

# Women-led Farmer Producer Organisations (FPOs)





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# INTRODUCTION TO FARMER PRODUCER ORGANISATIONS (FPOs)

## **Background**

Department of Agriculture and Cooperation (DAC), Ministry of Agriculture, Government of India in 2011-12 launched a pilot program for promoting member-based Farmer Producer Organisations (FPOs), in partnership with state governments, which was implemented through the Small Farmers' Agribusiness Consortium (SFAC). The pilot involved the mobilisation of approximately 2.50 lakh farmers into 250 FPOs. The purpose of the project was to collectivise farmers, especially small producers, at various levels across several states, to foster technology penetration, improve productivity, enable improved access to inputs and services and increase farmer incomes, thereby strengthening their livelihoods.

## **Current policy guidelines for FPOs**

To provide a holistic ecosystem for the development of 10,000 new FPOs across the country, the Government of India has released new operational guidelines for "Formation and Promotion of 10,000 Farmer Producer Organisations (FPOs)" in 2020. The guidelines identify a "Business Plan Linked Development" as the hallmark of strong business growth for FPOs.

## **Scope of activities**

The guidelines define FPO as a generic name, which means and includes farmer-producers' organization incorporated/ registered either under Part IXA of Companies Act or under Co-operative Societies Act of the concerned States and formed to leverage collectives through economies of scale in production and marketing of agricultural, horticultural and allied sector.

The guidelines mandate FPO with a minimum farmer-members size of 300 shall be eligible under the scheme in plains, while in North-Eastern and Hilly areas, a size of 100 shall be eligible. The ones (up to 20) with common interest can form Self Help Group (SHG), Farmers Club (FC), Rythu Mitra Group, etc. Such 20 or more groups can also come together to form an FPO.

The FPOs may provide and undertake the following relevant major services and activities:

- Supply quality production inputs like seed, fertiliser, pesticides, etc.
- Undertake aggregation of farmer-members produce and make available value addition like cleaning, assaying, sorting, grading, packing, and farm level processing facilities at user charge basis on a reasonably cheaper rate.



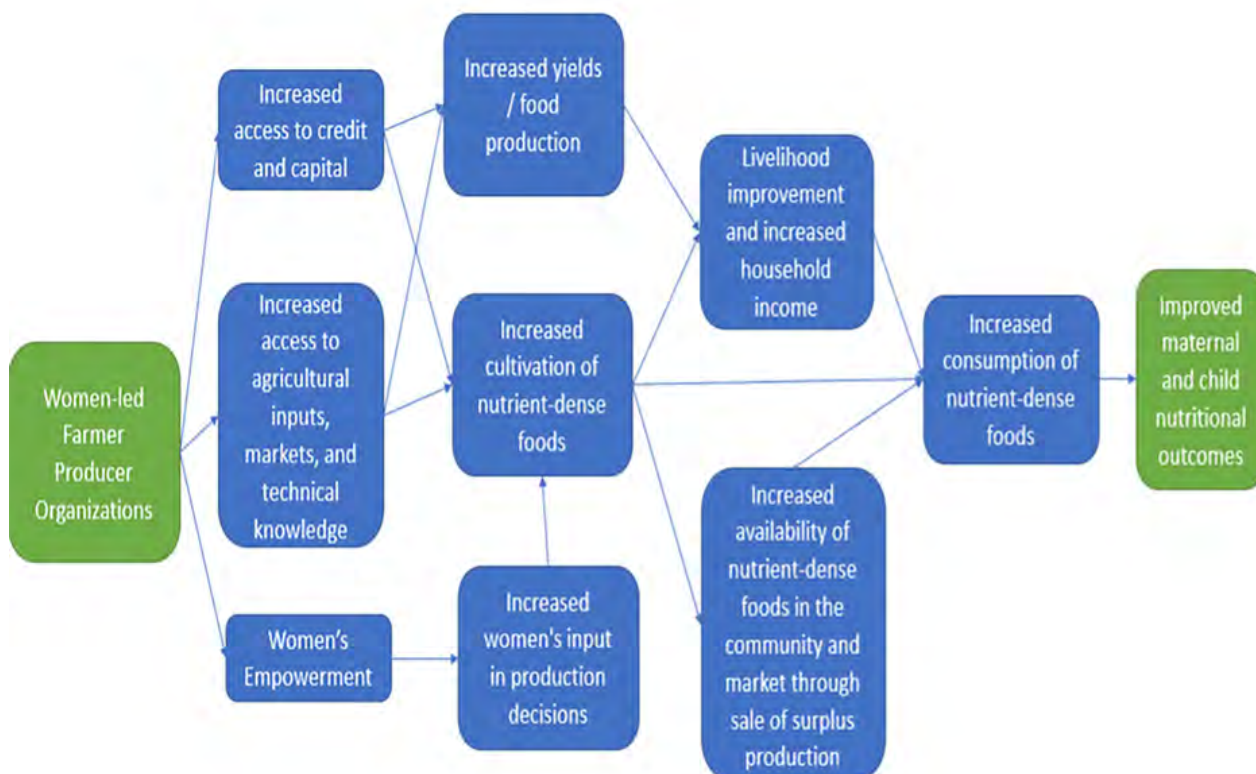
- Make available machinery and equipment like cultivator, tiller, sprinkler set, combine harvester through custom hiring centres.
- Storage and transportation facilities may also be made available.
- Facilitate market information and establish forward market linkages for judicious decisions in production, marketing and negotiating remunerative prices.
- Support farmers in undertaking higher income-generating activities like seed production, beekeeping, mushroom cultivation, etc.





# CONCEPTUAL FRAMEWORK FOR WOMEN-LED FPOs

The pathways for multi-dimensional outcomes across agriculture, nutrition, health, women's empowerment, livelihoods, and sustainable development are vast. They are depicted in the Figure below (Figure 1)



**Figure 1: The pathways for women-led FPOs to improve maternal and child nutritional outcomes**

## 1. Agriculture is connected to improved nutritional outcomes through various pathways

- Improved food production increases the availability of food at the household level, as well as availability in the market through the sale of surplus production.
- Improved dietary diversity due to increased access to / consumption of fresh fruits, vegetables, and animal-source foods.
- Increased income from the sale of surplus production allows for increased expenditures on food and other determinants of nutrition- such as access to improved sanitation facilities and health services.
- **Pathway in action:** The experience of FPOs supported by the **National Smallholder Poultry Development Trust (NSPDT)** provides anecdotal evidence of this pathway. Their work directly increased the availability of protein-rich foods like eggs. Women can retain a small portion of the production for household use and also sell at a market level on principle.



## 2. Women-led FPOs add uniquely important pathways between agriculture, livelihoods, and women's empowerment (see Conceptual Framework)

- Women-led organisations boost women's empowerment, resulting in increased input by women in production decisions.
  - Promotion of entrepreneurship amongst women and FPO earnings can increase women's access to / control of financial resources, which may lead to food and non-food expenditures that promote nutrition.
  - Women's input into production decisions/control of production resources can lead to improved production of nutrient-dense foods.
  - Direct marketing and other value-add activities at the farmer level through FPOs can directly contribute to enhanced livelihoods and household income.
- **Pathway in action:** The **Sahyog Women JEEViKA Agro Producer Company Limited, Nalanda, Bihar** is an example of women-led FPOs uniquely adding to important pathways between agriculture, livelihoods, and women's empowerment. The FPO was set up in 2013 with 1376 women members. It handles nutritious foods such as paddy, lentils, etc, and intermediary food products like Besan, Sattu. The raw materials for value-added products such as Besan and Sattu are purchased, processed, packed, and distributed through various sales channels such as JEEViKA Catchment Market (CBOs, BPIUs, Rural Marts, and Green Delight Store), Village Organisations (VOs), and local retail stores with a 5-10% margin of profit.

## 3. Women-led FPOs can play an important role in the transition to more sustainable and resilient agri-food systems

- FPOs processing and marketing in rural areas can also lead to shorter supply chains, reducing wastage of perishable foods and leading to resilient food systems and ecological sustainability.
- **Pathway in action:** Women's groups are currently key to scaling up sustainable production practices under various programs like the **Mahila Kisan Sashaktikaran Pariyojana (MKSP)** and other state-level programs scaling up agro-ecological and natural farming practices. Women-led FPOs can also enable knowledge transfer through both organised training and by creating peer-learning networks among members.





# ROLE OF WOMEN IN PRODUCTION OF NUTRI-DENSE CROPS

Women-led FPOs present a unique opportunity to promote the production of nutrient-dense crops. Previous research in India and Bangladesh has shown that when women are empowered and have a greater role in agricultural decision-making, they plant a greater diversity of crops and more nutrient-dense crops.

As an example, Professional Assistance for Development Action (PRADAN) is one of India's largest NGOs and has been working with women's self-help groups, providing agricultural information, savings and credit linkages, and livelihoods initiatives, for more than three decades<sup>1</sup>. An evaluation of their program in 8 districts across 5 states led by the International Food Policy Research Institute (IFPRI) found that participation in self-help groups was associated with a 9% increase in the number of crops grown during winter and a 14% increase in the probability of growing food crops compared to those who did not participate. However, overall, women's participation in the decision of what types of crops to grow is quoted as limited, accounting for less than 10% of cases. Financial constraints and social norms were highlighted as potential reasons.

A second research study, conducted in Bangladesh by IFPRI, found that women's empowerment was associated with an increase in land allocation to fruits<sup>2</sup>. Looking at specific components of women's empowerment, they found:

- Women's increased role in decision-making was associated with more land allocation to fruits and less land allocation to cereals
- Women's greater participation in economic or social groups was associated with greater land allocation to vegetables and fruit
- An increase in women's share of household assets was associated with more land allocation to fruits and cereals

In sum, women-led FPOs offer an opportunity to bolster women's participation in decision-making around which types of crops to grow, and, in conjunction with improving technical knowledge and access to finance for nutrient-dense crops, could improve production practices that maximise maternal and child nutritional outcomes.

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[1] Results of the PRADAN evaluation were published by Kalyani Raghunathan, Samyuktha Kannan, and Agnes Quisumbing in *Agricultural Economics* in 2019, issue number 5, pages 567-580.

[2] Results of the IFPRI evaluation in Bangladesh were published by Alessandro De Pinto, Greg Seymour, Elizabeth Bryan, and Prapti Bhandari in *Climatic Change* in 2020, issue number 163, pages 1025-1043.



# MAPPING OF NATIONWIDE CASE STUDIES ON WOMEN-LED FPOs

Data from the National Family and Health Survey 4 was used to identify the states that have high land ownership among women. The figure below (Figure 2) depicts land ownership rates among women by states in India in 4 categories – individual ownership only, joint ownership only, both individual and joint ownership, and does not own land.

Overall, we find that 72% of Indian women do not own any land, while 7% own land alone, 12% own land jointly, and 9% own land both alone and jointly.

Women in 12 states/UTs own more land than the national average. These states/UTs are Arunachal Pradesh, Bihar, Odisha, Assam, Meghalaya, Jharkhand, Karnataka, Manipur, Tripura, Madhya Pradesh, Lakshadweep, and Telangana. Moreover, Odisha, Lakshadweep, and Karnataka have the highest % of women owning land alone only.

Women in the remaining 24 states/UTs own lesser land than the national average. Moreover, the 5 states with the lowest land ownership among women are West Bengal, Daman and Diu, Mizoram, Goa, and Himachal Pradesh.

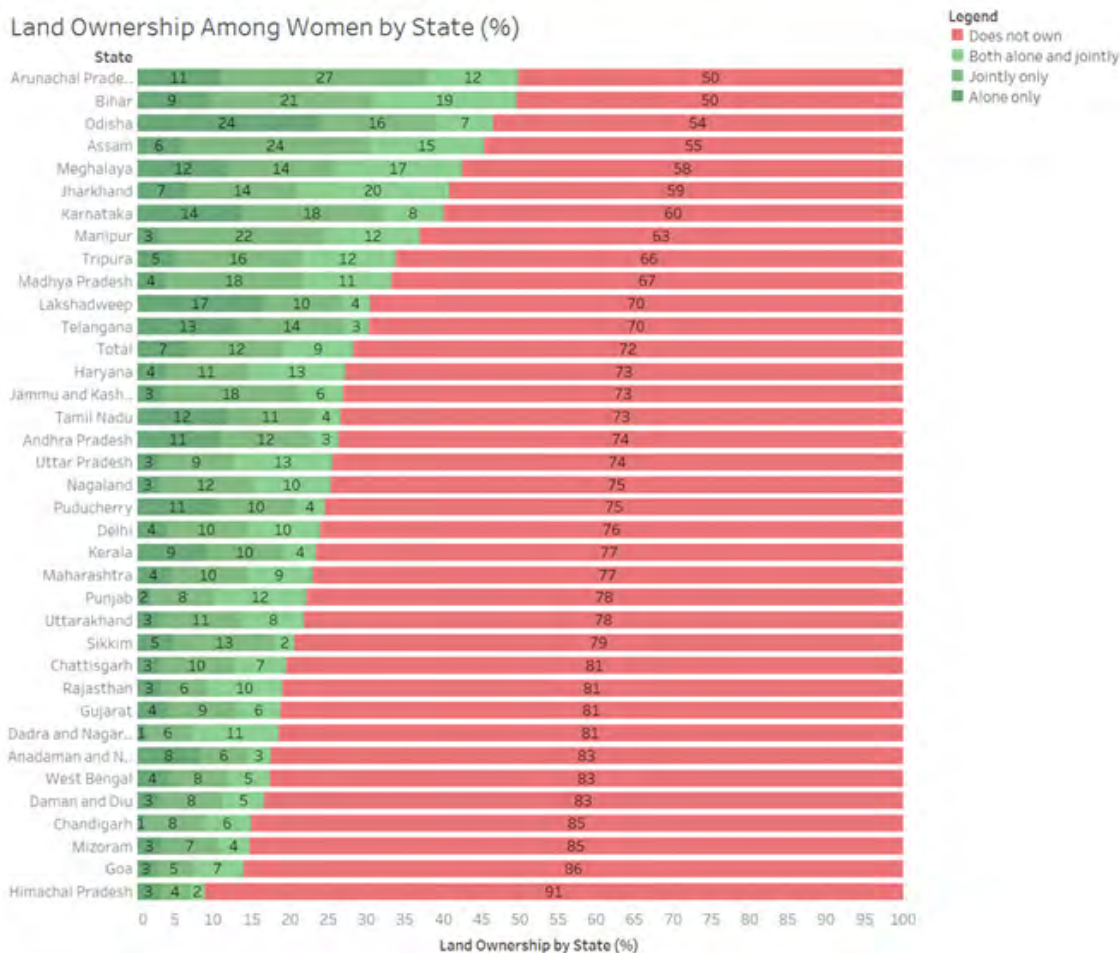
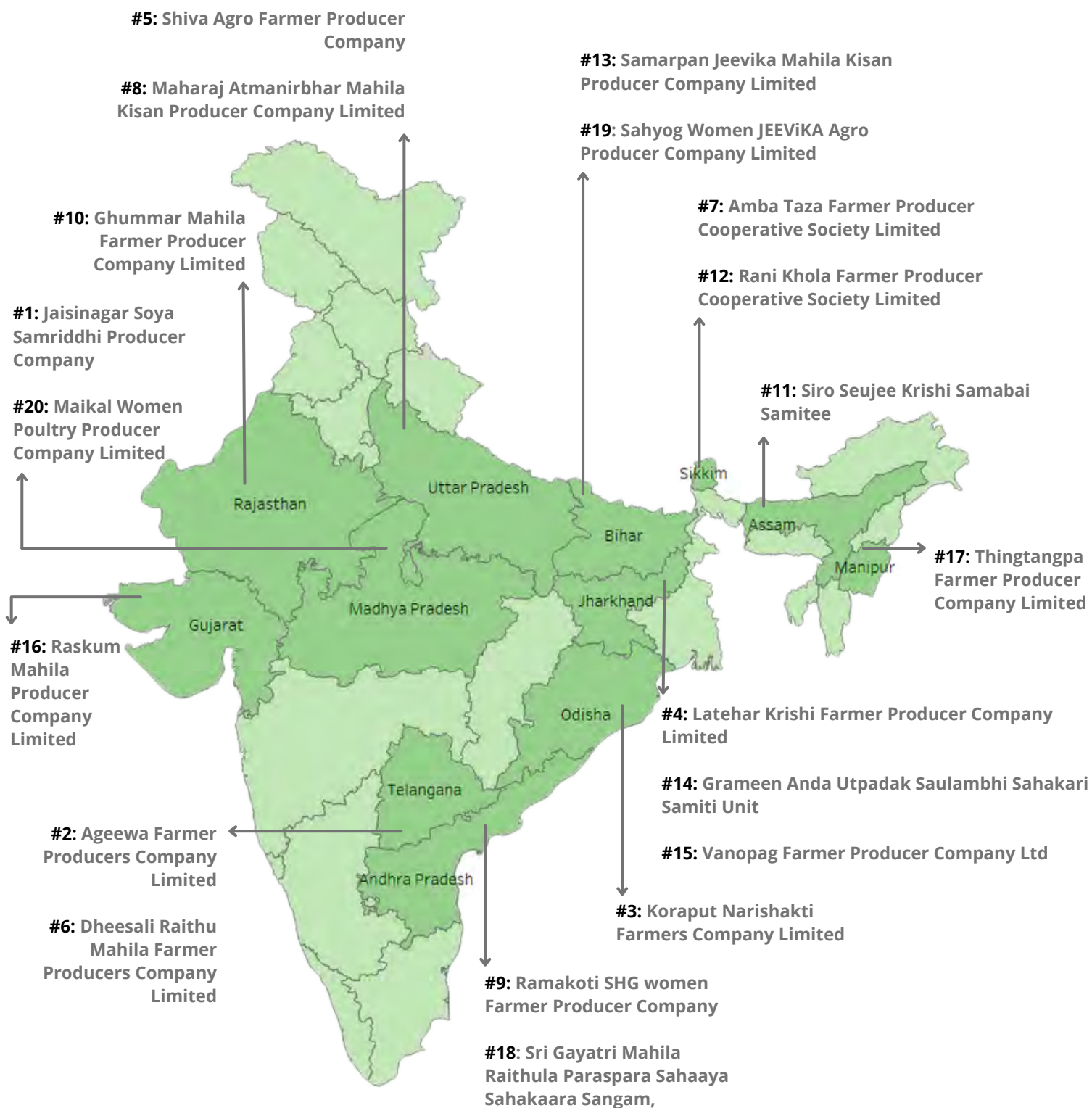


Figure 2: Land ownership rates among women in India





Anuvaad Solutions interviewed women-led FPOs from states such as Bihar, Odisha, Jharkhand, Manipur, etc., since the land ownership among women in these states is higher than the national aggregate. Additionally, women-led FPOs from other states such as Sikkim, Andhra Pradesh, etc., were also interviewed with an objective to document the best practices of women-led FPOs across various geographies in India (Figure 3). The summary of FPOs contacted and overview of the development partners engaged is depicted in the Annexure.



**Figure 3: Outreach to women-led FPOs across various geographies**

Values with "#" indicate the serial number of the case study in the compendium



# KEY TAKE-AWAYS FROM ANALYSIS OF CASE STUDIES

<b>Registration</b>	<ul style="list-style-type: none"><li>• Often, women-led FPOs were formed through previously existing self-help groups and women's collectives. <b>Building trust is a major challenge in forming collective enterprises like FPOs</b>, especially in places where such community-based organisations do not already exist. The formation of an FPO involves the contribution of time and financial resources, which all members may not be able to provide.</li><li>• In addition, some groups reported being <b>unfamiliar with the process of registering</b> themselves as FPOs.</li><li>• <b>Many existing groups also reported difficulty in understanding and following registration procedures and regular compliance under the Companies Act.</b></li><li>• Some groups currently registered as cooperatives also reported being <b>unable to transfer their registration</b> into that of an FPO, particularly because they could not carry over the group's assets.</li></ul>
<b>Capital</b>	<ul style="list-style-type: none"><li>• Women's groups find it <b>challenging to raise share capital</b> from all members for the formation of FPOs. The share capital raised through members is often not large enough to commence any post-production activities without external grants or loans.</li><li>• While various organisations like NABARD and SFAC support FPOs through grants and loans, the <b>process can be long and difficult</b>. The application process also involves drafting proposals and business plans that can be challenging for board members.</li><li>• <b>Loan-taking is also perceived as a risky activity</b>, particularly by board members who feel responsible for repayment.</li><li>• At times, grants and loans may also not be large enough to start ventures at a scale large enough for FPOs to remain competitive or profitable.</li></ul>
<b>Market Linkages</b>	<ul style="list-style-type: none"><li>• The agri-marketing and processing industry remains <b>a highly saturated and competitive industry with low margins</b> across many product categories and geographic regions.</li><li>• FPOs often struggle to create effective business strategies or carve out market share. As previously mentioned, <b>scale is a major challenge</b> most organisations struggle with, as FPOs are often able to purchase, market, or process only a portion of members' production.</li></ul>
<b>Lack of Institutional Buyers</b>	<ul style="list-style-type: none"><li>• There is a <b>lack of linkages with institutional buyers and with government schemes like the Take Home Ration (THR) of the Integrated Child Development Services (ICDS) or the Public Distribution Scheme (PDS) program.</b></li><li>• New FPOs <b>struggle to find assured markets</b> for their produce, which removes the ability to scale up production and to invest in processing, grading, and sorting activities. Institutional buyers and assured markets are essential for a new FPO to continue growing and building trust with farmers.</li></ul>



<p><b>Role of government &amp; support organisations</b></p>	<ul style="list-style-type: none"> <li>• Most of the FPOs are supported by the respective <b>State Rural Livelihood Mission (SRLMs)</b>. States such as Odisha and Bihar are heavily reliant on the JEEViKA program established by the government for financial, administrative, and human resources-related costs.</li> <li>• Various government organisations, NGOs, and other civil society organisations have spent many years supporting the formation of women's collectives and producer companies. They are tasked with bringing together community members and providing human resource support and other services to FPOs.</li> <li>• The formation of sustainable women-led FPOs also <b>requires systematic support and training</b> to support organisations directly overseeing, managing, or mentoring FPOs</li> </ul>
<p><b>Village Infrastructure</b></p>	<ul style="list-style-type: none"> <li>• Various FPOs are situated in areas with <b>poor electricity access</b>. A consequence of this is shortened working hours and spoilage of food.</li> <li>• <b>Poor road networks</b> lead to difficulties in organising people from nearby districts because of long commute times.</li> </ul>
<p><b>Mistrust</b></p>	<ul style="list-style-type: none"> <li>• <b>Farmers often do not trust recently set up FPOs</b> to give them produce on credit. Moreover, there can be an inability to hold vendors accountable for payments. This, combined with the <b>difficulty of accessing formal credit</b> and uncertainty about vendors can cause significant monetary issues for a new FPO.</li> </ul>
<p><b>Impact of COVID-19</b></p>	<ul style="list-style-type: none"> <li>• Women were more likely to face unemployment in the wake of the COVID-19 pandemic, with male employment falling by 30% and <b>female employment falling by 47%</b> in comparison<sup>3</sup>.</li> <li>• A nationwide survey of enterprises after the first lockdown also showed that women-led enterprises were more likely to face <b>financial stress</b> in the form of <b>cash-flow issues and delayed loan payments</b><sup>4</sup>.</li> <li>• Nearly all FPOs that our team spoke to also reported <b>facing significant setbacks</b> due to the pandemic. Some groups had to delay plans of formation, others delayed starting business ventures, while some had to partly or fully close down existing operations. Groups also reported <b>losing savings, loss-making, and low revenues since the start of the pandemic</b>.</li> </ul>

[3] Abraham RB, A; Kesar S. Tracking Employment Trajectories in the Covid-19 Pandemic: Evidence from Indian Panel Data. 2021.

[4] Buteau SB, A; Covid-19: Assessing vulnerabilities faced by microenterprises. Ideas for India. 2021.



# DETAILED CASE STUDIES



<b>Cereals</b>	
<b>Millets and Pulses</b>	
<b>Vegetables and Fruits</b>	
<b>Oils, fats and nuts</b>	
<b>Milk and animal foods</b>	

*Legend 1: Categorisation of nutritious produce into various food groups*

# #1 Role of agri-technology and microfinance in scaling up production: A case study on Jaisinagar Soya Samriddhi Producer Company, Madhya Pradesh



## Summary of the FPO

<b>Name</b>	Jaisinagar Soya Samriddhi Producer Company
<b>Nutritious Food Produce</b>	Kharif: Maize, Black Gram Dal, Soyabean Rabi: Wheat, Chickpea, Onion
<b>Location (Village, district, state)</b>	Jaisinagar, Sagar, Madhya Pradesh
<b>Members (No) with women representation</b>	1299
<b>Year of Formation</b>	2015
<b>Financials (INR)</b>	INR 85 Lakh Annual Turnover (2020-21)



## Description of Model

### Description of activities

- Technical training of farmers on agricultural inputs like pesticides by teachers from the National Bank for Agriculture and Rural Development (NABARD). Further, Srijan NGO provides capacity-building-related training.
- Imports seeds, pesticides, fertilisers and sells those to the farmers for crop production
- Purchases produce with the help of Samunnati Microfinance and goes on to supply the produce in markets
- Undertakes grading of Maize and Grains for quality control
- Undertakes processing of maize, wheat, and pulses.

### Profit model

- Samunnati Microfinance finances provide market linkages.
- The profit margin is collectively decided amongst the members with proportional distribution of profit
- Provision for informal credit system to save their share within the company for future use
- The farmers who supply during a single season get a smaller share (1-2%) as compared to those who supply in both the seasons.

### Enablers

- Supportive supervision from directors
- Regular training of farmers
- Better selling price achieved through the grading of produce.
- Support from the local community.

### Barriers

- Insufficient capital, loans and government grants.

### Support

- Role of Srijan NGO in the formation of the FPO and subsequently building its capacity
- Training opportunities as part of the Nav Kisan Scheme, NABARD
- Processing machine from Krishi Vigyan Kendra (KVK)
- Financial support from Samunnati Microfinance

## #2 Utilization of certified seeds from Telangana Agriculture University to produce Red Gram and Paddy: A case study on “Ageewa Farmer Producers Company Limited”, Telangana



### Summary of the FPO

<b>Name</b>	Ageewa Farmer Producers Company Limited
<b>Nutritious Food Produce</b>	Kharif: Red gram, Paddy Rabi: Vegetables
<b>Location (village, district, state)</b>	Choller, Yadadri Bhuvanagiri, Telangana
<b>Members (No) with women representation</b>	511
<b>Year of Formation</b>	2018
<b>Financials</b>	INR 39,77,157 Lakh Annual Turnover (2020-2021)



### Description of Model

#### Description of activities

- The FPO received a license for agricultural inputs (pesticides, seeds, fertilizers, tarpaulin sheets, etc) with support of Andhra Pradesh Mahila Abhivruddhi Society (APMAS) and National Bank for Agriculture and Rural Development (NABARD).
- The FPO has linkages with e-Fresh, Markfed, and Coromandel for purchasing Agri inputs at a subsidized price and sells through cash and carry model at Farm Development Centers.
- The Farmer Producer Organisation (FPO) also provides sprayers, weeders, etc on rent
- Telangana State Agriculture University supports the Seed Village Program by supplying certified foundation seeds to farmers at subsidized prices
- The FPO established a Minimum Selling Scheme (MSS) for the sale of produce. The Hyderabad Agriculture Cooperative Association (HACA) provides market linkages.
- Red Gram is supplied to the central warehouse and stored for subsequent export to Northern parts of India. To process the red gram into value-added products, the FPO is constructing a mill with financial support from NABKISAN Finance Limited (NKSL). The FPO also produces Organic Paddy & Red Gram but lacks market linkages and plans to sell produce to supermarkets and local retailers.
- FPO organizes District and Mandal Convergence Meetings with various line departments. It intervened in the Primary Agriculture Cooperative Society (PACS) activities through regular meetings with the district authorities for strengthening market linkages. It opened a bank account for financial linkages and is linked with NKSL.

#### Profit model

- For FPO: Profit is made from the supply of inputs at the doorstep to farmers.
- For Members: Distribution of profit as a dividend to all members with an additional patronized bonus based on Agri Input and Agri Output related transactions with FPO.

#### Enablers

- Licensing and linkages for supplying Agri inputs at village level
- Capacity building of farmers
- Support from NABARD

#### Barriers

- Lack of market linkages with supermarkets and online retail platforms
- COVID 19 related challenges

#### Support

- Financial support from NABARD and APMAS
- Telangana State Agriculture University for training and supplying seeds

# #3 Growing crops in a cyclone and flood prone area: A case study on Koraput Narishakti Farmers Company Limited, Odisha



## Summary of the FPO

<b>Name</b>	Koraput Narishakti Farmers Company Limited
<b>Nutritious Food Produce</b>	Kharif: Ginger, Tomato, Cauliflower, Millets, Yam, Flat beans, Pumpkin, Finger Millet Rabi: French beans, Bitter gourd, Green Pea, Watermelon, Onion, Garlic, Sweet corn, Potato, Livestock: Poultry and Goats Intermediary Processed Foods: Finger Millet (Ragi)
<b>Location (Village, district, state)</b>	Koraput, Odisha
<b>Members (No) with women representation</b>	1500
<b>Year of Formation</b>	2020
<b>Financials (INR)</b>	INR 63.2 Lakh Annual Turnover (2020-2021)



## Description of Model

### Description of activities

- Developing micro-production clusters called as “producer groups” (5- 6 crops), backyard poultry or plantation products.
- Bringing together 100- 150 farmers as a building block for Koraput Narishakti farmer producer company limited (KNSFPCL).
- Diversifying horticultural and other high-value crops having market demand, which can provide significant income to marginalised farmers.
- At the district level, KNSFPCL has a role in the convergence of different schemes and mechanisms providing suitable mediums and ways for income enhancement.
- At the block level, KNSFPCL plays an important role in better governance and business viability.
- At the producer’s group level, FPO supports social entrepreneurs and CAHWs (Community Animal Health Workers) to provide door-to-door service to marginalised farmers.
- After getting technical/financial (sometimes both) support from FPO for providing organic products and collecting agriculture produce for selling, CAHWs vaccinate back yard poultry.
- Millets are being marketed in government-set ‘mandis’ and vegetable products with nearby or distant vendors

### Profit model

- A profit margin of 5 to 7 % for FPO

### Enablers

- Community mobilisation
- Synchronised production and market linkages
- Training at grass root level in small groups

### Barriers

- Lack of fixed price for commodities
- Delayed payments from vendors
- Complexities of paperwork
- Existing market competition

### Support

- Role of PRADAN in supporting the FPOs
- Financial support from Millet Mission, Government of Odisha & Walmart for salaries of the CEOs & marketing heads

# #4 Interlinkages with Take Home Ration (THR) at Anganwadi Centers: A case study on Latehar Krishi Farmer Producer Company Limited, Jharkhand



## Summary of the FPO

<b>Name</b>	Latehar Krishi Farmer Producer Company Limited
<b>Nutritious Food Produce</b>	Kharif: Paddy, Pigeon Pea, Millet, Groundnuts, Rabi: Wheat, Mustard, Potato, Jeera Poultry: Hen, Duck, Lac Intermediary/Processed Foods: Pigeon Pea
<b>Location (Village, district, state)</b>	Demu, Latehar, Jharkhand
<b>Members (No) with women representation</b>	2990
<b>Year of Formation</b>	2020
<b>Financials (INR)</b>	INR 50,00,000 Annual Turnover



## Description of Model

### Description of activities

- Value Chain addition of pigeon pea, processing, and packaging of honey, rearing of ducklings and chicks, processing and packaging of rice, providing trading platform and marketing of Lac.
- Involved in the collection, cleaning, sorting, grading, packaging of the produce.
- Inter-linked with the Integrated Child Development Services (ICDS) program. Pigeon Pea is provided at Anganwadi Centers (AWCs) as Take-Home Ration (THR)

### Profit model

- Reduction in the transportation cost, collective selling of produce, capacity building and training programs contribute to profit for members

### Enablers

- Active participation of members
- Sharing of profit with members
- Quality control for seeds & agricultural inputs to the members for production.

### Barriers

- Ownership
- Mobilization

### Support

- Grants and capacity building support from Mahila Kisan Shashatikaran Pariyojana (MKSP), Jharkhand State Livelihood Promotion Society, Government of Jharkhand



# #5 Supply of mushrooms in Mid-Day Meals (MDM): A case study on Shiva Agro Farmer Producer Company, Uttar Pradesh



## Summary of the FPO

<b>Name</b>	Shiva Agro Farmer Producer Company
<b>Nutritious Food Produce</b>	Kharif: Mushroom, Cauliflower, Wheat, Paddy, Sugarcane, Coriander, Turmeric Intermediary products: Jaggery, Black salt
<b>Location (District, State)</b>	Baharaich, Uttar Pradesh
<b>Members (No) with women representation</b>	380
<b>Year of Formation</b>	2020
<b>Financials (INR)</b>	INR 30 Lakh Annual turnover (2020-2021)



## Description of Model

### Description of activities

- Bayer Crop Science, a Germany based MNC developed “Better Life Farming Center” an alliance of 8 companies who support farmers with pesticides, irrigation, micronutrients, etc
- Training of farmers on crop management, animal health, and environmental science by Better Life Farming Center with the support of Bayer Crop Science
- Organic farming using cow urine (Gaumutra) for the cultivation of potato, banana, guava and sweet lime
- Plans to initiate processing of produce and commence packaging of mushrooms with the support of the Bill and Melinda Gates Foundation.
- Retail packaging of turmeric and black salt through market linkages with online retailers like Flipkart

### Profit model

- No profit model established.
- The annual turnover is shared equally by all members as per the shareholding

### Inter linkages with government schemes

- Mushrooms sold to schools through Mid-day meal Program
- Sells produce to National Rural Livelihood Mission (SLRM) and Self-Help Groups (SHGs)

### Enablers

- Efficient planning and networking with farmers, government, and other stakeholders.
- Trust building with the community
- Support from Better Life Farming Center

### Barriers

- Lack of support from government for implementation
- Low competencies of farmers
- Unfavorable weather conditions

### Support

- Market Linkages by Bill and Melinda Gates Foundation
- Bayer Crop Science for crop management
- Udyan Vibhag for training, supplies etc
- Krishi Vibhag for machinery and training
- National Bank of Agriculture and Rural Development (NABARD) through Nav Kisan
- Axis Bank for finance and Mahindra for tractors

# #6 Forward market linkages for Paddy with the Civil Supplies Department: A case study on “Dheesali Raithu Mahila Farmer Producers Company Limited”, Telangana



## Summary of the FPO

<b>Name</b>	Dheesali Raithu Mahila Farmer Producers Company Limited
<b>Nutritious Food Produce</b>	Kharif: Paddy, Vegetables Rabi: Vegetables
<b>Location (village, district, state)</b>	Solipet, Yadadri Bhuvanagiri, Telangana
<b>Members (No) with women representation</b>	631
<b>Year of Formation</b>	2017
<b>Financials</b>	INR 29,51,757 Lakh Annual Turnover (2020-2021)



## Description of Model

### Description of activities

- Received license for agricultural inputs (pesticides, seeds, fertilizers, etc) with support of Andhra Pradesh Mahila Abhivruddhi Trust (APMAS) and National Bank for Agriculture and Rural Development (NABARD).
- The FPO has linkages with e-Fresh, Markfed, and Coromandel for purchasing agricultural inputs at a subsidized price and sells through cash and carry model at Farm Development centers. The Farmer Producer Organisation (FPO) also provides sprayers, weeders, etc on rent
- Krishi Vigyan Kendra (KVK) and Agriculture University provide seeds to farmers using a Seed Village Concept and Demo Farms/Plots are used to train on sustainable agriculture practices
- The Horticulture Department supported Pandal Cultivation System for growing vegetables.
- Established a Minimum Selling Scheme (MSS) of Rs 400/bag of paddy and set up innovative procurement centers. MSS is also linked to the Public Distribution Scheme (PDS).
- Farmers give the produce to the Civil Supply Department and MIS reports are submitted by the FPO to the department for payments. However, FPO plans to improve the digitization process of MIS.
- The MSS helps the farmers make a profit of Rs 36/quintal of paddy. On the other hand, vegetables are sold in Rythu Bazars
- FPO organizes district and mandal convergence meetings with various line departments to support MSS and to develop a rural mart to sell the produce.
- The FPO received funds from NABARD to purchase a vehicle to transport produce and minimize the transportation costs. It also has linkages with NABKISAN Finance Limited (NKFL)
- Going forward, the FPO plans to establish output linkages with supermarkets, big basket, Indiamart, etc.

### Profit model

- For FPO: Profit from the sale of agri-inputs at Farm Development Centers by procuring them from farm gates and transporting them to vendors
- For Members: The MSS provides an assured market and a higher rate for produce

### Enablers

- Licensing and linkages for supplying Agri inputs at village level
- Capacity building of farmers
- Support from NABARD

### Barriers

- Lack of market linkages with supermarkets and online retail platforms
- Social-cultural barriers faced by women producers

### Support

- Financial support from NABARD and APMAS
- Horticulture department for Pandal cultivation system for growing vegetables
- District Rural Development Office (DRDO) for financial support to small farmers

# #7 Providing support to farmers by establishing a market through the Production Incentive scheme (PIS): A case study on “Amba Taza Farmer Producer Cooperative Society Limited”, Sikkim



## Summary of the FPO

<b>Name</b>	Amba Taza Farmer Producer Cooperative Society Limited
<b>Nutritious Food Produce</b>	Kharif: Green vegetables, cardamom, turmeric, ginger Intermediary/Processed food items: Organic turmeric powder Pakyong, Sikkim
<b>Location (district, state)</b>	
<b>Members (No) with women representation</b>	602
<b>Year of Formation</b>	2017



## Description of Model

### Description of activities

- Seeds are procured from ICAR (Indian Council of Agriculture Research), Gangtok & Krishi Vigyan Kendra (KVK), and manure is procured from the Agriculture Department free of cost.
- Green vegetables are grown regularly, ginger and turmeric are seasonal.
- Farmers hand over their produce to FPO, and the FPO sells it at the best rate. Profit and loss calculations are done by FPO to ensure fair prices to farmers.
- The Sikkim Government has initiated the “Production Incentive scheme (PIS)” where farmers directly sell their produce and eliminate middlemen.
- A WhatsApp group “Sikkim Organic Mission” was created by the Ministry of Agriculture. All FPO members and representatives from the government, including the minister, are a part of this group and use this forum for daily updation of activities.
- Organic Turmeric powder is prepared from turmeric by drying, powdering, packaging, and sealing. It is sold in the local market with the brand name “Organic Kitchen”.
- The FPO organizes board meetings and audits to maintain quality.

### Profit model

- For FPO: 1% money gained by selling of produce goes into FPO Management Fund
- For Members: They make profit from selling produce through PIS scheme and eliminating middle men

### Enablers

- Support form PIS scheme
- Support from the board of directors & collective effort by farmers

### Barriers

- Financial crises
- Labour costs
- Transportation costs

### Support

- MOV (Mission Organic Value Chain) for seeds and manure
- SFAC (Small Farmers Agri-Business Consortium) for salaries of staff
- PIS scheme for market linkages

# #8 Market linkages with FPO Shakti Portal and Kasturba Balika Vidyalaya: A case study on Maharaj Atmanirbhar Mahila Kisan Producer Company Limited, Uttar Pradesh



## Summary of the FPO

<b>Name</b>	Maharaj Atmanirbhar Mahila Kisan Producer Company Limited
<b>Nutritious Food Produce</b>	Kharif- Turmeric, Tomato, Cabbage, Bitter gourd, sweet gourd Rabi- Mushroom Others- Processing of dairy (paneer, packaging of milk)
<b>Location (district, state)</b>	Maharajganj, Uttar Pradesh
<b>Members (No) with women representation</b>	560
<b>Year of Formation</b>	2021
<b>Financials (INR)</b>	INR 10.5 Lakhs Annual Turnover (2021-2022)



## Description of Model

### Description of activities

- Selling 14 products under their brand-Maharaj
- Training, production, and market linkages for the sale of mushrooms.
- Collection, packaging, and supply of dairy products like milk, paneer, etc to the markets.
- Selling produce to wholesale market through counters at the district headquarters
- Market linkages with National Bank of Agriculture and Rural Development (NABARD) via mobile marts.
- Supplying produce to government departments like Kasturba Balika Vidyalaya, district hospital and prison.

### Profit model

- Net profit of INR 1.9 Lakhs for FPO

### Enablers

- Active participation by members and board of directors.
- No-loss guarantee to the members
- Previous experience and knowledge of local markets

### Barriers

- Timely transfer of credit.
- Lack of connection with big buyers at the national level.
- Seasonal demand for produce (marriages, etc)
- Lack of infrastructure to process leftover milk into powder
- Insufficient funds

### Support

- Capacity building, financial and marketing support from National Bank for Agriculture and Rural Development (NABARD)

# #9 Forward Market Linkages with Zomato & Swiggy: A case study on Ramakoti SHG women Farmer Producer Company, Andhra Pradesh



## Summary of the FPO

<b>Name</b>	Ramakoti SHG women Farmer Producer Company
<b>Nutritious Food Produce</b>	Kharif Crops: Mango and tomato Others: Millet-based foods, spice-powders, etc
<b>Location (Village, district, state)</b>	Nuzivid, Kandikicherla, Gannavaram villages, Krishna District, Andhra Pradesh
<b>Members (No) with women representation</b>	400
<b>Year of Formation</b>	2016
<b>Financials (INR)</b>	INR 56 Lakhs Annual Turnover (2021)



## Description of Model

### Description of activities

- Purchase of mangoes and tomatoes from farmers.
- Spice powders and pickles prepared from local ingredients
- Millet-based foods delivered through Swiggy, Zomato and also retail outlets
- Also, used to sell millet-based foods prior to the pandemic like Ragi Dosa, Utappams and Idlis.

### Profit model

- For FPO: Products purchased from SHGs at the standard rate and sold at a margin
- For members: Orders given to individual SHG units. INR 30,000/pm/group is the earnings per SHG

### Financials (Funding and annual turnover)

- Annual Turnover INR 56 Lakhs

## Enablers

- Collective mobilization of women SHGs
- Training provided by NABARD on food processing

## Barriers

- Farmers related issues such as working with rented capital, unwillingness to share profit, trust factor etc

## Support

- Financial support of INR 20 Lakh from Nabiskisan Finance Limited

# #10 Supply of custard apple to ice cream factories: A case study on Ghummar Mahila Farmer Producer Company Limited, Rajasthan



## Summary of the FPO

<b>Name</b>	Ghummar Mahila Farmer Producer Company Limited
<b>Nutritious Food Produce</b>	Custard apple (Sitaphal), Indian Jujube (Ber), Palash ke phool/Tesu ke phool Intermediary products: Custard apple pulp, dried flowers
<b>Location (District, State)</b>	Pali, Rajasthan
<b>Members (No) with women representation</b>	1000 shareholder members and 4000 (non-shareholder members, yet to be inducted)
<b>Year of Formation</b>	2015
<b>Financials (INR)</b>	INR 28-30 Lakh Annual Turnover (2020-2021)



## Description of Model

### Description of activities

- Grading and sorting of custard apple in the village level collection centre.
- Processing and packaging of custard apple to produce frozen custard apple pulp in the centralised unit.
- Supply of unfrozen custard apple directly to the mandis.
- Forward market linkages with ice cream factories.
- Collection of Indian Jujube (ber) and Palash ke phool /tesu ke phool at village level and forward market linkages with pharma companies like Dabur.
- Plans to extract dye from Palash ke phool in future.

### Profit model

- FPO level- Net profit for the financial year 2021-22 is INR 7-8 Lakhs.
- Member level- Plans to distribute 1 Lakh among the members and keep some money as a reserve fund.

### Enablers

- High demand of custard apple pulp in the market.
- Financial support from the HDFC bank in the form of loan and investments in equipments and machines.
- Large-scale engagement within the community.
- Market linkages with the local vendors.

### Barriers

- Lack of organised markets and Minimum Support Price (MSP) specific to fruits like custard apple
- Spoilage of fruits
- Collection of fruits from a catchment of the area of about 10-15 kms is a challenge.
- Electricity outage.

### Support

- Srijan, an NGO provides training and capacity building to the members.
- HDFC Bank for loans and other investments in machines and equipments like solar deep freezer and machines for weighing and packaging.

# #11 Production of black pepper with support from Department of Agriculture: A case study on “Siro Seujee Krishi Samabai Samitee”, Assam



## Summary of the FPO

<b>Name</b>	Siro Seujee Krishi Samabai Samitee
<b>Nutritious Food Produce</b>	Kharif: Rice, turmeric Rabi: Black pepper Products: Milk
<b>Location (district, state)</b>	Goalpara, Assam
<b>Members (No) with women representation</b>	353
<b>Year of Formation</b>	2016
<b>Financials (INR)</b>	INR 14,73,000 Annual Turnover (2020-2021)



## Description of Model

### Description of activities

- The Farmer Producer Organisation (FPO) receives seeds from the Agriculture Department, Krishi Vigyan Kendra (KVK), and distributes them to the farmers free of cost.
- The farmers also receive black pepper seeds from National Bank for Agriculture and Rural Development (NABARD) and prepare a mother plane from the seeds at nurseries.
- Farmers harvest the black pepper and sell it in markets to retailers and villagers every Sunday. The money gained from the sale of produce is deposited in a bank and is distributed between all members
- NABARD created a Non-Governmental Organisation (NGO) called “Grameen Sahara” to provide training and financial support to farmers.
- A project supported by the Tata trusts also buys black pepper from the FPO
- The FPO has also taken a loan from NGO Grameen Sahara to buy cows and sell milk in the local market every day.
- KVKs also undertake training and capacity building of farmers

### Profit model

- For FPO: 1% margin of profit
- For Members: The farmers receive free seeds and pesticides at a subsidized price from the FPO. The FPO also provides them with a market and pays monthly wages.

### Enablers

- Market linkages
- Training imparted to farmers

### Barriers

- Shortage of seeds and fodder for cattle during the pandemic

### Support

- NGO Grameen Sahara for financial support and capacity building
- KVKs for training and distribution of seeds

# #12 Horticulture production with government support: A case study on “Rani Khola Farmer Producer Cooperative Society Limited”, Sikkim



## Summary of the FPO

<b>Name</b>	Rani Khola Farmer Producer Cooperative Society Limited
<b>Nutritious Food Produce</b>	Kharif: Cardamom, ginger, and seasonal vegetables
<b>Location (district, state)</b>	East Sikkim, Sikkim
<b>Members (No) with women representation</b>	141
<b>Year of Formation</b>	2017
<b>Financials (INR)</b>	INR 10, 42,000 Annual Turnover (2020-2021)



## Description of Model

### Description of activities

- The farmers purchase seeds from the local market and nearby villages. The Government of Sikkim also gives seeds free of cost 1-2 times a year.
- The Horticulture Department, Government of Sikkim distributes vermicompost, pesticides, etc to farmers through the Farmer Producer Organisation (FPO)
- The FPO lacks processing facilities. Hence, after harvesting, cardamom is dried by a traditional method and sold when there is the best price in the market. On the other hand, ginger is cleaned and sold on the same day
- FPO conducts quality checks, aggregates produce from farmers, and sells it in the local market. The board members of the FPO are directly involved in the sale, thus eliminating the need for middlemen.
- Government of Sikkim has provided a vehicle for transporting produce for sale in local markets
- The FPO recently launched “The Rani Khola Outlet” to collect vegetables from farmers for sale in the local market at the FPO’s office. The FPO also sells fodder, pesticides, etc at the outlet.

### Profit model

- For FPO: 1-2% profit from the selling price of produce
- For Members: Approximately 5-10% profit from the selling price of produce by reducing the transportation costs for farmers

### Enablers

- Team effort of farmers and board members
- Rani Khola Outlet helped in the branding of the FPO
- Support from the Government of Sikkim

### Barriers

- Getting a fair price for produce in the market
- Transportation costs
- Challenges in the aggregation of produce

### Support

- Small Farmers Agri-Business Consortium (SFAC) for providing grants
- Government of Sikkim for providing seeds, pesticides, vehicle, and financial support



# #13 A leap to increase the income and livelihood of women farmers: A case study on “Samarpan Jeevika Mahila Kisan Producer Company Limited”, Bihar



## Summary of the FPO

<b>Name</b>	Samarpan Jeevika Mahila Kisan Producer Company Limited
<b>Nutritious Food Produce</b>	Paddy, Wheat, Maize, Potato, Litchi, Pulses
<b>Location (Village, district, state)</b>	Muzaffarpur, Bihar
<b>Members (No) with women representation</b>	2288
<b>Year of Formation</b>	2013
<b>Financials (INR)</b>	INR 1.74 Crore Annual Turnover (2020-2021)



## Description of Model

### Description of activities

- Seed Production – For Wheat and Potato (first-year trial)
- Agri input linkages – Distributorship and supply of quality seeds, fertilizers, growth promoters, etc
- Agri output linkages for non-perishables and perishables – Aggregation, processing, and collective market linkages for Paddy, Maize, Wheat, Litchi, Mango, Potato, etc
- Processing and Manufacturing – 2 automated Nutri Garden vegetable seed kit packaging units.

### Profit model

- Procures quality seeds from reputed companies and then packs it using its own automated machine into Nutri Garden Seed Kits
- Collective purchase on behalf of farmers with direct supplying to institutional buyers/traders, thus eliminating middlemen.
- Earns dealership margin by placing an advanced demand for Agri inputs to companies

### Enablers

- A community-based business model with experienced human resources
- Technical Support from Agri consulting firms (technical), Bihar Rural Livelihoods Promotion Society-BRLP (financial), JEEVIKA (community structure)

### Barriers

- Small and marginal farmers with limited landholding affecting economies of scale
- Complicated legal compliances for Farmer Producer Companies (FPCs)

### Support

- Supported by BRLP, Government of Bihar for working capital, human resources & admin cost until FPO becomes sustainable

# #14 A leap to increase the income and livelihood of tribal women: A case study on “Grameen Anda Utpadak Saulambhi Sahakari Samiti Unit”, Jharkhand



## Summary of the FPO

<b>Name</b>	Grameen Anda Utpadak Saulambhi Sahakari Samiti Unit
<b>Nutritious Food Produce</b>	Eggs
<b>Location (Village, district, state)</b>	Bhasia, Gumla, Jharkhand
<b>Members (No) with women representation</b>	300
<b>Year of Formation</b>	2016
<b>Financials (INR)</b>	INR 10.6 Crore Annual turnover (2020-2021)



## Description of Model

### Description of activities

- Each farm has 500 birds and produces around 100,000 eggs per day using a staggered production cycle to ensure continuity of production
- These eggs are sold in the open market with 80% sales in Gumla District and 20% sales in Ranchi.
- Price of the eggs in various districts is regulated by National Egg Coordination Committee (NECC).
- Eggs are sold at an additional mark up of 40 paise/egg from the NECC's price.

### Profit model

- Monthly payments to members with a fixed amount for the first month and subsequently, INR 3000/ per month
- The turnover for the members was INR 35,000 to 40,000 per member.

## Enablers

- Expertise in managing a small-holder poultry model
- Local sale of commodities

## Barriers

- Cost of production
- The need for daily monitoring and technical support due to decentralised farming
- Discontinuous procurement by the Government
- Transportation costs

## Support

- Initiated to help tribal communities with support from a World Bank project- Johar

# #15 Diversified production of medicinal, forest and agricultural produce: A case study on Vanopag Farmer Producer Company Ltd, Jharkhand



## Summary of the FPO

<b>Name</b>	Vanopag Farmer Producer Company Ltd
<b>Nutritious Food Produce</b>	Kharif: Chilly, Brinjal, Paddy, Potato, Mustard, Arhar, Rabi: Tomato, Cabbage, Cauliflower Livestock: livestock/poultry/fisheries Others: Maize, Lemongrass, Tulsi
<b>Location (Village, district, state)</b>	Peto, Hazaribagh, Jharkhand
<b>Members (No) with women representation</b>	1250
<b>Year of Formation</b>	2019
<b>Financials (INR)</b>	INR 46,25,409 Lakh Annual Turnover (2021-22)



## Description of Model

### Description of activities

- Fully operated by women members and deals with Agricultural Products, Non-timber Forest Products, and Medicinal Products.
- The FPO collects agricultural products from producer groups
- Farmers sell produce at the best price to the producer groups
- The balance stock is considered as a value-added product and sold under the Palash brand through Palash Mart.

### Profit model

- FPO makes a 1% commission on all activities.

### Enablers

- Handling of Medicinal, Aromatic and Value-Added agricultural produce.

### Barriers

- Capital Requirements
- Trained Human Resources

### Support

- Support from Jharkhand State Livelihood Promotion Society (JSLPS), Government of Jharkhand

# #16 Value addition to Non-Timber Forest Produce to enhance the nutritional content: A case study on “Raskum Mahila Producer Company Limited”, Gujarat



## Summary of the FPO

<b>Name</b>	Raskum Mahila Producer Company Limited
<b>Nutritious Food Produce</b>	Products: Tamarind and Mahua Flowers, Giloy Intermediary processed food items: Tamarind paste, Tamarind candy, Mahua Chikki
<b>Location (district, state)</b>	Dahod and Panchmahal, Gujarat
<b>Members (No) with women representation</b>	633
<b>Year of Formation</b>	2021



## Description of Model

### Description of activities

- Tamarind is procured from members and traded to the Agri Producer Marketing Committee (APMC). A committee conducts quality testing, cleaning, grading, and sorting of produce before processing.
- The tamarind is deseeded and processed into a block. Additional quantities are stored in cold storage and processed as per need. Jaggery, dates, and ginger paste, etc are added to improve the nutritional content of these value-added foods.
- The produce is aggregated at decentralized collection centers. These centers serve as one-stop points to collect produce and as knowledge hubs since training is provided to members at these centers. These centers also help in the reduction of transportation costs
- The stamens of the Mahua flowers are removed by hand. This process is cumbersome due to the lack of appropriate machinery. The flowers are mixed with ragi, peanuts, sesame seeds, jaggery etc to improve the nutritional content.
- Anandi provides training on sustainable agroecological practices and board directors are involved in building capacities for management and outreach to members
- It has market linkages with individual clients and provides catering services based on pre-orders. It also has linkages with the Tribal Cooperative Marketing Development Federation of India Limited (TRIFED).

### Profit model

- For FPO: The profit made from catering and value addition goes to the FPO
- For Members: Equal distribution of profit among all the shareholders.

### Enablers

- Team effort of members
- Support from the clients

### Barriers

- Complex registration processes
- Limited perceived support from the public institutions
- Socio-cultural barriers faced by women

### Support

- Anandi for providing incubation support
- TRIFED for making market linkages
- M.S. Baroda University for recipe development and training
- Krushidhan Farmer Producer Company Limited for capacity building of directors
- Gujarat Institute of Development for conducting research studies
- Lilotri Pulses Producer Company for training on business management

# #17 Production of organic vegetables and fruits: A case study on “Thingtangpa Farmer Producer Company Limited”, Manipur



## Summary of the FPO

<b>Name</b>	Thingtangpa Farmer Producer Company Limited
<b>Nutritious Food Produce</b>	Kharif: Organic fruits such as pineapple; passion fruit; organic ginger, organic turmeric Rabi: Organic vegetables such as beans, cabbage, cauliflower, cucumber, etc Intermediary/Processed food items: Organic turmeric powder and dried ginger
<b>Location (district, state)</b>	Churachandpur, Manipur
<b>Members (No) with women representation</b>	237
<b>Year of Formation</b>	2019
<b>Financials (INR)</b>	INR 6.7 Lakhs Annual Turnover (2020-2021)



## Description of Model

### Description of activities

- FPO (Farmer Producer Organisation) purchases seeds from the local market and state headquarters at a cheaper price
- FPO distributes seeds to farmers in villages based on a prior need assessment. Farmers do not use any chemical fertilizers & only use organic fertilizers and manure.
- Seventy-five percent of the produce is used for sale at the market and 15% for processing
- FPO aggregates produce from farmers and sells to other FPOs/ Farmer Producer Companies (FPCs). It also sells produce in the local markets & to third-party vendors.
- The Government of Manipur provided a machine for the processing of ginger and turmeric at a subsidized price. Processed foods are prepared and sold based on advance orders from third-party vendors. FPO also received two vehicles from the Government at a subsidized rate
- Farmers are trained on organic production and financial literacy by the Government of Manipur or dedicated professionals hired by the FPO.

### Profit model

- For FPO: 25% of the money made from the sale of produce is used for equity and 25% for the FPC management
- For Members: 50% of the money made from the sale of produce is for members

### Enablers

- Support from Manipur Organic Mission Agency (MOMA)
- Collective effort of farmers
- Good quality of soil

### Barriers

- Lack of an established market
- Transportation costs

### Support

- MOMA for the formation of FPO and facilitating government subsidies.
- Government of Manipur for providing training to farmers.

# #18 The journey from a Self-Help Group (SHG) to a Farmer Producing Organisation (FPO): A case study on Sri Gayatri Mahila Raithula Paraspara Sahaaya Sahakaara Sangam, Andhra Pradesh



## Summary of the FPO

<b>Name</b>	Sri Gayatri Mahila Raithula Paraspara Sahaaya Sahakaara Sangam (Sri Gayatri Women Farmers' Mutually Aided Cooperative Society)
<b>Nutritious Food Produce</b>	Kharif crops: Bengal gram, Paddy, Banana, vegetables. Rabi crops: Millets (Foxtail and Sorghum), Pulses (bengal gram, black gram), Sesame.
<b>Location (Village, district, state)</b>	Musalireddigaaripalle, Kadapa District, Andhra Pradesh
<b>Members (No) with women representation</b>	200
<b>Year of Formation</b>	2000
<b>Financials (INR)</b>	INR 9 to 10 Lakh Annual Turnover



## Description of Model

### Description of activities

- Presence of a seed bank for all crops grown in the region.
- Purchases dry produce from the market and makes flour using own machinery
- Sells processed flours to local households
- The FPO is a member of the federated organic cooperative named as Sahaja Aharam to which it supplies its produce
- Processed foods are made available for events through orders

### Profit model

- Aims for a 2% profit margin on their activities.
- Profit is saved and re-invested or given as loans to members.

### Enablers

- Interactive discussion amongst women SHGs on production practices, nutritive value and composition of produce

### Barriers

- Time consuming activities with limited monetary rewards

### Support

- Formation of SHG from Velugu (NGO)
- Training from Centre for Sustainable Agriculture (NGO)
- Marketing from Sahaja Aharam

# #19 Community-based model for collective purchase & sale of nutritious food produce: A case study on “Sahyog Women JEEViKA Agro Producer Company Limited”, Bihar



## Summary of the FPO

<b>Name</b>	Sahyog Women JEEVIKA Agro Producer Company Limited
<b>Nutritious Food Produce</b>	Kharif: Paddy Rabi: Lentil, Potato, and Wheat Intermediary/Processed food items: Lentil Pulse, Sattu, and Besan
<b>Location (Village, district, state)</b>	Nalanda, Bihar
<b>Members (No) with women representation</b>	1376
<b>Year of Formation</b>	2013
<b>Financials (INR)</b>	INR 1.25 cr Annual turnover (2020-2021)



## Description of Model

### Description of activities

- **Agri Input:** Licensed for seeds and fertilizers. Sells the inputs through a retail outlet and doorstep delivery
- **Agri Output:** Aggregation and collective marketing of Lentil, Paddy, Potato, and Wheat.
- **Intermediary/ Processed Foods:** Value addition products such as Sattu, Besan, etc through a processing unit. Raw materials are purchased, processed (FPC for Besan & Sattu and Millers for Lentils), packaged, and distributed through various sales channels such as JEEViKA Catchment Market (CBOs, BPIUs, Rural Marts, and Green Delight Store), Village Organisations (Vos) and local retail stores.

### Profit model

- **Agri Input:** Small margin of profit. Provides regulated fertilizers at government price and helps farmers in saving INR 20-300/bag. Further, books the purchase of seeds in advance and ensures a margin of 1-1.5%
- **Agri Output:** Eliminating middlemen from the supply chain through collective purchase on behalf of farmers and direct supply to institutional buyers
- **Intermediary/ Processed Foods:** A diversified market for Besan, Sattu, etc with 5-10% margin of profit.

### Enablers

- Support from JEEViKA
- Community-based model
- Experienced and technical staff

### Barriers

- Small and marginal farmers with limited landholding
- Cumbersome legal compliances and accounting manual of JEEViKA

### Support

- Working capital, Human Resources and Administrative costs supported by Bihar Rural Livelihood Promotion Society (BRLPS), Government of Bihar

# #20 A cooperative model for poultry production: A case study on Maikal Women Poultry Producer Company Limited, Madhya Pradesh



## Summary of the FPO

<b>Name</b>	Maikal Women Poultry Producer Company Limited
<b>Nutritious Food Produce</b>	Broiler birds
<b>Location (Village, district, state)</b>	Anuppur, Madhya Pradesh
<b>Members (No) with women representation</b>	1014
<b>Year of Formation</b>	2015
<b>Financials (INR)</b>	INR 17.4 Crore Annual Turnover (2020-2021)



## Description of Model

### Description of activities

- A Cooperative society model
- Women have broiler birds in their backyard and all services (feed, medicine, etc) are provided free of cost at doorsteps.
- The collective has a community-based supervisor, professional manager, business staff, a veterinary, etc
- The cooperative sells birds through the collective and the collective bears the risk of the cooperative.
- Producers are paid basis their production efficiency using a remuneration model that is based on an efficiency index
- Producers can grow up to 5-6 cycles per year
- Training and handholding is provided to board members who have been drawn from the community
- Produce is sold in the name of "Sukhtava Chicken" at retail shops
- Management Information System (MIS) accounts and software have been provided as a part of the Poultry Management System

### Profit model

- Developed own value chain for cost reduction.
- At the collective level, 200 days are profitable and 100 are loss-making due to lower market costs. Seasons, festivals, etc. impact demand
- 95% of birds are sold directly to wholesalers as live birds.
- Producers are paid based on their production

### Enablers

- Collectivization of risk and resources.
- Integration of the value chain.
- Professional management and training programs
- Continuity of production despite the COVID-19 lockdown

### Barriers

- COVID-19 and bird-flu led to a loss of about INR 2 Crore.
- Resource mobilization for enhancing production
- Need for larger sheds, more capacity & increased production.

### Support

- National Rural Employment Guarantee Act (NREGA) for sheds
- District Mineral Foundation for working capital
- Funding from State Rural Livelihood Mission (SLRM)
- A state specific scheme for INR 50 Lakh grant per FPO





# ACKNOWLEDGEMENTS

We would like to acknowledge the team at Anuvaad Solutions conducting interviews with the FPOs and drafting this compendium:

- Dr. Ananya Awasthi, Founder and Director
- Dr. Lindsay Jaacks, Academic Advisor
- Dhruthi Devulapalli, Program Manager
- Niharika Pandya, Data Analyst
- Manvi Poddar, Communication Consultant
- Divya Veluguri, Technical Consultant

Lastly, we would like to give credit to Noun Project for providing us with graphics and icons.



## *The summary of FPOs contacted and overview of the development partners engaged*

Sr No.	Title	Development Partner engaged
1	Role of agri-technology and microfinance in scaling up production: A case study on Jaisinagar Soya Samriddhi Producer Company, Madhya Pradesh	Transform Rural India (TRIF), Digital Green & National Association for Farmer Producer Organizations
2	Utilization of certified seeds from Telangana Agriculture University to produce Red Gram and Paddy: A case study on "Ageewa Farmer Producers Company Limited", Telangana	Contacted FPO directly
3	Growing crops in a cyclone and flood prone area: A case study on Koraput Narishakti Farmers Company Limited, Odisha	PRADAN
4	Interlinkages with Take Home Ration (THR) at Anganwadi Centers: A case study on Latehar Krishi Farmer Producer Company Limited, Jharkhand	Digital Green
5	Supply of mushrooms in Mid-Day Meals (MDM): A case study on Shiva Agro Farmer Producer Company, Uttar Pradesh	FPO Shakti Portal
6	Forward market linkages for Paddy with the Civil Supplies Department: A case study on "Dheesali Raithu Mahila Farmer Producers Company Limited", Telangana	Contacted FPO directly
7	Providing support to farmers by establishing a market through the Production Incentive scheme (PIS): A case study on "Amba Taza Farmer Producer Cooperative Society Limited", Sikkim	Contacted FPO directly
8	Market linkages with FPO Shakti Portal and Kasturba Balika Vidyalaya: A case study on Maharaj Atmanirbhar Mahila Kisan Producer Company Limited, Uttar Pradesh	FPO Shakti Portal
9	Forward Market Linkages with Zomato & Swiggy: A case study on Ramakoti SHG women Farmer Producer Company, Andhra Pradesh	PRADAN
10	Supply of custard apple to Ice cream factories: A case study on Ghummar Mahila Farmer Producer Company Limited, Rajasthan	Transform Rural India (TRIF), Digital Green & National Association for Farmer Producer Organizations
11	Production of black pepper with support from Department of Agriculture: A case study on "Siro Seujee Krishi Samabai Samitee", Assam	Contacted FPO directly
12	Horticulture production with government support: A case study on "Rani Khola Farmer Producer Cooperative Society Limited", Sikkim	Contacted FPO directly
13	A leap to increase the income and livelihood of women farmers: A case study on "Samarpan Jeevika Mahila Kisan Producer Company Limited", Bihar	Jeevika
14	A leap to increase the income and livelihood of tribal women: A case study on "Grameen Anda Utpadak Saulambhi Sahakari Samiti Unit", Jharkhand	National Smallholder Poultry Development Trust (NSPDT)
15	Diversified production of medicinal, forest and agricultural produce: A case study on Vanopag Farmer Producer Company Ltd, Jharkhand	Digital Green
16	Value addition to Non-Timber Forest Produce to enhance the nutritional content: A case study on "Raskum Mahila Producer Company Limited", Gujarat	Contacted FPO directly



<b>Sr No.</b>	<b>Title</b>	<b>Development Partner engaged</b>
17	Production of organic vegetables and fruits: A case study on “Thingtangpa Farmer Producer Company Limited”, Manipur	Contacted FPO directly
18	The journey from a Self-Help Group (SHG) to a Farmer Producing Organisation (FPO): A case study on Sri Gayatri Mahila Raithula Paraspara Sahaaya Sahakaara Sangam, Andhra Pradesh	Center For Sustainable Agriculture
19	Community-based model for collective purchase & sale of nutritious food produce: A case study on “Sahyog Women JEEViKA Agro Producer Company Limited”, Bihar	Jeevika
20	A cooperative model for poultry production: A case study on Maikal Women Poultry Producer Company Limited, Madhya Pradesh	National Smallholder Poultry Development Trust (NSPDT)