



**Report on 5-day FPO Capacity Training for Retired Defense  
Personnel\_MANAGE\_NAFPO  
Jay Jawan Kisan Training Programme**



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Date- 25th September to 29th September 2023

Time – 9.30 AM to 3.30 PM

Training Location – MANAGE Campus, Hyderabad (Residential, In-person training)

Participants - 39

## **ABOUT NAFPO**

National Association of Farmer Producer Organizations (NAFPO) is a national body working to strengthen the FPO ecosystem. NAFPO works with a wide range of partners to facilitate FPOs to function as collectives, promoting the interest of their Farmer members - while addressing larger challenges such as sustainable agriculture for livelihoods, resource conservation, and regeneration and promoting an equitable and inclusive model of rural economic growth. There are more than 26000 Farmer Producer Companies registered in the country and many more are under various stages of promotion. With a big push from the Government, which looks at the FPO model as the last-mile delivery solution for many of the Government schemes, it is very important for these FPOs to become robust entities to provide economic and social benefits to the farmer members. FPOs need to perform well in competitive markets and hence must be managed well.

### **Jay Jawan Kisan FPO Capacity Building Training Programme for Retired Defense Personnel**

National Institute of Agricultural Extension Management (MANAGE) has organized the Jay Jawan Kisan training program. NAFPO was the knowledge partner and conducted a 5-day training program using the resource person and resource material. The Capacity Building Program for Retired Army Personnel on Farmer Producer Organization (FPO) aims to leverage the valuable skills, leadership, and discipline possessed by retired Army personnel to empower them as catalysts for rural development. By providing training and guidance on establishing and managing Farmer Producer Organizations, this program seeks to enable retired army personnel to contribute effectively to agricultural growth, rural livelihoods, and community building.

#### **Objectives:**

- To equip retired army personnel with the knowledge and skills required to understand the concept and functioning of Farmer Producer Organizations.
- To enhance their understanding of sustainable agricultural practices, market linkages, and value chain management.
- To develop their capacity as leaders and change agents to facilitate collective decision-making and community empowerment within FPOs.
- To support retired army personnel in establishing and managing Farmer Producer Organizations in their respective regions.

#### **Need of the Training**

Knowledge building about FPO and opportunities in FPO such as CEO and independent director roles they can perform after retirement. They can help the FPO to use good governance.

The Jay Jawan Kisan training program had over **39** participants nationwide. Participants assembled at the Manage training center for the 5-day residential in-person training and training was conducted by our **Resource persons – Vaishali Gite (NAFPO) and Vijayaragavan R (NAFPO)**.

At the training location, participants were provided with stationery, training materials, a projector, Laptops/ computers, and Wi-Fi access among others to ensure the smooth progress of training activities.

## **Training Topic cover**

### **Day 1**

#### 1. FPO concept seeding

The training program covers the fundamental principles of governance and management, including the roles and responsibilities of the board of directors, decision-making processes, visioning, and perspective-building. During the training presentation, and video was shown for a better understanding of the FPO concept.

### **Key learning outcomes**

- FPO Inception & incorporation- registration under the Companies Act, different registration structures available
- FPO Concept and benefits of becoming part of a collective
- Identification of challenges in farming and the importance of collective power
- Understanding the role of the Board of Directors, members, and staff like CEO, Accountant, etc
- Building perspective of the Board of Directors to identify as leader of a collective
- Women empowerment and identifying women as farmers and owners of the FPO by becoming a share member.
- Documentation involved- MoA, AoA, By-laws, Col



## Day 2

### 2. FPO Membership Building and Patronage

An important aspect of FPO's growth is building membership capital and more importantly, building a value proposition for members to purchase shares in the company to become share members. During the training, the participant did the role play activity on membership.



#### Key Learning Outcomes

- Understanding who is a member and how to mobilize membership based on service delivery at the FPO level
- Importance of membership building
- Understanding the complexity of patronage and dividends and how to distribute shares and manage share capital- concepts of ownership and share capital

### 3. Planning & Monitoring- Human resource management

This training program is focused on Planning & monitoring the FPO human resources & its importance. It covers the roles and responsibilities of the CEO and accountant. BoDs plan the various activities with the FPO CEO and monitor the overall HR. This training is important so everyone knows their work and responsibility and it helps to implement the action plan in the field.



#### Key Learning outcomes

- Role and responsibilities of the CEO and Accountant and other FPO staff
- Importance of Governance and management of FPO staff- regular meetings and review mechanism
- Need for reviewing FPO staff and building perspective of the FPO Board of Directors as Leaders of the FPO

### Day 3 &4

Day 3: What is Business Planning? Need for Business Planning, SWOT Analysis & Business Plan Model Canvas.

Basic concepts around Business planning, the need for Business plan development, SWOT Analysis and Business Model canvas were introduced to the participants during the 3<sup>rd</sup> day of the Training session. Post FPO and Business plan concept seeding exercise, the concept of why do FPC need a Business Plan and What is Business Plan were discussed with participants followed by a group activity to show participants the Business Plan Model Canvas and to help Understand the FPO's business. Resource persons and facilitators saw good participation from all participants in both the concepts seeding phase and the group activity-based learning phase of our training.

In the second half of the Third day of the training, Components of a business plan, and business plan model canvas were presented and participants were encouraged to identify the challenges pertaining to business planning for FPOs and present a business plan template. Prompts were provided by resource persons to encourage participants to think about business opportunities available and to include them in their business plan template and model canvas. Mock exercise on SWOT Analysis and Presentation on the NAFPO Business Planning template/application were also discussed with participants..



Day 4: Primary exercise on Business Planning of FPCs & Value Chain Development

The participants on the Fourth day of training were tasked with an exercise on Business Planning of FPCs and 6-month work Plan for each FPC -Participants were asked to develop an action plan to think about business opportunities and create 6-month work plan around business development for their FPO. A session on Value Chain Development was conducted to show the various Agri-value chains and linkages. A group activity to develop a value chain for various commodities was organized. This was followed by showcasing multiple FPO success stories to inspire the participants

The training concluded with Prayer followed by a team-building exercise. A quick recap of the daily topics discussed was done to ensure participants recollect and leave with a thought on various discussions.



### **Learning outcomes**

During the training, participants realized the challenges with respect to business development and developed SWOT, Business model canvases, business plan templates for FPCs and a 6-month action plan for their FPOs, in addition, developed a complete value chain for the commodity chosen by their FPC.

### **FPO Capacity Building Training Learning Outcomes**

The training program achieved its primary objective of imparting vital understanding and knowledge to Retired Defense Personnel on Concepts around FPO, the Need for Business Planning, opportunities as CEO and Independent Director, and understanding of roles and responsibilities of BOD, CEO, and accountant. Participants were motivated to get the role of CEO and work with FPO. In this training, the trainer uses the interactive mode of delivery for better participation and understanding such as presentation, videos, role play, and games. All participants have given positive feedback about the training to Manage.