ADVANCE MODULE-03

BANKERS INSTITUTE OF RURAL DEVELOPMENT, LUCKNOW
(Designated Nodal Training Institution at Central Level by GoI under the Central Sector Scheme on Formation & Promotion of 10000 FPOs)

FPOs are growth engine of Indian Agriculture

Trainer's Note

Marketing Plan

under
Central Sector Scheme on Formation & Promotion of 10000 FPOs

NABARD

german cooperation
DEUTSCHE ZUSAMMENARBEIT

Implemented by
giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

CONTENTS

PROGRAM OUTLINE

Program objective	Enabling the participants understand the concept and objectives of agriculture marketing in India; price discovery, reform initiatives, challenges, and opportunities in agriculture marketing
Duration	5 days
Course content	1. Prevalent system of marketing of agricultural commodities in the country; Importance of Agri-marketing 2. Understanding the importance of corporate objectives: Mission and vision statement 3. Procurement policy of GoI, Minimum Support Price (MSP) mechanism, Public Distribution System 4. Structural reforms initiated by GoI through three recently enacted farm Acts; Agri export 5. Policy initiatives of Govt. for creation of a unified national agricultural market, e-NAM 6. Situation Analysis of Agriculture Marketing in India- SWOT, PESTLE and 5Cs 7. Formulation of Marketing Strategy - Customer identification, Goal setting and marketing budget 8. Understanding of Marketing Mix strategies- 4Ps (Product, Price, Place and Promotion) 9. Implementation and monitoring of Marketing Plan 10. Scientific storage of agricultural commodities, Grading and Standardisation 11. Concept and objectives of Commodity Exchanges (CEs); NCDEX and MCX
Target Participants	Officials of CBBOs, BoDs, and CEO of FPOs

TRAINING PLAN

N	SESSION TITLE	DAY	TIME
1	Agriculture marketing: concept and objectives; characteristics of marketing of agricultural commodities in India; Farmers/FPOs and agriculture marketing; Importance of agriculture marketing	1	1.5
2	Role of Govt. in Agricultural marketing in India, MSP mechanism &procurement operations, Public distribution system, etc.	1	1.5
3	Reforms in Agri-marketing - three recently enacted Acts; Contract farming; benefits to farmers/FPOs, Major Govt. Schemes like AIF, etc.	1	1.5
4	Mission & Vision Statements and Objective Setting	1	1.5
5	SWOT, PESTLE and Five C’s of marketing (Situation Analysis)	2	1.5

6	Customer Segmentation And Marketing Goals	2	1.5
7	Four-Ps Of Marketing: Product, Place, Promotion and Pricing	2	1.5
8	Unified National market through e-NAM; Process flow, role of various stakeholders, etc.	2	1.5
9-12	Field Visit to understand current agricultural marketing practices by farmers/FPOs	3	
13-14	Presentation on the learning from the field visit by the participants	4	
15	Implementing and Monitoring Marketing Plan	4	1.5
16	Scientific Storage; Grading, Standardisation and Packaging, etc.	4	1.5
17	Agri-export, market information system and role of Information Technology (IT) in Agricultural Marketing	5	1.5
18	Commodity futures trading; Forward and futures, role and progress of Commodity futures exchanges, NCDEX and MCX, etc.	5	1.5
19	Warehouse receipt finance, e-NWR, risk in marketing, etc.	5	1.5
20	Successful interventions undertaken by FPOs with varied businesses and their marketing plan; Feedback and valediction	5	1.5

SESSION1: AGRICULTURE MARKETING:

CONCEPT AND OBJECTIVES; CHARACTERISTICS OF MARKETING OF AGRICULTURAL COMMODITIES IN INDIA; FARMERS/FPOS AND AGRICULTURE MARKETING; IMPORTANCE OF AGRICULTURE MARKETING

SYNOPSIS

In this session, the participants will understand the concepts of agricultural marketing. The session takes the participants through 10 challenges in the prevailing agricultural marketing system. The participants will also get a preview of the approaches to overcome those challenges.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

At the end of the session, the participants will be familiar with the scope of agricultural marketing activities for their FPOs. They will also appreciate the limitations of the traditional agricultural marketing system. The session will also equip the participants with skills to identify and pick up solutions to overcome those challenges.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 min	Presentation
2	Prevalent agricultural marketing system and challenges	Group activities(World café)	80 min	Presentation, Chart, Markers

TEACHING METHODS AND NOTES

Before organizing the training session, the facilitator shall ensure all the materials used in training are available in the local language. The participants need to attend the session after going through the reading materials.

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants. Using a presentation, the facilitator also explains the concept of agricultural marketing.
Task 2: Prevalent agricultural marketing system and challenges	In this activity, the facilitator will introduce the World Café process, setting the context, sharing guidelines, and putting participants at ease. The reading material listed 10 challenges in traditional agricultural marketing. The participants will form 3 to 4 groups. The facilitator will write each of 10 challenges on paper and shuffle them in a bowl for the participant groups to pick 2 random papers.

TASKS	ACTIVITIES
	The facilitator will run 2 to 3 rounds, each round for about 20 minutes. During the round, the participant group will take up a question to discuss the prevailing problem in agricultural marketing. The group will also discuss and explore possible solutions. During the rounds, participants explore the question in focus in a relaxed way. A designated "table host" should support the flow of conversation without leading. At least one person should have the responsibility to "record" the conversation on large paper, using words and drawings. At the end of each twenty-minute round, participants move to new tables. One person stays at each table as a "table host" for the next round, welcoming the next group and briefly filling them in on what happened in the previous round. After each round, an individual from the group is invited to share insights or other results from their conversations with the rest of the larger group. The facilitator can supplement solutions to the ones groups have presented.

QUESTIONS FOR DISCUSSIONS

1. Share your experiences of marketing a commodity either as an individual farmer or through an FPO.
2. Do you have any experience of trying any of the solutions the class discussed today? Share your experiences with the solution.
3. Which solutions do you think the FPOs can take up without requiring the FPO to make any investments?

BACKGROUND READING

1. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Skill Green Global. 2019. Module 3: Marketing and networking. In, Capacity building of board of directors of farmer producer organization (FPO) – A trainer's guide. Online: https://www.nafpo.in/wp-content/uploads/2019/05/Capacity-Building-of-BoDs-of-FPOs.pdf .
2. Bankers Institute of Rural Development, Lucknow (2021). Session XI-XII.Identification of business opportunities for FPOs – Demand and supply gap, value chain-based opportunities and business mix relating to input supply, extension and technology, contract farming, processing and marketing, trading/export of agri-commodities, etc. In, Resource material capacity building of Cluster-Based Business Organisations (CBBOs) under Central Sector Scheme on Promotion and Formation of 10000 FPOs. Online: https://birdlucknow.nabard.org/wp-content/uploads/2021/02/Reading-Material-CBBOs.pdf
3. Bankers Institute of Rural Development. Module 3. Market, marketing, and market linkages for FPCs. [MOOC Module]. Online: http://117.240.248.206/moodle/

SESSION 2: ROLE OF GOVT. IN AGRICULTURAL MARKETING

IN INDIA, MSP MECHANISM & PROCUREMENT OPERATIONS, PUBLIC DISTRIBUTION SYSTEM

SYNOPSIS

This session explores the role played by the various government agencies, notably by the Directorate of Marketing and Inspection (DMI) and the Public Distribution System in agricultural marketing. This session also helps the participants understand how to fix the Minimum Support Price (MSP), and the role Commission of Agricultural Cost and Prices (CACP) plays in fixing it.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

At the end of the session, the participants will understand the role institutions like DMI and schemes (PDS) play in the agricultural market. The participants will also understand the mechanism of fixing the MSPs.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 min	Presentation
2	Government institutions and processes	Presentation with videos	40 min	Presentation
3	CACP and fixation of MSP	Presentation	40 min	Presentation

TEACHING METHODS AND NOTES

Before organizing the training session, the facilitator shall ensure all the materials used in training are available in the local language. The participants need to attend the session after going through the reading materials.

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants. Using a presentation, the facilitator also explains the role of government in agriculture marketing.
Task 2: Government institutions and processes	This activity is primarily informational. Hence, the facilitator will present the DMI. It will also help if the presentations on the Public Distribution System accompany some videos on procurement, storage, and distribution.
Task 3: CACP and fixation of MSP	Like the previous activity, this activity is also informational. The facilitator will present and discuss the role of the CACP and the method of fixing the MSP. The facilitator can take up a commodity familiar to the participants. Using the

TASKS	ACTIVITIES
	method provided in the reading material, the facilitator shall explain the estimation method to arrive at a current MSP.

QUESTIONS FOR DISCUSSIONS

1. Share some of the MSP rates you know in the class.
2. What are the advantages of MSP-based marketing for the farmers and FPOs?
3. What are some common commodities under MSP coverage? Which are the commodities you farm are beyond the MSP coverage?
4. Share your experiences in trading in MSP rates.

BACKGROUND READING

1. Ministry of Agriculture & Farmers Welfare (2020). Calculation of MSP. Online: https://pib.gov.in/PressReleasePage.aspx?PRID=1605054
2. Directorate of Marketing & Inspection. About us. Online: https://dmi.gov.in/About.aspx
3. Department of Agriculture & Cooperation and Farmers Welfare. Statement Showing Minimum Support Prices - Fixed by Government (Rs.quintal). Online: https://farmer.gov.in/mspstatements.aspx

SESSION 3: REFORMS IN AGRI-MARKETING

CONTRACT FARMING; BENEFITS TO FARMERS/FPOS, MAJOR GOVT. SCHEMES LIKE AIF, ETC.

SYNOPSIS

This session focuses on the recent agricultural market reforms through legislation, contract farming, and the launch of government schemes. In particular, the session discusses the three acts and their benefits:

1. Farmers' Produce Trade and Commerce (Promotion and Facilitation) Act, 2020
2. Farmers (Empowerment and Protection) Agreement on Price Assurance and Farm Services Act2020
3. Essential Commodities (Amendment) Act 2020

Then the session explores the salient features of the Model Contract Farming Act, 2018. It also provides an overview of the Agriculture Infrastructure Fund (AIF).

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the session, the participants will be familiar with the provisions of the Acts. The participants will appreciate the relevance of contract farming and its application for their FPOs. They will also know the supports extended by the AIF.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	5 min	Presentation
2	Exploring 3 acts and the Act on contract farming	Group activity (Walking, Asking, Voting)	60 min	Canvas, voting dots
3	Overview of the Agricultural Infrastructure Fund	Presentation	25 min	Presentation

TEACHING METHODS AND NOTES

Before organizing the training session, the facilitator shall ensure all the materials used in training are available in the local language. The participants need to attend the session after going through the reading materials.

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants.
Task 2: Exploring 3 acts and the Act on contract farming	This activity aims to generate curiosity and help the participants collaboratively explore these 4 Acts' salient features. Before the activity begins, the participant will explain how it works. It is ideal for the participants to come to the class

	after going through the reading materials. At the outset, the facilitator will present each of the 4 Acts (15 minutes). The participants will form 3 to 4 groups. Each group will use the canvas posted on the walls. Each group will first write 5 to 8 salient features on the canvas on the left column. Once complete, each group will assign a volunteer to explain to the roaming participants. Besides those 3 to 4 group volunteers, the rest of the participants will start walking from one canvas to another. The volunteers will explain the features of the Act to the roaming participants. After the explanation, the participant will put a voting dot for the most relevant feature of the Act.The volunteers will count and prioritize the features relevant to the participants. The class will reflect on the most voted features.
Task 3: Overview of the Agricultural Infrastructure Fund	This activity is informational. The facilitator will provide the details of the Fund using a presentation. The class will clarify their doubts and ask questions.

QUESTIONS FOR DISCUSSIONS

1. What are the changes the legislation for contract farming has brought?
2. What are the FPO activities that the Agriculture Infrastructure Fund can support?
3. What are the critical changes in agriculture marketing brought by the Farmers' Produce Trade and Commerce (Promotion and Facilitation) Act, 2020?
4. What are the benefits these acts provide to the farmers?

BACKGROUND READING

1. Ministry of Agriculture & Farmers Welfare. Parliament passes The Farmers' Produce Trade and Commerce (Promotion and Facilitation) Bill, 2020 and The Farmers (Empowerment and Protection) Agreement of Price Assurance and Farm Services Bill, 2020. Online: https://pib.gov.in/PressReleasePage.aspx?PRID=1656929
2. Department of Agriculture, Co-operation & Farmers' Welfare, Ministry of Agriculture & Farmers' Welfare (2020). Formation and promotion of 10,000 Farmer Producer Organizations (FPOs): Operational guidelines. Online: https://agricoop.nic.in .

SESSION 4: DEVELOPING A VISION FOR THE FPO

MISSION & VISION STATEMENTS AND OBJECTIVE SETTING

SYNOPSIS

In this session, the participants discuss the need for a long-term perspective for their FPOs – in the form of a vision statement and objectives. These statements can inspire the FPOs to develop strong marketing strategies and plans. The participants will attempt to develop some draft perspective statements in preparation to undertake detailed discussions within their FPOs.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

At the end of the session, the participants will be able to:

- develop draft visions for their FPO during mock/demo exercises

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Concept and importance of Mission and Vision Statements,	Explaining the importance of mission and vision statement in deciding the direction of the organisation	20	Charts, presentation slides
2	Creation of Mission and Vision Statement	Describing the process involved in creation of the statements	20	
3	Concept of Objectives, Difficulties in setting objectives,	Explaining the importance of objective setting in deciding the goals of the organisation	20	
4	Setting objectives the SMART way.	Explanation of the process of setting objectives	20	
5	Feedback and summing Up		10	

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Why develop a vision for FPOs?	Introduce the objectives and structure of the session. Brainstorm on "why does an FPO need a long-term vision?" Briefly describe what vision and mission statements look like and represent. Give simple examples of vision and mission statements of FPOs
Task 2: Draft vision statements	In groups of participants from the same FPO, ask participants to develop draft vision and mission statements and present the same to the plenary. Seek feedback from the plenary. Sum up encouraging participants to spend time developing these statements

	after adequate consultation in their FPO.
Task 3: SMART Objectives	Describe the concept of objectives – and the relationship between objectives and vision/mission. Describe the concept of SMART. Ask participants to resume working on a set of draft objectives for their FPO.
Task 4: Presenting draft statements to plenary	After developing draft objectives, ask participants to present them to the plenary. Seek feedback from the plenary. Sum up encouraging participants to spend time developing these statements after adequate consultation in their FPO.
Task 5: Summing up	Seek feedback and sum up the session

Alternatively, the participants can be taken through a participatory exercise on developing vision/mission statements using the 90 minute long Appreciative Inquiry based session.

QUESTIONS FOR DISCUSSIONS

1. What is the importance of long-term goals for the growth of an FPO?
2. What kind of a vision or mission statement will inspire an FPO? What should such a statement contain?
3. What process should an FPO follow to develop an inspiring vision? How will you work on developing a vision and objectives once you return to your organisation?

BACKGROUND READING

1. https://www.sheffield.ac.uk/polopoly_fs/1.361956!/file/objectives.pdf

2. Ashford, G and Patkar, S (2001) The Positive Path: Using Appreciative Inquiry in Rural Indian Communities. IISD, MYRADA.
https://www.iisd.org/system/files/publications/ai_the_positive_path.pdf - this manual provides a useful methodology for facilitating vision-building for FPOs.

SESSION 5: SITUATIONAL ANALYSIS

SWOT, PESTLE AND FIVE C'S OF MARKETING (SITUATION ANALYSIS)

SYNOPSIS

In this session, the participants will learn using SWOT and PESTLE tools in their FPO contexts. The session provides detailed guidance on using SWOT and PESTLE frameworks. The session also introduces the concept of the 5Cs of marketing.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

At the end of the session, the participants will be skilled in using SWOT and PESTLE analytical frameworks to apply in their FPO contexts. They will also understand the principles of 5Cs of marketing.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	5 min	Presentation
2	SWOT analysis	Group activity (SWOT Analysis)	30 min	Flipcharts (4) Markers Notepaper and pens Whistle
3	PESTLE analysis	Group activity (Teamwork and presentation)	30 min	Presentation Flipcharts (4) Markers Notepaper and pens Whistle
4	Five Cs of marketing	Presentation	35 min	Presentation

TEACHING METHODS AND NOTES

Before organizing the training session, the facilitator shall ensure all the materials used in training are available in the local language. The participants need to attend the session after going through the reading materials.

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants.
Task 2: SWOT analysis	Before: Before the group activity, the facilitator needs to identify the topics the participants will analyze. During: The participants will form 3 to 4 groups. The facilitator will begin the

	activity by saying, today we're going to develop a SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis for the marketing strategy of FPO. Group A will take up the case study of a specific FPO." Groups will then work together as teams. Each group will then put up their analyses as SWOT in their flip chart. Each group gets only 15 minutes to complete their SWOT analysis. After: At the end of the activity, each group will present their SWOT analysis to the class.
Task 3: PESTLE analysis (optional)	Like the previous activity, the facilitator will explain the PESTLE analysis with examples using a presentation. The participants can continue with the same group they formed in the previous activity. In the PESTLE activity, each group will identify the factors using the PESTLE framework. The groups will also write them in the flipchart to present to the class.
Task 4: Five C's of marketing	This activity is primarily informational. The facilitator will present the concept of 5 C's with examples, allowing the participants to ask questions.

Note to the Facilitator: In the interest of time and learning – only SWOT and 5Cs of Marketing may be conducted. This will give participants more time to use these tools and learn to apply to their FPO's situation.

QUESTIONS FOR DISCUSSIONS

1. What are the PESTLE factors? What are your experiences in your farm or FPO contexts with one or more PESTLE factors?
2. Share the top 3 threats you have experienced in your farming experience.
3. How does the company as an entity influence your marketing outcomes? Do you think the influences of your company are facilitating or challenging?
4. What are the critical customer attributes that help you to decide your marketing tactics?

BACKGROUND READING

1. https://www.researchgate.net/figure/Crop-wise-SWOT-Analysis-Karnataka_tbl1_265060730

SESSION 6: CUSTOMER SEGMENTATION AND MARKETING GOALS

SYNOPSIS

This session explores the concept of marketing and its goal, objectives, and key performance indicators (KPIs). It also introduces the marketing budget.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the session, the participants will have clarity in their understanding of marketing concepts. The participants can work on defining the marketing goals, objectives, and KPIs in their own FPOs. The session also helps the participants develop foundational knowledge on approaching their marketing budgeting process.

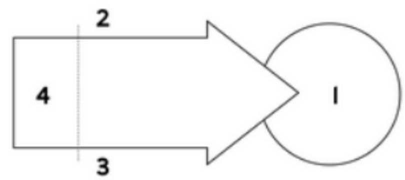
TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 min	Presentation slides
2	Defining marketing goals, objectives, and KPIs	Group activity(Action plan workshop: The arrow)	45 min	• Post-its • Flipchart paper • Pens (Multi-color) • Whistle
3	Marketing budget overview	Case study method	25 min	• Flipchart paper • Marker

TEACHING METHODS AND NOTES

Before organizing the training session, the facilitator shall ensure all the materials used in training are available in the local language. The participants need to attend the session after going through the reading materials.

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator explains the concept of customer segmentation. The participants can also recap the types and benefits of customer segmentation.
Task 2: Defining marketing goals, objectives, and KPIs	The reading material explores the concepts of marketing goals, objectives, and KPIs with examples. The participants will learn to define those goals, objectives, and KPIs in their FPO contexts in the class.

	Preparations: The facilitator needs to bring case studies and examples from participants' FPOs or the FPOs familiar to them. At the start, the facilitator will explain how to do this group activity called 'action plan workshop by the arrow.'  Step 1: Participants work in pairs. Each participant has a flipchart with the arrow model drawn on it in a larger shape. Step 2: Ask all participants to close their eyes and visualize how their FPO will reach in 1 year through their marketing. The facilitator can guide them with the questions like: - What would you like to achieve by the following year through your marketing? - Which contract will you sign with the retail chain to supply a commodity? - How much additional revenue are you expecting to get in the next year? After the visualization, all participants draw their vision on point 1 on their flipchart. At this moment, both the participants don't have to overthink how they will achieve their goal. Step 3: Person A interviews person B. In this step, the second participant will think about the critical activities to reach their marketing goal. During this step, the interviewer writes down each key factor at points 2, 3, and 4 on the flipchart of their partner. Step 3: In this step, participants A and B again discuss the metrics they want to achieve for each marketing objective (factors). They write those metrics using different color markers against points 2, 3, and 4. All the participants take a tour across the class to review the flipcharts by fellow participants.
Task 3: Marketing budget overview	In this session, the facilitator will introduce the concept of marketing budget, its importance for the FPO, factors affecting the budget, and ways to reduce marketing costs of farm produce. The facilitator will present the concepts. For each topic, the facilitator will encourage the participants to share their experiences and feedback.

Summing up	Seek feedback and sum up the session

QUESTIONS FOR DISCUSSIONS

1. Do you have a marketing goal? Share your marketing goal with the class.
2. Do you know the marketing goal of any farmers collectives or cooperatives? What are some marketing goals of collectives like AMUL, Lizzat Papad, and Mulkanoor Cooperative?
3. How do you estimate the KPI metrics for your marketing objectives?
4. Who has the ownership of the KPI metrics for marketing in your FPO?

BACKGROUND READING

1. Bankers Institute of Rural Development, Lucknow (2021). Session XI-XII. Identification of business opportunities for FPOs – Demand and supply gap, value chain-based opportunities and business mix relating to input supply, extension and technology, contract farming, processing and marketing, trading/export of agri-commodities, etc. In, Resource material capacity building of Cluster-Based Business Organisations (CBBOs) under Central Sector Scheme on Promotion and Formation of 10000 FPOs. Online: https://birdlucknow.nabard.org/wp-content/uploads/2021/02/Reading-Material-CBBOs.pdf
2. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Skill Green Global. 2019. Module 3: Marketing and networking. In, Capacity building of board of directors of farmer producer organization (FPO) – A trainer's guide. Online: https://www.nafpo.in/wp-content/uploads/2019/05/Capacity-Building-of-BoDs-of-FPOs.pdf .
3. Cherukuri, Dr Radhika R. et al. (2020). Chapter 4: Market plan and risk analysis. In, Building operationally sustainable farmer producer organization practitioners' guide for business development planning in FPOs. Hyderabad: National Institute of Rural Development and Panchayati Raj. Online: http://nirdpr.org.in/

SESSION 7: MARKETING MIX: FOUR-PS OF MARKETING

PRODUCT, PLACE, PROMOTION, AND PRICING

SYNOPSIS

This session explores the concept of 4P's (Product, Place, Promotion, and Pricing) of marketing with examples. This session also provides the macro and micro level factors that decide those factors.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the session, the participants will understand the 4P's concept of marketing and how they interplay with each other in developing the marketing mix for FPO products. The session will also give hands on practice to the participants to evolve and decide on 4Ps and apply in their FPO contexts.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 min	Presentation slides
2	Product in the marketing mix	Group activity (Group work and presentation)	20 min	• Flipcharts (5) • Markers • Voting dots (3 colors) • Whistle
3	Place in the marketing mix	Group activity (Group work and presentation)	20 min	• Flipcharts (5) • Markers • Whistle
4	Promotion in the marketing mix	Presentation Videos	20 min	Presentation slides Videos
5	Pricing in the marketing mix	Group activity (Group work and presentation)	20 min	• Flipcharts (5) • Markers • Voting dots (3 colors) • Whistle

TEACHING METHODS AND NOTES

Before organizing the training session, the facilitator shall ensure all the materials used in training are available in the local language. The participants need to attend the session after going through the reading materials.

TASKS	ACTIVITIES

<table>
<tr><th>TASKS</th><th>ACTIVITIES</th></tr>
<tr><td>Task 1: Session introduction</td><td>The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator provides a summary overview of the 4Ps of the marketing mix (Product, Price, Place, and Promotion).</td></tr>
<tr><td>Task 2: Product in the marketing mix</td><td>This activity aims to equip the participants to develop their analytical skills to determine if a product will succeed. Before the activity begins, the facilitator will explain the steps in the group activity.

Step 1: In the beginning, the participants will form 3 to 4 groups. The groups will then inform the class of their selection of 2 products for the group activity.

Step 2: The facilitator will use the class flipchart to explain the activity.The class can develop the tables beforehand to save time.

Product Name: Potato
<table>
<tr><th>N</th><th>CRITERIA</th><th>HIGH</th><th>MEDIUM</th><th>LOW</th></tr>
<tr><td>1</td><td>Customer demand in the local market</td><td>●</td><td></td><td></td></tr>
<tr><td>2</td><td>Easy to buy and process</td><td></td><td>●</td><td></td></tr>
<tr><td>3</td><td>Not easily perishable, size, and quality</td><td></td><td></td><td>●</td></tr>
<tr><td>4</td><td>Product cost</td><td></td><td>●</td><td></td></tr>
<tr><td>5</td><td>Offer price</td><td></td><td>●</td><td></td></tr>
<tr><td colspan="2">TOTAL VOTES</td><td>1</td><td>3</td><td>1</td></tr>
</table>

The more the product gains high votes, the more it has chances to win the market.

Step 3: Each group will then cast their votes using voting dots. The group will total the votes for each category – high, medium, and low. The group will finish their voting in 5 minutes for the product to make a presentation. Then the group will make the second presentation. The facilitator will whistle to manage the timings in between the activities.

The facilitator will give feedback to the groups, and the class will discuss the findings.</td></tr>
<tr><td>Task 2: Place in the marketing mix</td><td>In this task, the class will continue with the groups and products selected in the previous task.In the beginning, the facilitator can recap the concept and significance of place in the marketing mix for reinforcement. The facilitator also explains the steps for the group activity.

Step 1: In the previous activity, the group evaluated the marketability of the product. In this activity, the group will assess the place. The group will first determine where the selected product is sold (by the farmer), processed, and consumed by the end consumers using this table. The facilitator can draw the table in the class flipchart for the groups to develop and provide the information.

Product Name: Potato</td></tr>
</table>

<table>
<tr><th>TASKS</th><th>ACTIVITIES</th></tr>
<tr><td></td><td>
<table>
<tr><th>N</th><th>CRITERIA</th><th>SOLD</th><th>PROCESSED</th><th>CONSUMED</th></tr>
<tr><td>1</td><td>Product sales timing</td><td>March</td><td>Apr – Nov</td><td>Apr - Nov</td></tr>
<tr><td>2</td><td>Quantity percentage</td><td>60%</td><td>30%</td><td>10%</td></tr>
<tr><td>3</td><td>Cost per unit</td><td>Rs. 6</td><td>Rs. 10</td><td>Rs. 15</td></tr>
</table>

Step 2: Each group will provide the information based on the criteria mentioned in the table.In this table, we have taken potato as the product. A farmer collective may decide to directly sell off the field 60% of its total production, keep 30% in storage, and the rest 10% directly to the consumers. The criteria – cost per unit – shows the product price based on the place of sale.The group will take 5 minutes to fill up the table and another 3 minutes to present for each product.

Step 3: At the end, the class will discuss the findings.</td></tr>
<tr><td>Task 3: Promotion in the marketing mix</td><td>In this task, the facilitator will provide exposure to different types of promotional activities by the FPOs. Some preparedness to select the video clips will help with some videos given in the background reading section.</td></tr>
<tr><td>Task 4: Pricing in the marketing mix</td><td>In this task, the participants aim to learn different considerations for fixing the product pricing. The groups will continue with their selection of 2 products in this task as well. For the activity, the facilitator will explain the activity with the help of the following table.

Product name: Potato
<table>
<tr><th>N</th><th>CRITERIA</th><th>HIGH</th><th>MEDIUM</th><th>LOW</th></tr>
<tr><td>1</td><td>Competition’s price</td><td></td><td></td><td></td></tr>
<tr><td>2</td><td>Consumer’s preferred price</td><td></td><td></td><td></td></tr>
<tr><td>3</td><td>Cost for the product</td><td></td><td></td><td></td></tr>
<tr><td>4</td><td>Government set price</td><td></td><td></td><td></td></tr>
</table>

Step 1: In the table, the groups will assess the data relative to vote in one of these 3 categories – high, medium, and low. For reference and discussion, the groups can write the value in the box (e.g., competitor’s price).

Step 2: Once the first product is complete in 5 minutes, the facilitator will ask the group to stop writing. The group will present their findings to the class and get feedback.</td></tr>
</table>

QUESTIONS FOR DISCUSSIONS

1. What promotional channel do you have access to locally? What channels can you use for marketing your products?
2. What is the place you have traditionally used to sell your products? What are its advantages and disadvantages?
3. What will it take you to change the place of your product marketing?
4. Share an example of how changes in place or promotion have impacted the product pricing?

BACKGROUND READING

1. Bankers Institute of Rural Development, Lucknow (2021).Session XIV Developing Demand-based Production and Marketing Plans. In, Resource material capacity building of Cluster-Based Business Organisations (CBBOs) under Central Sector Scheme on Promotion and Formation of 10000 FPOs. Online: https://birdlucknow.nabard.org/wp-content/uploads/2021/02/Reading-Material-CBBOs.pdf
2. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and Skill Green Global. 2019.Session 4.6: Basics of Finance: Price Fixation (of FPO's produce) and Profitability. In, Capacity building of board of directors of farmer producer organization (FPO) – A trainer's guide. Online: https://www.nafpo.in/wp-content/uploads/2019/05/Capacity-Building-of-BoDs-of-FPOs.pdf .

SESSION 8: UNIFIED NATIONAL MARKET THROUGH E-NAM

PROCESS FLOW, ROLE OF VARIOUS STAKEHOLDERS, ETC.

SYNOPSIS

This session provides an in-depth overview of the eNAM portal. It also provides step-by-step processes that FPO can take in the portal. The session familiarizes the government stakeholders operational in agricultural marketing.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the session, the participants can confidently register their FPOs in the eNAM portal. The participants will become familiar with the flow of the processes they need to complete the transactions. The participants can complete a transaction along with other FPO leaders.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 min	Presentation slides
2	Functions and processes in the e-NAM mandis	Application walk-through Video conferencing for eNAM training (if available)	60 min	Stable internet connection
3	Role of various stakeholders	Presentation	20 min	Presentation slides

TEACHING METHODS AND NOTES

This session is primarily practice-based, and the participants don’t need to go through the reading materials beforehand.

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator provides a summary overview of the e-NAM electronic trading platform, its objectives, and its benefits for the farmers.
Task 2: Functions and processes in the e-NAM mandis	This task covers the entire process flow for an FPO to complete their transactions in the eNAM portal.The reading material provides the list and flow of an FPO’s processes in the portal. The facilitator can use one of the two methods for this task. In the eNAM portal (link given in the background reading section), the facilitator can use the manuals for each activity. The manuals provide screenshots along with the guidance. The second option is to avail of the online training provided by the eNAM. The

	training calendar is also given in the reference here.
Task 3: Role of various stakeholders	The facilitator will present the role of various stakeholders. During the presentation, the facilitator will also help the participants identify the corresponding offices for their FPOs.

QUESTIONS FOR DISCUSSIONS

1. What are the benefits of registering your FPOs in eNAM?
2. Do you find any difficulties in registering FPOs in eNAM?
3. Share your experience in trading in eNAM.
4. What are the stakeholders you have discussed in today's class you have interacted with in the past? Share your experiences of your interactions.

BACKGROUND READING

1. eNAM. Manuals. Online: https://enam.gov.in/web/resources/manual.
2. eNAM. Training calendar. Online: https://enam.gov.in/web/resources/training-calender .

SESSION 9-12: FIELD VISIT TO UNDERSTAND CURRENT AGRICULTURAL MARKETING PRACTICES BY FARMERS/FPOS

SYNOPSIS

The four sessions from session 9 to 12 are designed to give the participants a first hand view of the agricultural marketing landscape and the marketing practices of farmers/FPOs. Following the field visits, the participants will be required to make presentations over two sessions (sessions 13 and 14).

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the sessions, the participants would have seen firsthand the typical agri marketing situation and the options that farmers and farmer organisations (FPOs) rely on in marketing of agriculture produce in a village or a mandi. Looking at the examples first hand in the field visits, participants will be able to analyse the examples, in the context of the details and perspectives covered in the earlier sessions.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Briefing for Field Visit	The facilitator provides a briefing for the entire four-session field visit	15 mins	Printed instructions
2	Group Formation	Facilitator organises the participants into small groups	5 mins	
3	Selection of volunteers for taking notes	Selection/volunteering of participant to take notes of the segment of the field visit	5 mins	
4	Briefing for Session	Briefing at the beginning of each session of the four-session field visit	5 mins	Interactive discussion between facilitator and participants; Printed instructions/instructions in the WhatsApp group that may be formed for the purpose of the training
5	Facilitation of Field Visit	Facilitation of the field visit segment	Duration of the segment, as per the	Interactive discussions with stakeholders the participants will meet – village level officials, farmers, directors of

N	AREAS	DESCRIPTION	TIME	MATERIALS
			schedule	FPOs, FPO staff, other value chain players (if possible)
6	Debriefing	Debriefing of the participants at the end of each segment	10 mins	Interactive discussion between facilitator and participants
7	Sum Up	Summing up at the end of the field visit	10-15 mins	Interactive discussion between facilitator and participants
8	Preparing and sharing of notes	Participants who were selected to/volunteered to take notes prepare and share their notes with all participants	End of day	Paper and pen; WhatsApp group of participants

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Briefing participants on the field visit – general instructions and communication of process to be followed to maximise participants'learning	The facilitator provides an overview of the four sessions of field visits.Explaining the focus on understanding agri-marketing, the facilitator instructs participants to revisit their learnings from the earlier sessionsto carefully observethe different things they will see in the field, ask relevant questions, and reflect on the challenges that farmers and FPOs face. In the two sessions to follow the field visits, the participants, organised into small groups, will be invited to make presentations on the field visits and their learnings. These presentations have to connect the in-class learning with the in-field observations.
Task 2:Group Formation	The facilitator asks the participants to organize themselves into small groups, making sure that: 1. Each field visit session has one group with the responsibility of making a presentation in sessions 13 and 14 2. Each participant is part of a group The facilitator then gives the groups instructions that will help them make good presentations in sessions 13 and 14.
Task 3: Selection of volunteers for taking notes	The facilitator also invites participants to volunteer to take notes in each session. They can prepare their notes and share them with participants at the end of the day; this task is separate from the tasks given to the groups to present in sessions 13 14. The purpose of this assignment of volunteers to take notes is to increase involvement in the field sessions.
Task 4: Briefing for the session	The facilitator provides a quick briefing before each session. This should give a quick summary of what participants will see and what they should look out for in the context of agri-marketing.

Task 5: Facilitation of field visit	The facilitator encourages the participants to observe closely, listenkeenly, and ask questions in an organised way to learn from the stakeholders they will interact with.
Task 6: Debriefing	At the end of each session, the facilitator debriefs the participants. Specifically, the facilitator asks the participants about what they saw, heard, learned, and how it connects with their learnings from the earlier sessions on marketing.
Task 7: Summing up	At the end of the field visit, the facilitator uses an Interactive Lecture mode to help sum up the field visit.
Task 8: Preparation and sharing of notes	Volunteers who took up the responsibility of taking notes for each session prepare and share their notes with the other participants in the participants' WhatsApp group, if one is formed

QUESTIONS FOR DISCUSSIONS

1. What are the characteristics of marketing the agri commodity you have seen now?
2. What is the government's role to facilitate the farmers'/FPO's marketing of this agri commodity?
3. Who are the key market players?
4. What are the terms and conditions?
5. What do the farmers and FPOs realise?
6. What role do the farmers play?
7. What role does an FPO play?
8. How will the new Acts impact this commodity and the farmers and FPOs who are involved in the production and marketing of this commodity?
9. Who are the buyers/customers for the commodities (in other words, the customer segments)?
10. What are the distinct requirements of each customer segment for the commodity?
11. Can the farmers and FPOs visited use the e-NAM platform?

SESSION 13-14: DEBRIEFING OF FIELD VISIT

PRESENTATION ON THE LEARNING FROM THE FIELD VISIT BY THE PARTICIPANTS

SYNOPSIS

In these two sessions (sessions 13 and 14), participants are required to make presentations on the based on the learnings from the field visits spread over four sessions (sessions 9-12).

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the sessions, the participants would have learned more about the famers and the FPOs and the agri commodities they are focused on.

The participants are able to present and discuss the role of the mandis, the government, and other stakeholders (such as traders and agri processors) in defining the markets that the farmers and FPOs operate in.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Introduction	Introduction of the field visit presentation sessions	10 mins	
2	The guidelines for presentations	Briefing	15 mins	Presentation slides
3	Selection of Timekeeper	Any one participant volunteers to manage time during the presentations	5 mins	
4	Presentations	Presentation by each group	140 mins	Presentation slides
5	Concluding discussions		10 mins	

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Introduction	The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator explains that the objective is to summarise and present the key learnings from the field visit.
Task 2: Selection of volunteer	The facilitator invites any participant to volunteer to manage time. Time for each presentation is allotted according to the number of groups. This is further divided into time for presentation and time for a question-and-answer (Q&A) session.
Task 3:	One by one, the groups make their presentations. The timekeeper volunteer

Presentations	ensures that the teams stick to the time limit.
Task 4: Concluding remarks	The facilitator sums up the key learnings and offers concluding remarks that emphasise the key points about agri marketing, from a perspective of farmers and their FPOs.

QUESTIONS FOR DISCUSSIONS

1. The facilitator allows the participants to start posing questions as they are the audience for one another's presentation.

SESSION 15: IMPLEMENTING AND MONITORING A MARKETING PLAN

SYNOPSIS

In this session, participants will learn how to develop marketing implementation strategies, what steps have to be followed in implementing the strategies, and how to monitor the marketing efforts.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the sessions, the participants will be equipped with a set of steps they can follow to implement a marketing plan for the FPOs they are nurturing or leading. They will also have a resource - listing of tools that help monitor the marketing efforts made through print media, websites, and social media.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session Introduction	Presentation	10 mins	Presentation slides
2	The need for a plan to implement marketing strategy	Discussion	15 mins	Whiteboard/Flipchart
3	Steps for effective implementation of a marketing plan	Presentation	15 mins	Presentation slides
4	Adaptation of the marketing plan implementation steps for an FPO	Group Exercise	30 mins	Whiteboard
5	Monitoring implementation of marketing plans	Presentation	10 mins	Presentation slides
6	Customization of the monitoring tools for an FPO	Interactive discussion	10 mins	Whiteboard

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Introduction	The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator highlights the importance of marketing strategies in the success of FPOs.
Task 2: Need for a	The facilitator initiates a discussion on the need for a plan to implement

plan to implement marketing strategy	marketing strategy. First, the facilitator asks the participants to name different marketing strategies. Then, the facilitator asks the participants to explain how each of these strategies may need a different plan for implementation. This discussion helps establish the importance of implementation plans that are aligned with the specific strategies of an FPO for marketing.
Task 3: Implementation plan for marketing strategies	The facilitator presents the 11-step process for implementation of a marketing plan. This is presented in the reading material. While presenting the steps (presented in a generic form in the reading material), the facilitator should provide examples specific to agriculture and FPOs. This makes it easier for the participants to connect the step-by-step plan with their focus. Then, the participants offer their suggestions on the 11 steps and how they can be adapted for the specific context and requirements of FPOs.
Task 4: Monitoring the implementation of marketing plans	The facilitator presents the tools for monitoring the implementation of a marketing plan. This is presented in the reading material. While presenting the monitoring tools (presented in a generic form in the reading material), the facilitator should provide examples specific to agriculture and FPOs. This makes it easier for the participants to connect the monitoring tools with their focus. Then, the participants offer their suggestions on the monitoring and how they can be adapted for the specific context and requirements of FPOs.

QUESTIONS FOR DISCUSSIONS

1. Just as we plan, implement, and monitor production, how should we plan, implement, and monitor marketing?

SESSION 16: POST HARVEST OPERATIONS

SCIENTIFIC STORAGE, GRADING, STANDARDISATION AND PACKAGING, ETC.

SYNOPSIS

In this session, participants will learn about the benefits of scientific storage, grading, and packaging of agri commodities.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the sessions, the participants will understand the importance of three essential activities – storage, grading, and packing. Further, the participants will be able to state the benefits and business opportunities for FPOs in taking up these activities and also the types of solutions and capabilities required to take up these activities.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 mins	Presentation slides
2	Storage and warehousing	Explaining the basic details of upkeep of agricultural commodities	30 mins	Presentation slides
3	Grading and standardisation	Explaining the importance, meaning and advantages of grading and standardisation	30 mins	Presentation slides
4	Packing/packaging	Describing the meaning, type and advantages of packaging	20 mins	Presentation slides

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Introduction	The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator highlights the importance of value chain functions which the FPOs can take up with relative ease for value addition and realising a better share.
Task 2: Some functions FPOs must look at in the first stage of value chain interventions	The facilitator initiates a discussion on the need for FPOs to look at storage, warehousing, grading, sorting, standardization, and packing or packaging.
Task 3: Storage	The facilitator initiates a discussion on the need for FPOs to understand storage

	well – importance, risks, benefits, capabilities required, storage infrastructure available, new solutions in storage, and opportunities to create storage infrastructure. The facilitator's presentation covers the relevant content from the reading material.
Task 4: Grading and standardisation	The facilitator initiates a discussion on the need for FPOs to understand grading and standardization well – importance, types of grading, certification, risks, benefits, capabilities required, infrastructure available, and opportunities to create infrastructure. The facilitator's presentation covers the relevant content from the reading material.
Task 5: Packing, packaging	The facilitator initiates a discussion on the need for FPOs to understand packing and packaging well – importance, risks, benefits, types of packaging, capabilities required, solutions available, and opportunities to create capabilities. The facilitator's presentation covers the relevant content from the reading material.

QUESTIONS FOR DISCUSSIONS

1. What are the benefits of correct storage of agri commodities?
2. Why is storage a relevant activity/intervention for FPOs?
3. What are the benefits of grading and standardization?
4. Why is grading and standardization a relevant activity/intervention for FPOs?
5. What are the benefits of packaging?
6. Why is packaging a relevant activity/intervention for FPOs?

BACKGROUND READING

1. Ministry of Agriculture & Farmers Welfare (2021). Role of Farmer Producer Organisations (FPOs) in Doubling Farmers' Income. Online: https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1740833
2. NABARD. Central Warehousing Corporation join hands to provide better storage to FPOs. Online. https://www.nabard.org/news-article.aspx?id=25&cid=552&NID=380

SESSION 17: AGRI-EXPORT AND IT

MARKET INFORMATION SYSTEM AND ROLE OF INFORMATION TECHNOLOGY (IT) IN AGRICULTURAL MARKETING

SYNOPSIS

In this session, participants will learn about three important drivers of growth in agri marketing, namely export opportunities, market information, and IT.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the sessions, the participants will be able to state the importance of exports, market intelligence, and the role of IT in agri marketing.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 mins	Presentation slides
2	Agri exports	Presentation	50 mins	Presentation slides
3	Market Information System	Presentation	20 mins	Presentation slides
4	Role of IT in agri marketing	Presentation	10 mins	Presentation slides

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator provides a summary overview of the questions participants will learn about – agri exports, market intelligence system, and role of IT in agri marketing. This should be in line with the topics covered in the reading material.
Task 2: Presentation on Agri-exports	Using a presentation, the facilitator covers the following key topics: • External trade in agricultural Products (Agri-export) • Trade policy for agriculture • Economic liberalisation since 1991 • Foreign trade policy 2015-20 • Agriculture export policy 2018 • Share of agricultural products in total imports/exports of India • Commodities offering export opportunities

	• India's agri-export destinations
Task 3: Presentation on Market Information System	Using a presentation, the facilitator covers the following key topics: • Importance of market information for different stakeholders • Importance of market information for farmers and farmer enterprises • Types of market Information • Criteria for good market information
Task 4: Presentation on role of IT in agri-marketing	Using a presentation, the facilitator covers the following key topics: • Information Technology (IT) applications in agricultural marketing • Holistic and Integrated information System • Electronic Auctioning System (EAS) • E-catalogue for commodity profiles • National atlas of markets

QUESTIONS FOR DISCUSSIONS

1. Which agri commodities do you know that India exports?
2. In your understanding, what is market information?
3. What are the IT solutions that can help FPOs in marketing?

BACKGROUND READING

1. The Hindu (2021). Become exporters, FPOs told. Online: https://www.thehindu.com/news/cities/Madurai/become-exporters-fpos-told/article33943617.ece
2. Small Farmers' Agri-Business Consortium (2020). Formation and promotion of 10,000 Farmer Producer Organizations (FPOs): Operational guidelines. Online: http://sfacindia.com .

SESSION 18: COMMODITY FUTURES TRADING

FORWARD AND FUTURES, ROLE AND PROGRESS OF COMMODITY FUTURES EXCHANGES, NCDEX AND MCX, ETC.

SYNOPSIS

In this session, participants will learn about commodity futures, the opportunities for FPOs, and the exchanges.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the sessions, the participants will recall and understand the meaning of commodity futures trading, the different options available, the exchanges where agri commodity futures trading is possible, and the opportunities for FPOs.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 mins	Presentation slides
2	Evolution of Agri-Commodity Exchanges in India and its present status	Presentation	20 mins	Presentation slides
3	Products like Futures & forwards, options, etc.	Presentation	20 mins	Presentation slides
4	National Commodity and Derivative Exchange (NCDEX); Multi-Commodity Exchanges (MCX)	Presentation	20 mins	Presentation slides
5	FPOs and Commodity Exchanges	Presentation	10 mins	Presentation slides; Printouts

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator provides a summary overview of the questions

	participants will learn about – an overview of what commodity exchanges are and the purposes they serve, the leading commodity exchanges in India, and the opportunities that FPOs can discover in commodity exchanges. This should be in line with the topics covered in the reading material.
Task 2: Agri commodity futures exchanges in India – the evolution and present status	Using a presentation, the facilitator covers the following key topics: • Introduction • Role of commodity futures exchanges • Progress of Commodity futures in India
Task 3: Understanding products in futures	Using a presentation, the facilitator covers the following key topics: • Nature of commodities for Futures Trading • Difference between Forward and Futures contracts • Options and Options Trading
Task 4: NCDEX and MCX	Using a presentation, the facilitator covers the following key topics: • What is NCDEX • Pre-requisites (documents) for depositing commodity in NCDEX approved warehouses • What is MCX
Task 5: FPOs and Commodity Exchanges	Using a presentation, the facilitator covers the key topics: • Forward Futures Trading and Farmers • How does a FPO gets registered/or part of NCDEX • Farmers Association participation on NCDEX Platform

QUESTIONS FOR DISCUSSIONS

At the end of the presentation, ask the participants:

1. What scope/business opportunities do you see in commodity futures trading for FPOs?

BACKGROUND READING

1. NCDEX. Overview for FPOs on NCDEX website. Online: https://ncdex.com/fpo/fpo-overview .
2. The Hindu (2019). Linking farmers with futures market can benefit both. Online: https://www.thehindu.com/news/cities/Delhi/linking-farmers-with-futures-market-can-benefit-both/article28919062.ece

SESSION 19: WAREHOUSING

WAREHOUSE RECEIPT FINANCE, E-NWR, RISK IN MARKETING, ETC.

SYNOPSIS

In this session, participants will learn about the importance of warehouse receipt financing and the risks involved in marketing agri-produce.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

After completing the sessions, the participants will understand the warehousing practices in India – its brief history, registration of warehouses, and benefits of warehouse receipt. Participants should be able to develop practical know-how to apply their knowledge in FPO's warehousing strategies.

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Session introduction	Presentation	10 mins	Presentation slides
2	Warehousing in India & Warehouse Development and Regulatory Authority (WDRA)	Presentation	30	Presentation slides
3	Warehouse receipt finance and electronic Warehouse Receipt (e-NWR)	Presentation	30	Presentation slides
4	Risk in Marketing – meaning, types, and mitigation	Presentation	20	Presentation slides; Whiteboard

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Session introduction	The facilitator sets the session objectives and structure for the participants. In the introduction, the facilitator provides a summary overview of the questions participants will learn about warehousing in india, the development of warehousing, and warehouse receipt financing as a product, e-NWR, and risks in marketing.
Task 2: Warehousing in India, Warehouse	Using a presentation, the facilitator covers the following key topics: • A brief history of warehousing in India • Registration of warehouses with WDRA

Receipts as an instrument, and WDRA	• Warehouse receipt as a warrant • Benefits of warehouse receipts
Task 3: e-NWR	Using a presentation, the facilitator covers the following key topics: • e-NWR • Benefits for FPOs

Task 4: Risk in agri marketing	Using a presentation, the facilitator covers the following key topics:
	• Types of risks in the marketing of agricultural commodities
	  ○ Physical risk
	  ○ Price risk
	  ○ Institutional risk
	  ○ Minimisation of risks

QUESTIONS FOR DISCUSSIONS

1. What are the agri warehouses you have seen?
2. What are the common issues farmers face in accessing warehousing services?
3. How can FPOs make use of warehouse receipt financing?

BACKGROUND READING

1. UNDP and ACCESS Development Services. Financing for Farmer Producer Organisations (FPOs.). Online: https://www.livelihoods-india.org/uploads-livelihoodsasia/subsection_data/financing-for-farmer-producer-organisations.pdf .
2. Warehousing Development and Regulatory Authority. Frequently Asked Questions. Online: https://wdra.gov.in/web/wdra/faqs
3. Warehousing Development and Regulatory Authority (2016). Guidelines on repositories and creation and management of electronic negotiable warehouse receipts. Online: https://wdra.gov.in .

SESSION 20: SUCCESS STORIES OF FPOS IN MARKETING

SUCCESSFUL INTERVENTIONS UNDERTAKEN BY FPOS WITH VARIED BUSINESSES AND THEIR MARKETING PLAN; FEEDBACK AND VALEDICTION

SYNOPSIS

In this session, participants will learn about successful marketing efforts of some FPOs.

TARGET GROUPS

Officials of CBBOs, BODs, and CEOs of the FPOs.

LEARNING OBJECTIVES

At the end of the session, the participants will be able to:

- analyse various marketing interventions implemented by successful FPOs

TEACHING METHODOLOGY

N	AREAS	DESCRIPTION	TIME	MATERIALS
1	Successful FPO interventions	To understand the various successful interventions undertaken by FPOs with varied business and marketing plan	75	Charts, presentation slides, photos
2	Discussion & Feedback		10	

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Introduction	Introduce the objectives and structure of the session.
Task 2: Case presentation	There are two options for this session – 1. Discussion of ready case studies prepared by the Facilitator 2. Discussion of successful marketing initiatives of participating FPOs Make groups of 4-5 participants. Distribute the case studies to different groups and ask them to study, discuss and make a brief presentation about the case. Or – ask each FPO to prepare a short presentation of any success they have experienced during agri-marketing. Ask groups to present their cases to the plenary. Discuss the learning from these cases and note them on a chart paper. Ask participants what lessons they found most useful that they could implement within their FPOs.
Task 3: Summing	Seek feedback and sum up the session

up	

QUESTIONS FOR DISCUSSIONS

1. Describe a particular challenge you faced while marketing your FPO's produce and how did you overcome the challenge and succeed in marketing.
2. What are the steps, strategies or linkages that you see have helped the FPO in successful agri-marketing.

BACKGROUND READING

1. Case studies of successful marketing initiatives taken up by FPOs across the country.

VALEDICTORY: ACTION PLAN, FEEDBACK AND VALEDICTION

SYNOPSIS

In this session, participants would prepare an action plan for better agri-marketing by FPOs, offer feedback on the training, and then the session would end with a valediction.

TARGET GROUPS

Officials of CBBOs/ BoDs/ CEO of FPOs

LEARNING OBJECTIVES

After completing the session, the participants would have a draft agri-marketing Action Plan to take back to their institution.

TEACHING METHODOLOGY

#	AREAS	DESCRIPTION	TIME (Minutes)	MATERIALS
1	Session introduction	Presentation	10	Presentation slides
2	Preparation of Action Plan for Agri-Marketing	Activity	40	Paper and pen
3	Feedback	Interaction	20	Whiteboard
4	Valediction	Valediction	20	Certificates

TEACHING METHODS AND NOTES

TASKS	ACTIVITIES
Task 1: Session introduction	Set the session objectives and structure for the participants. Introduce the Action Planning Activity; you may give the participants the indicative contents/format of an action plan for better agri marketing in FPOs.
Task 2: Preparation of Action Plan for Financing the FPOs	Ask the participants from the same FPOs to form groups and spend 25 minutes to develop an action plan for Agri Marketing that they can submit as an internal presentation. After the groups work on the task asks every group to contribute one point each on how to improve FPO's marketing activities (without repetition of points). In this way, many unique ideas and suggestions can be gathered.
Task 3: Feedback	After completing the action plan activity, circulate a well-designed feedback form for each participant to fill (15 minutes) Open the plenary for oral feedback ensuring that every participant has spoken. (15 minutes)
Task 4: Valediction	Distribute certificates of participation to participants. Ensure the official group photo has been taken. Conclude the programme with a valediction for the participants.

QUESTIONS FOR DISCUSSIONS

1. What are the essential elements of an action plan?
2. What were the most useful sessions?
3. Which sessions need improvement?
4. What learning will you take back with you?

Bankers Institute of Rural Development (BIRD), Lucknow is an autonomous institute promoted by National Bank for Agriculture and Rural Development, the Development Bank of the country. It is a premier institute for providing training research and consultancy services in the field of agriculture and rural development banking in India and abroad. The Institute was established in 1983, for addressing the capacity building needs of stakeholders. BIRD, Lucknow is an ISO 9001: 2015 certified training Institute.

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