -2**

- ✓ Should have cordial relationship with the FIG members.
- ✓ Should record meeting proceedings of FIG meetings.
- ✓ Coordinate with the FPO Administrative Board regarding the crop grown by the FIG members from time-to-time, expected yield, time, quantity, selling process, etc.
- ✓ Should share the affairs of the company with the FIGs.
- ✓ Should establish good relationship with Administrative Board, and take measures for sustained development of the company.

ತೋಟಗಾರಿಕೆ ಇಲಾಖೆ, ಜರ್ಮನಿ ಜಿ.ಐ.ಜೆಡ್ ಹಾಗೂ ಗ್ರಾಮವಿಕಾಸ, ಮುಳಬಾಗಿಲು ತಾಲ್ಲೂಕು, ಕೋಲಾರ ಜಿಲ್ಲೆ

# ತೋಟಗಾರಿಕಾ ಬೆಳೆಗಳ ರೈತ ಉತ್ಪಾದಕ ಸಂಸ್ಥೆಗಳ ಪ್ರತಿನಿಧಿಗಳ ಕರ್ತವ್ಯಗಳು ಮತ್ತು ಹೊಣೆಗಾರಿಕೆಗಳು

**ಸಂಘಟನೆ**

- ಸದಸ್ಯರು ಒಗ್ಗೂಡಿಸುವಿಕೆ, ಸಭೆ ನಿರ್ಣಯಗಳು
- ಉಳಿತಾಯ - ಸ್ವಸಹಾಯ
- ಪರಸ್ಪರ ಒಡನಾಟ
- ಗ್ರಾಮದ ಸೌಹಾರ್ದತೆ

**ಮಾಹಿತಿ**

- ಸದಸ್ಯರು ಕುಟುಂಬ, ಕೃಷಿ, ಪಶು
- ಬೆಳೆಗಳ ಕ್ರಿಯಾ ಯೋಜನೆ
- ಅಭಿವೃದ್ಧಿ ಯೋಜನೆಗಳು -ನೆರವು
- ಕಂಪನಿಯ ಗುರಿ, ಉದ್ದೇಶ, ನಿಯಮಾವಳಿ
- ತಾಂತ್ರಿಕ ವಿಧಾನಗಳು

**ತರಬೇತಿಗಳು**

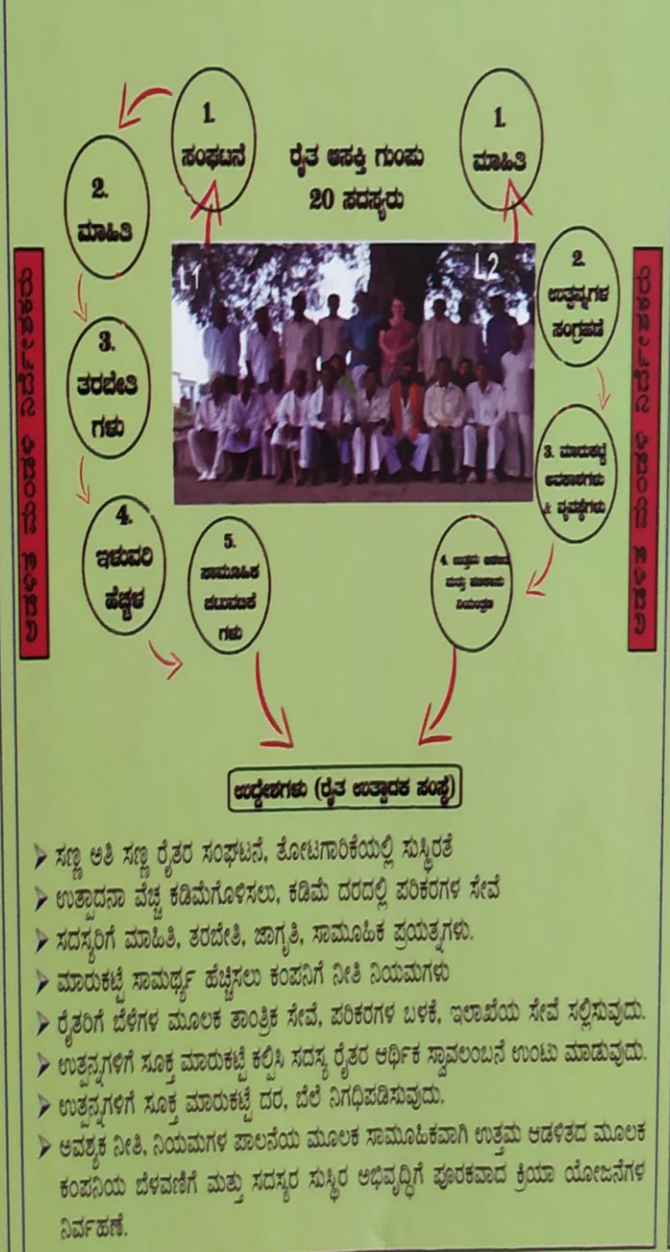
- ಕಂಪನಿಯ ನಿರ್ವಹಣೆ
- ಬೆಳೆ ನಿರ್ವಹಣೆ - ಉತ್ಪಾದನೆ ಹೆಚ್ಚಳ
- ಸ್ವ-ಸಹಾಯ ಸಂಘದ ಪರಿಕಲ್ಪನೆ
- ಪ್ರತಿನಿಧಿಗಳ - ಪಾತ್ರ ನಿರ್ವಹಣೆ
- ಇಲಾಖಾವಾರು ತರಬೇತಿಗಳು

**ಇಳುವರಿ ಹೆಚ್ಚಳ**

- ಬೆಳೆಗಳ ಯೋಜನೆ ತಯಾರಿಕೆ
- ಮಣ್ಣು ಪರೀಕ್ಷೆ - ಸಲಕರಣೆಗಳ ನಿರ್ವಹಣೆ
- ಬೆಳೆಗಳ ನಿರ್ವಹಣೆ - ಕೀಟ, ರೋಗ ನಿಯಂತ್ರಣ
- ಪರಿಕರಗಳ ಬಳಕೆ (ಯಂತ್ರೋಪಕರಣಗಳು)
- ಗೊಬ್ಬರ, ಕೀಟನಾಶಕ, ದೀಪ, ಪಶುಆಹಾರ, ಇತ್ಯಾದಿ

**ಸಾಮೂಹಿಕ ಚಟುವಟಿಕೆಗಳು**

- ಗ್ರಾಮ ಸಭೆಗಳು / ಹಬ್ಬಗಳು / ಜಾತ್ರೆಗಳು
- ರೈತರ - ಸದಸ್ಯರ ಸಹಕಾರ
- ಕ್ರಿಷ್ಣಕರ ಪರಿಸ್ಥಿತಿಗಳಲ್ಲಿ ಒಗ್ಗೂಡುವಿಕೆ



**ಮಾಹಿತಿ**

- ಸದಸ್ಯರ ಬೆಳೆಗಳ ಉತ್ಪಾದನೆಗಳ ನಿರೀಕ್ಷೆಗಳು
- ಪರಿಕರಗಳ ಬೇಡಿಕೆ - ಪೂರೈಕೆಗಳು
- ಸ್ಥಳೀಯ ಮಾರುಕಟ್ಟೆ ಧಾರಣೆಗಳು
- ಬೆಳೆವಾರು ಬಂಡವಾಳಗಳ ನಿರೀಕ್ಷೆಗಳು

**ಉತ್ಪನ್ನಗಳ ಸಂಗ್ರಹಣೆ**

- ಸಭೆಗಳಲ್ಲಿನ ಚರ್ಚೆ ತೀರ್ಮಾನಗಳು
- ಗುಂಪುವಾರು/ಗ್ರಾಮವಾರು ಉತ್ಪನ್ನಗಳ ನಿರೀಕ್ಷೆಗಳು
- ಸಂಗ್ರಹ ವಿಧಾನಗಳು, ಸಾಮರ್ಥ್ಯಗಳು.
- ಗುಣಮಟ್ಟ ನಿರ್ವಹಣೆ, ವರ್ಗೀಕರಣಗಳು.

**ಮಾರುಕಟ್ಟೆ ಅವಕಾಶಗಳು ಮತ್ತು ವ್ಯವಸ್ಥೆಗಳು**

- ಮಾರುಕಟ್ಟೆಯ ಬೇಡಿಕೆಗಳ ಸಮೀಕ್ಷೆ
- ಸ್ಥಳೀಯ ಮತ್ತು ನಿಯಂತ್ರಿತ ಮಾರುಕಟ್ಟೆ ಸಮಿತಿಗಳ ಸಂಯೋಜನೆ
- ನೀತಿ - ನಿಯಮಾವಳಿಗಳು ಒಪ್ಪಂದಗಳು
- ಬೇಡಿಕೆ ಗುಣಮಟ್ಟ - ಪೂರೈಕೆ ಕ್ರಮಗಳು
- ಸ್ಥಾನಿಕ ಮತ್ತು ಸಗಟು ಮಾರಾಟ ನೀತಿಗಳು

**ಉತ್ತಮ ಆಡಳಿತ ಮತ್ತು ಹಣಕಾಸು ನಿಯಂತ್ರಣ**

- ನೀತಿ - ನಿಯಮಗಳ ಚರ್ಚೆ ತೀರ್ಮಾನ.
- ಪ್ರತಿನಿಧಿಗಳ - ಹೊಣೆಗಾರಿಕೆ ಜವಾಬ್ದಾರಿಗಳ ನಿರ್ವಹಣಾ
- ವಿಧಾನಗಳು - ನಿರ್ಧಾರಿತ ಸಭೆಗಳು
- ಸಾಮೂಹಿಕವಾದ ಚರ್ಚೆಗಳು - ತೀರ್ಮಾನಗಳ ದಾವಿಲಾತಿಗಳು
- ಪಾರದರ್ಶಕ, ಮುಕ್ತವಾದ ಆಡಳಿತ ಮಂಡಳಿ
- ಕಂಪನಿಯ ವ್ಯವಹಾರಿಕವಾದ ಕ್ರಮಗಳು
- ಹಣಕಾಸಿನ ವ್ಯವಹಾರಗಳ ವರದಿಗಳ ಪಂಚಿಕೆ
- ವಟುವಾಟುಗಳ ಪ್ರಚಾರ
- ಕಂಪನಿ ನಿಯಮಗಳ ಪಾಲನೆ - ನಿರ್ವಹಣೆ
- ಸ್ವಲ್ಪಂದಿ ನಿರ್ವಹಣೆ
- ಕಂಪನಿಯ ವಿಸ್ತರಣಾ ಕ್ರಮಗಳು
- ಸಹ ಭಾಗೀದಾರರೊಂದಿಗೆ ಸಮಾಲೋಚನೆ
- ಇಲಾಖಾವಾರು ಸಂಯೋಜನೆ

# **FPO Policies**

Like a constitution which is required and important for administration of a country, 'Written Policies' are important for an organisation. Policy is like legislation for any registered Institutional Set-up (Company, Trust, Society, Institution). Policy is very important for proper functioning of a Company/organisation to work within a framework.

The "Farmer Producers Organisation" is also formed under such 'Institutional mechanism'. The FPO is formed from a mass and root-level, farmers will be role players at 3-4 levels. Employees will be appointed to the Company. The President, Directors, appointed CEO will be under the administration and will possess different responsibilities. The 'Policies' will be guidelines to understand the company in a likeminded way and for good administration. According to the government system, 'policies' are essential for any company/organisation to function within a framework, and for good functioning and to possess social commitment.

## **What will be the loss in the absence of a policy?**

We are sharing the experience of the Green Logistics Project of Gram Vikas, undertaken with the help of the GIZ.

Instance 1: Recently in a Company the Chief Executive Officer had to stop working all of a sudden. He was working there from the last 3 years. What was shocking to the company is the Company had not provided any 'Appointment Letter', Rules and Regulations agreement of work to the CEO. This led the Company to face lot of problems. If there was a Human Resource Policy the company wouldn't have faced such a situation.

Instance 2: Unlimited cash transactions will weaken a Company's business. Upon inspection a sum of more than Rs. 2,00,000 cash was found in the locker of the Company which surprised even the management. It is wrong as per financial policy, credit policy and rules.

Instance 3: In all the 5 companies that were functioning under Gram Vikas there was absence of 'Tally Accounts System'. Good financial management, prevention of losses was not possible due to this. This is not the method of functioning according to the moral policy of the company.

Instance 4: Fertilizer shop owners have been appointed as Directors in a few FPOs (Administration). As per the Conflict of Interest this indicates against to the interest of the FPO and appears it might influence private interest.

Hence, there should be 'Policies' to a Company in written form. It should be approved by the Board of Directors. The Company should adopt such policies only. If all the members understand the policy it will be fine. A person or team should be appointed to monitor or check whether these policies are being followed the company will function properly.

The policies will decide the 'Functioning' or 'Systems'. It means it will lead the company/organisation in the right direction. Any person might come in any position, it will become the guideline for them about their responsibilities in the company. Such a company/organisation will not depend upon any person but will be based on a system. A company/organisation based on democratic process will not have confusion like new comers, experienced. The policies will be relevant in fulfilment of the Bye-Laws. It will make the internal process easier and help in limiting the danger of liabilities. Policy is a guideline to the culture of the company, communicate the expectations from employees and daily work. Hence, policy is very important. The following few policies are very important.

1. Human Resource Policy
2. Conflict of Interest
3. Finance Policy
4. Customer Quality Policy
5. Ethics & Conduct Policy

#### **Human Resource Policy:**

The Human Resource Policy and Procedures will help to establish sustainable practices and manage at the work place. It is essential to prevent dissatisfaction among the workers, factors that lead to conflict and to know the responsibilities, work schedules and uses of the employees.

Transfer of employees, list of their duties and responsibilities, payroll and utilities, allowances, working days and time, salary deductions, holidays, discipline, attendance, time sense, employee behavior, discipline and grievance policy and procedures, relation of employee management, safety at work place and health, equal employment opportunities, threats, anti-harassment and discrimination, code of conduct, drug and alcohol, internet and e-mail policy, exchange of human resources information and procedures should be adopted.

#### **Conflict of Interest Policy**

The purpose of this Conflict of Interest Policy is safeguarding the interest of the organisation. This policy is essential to prevent any officer or director to carry out any transaction with personal interest or that may bring personal profit to them.



The Conflict policy is a situation where one financial purpose is fulfilled with expenses of another purpose. It is a policy that prevents private intervention or influence in recruitment of employees, selection, publicity, employment and other related decisions. It is a policy that ensures good relationship between people. Measures to manage conflicts means, considering the financial interest of a company where we are working more than our own and acting accordingly. We should be capable of thinking about the consequences that may arise due to a conflict, before itself. Imagining the possible conflict, precautions should be taken to ensure that the company and personal relations do not malign.

### **Financial Policy**

Having a financial policy is mandatory for any company/organisation. Likewise, the Farmer Producer Organisation should also develop a financial policy, for the purpose of financial management of the company, revision, create institutional financial controls. Good financial policy will provides a proper and legal way of solving a particular problem. Policies are framed to encourage market efficiency and company values. To have financial stability, keeping in mind the present transactions and future requirements, the financial policy helps to understand the proper and limited capital supply and manage the assets and liabilities of the company, and monitor functional financial factors like expenditure, income, receiving and payment limits, buying and selling rules, bank accounts, money inflow and out flow, profitability. It helps in fulfilling proper financial laws and its needs and have other financial rules.

### **Customer Quality Policy**

The Customer Quality Policy provides a frame to the purpose and strategy of the FPO and commitment in producing goods. Customers are the single most important factor of the Company's business and it helps in improving the quality of the produce to reach the National and International market ranking. Ways can be found for increasing production, market demand and price.

### **Ethics & Conduct Policy**

This policy establishes the behavioral rules of the people inside the Company and explains the employers responsibilities. It is also useful in protecting the interests of the Company's business along with the workers rights. It exhibits respect to several factors like behavior, justice, equality, dignity, diversity and moral ethics, that are relevant for the society and the people to consider it generally as good values.

# Convergence

In order to achieve the aims of the FPO, if personal effort is made through the organisation, department, person and programmes it is difficult to achieve. It is very important to converge the programmes of various departments, projects that have same purpose and aim. The FPOs play a significant role as part of government help and part of departments. In this background, through convergence of FPO with various government departments and programmes it will be possible to achieve sustainable development aims, speed, quantitative and positive effect.

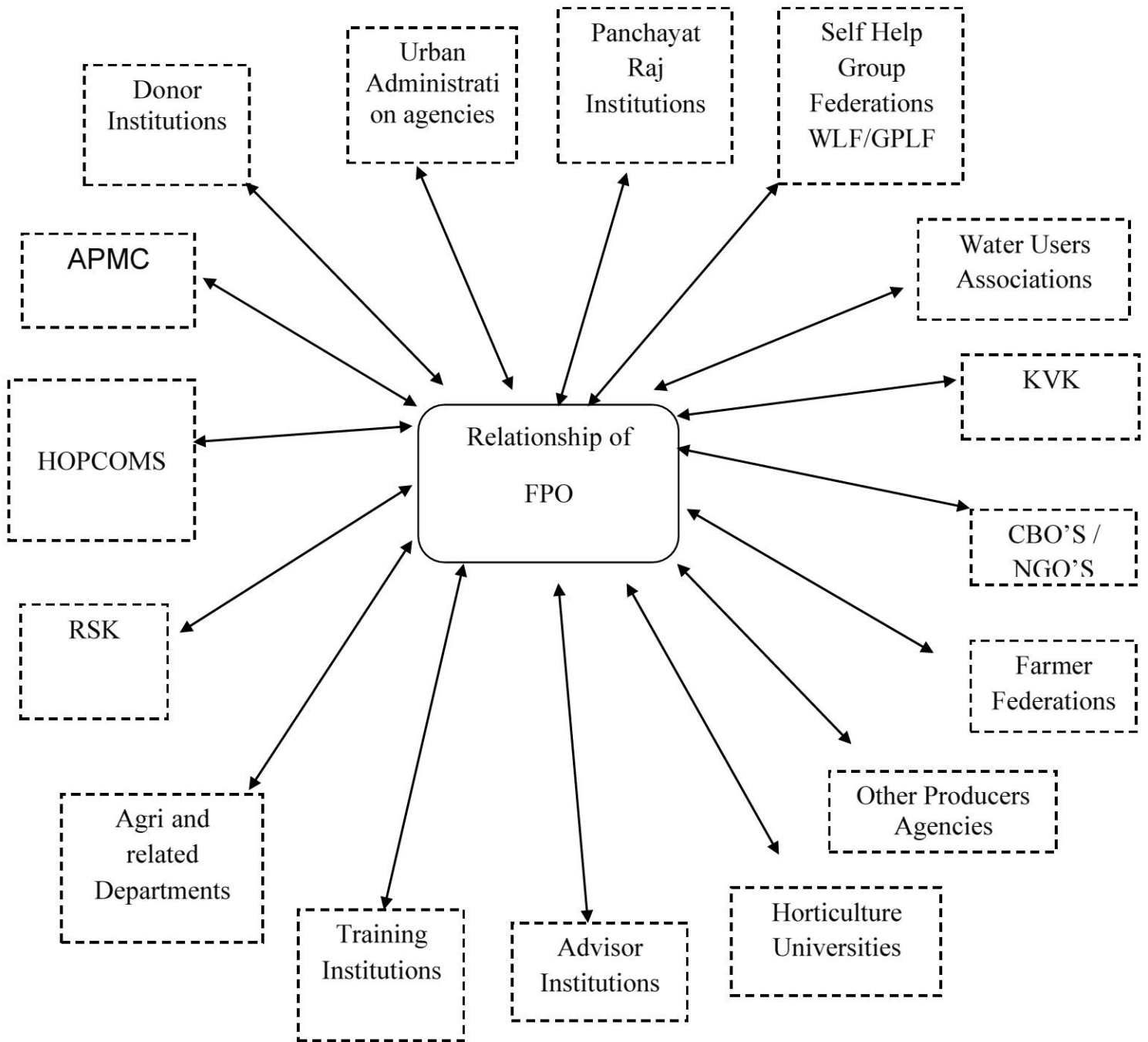
## Why Convergence?

- Improving financial level
- Bring improvement in business affairs
- All the stakeholders participating in all the levels
- Strengthening democratic set-up
- Providing opportunity for sustainable development.

## Convergence Methods

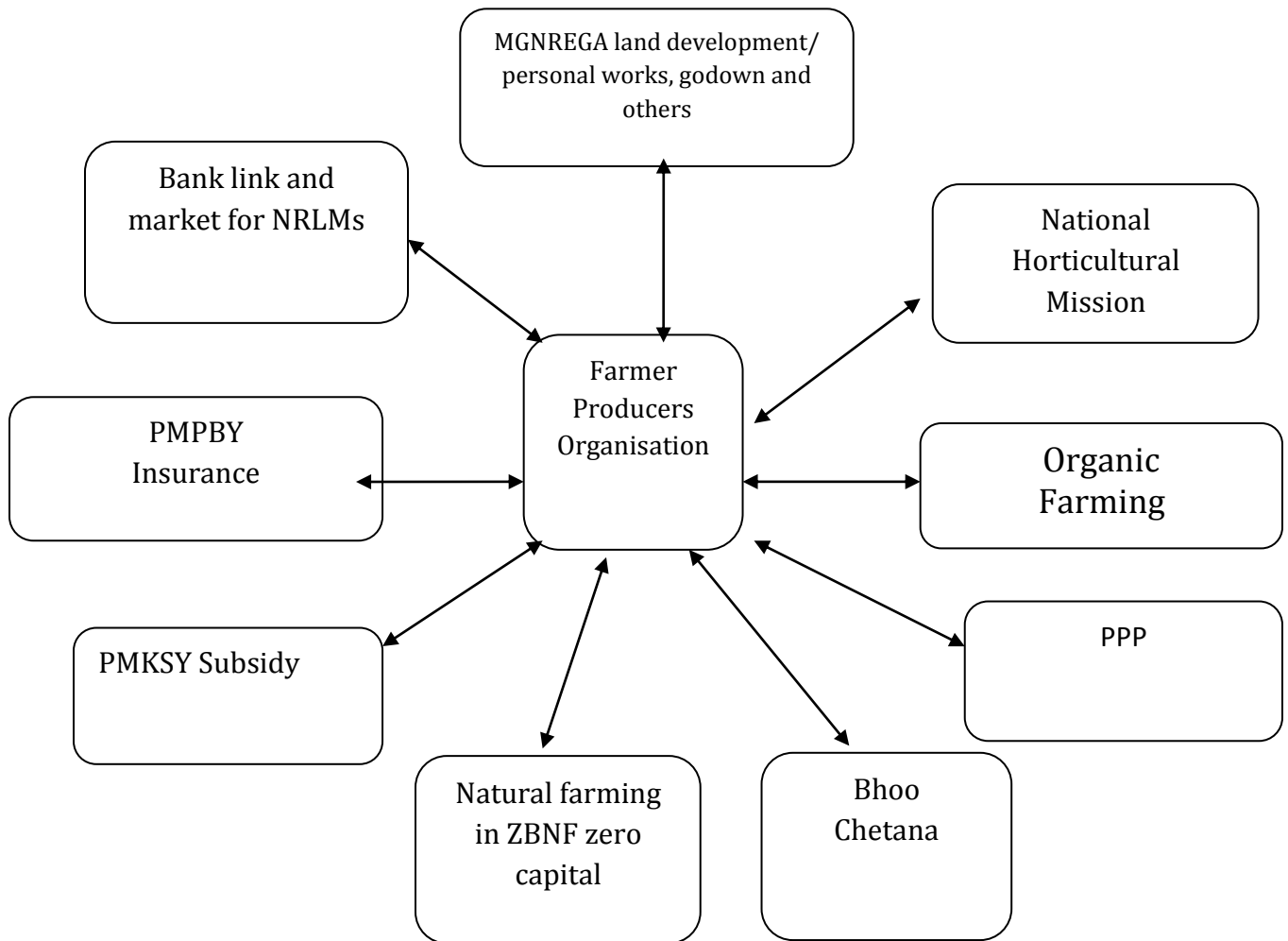
- Institutional Convergence
- Schematic Convergence
- Human resource Convergence
- Financial Convergence

Convergence with Organisations

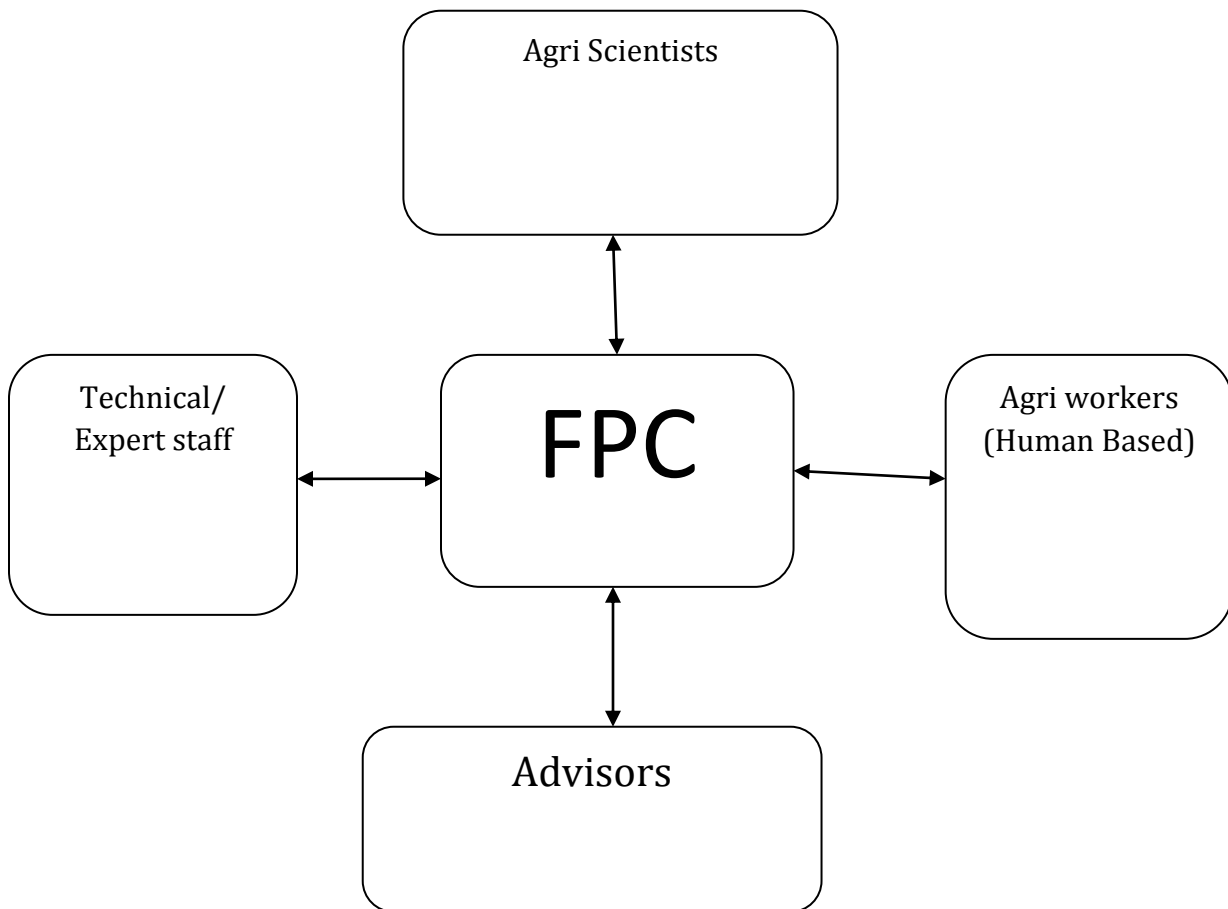




**Programme based Convergence**



**Human Resource Convergence**



A Farmer Producers Organisation can develop basic infrastructure through managing natural resources. It can achieve institutional network in its work area through convergence.

### **Primary level**

Company's basic infrastructure

Managing natural resources



### **Value enhancement of the farmers production**

Other Department/ convergence of programmes



### **Production Skill Development**

Food grains, fruits, flobers,

vegetables, milk, fish

NMDP, RKVY

SFS, PPP



### **Market link**

FIG/ WLF /GPLF

NRLM fairs

Market

Organisations

## **Company Sustainability**

### **Sponsorers, advisors, guides, department, other accountability**

All the participant organisations/ persons who deal with the FPO should implement their roles and responsibilities effectively with proper guidance. Like a mother who nurtures her child, like a building which will be safe if a strong foundation is laid, they should carryout their works effectively at various levels of establishment/development of FPO. They should verify the implementation effects, evaluate and recommend to follow regular methods, undertake financial-social audit at the appropriate time, extend require support till it becomes independent and capable to work on its own. Should nurture atleast upto 5 years and monitor.

### **Share holders accountability**

They should understand the dream, concept, aim, ojectives, rules and regulations of the Company clearly. Should extend good cooperation and coordination to other members. Should establish coordination with the experiences of agriculture, horticultural activities and technology and bring quality to the produce and work with all the efforts of the company in finding a good price in the market.

### **Administrative Board accountability**

Should understand the aims and objectives, accountability of following rules and regulations of the Company. Should give personal time, knowledge, cooperation and participate for its implementation. Should take part in the meetings regularly and participate in discussions, should provide opportunity to take good decisions without any negligence. Should take good administrative measures for profitable functioning of the Company affairs, should possess good relationship with the farmer groups to engage the share holders in your respective limits for the development of the company, should make efforts to increase the good relationship with the company to take necessary measures to ensure that the farmers will grow good crop and get good price, should not utilize the company, power, money, staff and material for any kind of personal benefit.

### **Chairman/President's accountability**

Should understand about the company completely and should have a concern for its development. Should not give chance for personal benefits, should be transparent with all the administrative board members with respect to all the affairs of the company and should perform duty without any mistake.

The Chairman/President should participate by contributing personal time and accountability with the administrative board. Should talk openly in the meetings about the

personal opinion with respect to the company affairs. He should not utilize the limit of authority by not taking part in the discussions.

Should make efforts for proper management of the staff, ensure honest business transactions for good functioning of the company. Should ensure adoption of rules and regulations of the company and exhibit good guidance and technical usage. Should converge properly with all the departments, business organisations and other institutions, societies that the company deals with.

### **Responsibilities of staff/workers**

Should understand the aims and objectives, rules and regulations of the company and manage it properly from time-to-time. Should follow all the rules, should provide accurate information to the management with respect to financial matters, should record all the administrative and affairs of the company carefully and manage it and should shoulder responsibility to safeguard it.

### **Meetings, resolution methods**

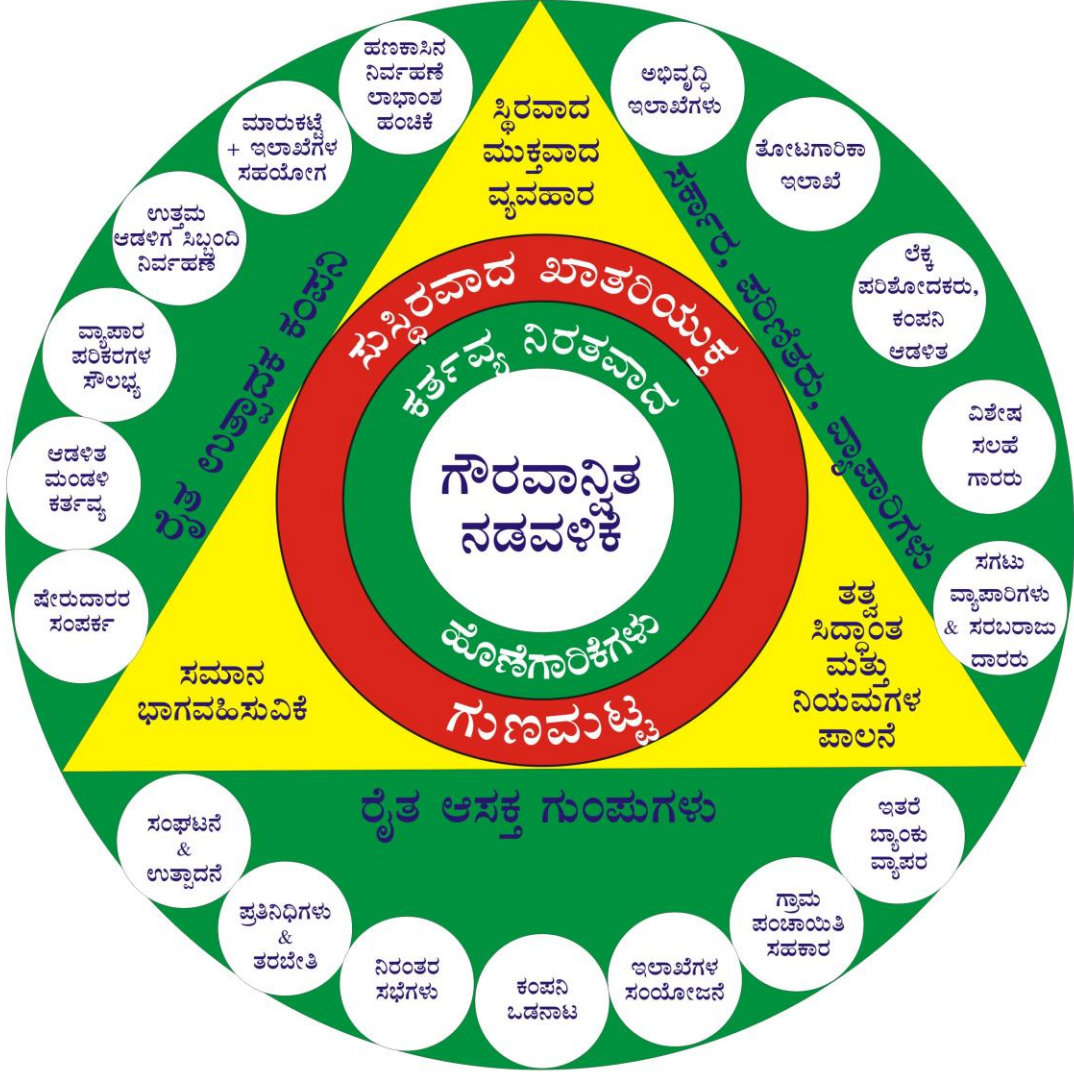
Should carryout all the affairs and meetings of the company and record the decisions, strengthen the processes of follow up, should follow democratic processes, the origin successive participants should get recognition at all the levels.

### **Regularisation of business-transactions**

- The management should take decision regarding the yearly financial matters of the company.
- Should open a stores locally to cater to the initiatives of serving the farmers and provide the tools that they need.
- Should not utilize the source capital of the business and invest capital only for required services.
- Should decide about the profits and carryout dealings without affecting.
- Think about establishing business transactions with like-minded farmer organisations, wholesale dealers, to sell the vegetables grown by the farmers through the Company. Follow good trade practices by mutual agreements, take measures to ensure for exchange of specific quality vegetables/produce, should follow proper rules and documents for this.
- The management should establish local market systems with wholesale dealers and deal with good representatives by becoming share holders.
- Take measures, follow rules to ensure specific amount of profit in every dealing.

- The financial accounts of the Company should be transparent, all the dealings should be made only through the bank.
- Should prepare action plan for every business dealing in its own way and carry out the dealing under the guidance of experts and experienced.
- The profits gained by the Company should be distributed among the share holders accordingly.

# ತೋಟಗಾರಿಕಾ ರೈತ ಉತ್ಪಾದಕರ ಕಂಪನಿಯ ಸುಸ್ಥಿರತೆ



**Part - 3**

# **Training for change**



## **Importance of Trainings**

Trainings means process of awakening the qualitative thinking of the trainees. It is an effective tool of change that inculcates indication of finding solutions among the group of people who attend the training.

The above mentioned factor should be kept in mind while working as a trainer and designing the training material. Success stories that are inspiring and those that can be adopted should be included.

The knowledge of the trainees should be understood and their subject knowledge should be further enhanced. When they understand that it is a programme that is being run by them for themselves they will take part in the training actively.

The design should be prepared keeping in mind the guideline of what type of subjects should be adopted at what level. The training programme should be open to alternative ways that defines the main aspect of the subject, without hanging on just to the aspects that are in the design. Instead of submitting subjects continuously the results will be better if small interactions, group activities, games, clippings, etc., are included.

More focus should not be given for the negative aspects that come across during the training programme. The trainers should exhibit fairness of using the small achievements of the trainees as a motivational tool and identify the skills and capacity in every trainee and encourage them.

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:

1. Executive Board
2. 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 Gram 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:

### **Leader-1, Leader-2 training**

The leadership that can lead the management of FPO should be done by FIG representatives only. In this context, a two-day training programme with accommodation has been developed to make these Executive Board members creative.

A feeling of unity should develop among the FIGs that have been created in the cluster villages of the Company. A feeling of working for a single purpose should grow. In this background in order to develop a cordial attitude, effort has been made to establish a cordial relationship by implementing mutual introduction programme. Efforts are made to make friendship with not only their friends in their own village, but other representatives of the Company too. This training programme helped them to mutually exchange information about the Company.

With an aim to know about the subject knowledge among the trainees and to educate them about the purpose of the training programme, their expectations from the training were mobilized. Thus, efforts were made to confirm that the subjects/topics adopted in the training programme are relevant to their expectations.

In the next session explaining the various efforts made for development of farmers, a session on the objective of establishing FPO, its basic intentions will be held. The most important session was on leadership development. This was a 2-day training level, as it focuses on the characteristics required for integrated management of the Company. In this session the representatives will help the group members to have a like-minded opinion about the intentions of the Company and teach them to adopt the characteristics and skills required to be a leader of a group, through guidance and showing short films and games. On a whole this session fulfils the basic aim of the training programme.

The 2nd session will be on explaining the representatives about the nature of the FPOs that are registered under the Companies Act. In this session the format of the companies that have been formed under the Horticulture Department in Karnataka is explained. The role of the representatives in strengthening the Executive Board which is the major point is explained.

The purpose of the next session will be on importance of FIGs in development of the Company. In this sessions discussions will be held on how to implement the activities of FIGs which are the backbone of the Company.

After discussing the significance of the FIG and FPOs, this session focuses on enabling L-1, L-2 to make their group creative. The functions and responsibilities of L-1, L-2 will be explained. For this, the activity map prepared by Gram Vikas was used. The next session focused on bringing all the share holders under the network and opportunities available to use the internet effectively for information dissemination. Efforts were made this way to inform about the ways to strengthen the company.

Overall, after participating in this two-day training changes in the attitude of the participants were noticed through the changes happened in their function area.

### **Administrative Board members training**

The platform that performs a very important role in the Company's management is the Board of Directors.

In Karnataka about 94 Companies have been formed. But most of the administrative board Directors are unaware of the fact that their Company is registered under the Companies Act. Even today they believe that it is a service cooperative society. It was common among all the Directors in the five companies that we noticed in our function area. We noticed that they still feel 'we have been appointed as the Board of Directors, we do not need any suggestions from others, it is enough if we conduct a general body meeting once a year'. They also will always be thinking about aspects like how to spend the subsidy received by the government and limit themselves to the dealings related to input (fertilizer shops) started by the Company. The trainers should understand that the so called directors are of this mindset. There are a few Directors who do not even know about the primary stakeholders, shareholders, or FIGs. Hence, it was decided to provide training to these Directors. A two-day training programme with accommodation was also prepared. The subjects/topics and objectives of the training programme were as follows:

On the first day like the introduction activity adopted in the L-1 & L-2 trainings to create uniform attitude among the directors of five companies, the same introductory activity was adopted here too.

In the next session efforts were made to understand how much information, awareness and knowledge do the Directors have and a list of expected subjects/topics they want to learn during the training was prepared. Thus, their mindset should be understood, which helps to identify the topics that need to be focused more. In the next session as part of the efforts behind the establishment of the company, the aims and objectives of the company should be explained to the directors. Through this it helps to explain the difference between the company and the service cooperative societies.

The next session focuses on educating the directors about their statutory rights and responsibilities. This will help them to stop showing fingers at the Chairman and the CEO and create their own footprints at every level of development of the company.

In the next session, the responsibilities and duties of the COE of the company will be explained. It helps the participants to understand that the Board of Directors are important and helps them to understand to get the works done through the CEO to fulfil the aims of the company.

In order to make the management strong, it is very important for the company to make efforts to make the members understand the significance of the meeting. This session was held to explain the importance of the meetings. Efforts were made to explain about the Board of Directors monthly meeting, tri-monthly meetings of the Executive Board, and members (members of all the 50 FIGs) annual general body meeting. The trainees should be educated about the statutory procedures and methods of the company. Through qualitative experiences it should be explained how 'meetings' function as the administrative board guide.

In the first session of the 2nd day the importance of FIGs for the development of the company will be explained. This way efforts will be made to make the participants understand how the multi-faceted development of the company is based on the creativity of FIGs.

After this session the Board of Directors will explain the strategies to be followed for strengthening of FIGs. It means they should exchange information about the monthly meetings of FIGs, awareness programmes, information related to the Departmental programmes, workshop, crop information, mobilization of problems and solutions the company has found with the FIGs in their limits (cluster villages) regularly.

After the above sessions, it is very important for the FPOs to establish coordination with various levels of administration and other organisations to protect the interests of the share holders and lead the company towards profit, along with examples. They should know the awareness among the Board of Directors regarding the coordination they should establish with the CEO and Executive Board, representatives of FIGs and GPs, various Production Sector Departments (including Agriculture, Horticulture, Animal Husbandry), voluntary organisations that are working for improvement of standard of living of the people. They should be able to manage the session in such a way that they develop a qualitative attitude. This way this session will help by enabling them to develop a mindset so that they would speak with the departments atleast within their function areas. In the future it helps them to establish coordination with other FPOs established in various other regions of the state and develop a strategy required to reach their company aims, motivate to prepare project.

Not only this, this training will also be a guide to find clarity in their annual report about the preferences of the next five years of the company and clarity about achieving those aims. As per our experience, we have noticed qualitative changes among the administrative board members of the 5 companies that come under the project area of our organisation who attended the training programme. We would also like to mention here about the involvement of the administrative board members who have availed training in FIG organising. This way the regular training programmes will be platforms of qualitative changes and inspiration for achievement. Remembering this we shall proceed forward.

**Beore organising the training programmes, the 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. The report, schedule and design models are as follows:**

# **Training Subject Design Models**

## Schedule of the two-day face-to-face training for capacity building of FIG L1 & L2

<b>Day 01</b>		
<b>Sl. No.</b>	<b>Time</b>	<b>Subject</b>
1	10.00 to 11.30 am	Inauguration
		Session-1: Mutual Introduction
2	11.30 to 11.45 am	Tea/Coffee Break
3	11.45 am to 12.5 pm	Session-2: Preparing list of expectations of the tainees
5	12.15 to 1.30 pm	Session-3: Introduction to the Organisation and Function Area
6	1.30 to 2.30 pm	Lunch Break
7	2.30 to 2.45 pm	Reorientation Activity
8	2.45 to 4.00 pm	Session-4: Leadership and types
9	4.15 to 5.30 pm	Session-5: Characteristics required for a good leader
Conclusion of first day training		
<b>Day 02</b>		
1	9.30 to 10.30 am	Recalling of yesterdays sessions
2	10.30 to 11.30 am	Session-6: Introduction to the horticultural crop of the FPO and response
3	11.30 to 11.45 am	Tea/ Coffee break
4	11.45 am to 12.45 pm	Session-7: Characteristics required for the FPO and FIG horticultural crops.
5	12.45 pm to 1.30 pm	Session-8: Functioning of FIG L1 & L2
7	1.30 to 2.30 pm	Lunch Break
8	2.30 to 2.45 pm	Reorientation Activity
9	2.45 to 3.45 pm	Session-9: Training evaluation
10	3.45 to 4.00 pm	Valedictory

## Training model of the two-day face-to-face training for capacity building of FIG L1 & L2

Session and Time	Particulars
<b>Day -1</b>	
<b>Session 1</b> <b>Mutual Introduction</b> 10.00 to 11.30 am	<p><b>Purpose:</b>            The activities should be developed in such a way that the trainees who come from various places get along with the atmosphere and there is a cordial atmosphere between each of them. The objective of the introduction activity is to remove the shyness, regression, negligence and fear from the participants and help them to start with mutual confidence and a cordial environment. The introduction activity can be conducted through various games.</p> <p><b>Game-1 Introduction to a companion game</b>  <b>Method:</b> The following methods can be used to select a companion. Names/drawings of fruits, flowers, vegetables, animals, etc., can be written in small slips, the number of slips should be as per the number of the trainees. Suppose if there are 50 people, 25 sets of slips or drawings should be prepared. After each of them selects a slip, two people who have selected the slip with the same name or same drawing can be asked to become companions. Five to ten minutes time shall be given for each pair to introduce themselves. After introduction, each of the participant will introduce his/her companion to the total group. During introduction they should be asked to share the following points:</p> <ol style="list-style-type: none"> <li>1. Name, place and family background</li> <li>2. Professional experience</li> <li>3. One good and one bad experience related to profession.</li> </ol> <p><b>Game 2: Introducing by moving in a circle</b>  <b>Method:</b> The trainees should be made to stand in two circles, one within the other and asked to walk in opposite directions. They should be asked to stop moving when the resource person claps and should introduce the person who is mutually in front of each of them. They shall be asked to exchange information like their name, place and a little family background. After some time they should be asked to move again. Again</p>



Session and Time	Particulars
	<p>at the clap of the resource person they shall stop and introduce themselves with new friends. This activity can be continued for 4-5 rounds. This activity/game helps to introduce or know 4-5 new friends in very less time.</p> <p><b>Tips for resource persons</b></p> <p>In this session process of filling up the pre-training questionnaire can be done. The resource person should have clarity and skill about the introduction game they are going to facilitate. They should keep all the necessary material prepared well before time. They should ensure that all the trainees will take part in the game and shall try to complete the game within the stipulated time.</p> <p><b>Expected outcome</b></p> <ul style="list-style-type: none"> <li>• Opportunity for the resource person to personally identify the attitude of the trainees.</li> <li>• Ensure that the trainees get along with the atmosphere easily.</li> <li>• Should create a cordial and trustful atmosphere among the participants.</li> <li>• It helps to establish friendly feeling between the trainees and resource person.</li> </ul>
	<p>11.30 to 11.45 am</p> <p><b>Tea/Coffee break</b></p>
<p><b>Session-2</b></p> <p><b>Prepare a list of expectations of the trainees</b></p> <p>11.45 am to 12.15pm</p>	<p><b>Purpose:</b></p> <p>The participants who attend the training programme will be having various expectations. This session focuses on understanding the objectives of the organisers of the training programme and the expectations of the participants and establishing coordination between them and take measures to include the additional subjects the trainees ask in the training schedule as per need.</p> <p><b>Method:</b></p> <p>In this session the resource person will try to interact with each of the trainee and try to know what he/she is expecting from the training. In the beginning of this session the trainees should be asked to write down</p>

Session and Time	Particulars
	<p>in a book about what they expect from the training personally. They should be given 5 minutes time for this. After this through thinking their expectations should be written as a list in the chart.</p> <p>It should be ensured that the trainees expectations are included in the training programme design. In case if any of the important points out of the trainees expectations are excluded, measures shall be taken to include them during the training period.</p> <p><b>Tips for resource persons:</b>  Opportunity should be given to every trainee to express their expectations during mobilizing the discussion points of this session. While mobilizing the opinions of the trainees, they should be given information about the objectives of the training and the subjects/topics adopted in the training model.</p> <p><b>Expected outcome</b></p> <ul style="list-style-type: none"> <li>• Understand the expectations of the trainees regarding the training</li> <li>• Collect information about the important subjects/topics required to be compulsorily adopted additionally to the model.</li> <li>• Provide clear information to the trainees about all the subjects/topics included in the present training.</li> </ul>
<p><b>Session 3</b>  <b>Introduction to the Organisation and Function area</b>  12.15 pm to 1.30 pm</p>	<p><b>Sub Session-1: Introduction to organisation and function area</b>  <b>Purpose: Introduction to Gram Vikas and its work activities and GIZ</b>  <b>1. Method:</b>  1. Through subject presentation to the trainees</p> <ul style="list-style-type: none"> <li>• Purpose and format of Gram Vikas and its activities</li> <li>• Information about GIZ</li> </ul> <p><b>Tips for resource persons:</b>  The resource persons should ensure that the subject presentation passes in the right direction. After presentation discussion should be held by expert resource persons so as to provide proper information to the participants.</p>

Session and Time	Particulars
	<p><b>Expected Outcome</b></p> <ul style="list-style-type: none"> <li>• At the end of this session the trainees should be able to understand good aspects and drawbacks.</li> <li>• The group values should be reconciled and the trainees should be educated about the opportunities available to implement those values in the FPO system.</li> </ul> <p><b>Required material</b> Related subject presentation (CD)</p>
<p><b>1.30 to 2.30pm</b> <b>Lunch Break</b></p>	
<p><b>Session-4: Reorientation</b> 2.30 to 2.45 pm</p>	<p><b>Session-4: Shibha Rani game</b></p> <p><b>Local activity</b> The participants should be divided into two groups and the Shibha Rani representative will present the demands for the 'Rani', one by one. The group which gets into planned action and bring the thing 'Rani' asks first, they will earn points. This game should be played in 5 rounds.</p> <p><b>Tips for resource persons:</b> Through this game the message, "for any programme to achieve success, efforts should be made to find resources and implement through concerted efforts," should be spread.</p>
<p><b>Session-5: Leadership and Types</b> 2.45 pm to 4.00 pm</p>	<p><b>Session-5: Leadership</b></p> <p><b>Purpose:</b> The FIG leaders should be explained about the importance of leadership.</p> <p><b>Local activity:</b> Anaconda Snake activity</p> <ul style="list-style-type: none"> <li>• Four people in a group should be separated from others and they should be made to stand separately.</li> <li>• The more number of groups should be made to stand in a circle and the snake game should be explained.</li> </ul> <p><b>Short Film:</b> Watch two minute movie 'Lead India' A discussion about the short film should be presented by the resource persons and the importance of leadership should be explained.</p>

Session and Time	Particulars
	<p><b>Expected Outcome</b></p> <ul style="list-style-type: none"> <li>• At the end of this session the participants should be able to understand their role in making the FIGs more active.</li> <li>• They should be explained about the opportunities available in the FPO system regarding the implementation of these values by understanding them.</li> </ul>
<p><b>Tea Break</b> 4.00 to 4.15 pm</p>	
<p><b>Session-6: Characteristics required for a good leader</b> 4.15 to 5.30 pm</p>	<p><b>Session-6: Characteristics required for a good leader</b></p> <p><b>Purpose:</b> This session focuses on explaining the trainees who have shouldered the responsibility of leadership in FIGs to become leaders, they should possess communication skills, motivating attitude, work in groups.</p> <p><b>Method: Brainstorming and discussion</b></p> <p>The brainstorming session includes showing of short films of communication skills, motivational attitude and group work. After this through subject presentation the resource person will explain the exact information regarding the above mentioned subject.</p> <p><b>Tips for resource persons:</b></p> <p>The brainstorming session should be commenced after reconciliation. The short film and subject presentations can be utilized after this as exact information should be provided.</p> <p><b>Expected outcome</b></p> <ul style="list-style-type: none"> <li>• The trainees should get clarity about their roles at the group activity level.</li> <li>• It should be ensured that the leaders will understand the importance of the points that they should adopt.</li> </ul> <p><b>Required material</b></p> <p>Short film and related subject presentation (CD)</p>
7.00 to 8.00 am	Cultural programme

Session and Time	Particulars
<b>Day 2</b>	
9.30 to 10.30 reconciliation	<p><b>Purpose:</b> Recalling the learnings of the previous day and getting things clarified that they couldn't understand the previous day. This activity can be conducted through a game.</p> <p><b>Game-1: Number game</b> All the trainees should be asked to say numbers commencing from 1. They should remember the number which they told. Through some activity their places should be changed. Then the resource person should tell any one number and ask the participant who had told that number to recall the learnings of the previous day. The next number can be repeated after this. This activity will continue till all the learnings of the previous day is covered or recalled. The resource person should record every point explained by the participant/trainee in a chart. The session can be concluded by revealing the points left out and providing clarification for the points required.</p> <p><b>Game-2: Folded paper ball game</b> Instead of asking the trainees to tell numbers, this activity can also be conducted by passing a paper ball.</p> <p><b>Tips for resource persons</b> This activity should be conducted in such a way that by recalling the previous day learnings the trainees should get clarity about the subjects/aspects that they have not understood. It should be ensured that each and every trainee participates in this activity.</p>
<b>Session-7: Introduction to the horticultural crops FPO and process</b> 10.30 to 11.30 am	<b>Session-7: Introduction to the horticultural crops FPO and process</b> <b>Purpose:</b> This session focuses on making the trainees to understand the company formation method.  <b>Method: Group activity and information exchange</b> The trainees should be divided into five groups and they should be asked

Session and Time	Particulars
	<p>to make group presentation by writing the important points they know about the Company on a chart.</p> <p><b>Tips for resource persons</b> After dividing them in five groups with respect to the above mentioned subject, the resource person should explain the qualitative and negative aspects of the subject.</p> <p><b>Expected Outcome</b></p> <ul style="list-style-type: none"> <li>• The objective of this session is to create awareness among the FIGs about the method of forming the Company.</li> <li>• The importance of coordination between the FIG and FPO should be explained.</li> </ul> <p><b>Required material</b> Marker pen, drawing sheets, subject presentation by officers (CD)</p>
<p><b>11.30 to 11.45 am</b> <b>Tea Break</b></p>	
<p><b>Session-8:</b> <b>Horticultural crops FPO and characteristics a FIG should possess.</b> 11.45 am to 12.45 pm</p>	<p><b>Session-8: Horticultural crops FPO and characteristics a FIG should possess.</b> <b>Purpose:</b> The trainees should be explained about the seven important characteristics that a Horticultural Crops FPO and FIG should possess for its good functioning.</p> <p><b>Method: Brainstorming and Subject presentation</b> Firstly, the information about the Company the trainees have should be extracted through brainstorming and recorded it in a chart through discussion. After this the resource person should present the subject.</p> <p><b>Tips for resource persons</b> With respect to the above mentioned subjects, the trainees should be asked to write down the points in practice and analyse whether they are correct or wrong. During this activity the resource person should be able</p>

Session and Time	Particulars
	<p>to share clear information about the methods of the meetings being held presently, along with examples.</p> <p><b>Expected Outcome</b></p> <ul style="list-style-type: none"> <li>• The trainees should be explained about the importance of the meetings.</li> <li>• Clarity on making the Company groups active towards fulfilling of the expected purpose using proper methods should be obtained.</li> </ul> <p><b>Required material</b></p> <p>Marker pen, drawing sheets, subject presentation (CD)</p>
<p><b>Session-9: Performance of FIGs L1&amp;L2.</b> 12.45 to 1.30 pm</p>	<p><b>Session-9: Performance of FIGs L1&amp;L2.</b></p> <p><b>Purpose:</b> In this session the trainees will be educated about the documents that the L1&amp; L2 of FIGs have to maintain.</p> <p><b>Method: Brainstorming</b></p> <p>In the beginning the information about the performance and the documents that L1 &amp; L2 among the trainees should be discussed through brainstorming and then record it in a chart. After that the resource person should solve the confusions and doubts of the trainees.</p> <p><b>Tips for resource persons:</b></p> <p>With respect to the subject cited above the factors are presently in practice should be documented and the trainees should be asked to analyse whether they are correct or wrong. During submission, the resource person should share clear information about the meeting methods that are presently in practice with the trainees along with examples.</p> <p><b>Expected Outcome</b></p> <ul style="list-style-type: none"> <li>• The role of L1 &amp; L2 in organising FIG meetings should be explained to the trainees.</li> <li>• Clarity should be obtained with respect to the documents that have to be maintained to make the groups active and creative</li> </ul>

Session and Time	Particulars
	<p>with an aim of fulfilling the objectives of the company.</p> <p><b>Required material:</b> Marker pen, drawing sheets</p>
<p><b>1.30 to 2.30pm</b> <b>Lunch Break</b></p>	
<p><b>Reorientation</b> 2.30 to 2.45 pm</p>	<p><b>Reorientation activity</b> <b>Chin and Cheek - Imitation game</b></p> <p>The resource person who leads the game should ask the trainees to keenly listen to his words and follow accordingly. After that he will ask everybody to lift their right hand up. Then he asks all to fold all the fingers of the right hand except forefinger and bring down the right hand in the same position and again asks to lift the right hand in the same position and keep the forefinger on the cheek. But, instead of keeping his forefinger on the cheek he keeps the finger on his chin. Almost all the participants also follow him, instead of keeping their forefinger on the cheek as instructed, they will follow the resource person and keep their forefingers on their chins.</p> <p>The resource person discusses this blind following with the trainees and asks why they did so? He will ask them to follow only the correct things and not follow just because someone committed a mistake. This game will teach the trainees that they should not repeat the mistake without thinking, just because someone did it.</p> <p><b>Tips for resource person</b></p> <p>Through the game the trainees should be given the message that in order to achieve aim of any project or programme, it should be implemented by searching the availability of resources and concerted efforts.</p>
<p><b>Session-10: Training evaluation</b> 2.45 to 3.45 pm</p>	<p><b>Session-10: Training evaluation</b></p> <p><b>Purpose:</b></p> <p>During training period as per the expectations list prepared on the first day, efforts should be made to evaluate how much the trainees have understood and learnt the subjects that have been discussed through</p>



Session and Time	Particulars
	<p>various sessions.</p> <p><b>Method:</b> Based on the points that have been recorded on the chart by the trainees regarding how much the trainees have learnt through the various sessions, as per the list of expectations prepared on the first day, evaluation should be done.</p> <p>Feedback should be received by the trainees who have come from five companies regarding the two-day training, in the specified format.</p> <p><b>Expected Outcome</b></p> <ol style="list-style-type: none"> <li>1. Identify the understanding and learning levels of the trainees</li> <li>2. Understand the outcome of the methods that have been used and training process and measures can be taken to change if needed.</li> <li>3. Receive information regarding the content that has to be included in the training.</li> </ol> <p><b>Required material</b></p> <p>Evaluation questionnaire and answer paper</p>
3.45 to 4.00 pm	Valedictory

**Schedule of the two-day capacity building training for the administrative board members of FIGs.**

<b>Day - 01</b>	
Time	Subject
9.15 to 10.00 am	Registration
10.00 to 11.00 am	Mutual introduction
11.00 to 11.15 am	Tea Break
11.15 am to 12.00 pm	<b>Inauguration Function</b> Smt. Namrata Madam, GIZ Sri M.V.N. Rao, Gram Vikas, Kolar Senior Officials of Horticulture Department
12.00 to 12.30 pm	Expectations list by trainees/participants
12.30 to 1.30 pm	Aims and Objectives of the Company (including highlights of the Karnataka Farmer Producers Organisations Policy-2019)
1.30 to 2.15 pm	Lunch Break
2.15 to 2.30 pm	Reorientation activity
2.30 to 3.30 pm	Power and duties of administrative board members
3.30 to 4.00 pm	Scope of CEO of the Company
4.00 to 4.15 pm	Tea Break
4.15 to 5.00 pm	Company meetings
<b>Day - 02</b>	
9.15 to 9.45 am	Reconciliation activity
9.45 to 11.15 am	Importance of FIGs in the growth of the Company.  Role of administrative board members in strengthening of FIGs
11.15 to 11.30 am	Coffee/Tea Break

11.30 am to 12.45 pm	Characteristics of good management
12.45 to 1.30 pm	Coordination in Company management
1.30 to 2.15 pm	Lunch Break
2.15 to 2.30 pm	Reorientation activity
2.30 to 3.30 pm	Preparing action plan
3.30 to 3.45 pm	Evaluation
3.45 to 4.30 pm	Conclusion

## Two-day capacity building training model for administrative board members of FPOs

Session and Time	Details
<b>Day 01</b>	
9.15 to 10.00 am	<p><b>Registration</b> Registration of the participants in specific format</p> <p><b>Required material</b> Register, pen, pad (training kit)</p>
<p><b>Mutual Introduction</b> 10.00 to 11.00 am</p>	<p><b>Purpose:</b> The introductory activity should be held in such a way that it helps the trainees who have come from different places get along with the atmosphere well and a cordial relationship is built between them. The objective of the introductory activity is to help the trainees to come out of shyness, regression, laziness and fear, and start to learn with confidence and in a friendly atmosphere. This activity can be conducted through various games.</p> <p><b>Introductory game by moving in circles</b> <b>Method:</b> The trainees should be made to stand in two circles, one within the other and asked to walk in opposite directions. They should be asked to stop moving when the resource person claps and should introduce the person who is mutually in front of each of them. They shall be asked to exchange information like their name, place and a little family background. After some time they should be asked to move again. Again at the clap of the resource person they shall stop and introduce themselves with new friends. This activity can be continued for 4-5 rounds. This activity/game helps to introduce or know 4-5 new friends in very less time.</p> <p><b>Tips for resource persons</b> In this session the pre-training questionnaire should be filled up. The resource person should have complete knowledge and skills about the introductory game that he is going to implement. All the materials required for the game should be kept ready before itself. It should be ensured that all the participants will participate. Effort</p>

Session and Time	Details
	<p>should be made to complete the game within a specific time.</p> <p><b>Expected Outcome:</b></p> <ul style="list-style-type: none"> <li>• Opportunity for the resource person to know the attitude of the trainees/participants individually.</li> <li>• Should ensure that the participants adopt to the environment easily.</li> <li>• Should build a cordial and trustful environment among them.</li> <li>• Should ensure that a friendly attitude develops between the trainees and the resource person.</li> </ul>
<p><b>11.00 to 11.15 am</b> <b>Tea/Coffee Break</b></p>	
<p>11.15 to 12.00 pm</p>	<p>Inauguration function and FIG proceedings book release. From Senior Officials of the Horticulture Department, GIZ, Gram Vikas. Required material: Lamps, flowers and book to be released should be kept ready</p>
<p><b>Expectation list by trainees</b> 12.00 to 12.30 pm</p>	<p><b>Purpose: Expectations list by trainees</b></p> <p><b>Training Rules</b></p> <p>The participants who attend the training will be having several expectations. The objective of this session is to make the objectives relevant to the expectations of the trainees and taking relevant measures to include the additional subjects the participants will ask in the time schedule as required.</p> <p><b>Method:</b></p> <p>In this session the resource person should interact with every participant and try to know what he is expecting from the training programme. The participants should be asked to list out their individual expectations in a book given to them. They should be given 5 minutes time for this and after this through brainstorming their expectations should be recorded on a chart in the group.</p> <p>It should be ensured that their expectation points are included in the training model. In case if any of the important expectation points of the participants is left out in the training model, measures should be taken to include it during the training period.</p>

Session and Time	Details
	<p><b>Tips for resource person</b> While mobilizing the discussion points in this session, chance should be given for everyone to reveal their expectations. While mobilizing the opinions of the participants, information should be given to them that their expectations have been included in the objectives and training model.</p> <p><b>Expected Outcome</b></p> <ul style="list-style-type: none"> <li>• Understanding the training expectations of the participants.</li> <li>• Should collect information about the important subjects/topics that have to be compulsorily additionally included in the training model.</li> <li>• The participants/trainees should be provided clear information about all the subjects/points included in the present training model.</li> </ul>
<p><b>Session-1: Aims and Objectives of the Company (Highlights of the Karnataka Farmer Producer Organisation policy-2019)</b> 12.15 to 1.30 pm</p>	<p><b>Session 1: Introduction to the organisation and function area</b> <b>Purpose:</b> Teaching the participants about the background of the establishment of the Company, its aims and objectives and the Karnataka Farmer Producers Organisations Policy, introduced by the State Government in the year 2019.</p> <p><b>Method:</b></p> <ul style="list-style-type: none"> <li>• Through brainstorming information should be provided to the trainees who attended first.</li> <li>• Through subject presentation</li> </ul> <p><b>Tips for resource persons</b> The resource person should ensure that the subject presentation passes in the correct direction and motivate all the trainees to participate in the discussions. After this the resource person should conduct the discussion so as required information is disseminated.</p> <p><b>Expected Outcome</b></p> <ul style="list-style-type: none"> <li>• At the end of this session the trainees will be able to understand the basic objectives of the establishment of the company.</li> <li>• They will come forward for the growth of the Company.</li> </ul>

Session and Time	Details
<b>1.30 to 2.30 pm</b> <b>Lunch Break</b>	
<b>Reorientation</b> 2.30 to 2.45 pm	<b>7 Up game</b> <p>The trainees should be made to stand in a circle and ask them to tell numbers from 1 to 6. The next person who is supposed to tell the number '7' should be asked to tell as '7 UP' instead of just '7' and then he should keep his hand on his head. After that, the game will repeat from whichever hand that person has kept on his head. This game should be played in 5 rounds.</p> <p><b>Tips for resource persons</b></p> <ul style="list-style-type: none"> <li>• It should be ensured that all the participants take part in the games.</li> <li>• At the end of the game the learnings of the participants should be collected and they should be given opportunity to watch all the other things happening around them.</li> </ul>
<b>Session-2: Power and Duties of the administrative board members</b> 2.30 to 3.30 pm	<b>Session-2: Power and Duties of the administrative board members</b> <p><b>Objective:</b> To know the importance of the role of the administrative board/management in the overall development of the Company.</p> <p><b>Method:</b></p> <ul style="list-style-type: none"> <li>• <b>Group activity</b></li> </ul> <p>The trainees should be divided into companywise groups and ask them to record the important aspects regarding the powers of the administrative board members on a chart and every group should give presentation.</p> <ul style="list-style-type: none"> <li>• <b>Through subject presentation</b></li> </ul> <p><b>Expected Outcome</b></p> <p>At the end of this session the participants should be able to understand their powers and duties for the overall development of the Company.</p>
<b>Session-3: Work Jurisdiction of CEO of the Company</b> 3.30 to 4.00 pm	<b>Session-3: Work Jurisdiction of CEO of the Company</b> <p><b>Objective:</b> To share information about the duties of the CEO in the management of the Company.</p>

Session and Time	Details
	<p><b>Method:</b> Showing short film and through subject presentation</p> <ul style="list-style-type: none"> <li>• Should show the short film prepared by the Horticulture Department to the participants.</li> <li>• After that the important aspects noticed by the participants in the short film should be documented.</li> </ul> <p>The duties of the CEO should be explained through subject presentation.</p> <p><b>Expected Outcome</b> At the end of this session the participants will be able to understand the duties of the CEO in management of the Company and help them to supervise.</p>
<p><b>4.00 to 4.15 pm</b> <b>Coffee/Tea Break</b></p>	
<p><b>Session-4: Company Meetings</b> 4.15 to 5.00 pm</p>	<p><b>Session-4: Company Meetings</b></p> <p><b>Purpose:</b> The objective of this session is to explain the trainees about the importance of conducting meetings and procedures required for good administration of the Company, at various levels.</p> <p><b>Method:</b> Focused group discussion and subject presentation</p> <p><b>Tips for resource persons</b></p> <ul style="list-style-type: none"> <li>• Information regarding the procedures of the meetings that are being followed presently in the Companies should be obtained from the trainees.</li> <li>• They should be explained about the meetings and procedures that need to be followed for good administration of the Company at various stages.</li> </ul> <p><b>Expected Outcome</b> In this session the trainees will be able to understand the importance of the meetings in the management of the Company and develop qualitative attitude.</p>
<p><b>Day 02</b></p>	
<p><b>Recollection</b> 9.15 to 9.45 am</p>	<p><b>Purpose</b> Recollecting the learnings of the previous day sessions, and obtaining clarification for the doubts is the objective of this session. This session can be conducted through games.</p>



Session and Time	Details
	<p><b>Game-1: Number game</b> All the participants should be asked to tell numbers commencing from 1. They should keep the numbers they told in their mind. Then they should be asked to change their places through any activity. Then the resource person should tell any one number and ask the participant who told that number to reveal any one aspect he learnt the previous day. After that the resource person should repeat any other number and repeat this activity till all the learnings of the previous day are recalled. The resource person should note down all the points/aspects told by the participants in a chart. Any points that have been left out should be repeated and clarifications should be provided to any doubts before concluding the session.</p> <p><b>Game-2: Folded paper ball game</b> Instead of asking the participants to say numbers they can be given a paper ball and ask them to pass it.</p> <p><b>Tips for Resource persons:</b> The participants can recall the learnings and get clarifications for any doubts they may have. This session should be held in this way. Participation of every trainee should be ensured in this activity.</p>
<p><b>Session-5:</b> <b>Importance of FIG in the growth of Company</b></p> <p><b>Role of administrative board members in strengthening FIGs</b></p> <p>9.45 to 11.15 am</p>	<p><b>Sub Session-1: Importance of FIG in the growth of Company</b></p> <p><b>Purpose:</b> The purpose of this session is to create awareness among the participants about the importance of FIGs in the growth and development of the Company to the administrative board members who are participants here.</p> <p><b>Method: Information exchange</b> The participants should be asked to collect information about the ground realities/facts of the FIGs that are present in their work jurisdiction and note the important points in a chart company wise.</p> <p><b>Sub Session-2</b> Role of administrative board members in strengthening the FIG</p> <p><b>Purpose:</b> The administrative board members who participate as trainees should be explained about the importance of their role in</p>

Session and Time	Details
	<p>strengthening of the FIGs which are the backbone of the Company.</p> <p><b>Method:</b> Through subject presentation</p> <p><b>Tips for resource persons</b> The resource persons should analyse the qualitative aspects of the subjects mentioned above and provide information to the participants.</p> <p><b>Expected Outcome</b></p> <ul style="list-style-type: none"> <li>• This helps the administrative board members to know about the importance of the relationship between FIG and Company.</li> <li>• They will understand the role that they have to do in strengthening the FIGs and become more active and creative.</li> </ul>
<p><b>11.15 to 11.30 am</b> <b>Coffee/Tea Break</b></p>	
<p><b>Session-6:</b> <b>Characteristics of good management</b> 11.45 am to 12.45 pm</p>	<p><b>Session-6: Characteristics of good management</b> <b>Purpose:</b> To make the participants understand about the characteristics required for good management of a Horticultural crops FIG.</p> <p><b>Method:</b> Brainstorming and subject presentation First the information the participants have about this should be discussed through brainstorming and then note it down in the chart. After that the resource person should give the subject presentation.</p> <p><b>Tips for resource persons</b> With respect to the above mentioned subjects the points that are in practice presently should be documented and then it should be analysed whether it is right or wrong. During subject presentation the resource persons should explain with clear information and examples.</p>
<p><b>Session-7:</b> <b>Coordination in Company management</b></p>	<p><b>Session-7: Coordination in Company management</b> <b>Purpose:</b> The administrative board members who have come as participants should be explained that if the Company management</p>

Session and Time	Details
12.45 to 1.30 pm	<p>has to function properly, there should be coordination between the CEO, group leader, representatives and FIGs.</p> <p><b>Method</b></p> <ul style="list-style-type: none"> <li>• Through drawing a square game</li> <li>• Subject presentation</li> </ul> <p><b>Tips for resource persons</b></p> <p>Among five participants two teams should be formed and the game should be made to play separately. The remaining participants will watch the game and note down the points. In the end the importance of coordination which is the message of this game should be explained.</p> <p><b>Expected Outcome</b></p> <p>The administrative board members who are participants will understand the importance of the coordination between administrative board/management, CEO, group leaders, representatives and FIGs for good functioning of the Company and work accordingly.</p>
<p><b>1.30 to 2.15 pm</b> <b>Lunch Break</b></p>	
<p><b>Reorientation</b> 2.15 to 2.30 pm</p>	<p><b>Reorientation activity</b></p> <p><b>Chin and Cheek - Imitation game</b></p> <p>The resource person who leads the game should ask the trainees to keenly listen to his words and follow accordingly. After that he will ask everybody to lift their right hand up. Then he asks all to fold all the fingers of the right hand except forefinger and bring down the right hand in the same position and again asks to lift the right hand in the same position and keep the forefinger on the cheek. But, instead of keeping his forefinger on the cheek he keeps the finger on his chin. Almost all the participants also follow him, instead of keeping their forefinger on the cheek as instructed, they will follow the resource person and keep their forefingers on their chins.</p> <p>The resource person discusses this blind following with the trainees and asks why they did so? He will ask them to follow only the correct things and not follow just because someone committed a mistake. This game will teach the trainees that they should not repeat the mistake without thinking, just because someone did it.</p>

Session and Time	Details
	<p><b>Tips for resource person</b></p> <p>Through the game the trainees should be given the message that in order to achieve aim of any project or programme, it should be implemented with searching for the availability of resources and concerted efforts.</p>
<p><b>Session-8: Preparation of action plan</b> 2.30 pm to 3.30 pm</p>	<p><b>Session-8: Preparation of action plan</b></p> <p><b>Purpose:</b> The participants shall do the implementation activity for the development of the Company in the next six months after this training programme.</p> <p><b>Method:</b> Prepare company wise action plan in specified format.</p> <p><b>Tips for resource persons:</b> The resource persons should ensure participation of every administrative board member in the Company team.</p> <p><b>Expected Outcome:</b> The participants will identify the activity that they implement themselves in the next 6 months and become active.</p>
<p><b>Training evaluation and conclusion</b> 3.30 to 4.30 pm</p>	<p><b>Training Evaluation</b></p> <p><b>Purpose:</b> Evaluating the perception and understanding of the participants about the subjects/topics discussed through various sessions, as per the expectations list listed during the first stay of the training period.</p> <p><b>Method:</b> Evaluating the points noted down in the chart about the perception and understanding of the participants regarding the subjects/topics discussed through various sessions, as per the expectations list listed during the first stay of the training period. Feedback should be taken from the participants who represent five companies in specified format.</p> <p><b>Expected Outcome</b></p> <ol style="list-style-type: none"> <li>1. Identify the perception and learning level of the participants</li> <li>2. Understand the training process and procedures used and measures to be taken to change if required.</li> <li>3. Collect information about the topics to be included in the training that is to be provided to the trainees.</li> </ol>

**Part - 3**

**Farmer Producer Organisations Practices  
Dos & Don'ts**

## 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.
- Responsibilities should be distributed between the Leader-1 and Leader-2 and should be prepared.
- The financial, management and transactions should be transparent.
- Regularly meetings should be held compulsorily at all the levels for good management.
- 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 input & output, business timing should be fixed as convenient to the farmers agricultural activities.
- The Company accounts should be computerised.
- Daily journal should be maintained.
- 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.
- 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.
- Atleast one person should be developed as LRP resource person.
- 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.

Part - 4

## **Guidelines for Development and Growth of the Company**



## 1. Understanding the programme for development and growth of the Farmer Producers Organisation.

- Information regarding this programme should be collected through various sources and understood.
- Information about the Company provided by the government departments should be understood.
- You should have knowledge, awareness and pros and cons of the farmers of the State and District.

### 1. Should have clarity about the aims, purpose, and target groups of the FPO Development Programme.

- Should know about the aims, purpose, and target groups of the programme decided by the Department about the developments of the FPO and its status, through various sources.

### 2. Awareness about the programme work jurisdiction and its activities

- Should know about the scope, geographical, economical, social, educational and environmental condition of the FPO decided by the government department concerned.
- Should have clarity about the programme implementation and its activities and develop hope, trust and belief about its implementation.
- Should mentally prepare ourselves about the ways to involve in the programme implementation.

### 3. Programme preparations

- In order to know about the map, people's life, environment, agricultural based activities, weather, problems of the farmers, etc., regarding the programme scope, visit the gram panchayat, agriculture, horticulture, animal husbandry departments, and share information, understand what crops can be grown more in that area.
- Know the local organisations and societies and try to get their cooperation.
- Meet the farmers individually and in groups and know about them, and discuss with them about their lives, agriculture, development and other problems informally and provide them information about the programme and get their opinion.
- Coordinate with other stakeholders of the programme to know about human resource, information source, work jurisdiction map, network, transportation

availability, and information, training and implementation methods needed for preparing the programme and prepare the action plan.

- Provide training to the staff on personality development, understanding the situation, complete knowledge about the programme, aims and objectives to be achieved, processes at various levels and importantly the aim and how to deal with the groups.
- Seek cooperation of the local government departments, gram panchayat, taluk panchayat, etc., by writing letters.

#### **4. Programme introduction in function area**

- Visit the villages that come under the work area and conduct interview informally with the target groups and collect information about agriculture, horticulture in their perspective and understand the farmers opinion about the government programme, experience, opinion and thoughts.
- Discuss about the programme and understand their opinion.
- Whatever may be the farmers questions, without giving any answers or dreams of promises, inform them about the levels of programme its functions, and try to convince the farmers to involve in the programme.
- Collect information about the rural life, their culture, traditions, situation, activities.
- They should develop a cordial relationship, trust with the local community and mingle with them. Efforts should be made to make them understand that this programme has been developed for their benefit and they should be provided opportunities to mingle with you.

#### **5. Conduct first level training, information and action plan workshop.**

- To conduct a workshop to know about the deciding aspects that are required for establishing FPO in that function area, for the staff, participants and department officials and become active with all the preparations.
- Which crop based FPO should be formed.
- Should know the experience, learning of the local farmer who is growing the specific crop.
- Know about the crop method, yield, soil characteristic, farmer behaviour, crop problems, diseases, insects, etc.
- Should understand the method of thinking, information to be collected, pros and cons with the farmer community.
- Should know the opinion of the department experts and their experience.

- Should prepare work schedule for the staff.
- Should provide training about the processes of reporting.
- Should understand the camaraderie of processes with the local organisations.
- Should stipulate the methods, procedures, stages and time limit of the development and growth of FPO.

## **6. Registration process of FPO**

### **1) Gram Sabha:**

Discuss about the concept of the FPO, significance, aims and objectives, stages and activities in the auspices of Gram Panchayat and conduct a meeting through the gram panchayat and try to reduce the crop production costs of the crop that is grown most in that area, crop control, increasing the yield, make arrangements to sell the crop grown by the farmers through FPO without the intervention of the mediators or commission agents, with wholesale sales facility, to provide awareness to the farmers to get membership from local farmers as share holders to conduct process of getting good price and to form them into FIGs comprising 15-20 members.

### **2) Identify male/female representatives who exhibit interest in FPO.**

To identify the farmers who are already covered under the programme in the gram sabha meetings held, male/female representatives who give importance for organizing and those who are smart should be identified through self help groups/ overall opinion of the villagers and motivate them to identify farmers who have interest in becoming members by paying share amount and prepare a list.

### **3) Forming informal group and group representatives.**

Form informal groups comprising 15-20 people based on activities, to form FPO as planned among the interested micro and small farmers and share information about the aims and objectives of the FPO, its rules and regulations, membership, etc., and ask them to become members by paying share amount (Rs. 1,100/-) and mobilize membership and select two representatives.

### **4) Collection of membership and share amount in 8-10 villages with 1,000 members**

Based on the decided crop to be grown (single crop), membership shall be provided by giving advertisements of the Department regarding the rules and regulations to be followed and procedures to give membership for interested farmers, the member representatives shall be given training regarding procedures of mobilizing share money, etc., and collect share money through legal processes. Open bank account and deposit share amount.

## **7. Form Executive Committee**

The members who have received the membership will be identified with 15-20 other members in their street/ village limits. They will be identified under the name of a FIG and from every group one male /female members will be identified as Representative - 1 and Representative -2. Representatives of atleast 40-50 such groups identified in the project area will be gathered and an Executive Committee (100 members) will be formed and they should be explained about their importance and responsibilities. Eight members out of the 50 members of Representative - 1 and 7 members out of the 50 members of Representative-2, having dedication towards the FPO, time, participation, responsibility, accountability and those who do not have any hatred in the farmers community, those who have service mind should be identified and they should be educated about the establishment of the FPO, its growth, responsibilities, accountability, laws, rules and regulations, etc. Those who agree to work as per the rules and regulations of the Company in writing shall be decided as the 'Administrative Board Members'. If there is any disagreement in this, the shortage of members in the remaining representative -1 or representative 2 will be selected for the board.

## **8. First administrative board meeting**

All the selected administrative board members should be gathered and they should be mentally prepared for the development of the FPO. The administrative board meeting should be held with the following agenda and decision should be taken.

Topic 1: Decided to register the crop based FPO as a Company under the Karnataka Companies Act,1956, Part XA, with rules and regulations under the law.

Topic 2: Members approval

Topic 3: Selection of President/Chairman for the Administrative Board

Topic 4: Decision for selecting the CEO for the FPO and processes.

Topic 5: Approval of the rules and regulations of the FPO.

Topic 6: Give powers to register the FPO

Topic 7: Others

## 9. First Administrative Board meeting of the Registered Company.

(The first administrative board meeting shall be held after getting the registration certificate)

Topic 1: Approving the registration of the company, deciding its rules and regulations and following it.

Topic 2: The Board of Directors should be accountable for the fulfilment of the aims and objectives of the Company.

Topic 3: Decision to follow the rules, duties, facilities, allowances given to the staff and recruitment of the staff for development of the Company and commencing the office and activities.

Topic 4: Others

### **10. Conduct the first annual general body meeting within 90 days**

- Atleast 25% of the shareholders should attend.
- All the members of the Executive Committee should participate.
- Invite expert through the Chairman/President and explain about the importance of the Company.
- Explain the aims and objectives of the Company and registration.
- Inform the duties, rules and regulations of the administrative board.
- Explain about the executive committee, its roles, responsibilities.
- Role of share holders, responsibilities, formation of FIGs and its development, continuity.
- Others. Prepare annual action plan and present it.
  - Need of tools, distribution, management, collection, procedures
  - Collection of products, stock, market facilities
  - Trainings, workshops
  - Procedures to provide mechanical services
  - Decide a time for learning
  - Think about the problems and solutions

## **11. Behaviour of administrative board members**

- The administrative board members should have good relationship with the FIGs in their work area limits.
- They should know their area of representation (organising or business)
- They should attend the administrative board meetings regularly
- Should collect information about your area that were discussed in the last meeting
- Should behave with dignity and respect in the meeting
- Members should not have a mindset of making any personal benefits or getting for free.
- Should provide details, decisions orally
- Should behave in the board group with respect
- Should discuss about the topics, but should not quarrel
- Should not trouble the meeting, should not give importance or time for other aspects other than meeting aspects
- They should not have intentions to use the Company for personal works or dreams
- They should have a desire of serving for the development of the Company, but not greed.
- Should have respect towards the Company
- Should have respect for the rules, regulations and laws of the company
- Should establish good relationship with the administrative board and retain it.

## **12. Procedure to conduct administrative board meeting**

- The administrative board meeting should be held on a specific day and time.
- To conduct this meeting discussion should be held with the CEO of the Company and then decide.
- After fixing the date the meeting notice along with the proceedings of the earlier meeting should be sent to all the administrative board members 7 days prior to the date of meeting.
- The Chairman/President should take measures to conduct the meeting at the specified time.
- The Chairman should welcome all the board members and encourage them to take part in the discussions.
- All of them should develop a concern to protect the dignity of the meeting.
- The board members should present their accountabilities (organising and business) meeting topics to the Chairman/Executive Officer and take up those topics for discussion.

- Any given topic taken up for discussion should find a final decision.
- The Chairman should ensure that all the topics to be discussed are covered.
- The Chairman/President should take steps to ensure that all the members who have taken part in the meeting follow discipline.
- The topics discussed in the meeting should be recorded in the proceedings book immediately and should be signed after reading it.
- The copy of the meeting proceedings should be reached to the members and the Chairman should write a letter to the FIG regarding the board decisions.
- The discussion topics of the board meeting will appear based on the progress of the FIG. The discussions should be held accordingly.
- The discussions should be completed within the specified time and time limit should be followed.

## **Functions of the FPO**

**(After the first Annual General Body meeting is held)**

### **Activity**

1. The Administrative Board meeting should be conducted and information regarding every FIG should be collected.

### **Strategy**

1. Take measures to find solutions for the demands of the farmers needs as presented in the AGM.
2. Collect information about the ways to reduce the farmers crop production costs in FIGs
3. Collect information about the demand and quantity of the tools/implements of FIGs
4. Conduct legal processes that needs to be followed to supply tools/implements
5. Ensure stock godown facility
6. Should understand the support of the government regarding purchasing of tools, machinaries and make preparations accordingly
7. Should make arrangments to distribute the tools/implements to the nearest places of the share holding members and farmers at the right time.
8. Provide information about the managing of crops grown by farmers, suggestions technically.
9. Undertake selling activities of the produce.
10. Take measures for human resource management, manage economical resource, technical resource facilities.

### **2. Explain share documents to the Company members, Certification of groups**

1. Distibute legal share certificates and information about its importance to the members under the Company rules.
2. Certify these members in FIGs and respective group representatives and their roles and responsibilities.

### **3. Conduct administrative board meetings continously**

The board meeting should be conducted on the specific day every month as per rules. Discussions should be held about the role of the members, learnings, experiences, information about the roles, thoughts on development and learn the management methods for the good development of the Company. Along learning the good management methods with uniformed thinking, with mass responsibilities and through converging it, efforts



should be made to find solutions at the earliest and involve everybody for the development of the Company.

### **3. Social contact with FIGs**

Give importance to the FIGs that have shareholding members and attend the meetings along with the administrative board members of respective areas for fulfilment of their aims and objectives and conduct activities to share experiences, learnings, accountabilities and participation. Identify all the measures that gets good prices for the farmers produce by eliminating mediators, through wholesale and take measures accordingly.

### **4. Learning of measures for good administration and management**

1. Through the management team in the Company, obtain legal guidance on the management of the company and manage it as per rules and regulations. All the board members should be bound to the rules and shoulder their responsibilities, should ensure that that any property or capital belonging to the company is misused for fulfilment of personal interests or benefits.
2. Conduct all the transactions of the Company and annual audit and manage the profit and losses of the company and distribute annual share amount to the share holders. Steps can be taken to distribute share of profits to the staff who work for the progress of the company as specified.
3. Manage all the works of the company as per laws and protect the documents carefully, take decisions regarding all the transactions in the meetings and make dealings in written format, reach informatin related to everybody.
4. Maintain books of accounts of the Company as per law, and computerise them and manage it with the guidance of experienced and experts.

### **6. Business - Transactions**

1. Form sub-committes with the administrative board and executive committee and sell the farmers produce through them and take decisions about the supervision of the sub-committees every month in the meeting and guide.
2. Bring all the trading under the law and manage it.
3. Manage the details of the company and banks they deal on daily basis.
4. Display the details of the business transactions in the company notice board daily.
5. Adopt rules and regulations for every activity and manage it accordingly.

## **6. Conduct trainings**

- Make arrangements to conduct training to the staff, administrative board members, for progress of the company and its sustainability.
- Share learning experiences relating to the representatives business and prepare them to be efficient.
- Provide training from experts to the farmers on crop methods, management, protection at the local level.
- Provide guidance on safeguarding the measures of protecting quality of the farmers produce that fetches good price in the market.
- Conduct personality development training, training on bringing togetherness within groups, social concern for equality, good leadership.
- Conduct required training for the development of the company.

# Challenges and required coordination in FPO

## Challenges

### 1. Contact with members

## Activity

1. Time for mental preparation of the share holders, property and encouragement
2. Should take mass measures to provide solutions to the challenges farmers face in their lives.
3. Provide solution to the mindset of the farmer who is always busy.
4. Increase the behaviour, role and participation of the farmer at his level.
5. Provide all support to achieve through FIGs.
6. Instill trust and confidence among the farmers and ensure that they won't yield to any kind of influence from the commission agents or mediators.
7. Ensure prevention of injustice to the farmers.

### 2. Behavior of the administrative board members and conducting meeting

1. Create a feeling among the administrative board members that they also have a profitless share in the mass ownership of the Company.
2. They should dedicate a specific amount to time for the Company and shoulder responsibility.
3. Should participate in discussions voluntarily and provide prejudiced guidance.
4. Should participate in the meetings with discipline, patience and subject based.
5. Should not utilize the Company for personal interest and help the public to use it.
6. Should attend meetings with well prepared information.
7. Should respect the regulations of the board meetings and follow accordingly.

### 3. Follow Company rules

1. As the Company rules and regulations are legal, should focus on appointing staff who have the skills and manage it properly.
2. Manage the required members and Company submissions in time.
3. Should deal with the financial documents as per the guidelines.
4. Follow the government circulars and guidelines.

5. Collect meeting documents, resolutions of the rules and regulations proposals, and compering details.

#### **4. Company Services**

1. Though it appears difficult to function as per the mindset of the members, should make efforts atleast to reach their satisfaction.
2. Motivate the process of services in partnership with the farmers from time-to-time, in a such a way so that it will not trouble them.
3. Adopt stress free, hassle free, easily manageable models in the service processes.

#### **5. Coordinate with the Horticulture Department Programmes**

With respect to the protection of the share holding members of the State Government's pro-farmer Department, development and yield increasing measures and post-yield quality control, stock and other measures, conduct coordinating activities with the Department, Research Centers/institutions and FIGs.

##### **1. Agriculture Department**

Conduct soil inspection of the farmers fields through the agriculture department and share the information about the soil quality and encourage soil conservation and fertility increasing activities.

##### **2. Animal Husbandry**

Extend required help to the farmers through animal husbandry department.

##### **3. With Research Institutions**

Conduct 'Lab 2 Land' programmes that provide pro-farmer information through the research institutions.

##### **4. Market Federations**

Coordinate with the government owned farmer producer market board and make efforts to provide direct market facility for the farmers produce.

## **10. Local associations, societies**

Coordinate with all the pro-farmer associations, societies at the local level and conduct awareness, training, information dissemination workshops and think about organising farmers measures.

### **1. Gram Panchayat Cooperation**

Shops to sell the farmers can be started through the FPO by purchasing, or renting or vacant sites, buildings, shops on agreement basis, belonging to the gram panchayat, to meet FPO, for land documents conducted through the farmer beneficiaries.

### **2. Taluk, Zilla Panchayats**

Cooperation should be established with the government departments by coordinating through the required proposals with the taluk and the zilla panchayats, to achieve development and sustainability of the FPO.

## ABBREVIATIONS

APMC	Agriculture Producers Marketing Committee
BOD	Board of Directors
CA	Chartered Accountant
CBOs	Community Based Organisation
CEO	Chief Executive Officer
FIG	Farmers Interest Group
FPO	Farmers Producers Organisation
GLF	Grama Panchayat Level Federation
GV	Grama Vikas
HOPCOMS	Horticulture Producers Cooperative Marketing Society
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
NGO	Non-Governmental Organisation
NRLM	National Rural Livelihood Mission
PAN	Permanent Account Number
WLF	Ward Level Federation
L1 L2	Leader 1 Leader 2
SFABC	Small Farmers Agri Business Consortium
NMDF	National Milk Diary Farming
RKVY	Rashtriya Krushi Vikasa Yojanae
RP	Resource Person
PMKSY	Prime Minister Sanman Yojane
PMPBY	Prime Minister Phasal Bheema Yojane
ZBNF	Zero Budget Natural Farming