

Annexure I : Trainers Training Program for SMART Project's Officers

Duration : 5 Days i/c one day field exposure

Batch Size : 30

Day to day Session plan

Day	Sessions	Session details
Day 1		Inauguration and Entry Test
	I	Managing resources and capabilities of FPOs : Entrepreneurial Character, Entrepreneurial Learning and Entrepreneurial Competencies
	II	Role and responsibilities of BODs, CEOs and characteristics and approach of good governance
	III	Value chain mapping, value chain analysis and techno-economic feasibility of identified economic activities within the boundary conditions.
	IV	Value Chain Management : Developing Competitive Value chains through horizontal and vertical value chain integration for evolving competitive advantages
Day 2	I	Assessment of the business potential in economic cluster FPOs/PACS/ Federations and Growers Associations.
	II	Case Exercise I : Assessment and techno-economic feasibility of " input business segment "
	III	Case Exercise II : Assessment and techno-economic feasibility of " trading business segment "
	IV	Case Exercise III : Assessment and techno-economic feasibility of " processing business segment "
Day 3	I	Formulation of marketing plan : Identification of opportunities, internal and external market barriers formulation of marketing strategy through market research, segmentation, positioning, differentiation, branding and focusing for product development as per the customers need.

	II	Financial Plan : Assessment of the investment and working capital required for planned business operations and access to finance from financial institutions
	III	Case Exercise IV : Budgeting - Formulation of the “ financial plan ”
	IV	Formulation of Risk Mitigation Plan
Day 4	I-IV	Field exposure visit to acquire ground ecosystem of FPOs
Day 5	I	Group presentation of field learnings
	II	Digital Technology : Use of digital technology before farm link, in farm and producer link and after farm link for efficient and effective functioning of modified value chains.
	III	Project Management Cycle : Conceptualization, Implementation, monitoring matrix for ratings, upscaling, evaluation and exit planning
	IV	Statutory and legal compliances to make compliant business entities
		Feedback and way Forward

Session-I	Tea Break	Session-II	Lunch Break	Session-III	Tea Break	Session-IV
10:00-11:30	11:30-11:45	11:45-13:15	13:15-14:00	14:00-15:30	15:30-15:45	15:45-17:15

Cost of Training Program : The participation fee will be **Rs. 4000 + 18% GST** per participant per day all inclusive. However, **one day extra will be charged** for early arrival and late departure of the participants in case of In-house program. Accordingly, total budget for 30 participants is as under –

Number of Participants	Mode of Training	Training Duration	Program Fees
30	In House	5 Days	30 x 6 (days) x Rs. 4000 = Rs. 7,20,000/- GST @ 18% = Rs. 1,29,600/- Total = Rs. /- 8,49,600/-

Annexure II : Training Program Board of Director of FPCs of SMART Project

Duration : 4 Days i/c one day field exposure

Batch Size : 30

Day to day Session plan

Day	Session	Session details
Day I		Inauguration and Entry Test
	I	Legal and Statuary Compliances for the existence of FPOs
	II	Essential documentations required for business transactions and Basic Accounting System
	III	Governance and Management of FPOs in Planning, Operation, Management; Monitoring of FPO's sustainability through rating charts and monitor able indicators
	IV	Managing resources and capabilities of FPOs : Entrepreneurial Character, Entrepreneurial Learning and Entrepreneurial Competencies
Day 2	I	Identification of economic and optimum cluster size of FPOs : Baseline Survey, feasibility study , Shortlisting and Prioritization of business opportunities in the cluster area
	II	Mapping & Analysis of prevailing AAAVCs and developing alternative/Modified AVC through business participation of FPOs as a competitive value chain actor
	III	A Case Exercise of assessment of Input and Output Business Potential
	IV	Supply Chain management (SCM) through creation of collective infrastructure and support services
Day 3	I-IV	Field Exposure Visit for ground level functioning of FPOs
	I	Group Presentations of field exposure visit

Day 4	II	Formulation of Marketing Plan : Agriculture Marketing Ecosystem, Mapping, Segmentation, Product development, Pricing, Strategy for market linkages
	III	Financial Planning : Effect of seasonality parameters on financial resource management, Assessment of investment and working capital requirement, Sources of Funds – equity, equity grant, bank loan, credit guarantee etc. A Case Exercise on formulation of financial plan
	IV	Identification of Risks and Risk Mitigation Plan of FPOs
		Way Forward for building sustainable and vibrant CBOs, <i>Feedback and Valediction</i>

Session-I	Tea Break	Session-II	Lunch Break	Session-III	Tea Break	Session-IV
10:00-11:30	11:30-11:45	11:45-13:15	13:15-14:00	14:00-15:30	15:30-15:45	15:45-17:15

Cost of Training Program : The participation fee will be **Rs. 4000 + 18% GST** per participant per day all inclusive. However, **one day extra will be charged** for early arrival and late departure of the participants in case of In-house program. Accordingly, total budget for 30 participants is as under –

Number of Participants	Mode of Training	Training Duration	Program Fees
30	In – House	4 Days	30 x 5 (days) x Rs. 4000 = Rs. 6,00,000/- GST @ 18% = Rs. 1,08,000/- Total = Rs. 7,08,000/-

Annexure III : Contents / curriculum and modules for both training Programs

- i. 47 resource documents (15 course design, 15 reading materials 15 trainers notes, 6 case studies, FPO pulse and Guiding business plan) all related with FPO ecosystem are available on BIRD website as open resource material for the participants.
- ii. All the PPTs after completion of training program are being handed over to participants, which is very beneficial for master trainers to impart decentralized training / guiding FPOs stakeholder at gross route level.
- iii. All the case exercises are made available to participants in soft and hard form that can be used and can be converted in to vernacular language for the FPOs stakeholders.
- iv. However, BIRD can develop specific modules / contents for SMART PROJECT / Maharashtra State, if needed.

Annexure IV : Write up on BIRD, Lucknow as specialized Institute for capacity building of FPCs

I) Core Competencies of BIRD, Lucknow in FPO Ecosystem

- ✓ BIRD, Lucknow have specialized Faculty Members with rich experience of 15-22 years in agriculture and rural development including 5-7 years field experience at district level.
- ✓ **BIRD, Lucknow is designated as a Nodal Training Institution at central level for FPOs by MoA &FW, GoI**
- ✓ BIRD, Lucknow is the key stakeholder of the FPOs, which were / are promoted under PRODUCE FUND, PODF and 10000 FPO CS schemes of Government of India.
- ✓ Having continuous upgradation ecosystem of knowledge and skills of the Faculty Members through research, consultancy, case studies, working papers, national and international seminars / conferences and exposures.
- ✓ BIRD, Lucknow had formulated decentralized training framework of 10000 FPOs, which was duly accepted by GoI, designated as a Nodal Training Institution for State Nodal Training Institutes (SNTIs) for standardization of training curriculum and imparting trainers training program for resource persons of SNTIs at central level for FPOs by MoA&FW, GoI
- ✓ BIRD Lucknow had formulated all the training modules and training schedule in consultation with NABARD and DAC&FW, GOI.
- ✓ Developed various video based demonstrative/interactive e-learning modules in coordination with GiZ.
- ✓ The course content developed by BIRD, Lucknow touches all critical aspects of FPO functioning, Viz, Governance, Business Planning, Financial Management, Compliance with statutory requirements, Value Chain Financing etc. Apart from conducting training programme for NABARD, BIRD, Lucknow has been conducting need-based programme on FPOs for Govt. of India, State Govts, Agencies like TNSFAC, VANMATI, CIII, Corporates, GIZ, International participants under ITEC programme of MEA, GOI and other reputed NGOs like Leprosy Mission trust, CBM India etc.,

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II) Capacity building programs conducted by BIRD, Lucknow for FPOs.

During the last 4 years, 165 capacity building programs were conducted by BIRD Lucknow for various stakeholders of the farmers producers' organizations. On the basis of the feedback received from the various stakeholders it is observed that BIRD, Lucknow is found one of the best training institutes and preferred by SFAC, MoA & FW, GOI, State Governments, Special Purpose Vehicles like SMART, Maharashtra, SFAC Tamil Nadu, CII, CBM India, leading CBBOs and Financial Institutes.

III. Feed Back from FPOs

Feedback collected from 19 FPOs from different districts and States for quick assessment of the impact of the training programs conducted by BIRD, Lucknow, includes

- ✓ Authorized capital of the 19 sample FPOs have necessitated to enhanced 46% from pre training status of Rs.2.40 crore to Rs.4.45 crore to accommodate more paid capital for business operations.
- ✓ Paid-up capital of the 19 sample FPOs enhanced 76% from pre training status of Rs.1.03 crore to Rs.4.31 crore for mobilizing more working fund for scale up business operations.
- ✓ The company started business planning based on the 10-step value chain approach conceptualized by BIRD, Lucknow. Some of the FPOs formulated DPRs for established of Rice Processing units and Storage Godown as per the marketed surplus available in the cluster of FPOs and availed value chain finance from financial institutions.
- ✓ There is a 48% increase in shareholding of 19 FPOs on an average.
- ✓ The turnover of the 19 FPOs increased about 94% under different value chains.
- ✓ The average profit of the sample companies enhanced by 98.5% along with improvement in business participations of active producer from 6184 to 11939 (48% increased).