

# Report on State-Level Training Program for Farmer Producer Organizations in Odisha



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This training program was a collaborative effort, and its success is a testament to the dedication and teamwork of all involved.

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## **EXECUTIVE SUMMARY**

A two-day state-level training program for Farmer Producer Organizations (FPOs) was held for three batches of participants in Bhubaneswar, Odisha, from December 12 to December 23, 2024. This report summarizes the outcomes of the program. It was organized by International Food Policy Research Institute (IFPRI) in collaboration with the Department of Agriculture & Farmers' Empowerment (DAFE), Government of Odisha and CGIAR. Its aim was to enhance the knowledge and skills of FPO functionaries across the state.

The training program involved around 130 participants, with a significant representation of women. The participants comprised Chief Executive Officers (CEOs) and members of boards of directors (BoDs) of FPOs from Odisha's 30 diverse districts.

The training curriculum was designed to address key areas of concern for FPOs. These included their composition, FPO management, shareholder engagement, postharvest management, certification, and market access. Interactive sessions on these topics were delivered by experienced trainers, including Shri K.K. Jha and Shri Sujay Kar, along with researchers from IFPRI.

The training program was well received by the participants, who appreciated its strong emphasis on practical learning and interactive discussions. Key areas of interest for the participants included FPO management strategies, optimal shareholder numbers, postharvest management practices, product certification, and exploring diverse marketing channels for their produce.

This training program serves as a crucial step toward strengthening FPOs in Odisha, equipping them with the knowledge and skills necessary for sustainable growth and success. The insights and learnings gained from this program will be valuable in further enhancing the capacity of FPOs to contribute to the development of the state's agricultural sector.

The training program highlighted the critical role of FPOs in improving farmer livelihoods and strengthening the agricultural sector in Odisha. It provided a valuable platform for FPO functionaries to enhance their knowledge and skills in key areas of FPO management such as financial management, marketing, and governance. The program fostered peer learning and networking among FPO representatives from different parts of the state. It also identified key areas of concern for FPOs in Odisha regarding their size, composition and structure, and it drafted some workable strategies to further strengthen the FPO ecosystem in the state.

This executive summary provides a concise overview of the FPO training program, its objectives, methodology, and key outcomes.

## **1. INTRODUCTION**

### **1.1 Background and context**

The International Food Policy Research Institute (IFPRI) is a global research organization that has a Memorandum of Understanding (MoU) with the Government of Odisha to collaborate on enhancing agricultural transformation in the state.

This partnership aims to support the Government of Odisha in developing and implementing policies and strategies that improve agricultural productivity, enhance farmer incomes, and strengthen food security. One of the key pillars of this MoU focuses on building the capacity of key stakeholders in the agricultural sector.

Recognizing the critical role of FPOs in achieving these objectives, IFPRI has undertaken research across three states—Bihar, Maharashtra, and Odisha—in an effort to understand the challenges that FPOs face in Odisha. It analyzed key factors that influence FPO performance, including size, composition, organizational design, and financial management. The findings reveal that many FPOs struggle with issues such as short lifespans, misaligned incentives, inadequate access to markets, and limited financial sustainability. These challenges often stem from weaknesses in organizational structure, governance, and management practices.

Building on these research findings, IFPRI with the fund support of CGIAR and in collaboration with the Department of Agriculture & Farmers' Empowerment (DAFE), organized a two-day state-level training program for 3 batches of selected FPO functionaries (members of boards of directors and CEOs) who came from all 30 districts in Odisha. The training program aimed to equip FPOs with the knowledge and skills necessary to overcome these challenges and achieve sustainable growth.

The training was intended to cover a range of critical topics including FPO management, market access, post-harvest management, legal and regulatory frameworks, and financial sustainability.

By providing FPOs with a deeper understanding of these critical areas, the training program aimed to empower them to make informed decisions, improve their operational efficiency, and enhance their overall performance. This initiative aligns with the MoU's objective of strengthening institutional capacity within the agricultural sector; it also contributes to IFPRI's broader mission of improving food security and reducing poverty worldwide.

### **1.2 Importance of Farmer Producer Organizations in Odisha**

The Government of Odisha recognizes the critical role of FPOs in transforming the agricultural sector by integrating and promoting activities across the agricultural, food processing, agribusiness, warehousing, and logistics sectors. Collectivizing farmers—

especially small and marginal ones—through FPOs is crucial for addressing challenges such as limited access to markets, technology, and investments. Odisha envisions a sustainable growth path for its farming communities. It aims to generate higher returns through FPOs in sectors such as agriculture, horticulture, fisheries, dairy, and animal husbandry. To achieve this, the government is facilitating FPOs' access to new technologies, infrastructure, knowledge, IT applications, market intelligence, and credit and finance arrangements. The government has taken significant steps to support FPOs; these include recognizing them as being at par with cooperatives, facilitating easy access to inputs, and developing the *FPO Odisha* portal for information exchange and business linkages. The portal has already registered 899 FPOs on its platform (<https://fpo.odisha.nic.in/#enrolment>), which comprise 2.85 lakh farmers from all 30 districts.

The Promotion & Stabilization of Farmer Producer Organizations program (PSFPO 1.0), launched in 2020, emphasizes building an inclusive ecosystem that enhances profitability and sustainability for farmer collectives. In October 2023, the state government further extended the program. PSFPO 2.0 was strategically focused on accelerating the business growth of FPOs through increased market access and private sector engagement; it also supported the efficient implementation of FPO-centric schemes whose focus was on value chain upgradation and income enhancement.

The government is also streamlining processes through a single window clearance system and through providing land for FPO infrastructure at concessional rates. Key priorities include supporting FPOs as producers of certified seeds and saplings, enabling direct farmgate sales, and linking them with financial institutions. The government is also encouraging academic institutions such as the Odisha University of Agriculture & Technology (OUAT) to introduce courses on FPOs and is reimbursing training fees for students.

A multi-pronged approach was adopted to build an institutional network at the government, FPO, and ecosystem levels.

**Table 1. Steps in building an institutional network for Odisha’s Farmer Producer Organizations**

Government level	FPO level	Ecosystem level
To design policy initiatives, schemes, and mission documents for supporting FPOs in the state.	To strengthen government’s capacity at state, district & block level for guiding and facilitating the ecosystem for FPOs	To support Govt. to establish digital governance and performance evaluation for the implementation of CSS-10,000 FPOs scheme.
To strengthen priority crops value chain covering 10 – 15 FPOs in the state.	To establish 10 Model/ Light House FPOs by building institutional mechanisms for market access, profitability, and sustainability of FPOs, while accelerating their adoption of innovation and technology	To develop business plan development and conduct training and capacity building of FPOs.
To enable strong linkages with the private sector, credit & finance, and attract investment in inclusive value chains.	To organize Knowledge and learning events, FPO conclave and stakeholder consultation workshops.	To establish partnerships with various agencies NGO’s/ RI’s/ CBBOs/ Organizations for maximizing outreach of government programs and enhanced FPOs performance and profitability.

Source: FPO Odisha. n.d. “Transforming the FPO Ecosystem in Odisha.” Bhubaneswar, India: Department of Agriculture and Farmers’ Empowerment. <https://fpoodisha.nic.in/fpo1>.

By implementing these measures, the Government of Odisha aims to create a conducive environment for FPOs to thrive, thereby empowering farmers and driving sustainable agricultural development in the state.

### 1.3 Objectives of the training program

The training program for FPO functionaries was organized in collaboration with the Department of Agriculture & Farmers' Empowerment (DAFE). It aimed to empower them with the knowledge and skills required to address critical challenges hindering FPO success and sustainability. Based on research conducted by IFPRI in Odisha, Bihar and Maharashtra, the program focused on tackling issues such as limited financial sustainability, inadequate market access, short organizational lifespans, and misaligned incentives—problems which often arise from weaknesses in governance, organizational structure, and management practices. By providing targeted training to selected CEOs and members of boards of directors from all 30 of Odisha's districts, the program sought to strengthen the capacity of FPOs to adopt effective governance models, optimize organizational design, and enhance financial and operational efficiency. The overarching goal was to ensure the sustainable growth and success of FPOs as key drivers of agricultural development and farmer empowerment.

Key objectives of the FPO training program include:

- **Enhancing understanding of FPO models** by equipping FPO functionaries with a comprehensive understanding of different organizational models and their suitability in various contexts.
- **Developing critical thinking** to enable FPOs to competently evaluate their membership structure and composition and to optimize its performance by considering factors such as skills, resources, and diversity.
- **Fostering value creation over value distribution**, emphasizing the importance of creating value through collective action and efficient operations rather than focusing solely on short-term profit distribution.
- **Strengthening FPOs' understanding and knowledge of agri-value chains**, including market dynamics, competition, and opportunities for value addition.
- **Enabling FPOs to identify and address opportunities and key challenges** and to leverage opportunities within their respective value chains.
- **Promoting learning from best practices** by facilitating learning and knowledge exchange through exposure visits to successful FPOs.

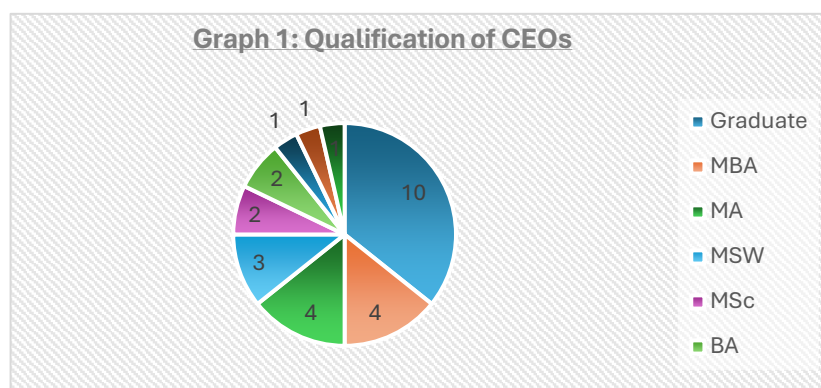
These objectives aim to empower FPOs with the knowledge and skills necessary to improve their operations, enhance their competitiveness, and achieve sustainable growth.

## 1.4 Profile of participants

The training program targeted key stakeholders of FPOs, primarily members of boards of directors and CEOs from 40 FPOs across Odisha's 30 districts. These FPOs were established under various government initiatives such as Shree Anna Abhiyan, Agriculture Production Clusters, and the Mukhyamantri Makka Mission.

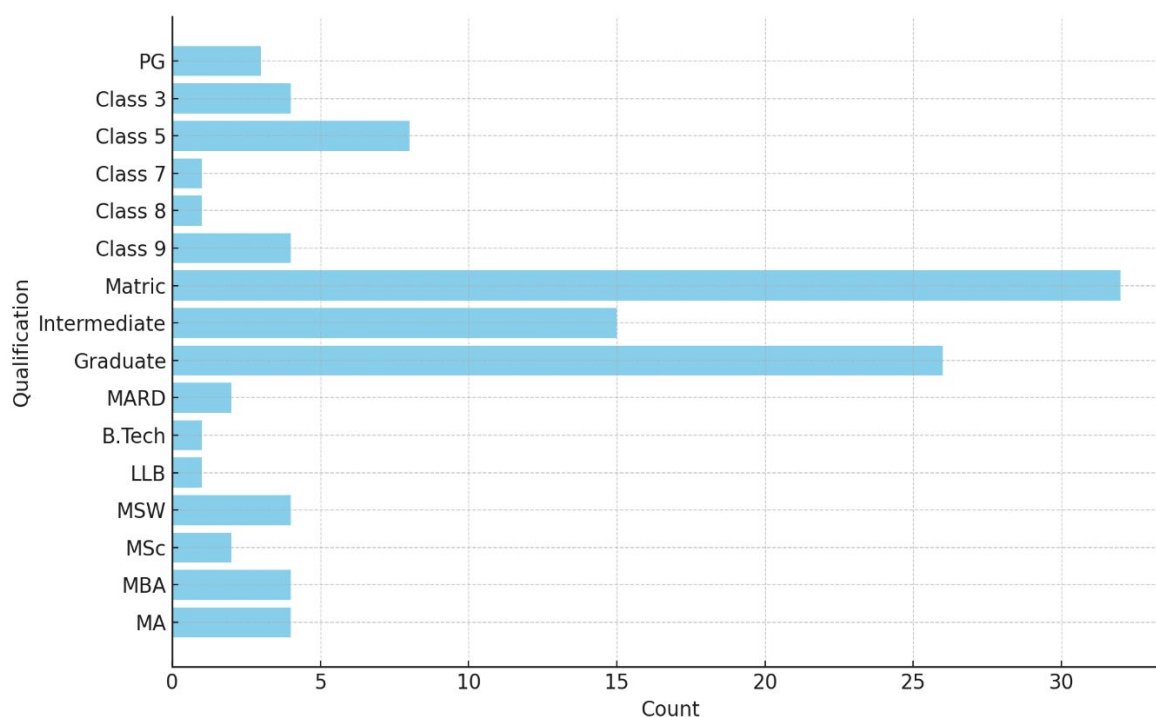
An analysis of the participants revealed that 50 percent of the 28 participating CEOs possessed postgraduate degrees, while the remaining CEOs held undergraduate degrees in diverse fields. Notably, only 4 CEOs had a background in business administration, suggesting a potential gap in relevant skills and knowledge (Figure 1).

**Figure 1. Educational qualifications of CEOs**



The overall level of education within the participant group was diverse, with the educational qualifications of directors ranging from Class 5 to postgraduate levels, and 68 percent of directors having an educational background of Grade 10 or below (Figure 2). This variation in educational qualifications among the participants has a notable influence on the performance of FPOs, as limited educational attainment, particularly among the directors, may pose challenges in understanding complex organizational processes, financial management, and strategic decision-making.

**Figure 2 Educational qualifications of participants**



MA - Master of Arts | PG - Post Graduate | M.Sc. - Master of Science | MSW - Master of Social Works | B. Tech - Bachelor of Technology | MARD - Master of Arts (Rural Development) | LLB - Bachelor of Legislative Law

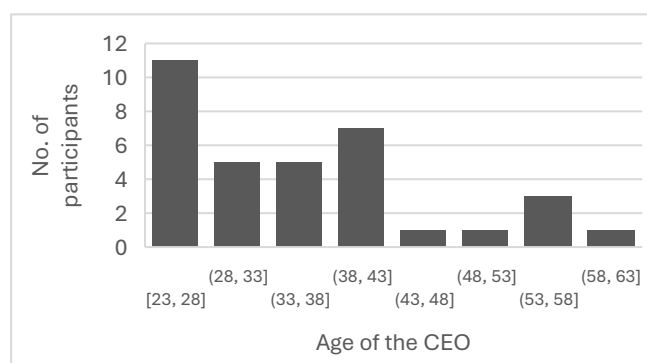
Source: Primary data

The overall training cohort consisted of 131 participants, including 28 CEOs and 103 members of boards of directors. This included 44 women from about 38 FPOs across Odisha’s 30 districts. Only 3 CEOs (11 percent) were female, indicating a significant underrepresentation of women in leadership positions within these FPOs. A more encouraging observation, however, was the higher representation of 43 women (about 42 percent) on FPO boards of directors. In general, however, there was a clear need for improved gender inclusivity, particularly in managerial positions.

In terms of age, the majority of CEOs (79 percent) belonged to the 23–43 age group, suggesting a relatively young and potentially dynamic leadership cadre for these FPOs (Figure 3). The overall age profile of FPO members demonstrates a positive trend, with a significant proportion (72 percent) falling below the age of 45; this indicates that there is also a youthful and dynamic membership base, which is crucial for the long-term sustainability and growth of FPOs. A younger FPO membership can enhance the ability

of FPOs to adopt innovative practices, access new markets, and ensure effective governance.

**Figure 3. Age distribution of FPO CEOs**



Source: Registration Form of the participants

This analysis highlights the need for targeted interventions to enhance the skills and knowledge of FPO leaders, particularly in areas relevant to business management. Efforts to increase female representation in leadership roles within FPOs are also crucial for ensuring gender equity and inclusivity.

## 2. TRAINING CONTENT, METHODOLOGY AND IMPLEMENTATION

### 2.1 Training content

The training program for FPO functionaries was designed to provide a holistic understanding of the critical elements required for the sustainable growth and success of FPOs. The content covered a wide range of topics that were tailored to address the challenges and opportunities specific to FPO operations and management. These included:

- **FPO ecosystem:** Participants were introduced to the dynamics of the FPO ecosystem, exploring opportunities for growth and development within this framework;
- **Extension mechanisms:** Strategies were discussed for effectively reaching out to members in remote and underserved areas; these strategies emphasized inclusivity and accessibility;
- **FPO functionaries and leadership:** This module focused on the roles and responsibilities of FPO leadership, including the selection of CEOs; it included interactive role-play sessions to enhance leadership skills;

- **Key Performance Indicators (KPIs):** Participants learned about critical success indicators for FPOs; this included discussions of successful case studies that enabled them to identify and measure key areas of performance;
- **Marketing and market-led livelihoods:** This module covered the basics of marketing and tools for effective market engagement, along with group exercises and presentations on marketing channels and product-specific market identification (such as RMC, e-NAM, and NCDX); the module also included insights into product value addition to enhance market competitiveness;
- **FPO size and composition:** Discussions and presentations of case studies highlighted the importance of optimal size and member composition for FPO efficiency and sustainability;
- **Value chain implementation:** Participants were guided in applying value chain principles within FPO operations; this module was supported by practical examples and case studies;
- **Branding and packaging:** Strategies were explored for branding, competitive costing, and innovative packaging to strengthen product appeal and market presence;
- **Certifications:** The process of obtaining the necessary certifications for food products was explained, highlighting their importance for market access and credibility;
- **Governance and documentation:** This module emphasized the importance of maintaining accurate business records and ensuring compliance with government and legal requirements;
- **FPO life cycle:** This module included an overview of the typical life cycle of an FPO, providing a framework for planning and scaling operations.

This comprehensive content ensured that participants gained both the theoretical knowledge and the practical insights that would drive the sustainable development and success of their FPOs.

## 2.2 Methodology of training

The FPO training program adopted a comprehensive and participant-centric methodology to ensure effective knowledge transfer and skill development. Conducted in a classroom-based setting, the program was designed to address the specific needs and challenges of the participants. A combination of diverse and interactive approaches was utilized to maximize engagement and produce optimal learning outcomes. The following key methodologies were included:

- **Interactive lectures** utilizing PowerPoint presentations were used to deliver structured information on various relevant topics; these were followed by interactive discussions and Q&A sessions;
- **Group work and discussions** actively engaged participants in analyzing real-world scenarios, solving problems, and developing action plans;
- **Case studies and role-playing exercises** were incorporated to enhance problem-solving and critical thinking skills;
- **Experience-sharing sessions**, wherein participants shared their experiences and best practices, fostered peer-to-peer learning and knowledge exchange;
- **Audio-visual presentations** were used to showcase successful examples of value addition and agricultural value chains, in the process inspiring innovative thinking;
- **Assessments and feedback** were conducted regularly to evaluate knowledge retention and skills development; constructive feedback was provided to reinforce learning and identify areas for improvement.

**Figure 4. Interactive lectures and group discussions were part of the Farmer Producer Organization training program**



Source: FPO Training, Batch-I; Photo Credit: IFPRI

### 2.3 Profile of trainers and facilitators

- **Shri K. K. Jha**

A seasoned professional with over 30 years of experience in the development sector, Shri K. K. Jha holds a postgraduate degree from the Xavier Institute of Social Service in Ranchi, Jharkhand. He has worked extensively with organizations such as the Odisha Rural Development and Marketing Society (ORMAS), the United Nations Development Programme, E&Y, and KPMG, bringing a wealth of expertise in governance, rural development, and capacity building. His vast experience and in-

depth knowledge of the sector make him an invaluable resource for the FPO training program.

### Figure 5. Introductory session



Source : FPO Training, Batch-II; Photo Credit: IFPRI

- **Shri Sujay Kar**

With a Postgraduate Diploma in Marketing and HR from the Xavier Institute of Management in Bhubaneswar, Shri Sujay Kar brings 35 years of diverse experience in corporate roles and rural livelihoods. His expertise spans marketing activities, particularly within the context of ORMAS and rural enterprise development. Shri Kar's insights into market dynamics and livelihood promotion equip FPO functionaries with practical strategies for achieving sustainable growth.

- **Dr. Devesh Roy**

Devesh is a Senior Research Fellow in the Development Strategies and Governance Unit at IFPRI. He specializes in international trade, environment, firm–farm linkages, and food safety. His recent work includes research on the economics of animal disease outbreaks, food safety in developing countries, and varietal choice for staples in India, Rwanda, and Nigeria. Since joining IFPRI in 2004 as a postdoctoral fellow, he has inhabited various roles, including as a senior research fellow with the CGIAR Research Program on Agriculture for Nutrition and Health (A4NH). His prior research focused on food security in South Asia and contract farming in India. Devesh holds a PhD in Economics from the University of Maryland and a master's degree from the Delhi School of Economics.

## 2.4 Training implementation

The training program was held at the State Institute for Training & Extension (SITE) in Bhubaneswar, Odisha. SITE is a government facility that is equipped to facilitate capacity-building initiatives for agricultural and rural development stakeholders. This

venue provided a conducive environment for interactive learning, group activities, and practical sessions, thereby ensuring an effective knowledge transfer experience for the participants.

The training program began with an engaging introductory session where each participant had the opportunity to introduce themselves, including their name, the name of their FPO, and the products they were involved with. This initial exchange allowed participants to become familiar with the diverse FPOs and agricultural products represented in the group, laying the foundation for collaborative learning.

Following introductions, the IFPRI team and resource persons were introduced. They gave the participants an overview of the expertise and experience that would be available to guide them throughout the training. In order to align the session with expectations, participants were invited to share their specific goals for the training. This input was invaluable in tailoring the content to the unique needs and challenges faced by the attendees.

The two-day training schedule was then discussed, providing clarity on the topics to be covered and the structure of the sessions. To ensure a productive and respectful learning environment, certain training norms were established in consensus with the participants. The group committed to:

- Respecting each other's point of view,
- Respecting the diversity in the group,
- Ensuring daily attendance as per the schedule,
- Putting cell phones on silent,
- Actively participating in discussions,
- Avoiding side conversations with each other, and
- Remaining mindful of social and gender sensitivities.

By agreeing to follow these rules, the group created an atmosphere of mutual respect and cooperation, which was essential for a successful and effective training experience. These norms set the tone for the next two days, ensuring that all participants could engage fully and gain the maximum benefit from the training.

**Figure 6. Participants’ commitment to a set of training norms created an atmosphere of mutual respect and cooperation**



Source: FPO Training, Batch-II; Photo Credit: IFPRI

The training was conducted in three batches to accommodate participants from diverse FPOs across Odisha’s 30 districts (Table 2). Each batch was carefully planned to maximize participation and engagement.

**Table 2. Schedule and participant details of FPO training sessions**

Batches	Dates	No. of participants	No. of FPOs
<b>Batch I</b>	12–13 December 2024	53	17
<b>Batch II</b>	14–15 December 2024	35	11
<b>Batch III</b>	22–23 December 2024	43	12
<b>Total</b>		<b>131</b>	<b>40</b>

## 2.5 Description of training sessions

### Session 1. Evolving the FPO Ecosystem for Agricultural Transformation: Prospects and Consequences of Rapid FPO Formation

<b>Methodology</b> Group exercise, PowerPoint presentation (PPT)	
<b>Topic details</b>	Participants were provided with valuable insights into the evolving role of Farmer Producer Organizations (FPOs) as collective entities that empower smallholder farmers by aggregating resources, improving bargaining power, and enhancing access to markets, inputs, and technology. The session highlighted the prospects of rapid FPO formation such as fostering strong market linkages for better price realization, enabling value addition through processing and branding, and leveraging policy support for rural development. The consequences of rapid proliferation were also discussed, including the challenges of balancing quality with quantity, addressing capacity gaps in leadership and financial management, and mitigating the risks of overdependence on external funding. Key strategies for success emphasized the need for robust organizational structures, effective governance, and targeted capacity-building initiatives. Participants also explored the importance of member engagement and inclusion, along with designing scalable and sustainable FPO models that integrate environmental, social, and economic goals to drive long-term agricultural transformation.
<b>Key learning outcomes</b>	Participants understand how rapid FPO formation can drive agricultural transformation by enhancing smallholder farmers' market access and bargaining power, while also recognizing the challenges of ensuring sustainable governance, operational efficiency, and long-term viability in a rapidly expanding ecosystem.

## Session 2. Understanding FPO Models: Comparative Analysis of Voluntary and Institutionally Promoted FPOs

<b>Methodology</b> Group exercise, PPT	
<b>Topic details</b>	<p>Participants gained a comprehensive understanding of different FPO models through a comparative analysis of voluntary and institutionally promoted FPOs. The session explored how voluntary FPOs, often formed organically by farmer collectives, benefit from strong member ownership and intrinsic motivation, but may face challenges in accessing resources and technical support. Conversely, institutionally promoted FPOs, established under government or NGO initiatives, are better equipped with financial support, technical expertise and market linkages, but may struggle with ensuring sustained member participation and ownership. Through this analysis, participants learned to identify the strengths and weaknesses of both models; this enabled them to adopt best practices that foster member engagement, operational efficiency, and long-term sustainability. Emphasis was placed on tailoring governance structures and support systems to meet the unique needs of each model, ensuring alignment with the overall objectives of agricultural transformation and farmer empowerment.</p>
<b>Key learning outcomes</b>	<p>Participants understand the comparative advantages and challenges of voluntary versus institutionally promoted FPOs. This enables them to adopt governance and operational practices that leverage the strengths of each model while addressing their specific limitations for sustainable growth and member empowerment.</p>

### Session 3. Member-Selection Mechanisms: How Members Are Selected, Professional Background, Voting and Roles

<b>Methodology</b> Group exercise, PPT (Case study: FPO divide)	
<b>Topic details</b>	Participants were introduced to the critical aspects of member-selection mechanisms within FPOs, with an emphasis on the need for a structured and inclusive approach. The session covered the criteria for selecting members, focusing on factors such as their professional background, alignment with the FPO’s objectives, and active engagement in agricultural activities. Insights were provided on how transparent and democratic processes such as voting can be used to ensure fair representation and build trust among members. Participants also learned about the importance of defining clear roles and responsibilities for members so as to ensure accountability and effective contributions to the FPO’s operations. By adopting robust member-selection mechanisms, FPOs can foster a cohesive and motivated team, enhance governance, and drive collective decision-making that aligns with the organization’s long-term goals.
<b>Key learning outcomes</b>	Participants understand the importance of a transparent and inclusive member-selection mechanism that ensures fair representation, aligns with organizational objectives, and fosters accountability, trust, and effective participation in the FPO’s operations.

## Session 4. Size and Composition of Members in Terms of Diversity of Skill Sets, Resources, and Expectations

<b>Methodology</b>	Case study, presentation and discussion (Case study: Shubh Labh Farmer Producer Company, or FPC)
<b>Topic details</b>	The session highlighted the importance of carefully considering the size and composition of FPO membership, emphasizing how a diversity of skill sets, resources, and expectations can contribute to the organization’s success. Participants learned that a balanced membership structure with a mix of farmers from different backgrounds and with different skills and resources can enhance the FPO's ability to address various challenges and tap into new opportunities. The training also focused on the importance of aligning member expectations with the FPO's goals to ensure engagement and commitment. By understanding the needs and capabilities of members, FPOs can create a more cohesive and effective organization that capitalizes on the strengths of its diverse membership base, thus fostering innovation, resilience, and long-term sustainability.
<b>Key learning outcomes</b>	Participants understand the importance of optimizing the size and composition of FPO membership by balancing diverse skill sets, resources, and expectations. They learn how this enhances the organization’s effectiveness, fosters innovation, and ensures long-term sustainability.

**Session 5. Establishing Criteria for Leadership Selection: Who Leads the FPO (Boards of Directors, CEOs, Promoting Institutions), and Who Does What?**

<b>Methodology</b> Group exercise, case study, presentation and discussion (Case study: Sahyadri Farms)	
<b>Topic details</b>	Participants were guided on the roles and responsibilities of key leadership figures within an FPO, including members of the board of directors (BoD), the chief executive officer (CEO), and the promoting institution. The BoD, typically consisting of elected representatives from the member base, plays a crucial role in setting strategic direction, ensuring governance, and making high-level decisions. The CEO, on the other hand, is responsible for day-to-day operations, implementation of strategic plans, and managing the overall functioning of the FPO. The promoting institution provides support, resources, and technical guidance; it also helps the FPO to develop its capacity and navigate challenges. The session emphasized the importance of establishing clear criteria for leadership selection, ensuring that leaders possess the necessary skills, experience, and commitment to drive the FPO toward its goals. This understanding equips participants to implement effective leadership structures that promote accountability, transparency, and organizational success.
<b>Key learning outcomes</b>	Participants understand the distinct roles of the board of directors, the CEO, and the promoting institution within an FPO. They also understand the importance of establishing clear criteria for leadership selection to ensure effective governance, accountability, and organizational success.

## Session 6. Enhancing FPO Creditworthiness Through Strong Financial Management and Compliance

<b>Methodology</b> Presentation and discussion with chartered accountant	
<b>Topic details</b>	The session provided participants with a comprehensive understanding of the legal compliance requirements for FPOs and the importance of developing creditworthiness. Participants learned about the legal frameworks governing FPOs including registration, documentation, and adherence to relevant agricultural and business laws. Ensuring legal compliance is essential for the FPO's credibility, operational legitimacy, and access to government schemes and financial resources. The session also emphasized the need for FPOs to build strong creditworthiness by maintaining transparent financial records, establishing sound financial management practices, and developing a positive relationship with financial institutions. By understanding these legal and financial requirements, participants were equipped with tools to navigate the complexities of compliance, improve the FPO's financial standing, and secure the necessary funding for sustainable growth.
<b>Key learning outcomes</b>	Participants understand the importance of legal compliance and financial management in developing the creditworthiness of an FPO. They also understand how creditworthiness enables them to maintain operational legitimacy, secure funding, and ensure long-term sustainability.

## Session 7. Life Cycle of FPOs (Incubation, Growth, Scale-up)

Methodology Experimental learning and group exercise	
<b>Topic details</b>	Participants were introduced to the life cycle of FPOs, which typically progresses through three key stages: incubation, growth, and scale-up. During the incubation phase, FPOs focus on building foundational structures, developing governance frameworks, and engaging initial members. The session emphasized the importance of strong leadership, training, and capacity building during this phase to ensure a solid foundation for future success. In the growth phase, FPOs expand their operations, enhance market linkages, and improve resource mobilization. The session highlighted strategies for managing increased membership, diversifying activities, and building financial sustainability. The scale-up phase involves expanding the reach of the FPO, strengthening its market presence, and increasing its influence within the agricultural value chain. Participants learned about the critical factors needed for successful scaling, including operational efficiency, leadership development, and strategic partnerships. By understanding this life cycle, participants were better equipped to guide FPOs through each stage of development, ensuring they can effectively navigate challenges and achieve sustainable growth.
<b>Key learning outcomes</b>	Participants gain an understanding of the FPO life cycle (incubation, growth, and scale-up) enabling them to navigate each phase effectively, apply appropriate strategies, and drive the FPO toward sustainable development and long-term success.

## Session 8. Factors Critical to the Success of FPOs

<b>Methodology</b> Group exercise, presentation, and discussion	
<b>Topic details</b>	<p>The session emphasized several critical factors that contribute to the success of FPOs. Participants learned that strong leadership and good governance are fundamental to ensuring clear direction, accountability, and effective decision-making. Building a robust organizational structure and operational framework was also highlighted as being key to managing day-to-day activities and sustaining growth. The importance of financial management, including maintaining transparent financial records and securing funding, was discussed as being crucial for ensuring financial stability and enabling future investments. Additionally, the session stressed the need for effective member engagement and inclusion to ensure that all members are actively involved and benefit from the FPO's activities. Access to markets, value addition, and leveraging technology for better productivity were also identified as essential drivers for success. By focusing on these critical factors, participants were equipped with the tools to enhance the operational efficiency and sustainability of FPOs, ensuring their long-term impact and success.</p>
<b>Key learning outcomes</b>	<p>Participants understand the critical factors that drive the success of FPOs, including strong leadership, good governance, financial management, member engagement, and market access. Understanding these factors enables them to implement strategies that ensure the long-term sustainability and growth of their organizations.</p>

**Session 9. Concept of Marketing: Making FPOs Market Ready (Key Steps, Identifying the Right Markets, Leveraging Government Schemes/Facilities)**

<b>Methodology</b> Group exercise, presentation, and discussion	
<b>Topic details</b>	The session provided participants with a comprehensive understanding of the concept of marketing and the key steps needed to make FPOs market ready. Participants learned that successful marketing begins with understanding the needs of the target market and identifying the right markets for their products. The session emphasized the importance of conducting market research, selecting appropriate marketing channels, and positioning products to meet consumer demand. Participants also explored various government schemes and facilities under diverse departments and programs; these included Rashtriya Krishi Vikas Yojna (RKVY), Mission for Integrated Development of Horticulture (MIDH), Agriculture Infrastructure Fund (AIF), Agricultural Marketing Infrastructure (AMI), Sub-mission on Agriculture Mechanization (SMAM), and the online National Agriculture Market (e-NAM). These and other programs can help FPOs access funding, market platforms, and logistical support. The importance of branding, packaging, and value addition to increasing competitiveness in the market was also highlighted. By understanding these concepts, participants were equipped with tools for effectively navigating the marketing landscape, ensuring that their FPOs can maximize their market potential and achieve sustainable growth.
<b>Key learning outcomes</b>	Participants gain a clear understanding of the key steps required to make FPOs market ready, including market identification, leveraging government schemes, and applying effective marketing strategies. This enables them to enhance their FPO's market access and competitiveness.

**Session 10. Agri-Value chains and value chain interventions, post-harvest losses within the chains**

<b>Methodology</b>	<b>Case study, presentation, and discussion (Case study: Mango value chain PPT and video)</b>
<b>Topic details</b>	<p>The session provided participants with a deep understanding of agri-value chains and the significance of value chain interventions in enhancing the efficiency and profitability of FPOs. Participants learned how value chains, which encompass all activities from production to the final consumer, offer opportunities for improving quality, reducing costs, and increasing market competitiveness. The session also focused on identifying key value chain interventions such as postharvest handling, processing, and storage, which can add value to agricultural products. A critical area covered was the issue of postharvest losses, which often undermine profitability. Participants learned about the causes of such losses including inadequate storage, poor handling, and lack of proper transportation. They were introduced to strategies for minimizing these losses through better practices, technology, and infrastructure. By addressing these challenges, participants were equipped with the knowledge to enhance the efficiency and value-added potential of their FPOs, ultimately improving their economic outcomes.</p>
<b>Key learning outcomes</b>	<p>Participants understand the importance of agri-value chains and value chain interventions, including strategies for reducing postharvest losses. This enables them to improve the efficiency, profitability, and sustainability of FPO operations.</p>

**Session 11: Identifying Opportunities (Economies of Scale, Standardized Quality, Branding, Certification, Product Differentiation) and Challenges (Lack of Price Parity, Non-Transparency)**

<b>Methodology</b> Group exercise and presentation	
<b>Topic details</b>	The session equipped participants with the knowledge that would allow them to identify key opportunities and challenges that FPOs face in the agricultural market. Participants learned how collectively achieved economies of scale can reduce costs and increase bargaining power, making FPOs more competitive. There was an emphasis on the importance of standardized quality, branding, and certification as essential tools for building market recognition and consumer trust, and on how product differentiation allows FPOs to stand out in a crowded market. The session also highlighted significant challenges; these included lack of price parity whereby farmers may not receive fair prices for their produce, as well as the issue of non-transparency in pricing which can lead to exploitation by intermediaries. By recognizing these opportunities and challenges, participants were able to explore strategies for addressing market inefficiencies, enhance their FPO's competitiveness, and ensure that they are better positioned to thrive in the market.
<b>Key learning outcomes</b>	Participants gain the ability to identify and leverage opportunities such as economies of scale, branding, and certification, while also addressing challenges such as price parity and non-transparency; together, these can enhance their FPO's market position and overall sustainability.

## Session 12: Outcome-Based Indicators for FPO Success, Including Turnover, Longevity, Farmers' Income, and Financial Performance

Methodology Group exercise and presentation	
<b>Topic details</b>	The session focused on the importance of outcome-based indicators for measuring the success of FPOs, providing participants with the tools to track and evaluate key performance metrics. Participants learned about various indicators that reflect the financial scale and operational capacity of the FPO; these include turnover, longevity (which measures the sustainability and resilience of the organization over time), and farmers' income (which is a critical measure of the value that FPOs deliver to their members). There was also a discussion of financial performance indicators such as profitability, cost management, and return on investment, all which can be used to assess the financial health of the FPO. By understanding these outcome-based indicators, participants were able to establish clear goals, monitor progress, and implement strategies to ensure their FPO's success, growth, and long-term sustainability.
<b>Key learning outcomes</b>	Participants understand how to measure and evaluate the success of FPOs using outcome-based indicators such as turnover, longevity, farmers' income, and financial performance. This enables them to track progress and implement strategies for sustainable growth.

### 3. KEY LEARNINGS AND OUTCOMES

#### 3.1 Key takeaways from the training

The two-day training program organized by IFPRI in collaboration with the Department of Agriculture & Farmers' Empowerment (DAFE) and with support from CGIAR, provided valuable insights that will guide future efforts to enhance the effectiveness and sustainability of FPOs in Odisha. As the organizer of the training, IFPRI identified several key takeaways that are crucial for improving FPO operations and promoting agricultural transformation in the region.

- ❖ **Sustainability and scalability:** A key takeaway for IFPRI was the importance of designing FPOs that are sustainable and scalable. The training emphasized the need to focus on long-term viability by addressing financial sustainability, legal compliance, and creditworthiness. The knowledge provided will help FPO functionaries build

resilient organizations that can grow and expand over time, benefiting smallholder farmers.

**Figure 7. Valuable insights were gained in the two-day training program**



Source: FPO Training, Batch-I; Photo Credit: IFPRI

- ❖ **Monitoring and evaluation of FPOs:** The training underscored the significance of setting outcome-based indicators to assess the success of FPOs. IFPRI identified that metrics such as financial performance, turnover, and farmers' income are critical in evaluating the impact of FPOs. This understanding will guide future research and training efforts to develop more targeted programs that are aimed at improving FPO performance.
- ❖ **Engaging diverse participants:** The varied educational backgrounds and experiences of the participants emphasized the importance of designing training programs that are accessible to a wide range of skill levels. IFPRI ensured that the training incorporated both theory and practical exercises such as role plays, case studies, and group presentations. This approach bridged gaps in understanding and provided an inclusive learning environment for all participants.
- ❖ **Challenges in scaling FPOs:** The training also exposed the challenges that FPOs face in scaling their operations; these include governance issues, financial management difficulties, and market access barriers. IFPRI recognized the need for future training and research initiatives to address these constraints and support FPOs in overcoming the obstacles that hinder their growth.
- ❖ **Collaborative approach:** IFPRI's partnership with DAFE and other stakeholders proved to be an effective model for fostering a supportive learning environment. The involvement of experienced trainers, government officials, and agriculture experts

enhanced the quality of the training. The presence of officials from DAFE, such as Shri Subhranshu Mishra and Dr. Sangram Keshari Pattanaik, was particularly valuable in encouraging ongoing engagement and ensuring post-training support.

- ❖ **Impact on FPO functionaries:** The positive feedback from participants confirmed the immediate value of the training. FPO functionaries left the training with increased confidence and a clearer understanding of how to improve their organizations. They learned the importance of leadership, governance, and market readiness in ensuring the success of FPOs, reinforcing the effectiveness of the training in building practical skills.
- ❖ **Interactive and participatory learning:** The success of the training was largely due to its interactive and participatory methodology. By encouraging active participation through discussions, group work, and problem-solving activities, IFPRI facilitated a dynamic learning experience. This methodology also helped participants retain and implement the knowledge gained, increasing the likelihood of real-world application in their FPOs.

In conclusion, IFPRI's role in organizing the training was instrumental in providing FPO functionaries with essential tools and insights for enhancing the sustainability and scalability of FPOs in Odisha. The lessons learned from this training will inform future initiatives, ensuring that IFPRI's programs continue to support FPO growth and contribute to agricultural transformation and rural development. These takeaways will also help IFPRI refine its training methodologies and strengthen its partnerships with government agencies to better serve the needs of smallholder farmers in the region.

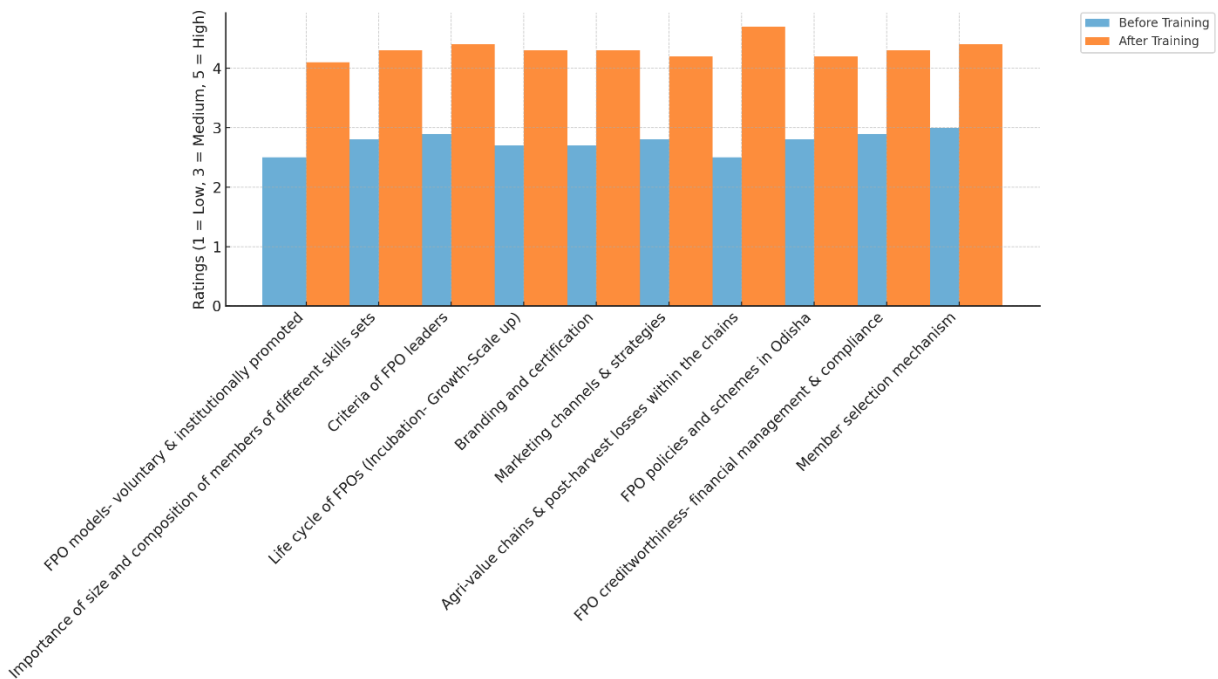
### **3.2 Feedback summary of the training**

Before the initiation of the training, the participants were asked to rate their understanding level on the topics to be covered in the training. Post training, the participants were asked to provide feedback on the technical sessions and on the potential impact of the training on their jobs. This helped us to understand the change in their knowledge on the topics given which can be attributed to the training. Based on the feedback received, the key findings are as follows:

#### **3.2.1 Key observations on the technical session**

The training program significantly improved participants' understanding across all modules, as indicated by the increase in ratings from pre- to post-training (Figure 8).

**Figure 8. Analysis of pre- and post-training feedback from participants**



**a. Overall improvement**

- The average rating before training was about 2.8 to 3.0 (medium), while after training, it increased to 4.2 to 4.7 (high). This demonstrates that the training had a substantial positive impact on knowledge enhancement.

**b. Modules with the highest post-training improvement:**

- The participant’s understanding on the topic, “Agri-Value Chains and Value Chain Interventions, Post-harvest losses within the chains”, showed the greatest improvement as measured by participant feedback, moving from 2.5 to 4.7. This suggests that participants gained significant insights through training.
- The participant’s knowledge on, “Understanding FPO Models: Comparative Analysis of Voluntary and Institutionally Promoted FPOs”, showed an improvement of 2.5 to 4.1 according to participant ratings, indicating that the participants felt they had an increased understanding of FPO structures and their functioning.
- The deliberation on, “Life Cycle of FPOs (Incubation, Growth, Scale-up)”, yielded an increased rating by participants from 2.7 to 4.3, suggesting that they felt they had gained a significantly improved awareness of incubation, growth, and scaling-up strategies.

**c. Moderate improvements**

- The knowledge on, “Concept of Marketing: Making FPOs Market Ready”, showed a participant rating that improved from 2.8 to 4.2, indicating a strong gain in their understanding of marketing approaches.

- Similarly, FPO Policies and Schemes in Odisha also increased from 2.8 to 4.2, indicating a better grasp of local schemes and regulations.

**d. Least Improvement (but still positive)**

- The knowledge on “Establishing Criteria for Leadership Selection”, showed an increased rating of 3.0 to 4.4 as measured by participant feedback. While for this topic the knowledge level was relatively higher before training, the session still contributed to understanding selection criteria.

The training successfully addressed knowledge gaps, in other areas as well like agri-value chains, FPO models, and financial management. The post-training ratings indicate that participants gained a high level of competence across all topics, which suggests that the training was extremely effective.

### 3.2.2 Key results of the technical session

The participants were provided a feedback form to rate the impact of the training in their professional roles in five key areas: capacity, clarity, results, resilience, and professionalism. Participants gave themselves a score of between 1 (Low) and 5 (High) with regard to how well-informed they felt and how thoroughly they felt they understood the topics of the respective modules.

The following are the key results based on the feedback provided by the participants on the given parameters:

- Results (4.29) and professionalism (4.29):** These two aspects received the highest ratings, suggesting that participants found the training to be highly effective in terms of delivering tangible outcomes and improving their professional conduct.
- Clarity (4.17) and capacity (4.12):** The relatively high ratings in these two areas indicate that participants felt that the training had successfully enhanced participants' understanding and ability to apply new knowledge in their roles.
- Resilience (3.98):** While still close to the "High" rating, this category had the lowest score, indicating some scope for improvement in preparing participants to effectively handle job-related challenges.

Overall, the training was perceived as highly beneficial and as having equipped participants with the necessary skills, knowledge, and confidence to improve their performance in their roles. Future training programs, however, could focus more on resilience-building strategies to help participants better navigate uncertainties in their work. Overall, the training successfully and meaningfully impacted participants' jobs and future prospects.

### 3.3 Valedictory

The training concluded with a valuable interaction between participants and key officials, including Sri Shubhranshu Mishra (OAS), Additional Secretary of DAFE, and Dr. Sangram Keshari Pattanaik, Deputy Director of DAFE. The officials listened attentively to the concerns raised by FPO members and assured them of continuous post-training support from the Department. All participants were awarded certificates for completing the two-day residential training program. The key points raised by each speaker are summarized below:

**Shri Shubhranshu Mishra (OAS), Additional Secretary, DAFE**, emphasized that FPOs are vital for connecting small farmers to markets. By focusing on optimal design and effective marketing strategies, FPOs can address existing challenges and promote long-term sustainability, which will contribute to the overall growth of the state. He highlighted the crucial role of training initiatives in enhancing the effectiveness of FPOs.

**Dr. Sangram Keshari Pattanaik, Deputy Director, DAFE**, stressed the importance of monitoring the financial health of FPOs through accounting ratios, which help identify areas for improvement. He noted that the training offered a valuable platform for FPO members to share their experiences and learn from both the successes and challenges faced by existing FPOs.

**Shri Purna Charan Shaw, Principal Secretary, SITE**, highlighted the empowering role of FPOs in providing better market access to farmers, citing the successful example of jackfruit exports from Odisha to Dubai. He emphasized that training and capacity building are critical for the growth and sustainability of FPOs, equipping members with the skills needed to overcome various challenges.

**Dr. Devesh Roy, IFPRI**, suggested adopting entrepreneurial practices similar to those in ASEAN countries, emphasizing the need for innovative business practices that prioritize efficiency and agility. He also stressed the importance of hiring individuals with skill sets that were specifically aligned with FPO activities, as well as the importance of maintaining an optimal size for better communication, coordination, and management.

**Dr. Mamata Pradhan, IFPRI**, advised on product differentiation, enhancing market access, and adhering to proper certification and safety standards, all of which would improve the marketability of FPO products.

Overall, the collective insights from these officials underscore the potential of FPOs to not only support farmers but also to transform the agricultural landscape by fostering collaboration, innovation, and sustainability in farming practices.

**Figure 9.: Certificate distribution to the participants**



Source: FPO Training, Batch-I; Photo Credit: IFPRI

#### **4. CONCLUSION**

The two-day FPO training program for three batches, organized by IFPRI in collaboration with the Department of Agriculture & Farmers' Empowerment (DAFE), proved to be a significant step toward enhancing the capacity and effectiveness of FPOs in Odisha. The training provided participants with in-depth knowledge and practical tools on various critical aspects such as the role of FPOs, marketing strategies, governance structures, and value chain interventions. By addressing challenges and identifying key opportunities for growth, the training equipped FPO functionaries with the skills necessary to drive the sustainability and success of their organizations.

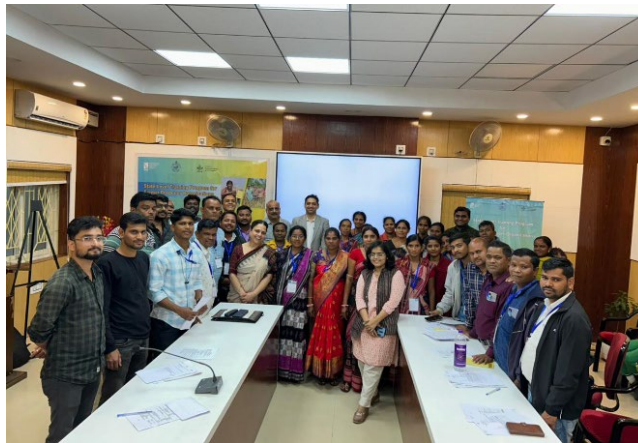
Key insights emerged on various facets of FPO operations such as the importance of optimal organizational design, leadership selection, legal compliance, and financial management. Participants were introduced to outcome-based indicators for assessing the performance of FPOs; they also learned about the impact of economies of scale, standardized quality, and branding in improving market competitiveness. The discussion around agri-value chains and postharvest interventions further helped participants understand how to reduce losses and enhance the value of agricultural produce.

The training also highlighted critical success factors including the importance of member engagement, transparent pricing, and strong market linkages. The officials who were present at the closing ceremony emphasized the crucial role of FPOs in empowering farmers, improving market access, and contributing to the overall growth of the agricultural sector in Odisha. They reassured participants that continuous support from the Department would be provided post-training, which would ensure the successful implementation of the strategies learned.

The trainings concluded with valuable recommendations from experts, who highlighted the need for entrepreneurial practices, product differentiation, and adherence to certification standards. These recommendations, coupled with the shared experiences and practical knowledge gained during the training, will serve as a foundation for building stronger and more sustainable FPOs in Odisha.

To summarize, these training programs has laid the groundwork for FPOs to thrive, having empowered them with the essential skills and strategies for overcoming challenges, capitalizing on opportunities, and driving agricultural transformation in the state. With continued support and commitment, the FPOs in Odisha are poised to play a transformative role in improving the livelihoods of small and marginal farmers.

**Figure 10.: Group photograph of Batch-II**



Source: FPO Training, Batch-III; Photo Credit: IFPRI

## Appendix 1. Training schedule

### Three-Day Capacity Building Program for FPOs

Sl. No.	Training Topic	Timing	Pedagogy	Reference Materials
<b>Day - I</b>				
	Registration of Participants	10.00 am – 11.00 am		
1	Ice-breaking & Introduction of participants	11.00 am – 11.45 am	Ice-Breaking	Energizer / Game
	<b>Tea Break</b>	<b>11.45 am – 12.00 pm</b>		
2	Expectation and context setting	12.00 pm – 12.30 pm	Brainstorming	IFPRI Study PPT/Training PPT
3	The evolving FPO ecosystem for agriculture transformation (prospects and consequences of rapid FPO formation)	12.30 pm – 01.00 pm	Experiential learning and cases	Training PPT / Discussion
4	Understanding the FPO Models (comparative analysis of voluntary and institutionally promoted FPOs)	01.00 pm – 01.30 pm	Experiential learning and case studies	Case Study of GrapeNet/ Training PPT
	<b>Lunch</b>	<b>01.30 pm – 02.30 pm</b>		
5	Aligning the FPO's goals with the needs of its members; Developing a clear vision and mission statement	02.30 pm – 03.30 pm	Experiential learning and group exercise	Training PPT / FPO divided - case study.
6	Size & Composition of members (in terms of skill sets, different resources and expectations)	03.30 pm – 4.00 pm	Case Study, Presentation & Discussion	Training PPT / Subhlabh FPC - Case Study
	<b>Tea Break</b>	<b>04.00 pm – 04.15 pm</b>		

7	<ul style="list-style-type: none"> <li>Who leads the FPO? (BoD, CEO, Promoting</li> </ul>	04.15 pm – 05.00 pm	Case Study, Presentation & Discussion	Video of Shahyadri Farms,
	<p>Institution; who does what?</p> <ul style="list-style-type: none"> <li>Establishing criteria for leadership selection</li> </ul>			Group Exercise, Training PPT
<b>Day - II</b>				
	Recap of Day - 1	10.00 am – 10.30 am		
8	Life cycle of FPOs (incubation - growth – scale up)	10.30 am – 11.00 am	Experiential learning and group exercise	Training PPT / Exercise
9	Critical factors to success of FPOs	11.00 am – 11.30 am	Group Exercise, Presentation & Discussion	FPO Rating Sheet, Training PPT
	<b>Tea Break</b>	<b>11.30 am – 11.45 am</b>		
10	Enhancing FPO creditworthiness through strong financial management and compliance.	11.45 am – 12.30 pm	Group exercise and Presentation	Training PPT
11	Making the FPOs market ready (Key steps, identifying right markets, leveraging government schemes/facilities)	12.30 pm – 01.30 pm	Group exercise and Presentation	Group Exercise on identifying the right steps followed by PPT
	<b>Lunch break</b>	<b>01.30 pm – 02.30 pm</b>		
12	Value Creation over Value Distribution	02.30 pm – 03.15 pm	Experiential learning and case studies	Case Studies / Training PPT
13	<p>Outcome-based Indicators for FPO success</p> <ul style="list-style-type: none"> <li>Turnover</li> <li>Longevity</li> <li>Farmers' income</li> <li>Financial performance</li> </ul>	03.15 pm – 04.00 pm	Group exercise and Presentation	Training PPT / Discussions
	<b>Tea Break</b>	<b>04.00 pm – 04.15 pm</b>		

14	Key takeaways for FPO from the FPO Policy	04.15 pm – 04.45 pm	Presentation & Discussion	Training PPT / Discussions
15	Understanding Agri-Value Chains and Value Chain interventions	04.45 pm – 05.00 pm	Group exercise and Case Study	Role Play, Training PPT
16	Identifying opportunities (Economies of scale, standardized quality, branding, certification, product differentiation) & Challenges (Lack of price parity, non-transparency, post-harvest losses within the Chains)	05.00 pm – 05.30 pm	Group exercise and Presentation	Simulation Exercise, Training PPT
17	Feedback session	05.30 pm – 06.00 pm		
18	Valedictory Session & group photograph	06.00 pm – 06.15 pm		

## Appendix 2. List of participants

<b>Participant List for FPO Trainings</b>			
<b>Batch - I (December 12-13, 2024)</b>			
<b>Sl. No.</b>	<b>Name of the participants</b>	<b>Name of the FPO</b>	<b>District</b>
1	Kaadambinee Patra	Paschimeswar Farmer Producer Co. Ltd.	Khordha
2	Sonasis Priyadarshan Jena	Haladhar Farmer Producer Co. Ltd.	Kendrapara
3	Santosh Kumar Parida	Haladhar Farmer Producer Co. Ltd.	Kendrapara
4	Kamini Malik	Tara Devi Farmer Producer Co. Ltd.	Jajpur
5	Suchitra Nayak	Tara Devi Farmer Producer Co. Ltd.	Jajpur
6	Priyatama Biswal	Tara Devi Farmer Producer Co. Ltd.	Jajpur
7	Saraswati Bal	Tara Devi Farmer Producer Co. Ltd.	Jajpur
8	Sachi Lata Das	Tara Devi Farmer Producer Co. Ltd.	Jajpur
9	Subash Chandra Bairiganjan	Astha Sri Jaganath Producer Company Ltd.	Bhadrak
10	Purusottam Rout	Ladubaba Farmer Producer Co. Ltd.	Nayagarh
11	Kailash Barik	Ladubaba Farmer Producer Co. Ltd.	Nayagarh
12	Basanta Kumar Sahoo	Ladubaba Farmer Producer Co. Ltd.	Nayagarh
13	Sukanta Kumar Jena	Bharadwaja Agrofood Farmers Producer Co. Ltd	Khordha
14	Kulamani Hafi	Ladubaba Farmer Producer Co. Ltd.	Nayagarh
15	Ashok Kumar Rath	Barkot Fed Farmers Producer Co. Ltd	Deogarh (Debagarh)
16	Peter Tirkey	Pradhanpata Farmer Producer Co. Ltd.	Deogarh (Debagarh)
17	Suresh Khuntia	Nandighosa La Fed Farmer Producer Co. Ltd.	Puri
18	Sanjay Kumar Bhoi	Pradhan Pata Farmer Producer Co. Ltd.	Deogarh (Debagarh)
19	Nabin Nayak	Pradhan Pata Farmer Producer Co. Ltd.	Deogarh (Debagarh)
20	Minaketan Nayak	Pradhan Pata Farmer Producer Co. Ltd.	Deogarh (Debagarh)
21	Sanjay Keshari Patra	Pradhan Pata Farmer Producer Co. Ltd.	Deogarh (Debagarh)
22	Mohan Sahu	Pradhan Pata Farmer Producer Co. Ltd.	Deogarh (Debagarh)
23	Pradip Kumar Sahu	Bharadwaja Agrofood Farmers Producer Co. Ltd	Khordha
24	Sasanta Kumar Debata	Banapal Agro Farmer Producer Co. Ltd.	Angul
25	Satya Ranjan Pradhan	Satakosia Farmer Producer Co. Ltd.	Angul
26	Dilip Kumar Pradhan	Banarpal Agro Farmer Producer Co. Ltd.	Angul
27	Purna Chandra Saha	Bharadwaja Agrofood Farmers Producer Co. Ltd	Khordha
28	Rama Chandra Pradhan	Satakosia Farmer Producer Co. Ltd.	Angul
29	Chandra Sekhar Mishra	Maa Charchika Farmer Producer Co. Ltd.	Cuttack
30	Ashis Kumar Nayak	Baliharchandi Farmer Producer Co. Ltd.	Puri
31	Rajiba Kumar Sethi	Baliharchandi Farmer Producer Co. Ltd.	Puri
32	Pujani B. Ritik	Baliharchandi Farmer Producer Co. Ltd.	Puri
33	Goutam Palai	Baliharchandi Farmer Producer Co. Ltd.	Puri

34	Sasmita Behera	Saharadia Farmer Producer Co. Ltd.	Jagatsinghapur
35	Nursingha Charan Behera	Saharadia Farmer Producer Co. Ltd.	Jagatsinghapur
36	Susanta Kumar Baral	Maa Jagat Janani Budhidei Farmer Producer Co. Ltd.	Cuttack
37	Goura Chandra Swain	Maa Jagat Janani Budhidei Farmer Producer Co. Ltd.	Cuttack
38	Suryamani Parida	Maa Jagat Janani Budhidei Farmer Producer Co. Ltd.	Cuttack
39	Akash Nandi	Kakatpur Farmer Producer Co. Ltd.	Puri
40	Milu Dalai	Kakatpur Farmer Producer Co. Ltd.	Puri
41	Saroj Kumar Sahu	Maa Jagat Janani Budhidei Farmer Producer Co. Ltd.	Cuttack
42	Chinmaya Gochhi	Maa Jagat Janani Budhidei Farmer Producer Co. Ltd.	Cuttack
43	Ajay Kumar Dalei	Maa Jagat Janani Budhidei Farmer Producer Co. Ltd.	Cuttack
44	Santanu Kumar Gaan	Narasinghpur 4Sr Farmer Producer Co. Ltd.	Cuttack
45	M. Manisha Kumari	Badamba 4Sr Farmer Producer Co. Ltd.	Cuttack
46	Madhusmita Patasani	Badamba 4Sr Farmer Producer Co. Ltd.	Cuttack
47	Dmk Manasingh	Badamba 4Sr Farmer Producer Co. Ltd.	Cuttack
48	Ranjita Malla	Badamba 4Sr Farmer Producer Co. Ltd.	Cuttack
49	Sanjay Pattanayak	Narasinghpur 4Sr Farmer Producer Co. Ltd.	Cuttack
50	Niranjan Parida	Shree Shree Balunkeswar Farmer Producer Co. Ltd.	Nayagarh
51	Chillu Ranjan Swain	Saharadia Farmer Producer Co. Ltd.	Jagatsinghapur
52	Debadatta Malaya Kumar Baral	Badamba 4Sr Farmer Producer Co. Ltd.	Cuttack
53	Mousumi Mohanty	Tara Devi Farmer Producer Co. Ltd.	Jajpur
<b>Batch - II (December 14-15, 2024)</b>			
Sl. No.	Name of the participants	Name of the FPO	District
1	Sanjib Rana	Budhasambar Dal & Vegitable Producer Company Ltd.	Bargarh
2	Hrudananda Pudhan	Budhasambar Dal & Vegitable Producer Company Ltd.	Bargarh
3	Bhajamana Gartia	Budhasambar Dal & Vegitable Producer Company Ltd.	Bargarh
4	J. Tagore Choudhury	Gunupur Farmer Producer Co. Ltd.	Rayagada
5	Rajesh Sabar	Gunupur Farmer Producer Co. Ltd.	Rayagada
6	Kumari Sabar	Gunupur Farmer Producer Co. Ltd.	Rayagada
7	Rabi Sabar	Gunupur Farmer Producer Co. Ltd.	Rayagada
8	Chintamani Khemudu	Gurupriya Farmer Producer Co. Ltd.	Malkangiri
9	Anantaram Tangulu	Gurupriya Farmer Producer Co. Ltd.	Malkangiri
10	Pradipta Kumar Puspapalak	Gurupriya Farmer Producer Co. Ltd.	Malkangiri

11	Tapas Ranjan Behera	Jaivik Sri Farmers Producers Company Pvt. Ltd.	Koraput
12	Laichhan Majhi	Jaivik Sri Farmers Producers Company Pvt. Ltd.	Koraput
13	Bibhisan Khara	Jaivik Sri Farmers Producers Company Pvt. Ltd.	Koraput
14	Saroj Kumar Naik	Jashipur Farmer Producer Co. Ltd.	Mayurbhanj
15	Baidyanath Mohanta	Jashipur Farmer Producer Co. Ltd.	Mayurbhanj
16	Pankaj Kumar Singh	Jashipur Farmer Producer Co. Ltd.	Mayurbhanj
17	Babli Pattanaik	Ranimahas Mission Shakti Women Maize Producer Company Ltd.	Nuapada
18	Sasmita Bera	Basudevpur Farmer Producer Co. Ltd.	Bhadrak
19	Sagatika Nayak	Basudevpur Farmer Producer Co. Ltd.	Bhadrak
20	Duleshwari Kanta	Ranimahas Mission Shakti Women Maize Producer Company Ltd.	Nuapada
21	Umabati Majhi	Ranimahas Mission Shakti Women Maize Producer Company Ltd.	Nuapada
22	Madhumita Nag	Ranimahas Mission Shakti Women Maize Producer Company Ltd.	Nuapada
23	Pramod Bag	Khaprakhol Krushak Producer Company Ltd.	Balangir
24	Madhab Chandra Kharsel	Khaprakhol Krushak Producer Company Ltd.	Balangir
25	Ganesh Banchhor	Khaprakhol Krushak Producer Company Ltd.	Balangir
26	Durga Madhva Patra	Chitrangi Mission Shakti Women Maize Farmer Producer Co. Ltd.	Nabarangpur
27	Kaveri Santa	Chitrangi Mission Shakti Women Maize Farmer Producer Co. Ltd.	Nabarangpur
28	Lata Das	Chitrangi Mission Shakti Women Maize Farmer Producer Co. Ltd.	Nabarangpur
29	Sajamani Majhi	Chitrangi Mission Shakti Women Maize Farmer Producer Co. Ltd.	Nabarangpur
30	Rohitashwa Pradhan	Baba Sapneswar Agro Farmer Producer Co. Ltd.	Deogarh
31	Muna Bagh	Baba Sapneswar Agro Farmer Producer Co. Ltd.	Deogarh
32	Bipin Bihari Mahanta	Kankadahada Farmer Producer Co. Ltd.	Dhenkanal
33	Basanti Sahoo	Kankadahada Farmer Producer Co. Ltd.	Dhenkanal
34	Ranjulata Mahanta	Kankadahada Farmer Producer Co. Ltd.	Dhenkanal
35	Susama Mahanta	Kankadahada Farmer Producer Co. Ltd.	Dhenkanal

**Batch - I (December 22-23, 2024)**

Sl. No.	Name of the participants	Name of the FPO	District
1	Prashanta Behera	Anuprabha Farmer Producer Co. Ltd.	Sambalpur
2	Alpana Nayak	Anuprabha Farmer Producer Co. Ltd.	Sambalpur
3	Sasmita Pradhan	Anuprabha Farmer Producer Co. Ltd.	Sambalpur
4	Tapaswini Bagh	Anuprabha Farmer Producer Co. Ltd.	Sambalpur
5	Babita Karjee	Mohana Maka Farmers Producer Co. Ltd.	Gajapati

6	Lili Kumari Sahu	Mohana Maka Farmers Producer Co. Ltd.	Gajapati
7	Dullabhi Majhi	Matrushakti Women Farmer Producer Co. Ltd.	Boudh
8	Arati Rana	Matrushakti Women Farmer Producer Co. Ltd.	Boudh
9	Chandra Kanti Chaulia	Matrushakti Women Farmer Producer Co. Ltd.	Boudh
10	Sudarsan Barado	Mohana Maka Farmers Producer Co. Ltd.	Gajapati
11	Manbodh Barik	Sabuja Sanatanpali Farmers Producer Co. Ltd.	Sambalpur
12	Kailash Pradhan	Sabuja Sanatanpali Farmers Producer Co. Ltd.	Sambalpur
13	Babulal Suna	Sabuja Sanatanpali Farmers Producer Co. Ltd.	Sambalpur
14	Sanjay Kumar Badhai	Sabuja Sanatanpali Farmers Producer Co. Ltd.	Sambalpur
15	Chittaranjan Patra	Kalapathar Farmer Producer Co. Ltd.	Subarnapur
16	Satya Mohan Sahu	Matrushakti Women Farmer Producer Co. Ltd.	Boudh
17	Dasaratha Mahakur	Kalapathar Farmer Producer Co. Ltd.	Subarnapur
18	Rabindra Bhoi	Kalapathar Farmer Producer Co. Ltd.	Subarnapur
19	Shubhransu Mahakur	Kalapathar Farmer Producer Co. Ltd.	Subarnapur
20	Sunemi Mallick	Negi Paheri Women Farmers Producer Co. Ltd.	Kandhamal
21	Sujata Mallick	Negi Paheri Women Farmers Producer Co. Ltd.	Kandhamal
22	Nirupama Nayak	Negi Paheri Women Farmers Producer Co. Ltd.	Kandhamal
23	Aniket Mallick	Negi Paheri Women Farmers Producer Co. Ltd.	Kandhamal
24	Mukesh Patel	Sankalpa Producer Co. Ltd.	Jharsuguda
25	Pabitra Khamari	Sankalpa Producer Co. Ltd.	Jharsuguda
26	Kshirabati Padhan	Sankalpa Producer Co. Ltd.	Jharsuguda
27	Kamala Bishi	Sankalpa Producer Co. Ltd.	Jharsuguda
28	Hitabandhu Juanga	Dasery Producer Co. Ltd.	Keonghar
29	Badal Sahoo	Dasery Producer Co. Ltd.	Keonghar
30	Naba Puhan	Dasery Producer Co. Ltd.	Keonghar
31	Kamini Jena	Dasery Producer Co. Ltd.	Keonghar
32	Gangadhar Kishan	Chhedlagan Farmer Producer Co. Ltd.	Sundargarh
33	Rosan Kumar Pradhan	Naktideol Fed Farmer Producer Co. Ltd.	Sambalpur
34	Dashrath Bhoi	Chhedlagan Farmer Producer Co. Ltd.	Sundargarh
35	Madhusudan Majhi	Chhedlagan Farmer Producer Co. Ltd.	Sundargarh
36	Minati Prusti	Tamanada Women Agro Producer Co. Ltd.	Ganjam
37	Laxmi Rana	Tamanada Women Agro Producer Co. Ltd.	Ganjam
38	A. Rajalaxmi	Tamanada Women Agro Producer Co. Ltd.	Ganjam
39	Sonali Gouda	Tamanada Women Agro Producer Co. Ltd.	Ganjam

40	Debendra Bhainsa	Janghalinga Mahila Farmer Producer Co. Ltd.	Gajapati
41	Jasobanta Mahakur	Janghalinga Mahila Farmer Producer Co. Ltd.	Jharsuguda
42	Basanta K. Jena	NA	NA
43	Bijaya Kumar Senapati	NA	NA

