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Volume 5



Mahatma Gandhi National Council of Rural Education
Department of Higher Education
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About the Journal

Indian Journal of Rural Education and Engagement (IJREE) is a blind peer reviewed half yearly Scholarly Journal published by Mahatma Gandhi National Council of Rural Education (MGNCRE), formerly National Council of Rural Institutes, Ministry of Human Resource Development (MHRD), Government of India. The journal is basically intended to diffuse scholarly information on Academia Community Engagement/ Rural Engagement and its related issues such as Rural Education, University Community Engagement, Rural Tourism, Rural Entrepreneurship and Rural Communication. It publishes research and review papers, intended notes on Community Engagement and Education. It is intended to benefit the academia, policy makers, government departments and all others interested in Rural Community Engagement.

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Foreword

Mahatma Gandhi National Council of Rural Education (MGNCRE), Department of Higher Education in the Ministry of Human Resource Development, Government of India, brings out the fifth issue of its Journal in the field of Rural Community Engagement and Rural Education to diffuse development research and scholarly information as part of meeting its objectives.

The blind peer reviewed Journal's scope has been identified broadly to cover the areas of Academia-Rural Community Engagement and Higher Education focusing on Rural Concerns. Areas covered include: Rural Education, University-Community Engagement, Rural Tourism, Rural Entrepreneurship, Rural Management and Rural Communication among other aspects of rural concerns. The Journal publishes research papers, review papers, case studies, including Notes on current issues of concern to the Rural Community Engagement and Rural Education sectors. Efforts have been made to identify potential authors and scholars who have been working in rural community engagement and rural education through the journal databases and the literature scan in the field. Request letters have been sent to the research institutes and universities in India and also to the individual scholars and academics to contribute their research manuscripts for publishing in the journal.

All the manuscripts received have been put for anti-plagiarism verification and those articles which have more than 25% of similarity have been sent back to the authors concerned to minimize and edit their papers. Further, those articles which were well within the limits of plagiarism have been sent to the identified Reviewers and Peer Reviewers to review and to offer their remarks on the papers about their worthiness and also to suggest any corrections needed in the paper before they are accepted for publishing. This is the fifth issue of the Journal based on recommendations by peers. The journal includes caselets on rural concerns by research scholars and MGNCRE Fellows.

The Journal takes pride in having eminent scholars, researchers and administrators on its Editorial Board. The Journal is intended primarily for the academia, policy makers, departments in the government and for all others interested in Rural Community Engagement and Rural Education. Majority of India still lives in villages and so the topic of rural education in India is of utmost importance. Further, we firmly believe that the Journal will meet the objective of disseminating the current developments in rural community education and engagement.



Dr. W G Prasanna Kumar
Chairman MGNCRE

Latifpur – The Making of a Model Village

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Introduction

India is an agrarian country and the majority of its population resides in the villages. Even today the 2011 Census shows that 68.8% of the people live in 640867 villages in India. Therefore the soul of the nation lives in the villages. Hence Rural development and Rural Reconstruction has always been a priority of the Governments in India. "Rural reconstruction implies renovation of the villages for the total well-being of the ruralites. It is oriented to their Social, Economic and Political development." Despite the concerted efforts of the various Government and Non-Government organizations a lot of scope still remains for the development of Rural India.

In the backdrop of the miserable and pathetic conditions of the villages that comes to one's mind particularly in Uttar Pradesh, lies a shining example of a small Village Latifpur in Mal Block of Lucknow district. All along the way, the milestones guide one right upto the village. Within a short span of 4 years this backward village got transformed into an Ideal Village serving as a role model to the other villages across the nation.

The story of this transformation began when 'Shweta Singh' got married and came to village Latifpur, in Mal Block of District Lucknow in 2015. As she stepped out of the car as a new bride there was 8 inches deep slush all around since it had rained. She had to lift her saree and walk 50 meters in the slush to reach her house. A girl born and brought up in the city, daughter of a Government Officer, received good education from prestigious institutions, she suddenly saw her life take a complete turn. She had landed in a village where there were no roads, the drainage of the village was not proper and the basic facilities were missing. Resources in the community were meagre.

The women in the village were more or less confined to their homes behind the purdah (cover their faces with their saree) and trapped in various rituals and myths. Despite the village being in close proximity to the capital city of Uttar Pradesh the village was far from being developed in most aspects.

Instead of wallowing over the dilapidated conditions that stood before her, she decided to take positive action and in due course of time, re-wrote the entire fate of Latifpur village. She began by mobilizing women and formed their groups.



Milestones all along the way to Digital Village Latifpur

Elections of 2015

The Gram Panchayat included 3 villages with around 1200 voters. The main crop of the village is mango as the entire area is a mango belt.

In 2015 when the Panchayat elections approached, Latifpur got a Women's seat. Shweta Singh immediately grabbed this opportunity and decided to contest the election. She, along with her husband and her Women's groups mustered support of some others

in the village and got down to rigorous campaigning. This phase was quite difficult as the traditional mindset of the village people did not readily accept a woman coming to the fore. They were skeptical that her straightforwardness and bold vision could damage their age-old traditions and culture. The opposition too added fuel to this fire and tried to scare the villagers that her coming would only prove detrimental in the long run.

But nothing could stop the strong resolve of this far sighted lady. She prepared a manifesto focusing primarily on the development of the village and went from door to door explaining the importance of the agendas she had in mind for development of the village and how it would prove beneficial in changing and shaping the lives of the villagers. Finally, all these efforts paid off when she won the election with a little over 200 votes.

Basic Infrastructure

She came with a Vision and a Mission to transform the village of Latifpur and the entire Gram Sabha. With utmost determination and dedication she set forth to accomplish what seemed like a mammoth and a next to impossible task. Thorough planning was done and professional help taken as and when needed and she went about her task in a very systematic manner. She started by getting a team of professionals to prepare a Master Plan through Digital topography Mapping.

With a professional plan for the village, they approached the government of the state. Impressed by such a broad vision for a village, the government decided to give some financial aid for the developmental work.

There were 59 roads and by-lanes in the village. Most of them were 'Khadanja' (temporary brick made) roads. Infact some of the lanes were so narrow that it was difficult for even a bicycle to pass. The villagers faced a lot of problem once the crop was ready. The trucks could not come to the orchard to take the crop and so the farmers struggled with it. The Pradhan went on all these roads and realized that this was the prime

concern of the villagers as their livelihood depended on it. Thus they began their work with improving and constructing the roads. It is commendable that within a span of 4 years all the roads in the village have been constructed, broadened and made into CC / Interlocking roads, barring 2 lanes. The road on which Shweta Singh had got off as a bride has now been made into a 27 feet CC road. The Interlocking work was completed under the scheme of MGNREGA (Mahatma Gandhi National Rural Employment Guarantee Act)

The village community generally faces political opposition from local groups. The 2 lanes remaining are because they fall in front of the previous Pradhan's house and he and his family will not allow them to be constructed. However, the villagers are quite optimistic that their leader will someday manage to convince him and the two roads will also be constructed making it a 'khadanja mukt' (temporary road free) village.

The next problem she had witnessed was the poor drainage system. Every time it would rain the water would get all clogged as the village did not have a proper drainage system. The monsoon season became a nightmare each year for the residents. The bigger challenge it posed was for the women, children and girls as the houses there had no toilets and open defecation was practiced. With water all around on the roads and orchards they really suffered physically and psychologically besides there being a constant fear of snakes lurking around.

Thus she felt that simply creating a few outlets for water would not solve the problem, rather a permanent and long term solution had to be sought in this regard. Through professional assistance and the village topography a working plan was prepared. They found two ponds in the village which had gone dry and were only used to throw garbage. Out of them one pond has been brought into use. Whenever it rained as informed by the villagers within 5 minutes all the water collects in that pond and has an outlet outside the village. The drains, especially the cross drains, have all been covered.

Digitalization of the Village

Digitalization has become the need of the hour in this fast paced world. On 1st July 2015 The Government of India launched the Digital India Campaign under the Ministry of Electronics and Information Technology and Finance Ministry. "Digitalization has been a Governmental Initiative to give all services to all citizens on their web portals or electronically, to make the transactions transparent and smooth". The Pradhan immediately realized the importance of being digital and adopted it for her village. She along with her team started working on digitalization and managed to make their village totally 'paperless'. The village has WhatsApp groups for different purposes. The villagers were taught to lodge their problems and grievances on that group. The complaint may be petty or large, they are heard and solved as soon as possible. All new achievements and activities are also shared on Whatsapp Groups and people remain updated on any new development.

Then work began on providing WIFI services for all. For this purpose WIFI towers were installed. At the moment there are 9 WIFI towers covering the entire village. Thus the whole village has free WIFI services.

The village also has an App called 'Digital Latifpur' available on Playstore for android mobile phone users. The Application contains the details of the work done at the village, their achievements, Honors and Awards received, Contact information, and Future Plans.

The village has its own Facebook page as well as a Youtube Channel.

Awareness Programmes

Not only has the management been active about developing the infrastructure and other facilities equal importance has been given to the training and awareness of the people to empower them.

Street plays were organized to emphasize the 'Beti Bachao Beti Padhao' Scheme. In 2018 a three-day Workshop was organized in the village on Gender

Budgeting. Besides that Women Gatherings are called to discuss and educate on specific health related issues and other concerns of Women, thereby promoting Women Empowerment. Handicrafts are also promoted, especially Chikan embroidery work, which Lucknow is famous for.

A Health camp was organized in the village with the help of an NGO and basic Checkups done for the villagers free of cost. An Awareness Programme was also conducted on Health and Hygiene.

Another NGO conducted trainings on Road Safety rules and Regulations. They taught the treatments in case of emergency situations and basic first aid training to the villagers.

The National Skill Development Programme of the Government was also conducted in the village for the youth.

Community Service

The Pradhan, Shweta Singh, along with her husband Akhilesh Singh realized that there were some basic community based needs for the overall development of the people and the village at large.

There was a large waste area where people would leave their cattle. This area was identified, levelled and transformed into a stadium. It is used by the youth to play cricket and other games on a daily basis.

Just like the urban areas there are Solar street lights all around the village. These street lights are charged through solar energy, so the village remains well lit up during the night, even when there is no electricity. This particularly is helpful to the children of the village who are able to study especially at the time of examinations and are not interrupted by power shortage.

Under the scheme of Swachh Bharat Mission of the Central Government, Toilets were constructed in all the houses to put an end to Open Defecation. The villagers were motivated to construct and use them. The village has achieved 100% toilet construction over

there. The panchayat actively saw to it that their people received the due amount of Rs 12000/- for the toilets.

The village has been successful in getting support from Indian Oil Corporation Limited. IOCL sponsored Public toilets in the village.

Electricity becomes a challenge in rural areas, especially during festivals, private functions, and religious ceremonies. To overcome this problem a mobile solar generator has been procured for Latifpur. The generator remains near the office area or 'Smart Bhawan' as it is called. As and when someone needs it, it is sent for their personal use on special occasions. Its sole purpose is community service since no amount is charged for its usage.

Serving the Area

Most Panchayat Offices in villages are images of a dark and dingy room in a dilapidated condition, with a slow-moving fan. But this model village of Latifpur is nothing like it. A single storey block with a large brown board reads 'Smart Bhawan'. As one steps inside it looks bigger and better than what one can imagine. All along the corridor are potted green plants. On each side of the corridor are different offices. One for ASHA, ANM, Kotadar (from where rations are distributed; all the rations are distributed through bio-metric verification), ADO and the Pradhan. The Pradhan's office is huge with two air conditioners, a whole array of office chairs and a sofa set in the middle of the room with beautifully maintained tapestry all around. Besides this, the Smart Bhawan has a large meeting hall with a projector in front and a number of chairs for meetings of different kinds. The room also has 300 extra chairs for community use for the people in need who can use for their personal use without any extra charge.

Women Empowerment

Women form the backbone of society. The Patriarchal society of India has been instrumental in subjugating

the status of women since time immemorial. It has been rightly stated that "for a long time women in India remained within the four walls of their household. Their dependence on menfolk was total. A long struggle going back over a century has brought women the property rights, voting rights, an equality in civil rights before the law in matters of marriage and employment"

Shweta Singh began work in 2008 when she came to the village by mobilizing women, educating them and training them. They then systematically formed a Self Help Group (SHG). At the moment the village has 9 functional SHGs of women. Each SHG has 10 members and so a total of 90 women of the village are a part of these SHGs. They have a well-established micro-finance system. The main work through these SHGs is Animal Husbandry.

The Pradhan has been instrumental in bringing these women to the fore. These women who had been totally housebound now frequent the Block Office and carry out their work which sometimes even entails going to the city. By bringing the women forward Shweta Singh has managed to break the age-old shackles which had entrapped them physically as well as mentally. Through a step by step approach they have been successful in changing the rigid mindset and attitudes of not only of the women but also of the men.

Dowry, which is proving to be the biggest evil of Indian Society has also been addressed by the Pradhan. With great effort and a lot of education on the issue she has shown to the men and women of the village the evil nature of the tradition and the magnitude of the problem with its far reaching effects on women. They urge the people not to marry their daughters where any kind of dowry is involved and want to make it a 'dowry free village'

Housing

Thirty six houses have been constructed through Pradhan Mantri Awas Yojna (Prime Minister's Housing Scheme). Two houses have been constructed under

Lohia Awas Yojna (Lohia Housing Scheme) and One house has been made through community contribution and participation. Most of the houses in the village are 'pakka'.

Employment Generation

With the efforts of Shweta Singh and her husband, a Japanese Company, Buddha Nippon Solar, came forward to jointly produce Mango and Sunflower Honey engaging the farmers in a productive and profitable venture.

Ever since Shweta Singh was elected as the Head of the Village, Infrastructure and other development works have never stopped in the village, barring a few days off on festivals like Holi and Diwali. For all this work most of the labour recruited is from the village itself, providing employment to a large number of people since 2015.

A village community has a lot of politics, disagreements and fights within it. Many a time small issues turn into prestige issues. These rivalries are passed on from generation to generation and create an unpleasant atmosphere and animosity. However the charismatic leader's diplomacy, style and convincing power has successfully solved 53 cases of illegal usurping of land. It is commendable that no external involvement was needed by the police or any other body. The people relinquished illegal claims over property. Something that needs to be analyzed in detail since this property related menace is so stubborn that in some cases it may even lead to death and murders.

Other

The Gram Panchayat owns a Tractor Trolley, a Water Tanker, a Deep – Plough, a Concrete Mixer, Solar Generator and a Hand Trolley



Community tractor owned by the Gram Sabha

Future Projects

Model School – The work does not stop here for Shweta Singh. Realizing the importance of education in shaping the future of the children over there, the next venture planned by her is to develop a Model School for the entire region. A government school with ideal facilities and a good standard of teaching is her vision. They have set a target of enrolling 5000 students from the neighbouring villages and areas. Seeing the way her work has progressed and shaped so far it will not be surprising if she achieves these numbers within two academic years.

Dustbins – Waste Management is becoming a major challenge for India with the nation running out of landfill sites. Educated class though aware yet does not segregate its waste. This village is all geared up to segregate its waste. Four colored dustbins have been constructed for different types of waste - Black, Red, Blue and Yellow.



Dustbins for different types of waste

Awards

The Pradhan has brought the village in the limelight by being honored and awarded at various levels by different organizations.

- 2016 – Rani Laxmi Bai Bravery Award
- 2017 – Peoples Advancement Award
- 2017 – Swayam Siddha Award (Self Proven Award)
- 2018 – Honored by Aastha Foundation
- 2018 – Chandrawati Singh Memorial Women’s Empowerment Award
- 2018 – Honored By Shaan-e-Awadh (Kanpur)
(A few of the recognitions received)

Conclusion

This just goes on to show that a charismatic leadership, a strong resolve to serve people and genuine efforts towards development is all that is needed to completely transform a village in India. The leader took up Integrated Approach for overall development focusing on each and every Sector of Community as well as People’s Development. In a systematic and synchronized manner the needs of the community were prioritized and resolved. From infrastructure to digitalization, employment generation to overall care, service and facilities and social evil, everything has been well taken care of.

The most beautiful aspect is the unity and love for each other as well as their village which has been fostered in the hearts of the people. The people stand by each other, support one another and care for the well being of every member. The differences have been minimized and ‘we feeling’ enhanced to a great extent.

It can be rightly said that “It is time to empower the village population and its governments by collecting and sharing important health, nutrition and other socio-economic indicators.” There are a lot of Schemes of the Government, operational for the village population, but one must know how to properly mobilize and utilize them for their growth. Thus if one works with the right intention and true dedication the

villages and villagers can also be modernized and transformed within the rural domain.



Two ponds were identified in the village. Both were used as dumps for waste as shown in the first picture. One has been transformed as in the second picture where all the excess water collects, especially during monsoon. The other pond will also be transformed in the near future.



Solar generator for community usage in case of festivals, marriages or any such functions



Solar lights along the village, so it remains well lit even at night



The first picture on the top shows the Smart Bhawan or the office premises. The Second picture on the top shows the Pradhan's office from inside. The third picture on the bottom left shows the corridor in the Smart Bhawan with offices for different office bearers in the village. The fourth room is the meeting hall.

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Farmer Producer Organisation - Atmakuru Village Guntur District, Andhra Pradesh

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Introduction

In India about 65% of people are totally dependent on farming. Many difficulties are faced by the small scale farmers in farming while surviving through the farming only. Farmers are illiterate and hence support to farmers should come in the form of government schemes and creating technological awareness. Just minimum facilities like warehousing storage, marketing facilities, agriculture affiliated production centres, water facility to the crops, transport and information are not sufficient to the small scale farmers and they are depending on mediators. Many farmers depend on money lenders for their necessary loans. Soil loses its natural minerals through excessive use of chemical fertilizers and pesticides. Farmers face many problems in farming such as increasing the investment, decreasing the crop yielding and no MSP (Minimum Support Price) to the crop. To overcome these problems in farming, the need arises for farmers to form an organization/company based on crops.

FPO consists of collectivization of small and marginal farmers so as to form an effective alliance to collectively address many challenges of agriculture like improved access under Ministry of Agriculture. Government of India has identified Farmer Producer Organizations (FPOs) registered under the special provisions of the companies Act 1956 as the most appropriate institutional form around which the mobilization of farmers is to be made for building their capacity to collectively leverage their production and marketing strength.

Roles of Producer Organizations

The farmers have their own responsibilities to improve

the operation and market positions. Options for improving margins at the farm level include: higher production, reduction of (transaction) costs, reducing post-harvest losses, and better marketable quality leading to a higher-price realisation. The farmers can decide to join forces to strengthen specific activities and develop a producer organization. These specific activities include input purchasing, collection and post-harvest processing, and selling (marketing) products. The FPO can also be seen as an extension of the farm activities. The farmer can focus primarily on production while other activities can be outsourced to the farmer owned organization. In essence, while the primary production is managed by the farmers, FPOs can engage in a range of other enhanced post-harvest operations, input supply, and other activities needed to ensure that the farmer is able to produce the market-desired products at the right quality, time and price. An additional advantage of joining forces in a PO is that it allows hiring professional and specialized human capital that may be outside the reach of an individual farmer.

FPOs are primarily to build a prosperous and sustainable agriculture sector by promoting and supporting member-owned Producer Organizations that enable farmers to enhance productivity through efficient, cost-effective and sustainable resource use and realize higher returns for their produce, through collective action supported by the government, civil society and the private sector.

There are various schemes launched by the Government of India for the support of FPOs:

- Equity Grant Fund Scheme
- Credit Guarantee Fund Scheme

- Scheme for Creation of Backward and Forward
- Linkages
- National Rural Livelihoods Mission (NLRM)

Activities of Sehamitha FPO

- Inputs supply to and through Sehamitha Agri Producer Company
- Selling through Sehamitha Agri Producer Company
- Using new technology – “KEHETHI NEXT APP”.
- Custom Hiring Centers in villages
- Conducting Awareness Programmes in villages
- Conducting Training Programmes to farmers in villages.

About Atmakuru Village

Sehamitha Agri Producer Company was started in Atmakuru village, Mangalagiri Mandal, Guntur district of Andhra Pradesh. It is located 4 km away from Mangalagiri town. This place is the border of Guntur and Krishna districts. The city of Vijayawada is in the north. Telugu is the Local Language here. As per the 2011 census total population of Atmakur is 6103, Males are 3094 and Females are 3,009 living in 1447 Houses. Total area of Atmakur is 955 hectares. Duggirala Mandal is 16 km away from Atmakuru village. This is famous for turmeric crop in Andhra Pradesh and also in India. Mostly grown are Chillies, Turmeric, Vegetables, and Fruits.

About Sehamitha FPO

Sehamitha Agri Producer Company was registered in November 2015 with a total number of 3500 farmers and 483 shareholders. The main aim of this company is to produce crops through organic forming and to increase their income. Sehamitha Agri Producer Company is promoted by Neelagiri Foundation Mangalagiri an NGO working since last 20 years and registered in the E-Nam introduced by the Central Government of India. It has license from the Food Safety and Standards Authority of India.

In the year 2019 this Organisation took “Best Farming Award” from Government of Andhra Pradesh. There were five Max Societies (institution shareholders) formed by farmers under the Sehamitha Agri Producer Company. Total share amount of this company is 26, 83,000/-. At present Sehamitha Agri Producer Company has 5 board members and also a Managing Director. The main crops produced by the farmers are chillies, turmeric, vegetables and fruits.

Challenge

At present in India for higher yields farmers use pesticides and chemical fertilizers but they are not aware that through usage of these types of pesticides and chemical fertilizers lands will become useless down the years. So this is the time to create awareness among the farmers community. This is the main aim of Sehamitha Agri Producer Company - to create awareness about organic farming to produce crops in a better way than using chemical fertilizers and pesticides by producing seeds and natural fertilizers and at the same time extend minimum support price for the crops.

Response

The major responsibility of Sehamitha Agri Producer Company is to give seeds and fertilizers at very low prices comparatively to the market price by the NGO Neelagiri Foundation to the farmers who are registered in the FPO and at the same time give chance to the farmers to sell the crops directly by them in the open market. Agricultural tools for minimal rent/price are also given so that the expenses of cropping are reduced for farmers and also reduce the burden of labour wages. Though the government and the higher authorities are favorable to the farmers and growth of the farmers the lower cadre are not supportive sometimes at the field level.

New Technology

NGO Neelagiri Foundation introduced an APP for the farmers i.e. ‘Kehethi Next App’. Through this APP farmers get information time to time about how to do

cropping in a systematic manner and knowing how to spray pesticides and fertilizers. The NGO also appointed a scientist for giving instructions to the farmers within a short span of time about diseases and pests and how to control the loss of yields as well as awareness and the suicides of farmers. NABARD also gives the financial support for the farmers through the rural banks.

Action Taken

The FPO gives instructions to the farmers about using technology for cropping, changes in the crops and changes in the seasons as well as gives training for cropping in the field level by the experts. It also gives training on Integrated Pest Management to the farmers in every type of crop.

Advantages of FPO

- Facility to the farmer to find work and to find the common benefits for the farmers
- Flexibility to get minimum scale to the yielding crop in the market.
- Removing mediators in the processes
- Getting loans from NABARD and other banks
- Legal recognition in any institution and in different organizations
- Low responsibility of debt to the farmers by the company
- Equal share to each person in the company of amount excluding annual expenditures.
- Extra Shares and bonus If more profits to the company from the crop yields

Key Notes - Farmer Producer Organizations

- FPOs were started by including 12 new chapters, 46 sections (581 A to 581 ZT) of part 9A in the 1956 companies act with the reference to Farmer Production Act 2013 465 (1) section.
- To form Farmer Producer Organization at least 10 members should be in the organization.
- In that 10 members 5 members will elected as startup directors.

- Farmers who produce main products (farming, fisheries, and cattle feeding/milk production) can form Farmer Producer Organization.
- Entry fee / share amount can be decided by the members of the organization.
- By making Rs.500 to Rs.1000 as entry fee, share amount will enable to open a bank account
- Meetings in the organization need to be conducted periodically.
- Even starting with 10-20 members more members can be added in the process. If 1000 farmers are there in the producer organization it will benefit the organization.
- By constituting a board of directors who worked for the farmers the organization will get strengthened.
- Partners in the organization, financial control / board of directors, who play key roles in the organization, must have training for better production, quality product, and control over the rate of the product.
- Adding real cultivators in the organization (lease holders / women lease holders also) will enable more profit and benefit to the cultivators, so that despair in the cultivation, migration, suicides of farmers can be prevented.

Questions for Discussion

1. Is there any kind of monitoring on each and every farmer who is registered in the FPO?
2. What is the reason for state government not supporting to the farmers in a proper way?
3. How many times were motivational classes conducted within a month/year for organic farming to the farmers?
4. Is there a marketing model for Organic Farming?

Photos



Corporate Social Responsibility, Rural Development and Higher Education Aurobindo Pharma Ltd.

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Background and Challenges

Education is recognized as one of the important tools for eradicating poverty and other social evils. However, despite the awareness of that fact, the literacy rate in rural India is still too low compared with the urban sector. We all know that almost 69% of Indian population equal to roughly 930 million people resides in rural area and development of our country is largely dependent upon development of rural area.

There are, however, many reasons for not having the considerable development in rural India, not the least of which is poverty itself that compels families to send children to work or into other situations because they cannot have the funds for keeping them at home and in school. The other important factor leading to poverty in rural area is environmental degradation, because of which, regions are grappling with the degradation of natural resources, reducing soil fertility and the depletion of groundwater resources. These factors contribute towards a vicious cycle of low literacy rate and deprivation, stressing rural livelihoods, depressing incomes and compromising quality of life. In addition, some social customs deny education to girls, and children who are orphaned are almost always placed in situations that reduce their chances for education.

Making children go to school is not only important to the children themselves, but to the rest of the community, and to the nation as well. Education leads to economic growth, social and political stability, declining crime rates and improved social services. Therefore, it is the need of hour to focus on ameliorating literacy graph in the rural area which may be increased with spreading awareness and pumping financial resources to boost educational institutions'

functioning in the backward and rural areas.

The reality of education in rural India is far from the idyllic scenes of bucolic farmlands. With a significant part of India's population living in these areas and a high proportion of them being poor, rural development acquires strategic importance for nation building through inclusive development.

Rural development has been a key area of focus for governments and a key determinant of political fortunes. The government seems to be pumping huge amount of GDP in the rural economy. However, the government alone cannot bring the desired change unless we as an important stakeholder take upon this responsibility as our own. The corporations particularly big MNCs can play an important role in solving the scarcity of funds and changing the overall picture by utilizing their small portion of profit for the development of society they work in. Recognizing the need for the same, the government has made corporate sector to play an important role in development of education and rural development with the advent of mandatory Corporate Social Responsibility (CSR) as stipulated by Section 135 of the Companies Act, 2013.

Research

The researcher has conducted extensive research in the CSR activities of Aurobindo Pharma Limited, a Multinational Company based in Hyderabad. The researcher has analysed the CSR report of the company and has conducted the interview of CSR head of the Company. Based on the inputs given by CSR officials of the company and disclosure made in the company's CSR report, the researcher decided to visit the colleges and schools constructed by the company for the

promotion of rural education and training in rural areas of Hyderabad. The researcher visited all the buildings of the school and college and prepared his report based on the inputs provided by different stakeholders (Principal, teachers, staffs and students).

Research Tools: This research is based on primary and secondary data collected by researcher. The primary data has been collected through interview and questionnaire method while the secondary data has been largely culled out from the company's official information available on its website and CSR annual reports.

CSR Activity of Aurobindo Pharma Ltd.

Founded in 1986 by Mr. P.V. Rama Prasad Reddy, Mr. K. Nityananda Reddy and a small group of highly committed professionals, Aurobindo Pharma was born off a vision. The company commenced operations in 1988-89 with a single unit manufacturing Semi-Synthetic Penicillin (SSP) at Pondicherry. Aurobindo Pharma became a public company in 1992 and listed its shares in the Indian stock exchanges in 1995. In addition to being the market leader in Semi-Synthetic Penicillins, it has a presence in key therapeutic segments such as neurosciences, cardiovascular, anti-retrovirals, anti-diabetics, gastroenterology and cephalosporins, among others.¹

Through cost effective manufacturing capabilities and a few loyal customers, the company entered the high margin specialty generic formulations segment. In less than a decade Aurobindo Pharma today has evolved into a knowledge driven company manufacturing active pharmaceutical ingredients and formulation products. It is R&D focused and has a multi-product portfolio with manufacturing facilities in several countries.²

¹ Information taken from the official website of the company.

² *Ibid.*

CSR Activity in 2018-19

CSR Financial Details (INR Cr.)

Year	2018-19	2017-18	2016-17
Actual CSR	6.77 Cr	7.73 Cr	9.35 Cr
Prescribed CSR	4.93 Cr	2.54 Cr	8.55 Cr

About Aurobindo Pharma Foundation

Aurobindo Pharma Foundation is the philanthropic arm of Aurobindo Pharma Limited and strives for the social and economic growth of the nation through its Corporate Social Responsibility programme. The Foundation is committed to continuously improving social, environmental and economic practices to support the enhancement of the country's institutions and to benefit society. As per the disclosure made by the company, the Foundation has installed approximately 70 Reverse Osmosis (RO) Water Purification Plants with different capacities in various locations and also extensively constructed RO Water Sheds. It has installed overhead water tanks, ground water tanks, laid underground pipelines for drinking water and ensured safe drinking water is supplied to many more villages through deliveries from water tankers.³

The Foundation has also taken various initiatives under Swachh Bharat Mission and as part of Swachh Bharat - Swachh Vidyalaya, Aurobindo Pharma Foundation has constructed hundreds of modern new toilets, repaired and renovated old toilets for girls and boys in various government schools colleges, stadiums, etc., in both of the Telugu states. As part of Swachh Bharat Abhiyan, Aurobindo Pharma Foundation has supported the Integrated House Hold Latrine (IHHL) scheme in various villages of the two states to make Open Defecation Free villages (ODF).

³ Information taken from the official website of the Aurobindo Pharma Foundation.

Government Degree College in Patancheru (Telangana)

A visit was conducted to APJ Abdul Kalam Govt. Degree College in Patancheru which has been built by Aurobindo Pharma under its CSR activities. This degree college is a classic example of development of rural education through CSR initiatives. The college currently has enrollment of 700 students and is running three bachelor courses. The school is being run by the aid of state government and provides free education for all. Majority of the students studying in this college come from the rural areas (Kistareddypet, Begumpet, Sultanpur, Jinnaram, Shankarpally, Ishanpur villages). The college is currently running only undergraduate programs (Bachelor of Arts, Bachelor of Commerce and Bachelor of Science). The entire course curriculum is designed by the Govt. of Telangana. The college administration disclosed that they are more inclined to give a practical approach to the students and at the end of their education, they must be able to fetch a good job.

The company has provided art in infrastructure for this college for smooth conduct of classes along with furniture, computer labs and playground. The total sanctioned budget for the construction of college was Rs.4.78 Crore which was sponsored by Aurobindo Pharma Foundation. The school has been shifted in this new building in December 2019. The school building has been constructed in approximately 40,000 square feet area, along with modern amenities and classroom infrastructure for more than 20 classrooms. The building has well equipped libraries and reading rooms set up for all the students.⁴

Story of Abhishek Vemula⁵

Abhishek belongs to a poor and marginalized family in the village Sultanpur and is studying in B.Sc. (3rd Year). His dream is to become an engineer and his college is helping him to realize his dream. His father is a daily wage labourer in the village and his mother looks after

his three brothers and sister at home. His monthly family income is Rs.6000. He comes from village Sultanpur everyday by riding his cycle. Recently he has gone through six months computer course sponsored by IT Giant Infosys Ltd. According to the class teacher, he is a quick learner and able to learn a number of computer techniques required for being placed in a good company. The college is also expecting him to get placed by Telangana Academic and Skill Knowledge (a state Govt. initiative for placements).

Abhishek wants to become an engineer and construct a big home in his village for his parents. He also wants his sibling to continue higher studies at a good university. There are many more like Abhishek who are getting benefitted by the CSR activities of Aurobindo Pharma Ltd and Infosys Ltd. Infosys Ltd. organizes computer training in the school at regular intervals of time for all the students and make them suitable for employment.

Photos



⁴ Ibid.

⁵ Name changed in order to protect identity



Mulkanoor Women's Cooperative Dairy

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Introduction

Mulkanoor is a village in Bheemdevarapalli Mandal in Warangal District of Telangana State in India. Warangal, Jangaon, Karimnagar and Siddipet are the nearby towns to Mulkanoor.

This village is on the border of Karimnagar District and Warangal District. Warangal District Dharmasagar is on the south side of this village. Telugu is the local language here. Total population of Mulkanoor is 8521. Male population is 4305 and Female population is 4,216 living in 1781 Houses as per 2011 census. Total area of Mulkanoor is 1663 hectares.

Transportation

Warangal is the nearest town to Mulkanoor at 25 km. distance. Good road transport service is available between Mulkanoor and Warangal. In Mulkanoor one bus station is available. There is no railway station near to Mulkanoor for less than 10 km. However, there are railway stations of Warangal and Kajipet near to this village.

Education

A Government primary and high school, ZPH School for Girls and private schools are available in the village. One Junior and Degree College is functioning.

Health

A Primary Health Care Centre and General Government Hospital are functioning as well as few private hospitals also.

Resources

The village has almost all amenities available to

people Solar plants are common in the village. All households have 24/7 availability of electricity apart from intermittent load shedding. Three phase power is being supplied round the clock. All the religious worship centres are available. Majority of farmers indulge in animal husbandry as a source of viable income. Women in the form of self-help groups are very active. Dairy sector is helping the local farmers. There is protected water available to all houses.

Sanitation

Mulkanoor was declared ODF village in January 2018. Currently it is undergoing second level verification for ODF Plus. General upkeep and hygiene of the village are of very high standards. All houses have the year of construction mentioned.

Source of Income

This is a model village for cooperative society with two cooperative societies functioning. These two are major sources of livelihood i.e. Mulkanoor Co-Operative Credit & Marketing Society Ltd. and Mulkanoor Women's Dairy. The Mulkanoor Cooperative Bank was registered by the promoter Late Sri A.K. Vishwanatha Reddy in the year 1956 under the Hyderabad Cooperative Society Act. 1952.

The land in its area of cultivation is upland covered with hillocks. There is no major source of irrigation, except small tanks and ponds. Majority of agricultural activities are entirely dependent on open wells and bore wells. Underground water is completely tapped, resulting in depletion of water table. The area covered by this society is completely drought prone.

The cooperative society started serving the farmers from the house of the founder President. About 14 years they did not have own office. In 1970 they

started own office. This society has 7629 members with share capital of Rs.13.96 crores and thrift deposits of Rs.24.61 crores. The turnover of the society is 270.18 crores for the year 2015-16. The audit classification of the society is "A" Class. With this motivation the women community started Mulkanoor Women's Cooperative Dairy. It is also a successful society in India. About 75 villages are supplied milk by this dairy through their WDCs.

Brief Introduction about the Dairy

Mulkanoor Women's Cooperative Dairy started milk procurement on 17th August 2002. However, the process began during 1997 itself. The women's thrift cooperatives of this area are caught with huge idle cash because of lean demand from the members. The idle funds have become Non-Performing Assets (NPAs), generating no income, which became a cause of concern. So, Women thrift cooperative members had series of brain storming sessions on new investment avenues which would benefit majority of members. Thus emerged the idea of establishing cooperative dairy as they realized that most of the women members had milch cattle and were already selling milk at less remunerative prices.

In year 1998-99 based on the suggestions given by the members for establishing dairy for alternative supplementary income, Cooperative Development Foundation (CDF) conducted a series of feasibility surveys in the villages and nearby cities with the technical help of National Dairy Development Board (NDDDB). The studies revealed that there are 72 villages around Mulkanoor with at least 14000 litres per day marketable surplus. The demand of Warangal city is about 30000 litres per day. About 60-70% of the total demand in Warangal City was being catered to by unorganised milk vendors. Thus, a dairy union with a capacity of 25 Thousand Litre per Day (TLPD) expandable to 75 TLPD was realized.

The villagers approached Mulkanoor Primary Agricultural Cooperative Society (a leading agriculture cooperative in India, promoted in 1956) which accepted to support the promotion of the dairy plant.

NDDDB also agreed to extend their technical support. The Mulkanoor Cooperative Rural Bank (MCRB) has taken the responsibility of supervising the construction of the building and installation of machinery of the plant. Thus, Mulkanoor Women's Dairy was established and the villagers' dreams came true in 2002. The plant was expanded to 75TLPD in the year 2013.

Mulkanoor Women's Cooperative Dairy (MWCD) came into existence on August 17, 2002. It is registered under the Andhra Pradesh Mutually Aided Cooperative Societies Act,, (AP Macs Act.) of 1995. This is an ISO 9001:2008 certified Dairy. This is a Cooperative Dairy Union in which there are 172 primary Women Cooperative Dairies (WDCs) spread in Karimnagar and Warangal districts within the radius of 30 kms from Mulukanoor.

The women of Mulkanoor started exploring ways of investment which would benefit and help a large section of poor people. After a lot of brain-storming, they realized that many women had milch cattle and were already selling milk. Thus emerged the idea of promoting a Dairy on Cooperative basis.

Mission

The mission is to improve overall quality of life to dairy producers and consumers by running a sustainable self-sufficient and managed women cooperative union setting an example for collective action and rural women capacity.

Vision

The vision is to become the best value contribution in India for dairy services to producers and consumers.

Core Philosophy

Guided by the vision of Sri Viswanath Reddy who imbibed the principles of cooperation and service, the Core Philosophy of Mulkanoor Women's Mutual Aided Milk Producers Cooperative Union is Collective Action and matchless services to clients and

members. In keeping this Core philosophy, is to continually strive to introduce new services and products in the market year after year – products and services which aim at high quality with affordable prices. The rewards accrue in the form of repeat orders, loyal client base and increased membership.

Design Features

The Dairy has been successful because of the careful well thought of design features.

- **Ceiling on the procurement distance:** By keeping a limit of 30 Kms on the maximum distance of the village where milk is to be procured from the dairy, they have ensured lowest possible cost per litre of procurement.
- **Target on smaller cities:** They are able to capture very good market share by concentrating on middle-size cities and small municipalities around Mulkanoor like Warangal, Siddipet, Karimnagar, Mancherial and Godavari Khani.
- **Initial product portfolio:** A product portfolio limiting to market - just milk, curd and buttermilk which helped them to ensure daily money inflow back from the market easing out working capital requirement.
- **Local human resource:** The staff is employed from within the union villages resulting in less resource cost per litre compared to industry standards.
- **Ensuring higher stakes of members:** They have institutionalised patronage linked compulsory development deposits at the rate of 5% of every milk bill that the member realizes.
- **Systematic institution building process:** Institution development and capacity building of the members was taken up systematically for a period of 18 months before the launch of dairy.
- **Minimum performance criteria for members and leaders:** Standards for minimum performance of members and leaders were set and performance is being measured accordingly.

- **Surplus Distribution:** The surplus distribution is done to the members on the basis of total transactions with the cooperative.

Products

The villagers launched **Swakrushi** brand name and all the products are marketed under this brand name. They offer three categories of products viz., liquid milk, curd and value-added products to the clients. The products are marketed currently in cities like Warangal, Karimnagar, Medak, Adilabad districts of AP, India.

- Liquid milk – Two variations of liquid milk to suit specific needs of clients.
- Ghee – supplied to selected consumers when the procurements are surplus.
- Value added products – In addition to liquid milk and cream, value added products like butter milk, Ghee are supplied.
- In the near future, they are going to launch Plain Dahi, Misthi Dahi, Lassi, Paneer, Peda, Gulab Jamun and Ice-cream to customers.

Registration Status

Of the 172 WDCs 62 are registered under AP Macs Act. of 1995. The Dairy Union was registered on 23 October 2000, with three Women promoters. The registration number Of the Dairy Union is AMC/KNR/DCO/2000/137.

Membership and Board

As on 31.03.2019 the Dairy Union has 172 WDCs, which have a membership of 24,294 thousand of Telangana rural women. Initially the target was to promote 72 WDCs with a membership of 11 thousand in five years and 15 thousand by the end of 10 years. Now, even within a period of 17 years itself the membership has grown to 24 thousand as against 15 thousand.

The average membership of a WDC is 172. A WDC has a 10-Member Board and 2 full - time paid workers for carrying out every day work of the dairy society.

The Board of the MWCD comprises 12 Board Members who are elected by the Presidents of WDCs from among themselves. Each cluster of 14 to 17 WDCs based on village population is represented by a Board Member.

Procurement and Payment

The milk received by the Dairy Union on the very first day was 1,400 liters and the first fortnight milk bill payment was Rs.8.47 lakh. The payments are made fortnightly to WDCs and they in turn pay their members in the same way.

Services

The Dairy Union arranges supply of cattle feed on subsidy to WDCs, which in turn provide the same to their members. It has also provided Milk Testers, Weighing Machines and lacto Scanners to WDCs on loan basis. The Dairy Union has conducted a series of training programmes to the Board Members and staff of the WDCs in Management, Maintenance of Accounts, Records and primary Health Maintenance of milch cattle at every village level. There is a trained veterinary helper to attend service for primary health care of milch cattle. The Dairy Union has an MOU with Indian Immunological Limited (a breeding service organization), a subsidiary company of the NDDB for providing artificial insemination services to the cattle of WDC members from 10 Artificial Insemination clusters.

Statement showing the rate of subsidy provided by the Dairy Union to its Members

S. No	Particulars	Subsidy given to WDCs by Dairy Union
1	Cattle Feed	Rs. 100/- per Bag
2	Veterinary Medicines	50% Subsidy
3	Artificial Insemination	Rs. 50/- Per case
4	Fodder Seed	50% Subsidy
5	Vaccination & Dewarming	100% subsidy
6	Milch animal insurance	2% premium subsidy on animal value
7	Member & Her Husband under life insurance coverage	Accidental death 100000/- and natural death 25000/- each.
8	Funeral expenses paid to member & Her husband.	5000/- each
9	Training and skill development center at union level	For members free of cost & other states women on cost basis.

Investment

The total expenditure incurred by the Dairy Union for the erection of the plant as on 31.12.2002 was Rs 331.37 Lakhs. This amount was assisted as a loan by the Cooperative Development Foundation (a non - government organization) and this loan was repaid within 4 years.

Each member pays Rs.1000 at the WDC level towards share capital of the member in the respective WDC. The same amount is remitted at the Dairy Union by the WDC towards WDC's share capital in the Dairy Union. With a view to be economically self-reliant 5% of the milk - bill is retained at the Dairy Union towards WDC's Vikasa Podupu (a Saving Scheme of the Dairy Union). This Vikasa Podupu of WDCs is used as working capital at Dairy Union.

Funds

Strengths of Dairy

The project has several favourable conditions prevailing, which ensure success.

Some of them are:

- The wide spread existence of cooperative institutions in the union area, of which a large number are also functioning in two tier structures similar to the structure of the project;
- A strong brand name of the Mulkanoor Cooperative Rural Bank that is being used both in the village for mobilizing members and in urban markets with consumers due to their informal association with the project.
- Another factor, which is in favour of the distance both in the procurement and marketing side have been deliberately kept at a minimum level. This helps in reducing the spoilage of milk and transportation cost.
- The project also has several opportunities for collaborative efforts in all services of dairy.

Challenges

Before Mulkanoor Union started its operations, the village and surrounding villages were affected by drought for 4 years and their agricultural land was not fertile. There is no water source for agricultural activities hence farmer suicide rates increased and the people struggled for their daily livelihood. In this situation, women thrift cooperative members had series of brain storming sessions on new investment avenues which would benefit majority of members. Thus, emerged the idea of establishing cooperative dairy as they have realized most of the women members had milch cattle and were already selling milk at less remunerative prices.

In the year 1998-99 based on the suggestions given by the members for establishing dairy for alternative supplementary income, Cooperative Development Foundation (CDF) conducted a series of feasibility

surveys in the villages and nearby cities with the technical help of NDDDB. The studies revealed that there are 72 villages around Mulkanoor with at least 14000 litres per day marketable surplus.

In the initial days, The Dairy struggled to mobilise the members to purchase the cattle and maintain the cattle fodder and health properly. The transportation was also another problem to collect the milk from nearby villages. There was no cold storage to preserve milk and transport vehicles.

Mostly, the members of Dairy Union maintain local cows and buffalos and because of this there was less production of milk but demand was high. Also, the dairy faced another problem i.e. the members' discontinuity in milk supply. There was shortage for trained labour to maintain Dairy plant and maintain the accounts of members' contribution and payments. These were the challenges faced by the Dairy union in the initial years.

Actions Taken

The Dairy was established from the series of brain storming sessions on new investment avenues which would benefit majority of poor and needy people. Thus emerged the idea of establishing cooperative dairy as it was realized that most of the women members had milch cattle and were already selling milk at less remunerative prices. Suggestions were given by the members for establishing dairy for alternative supplementary income.

A group of women formed as a group and they have taken loan from the bank to purchase milch cattle to maintain. In each village members formed as Women Dairy Cooperative to collect the milk from the members. All this WDCs are the members in the Dairy Union to represents the members in the dairy. In every village the dairy established milk collecting and storing plant. And also maintain own vehicles to collect and transport milk to Dairy processing centre.

For increasing of the milk production, the Dairy Union made an MOU with Indian Immunological Limited (a

breeding service organization), a subsidiary company of NDDB for providing artificial insemination services to the cattle of WDC members from 10 Artificial Insemination clusters. Due to this the milk production increased effectively.

The Dairy Conducted regular training programmes to members about cattle feeding, health care, cleanliness and hygiene and also created awareness about new breed cattle. The Dairy arranged loans and guided the members to purchase best breed cattle.

The Dairy Union arranges supply of cattle fodder on subsidy to WDCs, which in turn provide the same to their members. It has also provided Milk Testers, Weighing Machines and lacto Scanners to WDCs on loan basis. The Dairy Union has conducted a series of training programmes for the Board Members and staff of the WDCs in Management, Maintenance of Accounts and Records.

The Dairy is producing different products like milk, curd, butter milk, Ghee and sweets with the brand name of Mulkanoor Dairy.

The Dairy Markets its products through different channels like media including TV channels, newspapers and wall paintings. At present the Dairy has spreading its sales throughout the state of Telangana.

The Dairy initiated welfare programmes with a view to be economically self-reliant. 5% of the milk - bill is retained at the Dairy Union towards WDCs Vikasa Podupu (a Saving Scheme of Dairy Union). The Dairy also gives life insurance coverage to members and spouse (Accidental death 100000/- and natural death 25000/- each). The Dairy also pays for funeral

expenses to members and spouse (5000/- each). This is very encouraging and attracting the villagers in this dairy society.

Feedback from Members

The interactions with members on the perceptions about the impact of the dairy unit reveal a positive response. All the respondent members expressed that the scope for gainful employment to the family members has gone up considerably, more particularly for women. They narrated that the periodic droughts and a decline of ground water have resulted in the decline of dependable crop income. Therefore, they sought additional source of income through dairy.

It is also reported that the members were able to improve their asset position in a diversified manner. These assets are yielding constant income in the form of sale of milk, interest on deposits and bonus is paid for being the participatory member. Apart from these direct economic benefits additional gains are also proven to be positive.

About 90 percent of the respondent members said that their credit worthiness has gone up with lending institutions like Mulkanoor Cooperative Rural Bank, other banks and agencies which are now giving low rates of interest.

Responding to the role of the union in other developmental aspects, they said that they were able to learn new skills in rearing milch animals, production of milk and abilities to take up appropriate decisions.

Sl. No	Level	Key Functions	Size	Structure
1.	Level 1- Village Level Primary Women Dairy Cooperatives (WDCs)	<p>Collecting milk in morning and evening from members every day</p> <p>Providing all support services to members i.e. fodder, cattle feed, veterinary health care, cattle insurance and member education services</p> <p>Paying milk bill fortnightly</p>	<p>172 WDCs with 24,294 members, having electronic milk testing and weighing equipment.</p> <p>Total 172 primary dairy cooperatives is computerized and 82 WDCs have own buildings.</p>	<p>Active members, who supply 180 liters per year for 180 days constitute the general body of the society and elect a 10- member Board with 5 years term period. A woman paid secretary to maintain the accounts and a male veterinary assistant are employed to provide all the services.</p>
2	Level 2 – Sub District Level Dairy Union	<p>Collecting milk in morning and evening from WDCs every day.</p> <p>Organizing all support services i.e. fodder, cattle feed, veterinary health care, cattle insurance and member education services.</p> <p>Paying milk bill to WDCs fortnightly</p> <p>Processing of milk into packaged milk and milk products</p>	1 lakh LPD Processing plant	<p>Residents of all the active WDCs who supply at least 20,000 kilograms of milk in a year constitute the General Body of the Dairy Union and they elect a 12- member Board from among 12 constituencies demarcated for 4 years. The Dairy Union employs at least 89 staff including professional staff to carry on the regular work.</p>

S.No	Particulars	Before operation (Proposed)	2002-03 17 th Aug – March 03)	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Number of Cooperatives	72	67	104	105	105	107	109	110	111	124	140	159	170	172
2	Membership in members	3600	8426	19000	19000	19000	19616	20118	19476	19012	20000	20435	22025	22879	4294
3	Share Capital (in Rupees)	-	201000	340000	553000	1097000	5051298	9275550	4311406	9248384	5688874	8160878	2451556	4395730	297581
4	Vikasa Podupu (own funds) In RS	-	1189000	2231000	4795000	0617000	6817690	2094293	7190502	9921267	5315823	1152770	4400529	8009498	182458
5	Milk Procurement (in Liters)	-	2424905	5733945	442399	865375	165137	767987	508722	639318	365903	3353349	5716391	5698149	117798
6	Milk Procurement (Liters per day)	6000	10682	18399	17650	21548	22370	21224	26051	23669	25660	36485	44481	42938	8026
7	Milk Sales (In Liters)	-	930845	5365174	7545529	7854078	0213009	1980423	0707761	0738068	9268728	9943161	0641988	2985550	428034
8	Milk sales (Liters per day)	6000	4330	41981	48077	48915	55427	60056	56734	56817	52791	54490	56553	62974	6529
9	Average fat SNF %	5.8 & 8.5	7 & 9	5.7 & 8.6	7 & 9.0	6.1 & 8.9	6.8 & 8.6	5.9 & 8.8	6.4 & 8.7	5.7 & 8.58	5.9 & 8.9	5.8 & 8.8	6.9 & 8.9	5.8 & 8.9	5.3 & 8.7
10	Bonus to WDCs From Dairy	-	-	107235	760028	520000	7848702	9045081	829179	7201805	4916700	9694767	5261671	2903989	0884520
11	Net Profit (in Rs)	-	17000	300000	472000	564000	132000	34645	20510	086795	251099	528629	808279	190057	483560
12	Employment at Dairy level milk business	-	28	60	55	57	70	68	72	79	80	85	85	91	97
13	Employment at WDC in village level.	-	122	208	210	180	186	188	189	190	207	223	232	245	260

One important social change has been reported - that they have gained control over few assets, access to assured market and increase in their social mobility. Socially, their membership in the union has improved the status in the family, in the group and in the society.

Yet another impact has been that of improved awareness and confidence. They have also become confident to meet officials and non-officials alike. Now the management and the members feel elated and confident.

Lessons Learnt

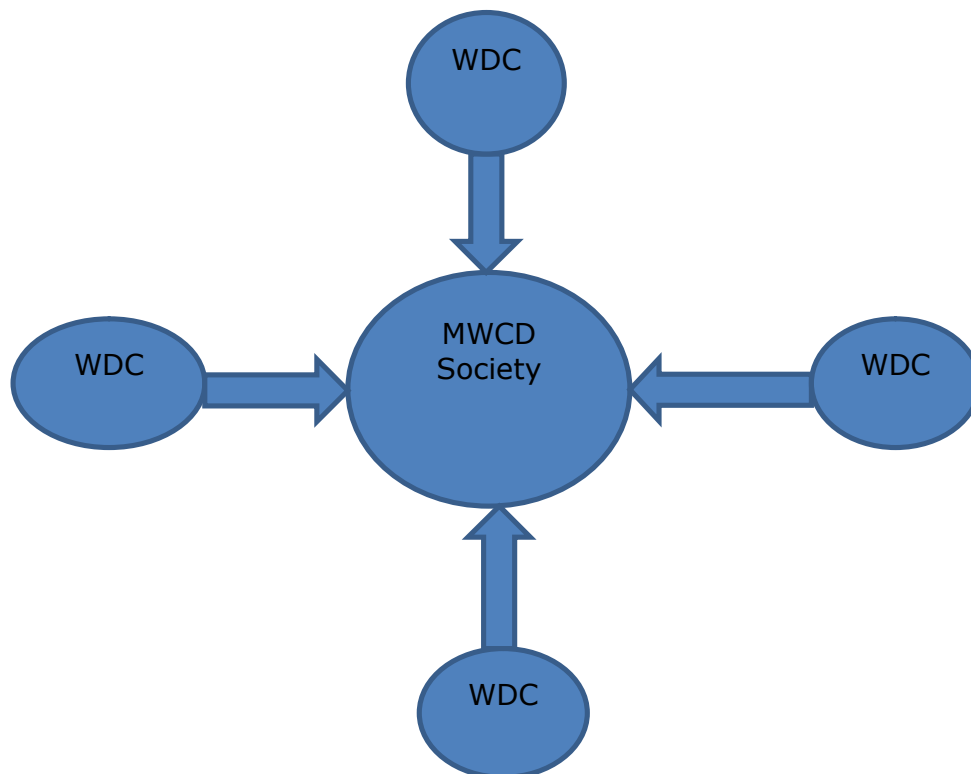
- Because of this Cooperative Dairy Union, the villages which are the members in this Dairy have achieved economic stability.
- The long run benefit of this Dairy is creating employment directly and indirectly to an average of 75 village women workers.

- The dairy union is planning to establish more milk processing units throughout Telangana within short period.
- This Dairy has helped in women empowerment in Telangana State and is the role model to Cooperative Societies.

Questions for Discussion

1. Why does this successful Women Cooperative Dairy limit to only Telangana?
2. Is there any reason for membership restriction only to women?
3. Why did not this Dairy Union accept milk supply from non-members?
4. Is there any reason to pay the milk bill to members fortnightly only?

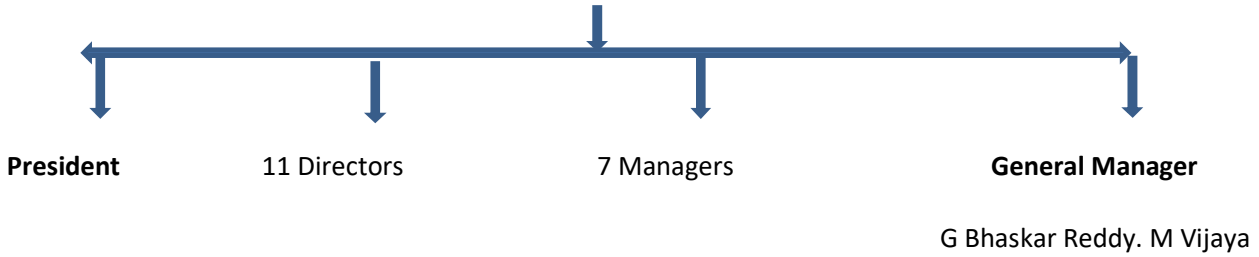
Structure of Mulkanoor Women Cooperative Dairy



Source: WMCD year book

MWCD- Mulkanoor Women Cooperative Dairy, WDC- Women Dairy Cooperative

Dairy Management Structure



Production Department



Dairy Products



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3. www.Mulukanoordairy.com
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Photos



Dairy Employees Explaining about Milk Processing System



Women Workers Doing their Job in the Dairy



Members Attending Meeting at WDC Office



Artificial Insemination and Emunization to Milch Cattle



Distributing the Milk Bill at Door Step

Role of ICDS Programme – Ippatam Village Guntur District, Andhra Pradesh

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Introduction

The Integrated Child Development Services (ICDS) Scheme is the world's largest early child development program. Integrated Child Development Services (ICDS) is the only major national program that addresses the needs of children under the age of six years. Because the health and nutrition needs of a child cannot be addressed in isolation from those of his or her mother, the program also extends to adolescent girls, pregnant women and nursing mothers. It was initiated in 1975 as a small beginning in 33 blocks in the country. Universalization of the ICDS was originally contemplated to be achieved by the end of 1995-96, through the expansion of services all over the country.

ICDS services are provided through a vast network of ICDS centres, better known as “Anganwadis”. The term “Anganwadi” developed from the idea that a good early child care and development centre could be run with low cost local materials even when located in an ‘angan’ or courtyard. The Anganwadi (AW), literally a courtyard play centre, is a childcare centre located within the village or the slum area itself. It is the focal point for the delivery of services at community levels to children below six years of age, pregnant women, nursing mothers and adolescent girls. Besides this, the AW is a meeting ground where women’s/mother’s groups can come together, with other frontline workers, to promote awareness and joint action for child development and women’s empowerment. All the ICDS services are provided through the AW in an integrated manner to enhance their impact on childcare. Each AW is run by an Anganwadi Worker (AWW) supported by a helper in integrated service delivery, and improved linkages

with the health system - thus increasing the capacity of community and women - especially mothers - for childcare, survival and development.

About the Village

Ippatam is a village located in Tadepalle Mandal of Guntur district of Andhra Pradesh with total 1277 families residing. The Ippatam village has population of 4120 of which 1944 are males while 2176 are females as per population census 2011. In Ippatam village population of children with age 0-6 is 335 which makes for 8.13% of total population of the village. Average sex ratio of Ippatam village is 1119 which is higher than Andhra Pradesh state average of 993. Child sex ratio for the Ippatam as per census is 959, higher than Andhra Pradesh average of 939. Ippatam village has higher literacy rate compared to Andhra Pradesh In 2011. Literacy rate of Ippatam village was 73.82% compared to 67.02% of Andhra Pradesh. In Ippatam male literacy stands at 81.33% while female literacy rate was 67.20%. Vaddeswaram (2 km), Kolanukonda (2 km), Pedavadlapudi (2 km), Chirravur (3 km), Atmakur (3 km) are the nearby villages to Ippatam. The village is surrounded by Mangalagiri Mandal towards west, Duggirala Mandal towards south, Vijayawada Mandal towards north and Penamaluru Mandal towards east. Mangalagiri, Vijayawada, Tenali and Guntur are the nearby towns.

About the Scheme

Launched in 1975, Integrated Child Development Scheme (ICDS) is a unique early childhood development programme, aimed at addressing malnutrition, health and also development needs of children, pregnant and lactating mothers.

ICDS consists of different components, namely:

- Early Childhood Care Education & Development (ECCED)
- Care & Nutrition Counseling
- Health Services
- Community Mobilization Awareness, Advocacy and Information, Education and
- Communication

The ICDS, Centrally Sponsored Scheme, is anchored by Ministry of Women and Child Development, Government of India. The Anganwadi Services (under Integrated Child Development Services) is a Centrally Sponsored Scheme and the Govt. of India releases grants-in-aid to the States / UTs presently on the cost sharing ratio between Centre and States/UTs.

Challenge

Distributing eggs and milk by the contractor to the Anganwadi children is a challenging task. The distribution of eggs and milk is done thrice in a month i.e. 1st to 10th, 11th to 20th and 21st to 30th of the month. In case of lagging in distribution of these items

in a month, the pending items in that month is not cleared by the contractor. But these items are daily nutrition to the Anganwadi children. In this center 2 Anganwadi centre are merged - Anganwadi Centre- 1, and Anganwadi Centre – 2.

Response

ICDS Common Application Software (CAS) is an app introduced by the central government for knowing the day to day report of Anganwadi events. It is possible to check the details whenever and wherever the authorities want to know. In the olden days the contractor manipulated the distribution of eggs and milk in irregular ways. Now through the app the regular distribution of these items in a proper way and uploading the details in that app is done at that Anganwadi centre only. The whole information regarding Anganwadi centre is maintained through the various records. Information is uploaded onto the app regularly so that it is possible to control the irregularities in this programme. Through this programme nutritional levels of pregnant woman, lactating woman and children increases.

Daily Menu in Anganwadi Centers

Sl.No	Day	Item	Egg Item
1	Monday	Rice/Sambar	----
2	Tuesday	Rice/Pulusu Pappu	Egg
3	Wednesday	Rice/Akukura pappu	Egg
4	Thursday	Rice/Sambar	Egg
5	Friday	Rice/Pulusu Pappu	Egg
6	Saturday	Rice/Akukura pappu	----

Balamrutham Scheme

The state government launched the distribution of Balamrutham for children between 7 months to 3 years. Balamrutham is the weaning food prepared of wheat, chana dal, milk powder, oil and sugar, distributed in packets of 2.5 kg per child per month.

Anna Amrutha Hastam

Anna Amrutha Hastam Scheme provides nutrition food to pregnant woman i.e. daily egg, milk (200

grams), afternoon meals excluding Sunday (Monthly 25 eggs) along with vegetables and green leafy vegetables to the pregnant and lactating women.

Pre-School Education

Pre-school education is in English medium schools and Anganwadi workers act as teachers. There are untrained teachers.

Table – 1**Anganwadi Center – 1**

S.No	Growth of Child Indicator	Age group				Total	Percentage
		0-3 years	Percentage	3-6 years	Percentage		
1	Green	27	90%	22	84.61%	49	87.5%
2	Yellow	2	6.66%	4	15.38%	6	10.71
3	Red	1	3.33%	0	0%	1	1.78%
Total		30	100%	26	100%	56	100%

The above table shows that 87.5% of the children are in good condition in their health status. 10.71% of the children are in normal condition in their health status. 1.78% of the children are in danger condition (i.e. anemic).

Anganwadi Center - 2

S.No	Growth of Child Indicator	Age group				Total	Percentage
		0-3 years	Percentage	3-6 years	Percentage		
1	Green	23	85.18%	28	100%	51	92.72%
2	Yellow	4	14.81%	0	0	4	7.27
3	Red	0	0	0	0	0	0
Total		27	100%	28	100%	55	100%

The above table shows that 92.72% of the children are in good condition in their health status. 7.27% of the children are in normal condition in their health status. None of the children are in danger condition.

Pregnant and Lactating Women Centre 1 & 2

Sl.No	Pregnant women	Percentage	Lactating women	Percentage	Total	Percentage
2	7	58.33%	5	71.42%	12	63.15%
Total	12	100%	7	100%	19	100%

The above table shows that 36.84% are pregnant women. Nutritional health status is in very good condition. 63.15% of the lactating mother's nutritional health status is very good condition.

Action Taken

ICDS conducts sector meetings and project meetings twice in a month and health checkups are conducted twice a month for the children, pregnant and lactating women. Awareness programmes are conducted on sanitation especially for the children and mothers.

Questions for Discussion

1. Government spends amounts to provide food and health for children but why are children anemic?
2. Why does the Government concentrate only on food and vegetables?
3. Why does the government not appoint English teacher for Pre-school education in Anganwadi Center?

Photos



Corporate Social Responsibility, Rural Health Mission and Solar Energy in Bathinda: Indian Oil Ltd.

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Introduction

Healthcare is the right of every individual but lack of quality infrastructure, dearth of qualified medical functionaries, and non-access to basic medicines and medical facilities thwarts its reach to 60% of population in India. A majority of 700 million (roughly 70%) Indian population lives in rural areas where the condition of medical facilities is deplorable. Considering the picture of grim facts there is a dire need of new practices and procedures to ensure that quality and timely healthcare reaches the deprived corners of the Indian villages. Though a considerable number of health policies and programs are being run by the Government the success and effectiveness of these programs is yet to be effective due to gaps in implementation. In rural India, number of Primary Health Care Centers (PHCs) is limited. At present, 10% of the PHCs do not have doctors or medical staff, whereas 39% of the PHCs do not have lab technicians and 18% of the PHCs do not even have a pharmacist.⁶

India accounts for the largest number of maternity deaths. A majority of these are in rural areas where maternal health care is poor. Even in private sector, health care is often confined to family planning and antenatal care and does not extend to more critical services like labor and delivery, where proper medical care can save life in the case of complications. Rural healthcare is one of the biggest challenges facing the Health Ministry of India. With more than 70 percent population living in rural areas and low level of health facilities, mortality rates in India is increasing at alarming rate.

The Challenges

⁶ <https://gramvaani.org/?p=1629>

Due to non-accessibility or low accessibility to public health care and low quality of health care services, a majority of people in India turn to the local private health sector as their first choice of care. Considering the data of health landscape in India, we find almost 90 percent of health care visits are controlled by private health service providers. The data further reveals that almost 70 percent patients come from rural population. However, private health care is expensive, often unregulated and variable in quality. Besides being unreliable for the illiterate, it is also unaffordable by low income rural folks.

To control the spread of diseases and reduce the growing rates of mortality due to lack of adequate health facilities, special attention needs to be given to health care in rural areas. The key challenges in the healthcare sector are low budget or scarcity of funds, low quality of care, poor accountability, lack of awareness, and limited access to facilities.

The reality of health in rural India is far from the idyllic scenes of bucolic farmlands. With a significant part of India's population living in these areas and a high proportion of them being poor, rural development acquires strategic importance for nation building through inclusive development. Rural development has been a key area of focus for governments and a key determinant of political fortunes. The government seems to be pumping huge amount of GDP in the rural economy. However, the government alone cannot bring the desired change unless we as an important stakeholder own this responsibility.

The corporations particularly big MNCs can play an important role in solving the scarcity of funds and changing the overall picture by utilizing their small portion of profit for the development of health care

services in the society. Recognizing the need for the same, the government has made corporate sector to play an important role in development of education and rural development with the advent of mandatory Corporate Social Responsibility (CSR) as stipulated by Section 135 of the Companies Act, 2013.

Response

Corporate Social Responsibility in India: A tool for rural development and ensuring quality healthcare schemes to all

Corporations and society particularly rural society have always been associated with one another in terms of their mutual interdependence. The inter-relation between corporations and the rural society can be seen in various facets of operation such as use of raw materials for manufacturing products; empanelment of large number of workers, consumption of water, use of renewable and non-renewable energy and production of waste and emission of toxic and other harmful elements. In this system, corporations come under the continuous commitment of CSR. This commitment of companies can suitably be placed under ethical behavior and generous liability of imparting the living norms of society at large.

India's new Companies Act, 2013 has introduced several new provisions which change the face of Indian corporate business. One of such new provisions is Corporate Social Responsibility (CSR). The concept of CSR rests on the ideology of give and take. Companies take resources in the form of raw materials, human resources from the society. By performing the task of CSR activities, the companies are giving something back to the society. Corporate Social Responsibilities (CSR) is one of the most important parts under the new Companies Act, 2013 which has been introduced to compensate the loss to both society and environment. The companies on whom the provisions of the CSR shall be applicable are contained in Sub Section 1 of Section 135 of the Companies Act, 2013. As per the said section, the companies having Net worth of INR 500 crore or more; or Turnover of INR 1000 crore or more; or Net Profit of INR 5 crore or

more during any financial year shall be required to constitute a Corporate Social Responsibility Committee of the Board "hereinafter CSR Committee" with effect from 1st April, 2014.⁷ With increased media attention and repeated demand from all the stake holders, the companies seem to have started complying with the mandates of CSR regulations for last two years.

CSR Activity of Indian Oil Ltd.

Indian Oil has been actively engaged in a gamut of social welfare/upliftment activities across the nation, in addition to reaching essential fuels viz. Kerosene, LPG, Petrol, Diesel, etc. to the nook and corner of the country. The company's key CSR thrust areas include 'Safe drinking water and protection of water resources', 'Healthcare and sanitation', 'Education and employment-enhancing vocational skills', 'Empowerment of women and socially/economically backward groups', 'green energy' etc. The Company has a long standing CSR legacy, which started even before the CSR legislation (Companies Act, 2013) came into place in year 2014-15. The CSR projects of the company are undertaken mostly for improving the quality of life in various communities, which invariably include underprivileged and marginalized sections of the society, viz. schedule caste, schedule tribe, backward caste, physically challenged persons etc. With the Pan-India presence, the company undertakes CSR activities across the country, from Leh in J&K in the North, to the North Eastern States, to the aspirational/ backward districts/ naxal affected areas, to Gujarat in the West and Kerala and Tamil Nadu in the South. For the year 2018-19, entire CSR budget allocation of Rs. 490.60 crore was spent, thereby achieving 100% budget utilization.⁸

Action Taken

Indian Oil health Scheme "Aarogyam"

About scheme: Indian Oil Arogyam the flagship CSR scheme was launched in 2017-18. The basic aims of this program (Arogyam) are to provide basic health

⁷ Section 135 of the Companies Act, 2013.

⁸ Information received from

care facilities to all the villagers covered under the scheme and to spread awareness regarding health and hygiene among all. The doctors and nurse also offer suitable health advices to all the patients and villagers.

Implementation: Two Mobile Medical Units (MMU) each with a 4-member team consisting of 1 Doctor 1 Nurse, 1 Nursing Attendant and 1 Driver-cum-community Mobilizer have been operating in the catchment areas of Bathinda Refinery Units. The Mobile Medical Units claimed to cover more than 14 villages in the catchment areas of Bathinda Refinery Units. The MMU works for all the days alternatively in each village. The MMUs provide suitable medical consultation to all the villagers, basic medicine and appropriate tips to stay healthy. The MMUs also provide comfort levels to both male and female patients in order to discuss their health problems of all types. The units also work as health counselors and advise them on various issues concerning health treatment.

In 2017-18 and 2018-19, total patient footfall in the target geographies was about 8,000. The total budget sanctioned by the company under this scheme was Rs.5 crore.



Indian Oil Harit Urja (Green Energy)

About Scheme: Indian Oil Harit Urja is another flagship CSR scheme launched in 2016-17. The basic aim of this program (Arogyam) is to provide street lights and green energy to all the villages covered under the scheme and to spread awareness regarding use of

green energy/ solar panels in place of electricity.

Implementation: Eight hundred street lights consisting of 1 solar panel, 1 battery, 1 switch board attached with large street poles covering 14 villages have been installed so far in different villages in the catchment areas of Bathinda Refinery Units. These street light work as a source of light at night and reduces the units of non renewable energy. These lights are well maintained by the company through one empanelled agency which looks after the maintenance and repair work.

The total budget sanctioned by the company under this scheme was Rs.95 Lakhs. The initiative of the company can be referred as classic example of CSR budget in renewable energy and also helps the government in controlling carbon emission.





Village Katar Singhwala & Gulabgarh (Bathinda, Punjab)

The researcher has undertaken extensive study of two villages namely Katar Singhwala & Gulabgarh after receiving the inputs from the CSR officials of the company and exploring the annual report containing CSR disclosure of the company. The researcher has collected the feedback of villagers through questionnaire methods and analyzed their response. The questionnaire was drafted with an aim to receive information regarding their experience of receiving different benefits under CSR activities of the company. The villagers disclosed that though companies are coming up with health services and other social services they are unable to give employment to the local people.

Unemployment was one of the serious issues in both villages. The services provided by the company are of good quality and standard but the frequency of providing these services is very low. However, some of the villagers also accepted that they have received number of benefits from Indian Oil Ltd. which made their life easy and helped them to save money. Almost all the villagers have praised the company's health initiative "Arogyam". This health scheme, Arogyam, is a classic example of development of rural health services

through CSR initiatives. The scheme has reached out to almost 8000 people so far, which could be considered as success for the company.

Story of Gurmeet Kaur⁹

Gurmeet Kaur, a house wife, belongs to a poor and marginalized family in the village Katar Singhwala. Her husband is a daily wage labourer and she has four children (three daughters and one son). Two daughters (aged 11 years and 13 years) are studying in 7th class at the government school in nearby village while one daughter aged 14 years is suffering from some chronic disease. Her son (aged 19 years) is studying Bachelor of Arts at Bathinda College (approx 5 Km from the village). He is also working as part time motor Mechanic and earns Rs.5000 in a month.

His father is a daily wage labourer in the village and his income is Rs.6000. Gurmeet Kaur was suffering from tuberculosis (TB) in the year 2017 and with the help of Arogyam team, she was able to identify this disease and went for treatment at Civil Hospital Bathinda. The Arogyam team took best care of her and provided the TB medicine at regular intervals of time in her village. The Arogyam team also followed up the improvement of her health regularly and provided suitable health advice to her. With proper medication and suitable advice she was finally able to cure her disease completely after one year. She is very hopeful for finding cure for her daughter's disease also and is following up with all the advice and consultations of Arogyam team. She is leading a healthy life now because of the efforts of the Arogyam team.

Learning

The CSR initiatives are reaching out to rural people with the help and support of government.

- It has been observed the Indian companies are now investing their huge chunk of CSR amount in rural areas which was just previously confined to the urban areas.

⁹ Name changed in order to protect original identity

- The people started knowing about Indian Oil Ltd. And its CSR initiatives from the logo and name pasted in the prominent portion of the college.
- The health scheme 'Arogyam' launched by the company can be said to be of immense benefit for the villagers.
- The patients (particularly ladies) are motivated to discuss their problems due to availability of ladies consultants in Arogyam team.
- The company doing CSR activities in rural areas must be awarded and motivated by the government and the example should be set up for other companies to come forward and help rural population of our country.

highlights the CSR and Indian health system and therefore can also be referred to all who want to explore the connection between CSR and health system.

Photos



Questions for Discussion

1. What problems of rural health and green energy were addressed through this CSR model?
2. Write down the different ways through which this model can be made applicable to all other companies?
3. How can the health services be made more efficient and accessible to all with the intervention of CSR initiatives?
4. Can this CSR model be replicated in other rural areas?
5. Does the current CSR policy require any change?
6. Should the company be penalized for non compliance of CSR duties?
7. How can companies be made more responsible towards their CSR duties?



Course Positioning

The caselet is suitable for a course in CSR and Rural Development. It may also be made useful for the training program on CSR activities in India. It illustrates how CSR is currently working and what the challenges are ahead in its implementation. This basically

F3 Farmer Producer Organisation in Nalgonda

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Introduction to FPO

Since 1950, the share of agriculture in the country's Gross Domestic Product (GDP) declined substantially but there was only marginal decline in the number of persons dependent on agriculture. The agriculture sector currently contributes to nearly 14 per cent of total GDP, while still accounts for about 55 per cent of total employment (GOI, 2014). India had over 138 million farm holdings as per the 2011 Agricultural Census. Of this, about 92.8 million were marginal farm holdings i.e. having individual operational land holding of less than 1 hectare while about 24.8 million were small farm holdings with individual operational land holding size less than 2 hectares. Therefore, the marginal and small farm holdings together accounted for a whopping 85 percent of the total farm holdings in India in 2010-11.

The size of operational holdings in India is continuously declining with every successive generation. The situation has raised serious questions on the survivability of these small holders (Pandey, et. al., 2010). On the other hand, the rapid increase in population coupled with substantive increase in income and purchasing power has led to increased demand for quality food and agricultural products. According to the XII plan Working Group, "The small and marginal farmers are certainly going to stay for a long time in India — though they are going to face a number of challenges". Therefore, what happens to them has larger implication for the agrarian sector in particular and the entire economy in general which, has an implication on people's livelihood."

Being small holders, these farmers suffer from some inherent problems such as absence of economies of scale, access to information and their inability to

participate in the price discovery mechanism. The participation of farmers is observed to be restricted by limitations like poor vertical and horizontal linkages and limited access to market, training and finance (Fernandez Stark Karina, et al, 2012). Poor information flow along the chain has also been identified as a vital constraint (Shearer, 2011). The problem of access to market is even more pronounced for small and marginal farmers.

The challenge now is to optimize benefits through effective and efficient means of aggregation models. An ideal model of aggregation assumes significance mainly due to transformation of Indian agriculture towards high-value commodities which is a result of agri-food market caused by liberalization, globalization, improved purchasing power, demand for safe and quality food, expansion for niche market, etc. It has become even more pertinent due to land fragmentation.

The size of operational holdings in India is continuously declining further with every successive generation. The big challenge under these conditions would be to integrate these small holders with the agricultural markets so that benefits from transforming agriculture, trade environment and growing economy may be optimized and help in realizing higher income of small and marginal farmers and lead to more inclusive growth.

The concern is to aggregate these smallholders and bring in economies of scale. It is equally important to link these increasing smallholders to the markets (input and output). Various institutional interventions, formal or informal, have tried to link smallholders to the input and/or output markets. These interventions were started either by government, or by private corporate and civil society organizations. These include

agricultural cooperatives, self-help groups, commodity interest groups, contract farming, direct marketing, farmer producer organizations, producer companies, etc.

The instrument of Farmer Producer Company (FPC), registered under Companies Act, is emerging as the most effective means of Farmer Producer Organization (FPO) to cater to the needs of farmers at the grass root level. FPCs offer a wide range of benefits compared to other formats of aggregation of the farmers. FPC members are able to leverage collective strength and bargaining power to access financial and non-financial inputs and services and appropriate technologies leading to reduction in transaction costs. Members can also collectively tap high value markets and enter partnerships with private entities on equitable terms.

A producer company is basically a corporate body registered as a Producer Company under Companies Act, 1956 (As amended in 2002). The same provisions have been retained for FPC after the amendment of Companies Act in 2013. Its main activities consist of production, harvesting, processing, procurement, grading, pooling, handling, marketing, selling, export of primary product of the members or import of goods or services for their benefit. It provides for sharing of profits/benefits among the members.

The Department of Agriculture and Cooperation, Ministry of Agriculture and Farmer Welfare, Govt. of India has identified farmer producer organization registered under the special provisions of the Companies Act, 1956 (As amended in 2002), now Companies Act, 2013, as the most appropriate institutional form of aggregation of farmers. The main objective of mobilizing farmers in member-owned producer organizations, or FPCs, is to enhance production, productivity and profitability of agriculturists, especially small farmers in the country.

Need to Formation of FPO

There is a need for aggregation of farmers in order to benefit from economies of scale. Producers' organizations help in reducing the transaction costs and provide a forum for members to share

information, coordinate activities and make collective decisions (Singh, 2013). FPOs (cooperatives/SHGs/FIGs/Producer Companies), no doubt, have the potential to bring about vertical integration in the traditional fragmented supply chains with need-based long-term business plans. But they also create opportunities for producers to get involved in value supply chain activities such as input supply, credit, processing, marketing and distribution. Now the question arises as, how to develop an appropriate design for formation of producer organization, the success of which can sustain and succeed under different limitations.

Several attempts have been made in the past to aggregate the farmers. One such pioneering attempt was promotion of cooperatives performing various activities in agriculture including input supply. By and large, the experiences of performance of cooperatives have been poor with an exception of co-operative sugar factories and dairy cooperatives in Maharashtra and Gujarat. Apart from these cooperatives, Amalsad Cooperative Society for sapota and farming co-operative (Gambhira) in Gujarat, MAHAGRAPES in Maharashtra, HOPCOMS and CAMPCO in Karnataka, Mulkanoor Women Cooperative groups in combined Andhra Pradesh and Telangana states have performed well. There are a few successful women's farming groups in Andhra Pradesh. These successful models could not be emulated in other regions of the country.

Government of India has issued guidelines to encourage states to directly support FPO promotion as a regular activity under various Schemes including RKVY during the XII Plan. These guidelines are meant to help the states follow a standard methodology for FPO promotion, as well as to provide indicative costs and a monitoring framework. States may directly engage promoters (such as NGOs, private companies, research bodies, cooperatives, farmers' groups) to mobilize the small farmers. Alternatively, SFAC is empanelling suitable Resource Institutions (RIs) on their behalf. Another option for the States would be to award the work directly to SFAC, to undertake FPO promotion by providing the necessary budget to SFAC from the RKVY head.

Producer companies have been organized in MP under the District Poverty Initiative Project (DPIP) in sectors of seed, grain, rice, tomato, chilli, poultry, potato, coriander, turmeric, ginger, milk, and bio-fertilizer production. There are more than 400 such producer companies in India now (SFAC).

What is Farmer Producer Company?

An expert committee led by noted economist, Y. K. Alagh, recommended setting up of producer companies in 2002 by incorporating a new Part IXA into the Companies Act of 1956. The objective of the committee was to frame a legislation that would enable incorporation of cooperatives in agriculture as producer companies and conversion of existing cooperatives into producer companies. The committee recommendation took care of ensuring the unique elements of cooperative business with a regulatory framework similar to the companies.

A producer company is basically a corporate body registered as a Producer Company under Companies Act, 1956 (As amended in 2002). Its main activities consist of production, harvesting, processing, procurement, grading, pooling, handling, marketing, selling, export of primary product of the members or import of goods or services for their benefit. It includes, promoting mutual assistance, welfare measures, financial services, insurance of producers or their primary product. Proviso to Section 465(1) of Companies Act, 2013 states that provisions of Part IX A of the Companies Act, 1956 shall be applicable mutatis mutandis to a Producer Company in a manner as if the Companies Act, 1956 has not been repealed until a special Act is enacted for Producer Companies. Accordingly, Part IX of companies Act, 1956 would continue for producer companies.

Objectives of FPCs

The objectives of producer companies include one or more of the eleven items specified in the Act, the more important of these being:

- Production, harvesting, procurement, grading, pooling, handling, marketing,

selling, export of primary production of members or import of goods or services for their benefit;

- Processing including preserving, drying, distilling, brewing, venting, canning and packaging of production of its members;
- Rendering technical services, consultancy services, training, education, research and development and all other activities for the promotion of the interests of its Members
- generation, transmission and distribution of power, revitalization of land and water resources, their use, conservation and communications relatable to primary production;
- Manufacture, sale or supply of machinery, equipment or consumables mainly to its members.
- promoting mutual assistance, welfare measures, financial services, insurance of producers or their primary production

Legal Provisions of Farmer Producer Companies

It is noticed that various government and non-government agencies have been issued guidelines for formation of FPCs. However, there is no harmony across these guidelines. Probably there is an attempt to customize the provisos of FPCs in the Companies Act as per their need or as per the objectives of the schemes/programs. Hence, an attempt has been made in the following sections to enlighten all the agencies about Legal Provisions of FPCs under the Companies Act.

a) "Primary produce" means –

- Produce of farmers, arising from agriculture (including animal husbandry, horticulture, floriculture, pisciculture, viticulture, forestry, forest products, re-vegetation, bee raising and farming plantation products), or from any other primary activity or service which promotes the interest of the farmers or consumers; or
- Produce of persons engaged in handloom, handicraft and other cottage industries; Any product resulting from any of the above

activities, including by-products of such products;

- Any product resulting from an ancillary activity that would assist or promote any of the aforesaid activities or anything ancillary thereto;
- Any activity which is intended to increase the production of anything referred to in sub-clauses (i) to (iv) or improve the quality thereof;

b) “producer” means any person engaged in any activity connected with or relating to any primary production.

“Producer Company” means a body corporate having objects or activities specified in section 581B and registered as Producer Company under this Act

“Producer institution” means a Producer Company or any other institution having only producer or producers or Producer Company or Producer Companies as its member, whether incorporated or not having any of the objects referred to in section 581B and which agrees to make use of the services of the Producer Company or Producer Companies as provided in its articles.

Formation of Producer Company and its Registration

Section 581C of the Act provides that any ten or more individuals, each of them being a producer or two or more producer institutions or a combination of ten or more individuals and producer institutions, desirous of forming a producer company may form an incorporated company. The objectives of such producer company may be framed as specified in Section 581B as Producer Company under this Act after complying with the requirements and the provisions of the Act in respect of registration.

The Registrar on being satisfied that all requirements relating to registration and incidental matters have been complied with shall register the memorandum, articles and other documents and issue a certificate of incorporation within 30 days of the receipt of the

documents for registration.

On registration, the Producer Company shall be deemed to be a private company limited by shares without any limit on the number of members.

Incorporation of Companies - Procedural Aspects

Basic requirements for Incorporation

- For incorporating a Producer Company, minimum 5 Directors and 10 members are required.
- The minimum paid up capital of the company should be 10,000 rupees.
- The registered office address has to be situated in India.

Documents required for incorporation

- Copy of PAN card of all the members and Directors – attested by a gazetted officer.
- Identity Proof of all the members and Directors - attested by a gazetted officer.
- Resident proof of all the members and Directors: - attested by a gazetted officer.
- Four Photographs of each member and Director.
- Proof of address of registered office

Incorporation Fee

The Producer Company may reimburse to its promoters all other direct costs associated with the promotion and registration of the company including registration, legal fees, printing of a memorandum and articles and the payment thereof shall be subject to the approval at its first general meeting of the Members.

The Producer Company shall not, under any circumstance, whatsoever become or be deemed to become a public limited company under this Act.

Memorandum of Association (MOA)

MOA helps to understand the nature of company and its relationship with external environment

MOA consists of the following information.

Name Clause – Should end with “Producer Company Limited”

- ✓ Situation Clause
- ✓ Object Clause
- ✓ Liability Clause
- ✓ Capital Clause
- ✓ Subscriber Clause
- ✓ Subscriber who shall act as Directors
- ✓ Territories the objects extend.

Membership and Voting Rights

- ✓ There shall be only a single vote for every Member irrespective of his/her shareholding. If the member is an institution, then the voting will be based on their participation in the business.
- ✓ Any Producer Company may, if so authorized by its articles, restrict the voting rights to active Members, in any special or general meeting.

Patronage bonus

- Every member can receive in the form of cash or shares from the company for the products they provide to the company.
- The company can Issue patronage bonus to the members who have participated actively in the company other than normal dividends usually paid.
- Patronage bonus can be either in way to cash or Shares.

Option to Inter-State Co-Operative Societies to become Producer Companies

- Any inter-State co-operative society with objects not confined to one State may make an application to the Registrar for registration as Producer Company.
- On conversion, the society name will be removed from the books of society registrar and will be registered as a producer company under the Companies Act.

- All the rights, benefits, receivables, liabilities, legal proceedings, grants, concessions, licenses etc will deem to be the rights, benefits, receivables, liabilities, legal proceedings, grants, concessions, licenses etc of the producer company.
- All the employees remain same including the benefits.

Investment in other companies

A producer company can invest in any other company after the members approve such investment through a special resolution. However, when a producer company invests in a non-producer company, it can only invest up to 30% of its paid-up and free reserves, further investment in such non-producer companies will require central government approval.

Annual Compliance

Every year the company has to file,

- Annual Accounts – With the ROC within 30 days from the conclusion of the AGM
- Annual Returns – With the ROC within 60 days from the conclusion of the AGM
- Event Based filing with ROC.
- The company is also required to maintain all records including its statutory register and Minutes book up to date to avoid penalty.

Dispute Settlement

As per section 581ZO of the Companies Act, any dispute between the Directors or members or a combination of Both or another stakeholder of the company with such producer company shall be resolved only through conciliation or by arbitration as provided under the Arbitration and Conciliation Act, 1996 (26 of 1996)

Management

Number of Directors

Min – 5 and Max – 15

Exception – Interstate co-op can have more than 15 directors for period of 1 year from incorporation.

Appointment

First Directors – members signing the MoA and AoA

Election – within 90 days of registration and within 365 days in case of Interstate co-operatives

Period 1- 5 years - Appointed by members in General Meeting– except first directors

Powers & Functions of Board

- Include new members into the company
- Formulating objectives and strategies
- Appointment / superintendence / control of Chief Executive Officer (CEO)& other officers
- Make sure the books of accounts are maintained properly; Prepare annual accounts
- Buy and sell properties in the ordinary course of business
- Investment of funds in the ordinary course of business
- Sanction loans to members not being the directors or his relatives.

Other such acts – in discharge of its functions / exercise its powers Powers of Board - Exclusive Scope of AGM

- Approval of budget and adoption of annual accounts
- Approval of patronage bonus
- Issue of bonus shares
- Declaration of limited return & distribution of patronage
- Conditions and limits of loans to Directors
- Matters specified by AoA

Committee of Directors

- Purpose – to assist the Board
- No delegation of Board's powers or assign CEO's powers
- Member can be included with permission of Board

- Period under control of Board for period determined by the Board
- Fee / allowance – determined by the Board
- Minutes to be placed before the Board

Meeting of Board Frequency

Once in every three months and at least four meetings should be conducted every year

Illustration:

Date of Meetings

Jan-Mar: 27th March

Apr-June: 08th April

July-Sept: 02nd September

Oct-Dec: 04th October

Notice in writing – given by CEO – 7 days in advance – to Directors in India at address in India

Quorum – 1/3 of total strength – minimum of 3

Fee / allowance for attending meeting – decided by Members in GM

CEO – Section 581W

- Appointment is mandatory and on full time basis
- Other than Members
- Ex officio Director and not retire by rotation
- Qualification / experience / terms & conditions of appointment – determined by Board
- Entrusted with substantial powers of management
- Will function under general superintendence, direction and control of Board
- Accountable for performance of the PC

Powers of CEO

- Manage affairs of PC
- Operate / authorize to operate bank account

- Safe custody of cash / assets
- Sign documents as authorized by the Board
- Maintain books of accounts, prepare annual accounts, present audited accounts

Board & Members in AGM

- Inform Members about operations & functioning of PC
- Make appointments subject to delegated powers
- Assist Board in formulation of policies / objectives / strategies
- Advise Board on legal & regulatory matters
- Exercise powers required in ordinary course of business
- Any other functions / powers as delegated by the Board

General Meetings

- Mandatory every year – gap of not more than 15 months between two AGMs extension can be given by Registrar of Companies (ROC) (except for 1st AGM) – not more than 3 months
- First AGM – within 90 days from incorporation
- Resolution – Ordinary and Special Ordinary – simple majority
- Special – 3 /4th of the Members present
- and voting

Notice for AGM

- Not less than 14 days prior notice
- During business hours on a day other than public holiday – at registered office or any place in city / town / village where registered office is situated
- Contents of notice – date, time and place
- Addressed to – every member & audit

Issue of Certificate of Incorporation by Registrar

Section 7(2) states that the Registrar on the basis of documents and information filed under sub-section (1)

of section 7, shall register all the documents and information referred to in that sub- section in the register and issue a certificate of incorporation in the prescribed form to the effect that the proposed company is incorporated under this Act.

From the date of incorporation mentioned in the certificate of incorporation, the entity is formed as a body corporate by the name provided in the MoA, subscribers to the memorandum and all other persons, as may, from time to time, become members of the company, it is capable of exercising all the functions of an incorporated company under Companies Act, 2013 and having perpetual succession and a common seal (if the company has adopted or adopts the same), it has the power to acquire, hold and dispose of property, both movable and immovable, tangible and intangible, to contract and to sue and be sued, by the said name.

*** (FPO/FPC source information: online web resources, government websites)*

Brief Introduction about Nalgonda

Nalgonda is a district in the southern part of Telangana. The name has been derived from two Telugu words namely Nalla (Black) & Konda (Hill). Nalgonda was earlier called Neelagiri by Rajput rulers and later it was called as Nallagonda following the conquest by Bahamani king, Allauddin Bahaman Shah. The district is spread over an area of 2,449.79 square kilometers.

Demographics

As of 2011 census of India, Nalgonda had a population of 135,744; in which 67,971 are male and 67,773 are female. 86.83% of population are literate with 92.91% of them were male and 80.78% were female literates.

Governance

The municipality of Nalgonda was categorized as a "Grade-III municipality" when it was first created in 1941. It is now a "Special Grade Municipality." Nalgonda's jurisdictional area is spread over 105 km2 (41 sq mi).[10] Its population is distributed over an

area of 123.54 km² (47.70 sq mi), which includes residents of the municipality Nalgonda. The rural areas around Nalgonda include Panagallu, Gollaguda, Cherlapalli, Arjabhavi, Gandhamvarigudam, and Marriguda.

Transportation facility

Nalgonda town Bus Station is connected to major cities and towns by means of road and railways. National and state highways that pass through the city are National Highway 565, State highway 2 and 18. TSRTC operates buses from Nalgonda to various destinations like Hyderabad, Suryapet, Vijayawada and Khammam. Nalgonda railway station provides rail connectivity to Hyderabad and Guntur cities. It is classified as a B-category station in Guntur railway division of the South-Central Railway zone. It is located on the Pagidipalli-Nallapadu section of the division.

Religious temples and tourist places Nalgonda district has several religious sites, including Maruthi Mandir; Shah Lateef Ullah Quadri Sahab Dargah; and Kolanupaka Temple, a Jain shrine. Other attractions include the Nagarjuna Sagar Dam, Gowthama Buddha Museum, the Bhuvanangiri Fort, Panagallu Someswara temple and many mosques built by Alamgir in and around the district.

Education

As district headquarters, Nalgonda serves as a hub for primary and secondary education for surrounding villages. Nalgonda has many primary and upper primary schools, offering education in Telugu, Urdu, and English languages.

The Nalgonda district has a university, Mahatma Gandhi University. It has number of branches specializing in engineering, medicine, pharmacy, and sciences, as well as vocational colleges. Some of the district's colleges and schools include: Government Women's Degree College, Nagarjuna Government Degree College, Government Junior College, Government Polytechnic College, and Government Medical College.

Health

A District General Hospital and some primary health care centres are functioning in the town. A Government Medical College renders treatment. Other private multi-speciality hospitals are available. Kamineni Institute of Medical Science is near to Nalgonda. Apart from above facilities the district health department implemented the scheme JANANI SURAKSHA YOJANA. This scheme was started with an objective to encourage pregnant women for delivery in Government / Private institutions which contributes to the reduction of maternal mortality and infant mortality. Under this scheme Rs.1000/- and Rs. 600/- is being paid to the rural BPL woman and Urban BPL who deliver in the Government hospital. During the financial year up to May'17 –3643 PW delivered in Government institutions. An amount of Rs. 14.42 lakhs was spent towards payment of JSY. The JSY Amount is being paid from third gravida onwards and KCR KIT program was implemented on 2nd June. The amount is credited into the beneficiary account through DBT in four phases.

Resources

Telangana owes its famous title 'Rice Bowl of India' to Nagarjuna Sagar Dam, which plays a great role in making the lands of the state fertile. The 124-meter high dam is the tallest masonry dam in the world. This also ranks third in the largest man-made lakes of the world and it involved around 70,000 workers to complete the project. The dam came into use in 1972 after completion in the year 1969. The marvellous architecture involved in storing massive amount of the waters of Krishna River. It is a worth visit dam in Nalgonda. River Krishna flows to Southern boundary of district and travels 85 kms along the Southern Mandals. River Musi enter from North West travel 64 kms before joining river Alair, it then flows 153 km and joins river Krishna. The major crops grown in the district are paddy, jower, bajra, groundnut, red gram, castor and cotton. Among horticulture crops citrus and mango are widely grown. Nagarjuna Sagar the major multi-purpose project built across river Krishna is a major irrigation project in the district. Other river projects are Musi, Dindi, Asifa nagar project, Pendli

parkala, Saligowraram and Bhimanapally projects.

Source of Employment

Nalgonda district is basically an agrarian district with good irrigation sources and favourable climatic conditions. Approximately 75% of population depends directly or indirectly on agriculture. The major growing crops are paddy and cotton. For paddy and groundnut seed production, the climatic conditions are very much congenial and for realizing the Telangana state as seed bowl of India, the contribution of Nalgonda district in this regard is sizeable.

The agriculture department is committed to promote Agricultural development in more significant way to create better socioeconomic conditions in the farming community through the implementation of Government programmes. The agriculture sector has potential for creating better opportunities and livelihoods and thereby poverty alleviation is possible. In the light of the potential contribution and role of the agriculture sector in the district, a strategic development plan needs to be developed, planned for implementation for deriving growth in agriculture sector.

Brief Introduction about F3- Farmer Producer Organization

The F3 Farmer Producer Organization was incorporated on 11- feb-2009 under Companies Act 2013. The company is limited by shares. The corporate identity number of the company is U01400TG2019PTC130431. The company's office address is F3 Farmers Producer Company Limited, 7-1-155-D, Amulya Colony, Panagal Road, Nalgonda, Telangana.

The objectives for which the company is established are

- To carry on the business of production, harvesting, procurement, grading, pooling, handling, marketing, supplying, inputs seeds, growth promoters, manures, fertilizers, pesticides, farm machinery, farm tools,

animal feed etc. To provided that the company may carry on any of the activities specified above either by itself or through institutions.

- To carry on agriculture, horticulture, aquaculture, sericulture, floriculture, handicrafts, poultry, dairy, goatary, beekeeping and impart training to various farmers in tools and techniques and organize training institutions for the purpose.
- To manufacture, sale or supply of machinery, equipment or consumables mainly to its members.
- To provide education on mutual assistance principles to its members and others.
- To render technical services, consultancy services, research and development and all other activities for the promotion of interests of its members.
- To insure producers and / or their primary produce, promotion of techniques of mutuality and mutual assistance. The company primarily deals with the produce of its active members for carrying out the objects specified.
- To establish retail and wholesale outlets across the country to sell the products and develop marketing linkages in achieving the main objective of the company.
- To provide all type of welfare measures of facilities for the benefit of members or primary producers as may be decided by the board.
- To render technical services, education, consultancy services, training, research and development and all other activities for welfare and promotion of the interests of its members.
- To promote agriculture marketing development seeking opportunities in the global market to seek investment in wide spectrum of post- harvest activities and to seek to enhance the share of farmers in the prices paid by the consumers.
- To finance the production, procurement, processing, land preparation and water regeneration, irrigation machinery and equipment, marketing and other activities mentioned above, including the extension of

credit facilities or any other manner of financial services to the members of the company.

Challenges

Nalgonda district is basically an agrarian district with good irrigation sources and favourable climatic conditions. Approximately 75% of population depends directly or indirectly on Agriculture in Nalgonda district. The major growing crops are Paddy, Cotton and commercial annual crops like lemon, mango and chilli. For Paddy and Ground nut seed production, the climatic conditions are very congenial.

In Nalgonda district most of the farmers are marginal farmers. They have one or less than acre of land. Being small holders, these farmers suffer from some inherent problems such as absence of economies of scale, access to information and their inability to participate in the price discovery mechanism. The participation of farmers is observed to be restricted by limitations like poor vertical and horizontal linkages and limited access to market, training and to finance (Fernandez Stark Karina, et al, 2012). Poor information flow along the chain has also been identified as a vital constraint (Shearer, 2011). The problem of access to market is even more pronounced for small and marginal farmers.

F3 Farmer Producer Organization came into operation with the support of NABARD. It was organised by Sri Sedhya Raithu Seva Samstha (SSRSS). This FPO is operational in three districts i.e. Nalgonda, Suryapet and Bhongiri. Before this FPO the farmers were sowing same crop every season. There is no knowledge about new methods in farming. The farmers are mostly marginal farmers. Farmer suicide rate is also high in this district. In Nalgonda district horticulture is famous like lemon, mango and mosambi. But there is no sizeable market for these products.

Response

The agriculture sector has potential for creating better opportunities and livelihoods and thereby poverty alleviation is possible. In the light of the potential

contribution and role of the agriculture sector in the district, a strategic development plan needs to be developed and planned for implementation for deriving growth in agriculture sector. Apart from this the District Collector and agriculture department encourage farmers to establish Farmer Producer Organizations to overcome the small holding farming limitations. F3 FPO is a model organization in this district. With financial and technical support from NABARD, F3 FPO was established with three strategies -

1. Mobilization
2. Capacity Building
3. Business Development plan

Mobilization is very important for any producer organization. In this capital mobilization and membership mobilization is compulsory to establish a farmer producer organization. As FPO they have to create trust and awareness about importance and benefits of the producer company. For this F3 FPO conducted awareness programmes across Nalgonda and surrounding districts.

Capacity Building of any form of farmer organization assumes greater importance to enhance the efficiency and bring peer group pressure among members of the group for effective functioning. The role of promoters is crucial in orienting and capacity building of these organizations. Capacity building for promotion of leadership and motivation among the elected Board of Directors is crucial. The members of the Executive Committee should be given training in Leadership, federation concept, federation Management, financial Management, linkages, input and output management are also equally important to build the capacity of grass root functionaries i.e. members of FPCs/FPOs. Capacity Building is also given in (a) understanding the producer company rules and regulations, (b) business plan of the PC, (c) Government schemes, (d) leadership, (e) basic accounting and record keeping and several aspects as the need is felt.

Business Development is another important objective of farmer producer organization. Without business there is no organization. This FPO implemented

different business development plans i.e. open sales outlets by their employees, initiated business contracts with departmental stores to supply the products and established a relationship with retailers.

Action Taken

The F3 Farmer Producer Organization has experience in modern cultivation of Agriculture, Horticulture and Floriculture for the last 6 years. The FPO conducted number of Awareness Camps in various types of cultivation to increase yield in remote areas. The FPO attracted interest from the farmers from various districts and they showed keen interest in cultivating such type of plantation methods, such as row cultivation with laying of polythene sheet to control weeds and maintaining proper moisture.

- The District Collector of Nalgonda visited many times and appreciated this Organization and directed the Officials of department of Agriculture & Horticulture to get farmer groups to showcase their innovative cultivation.
- This FPO trained more than 400 cultivators from rural areas in various districts in agriculture, horticulture & floriculture methods of cultivation with finance support from **SBH-RSETI** (Nalgonda), **Nehru Yuva Kendra** (Government of India).
- The FPO prepared **People Biodiversity Register** (Project) from the **Government of Telangana**.
- The FPO conducted training and awareness camps to selected farmers in collaboration with **KVK Kampasagar**, Nalgonda.
- The FPO provides free services to small and marginal farmers.
- They introduced Water melon (Icebox) and Potato in the district along with agriculture and allied sectors are striving to enter the potato market.
- Every year on Choudhry Charan Singh Jayanthi i.e on 23rd December, this FPO conducts Kisan Diwas, felicitating and encouraging people who work for agriculture.

- To reduce cost of cultivation, get high and quality yields, the FPO introduced **Zero Tillage Method** by cultivating Dosa (cucumber) after completion of chilli crop.

High Density Multi Vegetable Cultivation for Sustainable Livelihoods and Magnified Income in Rural Areas: This project was designed for the farmers in the rural areas for doubling their income, and for consumers, cost of vegetables will be reduced by 20-30% and can also get quality vegetables.

The FPO conducted National Level Workshop on High Density Multi Vegetable Cultivation for Sustainable Livelihoods and Magnified Income In Rural Areas, which was meant for and attended by young graduates who are planning to do agriculture, farmers who are practicing monocropping, and also software employees who are interested in agriculture.

The FPO conducted “Horti expo” to more than 1000 farmers.

Achievements of F3 FPO

- F3 FPO was awarded “Ugadhi Puraskaram” in 2013 by the district administration
- The FPO was awarded IV Subba Rao (Raithunestham) award by the honorable Governor of Tamil Nadu Sri K Rosaiah in 2013-14.
- At the national level, the FPO was awarded by the honorable Central Agriculture Minister Shri Radha Mohan Singh in 2015 at New Delhi for cultivation of muskmelon through Trellis method.
- F3 FPO was awarded “National Virtual Academy for Rural Prosperity” by M.S. Swaminathan Research Institute in 2017
- “Krishi Sahyog Samman” was awarded to the FPO by Mahendra Samridhi Indian Agri Awards in 2018.

Lessons Learnt

- This FPO created larger employment in agricultural sector in Nalgonda district.
- It created awareness about new cultivation methods, crop change, vegetables, leafy vegetables and high productive seeds.
- Because of this organisation, the farmers are economically developed and suicide rates have reduced.
- This FPO increased credit worthiness of member farmers.
- F3 FPO conducted training programmes to interested young farmers which is a good sign for the agriculture sector.

Questions for Discussion

1. Why does F3 FPO have low membership?
2. Why is this FPO limited to only Telangana?
3. Why does not the FPO have warehousing facility?
4. What are the farmer welfare activities being implemented in this FPO?

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4. www.nalgonda.telangana.gov.in

Annexure 1: Advising Committee

F3 FARMERS PRODUCER COMPANY LIMITED - ADVISING COMMITTEE									
S.No.	Name of the FIG	Board of Director Name & Cont.No.	FIG Coordinator Name & Cont.No.	Advising Committee					
				Share Capital Mobilization		Capacity Building		Business Plan	
				Person Name & Contact No.	Institution & Designation	Person Name & Contact No.	Institution & Designation	Person Name & Contact No.	Institution & Designation
	Chief Adviser Satanarayana DDM-NABARD	Chief Adviser R. Ramesh President-SSRSS	Chief Adviser M. Bhupal Reddy CEO- F3FPCL	Chief Adviser: Naveen Professor, MGU		Chief Adviser: Hussain Babu ADA - Agriculture		Chief Adviser: G. Sangeeth Laxmi DHSO - Horticulture	
1	Organic/Natural GAP farming	A.Anji Reddy	P.Naresh	S. Srinivas 7288894504	Agriculture AO	M.Narsi Reddy 9989002424	Scientist NIPHM	Naveen 8522935850	Bio-Lab Micrologicalist
2	Seed /Nursery Developers	M. Shekar Reddy	Arjun Reddy	Devarakonda Bhasker 7993316584	Bank of Baroda Manager	G. Narendar 9989623815	Coordinator DAATTC	SK. Jani 9573476740	Sneha Nursery Technical Manager
3	Multi Crop	SK. Chand Pasha	N.Prashanth	R. Vidyasagar	Horticulture	Dr. Aariff Khan 7702544771	Pogarme Co ordinator	Vamshi krishna	Mahindra & Mahindra
4	Integrated Farming System	S. Raj Kumar	A.Shiva Kumar	M. Suresh Guptha 9603985866	NGO Environmental	B. Lavakumar 8985507080	Scientist KVK Gaddipally	D. Shanthi priya 9550135023	AMC Rythu Bazaar Estate Officer
5	Leafy Vegetable/ Flower, marigold	R. Bhagya Laxmi	M.Manjula	P.James 944041649	FLCC Coordinator	R.Shyamala 9652687495	SEED NGO Gen.Secretary	G.Balreddy 7993513167	IFFCO Sr.TM
6	Water & Muskmelon	M.Thirumal Reddy	K.Sagar	K. Murali 7997725345	Horticulture	Achutha Chary 9553820736	Known-you-seed Agri Tech	Lavanya 9676662679	Mulch India Sales Manager
7	Permanent Pandal	K.Janaiah	G.Madhu	D.Suvarna 9705909944	DRDO APM	Bharath	Scientist KVK Kampasager	Ch. Upendra 9505883773	Aries Officer
8	Orchard Crops	P. Yadaiah	K.Girija	Anantha Reddy 7997725344	Horticulture HO	Himabindu 7989716811	Himabindu 7989716811	Nimmala Ravi 9133649122	Bayer Crop Science Terri tore Manger
9	Pulses/ Millets/Paddy Cultivation	M.Radhika	Lokesh	S.Srinivas 7288894510	Agriculture AO	Ravinaik 9666380609	PJTSAU Professor	G.Krishanaveni 9603752840	Scientist KVK. Kampasager
10	Agriculture & Allied sectors	P.Yadaiah	S.Yadaiah	G. Ramprasad 7288800019	Agriculture AEO	Madhusekhar 9866103797	DAATTC Scientist	S.Balraj 9652533433	EPC Mahindra DCO

Annexure 2: Mobilization

F3 FARMERS PRODUCER COMPANY LIMITED - MOBILIZATION						
S. No.	Name of the FIG	Plan for Three Months				
		Share Capital Mobilization				
		General Farmers	No of Farmers	Innovative Farmer	No of Farmers	Total Farmers
1	Organic/Natural GAP farming	Organic (45)	45	GAP	5	50
2	Seed /Nursery Developers	Pulses (10) Paddy (15) Millets (5) Vegetable(10)	40	Orchard Nursery (5) Veg No.(5)	10	50
3	Multi Crop	Multi Veg (20) Multi Veg and melon (10)	30	Multi Veg with organic (15) Multi veg with GAP (5)	20	50
4	Integrated Farming System	IFS General	30	Multi veg and Water Melon organic (5) IFS Organic (15)	20	50
5	Leafy Vegetable/ Flower	Leafy veg - 25 Flower - 10	35	Leafy Veg with organic (10) Flowers cultivation In poly house(5)	15	50
6	Water & Muskmelon	Water melon - 20	20	Fancy watermelon (20) Muskmelon & Watermelon (10)	30	50
7	Permanent Pandal	Mono crop Pendas (30) Donda with pendal (10)	40	Muskmelon (5) Multi crop with pendals (10)	10	50
8	Orchard Crops	Mango - 5, Guava (5) Sweet Orange -13, Lemon (10)	33	Apple Bear (3), Multi Orchard (3) Anjura (2), Sapota (2), Kajjura (1) Pomegranate (2), Custard Apple(2) Papaya (2)	17	50
9	Pulses/ Millets/Paddy Cultivation	Paddy -30, Pulses (10)	40	Millets(10)	10	50
10	Agriculture & Allied sectors	Dairy Farm-10, Poultry-10, Sheep Farm-5, Fish-2, Varmi Developer-5, Fodder developer-5	37	Backyard Poultry-3, Pickles Preparation-2, Majer and Miner Millets products-5 Agri tools manufacturing-3	13	50
Total			350		150	500

Annexure 3: Capacity Building Plan

F3 FARMERS PRODUCER COMPANY LIMITED - CAPACITY BUILDING PLAN						
S. No.	Name of the FIG	Plan for Three Months				
		Capacity Building				
		General Meeting	No of Programs	Innovative Meeting	No of Programs	Total Programs
1	Organic/Natural GAP farming	Package of Practice on organic	1	GAP, Varmi wash preparation	1	2
2	Seed /Nursery Developers	seed treatment-1 Sweet orange, Lemon-1	2	Creeper crop Nursery-1	1	3
3	Multi Crop	Package of practice-1 High density Multi crop-1	2	High Density multi with pendals	1	3
4	Integrated Farming System	Package of Practice	1	Fish and Vegetable Farming	1	2
5	Leafy Vegetable/ Flower, marigold	Mixed Leafy Vegetable-1 Package of Practice in Flower-1	2	Leafy Veg with Drip -1 Mulching-1	2	4
6	Water & Muskmelon	Package of Practice	1	Leafy veg on poly house-1 Watermelon with pruning-1	2	3
7	Permanent Pandal	Package of Practice	1	Muskmelon with staking -1 Permanent pendal cultivation of Dosa and Tomato	1	2
8	Orchard Crops	Package of Practice	1	High Density Mango-1 Custard Apple-1	2	3
9	Pulses/ Millets/Paddy Cultivation	Package of practice pulse and millets-1 Package of practice on paddy-1	2	Redgram Transplant-1 Paddy Tranplantation-1	2	4
10	Agriculture & Allied sectors	NSKE-1, Varmi Preparation-1	2	Varmi Wash preparation-1 High Density Fish farming-1	2	4
Total			15		15	30

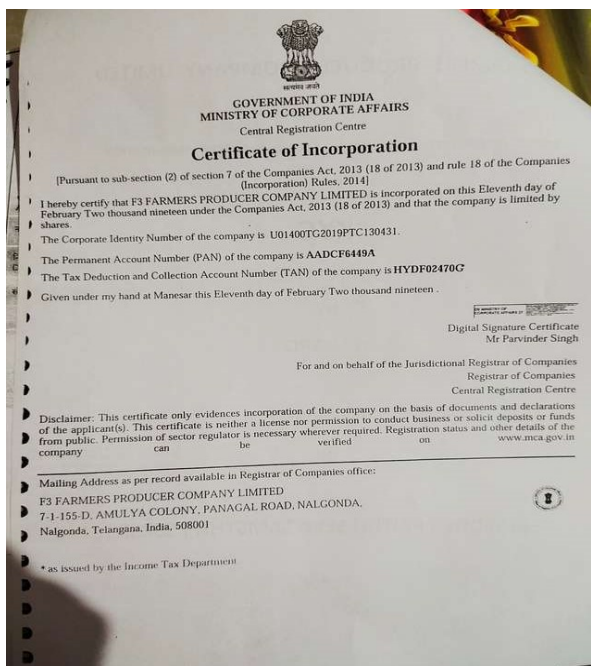
Annexure 4: Business Plan

F3 FARMERS PPRODUCER COMPCANY LIMITED - BUSINESS PLAN										
S.No.	Name of the FIG	Plan for Three Months								
		Business Plan								
		General Product	General Plan Cost (Rs)	Component Plan	Quantity (Kgs/Nos)	Cost(Rs)	Innovative Plan	Quantity (Kgs/Nos)	Cost (Rs)	Total (Rs)
1	Organic/ Natural GAP farming	Neem Powder, Seed, Nursery, Hydrozel, Mulching, Drip, IPM, Bio Products, Neem Oils, Suthili	105000	Organic out let at Rythu Bazaar,	90X3000	270000	Varmi, Varmi wash, Pots sales	30000 X5 1500X50	225000	600000
2	Seed /Nursery Developers		300000	Budima Dosa, Local Dosa	20X5000 100X1000	200000	Seed and Nursery mela	1x20000	20000	520000
3	Multi Crop		300000	Multi Crop out let at Rythu Bazaar ,	90X3000	270000	Vegetable dry processing	500x30	15000	585000
4	Integrated Farming System		300000	IFS Products out let at Rythu Bazaar	90x2500	225000	Weekly IFS Product Door Delivery	2000X90	180000	705000
5	Leafy Vegetable/ Flower, marigold		300000	Leafy Vegetable out let at Rythu Bazaar ,	90X500	45000	Budima Dosa, Dry Tomato Pickles Mari gold sales and purchase	500xX90	45000	390000
6	Water & Muskmelon		300000	Melon out let at Rythu Bazaar,	90X500	45000	Stores and High way Hotels Market Linkage	(5000X12) 18Rs	60000	405000
7	Permanent Pandal		300000	Gourd vegetable out let at Rythu Bazaar,	90X500	45000	Local Dosa Market Linage	(1000X12) 10Rs	120000	465000
8	Orchard Crops		300000	Fruits out let at Rythu Bazer ,	90X1500	135000	Fruits bokeys	600X45	27000	462000
9	Pulses/ Millets/Paddy Cultivation		300000	Millets bakery and dal product out let at Rythu Bazaar,	90X500	45000	Office and School market linkage	500x30	15000	360000
10	Agriculture & Allied sectors		270000	Drip Product Sales	(12x0.20Ha) 25000	300000	Farm Management	100000	100000	670000
TOTAL			2775000			1580000		807000	5162000	

Annexure 5: State Wise Progress of FPO Promotion as on 29.02.2020

S. No	State/UTs	No. of Farmers			No. of FPOs		
		Mobilized	Under Mobilization	Total Targeted Farmer	Registered	Under the process of registration	Total
1	Andhra Pradesh	8715	4285	13000	8	8	16
2	Arunachal Pradesh	2050	2700	4750	2	4	6
3	Assam	9331	1169	10500	12	6	18
4	Bihar	36306	0	35000	35	3	38
5	Chhattisgarh	29616	0	29000	26	2	28
6	Delhi	3535	0	3500	4	0	4
7	Goa	1810	0	1750	2	0	2
8	Gujarat	20875	3125	24000	21	4	25
9	Haryana	14049	0	12750	23	0	23
10	Himachal Pradesh	6528	322	6850	7	1	8
11	Jammu & Kashmir						
	Jammu (Division)	3694	287	3981	1	0	1
	Srinagar (Division)	3120	960	4080	1	0	1
12	Jharkhand	12009	0	12000	10	0	10
13	Karnataka	122907	5593	128500	120	6	126
14	Madhya Pradesh	138118	11882	150000	144	5	149
15	Maharashtra	100845	3655	104500	100	5	105
16	Manipur	5671	1279	6950	7	1	8
17	Meghalaya	2990	760	3750	3	1	4
18	Mizoram	1700	1000	2700	1	1	2
19	Nagaland	1750	2000	3750	2	2	4
20	Odisha	38622	0	38900	41	0	41
21	Punjab	6288	0	6000	7	0	7
22	Rajasthan	58670	1830	60500	50	0	50
23	Sikkim	16279	0	15750	30	0	30
24	Tamil Nadu	14657	2343	17000	13	4	17
25	Telangana	29225	773	29998	21	5	26
26	Tripura	2874	0	2750	4	3	7
27	Uttarakhand	6004	0	6000	7	0	7
28	Uttar Pradesh	55936	0	56000	55	3	58
29	West Bengal	91865	0	90500	86	3	89
Total		846039	43963	884709	843	67	910

Annexure 6: Certificate of Incorporation



F3 Farmer Producer Company Ltd.
 Opp: ESSAR Petrol Bunk, Shivaji Nagar, Nalgonda - 508001
 R.No. U01400TG2019PTC130431

No: 547 Date: 27-02-2020
 Mr/Mrs: Mr/Mrs Pure O Natural, Hyderabad.

Sl.No	Particulars	Qty.	Rate	Amount
1.	Exotic watermelon Yellow skin - Red flesh	1050	20-00	21,000-00
2.	Exotic watermelon Yellow flesh	218	20-00	4,360-00
Total :				25,360-00

Rupees in words: Twenty five thousand three hundred & sixty Rupees only -
 Ely
 Signature

Annexure 7: Cash Bill

Photos



Awareness Programme by F3 FPO- Appreciation by District Collector Bhongiri District



Telangana State Cabinet Ministers Visit FPO Sales Outlets



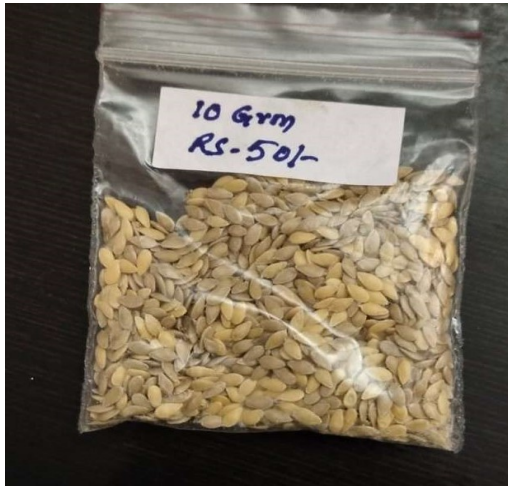
Products Supply to Departmental Stores



Interaction with Farmer - explaining Jeevamruthan



New Cover Method in Farming



Selling Processed Seeds in Sales Outlets



Sales Outlet in Nalgonda Raitlu Bazar



Outlet in Nalgonda Center



Training Workshop at F3 FPO Office

Rural Development Programs in Pattan Village

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Introduction

In India, rural development programs were introduced in the year 1952 by the government with the aim of improving the socio-economic condition of rural people and for the betterment of the poor and disadvantaged groups in rural areas. Rural development programs initially focused on eradicating poverty and providing training to the rural unemployed youths to enhance their skills. Gradually these programs covered health, education, agriculture, housing, self-employment/income generation activities and infrastructure development. Poor men, women, youth, elderly, children and farmers are the primary target groups. These programs are implemented through Gram Panchayat and with the help of its line departments such as the department of agriculture, department of education, department of rural development, department of health and family welfare and department of women and child development. All these departments are working together for the development of the rural areas and people across the country.

History and Background of the Village

This village has more than 100 years history, and it has many stories around its existence. Some people say that this village was formed by some robbers who used to gather here. Slowly people used to call this place as "Kalla Pattana" (Robbers Pattana). Few tell that nearby villagers used to come here with their agricultural products and assemble here before going to Kalaburagi and other places to sell their products. Few stories tell that this village was earlier known as "Hemavati Pattan."

Pattan Gram Panchayat consists of three villages, namely Pattan, Yalavantagi, Hatagunda. The Gram Panchayat office is in Pattan village. Pattan is a small village that comes under Aland Taluk, Kalaburagi district

of Karnataka State. It is located at a distance of 16 KM from Kalaburagi. It has a population of 8265 of which 4100 are male, and 4165 are female. There are 868 households, five Anganwadi Centers, one health sub-center, one diary unit, one farmers cooperative society, twenty-five women self-help groups, two farmers group, one milk producer cooperative society, one youth group, one Atal Ji Janasnehi Kendra (Nadakacheri), one veterinary hospital, one bank, one Rait Sampark Kendra, one Post Office, one water filtration unit, one primary school, one high school, and one Urdu school, altogether three government and two private schools, and all these are the significant institutions working for the development of the village.

The present major rural development programs implemented in the village are Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), Swatch Bharat Mission, Ayushman Bharat, Pradhan Mantri Awas Yojana, Watershed Development Program (Jalanayana Yojane), Integrated Child Development Scheme (ICDS), Sarvashiksha Abhiyan, Matrupoorana Program, Pradhan Mantri Matru Vandana Yojana, and Bhagyalakshmi Yojana.

Various Rural Development Programs

1. Integrated Child Development Services (ICDS) Scheme

This scheme was launched on 2nd October 1975, in 33 blocks of the country and later they have expanded to the other blocks of the country. It has been implemented both in rural and urban areas. For early child care, it is one of the most extensive and unique programs across the world. Under this scheme, early child care services are provided which includes the overall development of the child. They emphasize on the physical, psychological, educational, and social development of the child. They are working for reducing

malnutrition, infant mortality, child mortality, maternal mortality, building learning capacity, mother health, and adolescent girl's health. They are working with children of the age group 0-6, pregnant women lactating mothers, and adolescent girls.

The primary objectives are to improve the nutrition and health status of children in the age group of 0-6 years; to lay the foundation for proper psychological, physical and social development of the child; to reduce the incidence of mortality, morbidity, malnutrition and school dropouts; to enhance the capacity of the mother to look after the necessary health and nutritional needs of the child by providing proper education on health and nutrition.

The essential services provided under this scheme are supplementary nutrition, pre-school non-formal education, immunization, and health check-up and referral services. Anganwadi Centers are the implementing/services providing centers/units at the grass-root level. Pattan has five Anganwadi Centers which are working for the betterment of the children and the mothers by providing services.

2. Watershed Development Program (Jalanayana Yojane)

This program was launched in the year 1999 by the government. Through this program, many bore wells and wells, water tanks were built. The fundamental objective is to provide water to all rural areas. Under this program, many other programs have been implemented, such as Ganga Kalyan Yojane, Krishi Sinchana Karyakram, and safe drinking water program. In this village they have built wells and borewells, provided water to the doorstep to all the villages with the minimum fee and tax. They have also established small and big water tanks to supply water to the entire village. A water filtration unit with the support of the World Bank has been installed to provide clean and safe drinking water to all the villagers.

3. Sarva Shiksha Abhiyan

Sarva Shiksha Abhiyan was launched in 2000-2001. This

program was implemented to provide various interventions and provide access to education and retention, bridging gender and social category gap in elementary education, and improving the quality of education. This program has given wings to children to fly by providing quality education and improving their skills. Through this program, the school dropout problem has been solved. Now all the children are getting free education till the 10th standard and getting motivated to go for further studies to build a good fruitful future.

The major interventions undertaken in this program were bringing children back to the school and bridging the gap between school and community by conducting school towards community programs. They have initiated school development and management committee by involving parents of the children who are studying in that school. They are conducting regular assessments of children and identifying the children who need additional support and encouraging the inclusion of children with disabilities in school. They are arranging separate classes for the migrants' children and improving the quality by maintaining teacher students ratio at 15:1 and providing uniform, shoes, books at free of cost. For high school students, they give a cycle so that they can easily travel to school and home. Also, they are providing midday meals at school so that poor children can also attend school without thinking of how to fill their stomach if they go to school instead of going to work. They are also encouraging children to excel in talents by organizing Pratibha Karanji Program. Children are encouraged to take part in sports and other extracurricular activities.

4. Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS)

MGNREGS was implemented on 2nd October 2005 in honour of Mahatma Gandhi. This program aims at enhancing the livelihood security of the people in rural areas by guaranteeing 100 days of work (during drought and flood for 150 days) in a financial year. Adult members of households need to volunteer to do unskilled manual work and register themselves as

a volunteer in their respective Gram Panchayat office. Then job cards are issued to them. Both central and state governments fund this program at a ratio of 75:25, respectively.

Initially, when MGNREGS program came to Pattan village, beneficiaries (registered volunteers) started to come and ask wages immediately soon after the work finished. Gram Panchayat was unable to do that because there is a proper procedure that needs to be followed so that the government will release the amount according to the available budget. Sometimes it took fifteen days, sometimes a month, and sometimes six months. Consequently, beneficiaries started quarreling with the Panchayat officials. Gradually Gram Panchayat convinced them and explained the entire process, then later, they could understand the system and began cooperating. Now the panchayat officials help the beneficiaries decide what works have to be done, when to be done and who will do that in turns and groups.

This rural development program has brought many changes in the village. Earlier there was no proper road which connects the agriculture land to the residential area. Now under MGNREGS they have constructed roads both kaccha and pakka. It also made an impact on women's' empowerment by providing equal employment opportunities and equal wages for both male and female villagers. It has reduced the migration, mainly seasonal migration, from rural to urban areas by providing employment opportunities in the village.

5. Swachh Bharat Mission

The first time this program was launched in the name of total sanitation campaign and was later renamed as Nirmal Bharat Abhiyan in 2014. It was again renamed as Swachh Bharat Mission with the target to make complete open defecation free (ODF) and complete clean India by 2019. In this village, they have constructed 700 individual household toilets and ensured that they are using it. The entire village has a good drainage facility and regular cleaning and

maintenance is taken care of by the Gram Panchayat. Now they are focusing on motivating remaining households to construct toilets and make the village complete open defecation free.

Participation of People

Earlier people were just receivers of the program implemented by the government. Now they have become partners in the program. This change has happened by getting the power of being part in the decision making process by the implementation of Gram Sabha. It has enabled every villager to take part in the developmental activities.

Initially, villagers were not attending Gram Sabha. Gradually as they started to understand the importance and started enjoying the benefits of rural development programs implemented through Gram Sabha, the villagers' participation increased. The social audit system followed in MGNREGS makes people and Panchayat more accountable for their village development works.

Pattan village has 1900 job cardholders who have benefitted from the program. At the beginning of the year, they conduct Gram Sabha along with the people and Gram Panchayat officials and elected members and the work plan is prepared. Village assets development works are carried out under this program. In this village under MGNREGS they have constructed CC roads, Check dams, playground, community hall, edges of farmland, open drainages, farm ponds and recharge pits. They have also removed waste from the lakes and wells, dug holes to plant the trees, constructed water recharge pits, school boundary, kaccha road, and house construction work under various housing schemes. Drinking water pots/tanks for animals, toilet construction work under Swachh Bharat Mission, cattle house/sheds, etc. are also works carried out under MGNREGS. Work is provided within 5KM from the village. The people decide the assets to be built. Likewise, people get the benefits of housing schemes and other schemes and programs being implemented.

Impact of the Rural Development Program

The rural development program has brought many changes in the village. Many village assets are built and developed by these programs. Earlier, there were only houses and no proper roads in the village which connect them with other nearby villages or other communities, not even to their agriculture lands. There was no school, no hospital or other health services, no transport facility and no proper water facility. After the intervention of rural development programs, the complete picture of the village got changed. These programs have developed infrastructure and human capital too. By building the school, knowledge and skills have improved. By giving connectivity to the other communities by constructing roads it was easier to exchange goods and services and also access other services. Building the health sub-center has helped in protecting the health of the villagers.

The participatory approach of rural development programs has made community members more accountable and responsible. The team-building approach used in these programs has brought leadership quality among community members. The democratic method followed in the implementation of these programs has demonstrated that democratic practices can bring more effective changes in the lives of rural people. It has shown that confidence and motivation can be built by distributing responsibilities. Rural development programs are significant efforts that have changed the overall scenario of rural areas.

Rural Development Program as a Tool of Empowerment

The rural development program has both negative and positive consequences at each level, from planning to implementation. Here in this village, whenever a new program was implemented every time, it was a new journey. In this village, initially, people were not cooperative and unable to understand some technical aspects. Without understanding, it was a bit difficult to convince them and make them understand and achieve the goals of the program. The rural development program is more people development-oriented

program. These programs have made many positive changes in the life of the poor and needy people. The programs have empowered people to some extent. People are getting the chance to participate in the decision-making process as they are being included in selecting the beneficiaries and selecting the works to be done in (such as MGNREGS).

Strengths of the Village

The rural development programs have led to many achievements in the village.

- All the children are getting education.
- The village got road connectivity to the agriculture fields and nearby villages and towns.
- Health and nutrition-related programs have reduced maternal and infant mortality rate.
- This village got a special grant to replace huts with pakka (good house) from the government of Karnataka. Now there are no huts, but there are some kacha houses.
- The village has got diary units, and it is working successfully since the last 20 years.
- Brown Gram is purchased at the village by the government.
- Every house has electricity.
- Water is available at the doorsteps of the households.
- Five Anganwadi centers are consistently working for providing good early care for mother and child.
- Farmers' Cooperative Society is consistently working for the farmers' betterment and providing support to the farmers.
- Two farmers of the village got the award for their best farm practices by the department of agriculture, Government of Karnataka.

Photos



Pattan Village



Pattan Gram Panchayat

(Aland Taluka, Kalaburagi District, Karnataka)



Brown Gram Purchasing Center (Tur Dal), Pattan Village

Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS): Jafferguda Village

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Introduction

Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) is a central government scheme. This scheme is a mandate of National Rural Employment Guarantee Act, to provide at least 100 days guaranteed wage employment to the rural households whose adult members are willing to do unskilled manual work under this scheme. Earlier this scheme was known as National Rural Employment Guarantee Scheme. It was been renamed as Mahatma Gandhi National Rural Employment Guarantee Scheme in the honor of Mahatma Gandhi Ji on 2nd October 2015.

The major objectives are: to provide employment to the rural households not less than 100 days of unskilled manual work in their village as per the demand; to create productive rural assets of prescribed quality and durability; to strengthen the livelihood resource base of the rural poor; and to stop rural migration. Both male and female villagers get equal wages under this program.

Challenge

Jafferguda village is small village consisting of 258 households with a population of 1200 (male 700 and female 500) near Hyderabad in Telangana State. This village is situated at a distance of 38 KM from the district headquarters. This village falls under Abdulapuramet Mandal, and Rangareddy District. In this village there was no proper road connectivity. Even though agriculture is major occupation the villagers were unable to cultivate in their land because of water scarcity. They were struggling to fulfill their basic needs.

Response

Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) has changed the life of the villagers in Jafferguda. Villagers came forward to register themselves in the Gram Panchayat for work under MGNREGS. Both male and female villagers started to get work and got an opportunity to earn their livelihood. Villagers came together and they decided upon the works to be done to build and strengthen their village assets.

Action Taken

In order to address the unemployment problem Mahatma Gandhi National Rural Employment Guarantee Scheme was launched in the village. All the kachha roads were converted into solid concrete roads. Now entire village has good roads across the village and till the main road. They have dug trenches and pits across the hilly areas belonging to the village to conserve the rain water and recharge the underground water. They have constructed a border wall to the crematorium. Under this scheme they have established a plant nursery and plantation has been done. Till now 4000 different plants have been planted across the village. Under the Swachh Bharat Mission, all the village households have constructed individual household toilets and are using them. MGNREGS has reasonably changed the lives of the people in Jafferguda village.

Lessons Learnt

- One single Government program has changed the life of the villagers.
- Team building approach has developed leadership among the people.
- Team building is a right approach to make people participate in the decision making process.

- It showed how government has made people accountable to their development
- People have identified their village assets and improved them by using available resources.

Questions for Discussion

1. What is MGNREGS?
2. How can MGNREGS contribute to creating village assets?
3. What are the activities under MGNREGS to conduct village development activities?
4. Who are the Beneficiaries of MGNREGS?



Course Positioning

This caselet is suitable in course of rural development, community development, social capital and democratic way of decision making. This will help in understanding the importance of government initiatives in bringing change in the villages. This will give knowledge of planning and implementation of various activities to bring desirable change in the community.



Photos



Yacharam Farmers Producer Company Limited

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Introduction

The concept of Farmer Producer Organization/ Company emphasizes on the collectivization of small marginal farmers into producer organizations. Farmer Producer Company/Organizations play a vital role in addressing the many challenges of farmers by providing pathways to investments, technology and inputs, and marketing services. The vision behind introducing this concept was to protect the farmers from the exploitation of middlemen and eliminate rural poverty by providing proper marketing and market channels to the farmers. Farmers Producer Company is registered under a special provision of the Companies Act 1956, and Farmer Producer Organization is registered under Society Registration Act 1960.

Yacharam Farmers Producer Company Ltd.: Under Telangana Rural Inclusive Growth Project popularly known as “Telangana Palle Pragati,” Society for Elimination of Rural Poverty (SERP) was implemented in 2015. In this program, 25 Mandals were selected to develop the value chain by increasing economic opportunities for small and marginalized farmers. Yacharam Farmers Producer Company Ltd. (YFPC) is one of them. Yacharam Farmers Producer Company started in the year 2015 and was registered under Companies Act, 2013 on 23rd May 2016. It is a women’s company. First, they formed women self-help groups (SHGs) at the village level and then they made Farmers Producer Groups (FPG) at the village level. From each group two members were selected and formed into executive committees with board members by method of election. Now YFPC has 620 members from 19 villages.

Challenge

The small and marginal farmers are more vulnerable than large farmers. The middlemen and agricultural adversities continuously exploit them. Yacharam Farmers Producer Company was established to rule out the exploitation of middlemen and ensure the farmers' protection and also eliminates rural poverty by providing proper market channels to the farmers. This company gives a platform for the small and marginal farmers to develop their capacities and improve their farm productions. The company provides financial, social, and technical support to the small and marginal farmers.

Response

Yacharam Farmers Producer Company was established with the support of central and state government along with World Bank support. Initially, they got Rs.250000 support to deposit or get the membership in Be'nishan Producer Company for selling the product of the farmers. This initiative of government has safeguarded the farmers from the middleman's exploitation. Initially, it started with the ten groups of women farmers. Now it has 43 groups of women farmers in the company. This company has 86 members, an executive committee, and ten members as board of directors. They have a Memorandum of Association agreement with Be'nishan Producer Company, where they have to send two tonnes of vegetables every day. The company has also made MOUs with two departmental stores.

Action Taken

Instead of approaching middleman to sell their products, the members have started to sell their products with the help of Yacharam Farmers Producer

Company. YFPC has identified different channels for selling the agricultural products in the market. They have made MOUs with Be'nishan Producer Company, a government company. By doing this, they have assured the minimum support money for its members. Every day, they display and send the government prices of the agricultural products to its members through Whatsapp.

They have also started to provide fertilizers, seeds, equipment, and other technical support. They have implemented field activity to help them in the early detection of pests and other diseases. Subject experts go to the fields and conduct classes for the farmers and train them in the identification and management of pests and diseases. By this, they have improved the capacity of the farmers and enabled them to solve their problems by themselves.

To save the time and money of the farmers, they have started the grading system, which means on the bases of the quality of the product, they grade them into A, B, and Mixed. They have trained the farmers to grade their vegetables, fruits at their village and then they can bring to the company. This saves time and money. Now they have started to extend their support to channelize the marketing facility to the value-added products of the members, such as pickles, papad, chutney powder, and other related products.

Lessons Learnt

- The team-building approach by building social capital brings effective and commendable change in rural lives.
- The government interventions have played a vital role in bringing a positive change among the women farmers.
- The support system is well established and implemented in an appropriate way, and it has made a remarkable difference in the rural areas.

Questions for Discussion

1. What is a Farmers Producer Company?
2. What is the need of Farmers Producer Company and what is its role in eradicating rural poverty?
3. What is the criteria to become a member of a Farmers Producer Company?

Couse Positioning

This caselet is suitable for courses of rural management, rural development, community organization and community development. It is also helpful in understanding cooperative system in the rural setting. This also helps to understand rural marketing system, agriculture system, community mobilization and social capital.

Photos



Sri Kshemalingeshwar Agro Producer Company Ltd.

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Kadaganch, Karnataka

Introduction

Narona is a small village in Aland Taluk, Kalaburagi District, Karnataka State. It is situated at a distance of 29KM from Kalaburagi. This village consists of a population of 11700 (6115 male and 5585 female) with 7 wards, 8 Anganwadi Centers, one community health center, 42 women self-help groups, one Farmers' Cooperative Society, 7 private finance and leasing companies, one bank, one police station, 5 Government Schools, (two primary, one higher primary, one high school, one Urdu primary, and high school), one pre-university College, and one private industry training Institute (ITI college). The village also has 3 private schools, one Rait Sampark Kendra, Gram Panchayat, 2 Government Brown Gram Purchasing Centers, 8 Community Halls, one Atal Ji Janaseva Kendra (Nadakacheri), one Farmer Producer Company, milk dairy unit, one Post Office and one library. The primary occupation of the villagers is agriculture and allied activities.

Farmer Producer companies are popularly known as FPOs. In India, FPOs are playing a vital role in eradicating middleman exploitation and empowering the farmers. FPOs have introduced controls over the middleman and minimal exploitation in marketing the farmers' produce in the market. They also help the farmers to channelize the marketing process of their farm products, empower the farmers and make them independent.

Sri Kshemalingeshwar Agro Producer Company Ltd. (SKAPC) got registered under the Companies Act in 2016. This company is a brainchild of NABARD and World Bank. It is a Non-Government Organization (NGO) based on FPO. NABARD and World Bank and Mysore Resettlement and Development Agency (MYRADA) jointly initiated and collaboratively worked

to establish and promote these FPOs in rural areas. In the year 2015, they started to gather farmers and hold meetings in the respective villages and started sensitizing farmers and making them understand the importance of FPOs. In 2016, about 550 farmers from 18 villages were ready to take the initiative, and they formed the Sri Kshemalingeshwar Agro Producer Company and established its office at Narona village, Aland Taluk, Kalaburagi District. At present, 900 farmers are members of this company.

Initially when MYRADA and NABARD approached farmers to form this FPC, farmers were skeptical and not happy with the concept. They were not that much confident about being part of this company. But MYRADA workers continuously visited and motivated farmers to form groups in four villages, namely Narona, Gunj Babalad, Bombali and Basavan Sangolgi. They formed village level committees, and from that committee, they formed and registered the Farmers Producer Company. They collected Rs.1000/- from the farmers as a share in the company. Gradually this company reached 19 villages surrounding Narona.

The primary agenda of Sri Kshemalingeshwar Agro Producer Company is to empower the small and marginal farmers. Gradually, many large and medium farmers also become part of this company. Initially, when NABARD and MYRADA staff went from village to village to mobilize farmers, many medium and large farmers explained how they are vulnerable and the support they needed. Then they discussed with other small and marginalized farmers, and finally, included medium and large farmers in Sri Kshemalingeshwar Agro Producer Company.

The company faced challenges in the procurement of farmer products. Arranging the vehicles and tackling the other companies without compromising the

interest of the members was a bit challenging for them. Gradually they found ways to face and come out from these challenges.

It was difficult for SKAPC when it started to convince the farmers and make them understand the importance of having an FPO. Gradually they were able to get the attention of the people. NABARD and the World Bank provide regular support to this company. Since NABARD has introduced this, there were not many trust issues. From 550 to 900 members, the journey became tough.

The first procurement resulted in heavy losses. Now people from different villages come to them and get solutions for their problems, both members and non-members. Many government and non-government officials visited this company and appreciated their efforts. In the last financial year the company had a turnover of Rs.10 crores. This company made experiments with the procurement and marketing strategies, and this has brought great success to the company.

Activities carried out from the FPC

The initial activities of Sri Kshemalingeshwar Agro Producer Company were identifying and listing the major farm produce in the area. After listing out the farm products, they meet different buyers in the nearby area both in Karnataka and Maharashtra, so that they can fetch a fair price for the products.

This area is well known for the Brown Gram (Tur Dal) production, and the company focused on the procurement of Brown Gram, Black Gram, Horse Gram and other pulses. Along with pulses, the company started to procure millets and encouraged farmers to grow the millets. Instead of waiting for farmers to bring their products to the company, they began to visit the farmers (both members and non-members) farms and started to procure the products. First, they purchase the members' produce and after that they buy the non-members' products. They maintain a 80:20 ratio, i.e., 80% from members of the company and 20% from the non-members of the

company. They are continuing this ratio in all the activities of the company, such as procurement, providing fertilizers, and other input services. Also, they visit weekly markets in member villages and buy directly from the farmers and take to the market. They believe that this has created a significant impact on the company's growth. They take the members for an experiential tour/ field visits twice annually, where they meet different farmers who are practicing innovative agriculture methods. It helps the members to enhance their agricultural skills and adds on to their existing knowledge. This FPC has adopted revenue and service-based module, and is focusing on revenue-generating activities and also focusing on the betterment of the members by providing excellent services to their members.

Services Provided by Sri Kshemalingeshwar Agro Producer Company

Input Services: these are the services provided to both member and non-member farmers.

- Tractor for plowing the land
- Fertilizers
- Pesticides
- micronutrients
- Harvesting Sheets

Output Services

Procuring: Brown Gram, Green Gram, Black Gram, Horse Gram, Black Eyed Peas, Sesame Seeds, Mustard Seeds, Soybean, Wheat, Jawar, Bajra, Bengal Gram (chickpea), Navane, Harke, Same, Save, Oodalu (millets)

Exposure Visits: members of the FPC are taken to the model farmers' farms, for exposure to the best practices.

Strategies Used

- Instead of waiting for farmers to come to the company, they have started to visit the

farmers' farms to collect their products (procurement). They weigh in front of them and load onto the vehicle.

- They purchase directly from the farmers in the village markets.
- They procure all the products produced by the farmers on their farms.
- They provide input services, such as harvesting sheets, fertilizers, pesticides, micronutrients, etc.
- A tractor was purchased and provided to serve the farmers at a less price as compared with the other service providers.
- Members are taken for farm visits of other progressive farmers to make them understand the different practices of various farmers.
- Farmers are encouraged to practice an innovative method of agriculture practice.

Challenge

Bringing farmers under one umbrella where all have different interests and different agriculture practices was the initial challenge for the company. Farmers were also not having that much confidence in this new idea, and they were discouraging. It was risky. Still, they came together and formed the company. When the first procurement happened, it was an awful experience for them as they incurred heavy losses and could not help themselves. Subsequently, from the next year they became more strategic and careful. Soon after purchasing the products they shifted to the market and got a reasonable price, and so they got good profits.

Strengths

The members and their motivation and dedication to help themselves and other farmer friends is the fundamental strength of this company. They have proved the importance of their existence in improving the farmers' life. They always compare their facilities and services with other agencies which provide similar services. If the farmer is getting benefit from the other agencies then he is encouraged to go and

get the assistance from that agency. Putting farmers' interests/benefits as their priority has always made them attract the farmers, both members, and non-members. The team-building approach is a critical factor in enriching social capital, which adds strength to rural development activists. Building social networks give a better or more effective way to address the social problems.

Threats

The price fluctuations in the market always create a threat to the company. Since the company does not have any fixed buyers, they are still in search of better alternatives for selling their products. Every time they experiment with new buyers and try to get the best out of the experience.

Impact

The FPC has made a great impact on the farmers' lives. Farmers have opined that this company has met the market challenges successfully.

- Farmers started to get the chance to share their experience with the other farmers and enhance their knowledge.
- Strategies were used by the company to analyze the market and enhance the opportunities.

Photos



Narona Village

(Aland Taluka, Kalaburagi District, Karnataka)



Discussion with NABARD Staff and Sri Kshemalingeshwar Agro Producer Company Ltd. CEO



Brown Gram Purchasing Center (Tur Dal), Narona



Sri Kshemalingeshwar Agro Producer Company Ltd. Narona



Discussing with the Gram Panchayat Staff, Narona

Sahaja Farmers Producer Organisation

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farming and started practicing it. Soon, *Sahaja* provided market access to their products so that they may sell it at genuine prices without incurring losses.

Introduction

Farmer Producer Organisations (FPOs) are groups of rural producers coming together based on the principle of membership, to pursue specific common interests of their members by developing technical and economic activities that benefit all their members and maintaining relations with partners operating in their economic and institutional environment. *Sahaja Aharam Organisation* started in 2009 and became an FPO in 2014, named as *Sahaja Aharam Consumer's Cooperative* in Hyderabad district of Telangana. It is basically working with all women farmer producer groups. Each FPO has a board of directors consisting of 5-15 members. A full time CEO is appointed with substantial power of management.

Challenge

The biggest challenge was to convince farmers to switch to organic and sustainable methods of farming in the initial years. Since farmers were practicing non-organic ways of farming since long time with use of intensive fertilizers giving them satisfactory yield, they were just not ready to change their ways of farming easily. It took *Sahaja* lots of efforts to bring them on the pathways of organic farming.

Response

Sahaja Aharam FPO as a response to deteriorating quality of production and land due to high use of chemical fertilizers came up with the idea of collectivization of farmers in order to make them enlightened regarding benefits of organic and sustainable farming. Slowly they started making farmers aware that organic farming is something which will make their livelihood sustainable as well. With time, farmers realized the real benefits of doing organic

Action Taken

Centre for Sustainable Livelihoods (CSA) is the most prominent supporting agency of *Sahaja*. *Sahaja* came up with the idea of 'informed consumerism' for the farmers. It is basically about making farmers capable of making sensible decisions and gaining useful insights before producing and selling any product and preventing them from getting exploited in the market. This helped farmers in setting their targets regarding the sale of their products. They also helped farmers on ensuring the optimum quality of the products. *Sahaja* gave technical support and market assistance and access to the farmers in order to sell their products properly in a systematic manner. Furthermore, *Sahaja* came up with various capacity-building programs in order to skill farmers regarding various methods of organic and sustainable farming mainly for fruits and vegetables. This provided livelihoods to many in the local area as well.

Lessons Learnt

Organic farming is the driving force of sustainable farming. It needs to be practiced in much more broader arena in order to protect and maintain the soil's health and health of human beings as well. *Sahaja* emphasizes mostly on the agro-ecological approaches towards farming and building knowledge and skills of sustainable ways of farming.

Questions for Discussion

1. How has organic farming changed the lives of the farmers associated with *Sahaja*?
2. What are the prominent benefits of organic farming?

Course Positioning

This caselet can be used in studying agro-ecological approaches towards farming. This also holds much relevance for studying various methods and techniques of organic farming in the field of agriculture.

Photos of Sahaja FPO Products



Navashakthi Farmers Producer Company Ltd. (Thimmampeta)

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Farmer Producer Company

Producers of agricultural products can form groups and register themselves under the Indian Companies Act. These FPOs are created as clusters at village levels. FPOs aim at engaging the farmer companies to procure agricultural products and sell at profitable prices. Supply of inputs such as seeds, fertilizers, machinery, market training, financial and technical advice are major activities of Farmer Producer Organizations. A concerted comprehensive campaign is needed to create awareness among farmers to start an FPO.

Introduction

Thimmampeta Village is in Zaffergadh Mandal of Warangal District, Telangana. In this village, the total population is 2,450. The female population is 1212 while male population is 1238. There is a primary school, a Z.P.S.S. and Sub Primary Health Center.

Nava Shakti Farmers Producer Company started in the year 2016 with help from Mari NGO. In the village total land is 2500 acres. Total shareholders are 120. Each shareholder's contribution is Rs.1100. The FPO started selling fertilizers and pesticides. This company conducted several training programs such as shareholders training and board of directors training. There are 10 directors and one chair person in this village.

Challenge

Thimmampeta village has 493 households. Average farmers' land is 2.5 acres. Most cultivated crops are paddy, cotton and maize. Major challenge is that fertilizers and pesticides are not provided within time. Warehouses are not present in the village. Bank loans

are hard to get and awareness levels are very low.

Response

Shri Raja Moil is the Chairperson of Navashakthi F.P.C Thimmampeta. The main aim is engaging the FPC to produce agricultural products and sell at profitable prices. There were initial problems but now it is running smoothly. Mari NGO created awareness and explained the importance of the FPC by conducting several meetings which led to the formation of Navashakthi FPC.

Action Taken

Navashakthi FPC's business plan is to increase its shareholders, sell the seeds/fertilizers and vegetables.

Chairperson and Board of Directors of the FPC see to it that the requirements such as seeds and fertilizer and equipment are provide in proper time. They also see to it that training programs on agricultural problems and adoption new technologies are conducted regularly. Facilitating of bank loans and building warehouses in the village and providing support price for the agricultural products are major concerns.

Lessons Learnt

The FPC's prime advantage is saving time and money. Seeds, fertilizers and machinery are supplied regularly to the farmers. All rural areas need such type of organizations for economic and social upliftment.

Questions for Discussion

1. What is an FPO?
2. How is an FPO formed?
3. What are main advantages of FPO?

References

- 1) Primary data
- 2) Websites

Photos



Navashakthi FPC

Corporate Social Responsibility, Rural Development and Higher Education Aurobindo Pharma Ltd.

Nishant Kumar

Research Scholar, MGNCRE Fellow

Central University of Punjab

Visiting Research Scholar at Deakin University, Australia

Challenge

Rural literacy is one of the major challenges for our government. Key variables such as literacy levels and educational achievements are fundamental development indicators for a developing nation like India. Education also indicates quality of life, awareness levels and also levels of skill of people living in the society. Improved literacy rate and better educational levels definitely have a positive impact on the all the social parameters. Education parameter is given high weightage in measuring the Human Development Index as well.

Data suggests that almost 69% of Indian population, roughly 930 million people, reside in rural areas. As per NSS report, 75.7% males and 62% females are literate in rural India. Further, 34.9% of males and 31.9% of females have completed primary level education while 12.8% of males and 9.6% of females have completed secondary level education as per the NSS Report.¹⁰

As far as adult literacy is concerned, the adult literacy rate (15+) for males is 78.8% against 59.3% of females as per 2011 census. In urban India 88.3% adult males are literate against 74.1% rural adult males.¹¹

Response

Considering the importance of education, India has enacted Right to Education Act to ensure free and compulsory Education for children in the age group 6-

14 years. The government has further enacted the mandatory CSR provisions in Indian companies Act, 2013 in order to make the corporations/industries to be partners in ensuring free and compulsory education for children in the age group 6-14 years. As a result of this law, many corporates came forward to bring social change under their CSR activities.

Corporate Social Responsibility in India: A Tool for Rural Development & Ensuring Quality Education

Corporates and society particularly rural society have always been associated with each other in terms of their mutual interdependence. The inter-relation between corporations and the rural society can be seen in various facets of operation such as use of raw materials for manufacturing products; empanelment of large number of workers, consumption of water, use of renewable and non renewable energy and production of waste and emission of toxic and other harmful elements. In this system, corporates come under the continuous commitment of CSR. This commitment of companies can suitably be placed under ethical behavior and generous liability of imparting the living norms of society at large.

India's new Companies Act, 2013 introduced several new provisions which change the face of Indian corporate business. One of such new provisions is Corporate Social Responsibility (CSR). The concept of CSR rests on the ideology of give and take. Companies take resources in the form of raw materials and human resources from society. By performing the task of CSR activities, the companies are giving something back to the society. Corporate Social Responsibility (CSR) is one of the most important parts under the new Companies Act, 2013 which has been introduced to compensate

¹⁰ Information taken from http://www.mospi.gov.in/sites/default/files/reports_and_publication/statistical_publication/social_statistics/Chapter_3.pdf, last visited 03.03.2020.

¹¹ *Ibid.*

the loss to society and environment both. The companies on whom the provisions of the CSR shall be applicable are contained in Sub Section 1 of Section 135 of the Companies Act, 2013. As per the said section, the companies having Net worth of INR 500 crore or more; or Turnover of INR 1000 crore or more; or Net Profit of INR 5 crore or more during any financial year shall be required to constitute a Corporate Social Responsibility Committee of the Board "hereinafter CSR Committee" with effect from 1st April, 2014.¹²With increased media attention and repeated demand from all the stake holders, the companies seem to have started complying with the mandates of CSR regulations for last two years.

Action Taken

CSR in Education Sector and Rural Development in last four years: As per schedule VII of Indian companies Act 2013, promotion of education¹³ and rural development¹⁴ is considered as CSR policy of company. The Act provides for mandatory contribution towards CSR with education and rural development being specified as an eligible activity. The higher education sector is expected to be a major beneficiary of this mandatory CSR provision resulting in improved funding for the institutions (see Table I).

The educational institutions at times, face many challenges including decreasing public expenditure, mass expansion of higher education, increased accessibility of higher education, internationalization, student access and mobility, diversification and commercialization of higher education, and the impact of information and communication technologies. Under the new circumstances such as the globalization, privatization of the education institutions and competition in higher education industry, many higher

education institutions are struggling in order to compete and survive in the changing face of the industry.

By implementing CSR strategies, higher education institutions can now be safeguarded and secured against fund scarcity. Ensuring CSR expenditure to higher education institutions, the institutions may discover the opportunity to move the focus beyond the classroom into their own institutional operations. With the increased investment through CSR in higher education, these HEIs can be expected to function as social institutions actively for fostering social responsibility and community engagement across the various sections of society.

¹² Section 135 of the Companies Act, 2013.

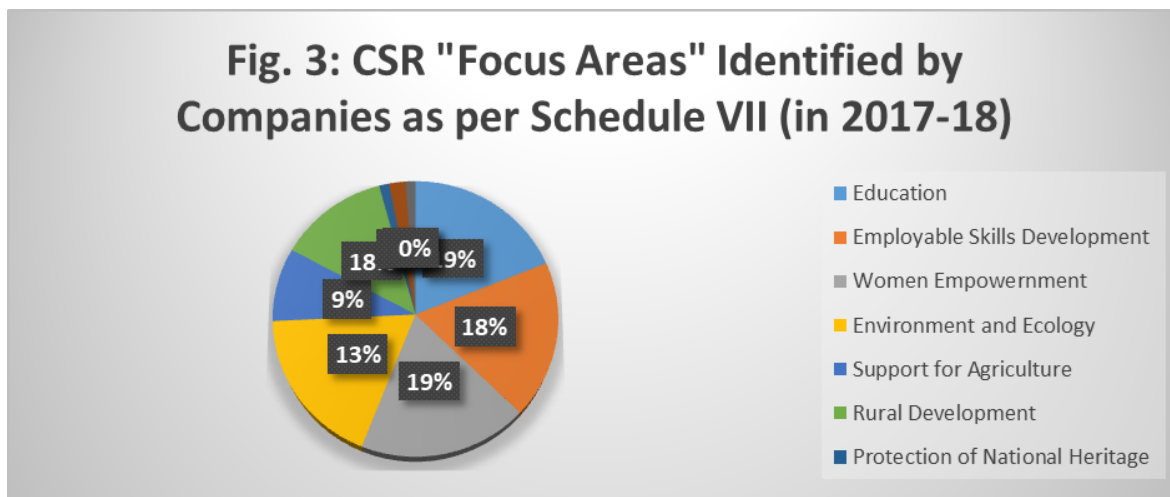
¹³ Schedule VII, items (ii) of Companies Act, 2013 reads as "Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled and livelihood enhancement project".

¹⁴ Schedule VII, items (x) of Companies Act, 2013 reads as "Rural development projects".

Table I : Data showing sector CSR expenditure in Education & Rural Development¹⁵

Development Sectors	Amount Spent FY 2014-15 (INR Cr.)	Amount Spent FY 2015-16 (INR Cr.)	Amount Spent FY 2016-17 (INR Cr.)	Amount Spent FY 2017-18 (INR Cr.)
Education, Differently Abled, Livelihood	3,188.09	4,942.55	5,511.29	3,486.76
Rural Development	1,059.34	1,379.08	1,548.94	1,066.51

Table II : Data showing sector wise expenditure¹⁶



¹⁵ Data collected from National CSR Portal, Maintained by IICA under ministry of Corporate Affairs, available at www.csr.gov.in , last accessed 25th December 2019.

¹⁶ *Ibid.*

From the above given data, it is amply clear that the highest amount of CSR expenditure is being made on education and rural development. Major chunk of expenditure in education segment is generally spent on the educational institutions which is by and large maintained and run under the control of same business doing CSR.

While going through the fees structure of the HEI and schools maintained by these businesses under CSR activities it shows that the fees are largely unaffordable and inaccessible by marginalized Indian population. It is hence standing inconsistent with the objectives sought to be achieved by CSR regulations. Keeping broader objectives of CSR in view, the current laws require a robust mechanism for enforcement in order to achieve considerable results. In most of the cases, it has been found that many of companies do false reporting in order to avoid penalties. The wrong reporting of the CSR has now become one of the major challenges and hence a legal framework ensuring true and transparent compliance of CSR laws by businesses is the need of the hour.

Learning

- The CSR initiatives are reaching out to the rural people with the help and support of government.
- It has been observed that Indian companies are now investing large CSR amounts in the rural areas which were previously confined to the urban areas only.
- The people started knowing about Aurobindo Pharma and its CSR initiatives from the logo and name pasted on the prominent and conspicuous place of the college.

- The students are motivated due to availability of better infrastructure of their college, state of art infrastructure, placement support being provided by expert people through the help of IT giant Infosys Ltd.
- The company doing CSR activities in the rural area must be awarded and motivated by the government and the example should be set up for other companies to come forward and help rural population of our country.

Questions for Discussion

1. What problems of rural education were addressed through this CSR model?
2. Write down the different ways through which this model can be made applicable to all other companies?
3. Can this CSR model be replicated in other rural areas?
4. Does the current CSR policy require any change?
5. Should the company be penalized for non-compliance of their CSR duties?
6. How can companies be made more responsible towards their CSR duties?

Course Positioning

The caselet is suitable for a course in CSR and Rural Development. It may also be made useful for the training program on CSR activities in India. The caselet illustrates how CSR is currently working and what are the challenges ahead in its implementation. This caselet basically highlights CSR and the Indian education system. Hence, it can also be referred to all who want to explore the connection between CSR and education system.

Farmer Producer Organisation - Role in Rural development

A Study of Midikonda Village

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Introduction

The Farmer Producer Organisation is a type of producer organisation where the members are farmers. Small Farmers' Agribusiness Consortium (SFAC) provides support for promotion of FPOs. PO is a generic name for an organization of producers of any produce, e.g., agricultural, non-farm products, artisan products, etc. now state and central governments are promoting this farmer producer's organization with help of NGOs. Producer organizations in the form of producer cooperatives exist for over a hundred years in India. The Primary Agricultural Cooperative Society (PACS) is one of the oldest forms of producer organizations in India. In addition to the cooperatives, there have been many other forms of producer organizations catering to specific or multiple function(s) such as self-help groups (SHGs), Federation of SHGs, Common Interest Groups (CIGs), Joint Liability Groups (JLGs), Farmers Club, Producer Organizations, and Producer Companies. The Government of India, NABARD, Ministry of Rural Development, Ministry of Agriculture and state governments have been investing largely on these organizations in the recent decades.

FPOs are essential for the empowerment, poverty alleviation and advancement of farmers and the rural poor. The Ministry of Agriculture has declared the year 2014 as the Year of the Farmer Producer Organizations. In 2014, the Union Budget of India, the first of the newly-elected NDA- led government, announced Rs. 200 crores (\$34 million) to support the establishment and promotion of POs through NABARD. The fund is called Producers Development and Upliftment Corpus (PRODUCE). Through better marketing of agricultural products and bargaining for lower interest rates from the banks, smallholder

farmers will be able to expand their employment opportunities and increase their rural incomes.

The Pudami Farmer Producers Organisation in Midikonda village, Mandal Ganpur, District Jangaon was established in 2018. The total population of Midikonda village is 4220. Males are 2124 and Females are 2,096 living in 957 Houses. Total area of Midikonda is 4231 hectares. Telugu is the local language here. Postal Head Office is Midikonda. Warangal, Jangaon, Karimnagar, Siddipet are the nearby towns to Midikonda village.

Transportation: By road Warangal is 10 km from Midikonda. Road connectivity is there from Warangal to Midikonda. By train Kazipet Junction and Kazipet Town are nearest railway stations to Midikonda. Not only buses but also Autos and Tractors are available in this Village. The village has Kuccha roads.

Education: Government Primary, Middle and Secondary Schools are available for Intermediate while under graduation students have to go to Warangal or nearby towns.

Health: One Government Primary Healthcare Centre and 2 RMP doctors are available in this village. For better treatment the people travel to nearby towns. Most of the households have proper toilets and they are using it. Open Drainage System is there in this Village. There is no system to collect garbage on street. Drain water is discharged into sewer plant. Mobile network coverage is available.

Resources: Canals and borewells are the water sources for cultivation and drinking and sanitation. Electricity Power supply with 18-hour power supply in summer and 20-hour power supply in winter are available in this village. The village people's livelihood

is agriculture and cultivation. Among the farmers most of them are marginal and small holding farmers. They are producing rice, cotton, maize, chilli and annual crops. Dairy, poultry and vegetable businesses also thrive in the village and are major income sources to this village.

Anganwadi Centre, ASHA, Birth & Death Registration Office, Daily News Paper and Polling Station are the other amenities in the village. In this village all religious place of worship are seen.

Total irrigated area in this village is 500 hectares. Most of the irrigated area depends on canal water source. For Drinking-Water and Sanitation Treated Tap Water Supply is available all-round the year. Hand Pumps and Tube Wells/Boreholes are other Drinking Water sources.

Before Pudami Farmer Producer Organisation in this village the Self-Help Groups had done some activities such as supplying fertilizers, pesticides and seeds to farmers. With help and motivation from NABARD, MARI NGO conducted awareness programmes to motivate the farmers to join in the FPO. Along with SHG group members the male farmers also took membership in this FPO. With cooperation of NABARD the farmers registered Pudami Farmer Producer Organisation in 2018. This FPO started with 50 farmers and now the membership is 190.

Structure of the FPO: The structure of the FPO is a chairman and a vice chairman and 10 other board members. The present chairman is M. Yadagiri. The membership deposit amount Rs 1100. Now this FPO has licence to establish sales outlets like fertilizers, pesticides and seeds to the member and non-member farmers.

Challenges

In this village most of the farmers' livelihood is agriculture. They have sufficient land and water resources to do cultivation. The farmers are producing products but there is no market to their products, no minimum support price, shortage for fertilisers and

seeds and also there is no transportation facility to travel to towns. The farmers depend on mediators. Because of all challenges mentioned no economic development is seen in the village. To overcome challenges the farmers and MARI NGO initiated this Pudami FPO with the help of NABARD.

Response

The farmers are doing cultivation but profits are being usurped by the mediators. To overcome this challenge, the farmers of Midikonda village formed as a group and with cooperation and coordination established a Farmer Producer Organisation and registered it as Pudami Farmer Producer Organisation with the help of MARI NGO in the year 2018. NABARD has given financial support to start the FPO and each member contributed Rs.1100 as share capital. The members and NGO initiated awareness programmes to increase membership in the FPO.

Action Taken

Through this Pudami Farmer Producer Organisation the farmers are developing economically.

- With the help of NABARD, the member farmers are getting crop loans liberally.
- The FPO established business relationship with fertilizer, seed, pesticides producing companies. Because of this, the member farmers are getting their fertilizers with low cost and on time.
- Because of huge production of this FPO, people came to the village, purchase whole products with minimum support price or market price whichever is high without any mediator intervention.
- Without any transportation cost they are selling their products at their door step because of their Producer Organisation.
- The Agriculture Department employees are visiting the farming fields and giving their suggestions to increase the productivity and to avoid diseases.

- The benefits are attracting the non-member farmers also attracted towards this FPO.

Lessons Learnt

- Because of this Pudami Farmer Producer Organisation in the village coordination and cooperation is well established among the farmers.
- The FPO is the best solution to eliminate mediators in agriculture sector.
- The FPO is the best source to take sound decisions after lot of discussion.
- There are many opportunities for the FPO to establish warehouse, food processing units, seed processing plants and to purchase big machinery

Feedback from Farmers

The farmers of this Pudami Farmer Producer Organisation are happy because of facilities available in this FPO. Good relationship has established among the member farmers. The farmers are confident about their debts. After this FPO establishment there are no suicides. The farmers are happy about FPO sales outlets.

They are planning to implement new technology in cultivation to overcome labour shortage. Overall, the farmers are satisfied with this FPO.

Questions for Discussion

1. Why is the FPO limited to only farming activities?
2. Why is this FPO not starting organic farming?
3. Why did this FPO limit to few sales outlets for fertilisers and seeds?

Photos



Pudami FPO Sales Outlet and Office



Interaction with Vice- Chairman Sri Somaiah



Interaction with Member Farmers



AGEEWA FPC: A Women Collective to Ensure the Identity of Women Farmers

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Introduction

In India, a vast majority of rural women are involved in agriculture either as cultivators or labourers. Even though women are involved in every aspect of farming, they are not considered as farmers. Despite the task performed and time spent by women in agriculture is greater than men, the market and income are largely controlled by men. Women farmers are not getting enough access to credit, inputs and other extended services. Innovative institutional and operational mechanisms and business models need to be developed to enable them to face these issues.

It is in this context, People's Action for Creative Education (PEACE) NGO took the initiative to form AGEEWA FPC. It is an initiative of Mr Nimmaiah for improving the living conditions of poor and marginalised farmers, women, children and disabled persons. As a part of the movement by the government to form and promote Farmer Producer Companies (FPCs), PEACE formed AGEEWA with the support of NABARD.

AGEEWA, Farmers Producers Companies Ltd. was established in 2018 under Companies Act 2013, in the village of Bhongir in Yadadri Bhuvanagiri district. It is involved in agriculture and related business activities to facilitate women farmers. It works with the principle of collectivisation to benefit its members from economies of scale. It adopts a social approach to deliver inputs and technical know-how to the women farmers.

Yadadri Bhuvanagiri is one of the poorest districts in Telangana with a rural population of more than 85%. Agriculture is the main occupation of these rural people. 49% of the population constitutes women.

Women also become part of this agriculture, but they are not even identified as farmers. AGEEWA a Farmers Producers Company was formed to change their destiny. Mr K Nimmaiah who worked for the vision of a society without exploitation stepped towards the goal of women empowerment as a Capacity Building Officer of AGEEWA. Mr G. Srinivas was appointed as CEO and Mr. Mahesh as Senior NGO Coordinator.

Challenge

AGEEWA was formed with prominent objectives, however villagers had to face many constraints that limited their access to profitable economic activities. While institutional building, AGEEWA must mobilise women farmers. Lack of vision and planning of farmers, resulted in AGEEWA facing difficulties in mobilising farmers and promoting organic farming. Farmers were obsessed with fertilizers and pesticides to enhance crop yield. Farmers believe that the same land will produce less without synthetic fertilizers and other pesticides and other tools used in conventional agriculture. It needs immense grit and gumption to change the attitude of farmers. The grant of Rs.150000 from NABARD was meant to use only for the initial expenses in establishing the Farmers Producers Company. The matching grant from the Small Farmers' Agri-Business Consortium, NABARD and MAS is available only by fulfilling the target of 500 Farmers. So, it was essential to promote regular income generation activities to sustain AGEEWA. Even in the initial years of its formation, AGEEWA performed well in different parameters of its objectives like mobilization of women farmers, organic farming and business development.

Response

AGEEWA mobilized 531 women farmers for training at

Grama Panchayat Level and from that, 282 farmers purchased shares within this short span of time. They conducted monthly meetings for their members. As a part of legal compliance, they maintained different registers like Share Capital register, cash register, ledger, purchase register, stock register, sales register and business transaction books which help AGEEWA to be more transparent and accountable.

AGEEWA started to promote DEMO plots of organic millets and pulses using bio inputs in 23 acres. All the processes involved in organic farming were planned and implemented under the supervision of Agricultural University, Rajendranagar, Hyderabad. AGEEWA completed the GST registration processes and obtained seeds and fertilizers licences. They have procured 1292 quintals of Redgram from the farmers and supplied to HACA (Hyderabad Agricultural Cooperative Association). 406 bags of quality seeds were bought and distributed to farmers. They have undertaken 7.2 tons of fertilizer business. They have provided supplementary livelihoods opportunities to 25 women farmers. They often provide advocacy support to participate in Seed Melas.

Action Taken

An extensive awareness campaign was launched by PEACE to create awareness about FPC. They conducted several group meetings in the night to ensure the participation of a maximum number of women farmers as they won't be available due to farming. AGEEWA utilized the social capital among the members of village organizations of Self-Help Groups (SHGs), which are already there in the village for many years. AGEEWA conducted several awareness programmes among SHG members. They took membership of FPC in large numbers. Farmers are expected to have subsidized inputs and free concept. Hence, AGEEWA provides an incentive in the form of a new variety of seeds of Red Gram seeds to attract more farmers to join FPC. Even then, they are lagging to reach a benchmark of 500 members.

Initially, farmers were not interested in organic farming. They were in the belief that it won't be

beneficial as it reduces the production without fertilizers and pesticides. To overcome this, AGEEWA established field demonstration plots for cultivation of organic millets, organic paddy, Pigeon pea and SRI paddy with the active support of District agriculture Department and agriculture university. In 23 acres, millets, pulses and bio inputs were promoted organically by AGEEWA. These demo plots become an inspiration for many farmers to start organic farming.

The venture initially derived financial support for institution building from NABARD Rs.150000 which is used to pay salaries for staff, mobilising women farmers and provide training and capacity building of members. AGEEWA couldn't mobilize 500 farmer members to procure the grant of 5 Lakhs from NABARD. The financial crisis forces them to find other business opportunities to generate regular income for AGEEWA.

AGEEWA has taken many initiatives to develop business and marketing plans. They obtained both seeds and fertilizers licences. Farmers used to fetch seeds and fertilizers from local distributors or dealers at a higher rate. This increases their cost of production and profit realized by farmers was very low. Along with this, the quality of seed was another problem which causes severe loss in output. Hence, AGEEWA developed their business plan to buy seeds collectively according to the need and then distribute it to the farmers with a lesser price in the local market with a margin. It benefits both FPC and farmers.

The same business strategy was used in the fertilizer business. Even though they promoted organic farming, farmers dependency on fertilizers and pesticides made them find a business opportunity for AGEEWA. They identified the requirements of fertilizers for farmers and purchased it in bulk quantities and sold it to the farmers by taking a margin. Same as seed business both FPC and farmers are benefited from the economies of scale. From Fertilizers business, AGEEWA gained a net profit of Rs.21866 in total for the last 2 years after covering all the expenses incurred. They sold fertilizers to 364 farmers in the first year and 164 farmers in the second year. The promotion of organic

farming influences the farmers and the number of farmers who purchase fertilizers were reduced subsequently.

Besides, AGEEWA developed the business by procuring the harvests and selling it in the market, collectively. They analyzed that farmers producing Red Gram have been facing lack of proper marketing skills and are not getting a remunerative price in the open market for the crop. Hence, they took the initiative to start an authorised agency of Minimum Support Price Centre for Red Gram for a period from September 2018 to March 2019. They acted as aggregators of produce from farmers of Red Gram and increased the outreach of MSP operations to farmers from 3 Mandals. AGEEWA used a rented warehouse to procure and store the Red Gram. They procured 1292 Quintals of Red Gram from 234 farmers. MSP Centre price was Rs1675 higher than the market price of Rs.4000 of Red Gram per quintal. This benefited the farmers an addition of Rs.2164100. Simultaneously, AGEEWA gained FPC margin of Rs.73321 from HACA (Hyderabad Agricultural Cooperative Association). In addition, AGEEWA educated the farmers about value addition which will yield a better income. They trained the millet farmers and procured the millets after the value addition by farmers themselves. This ensured a better income for farmers.

Lessons Learnt

- Farmers support Farmer Producer Companies if provided with solutions to their problems.
- Success of Demo plots prove that making models that can be followed is the best approach to gain the acceptance from the community.
- The existing social capital among the members of Community organizations will reduce the efforts to mobilize member farmers for an FPC.

Questions for Discussion

1. What are the benefits of doing Demo plots?
2. Explain different challenges that AGEEWA faced in the development of the institution?
4. What kind of interventions are adopted to

mobilize women farmers?

5. What do you think about the strategy of doing fertilizer business of an FPC which promotes organic farming?

Course Positioning

The caselet is suitable for courses in marketing, business development and ethics. It will be helpful in introducing topics like an ethical dilemma, business development plans and motivational theories.

Photos



Visit to the registered office of AGEEWA FPC





Millet Promotion



FPC Business Promotion



Workshops on FPC modules



Support for Supplementary Livelihood

Rural Education through Corporate Social Responsibility in Jassi Pau Wali, Bathinda

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Challenge

Jassi Pau Wali is a village in Bathinda district of Punjab. The latitude 30.21 and longitude 74.96 are the geocoordinates of Jassi Pau Wali. It has a population of about 2945 persons living in 495 households. The native language of Jassi Pau Wali is Punjabi and most of the village people speak and communicate in Punjabi. Jassi Pau Wali is one of the lesser developed villages of Bathinda district.

Agriculture is the primary occupation of the village. Most of the villagers belong to low income group as their total family income lies between Rs.5000 to Rs.12000. The villagers and communities of Jassi Pau Wali face several challenges such as high illiteracy rate, scarcity of water, toxic soil, demographic changes, workforce development, capital access, infrastructure, health issues, land use and environment and community preservation. Compared to their urban counterparts, this village has less internet access, fewer educational institutions and less economic growth.

Illiteracy rate is one of the biggest challenges for this village. Educational backwardness is one of the major challenges. Due to low literacy rate, this village is reported to have produced fewer amounts of jobs in last few years. Literacy and level of education are basic indicators of the level of development achieved by a society. Spread of literacy is generally associated with important traits of modern civilization such as modernization, urbanization, industrialization, communication and commerce. Literacy forms an important input in overall development of individuals enabling them to comprehend their social, political and cultural environment better and respond to it appropriately. Higher levels of education and literacy

lead to a greater awareness and also contributes to improvement of economic and social conditions. It acts as a catalyst for social upliftment enhancing the returns on investment made in almost every aspect of developmental effort, be it population control, environmental degradation control, health, hygiene, employment of weaker sections of the society.

According to Census 2011, as many as 1800 persons in this village are illiterate. Of these 1000 are males and 800 are females. While the overall literacy rate is 48.8 %, the male literacy rate is 54.3% and that for females is 42.7%, showing a gap of 11.3 percentage points between the genders at the national level. Adult literacy rate (16+) for males is 28.8 against 22.3 for females in 2011. In 2011, just half of the rural adult females are literate against 76.9% urban females. 88.3% urban adult males are literate against 74.1 rural adult males.¹⁷

Response

Considering the importance of education, Several companies have come forward and have addressed their concerns through the creation of primary and secondary educational institutions, mobile hospital facilities, task forces and agencies under their CSR activity. Some of these efforts have existed for some time, such as the establishment of primary and secondary education, and Farmer Training Centre on how to increase productivity. Other efforts, including the scientific ways of farming and educational awareness camps in the village are more recent.

The efforts of villagers are also appreciable in this regard as they are able to understand the meaning of

¹⁷ *Ibid.*

Right to Education to ensure free and compulsory Education for children in the age group 6- 14 years. The government has further enacted the mandatory CSR provisions in Indian companies Act, 2013 in order to make the corporations/industries to be partner in ensuring free and compulsory Education for children in the age group 6- 14 years. As a result of this law, many corporations came forward to bring social change under their CSR activities.

The total rural literacy rate in Punjab is 72.5%. There are nine districts in Punjab which have low rural literacy than the average rural literacy rate of the state. The eleven districts - Ferozepur, Faridkot, Amritsar, Patiala, Sangrur, Muktsar, Mansa, Tarn-Taran, Barnala, Bathinda and Moga have low to moderate rural literacy rates. Another nine districts show high to very high rural literacy rates. The two districts Hoshiarpur and Rupnagar have rural literacy rate of more than 80%. The eastern part of Punjab is has higher rural literacy rate than the western part.

Action Taken

Construction of Government High School through CSR initiatives, Jassi Pau Wali, Bathinda

The researcher has visited Government Primary School in the village which has been built by Hindustan Petroleum Corporation Limited under its CSR activities. This school is a classic example of development of rural education through CSR initiatives. The school currently has enrollment of 500 students and runs classes up to VIII Std. The school is being run with the aid of State Government and provides free education for all. Majority of the students studying in this college come from the rural area (Jassi Pau Wali, Katar Singh Wala, Sultanpur, Kot Fateh, Gulabgarh, Gurdaspur villages). The school has adopted co-education, equally focusing on education of girls (under scheme of Beti Bachao, Beti Padhao). The entire course curriculum is designed by the Govt. of Punjab. The school administration opined that they are more inclined to give a practical approach to the students and at the end of their education, they must be able to fetch a good job.

The company has provided infrastructure for this school for smooth conducting of classes along with furniture, computer labs and playground. The total sanctioned budget for the construction was Rs.1.78 Crore which was sponsored by Hindustan Petroleum Corporation Limited under its CSR initiatives. The school has been shifted to the new building in December 2018. The school building has been constructed in approximately 20,000 square feet area, along with modern amenities and classroom infrastructure for more than 20 classrooms. The building has well equipped libraries and reading rooms set up for all the students.¹⁸

Story of Lovedeep Goyal¹⁹

Lovedeep Goyal, who belongs to a poor and marginalized family in the village Kot Fateh (approx 2 KM from school), is studying in class VII. His dream is to become a doctor and this school is helping him to realize his dream. His father is a daily wage labourer under MGNREGA Scheme in the village and his mother looks after his two brothers and sister at home. His monthly family income is Rs.7000. He comes from village Kot Fateh everyday by riding his cycle. Recently he has gone through six months computer course sponsored by Infosys. According to the class teacher, he is a quick learner and is able to learn many computer operations for carrying out basic computer works. The school is also expecting him to get good marks in his upcoming 8th Board exam and to receive scholarship by Punjab Government under the State Govt. initiatives for scholarship to meritorious students for higher education.

Lovedeep wants to become a doctor and to construct a big home at his village for his parents. He also wants his siblings to continue higher studies in a good university. There are many more like Lovedeep who are getting benefitted by the CSR activities of Hindustan Petroleum Corporation Limited. The company organizes computer training in the school at regular intervals of time for all the students and makes

¹⁸ *Ibid.*

¹⁹ Name changed in order protect the identity of audience.

them suitable for employment.

Learning

- The CSR initiatives are reaching out to the rural people with the help and support of government.
- It has been observed that Indian companies are now investing their huge chunk of CSR amount in the rural areas which were previously confined to the urban areas only.
- The people started knowing about the HPCL and its CSR initiatives from the logo and name pasted on the prominent and conspicuous places of the school.
- The students are motivated due to availability of better infrastructure of their school, state of art infrastructure.
- The company doing CSR activities in the rural area must be awarded and motivated by the government and the example should be set up for other companies to come forward and help rural population of our country.

Questions for Discussion

1. What problems of rural education were addressed through this CSR model?
2. Write down the different ways through which this model can be made applicable to all other companies?
3. Can this CSR model be replicated in other rural areas?
4. Does the current CSR policy require any change?
5. Should the company be penalized for non-compliance of CSR duties?
6. How can companies be made more responsible towards their CSR duties?

Course Positioning

The caselet is suitable for a course in CSR and Rural Development. It may also be made useful for the training program on CSR activities in India. The caselet illustrates how CSR is currently working and what are the challenges ahead in its implementation. This

caselet basically highlights the CSR and Indian education system and therefore it can also be referred to all who want to explore the connection between CSR and education system.

Photos



Conservation of Water, Protection of Environment through Corporate Social Responsibility in Ghudda, Bathinda

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Introduction

Ghudda is a large village located in the district of Bathinda in the state of Punjab in India. It has a population of about 5346 persons living in around 983 households. It was founded, in later half of 17th century, by Baba Ghudda, whose ancestors shifted from village Sur Singh(Wala) near Tarn Taaran, to village Wanger near Talwandi Sabo, the then Lakh Jungle area of Punjab. Ghudda was "a sleeping village" of the erstwhile Jungle Des. Ghudda is inhabited by persons of many castes and creeds. Now Ghudda is one of the most developed villages of Bathinda district.

Agriculture is the primary occupation of the villagers. The coming of Central University of Punjab (CUP) has brought a plethora of other jobs to the place with banking and education being other means of employment. With the emergence of University College Ghudda and Sports School, Ghudda, students moves here in bulk. Small restaurants and other grocery stores came into existence which has boosted the economy of the village. Services like tiffin and paying guests etc. have been started in village and has also become a source of livelihood for the people. Manual Jobs were created because of construction work of CUP in the village.

Challenges

Due to scarcity of water, this village is reported to have produced fewer amounts of grains in last few years. While almost 70% of the earth is made up of water, many parts of the world suffer from clean water shortage. Conserving water is important because it keeps water pure and clean while protecting the environment. Conserving water means using our water supply wisely and be responsible. As every individual depends on water for livelihood, we must learn how to

keep our limited supply of water pure and away from pollution. Keeping our water supply safe and pure will protect the water for the generations to come.²⁰ Conserving water involves refraining from water pollution. This requires the use of strategies that includes reducing wastage, prevent damaging water quality, and improve water management. The population must save the water today and provide a sufficient supply for the next coming years. Under the CSR activity of Ambuja Cement Limited, this village has received many benefits and one of the most important assets created by this company is construction of water reservoir in this village.

Response

From an obscure village with dusty streets and unhygienic environment in the hinterland of the Malwa region, Ghudda is now being transformed into a township with modern infrastructure as the Central University of Punjab (CUP) and several other prestigious educational and technical institutions are coming up in its neighborhood.

A piece of 562 acres of land has been acquired for CUP. Construction of the University College at a cost of Rs 12 crores is in full swing. The other institutions that are coming up are the Sports School, Horse Riding Institute of the Remount and Veterinary Wing of the NCC, Veterinary Pharmacist College and a 50-bed Hospital. The university is also considering a proposal to construct water reservoir for the development of villagers.

The area is getting transformed into a hub of academics and sports. The area is being given a magnificent look by widening the nearly 30-km double

²⁰ *Ibid.*

lane road leading here from Bathinda. The village panchayat of Ghudda has suddenly become rich as it has earned an amount of Rs 5.10 crores by way of giving its land for CUP. Under the new development plan, the dusty streets in the village would get an interlocking pavement and a proper drainage system. The village would also have a separate sewerage system so that any visitor to CUP or any other institute finds a pleasant environment.

A sum of Rs.58 lakhs has been earmarked for pre-mix blacktopping of roads. Every household would have piped supply of drinking water. A sports school is being established by the government to train the youngsters and restore Punjab's leading position in the field of sports. The Sports School would have six playgrounds including two each for basketball and volleyball, football, hockey and an athletic track that would cost about Rs.45 lakhs.

The AstroTurf for Hockey and Synthetic Athletic Track is estimated to be set up at a cost Rs.10.15 crores. Besides, an Indoor Stadium is also being constructed at a cost of Rs.4.29 crores. Construction of the 5336 square feet horse stable of the riding school is also in progress.

Action Taken

Construction of Water Conservation Pond, Village Ghudda, Bathinda under CSR Activity

The researcher has visited water conservation plant in Ghudda village, Bathinda which has been built by Ambuja Cement Foundation under its CSR activities. This water conservation plant is a classic example of water conservation and its effective utilization for rural development through CSR initiatives. The water plant has storage capacity of 7257 m³ which is utilized for agricultural purpose and other purposes as well. The plant is being run and maintained by village Panchayat fund with the aid of State Government and it provides free access of water for all. Majority of the farmers receiving benefits in the village also contribute to the plantation drive reserved for nearby plant areas. The entire infrastructure of the plant has been designed and installed by Ambuja Cement Foundation.

The company has provided the infrastructure for this water conservation plant for smooth supply of water to all. The plant construction took place in the year 2018 and it almost took 1 year to be constructed. The total sanctioned budget for the construction was Rs.1.89 Crore which was sponsored by Ambuja Cement Foundation under its CSR initiatives. The construction is in approximately 35,000 square feet area, along with water supply pump and green park for amusement to common mass. There are well equipped pump house and supply rooms set up for supply of water to all.²¹

Story of Kulwinder Singh²²

Kulwinder Singh is a small farmer of village Ghudda, presently having 4 acres of land, solely dependent on his farming produce for his livelihood.

His dream is to support his family from his farming income and this water plant is helping him to realize his dream. He also works as a daily wage labourer under MGNREGA Scheme in the village during his free time. His wife looks after his two sons and two daughters at home. His monthly family income is Rs.7000. Recently he has gone through training for increasing productivity organized by Indian Council of Agricultural Research at the village. The water plant proved to be a boon for him as he is able to manage three product cycles in a year due to availability of water. He also produces vegetables and other grains which can be said as cash crops. This plant has not benefitted him alone but also changed the fate of many farmers like him in his village. All the farmers are able to maintain healthy life due to increase in their income. Some farmers claimed that their income drastically increased due to availability of water in all seasons for all the villagers.

Kulwinder wants to support his children's education and construct a big home at his village for his family. He also wants his children to continue higher studies in a good university. There are many more like Kulwinder who are getting benefitted by the CSR activities of

²¹ *Ibid.*

²² Name changed in order protect the identity of audience.

Ambuja Cement Foundation. The Indian Council of Agricultural Research organizes agricultural training in the village at regular intervals of time for all the farmers and help them in increasing their productivity.

Learning

The CSR initiatives are reaching out to the rural people with the help and support of the government.

- It has been observed that Indian companies are now investing in CSR activities in the rural areas which were previously confined to the urban areas only.
- The people started knowing about Ambuja Cement Limited & Indian Council of Agricultural Research and its CSR initiatives from the logo and name pasted on the prominent and conspicuous places of the village.
- The farmers are motivated due to availability of water for agriculture in their village and increase in productivity and income as well.
- The companies doing CSR activities in the rural areas must be awarded and motivated by the government and the example should be set up for other companies to come forward and help rural population of our country.

Questions for Discussion

1. What problems of farmers at Ghudda village were addressed through this CSR model?
2. What are the other ways through which the farmers can receive increased income and better productivity?
3. Write down the different ways through which this model can be made applicable to all other companies?
4. Can this CSR model be replicated in other rural areas?
5. Does the current CSR policy require any change?
6. Should the company be penalized for non-compliance of CSR duties?
7. How can companies be made more responsible towards their CSR duties?

Course Positioning

The caselet is suitable for a course in CSR and Rural Development. It may also be made useful for the training program on CSR activities in India. The caselet illustrates how CSR is currently working and what challenges are ahead in its implementation. This caselet basically highlights the CSR and conservation of water and environment protection. Therefore it can also be referred to all who want to explore the connection between CSR and environment management.

Photos



Navyug Kisan Producer Company Ltd. – An FPO in Lucknow District

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Introduction

In 2014 an FPO was registered in Kaji Khera Village, Malihabad Block of Lucknow district by the name of Navyug Kisan Producer Company Ltd. It was motivated by the efforts of Uttar Pradesh Bhumi Sudhar Nigam (UPBSM), which is a U.P. Government undertaking. Seven founder members viz. Mr. Anil, Mr. Vasudev Singh, Mr. Iqbal Ahmad, Mr. Ram Jivan, Mr. Ram Kumar, Mr. Wasim and Mrs. Bhagwan Devi came together to form this Company. The primary objective was a two-way benefit, to the villagers involved and the company that was formed.

Challenge

It has been 5 years since the FPO came into operation. However, getting people to change their ways and procuring branded stuff from the Company has been very difficult. Besides, the Company has not been able to create a market for the produce of the farmers. Hence the motivation to associate with the company has been very limited. The board of directors also is finding it difficult to create a market for the farmers and most of those who were actively involved are soon losing interest in the Company.

Response

The office is located in Malihabad block, about 30 Km. from the capital city of Uttar Pradesh, Lucknow. The office was bought by the Company through a grant of 4.5 lakhs by U.P. Bhumi Sudhaar Nigam and a further grant was given for its construction. The members also contributed towards its completion and furnishing as per their capacity. The block is famous for its mangoes. In fact, export quality mangoes are produced here. Malihabad is also called the "Mango Capital of India". The major produce of the area is Mango; besides,

wheat and rice are also produced.

The Company largely deals in compost, pesticides, insecticides and micro nutrients. They get these products from IFFCO. There are 8 villages involved with the Company viz. Kaji Khera, Isapur, Hariharpur, Bagheshwarmau, Pehla, Jamaliya, Barkharwa and Saharwan. All these villages fall within a range of 12-13 km. There are 1004 farmers who have been registered as members of the company and take their products from the FPO. Besides them, 3000 farmers take their compost from the Company and do not go to other markets for it. However, for other products related to farming they still rely on other markets and are not ready to try them from the Company largely due to the price difference of local products.

The IFFCO shop/warehouse is very far from the village. When there is a bulk order, they send their requisition to the shop. Within a couple of days, the stuff is sent to the village. However, the Company has to pay for the transport fare of the vehicle. The saving per sack of compost is Rs.15 and out of this an average of Rs.6 per sack is paid for the conveyance and Rs.2 per sack for unloading it. Thus, the net profit per sack comes to Rs.7-8 per sack.

Convincing the new users is very difficult as they are used to their own ways. Besides, the local products they use are very cheap as compared to the products provided by the Company making the poor farmers reticent to use them. The positive point on the other hand (as told by Mr. Ram Jivan, a board member of the Company) was that once someone starts using these products, understands the cost effectiveness and value for money they get used to it, they become regular customers of the Company and then do not go anywhere else and do not need any further convincing.

The Company has been continuously growing, in terms of turnover every consecutive year ever since its formation as was evident in their balance sheets, which are regularly and properly prepared. The office has a computer and has employed a local boy to handle it. The only concern for them is getting market openings for the farmers.

Action Taken

There was a Private Organisation working in that area on progressive farming. The BDM of the Company Mr. Rajesh Verma had always been very helpful towards these farmers and also educated them many times on farming techniques. The members of the Company, finding it difficult to create a market for the farmers, have decided to include the BDM as a member of the company. He has stood by them and helped them whenever they faced any kind of problem in the Company. He has assured the FPO of getting buyers and a market with a better bargain for the farmers of the area by the end of this year that is 2020.

The members of Navyug Kisan Producer Company Ltd. are very hopeful that once they are able to sell the mangoes and other products at a better price there will be a boom in the number of farmers associated with them. They will be able to expand their network manifold and more and more farmers will want to join them willingly especially with the coming of the BDM it will be easier to convince the other farmers of that area to join in and his professionalism will boost the working of the Company.

Learning Points

- Farmer Producer Organisations are beneficial for both, the farmers associated and the members of the Organization.
- There is a need to have atleast one person well educated while establishing a Farmer Producer Organization.
- The primary concern of farmers is to get a good market and better price for their produce and rest of the things are all secondary to them.

- Branded products give better results to farmers. They may seem more expensive initially but provide value for money.

Questions for Discussion

1. Explain the benefits of a Farmer Producer Company.
2. There is still scope for a lot of farmers to associate with the FPO. What is stopping them from doing so?
3. What is the Significance of including the BDM in the FPO?

Course Positioning

The caselet is suitable for courses like Rural Management and Rural Development. It highlights income generation for farmers which will go a long way in improving the quality of their lives.

Photos



The shop of the FPO Navyug Kisan Producer Company Ltd.



A Founder member and Board of Director Mr. Ram Jivan showing the account statement and documentation of the Company



Behind the shop; compost and other products are stored.



Stocks and Products of the Company



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