



Influence of ‘*Mann Ki Baat*’ on Farmers Producer Organizations (FPOs): Lessons from Successful Cases

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ABSTRACT

The Hon’ble Prime Minister of India has been addressing the nation every month since 2014 on the emerging issues of national and international importance through his *Mann Ki Baat* programme in radio. The issues related to agriculture and allied sectors covered in the programme have attracted the attention of farmers as well as the change agencies. The importance of Farmers Producer Company (FPOs) and its role in strengthening the farmers’ income were highlighted in *Mann Ki Baat*. The present study was undertaken to assess the effect of the episodes on the farmers as well as the FPOs. An integrated approach of survey and case study method with *ex-post-facto* research design was followed. Using purposive sampling, 44 FPOs were selected from across the country covering 40 districts from 19 states for the study. The survey results showed that 98.50 per cent of the FPOs were formed during the PM’s *Mann Ki Baat* programme (2014-2023), FPOs had the highest shareholders of 4409 and paid-up capital of Rs. 1.31 crore. The business of FPOs covered almost all major crops, seed production of important crops, sale of agricultural inputs especially fertilizers and pesticides, custom hiring and value-added products. Successful cases of entrepreneurship development in FPOs were observed e.g., Puthari Farmers Producer Co Ltd., Kodagu, Karnataka operating at 10000 ha land of plantation crops with a turnover of Rs. 2.20 crore. Due to collective action, there was a reduction in the cost of cultivation by 20-25 per cent. FPOs’ feedback indicated that with *Mann Ki Baat* episodes most of them became aware about the different policies and schemes. The FPOs are ensuring several benefits to member farmers like acquainting with different government schemes, delivering inputs at doorsteps, reducing cost of cultivation and so on. However, there is a need to strengthen FPOs through further support of government and allied departments. With awareness and increasing access to institutional resources through the enabling environment, being made by *Mann Ki Baat*, the employment opportunities and livelihood resilience of farmers will be improved.

INTRODUCTION

“Unity is strength and the farmers will progress towards prosperity with collective approach”. The organised strength of the farmers will help to reduce the transaction cost on one hand (Parthiban et al., 2015; Gorai et al., 2022) and realize remunerative

prices to them on the other hand. In fact, over the years, the farm holding size has reduced to less than 1.10 hectare and nearly 86 per cent of farmers in the country are marginal farmers. These small holding farmers face tremendous challenges like access to technology, quality seed, fertilizers and pesticides including farmers credit and difficulty in accessing the market due to low marketable

surplus and hence fail to realise remunerative prices for their produce. Farmers, especially small and marginal, do not directly trade in India. Their small size, lack of trust and understanding of futures market and dependence on middlemen, are some of the main deterrents (Chatterjee et al., 2019).

The concern is to unite these small and marginal holders and link them to the markets. To link small holders to input and/output markets several attempts have been made in the form of cooperatives, Self Help Groups (SHGs), Farmers Interest Groups (FIGs), Commodity Interest Groups (CIGs) etc. However, the success achieved was limited and these institutions were dealing with only a part of the supply chain. In the recent past, several organizational prototypes are emerging to integrate small and marginal farmers in the form of Farmer Producer Organizations (FPOs) to provide benefits through collective action (Singh et al., 2021; Kumari et al., 2022). The main aim of the formation of FPO is to establish basic business principles among farming communities, to bring industry and agriculture closer together, and to boost rural development (Sharma, 2008) by organising of the farmers especially small and marginal farmers to address the challenges faced by farming community (Kyriakopoulos et al., 2004; Valentinov, 2007; Singh et al., 2014; EevaAlho, 2015; Singh et al., 2016; Singh et al., 2021; Rathour et al., 2022). This concept allowed farmers to improve their economic position within the production system and offered better scope for income enhancement through cost saving and efficient use of inputs by facilitating better crop planning, crop insurance and integrating them with knowledge sources.

Every month through *Mann Ki Baat* programme in All India Radio, Hon'ble Prime Minister of India has been addressing the citizens of India on various issues of national importance and pride calling for attention and collective action. The first *Mann Ki Baat* programme was broadcast on the occasion of Vijayadashami on 3 October 2014 followed by the second broadcast on 2 November 2014. So far (March 2023), 99 episodes were successfully completed and in the process our Honble Prime Minister has established personal reach to every common of the country. The *Mann Ki Baat* programme has been well received by the target audience across the country and created required impetus among audience towards the issues addressed and action called for.

Among various issues focused by the Hon'ble Prime Minister in his *Mann Ki Baat* address, the issues related to agriculture and allied sectors gained special attention from the audience. The importance of Farmers Producer Company (FPOs) and its role in strengthening the farmers' income were highlighted by him motivated the farmers to understand the functioning of FPOs and also gave them required confidence in the formation and running of FPOs. Several successful FPOs were lauded by the Hon'ble Prime Minister. In 97th episode of PM Mann Ki Baat, it was mentioned by him that *'The Aland Bhootai Millets Farmers Producer Company started working last year in Kalaburgi, Karnataka under the supervision of the Indian Institute of Millets Research. People are liking the khakra, biscuits and laddoos produced by the company. In Karnataka's Bidar district, women associated with the Hulsoor Millet Producer Company are cultivating millets as well as preparing their flour. Through this, their earnings have also increased considering. Farmers from 12 states have joined the*

FPO of Chhattisgarh's Sandeep Sharma, who is associated with natural farming. The FPO of Bilaspur is making eight types of millets flour and their dishes". Today, the mantra of collective strength yielded progress to members of Farmer Producer Organization started in Chitrakoot" (Prime Minister Narendra Modi, February 29, 2020). The study was conceptualized to know the status, lessons learnt, feedback and way forward from selected FPOs across the country that are under technical guidance of KVKs.

METHODOLOGY

The exploratory research design was used in the study. An integrated approach of using survey and case study method was followed. A total of 11 Zones (states and areas where Agriculture Technology Application Research Institutes operate and supervise the Krishi Vigyan Kendras) across the country were sampled purposively based on the concentrated efforts made on FPOs in those areas. The range of three to five FPOs were purposively and randomly selected from each Zone as sample making a total of 44 FPOs from 11 Zones including Zone-I (Ludhiana), Zone-II (Jodhpur), Zone-III (Kanpur), Zone-IV (Patna), Zone-V (Kolkata), Zone-VI (Guwahati), Zone-VII (Barapani), Zone-VIII (Pune), Zone-IX (Jabalpur), Zone-X (Hyderabad), and Zone- XI (Bengaluru). A total of 40 districts from 19 states were covered by these 44 FPOs. Zone, state and district wise selected FPOs for the study presented in Table 1.

Well-structured schedule with open ended questions was developed for the collection of primary data. The data on status and management structure of FPOs were collected in a prescribed schedule. Information related to influence of PM *Mann Ki Baat* programme, listing out the lessons learned and way forward for increasing the effectiveness of FPOs were collected through open-ended questions. Before collecting the data, Subject Matter Specialists (SMSs) from KVKs (those who collected the primary data), were trained about the skill and knowledge required in collecting data. Interviews with the FPO members were held in local language to have proper understanding of the context of PM *Mann Ki Baat* and for getting reliable information. Using descriptive statistics, including frequency and percentages, data were analysed to draw meaningful and logical inferences.

RESULTS AND DISCUSSION

State of art of FPOs guided by KVKs

Formation and business objectives: The state of art of FPOs guided by KVKs across the Zones in the country presented in Table 2 indicated that 98.50 per cent FPOs were formed during *PM Ma Ki Baat* Programme (2014–2023) and only two FPOs viz., Nachalur Farmers Producer Company Ltd. (2012) in Zone-X (Hyderabad) and Somnath Farmers' Producer Company Ltd. (2013) in Zone-VIII, Pune were formed before *PM Mann Ki Baat* Programme. The business of FPOs covered almost all major crops including cereal, millets, vegetable, fruits; seed production of important crops like paddy, wheat, vegetables of their local/regional demand; selling of agricultural inputs especially fertilizers and pesticides; agricultural machineries and implements (custom hiring); and value-added products.

Table 1. Zone, state and district wise list of selected FPOs for the study

Zone	Location	State	District	FPOs (No.)
I	Ludhiana	Himachal Pradesh	Mandi	1
		Punjab	Amritsar	1
		Punjab	Moga	1
Total		2	3	3
II	Jodhpur	Rajasthan	Ajmer	1
		Rajasthan	Barmer	1
		Rajasthan	Bundi	1
		Rajasthan	Bhilwar	1
Total		1	4	4
III	Kanpur	Uttar Pradesh	Agra	1
		Uttar Pradesh	Barabanki	1
		Uttar Pradesh	Kaushambi	1
		Uttar Pradesh	Pratapgarh	2
Total		1	4	5
IV	Patna	Bihar	Darbhanga	1
		Bihar	Nawada	1
		Jharkhand	Godda	1
		Jharkhand	Gulma	1
		Jharkhand	Ranchi	1
Total		2	5	5
V	Kolkata	Odisha	Balasore	1
		Odisha	Khordha	1
		Odisha	Nuapada	1
Total		1	3	3
VI	Guwahati	Assam	Kamrup	3
Total		1	1	3
VII	Umiam	Manipur	Chandel	1
		Manipur	Kakching	1
		Manipur	Thoubal	1
		Nagaland	Peren	1
		Tripura	North-Tripura	1
Total		3	5	5
VIII	Pune	Gujarath	Junagarh	1
		Gujarath	Patan	1
		Gujarath	Surath	1
		Maharashtra	Beed	1
Total		2	4	4
IX	Jabalpur	Madhya Pradesh	Chhatarpur	1
		Madhya Pradesh	Narmadapuram	2
Total		1	2	3
X	Hyderabad	Andhra Pradesh	Anakapalli	1
		Andhra Pradesh	Tirupati	1
		Tamil Nadu	Erode	1
		Tamil Nadu	Karur	1
		Telangana	Hanumakonda	1
Total		3	5	5
XI	Bengaluru	Karnataka	Bidar	1
		Karnataka	Kalaburagi	1
		Karnataka	Kodagu	1
		Kerala	Alappuzha	1
Total		2	4	4
Grand total		19	40	44

Shareholders and share capital

Distribution of FPOs based on their shareholders and share capital is presented in Table 3. Data regarding shareholders indicated that majority of FPOs (50.00%) had less than 500 shareholders followed by 34.09 per cent FPOs had in the range of 501-1000 shareholders and 15.91 per cent FPOs had more than 1001 shareholders. However, lowest shareholders (130) FPO is Chandel United Farmers Cooperative Society Ltd., in Zone-VII and the highest shareholders (4409) FPO is Krushidhan Producer Company Ltd., in Zone-VIII. Majority of FPOs (75.00%) had less than Rs. 10 lakh share capital followed by 6.82 per cent FPOs in the range of Rs. 10-20 lakh, 9.09 per cent FPOs in the range of Rs. 20-30 lakh, 2.27 per cent FPOs in the range of Rs. 30-40 lakh, and 6.82 per cent FPOs had more than Rs. 40 lakh share capital.

However, FPO wise analysis revealed that the Puthari Farmers Producer Co Ltd., in Zone-XI subscribed highest share capital of Rs. 1,31,15416 (Rupees one crore thirty-one lakh fifteen thousand four hundred sixteen). On the contrary, Mandia Cooperative Farmer Producer Organisation Ltd., in Zone-VI subscribed a lowest share capital of Rs. 20000 (Rupees twenty thousand).

Successful cases of FPOs

Some FPOs clearly expressed their path of accomplishment of their entrepreneurship and in most cases, the extent of success is measurable in terms of growth of the business that led to enhancement of income benefits among the shareholders. Such cases of FPOs are many some of them as examples are narrated here. After PM *Mann Ki Baat* programme, the FPO named as Hulsoor Mahila Kisan Millets Producer Company Ltd guided by KVK in Bidar district of Karnataka had established Secondary Processing Unit and supplied of millet seeds and products through GeM to Navodaya Schools from Telangana and Andhra Pradesh. In view of its performance mention of it in the *Maan Ki Baat*, 27 Indian Technical and Economic Cooperation Programme (ITEC) of MANAGE participants from 17 countries visited to this FPO to study challenges involved in providing services to farmers through FPOs. Similarly, Aland Bhootai Millets Farmers Producer Company Ltd., guided by KVK in Kalaburagi district of Karnataka started supply of millet products to various states such as Gujarat, Rajasthan, Chhattisgarh, Orissa, Telangana and Maharashtra through GeM, ONDC-my store and FPO kisan Bazar. Both FPOs exhibited their products at Shree Anna Global Conference held on 19 March, 2023 at IARI, Pusa New Delhi.

Some of the case studies of FPOs encouraged by PM's Mann Ki Baat included 9 specific cases. The first one named Nachalur Farmers Producer Company Ltd., started on 12/06/2012, guided by KVK in Karur district of Tamil Nadu is carrying out business through input shop, seed processing unit, Value addition unit, providing weather advisory to farmers, insurance support, farm equipment hiring centre, start content measuring in tapioca etc and recorded positive balance sheets for nine years and reached more than Rs. 15 crore turnover since its formation. Second case was of Somnath Farmers Producer Company Ltd., started on 09/03/2013, guided by KVK in Gir Somnath district of Gujarat has established a cattle feed unit with making different six products

Table 2. State of art of FPOs guided by KVKs across the Zones in the country

Zone	FPOs (No.)	Period of formation	Business objectives/main crops/commodities
I	3	2016-2022	Jaggery, mustard oil, IFFCO cattle feed, pulses, wheat, paddy, basmati paddy, tomato, spices, oilseeds processed products and other agriculture-based products.
II	4	2015-2022	Rose, Pomegranate, seed production, milk and its products, animal feed, vegetables, fruits, and herbs.
III	5	2021-2022	Chilli, banana, mustard, millets, maize, bajara potato, paddy, wheat, vegetables, kinnow, mango, fish, animal husbandry and dairy products, green fodder, vermi compost, mushroom, seed production, organic and natural farming, organic fertilizers food grains, and value-added products.
IV	5	2019-2022	Vegetables, seed production, paddy, wheat, mustard, green gram, linseed, makhana, maize, chickpea, banana, mango, apiary, handicrafts, milk and value-added products.
V	3	2019-2022	Millets, pulses vegetables, vermicompost, cattle feed, agri-input, and forest honey.
VI	3	2017-2022	Mustard, maize, vegetables, potato, paddy, arecanut, banana, fruits, assam lemon and pickles.
VII	5	2021-2022	Chilli, jackfruit, turmeric, ginger, pineapple, lemon, seed production, mushroom, piggery, poultry, fisheries, mini feed and rural mart.
VIII	4	2013-2016	Groundnut, cotton, wheat, gram, soybean, sunflower, sesame, karadai edible oil, cumin (jeera), castor, coriander, carom (ajwain), fennel (saunf), fenugreek (methi), mustard, vaidikbilona ghee, panchgavya soap, gulab, mogra, kasturi, essence sticks, laldantmanjan and kala dantmanjan (tooth powder) and natural immunity boosters, pesticides, seeds, organic inputs and agricultural equipment.
IX	3	2021-2022	Greengram, seed production and chilli powder.
X	5	2012-2019	Paddy, millets, vegetables, pulses, oilseeds, mango, coconut, cashew, farm equipments, agri inputs and value-added products.
XI	4	2016-2021	Millets, paddy, pulses, spices, seed production, jaggery, black pepper grading, mini oil extraction unit, agricultural inputs, custom hiring, and rural mart.
	44	2012-2023	

Table 3. Distribution of FPOs based on their shareholders and share capital

Particulars	Distribution of FPOs (%)
Less than 500	50.00
501-1000	34.09
More than 1001	15.91
Total	100
Share capital	
Less than Rs. 10 lakh	75.00
Rs. 10 - 20 lakh	6.82
Rs. 20 - 30 lakh	9.09
Rs. 30 - 40 lakh	2.27
More than Rs. 40 lakh	6.82
Total	100

and gave 53 dealerships in the district and now turnover is approximately Rs. 1.60 crore. Third case refereed to Pushkar Rural Agricultural Youth and Employment Producer Company Ltd., started on 16/11/2015, guided by KVK in Ajmer district of Rajasthan is engaged in fruits and flowers production like Jamun, Phalsa, Amla, Lisoda, Chrysanthemum, Marigold, Pink Rose etc., and made business revenue transactions of Rs. 8648723 (audited) in 2020-21 and crossed turnover of Rs. 2.00 crore in 2022-23. Further, this FPO, not only gave financial benefits to farmers but also provided employment to rural people and there are 9 persons permanently and 15 persons casually works in FPO processing unit. Fourth case was Puthari Farmers Producer Co Ltd., started on 8/03/2017, guided by KVK in Kodagu district of Karnataka, probably the Largest farmer organization in plantation sector with about 10000 ha coverage, dealing with 430 products including manures, fertilizers, plant protection chemicals, irrigation pumps,

sprinkler and drip irrigations items, farm machinery etc., and achieved turnover of Rs. 2.20 crore per annum as well as reduced in cost of cultivation by 20-25 per cent through its collective efforts. Asandra Farmer Producer Company Ltd., started on 21/07/2021, guided by KVK in Barabanki district of Uttar Pradesh is a growing FPO in field of Vegetables, good quality inputs (Seed, Fertiliser and Pesticides) with its business turnover of Rs. 2.17 lakh in 2021-22 and Rs. 7.57 lakh in 2022-23. Aman Shree Farmer Producer Company Ltd., started on 14/12/2021, guided by KVK in Nawada district of Bihar had its business in value-added products like Moong dal, Masoor dal, Chana Dal, Arhar Dal, and Mustard oil etc., and achieved annual turnover of Rs.1.47 lakh. FPO named as Balh Valley Adarsh Kisan Sabji Utpadak Sahkari Samiti simit Balh Sthit Sayohli, started on 27/01/2022, guided by KVK in Mandi district of Himachal Pradesh had its business on sale of tomato and other vegetables, seeds, fertilisers, pesticides, implements etc and achieved turnover of Rs. 47.87 lakh till date. Ratnagarbha Krashak Utpadak Sahkari Samiti Ltd., started on 25/03/2022, guided by KVK in Hoshangabad district of Madhya Pradesh had its main activities on pulses seed production especially moong and agri-inputs and achieved business turnover of Rs. 4.50 lakh in 2022-23. It is worth to note that women formed as FPO named as Jayadev Pitha Women Farmers' Producer Company Ltd., started in 29/10/2022, guided by KVK in Khordha District of Odisha had its business activities on mainly in the production of vermicompost and cattle feed with which they earned a net profit of Rs. 3.00 lakh within a short span of time.

The turnover of selected 9 FPOs ranged from Rs. 3.00 lakh to Rs. 220.00 lakh. This may be due to the business activities adopted by the respective FPOs as well as year of establishment. Though, the turnover of some of the FPOs is low, but the growth

in post Mann Ki Baat scenario provides opportunities for increasing the scale in futures. The observations are almost in conformity of the study on Farmer Producing Organisations for Development of Farmers in India: An economic perspective by Darshan et al., (2017) wherein they stated that the analysis of cases of FPOs revealed a positive impact on the economic development of farmers. The FPOs have helped to organize the small and marginal farmers to improve their standards of living by providing assured income, employment, better technologies of production and post-harvest management activities. Since the collective action of farmers given positive results, it can be advisable to initiate and sustain the FPOs across the country to improve the agricultural contribution to GDP and to retain small and marginal farmers in agriculture. Further, Vedasri et al., (2021) revealed that the group members were able to earn higher incomes, small farmers performed the marketing activity and take all the benefits accrued from FPOs which improved the income of small farmers. FPOs were instrumental in reduction of transaction cost and number of intermediaries leading to the realization of a higher proportion of producer's share in consumers rupee.

Feedback on PM Maan Ki Baat Programme

The topics like soil health cards and soil fertility, natural farming, organic farming, zero budget farming, per drop more crops, importance of millets, use of drip irrigation, nutritional security by growing of legume, organic fuel and so forth were discussed to the farmers during different episodes of PM *Mann Ki Baat* Programme. The FPO-Hulsoor Mahila Kisan Millets Producer Company Ltd in Bidar district and Aland Bhootai millets FPO in Kalaburagi district of Karnataka and Tribal FPO in Sundargarh district of Odisha on millets have got wide publicity throughout the country due to their coverage live in 97th episode of PM Maan Ki Baat Programme. Similarly, in 99th episode, covered FPO in Dal Lake of Kashmir who started exporting Kamal Kakdi, locally called as Nadru to foreign countries. Hon'ble, Prime Minister's 10000 FPO policy by Government of India has motivated the farmers and farmwomen for formation of Farmer Producer Organizations/Companies. FPOs expressed that they came to know about different schemes like PM Kisan Saman Yojna, PM Krishi Sichi Yojna, PM Fasal Bima Yojna, PM Formalisation of Micro food processing Enterprises (PMFME) Scheme etc. Farmers are looking forward to work with Government institutes to get handholding support for providing good agricultural services, happy in terms of quality input procurement and lot of scope for need based output marketing at grass root level and problem of being exploited by middle men has been solved some extent after formation of FPOs. PM *Mann Ki Baat* Programme also motivated the farmers and FPOs in the way of increasing shareholders/memberships in FPOs. Farmers get united and formed FPO to become self-sufficient, mutual assistance, welfare measures, financial services along with insurance of producers of their primary produce, and enhanced bargaining power of the farmers and developed a sense of ownership among them, as a result input cost is reduced by 10-15 per cent due to the direct procurement of inputs like seeds, fertilizers chemicals etc. and getting almost 5-10 per cent more price than market price. However, few FPO Members are

still demanding for marketing security. Some FPO members missed to see the live programme of PM Maan Ki Baat, they used to see later on in the YouTube and felt strengthened through the FPO activities.

Lessons learned and way forward

There is a need to work with SHGs or FPOs which helps in gaining various facilities through different schemes implemented by the Government and allied departments. Training and motivation changes skill and attitude of the farmers for enhancement of business in group mode at one platform. Therefore, an appropriate capacity building method should be adopted to train the people involved in the management of FPOs or prescribe some qualifications for the office bearers of the FPOs. This will help in effective management of FPOs and to make FPO members and office bearers capable of making appropriate and timely decisions.

FPOs face the major problem of lack of working capital and the tedious procedures involved in compliance of the company laws and statutes. There are significant barriers to access to credit and regulatory compliances which are difficult for budding FPOs to meet in lieu of the registration acts and most financial institutions require collaterals and at least three years of balance sheets for credit assessment. Lack of fund is a constraint for engaging professionals in the areas of value addition and marketing management to compete with corporate marketing and processing agencies. Hence, relief to FPOs from a penal provision in case of certain non-compliances and handholding support from government institutions (promoting departments) at least for the first five years to become self-sustainable would boost their growth. FPOs do have certain limitations related to negotiation, existing market intelligence, market infrastructure, supply and market chains for getting optimum price for the produce. Further, farmers themselves as managers of the company for taking up processing and marketing activities do not appear to be a viable proposition in some of the FPOs. Therefore, promoting institutes should involve themselves more and more with FPOs so that they can help them in extending maximum benefits from FPO schemes, establishment of agri-enterprises, creation of infrastructure and storage facilities, value addition and processing, efficient commodity pricing mechanism through business network etc. On the other hand, FPO's have to create their logos, own brand and trade mark for raw as well as processed commodities for improving marketing and price realization. For example, Banas Farmers Producer Company Limited in Patan district of Gujarat has launched its own brand – Chorad Jeera and Hulsoor Mahila Kisan Millets Producer Company Ltd has planned to expand the value-added products by up scaling millet processing plant under AIF (Agriculture Infrastructure Fund). A Policy should be developed to establish the FPOs as the grassroots organisation for delivering extension services effectively. Besides, FPOs can resort to retailing activities which will enhance members share in consumer rupee.

In fact, supply of quality inputs like seeds, fertilizers, compost and animal feed at the door step has helped the farmers to avoid purchase of spurious and low-quality inputs at high prices. This helped to reduce their cost of cultivation almost 20-30 per cent and also led to increased production as well as better price

realization for their produce and ensured 20 to 30 per cent more returns to the farmers. A conducive environment may be created by the Government for extension of business of FPOs. For example, the FPO-Jale Makhana Kisan Utpadak Sangathan Sahkari Samiti Limited in Darbhanga district of Bihar looking forward to extend the Makhana production area, processing sector and provide a recognition to makhana at national market. Measures to overcome social and cultural constraints by focussing on allied sectors as well as non-agri products and rural entrepreneurial activities are required. Most of the FPOs were not aware of export market to tap export market. Hence, strengthen the ways and means to export the crop produce with the help of FPOs to International markets for getting direct benefit to farmers. Banas Farmers Producer Company Limited in Patan district of Gujarat has aimed to venture into export of Cumin in another 5-7 years' time. The FPC has started its due diligence on the same.

Establishment of Food processing cluster as well as formalizing a consortium of FPCs and establishment of warehouse to ease farmers to store their produce at FPO level are need of the hour for effective operations and expanding market linkages as well to form a registered federation. Need to focus on commodities not perceived by the Government as 'sensitive' from food security point of view, identify production centres and build delivery centres around them, upgrade their knowledge and skills about trading, scaling the efforts and support of linking FPOs to the upcoming markets. Verma et al., (2019) learned from the functioning of FPOs that if FPOs are considered as a promising approach to ameliorate the condition of small and marginal farmers, there should be a proper mechanism for selecting members, selection based on cropping pattern or on region, idea of product differentiation. In our field survey, and incentive-based model.

CONCLUSION

The PM's *Man Ki Batt* programme has brought confidence among FPO members and created awareness about different schemes and polices of Government of India. The FPOs are ensuring several benefits to member farmers like acquainting with different government schemes; delivering inputs at door steps; reducing cost of cultivation; providing custom hiring services; dissemination of good agricultural practices; increasing bargaining power; accessing to digital platforms such as eNAM, ReMS and NCDEX services; more remuneration for produce; and such others. However, there is need to strengthen FPOs through the support of government and allied departments by creating policy approach to FPOs on capacity building; capital and credit; infrastructure and market linkages; inputs and agri-practices; shareholders and scale up of activities; and commodities and export market; making consortium of FPCs as federation; and incentive-based FPO model for effective functioning of FPOs. Further, leveraging from the new environment being created with *Mann Ki Baat*, the FPOs have potential to act as a catalyst of change in economic system of our country through scaling up of business and capacity-building activities to cover both member and non-member farmers. There is plentiful scope for FPOs to utilize the potential of women shareholders for promoting their branding and value-addition activities. There are many policies which can be converged at FPOs for supporting it initially and help the institutions take the next step

further. The long-term effects of FPOs on food production, natural resources (land and water) and linkages with poverty alleviation may be further explored. The new generation FPOs are designed in such a manner that they will be able to leverage economics of scale, increase in bargaining power and realization of remunerative price to the farmers.

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