

**Final Report**

# **Impact Evaluation Study of Six Farmer Producer Organizations (FPOs) in Gujarat**



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## Foreword

Given the agrarian nature of our economy, agriculture and rural development have always occupied the attention of the planners and policy makers, which is evident from the priorities given to these sectors in terms of resource allocations in different five-year plans by Planning Commission followed by NITI Ayog. Due to which, Indian agriculture has registered impressive growth over last seven decades which has turned country from the stage of food chronic to self-sufficiency. India now ranks first in the world in the production of pulses and milk, second in wheat, rice, groundnut, sugarcane, cotton and fruits-vegetables and fish, and third in production of total cereals, rapeseed, tea and eggs. However, despite of such an impressive growth in agriculture, the plight of the farmers still continues and farming has become a non-profitable business or enterprise in India. The National Commission on Farmers (NCF, 2006) that looked into various aspects of farming in detail has also underlined that the returns from crop cultivation are very poor and inadequate. Many studies have highlighted the grim situation of income from agriculture and that to unstable due to various reasons. The main underlying reasons for under development of agriculture are small land holdings, unorganized nature of farming, poor extension, missing link with supply chain of quality seed and plant propagation material, low availability of institutional credit in many states, low level of investments in agriculture and low level of technology. The existence of a large number of marginal to small farmers (holding nearly 74 million ha area) becomes a challenge for growth in Indian agriculture. The size of agriculture operational holdings in India is continuously declining with every successive generation. The situation has raised serious questions about the survivability of these smallholders. The concern now is how to aggregate these smallholders and bring them in economies of scale. Various institutional interventions started by government, private and civil society organizations, have tried to link smallholders to the input and/or output markets. Several attempts have been made to aggregate the farmers into different forms of groups. However, the success achieved has been limited. These include agricultural cooperatives, self-help groups, commodity interest groups, etc. There is a need for aggregation of farmers in order to benefit from economies of scale. Group members are able to leverage collective strength and bargaining power to access inputs, services and appropriate technologies leading to reduction in transaction costs.

Recently, a new model of aggregation in the form of Farmer Producer Company (FPC) has evolved. The instrument of Farmer Producer Company (FPC), registered under Companies Act, 1956 is emerging as an effective Farmer Producer Organization (FPO) to cater to the aggregation needs of farmers at the grass root level. The main objective of mobilizing farmers into member-owned producer companies, or FPCs, is to enhance production, productivity and profitability of agriculturists, especially small farmers in the country. It takes care of the entire supply chain and hence is a distinguished model compared to other aggregation models. FPCs offer a wide range of benefits compared to other formats of aggregation of the farmers. Its main activities consist of production, harvesting, processing, procurement, grading, pooling, handling, marketing, selling, export of primary

produce of the members or import of goods or services for their benefit. It provides for sharing of profits/benefits among the members.

NABARD has taken an initiative for supporting producer organizations, adopting a flexible approach to meet the needs of producers. NABARD support these organisations on three levers i.e. credit facilitation, capacity building and market linkage support. In addition, grant support is also made available for business incubation services, skill building, documentation of successful models, ICT application in business management, etc. After having ventured into formation and nurturing of FPOs towards betterment of small holders in Indian agriculture, it is an opportune time to evaluate the performance of these FPOs in terms of its contribution to increase the farmers' income by saving in input cost, realising better prices for their produce, diversification of their farming towards high value crops, and integration of produce with market through efficient value chain etc. NABARD had assigned the task of impact evaluation of six FPO/Cs in Gujarat and study has been carried out to understand the extent of impact created by these organisations, conceptualisation and promotion, understand the impeding factors, if any, in their growth and sustainability, and bring inappropriate policy changes, where required. Accordingly this study was conducted.

This report provides the field survey research output on impact of selected six FPOs in Gujarat. The study is primarily based on primary data. The study covers data collected through personal interview from total 425 member farmers households, 40 non-member households, 6 CEOs, 6 POPIs and 6FGDs from selected six FPOs in Gujarat. The study observed that though the selected FPOs at overall level registered significant growth in number of members covered, and turnover of FPOs while participation of members in day to day activities of FPO found unsatisfactory. The study has come out with the suitable policy implications.

I would like to congratulate the entire project team for preparing this excellent research report. I hope findings of the study would be useful for academicians, policy makers and researchers.

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## List of Abbreviations

ACZs	- Agro-Climatic Zones
AERC	- Agro Economic Research centre
AGM	- Annual General Body Meeting
AOC	- Annual Operating Cost
APEDA	- Agricultural & Processed Food Products Export Development Authority
APL	- Above Poverty Line
APMC	- Agricultural Produce Market Committee
Av.	- Average
BANAS	- Banaskantha
BDP	- Business Development Plan
BIRD	- Bankers Institute of Rural Development
BoD	- Board of Directors
BPL	- Below Poverty Line
CBBOs	- Cluster Based Business Organizations
CGF	Credit Guarantee Fund
CEO	- Chief Executive Officer
CSR	- Corporate Social Responsibility
CSS	- Central Sector Scheme
CU	- Chotaudepur
DA&FW	- Department of Agriculture and Farmers Welfare
DDWARKA	- Devbhoomi Dwarka
DGFT	- Directorate General of Foreign Trade
DIR	- Daily Information Report
DPT	- Diverted Profits Tax
DPR	- Detailed Project Report
EGCGFS	- Equity Grant and Credit Guarantee Fund Scheme
e-NAM	- Electronic National Market
ERP	- Enterprise Resource Planning
FDRVC	- Foundation for Development of Rural Value Chains
FGD	- Focused Group Discussion
FPO	- Farmer Producer Organisation
GCA	- Gross Cropped Area
GIA	- Gross Irrigated Area
GoG	- Government of Gujarat
GoI	- Government of India
GP	- Gram Panchayat
GSTR	- Goods and Service Tax Return
ha	- hectare
HR	- Human Resource
IAs	- Implementing Agencies
ITR	- Income Tax Return
KCC	- Kisan Credit Card
kg	- kilograms
KVK	- Krishi Vigyan Kendra
KYC	- Know Your Customer
MACS	- Mutually Aided Cooperative Society
MANAGE	- National Academy of Agricultural Research Management, Hyderabad
MBP	- Micro Finance Business Organisations
MF	- Marginal Farmers

MIS	- Management Information Systems
MKSS	- Manav Kalyan Seva Sangh
MoRD	- Ministry of Rural Development
MSME	- Micro Small and Medium Enterprises
MSP	- Minimum Support Price
NA	- Not Available
NABARD	- National Bank for Agriculture and Rural Development
NAFED	- National Agricultural Cooperative Marketing Federation of India
NARMDA	- Narmada
NBFC	- Non-Banking Financial Company
NCDC	- National Cooperative Development Corporation
NCDEX	- National Commodity & Derivatives Exchange Limited
NERAMAC	- North Eastern Regional Agricultural Marketing Corporation Limited
NMAET	- National Mission on Agriculture Extension & Technology
NMFS	- National Mission for Food Security
NMOOP	- National Mission on Oilseeds & Oil Palm
NPM	- Net Profit Margin
NR	- Not Reported
NTFP	- Non-Timber Forest Produce
OBC	- Other Backward Classes
ODK	- Open Data Kit
P&L A/C	- Profit and Loss Account
PC	- Producer Company
PO	- Producer Organisation
PODF	- Producer Organisation Development Fund
PODF-ID	- Producers' Organization Development Fund – Interest Differential
POPI	- Producer Organisation Promoting Institution
PRODUCE	- Producers Organization Development and Upliftment Corpus
RBI	- Reserve Bank of India
RKVKY	- Rashtriya Krishi Vikas Yojana
RO	- Regional Office
ROC	- Registrars of Companies
ROE	- Return on Equity
SC	- Scheduled Caste
SF	- Small Farmers
SFAC	- Small Farmers Agribusiness Consortium
SFACH	- Small Farmers Agri-Business Consortium Haryana
SFCI	- State Farms Corporation of India Limited
SHC	- Soil Health Card
ST	- Scheduled Tribe
SWOT	- Strengths Weaknesses Opportunities Threats
TCSR	- Tata Chemicals Society for Rural Development
TDS	- Tax Deducted at Source
TN-SFAC	- Tamil Nadu-Small Farmers Agri-Business Consortium
UPNRM	- Umbrella Programme for Natural Resource Management
USP	- Unique Selling Price
WDD	- Watershed Development Department, Karnataka