



# Training Programs for Farmer Producer Organisation (FPOs) and CBOs

**National Institute of Agricultural Extension Management (MANAGE)**

(An Autonomous Organization of Ministry of Agriculture and Farmers Welfare, Govt. of India)

Rajendranagar, Hyderabad 500 030, Telangana, India

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## I.ABOUT THE INSTITUTE:

In response to the challenges of agricultural extension in rapidly growing and diverse agriculture and allied sectors, MANAGE was established in 1987 as a National Centre for Management of Agricultural Extension at Hyderabad by the Ministry of Agriculture, Government of India. In recognition of its importance in the country, its status was elevated to that of a National Institute in 1992 and renamed as National Institute of Agricultural Extension Management. It is an apex level autonomous institute under the aegis of Ministry of Agriculture and Farmers Welfare, Government of India. MANAGE is involved in major initiatives towards reorientation and modernization of agricultural extension system. For evolving effective ways of managing the extension system through professional guidance and training of critical manpower, MANAGE offers its services in Training, Consultancy, Management Education, Information Services and Research.



## MISSION

To Facilitate the extension officers, managers, scientists and administrators of agriculture and allied sectors in the acquisition of managerial and technical skills to provide the most effective support and services to farmers and fishermen for practising sustainable agriculture.

## VISION

To be counted among the most pioneering, innovative, user friendly and self-supporting agricultural management institutes in the world in terms of:

Core Values,  
User friendliness,  
Client-Centred process consultancy,  
Farmer-focused approach in professional services,  
Interactive and experiential learning methodology and  
Facilitators' development and networking.

## MANAGE offers services in the following streams:

- Management Education
- Training in Agricultural Extension
- Action Research
- Consultancy
- Information, Documentation and Dissemination Services
- Implementation of Government of India Programs/Schemes and
- Policy Advocacy

## II. MANAGE FPO ACADEMY

MANAGE, Hyderabad launched an academy called "MANAGE FPO Academy" in January 2021. The aim of setting up of FPO Academy at MANAGE is to facilitate government of India to effectively implement a scheme of promotion of 10,000 FPOs. The other objectives of the academy include Capacity building of different stakeholders of FPOs, and other organizations, research studies, policy advocacy and any other aspects relating to FPOs

### 1) Scope of the MANAGE FPO Academy

The major responsibilities of the FPO Academy are as follows:

- To conduct capacity building programmes for different stakeholders covering Board of Directors, CEOs, CBBOs, Officers from Agriculture and Line Departments, Recourses from NGOs, Universities Bankers and other organizations including the private sector organizations.
- To conduct research different aspects of promotion, formulation and strengthening of Farmer Producer Organizations.
- To act as a think tanker for providing policy advocacy to the government based on the findings of the research study and feedback received from the field.
- To evolve different methodologies/ models to facilitate linking FPOs with emerging marketing channels and export markets.
- To document and disseminate success stories of FPOs to different stakeholders. Academy will also imbibe good practices of FPOs in other countries and act as a repository of international knowledge and

- To provide consultancy services in different areas for stakeholders of Farmer Producer Organization.

### 2) Mandates of the MANAGE FPO Academy

- Training
- Education (short term certification courses)
- Research and policy advocacy
- Consultancy

### 3) Targeted stakeholders of MANAGE FPO Academy

All the stakeholders are important in development of Farmer Producer Organization. MANAGE FPO Academy will attempt to address stakeholders indicated below through academic Programmes:

- Farmers
- Farmers organizations/Farmers Producers Companies, Cooperatives etc.,
- Agri-Business Companies
- Agri-Startups
- Officials of Agricultural and allied departments
- Agri-preneurs
- State Agricultural Marketing Board officials
- Traders, Commission agents, Retailers
- Students, Research scholars, and scientists
- International Professionals working in Agricultural Marketing and
- Special Emphasis on North Eastern States.





### III. Training programmes for FPOs and CBBOs

#### Background:

In the recent past, the focus of the government policies, is on enhancing farmers' income through a flagship program of "Doubling of Farmers Income" by 2022.

One of the main strategies suggested in this document is the aggregation of farmers into Farmer Producer Organizations. At present, around 25000 FPOs have been promoted by different agencies. In 2021 the Government of India came up with a flagship programme of "promotion of 10,000 FPOs" till 2024-25. It is understood that the promotion and implementation of 10,000 Farmer Producer Organizations would require the capacity building of nearly 46 lakhs stakeholders covering Board of Directors, CEOs, Bankers, CBBOs, Officers from Agriculture and Line Departments, Resources from NGOs, Universities, Cooperatives, Apex level institutes dealing with Agriculture and other selected institutes including stakeholders in the private sector. In order to make these FPOs, viable, the FPO academy of MANAGE proposes to conduct different levels of capacity- building programmes.

For effective implantation of FPOs, different types of capacity building programmes for different stakeholders as given below are proposed to be organized by MANAGE on regular intervals:

- Cluster Based Business Organizations (CBBOs)
- Chief Executive officer (CEO), and other office bearers of FPOs
- Chairman and Board of Directors of FPOs
- Training Programmes for Master Trainer involved in promotion of FPOs

The medium of instruction will be in local languages for first three categories of programs and English for the fourth category. However, as per the needs of the different stakeholders, the curriculum will be modified at the time of execution. For the conducting the programs at regional level, MANAGE will also rope in the local institutes like SAMETI, other local agencies and practitioners with expertise in capacity building and other issues relating to the FPOs.

### Five days training Programme for Cluster-Based Business Organizations (CBBOs)

Cluster- Based Business Organizations (CBBOs) at the State/Cluster level play a major role of formation and promotion of FPOs. The major activities of the CBBOs are to assist in community mobilization, baseline survey, cluster finalization, value chain study, formation of groups and FPO and assist in their periodical meetings. CBBOs may seek the assistance of Local Bodies, in the identification of proper produce cluster and mobilization of members. However, they have to go for Training and capacity building of FPOs/farmer groups, develop training modules, conduct basic training workshops and exposure visits etc., Hence, it is assumed that capacity building of executives of CBBOs and employees holds greater significance in making FPOs viable and sustainable. In this regard, the following training curriculum is developed.

#### 1) Objectives of the course

- To develop adequate conceptual base in the formation and promotion of FPOs
- To develop the skill for identification of potential cluster for formation of FPO
- To guide the utilizing the central and state sector scheme for formation of FPOs
- To develop the problem solving and decision making skill among the participants
- To develop the business plan and their application skills of Farmer Producer Organization.

With this backdrop, to train the CBBOs capacity building programmes has been proposed with covering of following tentative topics in the Table- 1:

#### 2) Mode of Conduct:

Lecture, Case study and Field visit

#### 3) Duration of the programme:

Five Days

#### 4) Assessment of performance:

Pre-test, Post-test

**5)Programme mode:**

offline - fully residential course Programme  
Venue: MANAGE, Hyderabad

**7)Education:**

The candidate must hold a bachelor's degree in any discipline with at least 50% marks from the recognized university or institute.

**6)Eligibility Criteria:**

Candidate should be a representative of Empaneled CBBOs

**8)There is no age limit**

**Table-1: Tentative course contents and Timeline of the Five days of the CBBOs training programme**

Timeline	Course contents
I Day	<ul style="list-style-type: none"> <li>Soft Skills for Personality Development Values &amp; Ethics , Personal Excellence Tools, Tools for achieving Personal Excellence, Leadership for Transformation of the Institute</li> <li>Enterprise Mindset Enterprise Life Cycle Management, Stakeholder Management and Raising Resources, Strategic Management of / Producer Organizations including cooperatives, Principles and Practices of Collectives.</li> <li>Preparation of sound business plan for FPOs.</li> </ul>
II Day	<ul style="list-style-type: none"> <li>Development of Enterprise Skills.</li> <li>Governance, Audit &amp; Legal Compliance, Financial Accounting, Enterprise Excellence.</li> <li>Nurturing and Harnessing Collective Energy, Sustaining Natural Resources &amp; Emerging Organic Solutions, Integrated Learning Guidelines.</li> </ul>
III Day	<ul style="list-style-type: none"> <li>Strategies of conversion of SHGs/FIGs/JLGs into famer producer organization</li> <li>National Policy for the Promotion of FPOs.</li> <li>Business plan for Farmer Producer Organizations.</li> <li>Organization Development, Climate Smart Crop management.</li> </ul>
IV Day	<ul style="list-style-type: none"> <li>Field Visit.</li> </ul>
V Day	<ul style="list-style-type: none"> <li>Input and Output managemen, The Value Chai, Agricultural marketing Supply and demand, Developing marketing strategies.</li> <li>Production &amp; Supply Chain Management, Rural Marketing, Value Chain Management,Total Quality Management, Export Management.</li> </ul>



## II. Six days training Programme for Chief Executive Officer (CEOs) of FPOs

MANAGE has developed a six days fully residential training programme for CEOs of FPO. It enables the systematic and comprehensive capacity building of the CEOs. The programme is recognized by different stakeholders, FPO supporting agencies and financial institutions and provides authenticity by assuring quality.

### 1) Objectives of the course

- To develop an adequate conceptual base in the different management subject areas of CEOs relevant to the management of FPOs
- To develop the problem-solving and decision-making skills among the CEOs of FPOs.
- To develop management skills and the techniques of CEOs appropriate in the context of Farmer Producer Organizations.
- To develop the values, ethics, and attitudes among the participants to make them responsible CEO of FPOs.

### 2) Benefits of the Course

Candidates undergoing the Training programme for CEOs of FPCs will learn about the Management of FPCs, legal provisions of FPCs, Business plans, project appraisal, accounts and finance etc. With knowledge and skills acquired from this course,

a candidate can look for career opportunities in Farmer Producer Companies that are successfully operate across the country. Exposure to different dimensions of FPCs through this course will help participants to get a better place in this field. One can also pursue this course while working in the Farmer Producer Companies also.

### 3) Areas of capacity building:

- Understanding the Agribusiness Ecosystem of the FPOs.
- Adoption of modern marketing methods.
- Approach of searching potential market.
- Assessment of processing opportunity
- Preparation and Execution of Business Plan
- Methods for obtaining different kinds of Certificates.
- Governance & Documentation Business Record.
- Extension mechanism for reach out the members of the FPOs in remote area.
- Fulfilment and Addressing Legal issues. like submission of annual audit report and preparation of annual report.
- Creation of Branding, packaging & Costing.
- Constitute and Managing the internal committee.
- Management of infrastructure (off season and on season).
- Value Chain Analysis and implementation in the FPO.
- Collection and dissemination of market information.
- Risk Management mechanism and
- Availing the government facilities.

### 4) Mode of Conduct:

Lecture, Case study and Field visit

### 5) Duration of the programme:

Six Days

### 6) Assessment of performance:

Through pre-test and post-test knowledge level will be assessed.





**7) Programme mode and Venue:**

offline - Fully Residential and the course will be conducted at MANAGE, Hyderabad

any discipline with at least 50% marks from the recognized university or institute. Preference will be given to Graduates in Agriculture, Science, Engineering, Commerce and Veterinary.

**8) Eligibility Criteria**

Existing CEOs of FPCs and prospective candidates looking for employment in FPOs

There is no age limit for applying to this course. Preference will be given to CEOs of the FPCs who are already working. However, Prospective CEOs of FPOs/interested candidate will also be encouraged to attend the training program.

**9) Education:**

The candidate must hold a bachelor's degree in

**Table-2 Six Days Tentative Session Plan of the Training Program for CEOs of FPO**

Timeline	Course contents
I Day	<ul style="list-style-type: none"> <li>National Policy for the Promotion of FPOs</li> <li>Incorporation of Producer Company – Various steps involved</li> <li>Governance and documentation</li> <li>Dispute settlement</li> </ul>
II Day	<ul style="list-style-type: none"> <li>Management of Producer Organizations</li> <li>Packaging, branding and licensing of produce</li> <li>Finance, Accounts and Audit of Producer Organizations</li> <li>Important due dates – tax payment</li> </ul>
III Day	<ul style="list-style-type: none"> <li>Field Visit to successful FPO</li> </ul>
IV Day	<ul style="list-style-type: none"> <li>Organization Development</li> <li>Role of NABARD in Financing and Supporting the Farmer Producer Organizations</li> </ul>
V Day	<ul style="list-style-type: none"> <li>Business plan for Farmer Producer Organizations</li> <li>Input and Output management</li> </ul>
VI Day	<ul style="list-style-type: none"> <li>The value chain; Agricultural marketing</li> <li>Supply and demand; Developing marketing strategies</li> </ul>



### III. Five days training programme for Board of Directors (BoDs) of FPOs

Business knowledge of the development, implementation of policies for FPO management, foresightedness, and making critical decisions on major issues of the company/organization is crucial for Board Directors in the FPO. The Board of Directors should act as a representative of both management and shareholder (Members) interests. Hence capacity building programme for the Board of Directors is a key to the success of FPOs.

FPOs are formed exclusively by primary producers dealing with agricultural commodities and essentially focus on productivity and quality. However, the existing FPO members and BoDs have a little knowledge about the market linkages. FPOs can create a large marketable surplus based on the market demand. Therefore, there is a need to increase the market orientation and market participation among the farmer-members. A few professional institutions are engaged in the capacity building of farmers in various aspects of FPOs. However, their focus is on management capabilities only. The supply chain operations, market dynamics and linkages, business planning, market intelligence and market development are missing in most of these training programmes. Hence, MANAGE developed a curriculum to enhance the capacities of the stakeholders like BoDs and active members of the FPOs by incorporating all the above mentioned aspects.

#### 1) Objectives of the course

- To develop an adequate conceptual base in the different management relevant to the management of FPOs
- To develop the problem-solving and decision-making skills among the BODs
- To develop the application skills of management techniques appropriate in the unique context of Farmer Producer Organizations
- To develop the values, ethics, and attitudes among the participants which make responsible CEO of FPO and farming community

#### 2) Areas of capacity building

- Duties and responsibilities of Chairman and Board of Directors.
- Governance & importance of Documentation of various records.
- Group dynamic and formation and Managing the internal committee.
- Legal issues their compliances.
- Appointment of Personnel for FPO.
- Decision making technique.
- Knowledge on different kinds of meetings to be conducted.
- Processing technology.
- Business plan and Operation.
- Importance Local value addition.
- Management of infrastructure.

#### 3) Mode of Conduct:

Lecture, Case study and Field visit

#### 4) Duration of the programme:

Five Days

#### 5) Assessment of performance:

Pre-test, Post-test.

#### 6) Programme mode and Venue:

offline - fully residential course at MANAGE, Hyderabad/Local/ Regional

#### 7) Eligibility Criteria

Candidate should be a representative of FPOs  
Education: The candidate who have attained matriculation level of education is eligible. However, it is relatable based on the knowledge level of candidates.

There is no age limit for attending this course.

#### Expected outcomes of the programme

8) Candidates undergoing the Training programme for BODs of FPCs will learn about the Management of FPCs, different kinds of meetings, legal provisions of FPCs, Business plans, project appraisal, accounts and finance, and Human resource management. With knowledge and skills acquired from this course, BODs can run their Farmer Producer Companies successfully and most efficiently



**Table-3 Five Day Tentative session plan of the training Program for BODs of the FPOs**

Day	Course contents
I Day	<ul style="list-style-type: none"> <li>▪ National Policy for the Promotion of FPOs</li> <li>▪ Sustainability, Membership drive, equity mobilization and company registration</li> <li>▪ Incorporation of Producer Company – Various steps involved</li> <li>▪ Objectives of producer company</li> <li>▪ Legal provisions governing the Producer Organizations in the Companies Act</li> </ul>
II Day	<ul style="list-style-type: none"> <li>▪ Management of Producer Organizations</li> <li>▪ Expanding Business including online trading platform for forward &amp; backward linkage</li> <li>▪ Packaging, branding and licensing of produce</li> </ul>
III Day	<ul style="list-style-type: none"> <li>▪ Finance, Accounts and Audit of Producer Organizations</li> </ul>
IV Day	<ul style="list-style-type: none"> <li>▪ Field Visit to successfully FPO</li> </ul>
V Day	<ul style="list-style-type: none"> <li>▪ Organization Development</li> <li>▪ The value chain; Agricultural marketing</li> <li>▪ Supply and demand; Developing marketing strategies</li> </ul>



## IV. Five days training programme for Master Trainers

MANAGE has developed a generic curriculum with a policy perspective for master trainers who will comprise extension officials who work in the agriculture and allied departments of different state governments. The state government will nominate the officials for the training program who are involved in the promotion of FPOs. At the end of the training programme, participants will get three months action plan and follow-up support from the host institution.

### 1) Objectives of the course

1. To develop an adequate conceptual base in the different management subject areas relevant to the management of FPOs to master trainers
2. To develop the application skills of management techniques in the context of Farmer Producer Organization

**3.** To develop the training and extension skill to organize the training programme on FPOs to master trainers, scientists from KVKs, State Agricultural Universities, NGOs, officers from any Central government organizations etc

### 4. Mode of Conduct:

Lecture, Case study and Field visit

### 5. Duration of the programme:

Five Days

### 6. Assessment of performance:

Pre-test, Post-test.

### 7. Programme mode and Venue:

offline - fully residential course at MANAGE, Hyderabad/Local/ Regional

### 8. Eligibility Criteria:

Candidate should be a representative of FPOs

**9.** There is no age limit for attending this course.





**Table-4 Five Days Tentative session plan of the training Program for Master Trainer**

Day	Course contents
I Day	<ul style="list-style-type: none"> <li>▪ Concept of FPO, legal issues, National Policy for the Promotion of FPOs</li> <li>▪ Extension strategies for aggregation of farmers into FPOs</li> <li>▪ FPO: Institution, Finance and Risk Management</li> <li>▪ Formation and Registration of FPOs</li> </ul>
II Day	<ul style="list-style-type: none"> <li>▪ Formation of FPOs/FPCs, FIGs/JLGs, farmer interest groups etc.,</li> <li>▪ Latest trends in the Agribusiness sector facilitating core development of Business areas for FPOs, Emerging Services Delivery business models by FPOs</li> </ul>
III Day	<ul style="list-style-type: none"> <li>▪ Overview of agriculture and agricultural marketing in India</li> <li>▪ Different kinds of farmer aggregation in India</li> <li>▪ Government schemes for aggregation of farmers in India</li> <li>▪ Agriculture and agribusiness Management opportunities for farmers and farmers groups in India</li> </ul>
IV Day	<ul style="list-style-type: none"> <li>▪ Field visits to successful FPOs</li> </ul>
V Day	<ul style="list-style-type: none"> <li>▪ Important skills for organizing the training program for farmers</li> </ul>





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