

Terms of reference (ToRs) for the procurement of services below the EU threshold

Development of Course Curricula Content & Pedagogy of six modules on Farmer Producer Organizations (FPOs)	Project number/ cost centre: 18.2052.1-001.00
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0. List of abbreviations

AVB	General Terms and Conditions of Contract (AVB) for supplying services and work 2018
C-SASA	Capacity enhancement for Sustainable Agriculture and Sustainable Aquaculture
BIRD	Bankers Institute of Rural Development
FPO	Farmer Producer Organization
GIS	Geographic Information System
NABARD	National Bank for Agriculture and Rural Development
ToR	Terms of Reference

1. Context

Brief information on the project on C-SASA project

GIZ and NABARD has agreed to implement a project on Capacity enhancement for Sustainable Agriculture and Sustainable Aquaculture (C-SASA). The project has two major components under GIZ- TC support are the following.

a) Technical support for GIS mapping of NRM projects and support existing NABARD's portfolios on Sustainable Agriculture and Sustainable Aquaculture

GIZ, with its strong technical experience and role in this field, will support the development and deployment of a GIS based Decision Support System to map and analyse these projects, suggest suitable intervention to strengthen capacity building (head office, ROs and partners) and help mainstream this into NABARD. For ground testing and rolling this out at a certain scale, this shall focus on two mutually agreed states, where alignment with the Sustainable Agriculture and Sustainable Aquaculture impacts, as per the BMZ commission, can also be demonstrated.

The use of digital approaches (GIS, remote sensing etc.) will enhance scientific analyses, closing the field gaps and delays due to Covid 19 pandemic and create localized capacities for NABARD and stakeholders for planning and implementing this mandate.

b) Support NABARD in enabling effective FPO ecosystems

With the government putting an ambitious target of establishing 10,000 new FPOs and about 7,000 existing ones, the FPOs are being seen as game changers and a pathway to achieve the goal of doubling of farmers' incomes.

At the same time, there is an urgent need to train and strengthen the huge number of key functionaries of the 10,000 FPOs targeted by Government of India and given as a mandate to NABARD. This can be achieved through quality capacity building of promoting institutions in key aspects such as - assessment of CB needs, strengthening institutional and governance aspects, business planning, marketing, input business, compliances etc. Since the last 10 years, GIZ (through a number of allied projects) has been working with NABARD (and BIRD), Ministry of Agriculture and Farmers' Welfare and various state governments for promotion and capacity building of FPO stakeholders. Recently, in collaboration with NABARD and BIRD, GIZ has developed an FPO CB Tool Kit of 13 different tools to support promoting organizations to build up the capacities of FPOs.

Under C-SASA project, GIZ is closely work with NABARD and BIRD to develop various capacity building approaches, training modules, knowledge products etc, which will further be tested and piloted in two states (Odisha and Telangana). These knowledge products will be available for mainstreaming into various FPO resource and training institutions through NABARD and BIRD.

Keeping with above aim, GIZ is looking for a competent agency for development of six module curricula content and pedagogy for FPOs.

2. Tasks to be performed by the contractor

The agency is responsible for providing the following services:

- i. Develop course curricula content and pedagogy for six modules in line with the framework and session plan.
- ii. Conduct workshops to pilot the training content of all six modules.
- iii. Finalize the six modules based on any inputs received from participants of the workshops/pilot testing.

Topic/module:

Module 1	Program on Capacity Building of CBBOs
Module 2	Basic Program for CEOs of Farmer Producer Organizations
Module 3	Basic Program for BoDs of Farmer Producer Organizations
Module 4	Basic Program on Accounting, Reporting and Compliances
Module 5	Basic Program on FPOs for Implementing Agencies & State Government officials
Module 6	Advanced Program on Management of FPOs

Please refer the **Annexure 1** for the detailed framework of six module.

The contractor is responsible for providing the following services:

- Review the available framework and the session plans of six modules.
- Review FPO related training material developed by various organizations (BIRD, GIZ, APMAS, IRMA and other institutions).
- Consultation with domain experts, BIRD Faculty Members for collecting inputs for development of curricula content and pedagogy.
- Coordination with other technical agency which will be hired by GIZ for making other modules/programme on topics of FPOs and agribusiness.
- Develop TOT course curricula content and pedagogy for six modules in line with the finalised framework and session plan. The content should be in simple English language with full of illustrations, pictures, comic strips, flow charts etc. The design and methodology of training to be followed in the course should be interactive and participatory with ample scope of group work, case studies etc.
- Conduct workshops with trainers and BIRD to validate and pilot testing the course content.
- Finalize the course content based any inputs received from participants of the workshops/pilot testing.

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

Period of assignment: 22nd February 2021 until 31st July, 2021

S.N.	Milestone	Timeline
1	Inception Meeting and Report	15 days of contract
2	TOT curricula documents with curricula, content and pedagogy for six selected courses on FPO	
2.1	Review FPO related training material developed by various organizations (BIRD, GIZ and other institution).	15 th March, 2021
2.2	Consultation with domain experts, BIRD Faculty Members for collecting inputs for development of curricula content and pedagogy.	15 th April, 2021
2.3	Develop TOT course curricula content and pedagogy for six modules in line with the framework and session plan.	15 th June, 2021
3	Conduct workshops/Pilot testing of six modules	
3.1	Conduct workshops/pilot testing of six modules with FPO trainers	1 st July, 2021
3.2	Review the six modules based on the feedback received from the pilot testing	15 th July 2021
4	Final Document on handover – curricula content and pedagogy for six modules on FPO	31st July, 2021

3. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision.

Technical-methodological concept

Strategy: The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 2).

The bidder is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

The bidder is required to describe its contribution to knowledge management for the partner and GIZ and promote scaling-up effects (**learning and innovation**).

Project management of the contractor

The bidder is required to explain its approach for coordination with the GIZ project.

- The contractor is responsible for selecting, preparing, training and steering the experts (international and national, short and long term) assigned to perform the advisory tasks.
- The contractor makes available equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
The contractor reports regularly to GIZ in accordance with the AVB of the Deutsche
Sharing the lessons learned by the contractor and leveraging the value of lessons learned on site

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

Further Requirements

The bidder is required to submit a sample training material on FPO in simple English language with full of illustrations and graphical representations .The total number of pages should not exceed 10 pages.

4. Personnel concept

The bidder is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points.

Team Leader (2.1)

Tasks of the team leader

- Overall responsibility for the six course curricula, content and pedagogy development of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, as well as planning and steering assignment and Regular reporting in accordance with deadlines
- Technical lead for designing & developing curricula, content and pedagogy of courses on FPOs

- Coordinating the assessment and planning aspects of the assignment

Qualifications of the team leader

- Education/training (2.1.1): University qualification (Master) in Agriculture, Agribusiness, rural development or other relevant areas
- Language (2.1.2): Good business language skills in English and Hindi
- General professional experience (2.1.3): 10 years of professional experience in agriculture, agri-business and FPOs
- Specific professional experience (2.1.4): 5 years in capacity building and training on agriculture, agri-business and FPOs
- Leadership/management experience (2.1.5): 6 years of management/leadership experience as project team leader or manager in a company

Expert 1- FPO & Agribusiness Expert (2.2)

Tasks of expert 1

- Review available training material on FPOs and agribusiness
- Developing course curricula, content and pedagogy of identified modules
- Coordinate with Expert for reviewing & finalisation of course curricula, content and pedagogy
- Conduct workshop/pilot testing of six modules with FPO trainers

Qualifications of expert 1

- Education/training (2.2.1): Postgraduate in agriculture, management, rural development or related domain
- Language (2.2.2): English and Hindi
- General professional experience (2.2.3): Minimum 10 years of experience in Rural Development & Agriculture sectors
- Specific professional experience (2.2.4): Minimum 5 years of developing training material on agriculture and FPOs.

Expert 2- FPO Legal Compliance Expert (2.3)

Tasks of expert 2

- Review available training material on FPOs and legal compliances
- Developing course curricula, content and pedagogy of identified modules specially legal compliances
- Coordinate with Expert for reviewing & finalisation of course curricula, content and pedagogy
- Conduct workshop/pilot testing of six modules with FPO trainers

Qualifications of expert 2

- Education/training (2.3.1): Postgraduate in agriculture, management, rural development or related domain
- Language (2.3.2): English and Hindi
- General professional experience (2.3.3): Minimum 10 years of experience in Rural Development & Agriculture sectors
- Specific professional experience (2.3.4): Minimum 5 years of experience in legal compliances of FPOs.

Expert 3- FPO Finance and Accounting Expert (2.4)

Tasks of expert 3

- Review available training material on FPOs business models, finance and accounts
- Developing course curricula, content and pedagogy identified modules
- Coordinate with Expert for reviewing & finalisation of course curricula, content and pedagogy
- Conduct workshop/pilot testing of six modules with FPO trainers

Qualifications of expert 3

- Education/training (2.4.1): Postgraduate in agriculture, management, rural development or related domain
- Language (2.4.2): English and Hindi
- General professional experience (2.4.3): Minimum 10 years of experience in Rural Development & Agriculture sectors
- Specific professional experience (2.4.4): Minimum 5 years of experience in FPO finance and accounting

Expert 4- Communication Expert (2.5)

Tasks of expert 4

- Review available training material on FPOs from communication perspective
- Develop illustrations, graphics, comic strips etc for training material
- Coordinate with Expert for reviewing & finalisation of course curricula, content and pedagogy

Qualifications of expert 4

- Education/training (2.5.1): Postgraduate in mass communication, rural development, social science or related domain
- Language (2.5.2): English and Hindi
- General professional experience (2.5.3): Minimum 5 years of experience in development of communication material and knowledge products
- Specific professional experience (2.5.4): Minimum 2 years of experience in development of communication material for social sector

Required Qualification/experience for the consulting agency

The agency and / or consortium must have the following administrative and financial requirements for conducting the assignment

- a. Be a registered as national organisation or entity
- b. In case of bidding consortia: Declaration by consortium
- c. Average annual turnover for the last three financial years should be at least 40,000 Euros
- d. The agency should have minimum 10 employees as on 31st December 2019
- e. The agency must have handled at least 2 reference projects on Development of training material on agriculture, FPOs in India in the last 3 years with a commission value of Euro 8000.
- f. Minimum 5 years of technical expertise of developing courses on rural agriculture and agribusiness
- g. Minimum 5 years of technical expertise of developing courses on FPOs
- h. Minimum 5 years of technical expertise on conducting training programmes for FPOs

The agency and / or consortium should have other (non-evaluated) administrative and financial requirements for conducting the assignment

- a. Good knowledge and rapport with local communities
- b. Experience in providing consulting services / implementation and excellent track record of completion of tasks according to timelines,
- c. Excellent reporting and writing skills in English
- d. Well qualified and experienced key professional staff
- e. Experience in managing projects with international organisation

5. Costing requirements

Assignment of personnel

Team leader: On-site assignment for **50** expert days

Expert 1: Assignment in country of assignment for **60** expert days

Expert 2: Assignment in country of assignment for **60** expert days

Expert 3: Assignment in country of assignment for **60** expert days

Expert 4: Assignment in country of assignment for **70** expert days

Total = **300** person days

Travel

The bidder may calculate travel expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses. Tentative costing may be done based on following:

- i. 12 flight trips (to and fro) from their place to Delhi, Lucknow, Mumbai sectors
- ii. 24 days hotel stay (accommodation) in places of Delhi, Lucknow, Mumbai
- iii. 24 Local travel (by taxi)
- iv. 24 days per diem (food expenses)

Workshop

- The agency is also required to facilitate, coordinate and participate in capacity building training (ToT) / workshops planned by GIZ and NABARD/BIRD. The agency is not required to proposed workshop and study trips related expenses.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Introduce the agency to the nodal officers of BIRD and faculty members who are engaged in FPO training.
- Make available detailed framework and session plans of six modules and FPO trainings material developed by GIZ and BIRD.
- Suggest additional participants for any meetings, trainings, and workshops
- Any technical support required for the success of this initiative

7. Requirements on the format of the bid

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English (language).

The complete bid shall not exceed 10 pages (excluding CVs & company documents).

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

Please calculate your price bid based exactly on the aforementioned costing requirements. In the contract the contractor has no claim to fully exhaust the days/travel/workshops/ budgets. The number of days/travel/workshops and the budget amount shall be agreed in the contract as 'up to' amounts. The specifications for pricing are defined in the price schedule.

8. Annexes

Detailed framework of six module.

Module-1

Program on Capacity Building of CBOs	
Objectives	At the end of the program, the participants will be able to acquire knowledge & skills for undertaking feasibility study, strategy development for creating required awareness on the need & importance of FPO concept in their area of operations, identify business opportunities and translate them into business plans, undertake social mobilization and form & register a FPO
Duration	5 Days

Course Content		<ul style="list-style-type: none"> ▪ Understanding the operational guidelines of CSS on formation and promotion of 10,000 FPOs and deliverables thereof ▪ Genesis and concept of Farmers Producer Organizations (FPOs) in the context of present agricultural scenario in India ▪ Methodology for undertaking diagnostic study including baseline survey – Identification of clusters & business opportunities and translating them into business plans ▪ Community mobilization and identification of members for FPO formation, nurturing and registration of FPOs ▪ Registration of FPOs - Legal & statutory requirements under State Cooperative Acts & Companies Act (process of registration and drafting MoA, AoA, Byelaws, etc.) ▪ Governance and Management in FPOs – Role and responsibilities of different stakeholders viz. CEO, BOD, members and developing HR Guidelines ▪ Role and responsibilities of CBBO to shape FPO as a sustainable business entity along with exit plan strategy
Participants		CBBOs
Day-to-Day Schedule		
Day	Session	Topic
I	I & II	Overview on Central Sector Scheme on promotion & formation of 10000 FPOs – Deliverables under the scheme and role of different stakeholders including CBBOs
	III	Present Agriculture Scenario - Challenges faced by SF/MF and the importance of aggregators
	IV	Concept of FPO, Registration process under different Acts and modalities involved in registration including drafting of documents like MoA, AoA, Byelaws, etc.
II	I & II	Undertaking Feasibility study, Baseline survey - Structuring of formats for data collection , PRA exercise, etc.
	III	Identification of clusters and business opportunities and undertaking SWOT analysis for screening of business ideas
	IV	Commodity specific analysis of supply & value chains (food grains)
III	I	Commodity specific analysis of supply & value chains (Horticulture crops)
	II	Commodity specific analysis of supply & value chains (Agri Allied activities viz. poultry, fishery, apiculture, etc.)
	III	Preparing a Business Plan – Need, components & steps involved
	IV	How to prepare a Marketing plan

IV	I - IV	Exposure Visit to a functional FPO to understand its working
V	I	How to develop a financial plan – Assessment of working capital and term loan component – Concept of breakeven analysis
	II	Preparation of operational plan & convergence plan
	III	Developing a full business plan along with a monitoring plan
	IV	Strategies for community mobilization
		Action Plan, Feedback and Valediction

Module-2

Basic Program for CEOs of Farmer Producer Organizations		
Objectives	At the end of the program, the participants will be able to understand specific role & responsibilities of a CEO in the FPO and acquire skills related to governance, management & functioning of FPOs including various Legal & Statutory requirements, conduct of business, effective convergence, etc.	
Duration	3 Days	
Course Content	<ul style="list-style-type: none"> ▪ Role of FPOs in addressing the issues/challenges faced by Small & Marginal Farmers in current agriculture scenario ▪ Governance and Management in FPOs – Role and Responsibilities of CEO, BOD and Members ▪ Identification of business opportunities & developing Business Plans ▪ Sourcing of funds, identifying convergence opportunities for cross subsidization & networking ▪ Compliances - Legal and statutory requirements under Companies & Cooperative Acts 	
Participants	CEOs of FPOs	
Day-to-Day Schedule		
Day	Session	Topic
I	I	Challenges & Opportunities in Agriculture – Need of FPOs in the context of Small & Marginal Farmers - Farmer Producer Organizations (FPOs) : Concept, forms & registration process
	II	Governance and Management in FPOs – Role of CEO vis-à-vis role of other stake holders (BOD, Members)
	III	Identification of business opportunities & step-wise approach to business planning
	IV	How to develop a Marketing Plan
II	I - IV	Exposure Visit to a functional FPO
III	I	Preparation of Financial Plan (Basic finance concepts along with assessment of working capital and term loan)
	II	Financial Management in FPOs – Sourcing of Fund ; Importance of Networking and Convergence for FPO business
	III	Compliances - Legal and statutory requirements under Companies & Cooperative Acts - Statutory Permissions and Licenses for Business Activities

	IV	Feedback, Action Plan and Valediction
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Module-3

Basic Program for BoDs of Farmer Producer Organizations		
Objectives	At the end of the program, the participants will be able to understand and acquire requisite skills pertaining to role of BODs in the overall governance & management of FPO	
Duration	3 Days	
Course Content	<ul style="list-style-type: none"> ▪ Issues/challenges and business opportunities in agriculture for FPOs ▪ Role of different stake holders in governance and management of FPOs – Differentiation in the role of BOD & CEO ▪ Understanding the concept of business planning – Specific role of BoDs & CEO in FPO business ▪ Importance of networking and convergence in the FPO business ▪ MIS, Record Keeping & submission of compliances – Role of BoDs 	
Expected Participants	BoDs of FPOs	
Day-to-Day Schedule		
Day	Session	Topic
I	I	Challenges & Opportunities in Agriculture – Need of FPOs in the context of Small & Marginal Farmers - Farmer Producer Organizations (FPOs) : Concept, forms & registration process
	II	Distinction between governance & professional management – Powers and Functions of Board - Role of BoDs vis-à-vis role of other stake holders (CEO, Members)
	III & IV	Understanding the concept of business planning - Marketing Plan, Financial Plan, etc.
II	I - IV	Exposure Visit to a functional FPO
III	I	Challenges in Management & Business Operations in FPO
	II	Role of BODs in networking and convergence
	III	MIS, Record Keeping & submission of compliances – Role of BoDs
	IV	Feedback, Action Plan and Valediction

Module-4

4. Basic Program on Accounting, Reporting and Compliances		
Objectives	At the end of the program, the participants will be able to effectively undertake the responsibility of: <ul style="list-style-type: none"> • Managing the day to day accounting transactions & reconciling all accounts • Preparing the monthly accounts & ad-hoc management reports • Managing the accounts payable & accounts receivable function • Alerting Management about problem accounts 	
Duration	3 Days	
Course Content	<ul style="list-style-type: none"> ▪ Concept of FPOs (Incorporation under Cooperatives & Companies Act) ▪ Statutory requirement of board meetings, AGMs, etc. ▪ Basic accounting principles, account heads, voucher preparation, book keeping ▪ Financial Statements - Preparation of Trial Balance, Profit & Loss Account, Audit Report, Directors' Report ▪ Details of MIS for funding agencies, statutory registers, preservation of Registers & Records ▪ Reporting Requirements- Due Dates of Statements, Returns , Periodicity of submission ▪ Concept of GST - Applicability to FPOs - Filing of GST Returns ▪ Penalties for Non Compliance/ Delayed Compliance in respect of all the above 	
Expected Participants	Accountants of FPOs	
Day-to-Day Schedule		
Day	Session	Topic
I	I	FPOs- Incorporation (Cooperatives & Companies)
	II	Legal Provisions - Share Capital, Member Rights, Loans to members, Dispute Resolution, share transfer, bonus share, etc.
	III & IV	Basic Accounting Concepts – Double Entry System , Debit, Credit, Types of Vouchers, Voucher preparation, Cash Book, Day Book, Bank Book, etc.
II	I	Account Heads for FPOs & Book Keeping - Statutory Registers and preservation of records
	II	Financial Statements – P & L Account, Balance sheet, Audit Report, etc.

	III & IV	Case Exercises of accounting & preparation of financial statements
III	I	Statutory Returns & Statements - Periodicity and Reporting Requirements
	II	Concept of GST & its applicability to FPOs - Filing of GST returns
	III	Legal Compliance - Penalties for delays in filing returns / Non Compliance
	III	Book Keeping & MIS
	IV	Feedback, Action Plan and Valediction

Module-5

Basic Program on FPOs for Implementing Agencies & State Government officials		
Objectives	At the end of the program, the participants will get an overview of the Central Sector Scheme on promotion & formation of 10000 FPOs and their role as well as role of other stakeholders along with their responsibilities	
Duration	3 Days	
Course Content	<ul style="list-style-type: none"> ▪ Understanding the operational guidelines of CSS on Formation and promotion of 10000 FPOs and deliverables ▪ Genesis and concept of Farmers Producer Organizations (FPOs) in the context of present agricultural scenario in India ▪ Role & Responsibilities of various stakeholders under the scheme – Facilitation in product cluster identification and business plan development, etc. ▪ Various ongoing scheme of Central government & State Government - Facilitating convergence thereof with business plans of FPO ▪ Facilitating credit linkage of FPOs ▪ Monitoring framework and assigned roles for stakeholders 	
Expected Participants	Implementing agency officials, Officials part of monitoring framework (DDMs of NABARD, SFAC & State Government officials)	
Day-to-Day Schedule		
Day	Session	Topic
I	I	Challenges & Opportunities in Agriculture – Need of FPOs in the context of Small & Marginal Farmers - Farmer Producer Organizations (FPOs) : Concept, forms & registration process
	II	Overview on Central Sector Scheme on promotion & formation of 10000 FPOs – Deliverables under the scheme and role of different stakeholders
	III & IV	Understanding the concept of business planning – Importance of preparation of marketing plan, financial plan, etc.
II	I - IV	Exposure Visit to a functional FPO
III	I	Various ongoing scheme of Central & State Government - Facilitating convergence thereof with business plans of FPO
	II	Financial Management in FPOs – Sourcing of Fund – Credit linkage
	III	Institutional Monitoring Framework (National, State & District) and assigned roles to various stakeholders
	IV	Feedback, Action Plan and Valediction

Module-6

1. Advanced Program on Management of FPOs		
Objectives	At the end of the program, the participants will be able to: <ul style="list-style-type: none"> ▪ Explain the critical issues for successfully running a FPO ▪ Explain the important HR, Governance, Management, Operational, Financial & compliance function of FPO 	
Duration	5 Days	
Course Content	<ul style="list-style-type: none"> ▪ Overview of functioning of FPOs - Challenges and Opportunities ▪ Management of a Business Organisation - Process, components, techniques, skills etc. ▪ Governance in FPOs - Role & responsibilities of various stake holders - Leadership ▪ HR Planning - Recruitment & deployment of staff, monitoring and reporting, HR development (capacity building, skill mapping & training) ▪ Planning & Monitoring – Monthly/ Annual calendar of activities, strategy, implementation, monitoring and course correction ▪ Companies & Cooperative Act - Important provisions and implications thereof ▪ Business diversification ▪ Management of day-to-day affairs -conduction of various statutory meetings like Board meeting, AGM, etc. ▪ Basics of finance & financial planning ▪ Conflict management ▪ Statutory compliances under Act of Registration 	
Expected Participants	CEO / BOD	
Day-to-Day Schedule		
Day	Session	Topic
I	I	Functioning of FPOs in India – Status, challenges and opportunities
	II	FPOs - Institutional Structure & Design
	III	Company & Cooperative Act - Important provisions and implications
	IV	FPOs - Governance Mechanism - Role Clarity - Specific & shared responsibilities of BoDs & CEO
II	I	FPOs - Importance & role of members

	II	FPO Operations – Understanding & planning various resources
	III	Human Resource (HR) Planning - Recruitment, deployment, duties and responsibilities & monitoring thereof - capacity building
	IV	Planning – Monthly/Annual calendar of activities, strategy formulation, implementation schedule, monitoring and evaluation
III	I - IV	Exposure Visit to a functional FPO
IV	I & II	Presentation on learnings from field visit
	III	Conflict management
	IV	Business diversification - FPO
V	I	Basics of finance & financial planning
	II	Importance and need for networking and convergence
	III	Statutory compliances under Act of Registration
	IV	Feedback, Action Plan and Valediction