



Strengthening Leadership in Farmer Collectives

A Five-Day Capacity Building Programme for Chief Executive Officers of Farmer Producer Organizations



05/01/2026 - 09/01/2026

Location: MANAGE, Hyderabad

An Initiative by

National Institute of Agricultural Extension Management

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

Rajendra Nagar, Hyderabad - 500030

Introduction

Agriculture in India is marked by the continuous decline in the size of operational holdings with each successive generation. This trend has posed serious challenges to the survivability and profitability of small and marginal farmers, who constitute the largest segment of the farming population. To overcome these challenges, the aggregation of farmers into collective institutions has emerged as a viable and sustainable strategy. Among the different models, the Farmer Producer Company (FPC) has been recognized as one of the most effective institutional forms for enhancing the incomes of smallholders through collective action.

The Department of Agriculture and Cooperation, Ministry of Agriculture and Farmers' Welfare, Government of India, has identified FPCs—registered under the special provisions of the Companies Act, 1956 (as amended in 2002, and now under the Companies Act, 2013)—as the most appropriate vehicle for farmer aggregation. An FPC combines the spirit of cooperation with the efficiency of a corporate structure, thereby enabling farmers to access investments, technology, inputs, markets, and support services on a much larger and more sustainable scale.

Structure of Farmer Producer Companies

A Farmer Producer Company is essentially a corporate body owned and governed by farmers. Its activities include production, harvesting, procurement, grading, pooling, handling, processing, marketing, and selling of members' produce. It also undertakes activities related to the export of agricultural produce, import of goods and services, and the provision of financial services, welfare measures, and insurance to benefit farmer members.

In terms of governance, an FPC is managed by a Board of Directors consisting of a minimum of five and a maximum of fifteen members elected from among the farmers. To ensure professional management, the Board appoints a full-time Chief Executive Officer (CEO), who serves as an ex-officio director with substantial powers of management. While the Board provides overall direction and accountability, the CEO acts as the operational head responsible for translating the vision into effective business practices.

Role of the CEO in FPCs

The CEO occupies a pivotal role in the functioning and sustainability of FPCs. Beyond administrative responsibilities, the CEO's role extends to entrepreneurial, managerial, and social dimensions. Specifically, the CEO is expected to:

- Mobilize farmer members and build trust in the organization.
- Develop and implement business strategies for aggregation, value addition, and marketing.
- Ensure sound financial management and statutory compliance.
- Establish and strengthen market linkages with buyers, suppliers, and financial institutions.
- Facilitate adoption of improved technologies and digital solutions.
- Balance business growth with social objectives to ensure long-term sustainability.
- The effectiveness of the CEO is often the single most critical determinant of whether an FPC thrives as a commercially viable and farmer-centric enterprise.

Need for Capacity Building

While the role of the CEO is central, many CEOs come from modest educational or professional backgrounds and lack formal exposure to corporate governance, financial planning, agribusiness management, and market systems. This creates significant challenges in translating the collective strength of farmers into commercially sustainable outcomes. Inadequate managerial and leadership capacity often results in weak governance, poor financial performance, and limited competitiveness of FPCs.

Capacity building, therefore, is indispensable for equipping CEOs with the technical knowledge, business acumen, and leadership skills required to steer FPCs effectively. Trained CEOs can ensure compliance, foster transparency, strengthen farmer participation, and enable FPCs to compete on equal footing with private enterprises.

About MANAGE

The National Institute of Agricultural Extension Management (MANAGE), Hyderabad, was established in 1987 as the National Centre for Management of Agricultural Extension by the Ministry of Agriculture & Farmers' Welfare, Government of India. In recognition of its growing importance and nationwide mandate, it was elevated to the status of a National Institute in 1992 and re-named MANAGE.

MANAGE is India's institutional response to the evolving challenges of agricultural extension in the context of liberalization, globalization, and the increasing sophistication of agricultural technologies. Its core mission is to strengthen agricultural extension systems by providing professional guidance, training, and capacity development of critical human resources. Over the years, MANAGE has emerged as a premier national institute in extension management, enabling organizations and individuals to modernize practices, adopt innovative approaches, and enhance effectiveness.

In line with this mandate, the MANAGE FPO Academy has been established as a dedicated platform for strengthening Farmer Producer Organizations (FPOs). The Academy focuses on capacity building, professional development, and knowledge sharing for FPO stakeholders, particularly CEOs, directors, and promoting institutions. This specialized vertical of MANAGE ensures that FPOs are equipped with managerial, entrepreneurial, and leadership competencies to operate as sustainable, farmer-centric enterprises.

MANAGE's Initiative

Recognizing this need, the National Institute of Agricultural Extension Management (MANAGE) is proposing a five-day Capacity Building Programme for the CEOs of Farmer Producer Organizations (FPOs). The programme will be open for voluntary participation through registration on a payment basis. Promoting institutions and Cluster-Based Business Organizations (CBBOs) may also nominate CEOs and sponsor their participation.

The programme will provide a structured learning platform covering governance, financial management, business planning, statutory compliance, ICT applications, and strategies for building sustainable market linkages. Through interactive sessions, case studies, and exposure to successful FPO models, the programme seeks to strengthen the entrepreneurial and managerial competencies of CEOs, thereby enabling them to transform FPOs into profitable, resilient, and farmer-owned enterprises.

TRAINING CURRICULUM

Module 1: Orientation and Role of CEOs in FPOs

- Concept of Farmer Producer Organisations and their role in collectivisation
- Functions and expectations from CEOs as professional managers
- Stakeholder coordination: members, Board of Directors, institutions, and markets
- Leadership and soft skills for effective CEO functioning

Module 2: Legal and Statutory Compliances

- Registration pathways: Producer Company vs. Cooperative Society
- Key statutory requirements under Companies Act, 2013
- Filing requirements: annual returns, audits, board meetings, and AGMs
- PAN, TAN, GST, FSSAI and other operational compliances
- Labour laws and environmental compliances relevant to FPOs
- Consequences of non-compliance and risk mitigation strategies

Module 3: Governance and Institutional Development

- Roles and responsibilities of Board of Directors and general body
- Designing transparent systems: accountability, record keeping, and reporting
- Internal Control Systems (ICS) for Quality assurance (especially for organic produce)
- Building trust and participation among farmer-members
- Conflict management and leadership building

Module 4: Business Planning, Financial Literacy, & Access to Finance

- Basics of business planning: vision, mission, and strategy setting for FPOs
- Preparation of simple business plans with financial projections
- Understanding financial statements: balance sheet, P&L, cash flow
- Accessing Institutional Finance: NABARD, NABKISAN, Commercial banks
- Insurance Products and Credit Guarantee Schemes
- Pricing, costing, and profitability management

Module 5: Marketing, Value Chains, and Market Linkages

- Market assessment and value chain integration for FPOs
- Branding, grading, packaging, and quality assurance for competitiveness
- ICT and digital platforms for aggregation and marketing
- Export opportunities for organic and niche produce (APEDA, International Certifications)
- Building partnerships: agri-business firms, buyers, and FPO-to-FPO trade
- Case studies of successful FPO business models

***The designed curriculum is only for the context and doesn't represent the actual session plan. Detailed Session wise agenda would be presented before the Training Programme, to the Shortlisted Candidates.**

Who can apply ?

- Graduate in any discipline (preference for Agriculture and allied fields)
- Existing CEOs of FPOs are also eligible
- Fresh graduates interested in becoming CEOs of FPOs can apply
- Both individual applications and nominations by CBBOs/FPO promoters are accepted
- Age should not be more than 40 years
- Preference will be given to Agriculture graduates and those already working as CEOs in FPOs

**Duration of the
Programme**

Five days – Tentatively scheduled from
05/01/2026 to 09/01/2026.

**Medium of
Instruction**

English

Programme Cost

₹10,000 (Includes Course Fee, Accommodation,
Food and Training Kit) + GST 18 %

Total - ₹ 11,800

(To be paid once shortlisted)

Scan to register



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Course Directors

Dr. K.C. Gummagolmath
Director M & E, MANAGE

Dr. P. Kanaka Durga
Assist. Director, MANAGE

For any clarifications, write to manage.mepp@gmail.com

(OR)

Contact **Dr. Vignesh Kumar S, MANAGE Fellow @ +91 7010208235**