

FPO ASSESSMENT REPORT

For the project

**Assessment of Farmer
Producer Organizations
(FPO/FPC) & their Commodity
Specific Value Chain for
Agribusiness in Karnataka**

Submitted by:

ISAP INDIA FOUNDATION

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I. INTRODUCTION

The ***Assessment of Farmer Producer Organizations (FPO/FPC) & their commodity specific value chain for Agri business development and transformation*** aims to increase business opportunities, value-addition and improve resilience in the production and processing of selected agriculture value chains with the integration of Decentralised Renewable Energy (DRE) solutions, focusing on small farmers and agro entrepreneurs who are part of FPOs/FPCs in targeted districts of Karnataka (Chitradurga & Tumkur in Karnataka). The focal point of the program is capacity building, training and agribusiness development for FPCs/FPOs and assessing the feasibility of integrating with DRE solutions.

The project has three main components

- **Identification & assessment** of potential value chains (Millet + +) that are commercially viable and identified by the community
- **Developing the business plan** by consolidation of all DRE driven potential agri and allied activities including its production, trading and services.
- **Training module** for FPOs/FPCs to train and build the capacities on the **DRE driven technologies**

GOAL

The project seeks to identify the potential for sustainable energy-driven millet-based Agri-livelihoods in Karnataka. It intends to derive the scope for technology innovation specific to the millet value chain to enable access to more sustainable, reliable, and affordable local infrastructure to the community needs. It also seeks engagement of Consultancy Firm (Service Provider) for analysis of value chain and development of business plan and training module for Farmer Producer Organizations.

This consultancy has following objectives:

To work with Selco Foundation on the above-mentioned objective with specific objectives such as,

- Identification of **commercially viable community-oriented business opportunities** for three FPO/FPC across Chitradurga and Tumkur
- Development of **business plan** for three FPOs/FPCs based on their priority value chain (Millet + +)
- Developing **standard operational training module** with prime focus on DRE driven technologies

MILLET PRODUCTION IN KARNATAKA

Millet- a traditional staple food of the rural poor in dry land regions of the country are grown on about 20 million ha with annual production of 18 million tons and contribute 10% to the

country's food grain basket. The direct consumption of millets as food has significantly declined over the past three decades. The reason for the decrease in consumption is that it is laborious and time-consuming to prepare food items. Further, the relative profitability of millet cultivation vis-à-vis other commercial crops is quite low due to lack of market assurance and timely farm extension services for intensive cultivation. Near-subsistence millets cultivation is characterized by low marketed surpluses, inconsistent quality and uncertainty in supply of grain. In absence of aggregation and storage functions, supply chain management became a major constraint. All these factors impeded the commercial uptake of the millet-based food products. Though the millet food products are known for nutrition, common people hardly know about their nutritional and therapeutic values.

The FPOs/FPCs help to improve the livelihoods of smallholder farmers by strengthening their participation in the millet value chain and increasing their income and food security. Apart from enhancing smallholder farmers' access to markets, FPOs enable in improving post-harvest loss management practices, such as storage, processing and packaging, to increase the quality and shelf life of the millet.

Addressing the millet value chain would enable SDG 2 (Zero Hunger). The development of a sustainable millet value chain, including the promotion of millet production, processing, and consumption, can contribute to achieving this goal. In order to improve resilience in the production and processing of millet with the integration of Decentralised Renewable Energy (DRE) solutions, it is imperative that proper storage and processing of millet is done that reduces post-harvest losses and increases its shelf life, making it more accessible to consumers. Developing a sustainable millet value chain will include smallholder farmers to increase their income and improve their livelihoods. All these actions can contribute to achieving SDG 2 (Zero Hunger) by increasing food security, improving nutrition, and promoting sustainable agriculture. Millet being a drought-tolerant crop, can be grown with less water and fertilizer. Encouraging sustainable agricultural practices in the millet value chain can help to reduce the environmental impact and contribute to SDG 13 Climate Action.

IMPORTANCE OF MILLETS IN KARNATAKA

Millets are important in Karnataka for several reasons.

- **Food security:** Millets are a staple food crop for many rural communities in these regions, providing a reliable nutrition and food security source.
- **Climate resilience:** Millets are drought-tolerant and can grow in low-fertility soils, making them well-suited to the often-dry and challenging growing conditions in these regions.
- **Economic significance:** Millets are an important cash crop for farmers in Karnataka, providing a source of income and helping to support local economies.
- **Cultural significance:** Millets have a strong cultural significance in these regions, traditionally grown, consumed, and used for various rituals and ceremonies.

- **Nutritional Value:** Millets are rich in nutrients such as protein, minerals and vitamins which are essential for human health.

Overall, millets play a crucial role in supporting the food security and livelihoods of rural communities in Karnataka and are an important crop for the region.

II. PROFILE OF THE STUDY AREA

TUMKUR

GEOGRAPHICAL FEATURES

Tumkur district, situated in the southern state of Karnataka, India, is endowed with diverse geographical features that not only make it an important region for agriculture but also a hub for tourism. This district is characterized by its undulating terrain, with a mix of plains, hills, and valleys that create a picturesque landscape. The district occupies an area of around 10,598 square kilometers, and its altitude ranges from 300 meters to 1,000 meters above sea level. Tumkur's topography is marked by a series of rocky outcrops, particularly the Devarayanadurga hills, and it is surrounded by the districts of Hassan, Chikkaballapura, Chitradurga, and Ramanagara, among others.



The Tumkur district is also gifted with abundant water resources, with several rivers and streams crisscrossing the region. The major rivers flowing through the district are the Jayamangali, Shimsha, and Suvarnavathi, which play a pivotal role in supporting agricultural activities and providing water to the region's inhabitants. Alongside these rivers, Tumkur also boasts a multitude of lakes, such as the Madhugiri Kere and the Vani Vilasa Sagara reservoir, which are critical for irrigation purposes. The district experiences a semi-arid climate, receiving an average annual rainfall of about 700 mm, primarily during the monsoon season.

SOCIO ECONOMIC INDICATORS

- *Population:* Tumkur district had a population of around 2.7 million people, according to the 2011 Census of India. The population distribution was characterized by a blend of rural and urban populations, with a majority living in rural areas.
- *Literacy rate:* The literacy rate in Tumkur district was approximately 75%, which was slightly higher than the national average of 74%. Female literacy was lower than male literacy, reflecting a gender gap in educational attainment.
- *Economy:* Tumkur district's economy was primarily based on agriculture and agro-based industries. Major crops grown in the region included ragi, groundnut, sunflower, paddy, and pulses. The district also had a thriving sericulture industry, with silk production playing a significant role in the local economy. Tumkur was also an important industrial hub, with the presence of several small and medium-scale industries such as textiles, engineering, and food processing.

- *Human Development Index (HDI):* Although there are no specific HDI values for Tumkur district, the state of Karnataka had an HDI of 0.682 in 2018, placing it among the top-performing states in India. It can be assumed that Tumkur's HDI would be relatively high, given its overall socio-economic indicators.
- *Infrastructure:* The district benefitted from well-developed road and rail networks, connecting it to major cities in Karnataka and neighbouring states. The district also had a reasonable level of access to healthcare facilities and educational institutions, including primary schools, high schools, and degree colleges.
- *Poverty and Unemployment:* The district had a relatively low rate of poverty compared to other districts in the state. However, like many other regions in India, the district faced challenges related to unemployment, particularly among the youth and unskilled labour force.

AGRO AND SUB AGRO CLIMATIC ZONES

The district is characterized by undulating terrain, comprising plains, hills, and valleys, with an altitude ranging from 300 meters to 1,000 meters above sea level. Tumkur experiences a semi-arid climate, receiving an average annual rainfall of about 700 mm, primarily during the monsoon season. Based on the agro-climatic classification of Karnataka, Tumkur district can be divided into two primary agro-climatic zones: the Southern Transition Zone and the Northern Dry Zone.

The Southern Transition Zone, also known as the sub-humid zone, covers the southern and eastern parts of Tumkur district. This zone experiences moderate rainfall, ranging from 700 to 1,000 mm per year, and has a relatively longer growing season compared to the Northern Dry Zone. The Southern Transition Zone is characterized by fertile red and lateritic soils, which are suitable for cultivating a variety of crops, including ragi, paddy, groundnut, sunflower, and horticultural crops. This zone also supports sericulture and is known for its silk production. Agriculture in this zone is a mix of rainfed and irrigated farming, with rivers, lakes, and reservoirs providing the necessary water resources.

The Northern Dry Zone covers the northern and western parts of Tumkur district and is characterized by a semi-arid climate with an annual rainfall of 600 to 700 mm. This zone has a shorter growing season and predominantly features shallow, black, and red soils. The Northern Dry Zone is more prone to droughts and water scarcity due to erratic rainfall patterns and limited water resources. As a result, the cropping pattern in this zone is primarily rainfed, focusing on drought-resistant crops such as ragi, jowar, and pulses. Groundnut and sunflower are also cultivated to some extent, depending on the availability of water.

LAND UTILIZATION STATUS

The district's land utilization status is characterized by a combination of agricultural land, including both cultivated and fallow land, forest areas, and non-agricultural uses such as industrial, residential, and infrastructural development. A significant portion of the land is dedicated to the cultivation of major crops such as ragi, groundnut, sunflower, paddy, and pulses, which are essential for sustaining the local economy and food security. The district's semi-arid climate and diverse agro-climatic zones influence land utilization patterns, with farmers adopting a mix of rainfed and irrigated farming practices. Efforts towards sustainable land management and conservation, such as rainwater harvesting, soil conservation techniques, and crop diversification, are essential for ensuring the optimal use of Tumkur's land resources and preserving the region's ecological balance.

Land use pattern of the district (latest statistics)	Geographical area	Forest area	Land under non-agricultural use	Permanent pastures	Cultivable wasteland	Land under Misc. tree crops and groves	Barren and uncultivable land	Current fallows	Other fallows	Net area sown
Area (Lakh ha)	1064.7	45.2	83.8	79.4	62.6	20.1	67.5	86.4	36.8	582.6

CROPPING PATTERN

The cropping pattern in Tumkur district is predominantly a mix of food crops and cash crops, cultivated in both rainfed and irrigated conditions. The primary food crops grown in the region include ragi (finger millet), paddy (rice), jowar (sorghum), and maize, along with pulses such as pigeon pea (red gram), green gram, and black gram. Ragi is a staple food for the local population and is highly drought-resistant, making it an ideal choice for the region's dry climatic conditions. Cash crops cultivated in the district include groundnut, sunflower, and sugarcane, which contribute to the local economy.

Irrigation and Water Resources: Tumkur district has a well-developed network of water resources, including rivers such as the Jayamangali, Shimsha, and Suvarnavathi, as well as lakes and reservoirs like the Madhugiri Kere and the Vani Vilasa Sagara. These water resources play a crucial role in supporting irrigated agriculture, particularly during the Rabi season, when crops like groundnut and sunflower are cultivated. Farmers in the region also employ various water conservation practices, such as rainwater harvesting and the construction of farm ponds, to optimize water usage and mitigate the effects of water scarcity.

Agricultural practices in Tumkur district are influenced by a combination of traditional knowledge and modern techniques, with an emphasis on sustainable farming, crop diversification, and resource conservation. The district's agricultural profile is a testament to the adaptability and resilience of its farming community in the face of diverse climatic conditions and resource constraints.

CHITRADURGA

GEOGRAPHICAL FEATURES

The district spans an area of approximately 8,440 square kilometers and is known for its distinct landscape, which is characterized by rocky hills, plateaus, and plains. Chitradurga is nestled amidst the Deccan Plateau, with the Vedavathi River weaving its way through the district, giving life to the region. The district is surrounded by the neighboring districts of Tumkur, Ballari, Davanagere, and Shivamogga, among others. Its elevation ranges between 732 and 975 meters above sea level, with the iconic Chitradurga Fort perched atop a series of granite hills, lending a touch of historical significance to the region's geography.



Chitradurga district's water resources are dominated by the Vedavathi River, which plays a crucial role in supporting the agricultural activities of the region. The river has its origins in the Western Ghats and meanders through the district, providing sustenance to the local communities. The district is also home to a number of smaller rivers, such as the Hagari and Suvarnamukhi, and numerous lakes and reservoirs like the Vani Vilasa Sagara and Mari Kanive. Chitradurga experiences a semi-arid climate, with average annual rainfall hovering around 550 millimeters, mainly during the monsoon season. This varied topography, coupled with the region's unique climatic conditions, has resulted in a rich biodiversity and an array of flora and fauna, making Chitradurga an important ecological hotspot in the state of Karnataka.

SOCIO ECONOMIC INDICATORS

Chitradurga devotes over 50% of its land for cultivation. The Agro and allied activities form the major industry in the district, followed by textile industries.

Located in the heart of the Deccan Plateau at a distance of 202 kms from Bengaluru, the district is Spread across 6 administrative divisions- Chitradurga, Hiriyur, Hosadurga, Holalkere, Challakere & Molakalmuru. Rich in mineral resources – Copper, Quartz, Building stone, Iron ore and Granite; Chitradurga has prominent gold mines at Halekal, Kotemardi & Bedimaradi & open cast copper mines at Ingaldhal.

As of the 2011 Census of India, the district had a population of approximately 1.66 million people, with a majority residing in rural areas. Chitradurga's literacy rate stood at around 73.5%, which was slightly lower than the state average. The district's economy is primarily driven by agriculture, with major crops such as jowar, ragi, sunflower, and pulses being cultivated, in addition to livestock and poultry farming. Industrial development is also present, though to a lesser extent, with small and medium-scale industries contributing to the local economy. The region faces challenges related to poverty, unemployment, and unequal access to resources, with efforts being made to improve infrastructure, healthcare, and educational facilities.

Sl. No	Particulars	Chal- kere	Chitrad- urga	Hiri- yu- r	Holal- ke- re	Hosadur- ga	Molakalmu- ru	District total
1.	Area (sq km)	2063.93 (24.6)	1375.72 (16.4)	1701.4 (20.3)	1094.84 (13.05)	1416.4 (16.9)	736.49 (8.8)	8388.78 (100)
2.	Population	332718 (21.9)	376506 (24.8)	264719 (17.4)	197766 (13.0)	219445 (14.6)	126742 (8.4)	1517896 (100)
3.	Density of population	161	274	156	181	155	172	179
4.	Sex ratio	953	946	957	960	970	944	955
5.	Rural population	283651	251336	215913	183192	196957	112609	1243658
6.	Urban population	49067	125170	48806	14574	22488	14133	274238
7.	Literacy (in %)	57.68	72.28	63.64	68.55	65.05	53.27	64.5
8.	Total workers	164719	158322	126607	106294	108991	61902	726835
	1.Main workers	131995	131495	104102	75830	85517	47096	576035
	2.Marginal workers	32724	26827	22505	30464	23474	9806	145800
	* Cultivators	59102	51148	44972	52256	52476	17344	277298
	* Agri laborers	36584	46417	42580	36472	29491	22900	214444
	* Household industry	7434	2658	5635	1941	2364	4094	24126
	* Other workers	34599	58099	33420	15625	24660	12564	178967
	* Non workers	167999	218184	138112	91472	110454	69840	796061

Table: Demographic features of the district

AGRICULTURAL PROFILE

Agriculture is the major occupation in the district. Out of the total population 81.93 percent belongs to rural area and their main occupation is agriculture. Among the total working population 67.66 percent are engaged in agricultural operations as cultivators and agricultural laborers.

Major Crops grown in the district are:

- Cereals: Paddy, Ragi, Jowar, Maize
- Pulses and seed crops: Red gram, horse gram, green gram, black gram, Bengal gram and tur
- Commercial crops: Groundnut, sunflower, cotton and tobacco

LAND UTILIZATION STATUS

Land utilization is important as it throws light upon the land use, available fallows and net area sown as well as consequent economic contribution for the development of the area. The land-utilization details are given in the following table.

Sl. No.	Particulars	Area (Hectare)	Percentage to total Geographical area
1.	Total geographical area	7,70,702	100%
2.	Forest	73,719	9.57%
3.	Non-agricultural use	51,243	6.65%
4.	Barren and cultivatable waste	47,018	6.101%
5.	Permanent pasture	88,740	11.51%
6.	Trees and groves	11,317	1.5%
7.	Current fallow land	93,403	12.12%
8.	Other fallow land	39,319	5.1%
9.	Net area sown	3,65,923	47.5%

Source: Chitradurga district statistics at a glance 2009-10.

It is evident from the table that the total geographical area of the district was 7,70,702 hectares. The share of the area under forest in the total land available was 9.57 percent. The net area sown to the total geographical area of the district was 47.5 percent. The land put to non-agricultural use, barren and uncultivable land covers 6.65 percent and 6.1 percent of total geographical area respectively. Permanent pastures constitute 11.51 percent and trees and groves constitute only 1.5 percent of total geographical area. The proportion of area under current fallow was 12.12 percent and other fallow land was 5.1 percent.

CROPPING PATTERN

Chitradurga district, boasts a diverse cropping pattern influenced by its unique geographical features and climatic conditions. The district experiences a semi-arid climate, with average annual rainfall around 550 millimeters, primarily during the monsoon season. This climatic characteristic, along with the availability of water resources from rivers such as Vedavathi, Hagari, and Suvarnamukhi, has shaped the agricultural practices in the region. The cropping pattern in Chitradurga district predominantly consists of both rainfed and irrigated crops, with a mix of food crops, cash crops, and horticultural crops.

The food crops grown in Chitradurga district primarily include cereals like jowar (sorghum), ragi (finger millet), and paddy (rice), along with pulses such as pigeon pea (red gram), green gram, and black gram. These crops are largely rainfed and cultivated during the Kharif season, which typically occurs from June to October. The district is well-known for its production of ragi, which is not only a staple food for the local population but also a crop that is resilient to drought and requires less water than other cereals, making it an ideal choice for the region's dry climatic conditions.

In addition to food crops, Chitradurga district also cultivates cash crops such as groundnut, sunflower, and cotton. These cash crops are generally cultivated during the Rabi season, which extends from November to March, depending on the availability of water and other resources. Horticultural crops, including vegetables, fruits, and flowers, are grown in smaller quantities, contributing to the district's overall agricultural output. The cultivation of these diverse crops is sustained through a combination of traditional farming methods and modern agricultural practices, with a focus on improving crop yields, reducing risks associated with erratic rainfall, and enhancing the sustainability of the region's agriculture.

III. METHODOLOGY

PROJECT DESIGN:

The design for this project was a mixed-methods approach, incorporating both qualitative and quantitative data collection and analysis techniques. The project aimed to identify the prospective FPOs dealing in millets and interested in establishing machinery dealing in millet processing units in Tumkur and Chitradurga districts of Karnataka state.

IDENTIFIED QUESTIONS:

The questions that guided this study were:

- What are the key factors that determine the suitability of FPOs for establishing millet processing units?
- What are the production and marketing capabilities of FPOs dealing in millets in Tumkur and Chitradurga districts?
- What are the financial and managerial capacities of FPOs dealing in millets in Tumkur and Chitradurga districts?
- What are the compliance and regulatory requirements for establishing millet processing units in the target districts?
- Which FPOs in the target districts are most suitable for establishing millet processing units with the help of Selco foundation?

SAMPLING TECHNIQUE:

The sampling technique used for this study was purposive sampling, which involved selecting FPOs in the target districts that dealt in millets and were interested in establishing millet processing units. The Agri department and government officials also contacted to help identify potential FPOs.

SAMPLING FRAME & SAMPLE SIZE:

The sampling frame for this study consist of all FPOs dealing in millets and interested in establishing machinery dealing in millet processing units in the district of Tumkur and Chitradurga of Karnataka state. The sample size was determined based on the availability of FPOs that meet the inclusion criteria. The aim was to identify at least 10 FPOs that meet the criteria for inclusion in the study.

INCLUSION CRITERIA:

The inclusion criteria for this study were as follows,

- FPOs dealing in millets
- FPOs interested in establishing machinery dealing in millet processing units

- FPOs located in the district of Tumkur and Chitradurga of Karnataka state

SAMPLING PROCEDURE:

The sampling procedure for this study involved the following steps:

- Contact the Agri department and government officials to identify potential FPOs that meet the inclusion criteria
- Contact the identified FPOs and explain the study objectives and inclusion criteria
- Obtain consent from the FPOs to participate in the study
- Collect data through structured and unstructured interviews from FPO members, directors, and CEOs using a set of questionnaires
- Score the FPCs based on the criteria listed above using a scorecard
- Analyze the data collected to identify the top three FPOs that are most suitable for establishing millet processing units with the help of Selco foundation.

DATA COLLECTION:

The data collection section was divided in below 5 phases.

- 1. Preparatory Phase:** This phase involved contacting government officials, CBBOs, and the Agri department to identify potential FPOs dealing in millets and interested in establishing millet processing units. A preliminary list of potential FPOs was created based on this information.
- 2. Questionnaire Development:** A set of questionnaires was developed to guide the structured and unstructured interviews for FPO members, directors, and CEOs. The questionnaires were divided into six sections.
 - (a) Section one covered general information such as the name and location of the FPO, its legal status, membership, and governance structure.
 - (b) Section two focused on millet production, value addition, and farmer participation. It covered the types of millets grown in the area, the area of land under millet cultivation, average yield per acre, average price received by farmers, and the challenges faced during millet cultivation. It also covered the FPO's processing unit for millet, capacity of the processing unit, products produced from millets, market demand for millet-based products, and the proportion of millet produced by the FPO that is value-added. Farmer participation covered their primary occupation, target market for millet products, expected income, and challenges faced in production, processing, and marketing.
 - (c) Section three focused on marketing and covered the market demand for millet, current market channels used by the FPO to sell millet, price received by the FPO for millet, challenges faced in marketing millet, and current marketing strategies. It also covered the role of intermediaries in marketing, government policies and regulations related to marketing of millets, and prices received by farmers and paid by consumers.

- (d) Section four covered distribution and focused on the FPO's role in the millet supply chain, types of millet products distributed, size of customer base, distribution channels used, marketing strategies, challenges faced, demand for millet products, competition, profit margin.
- (e) Section five covered government policies and regulations and focused on the researcher's involvement in the millet value chain in Karnataka, perception of government policies and regulations related to millets, changes in the millet value chain due to government policies and regulations, impact of the government's promotion of millets on the business, and challenges faced in complying with government regulations.
- (f) Section six focused on DRE technologies and covered the types of energy sources used, monthly energy consumption for millet processing, interest in shifting to decentralized renewable energy sources, potential barriers for switching to decentralized renewable energy sources, and implementation of DRE technologies such as solar panels, wind turbines, or micro-hydro systems.

The questionnaires used were comprehensive and covered all the necessary aspects of the millet value chain, including production, value addition, marketing, distribution, government policies, and DRE technologies.

- 3. Scorecard Development:** A scorecard was designed to elicit information on the Marketable Surplus in (MT), Availability of Machinery, Existing Product Line (value added products for millets with brand), Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment), Ability to market the Produce, Willingness to Contribute from FPC in case unit installed from Selco Foundation, Financial Soundness (Equity collected), Existing Value addition products/ Units, Member base, Member Engaged in millet (Proxy of beneficiary), Business Acumen, and Compliances followed by individual FPCs. The scorecard was assigned a weight to each criterion to reflect its relative importance.

There was a specific importance for selecting each criterion in the scorecard which is described below.

- **Marketable Surplus in (MT)-** Marketable Surplus is a key criterion that was used to select prospective FPOs for establishment of millet processing units with the help of Selco Foundation in the district of Tumkur and Chitradurga of Karnataka state. Marketable Surplus refers to the surplus quantity of millet produced by the FPOs that can be sold in the market after fulfilling the domestic consumption needs of the members. This criterion is important for selection because it indicates the production potential of the FPOs and their ability to meet the market demand for millets.

The selection of FPOs based on their Marketable Surplus ensures that only those FPOs are chosen that have the potential to produce a surplus quantity of millets that can be sold in the market. This surplus quantity can be processed into value-added products such as millet flour, millet flakes, and millet snacks, which have a higher market value than raw millets. Thus, the

selection of FPOs with a high Marketable Surplus in (MT) ensures that the millet processing units established with the help of Selco Foundation have a steady supply of raw material and can meet the market demand for value-added millet products. Furthermore, the selection of FPOs based on their Marketable Surplus also ensures that the FPOs have a stable source of income. Millets are a low-cost crop that can be grown with minimal inputs, making them a profitable crop for small and marginal farmers. However, the market for millets is often volatile, and farmers may face difficulties in finding buyers for their produce. By selecting FPOs with a high Marketable Surplus, the project ensures that the FPOs have a stable source of income and are not solely dependent on the volatile market for their livelihoods.

Finally, the selection of FPOs based on their Marketable Surplus also contributes to the overall success of the project. The establishment of millet processing units with the help of Selco Foundation is a capital-intensive venture that requires a significant investment. By selecting FPOs with a high Marketable Surplus in (MT), the project ensures that the millet processing units have a steady supply of raw material and can generate a steady stream of revenue. This, in turn, ensures the financial sustainability of the project and its long-term success.

- **Availability of Machinery:** In the context of the project in Tumkur and Chitradurga of Karnataka state, the selection of FPCs with adequate availability of machinery is crucial for the successful implementation of the project. In addition, the potential for solarization of machinery is an important consideration, given the frequent power outages in the region and the need to reduce dependence on conventional energy sources. The availability of machinery is essential for the processing of millets, which involves several stages, including cleaning, de-husking, polishing, and grading. The efficiency and effectiveness of these processes depend largely on the availability of appropriate machinery. Inadequate or inefficient machinery can result in low-quality output, wastage of raw material, and increased labor costs. In addition, inadequate machinery can limit the scale of operations and the potential for value addition, which can have significant implications for the profitability of the FPC.

Furthermore, the availability of machinery is important in terms of enhancing the competitiveness of FPCs in the millet value chain. The demand for millets is increasing globally due to the recognition of their nutritional value and health benefits. As a result, there is a need for FPCs to adopt modern and efficient processing technologies to meet the quality and quantity requirements of the market. FPCs with adequate machinery can improve their competitiveness by producing high-quality millet products that meet market demands.

The solarization of machinery is also an important consideration in the context of the project. The frequent power outages in the region can severely affect the productivity of millet processing units that are dependent on conventional energy sources. In addition, the high costs of electricity and the limited availability of grid-connected power can limit the affordability and accessibility of energy for FPCs. The solarization of machinery can address these challenges by providing a reliable and sustainable source of energy for millet processing units. Solar energy is a renewable and clean source of energy that can reduce the dependence of FPCs on

conventional energy sources. In addition, solar energy can be cost-effective in the long run, as it can significantly reduce the energy costs associated with millet processing. Moreover, the solarization of machinery can contribute to the sustainability of the millet value chain. The use of solar energy can reduce the carbon footprint of millet processing units, which can have significant environmental benefits. In addition, the use of solar energy can enhance the resilience of millet processing units to climate change and other environmental challenges

- Existing Product Line (value-added products for millets with brand):** In the context of millets, value-added products refer to products that are made using millets as the primary ingredient, and that have added value due to their unique properties such as high nutritional value, gluten-free, and low glycemic index. In the above project, the criterion of Existing Product Line (value-added products for millets with brand) was used to identify FPCs that already have a product line and brand in place.

The criterion of Existing Product Line (value-added products for millets with brand) is an important one to consider for several reasons. Firstly, FPCs that already have a product line and brand in place demonstrate a level of business acumen and entrepreneurial spirit that is necessary for the success of the project. It shows that they are already thinking about value addition and have the necessary skills and knowledge to develop and market value-added products.

Secondly, FPCs with an existing product line and brand have already established a customer base and distribution channels for their products. This means that they have a better understanding of their target market and what products will sell well. It also means that they have already developed relationships with suppliers and distributors, which will make it easier for them to expand their business in the future.

Thirdly, value-added products can provide higher profit margins for FPCs compared to selling raw millets. This is because value-added products have added value due to their processing and packaging, which allows for a higher price point. By producing value-added products, FPCs can increase their income and improve their financial stability.

Lastly, the availability of an existing product line and brand can also provide a competitive advantage to FPCs. In the current market, there is a growing demand for healthy, sustainable and locally sourced food products. By offering value-added millet products, FPCs can tap into this market and differentiate themselves from competitors who only sell raw millets.

- Leadership skill of CEOs and excitement of BODs (Potential, Interest, and Capital Investment):** The success of any organization largely depends on the leadership skills of its leaders and their excitement towards the goals and objectives of the organization. In the case of FPCs, this is even more critical, as the success of the FPC largely depends on the effective leadership of its CEO and the support of its Board of Directors (BODs). The leadership skills of the CEO and the excitement of the BODs can have a significant

impact on the performance of the FPC and its ability to achieve its goals and objectives, including the establishment of machinery dealing in millet processing units.

Leadership skills are essential in any organization, as they help to guide and direct the organization towards its goals and objectives. In the case of FPCs, effective leadership skills are critical in ensuring that the FPC is able to achieve its objectives, including the establishment of machinery dealing in millet processing units. Effective leadership skills can help to inspire and motivate the members of the FPC, build relationships with other stakeholders, and develop and implement strategies that drive the FPC towards success.

Effective leadership skills include the ability to communicate effectively, manage resources efficiently, make decisions quickly and decisively, and lead by example. CEOs with these skills are better able to manage the day-to-day operations of the FPC, build strong relationships with other stakeholders, and drive the FPC towards its goals and objectives. In addition, effective leadership skills also include the ability to develop and implement strategies that are aligned with the goals and objectives of the FPC. This is critical in ensuring that the FPC is able to achieve its objectives, including the establishment of machinery dealing in millet processing units. The interest of the CEO and BODs refers to their willingness to commit their time and resources to the success of the FPC. This includes their willingness to attend meetings, provide support and guidance to other members of the FPC, and contribute financially to the FPC. CEOs and BODs who have a high level of interest in the success of the FPC are more likely to be actively involved in the organization, provide the necessary support and guidance, and contribute to the financial success of the FPC.

- **Ability to market the Produce:** In the above project, one of the important criteria for selecting the FPCs for establishing millet processing units is the ability to market the produce. The ability to market the produce is an essential aspect for any agricultural business as it plays a vital role in ensuring the profitability and sustainability of the business. In the case of millet processing units, the ability to market the produce becomes even more important as it involves the processing and marketing of value-added products, which require a strong market network.
- Ensuring profitability and sustainability of the business:
 - The ability to market the produce is a key factor in ensuring the profitability and sustainability of the millet processing units. Without a proper market network, the FPCs will not be able to sell their products, resulting in a loss of revenue and eventually leading to the closure of the business. Therefore, it is important to select the FPCs that have a strong market network and the ability to sell their products in the market.
- Creating demand for millet products:
 - The ability to market the produce is also important for creating demand for millet products in the market. Millet is an underutilized crop, and therefore,

creating demand for millet products requires a concerted effort from all stakeholders in the supply chain. The FPCs with a strong market network and marketing skills can help in creating a demand for millet products by promoting the health benefits and nutritional value of millets.

➤ **Diversifying the market for millet products:**

The ability to market the produce can also help in diversifying the market for millet products. Millet products have traditionally been sold through the government-run PDS system and in local markets. However, with the establishment of millet processing units, there is an opportunity to explore new markets for millet products. The FPCs with a strong market network can help in diversifying the market for millet products by exploring new marketing channels like e-commerce, modern retail.

● **Willingness to Contribute from FPC in case unit installed from Selco Foundation:**

The willingness to contribute financially from the Farmer Producer Company (FPC) in the establishment of a millet processing unit is an important criterion in the selection of FPCs for the project. This criterion ensures that the FPC has a sense of ownership and commitment towards the project, which is essential for the long-term success of the project. It also ensures that the FPC has a sense of ownership towards the project, which is important for its success. When the FPC contributes financially towards the project, they are more likely to take an active interest in the project's success. This can lead to better management of the project and can help in its smooth functioning.

The willingness of the FPC to contribute financially also indicates their financial stability. A financially stable FPC is more likely to contribute financially towards the project. This criterion ensures that only financially stable FPCs are selected for the project. A financially stable FPC is more likely to manage the project's finances effectively and ensure its long-term sustainability.

Moreover, the FPC's contribution towards the project indicates their interest in the millet processing unit's establishment. This interest is important for the project's success as it ensures that the FPC is committed to the project's success. This commitment can lead to better management of the project and can help in the smooth functioning of the millet processing unit.

The FPC's financial contribution towards the project also indicates their ability to mobilize resources. Mobilizing resources is an important skill that is required for the success of any project. The FPCs that are able to contribute financially towards the project are more likely to have the skills required for mobilizing resources. These skills can be utilized for the success of the project and can help in its expansion in the future.

In addition to the financial contribution, the FPC's willingness to contribute in-kind resources is also important. The in-kind resources can include land, labor, and other resources required for the project's establishment. The contribution of these resources indicates the FPC's

commitment to the project and their interest in its success. It also helps in reducing the project's financial burden and can ensure its smooth functioning.

- **Financial Soundness (Equity collected):** Financial Soundness is a critical criterion for selecting FPCs for the establishment of machinery dealing in millet processing units in the district of Tumkur and Chitradurga of Karnataka state, with the help of Selco Foundation. The project requires a significant amount of investment, and the financial stability of the FPC is a crucial aspect to consider.

Firstly, the financial soundness of an FPC is indicative of its ability to sustain the business in the long run. It reflects the organization's financial health, liquidity, and profitability. A financially sound FPC is one that has adequate financial resources to meet its operational and investment requirements. The equity collected by the FPC from its members indicates the extent of the member's investment in the FPC's business operations. The greater the equity collected, the stronger the financial base of the FPC.

The financial soundness of the FPC is essential because it determines the ability of the FPC to raise funds for the project. A financially sound FPC is better equipped to raise funds from external sources, such as banks, financial institutions, and other investors. Such FPCs have a higher credit worthiness and are perceived as less risky by external investors. This increases the FPC's ability to obtain loans and investments, which are critical for the establishment and expansion of millet processing units.

In addition, the equity collected by the FPC from its members is an indicator of their commitment and interest in the FPC's business operations. A higher equity collected shows that the members are willing to invest in the FPC's operations and are committed to its long-term success. This commitment and interest can translate into higher participation by the members in the FPC's business operations, leading to greater efficiency and productivity.

- **Member base:** Member base is one of the criteria that was considered in the selection of prospective FPCs for the establishment of machinery dealing in millet processing units with the help of Selco Foundation in the districts of Tumkur and Chitradurga of Karnataka state. Member base refers to the number of members who are shareholders of the FPC. In the context of this project, selecting FPCs with a larger member base implies that they have a larger pool of resources to undertake the establishment of machinery dealing in millet processing units. This will help in promoting economies of scale and diversifying risk, which are critical in the agribusiness sector. Moreover, a larger member base implies that the FPC has a wider reach, which can help in promoting social inclusion and economic empowerment.
- **Member Engaged in millet (Proxy of beneficiary):** The importance of selecting members engaged in millet as a criterion for the selection of FPCs for the establishment of decentralized solar-operated millet processing units cannot be overstated. This criterion is crucial in ensuring that the benefits of the project are realized by the

maximum number of beneficiaries. The percentage of FPCs members engaged in millet cultivation, processing or marketing provides an idea of how many members will benefit from the establishment of decentralized solar-operated millet processing units.

The establishment of decentralized solar-operated millet processing units can help to unlock the potential of millets and create new opportunities for the farmers who cultivate them. These processing units can add value to the millets by converting them into a range of products, such as flour, flakes, and ready-to-eat snacks, which can be sold at a higher price. This can help to increase the income of millet farmers and make millet cultivation a more profitable enterprise. The success of the project will depend on the extent to which the members of the FPCs are engaged in millet cultivation, processing, or marketing. The more members engaged in these activities, the greater the potential benefits of the project. This is because the establishment of decentralized solar-operated millet processing units will create new market opportunities for millet products, and the members who are already engaged in millet cultivation, processing, or marketing will be in a better position to take advantage of these opportunities.

The engagement of members in millet cultivation, processing or marketing can also indicate the level of interest and enthusiasm for the project. Members who are already engaged in these activities are more likely to understand the benefits of the project and be enthusiastic about it. They are also more likely to have the necessary knowledge and skills to take advantage of the new opportunities created by the project. The selection of FPCs with a high percentage of members engaged in millet cultivation, processing or marketing is, therefore, crucial for the success of the project. It will ensure that the benefits of the project are realized by the maximum number of beneficiaries and that the project receives the necessary support from the FPC.

- **Business Acumen (Profit generation from business):** Business acumen is the ability to understand and manage various aspects of business operations, including financial management, marketing, operations, and strategic planning. In the context of this project, business acumen is a critical criterion for selecting FPCs for the establishment of machinery dealing in millet processing units. The FPCs must have the necessary knowledge and experience to operate the machinery, manage finances, market their products, and make strategic decisions that will help them achieve profitability. The mentioned criteria are critical to assess the FPCs' business acumen. FPCs with a strong business acumen are more likely to operate a successful millet processing unit, generate profits, and provide higher returns to their members. In addition, FPCs with strong business acumen will be better positioned to expand their operations and diversify their product lines in the future. They will also be more attractive to potential investors, lenders, and partners.

One of the primary goals of the project is to increase the income of smallholder farmers who are engaged in millet cultivation. The establishment of millet processing units will create value-added products that can be sold at a higher price, thereby increasing the profitability of millet cultivation. However, the success of the project depends on the ability of FPCs to manage the

millet processing units efficiently and generate profits. Hence, the FPCs' business acumen is critical to the success of the project.

- **Compliances followed by individual FPCs:** Assessing the compliance status of an FPC is an important criterion while selecting prospective FPOs for establishing millet processing units. Compliance refers to adherence to legal and regulatory requirements in terms of business operations, social and environmental responsibilities, and financial transparency. It also involves the implementation of ethical and fair practices in their business operations.

The compliance criterion is crucial as it helps in identifying FPCs that follow ethical and legal business practices, which is essential for any sustainable and scalable enterprise.

In the context of the millet processing project, compliance with legal and regulatory requirements is crucial. As with any project, there are legal and regulatory requirements that the FPCs must adhere to, including regulatory, Statutory, environmental and tax laws. Assessing compliance status was done through a review of the FPC's financial statements, tax returns, audit reports, and other documentation. It is also essential to conduct on-site visits to ensure that the FPC is adhering to environmental and labor laws. In addition, it is crucial to understand the FPC's policies and procedures related to compliance and to evaluate the effectiveness of these policies and procedures.

4. **Pilot Testing:** The questionnaires and scorecard was pilot tested on a small sample of FPOs' members to assess their clarity, completeness, and effectiveness. After pilot testing, data collection was carried out through structured and unstructured interviews. The interviews will be conducted in person by visiting each of the 10 FPOs on the availability of the respondents.
5. **Data Analysis:** The data collected through structured and unstructured interviews were analyzed using qualitative data analysis techniques such as thematic analysis. The scores obtained through the scorecard was analyzed using quantitative data analysis techniques.

Results: Based on the scores obtained through the scorecard and the qualitative aspects such as leadership quality, interest of Board members and willingness to contribute in the establishment of millet processing unit, the top three FPCs were recommended for the establishment of millet processing units. In some cases, where the marketable surplus was higher but the scores were comparable the FPCs having higher marketable surplus were given preference for the capacity utilization of the processing unit. The results of the study as well as performance of individual FPC is being presented in the next section.

IV. PROFILE OF FPOS AND THEIR DESCRIPTION

1. JEEVA JALA FARMER PRODUCER COMPANY LIMITED

Jeeva Jala Farmer Producer Company Limited is an FPC based in Tumkur district of Karnataka state in India. It has 700 members who have collected INR 12 Lakh as equity for the company. The FPC has received a matching equity grant of INR 5 Lakh from the Agri department. Jeeva Jala FPC is primarily involved in the production of Finger Millet, which is a popular cereal crop in the district. The FPC has a marketable surplus of 300 MT of Finger Millet, which is sold through traders at the farm gate.

The total financial turnover of the FPC is INR 72 Lakh (input business). However, the FPC does not have any processing units for value addition to their produce. To overcome this, Jeeva Jala FPC has applied for the PMFME scheme to avail of subsidies from the government. This scheme aims to provide financial assistance for the establishment of micro food processing enterprises. With this scheme, the FPC can set up a processing unit and increase the value of their produce. The FPC can explore these opportunities and increase their revenue by tapping into this market.

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Jeeva Jala Farmer Producer Company Limited
ii	Address	Jeeva Jala Farmer Producer Company Limited, Old RSK Building beside Nadakacheri ,Nonavinakere Post and Hobli, Tiptur -Taluk , Tumkur District
iii	Date of Evaluation	17th Feb 2023
iv	NGO Partner	IFHD
v	Name of Key facilitator from FPC, His/her designation	Darshan H S
vi	Contact no of person contacted	8746994093
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	IFHD
ix	Person contacted if from NGO/FPC	Darshan H S
x	Product Mix grown by FPC	Finger Millet
xi	Key Value Chain	
	(minimum 30%-40% farmers involved in production)	100%
xii	Quantity of produce of identified value chain (refer point xi)	300 MT

The performance of Jeevan Jala FPC on selected parameters (inclusive of qualitative parameters) were as follows.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Acheived
Tumkur	Jeeva Jala Farmer Producer Company Limited	300 MT	No (Applied PM Formulisation of Micro Food Processing Enterprises Scheme)	Not as such	Good	Through Traders	Yes	12 Lakh	Not as such	700	100%	Profit generating (5 lakh)	Following Institutional and Legal compliances (yet to receive some business licenses)	76

Jeevan Jala FPC has the strength of business acumen where they were able to generate profit of INR 5 lakh in last year parameter but has a very less value of marketable surplus hence has not been considered for setting up of millet processing unit.

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document	Yes/No
A	Institutional compliances				
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC	yes
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified	yes
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting	yes
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected	yes
	Sub total A	8	8		
B	Regulatory compliances (Licenses)				
1	Seed license taken	1	1	Copy of License-verified	yes
2	Fertilizer license taken	1	1	Copy of License-verified	yes
3	Insecticide license taken	1	1	Copy of License-verified	yes
4	APMC license taken		1	Copy of License-verified	yes
5	FSSAI License taken	1	0		
6	E-Nam Registration	1	0		
7	UPI Digitization	1	1		
8	Krishi setu/UP FPO/ ATMA	1	1		
9	MSME	1	0		
10	GST no taken	1	1	Copy of GST Document-verified	
	Sub total B	10	7		
C	Statutory compliances				yes
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement	yes
2	Has the FPC availed Equity grant	2	2		
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website	yes
	Sub total C	12	12		
D	Legal compliances				
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website	yes
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified	yes
3	Income tax return filed for all previous years in time	1	1	Income tax returns- confirmed with CEO	yes
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process	
	Sub total D	6	6		
E	Sales turnover				yes
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22	yes
2	Financial Turnover from output	9	0	Unaudited Balance Sheet 2021- 22	yes
3	Net profit	6	6	Audited Balance Sheet 2021 -2022(profit)	yes
	Sub total E	24	15		
F	Basic compliances				
1	Distance from proposed cluster center location	5	5		
2	Does the FPC have a running input shop	3	3		
3	Does the FPC have a processing unit	5	0		
4	Source of funds for establishing processing unit	3	3		
5	Does the FPC have land	3	0		
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	2		
7	Has the FPC tied up with any client for onward sale of produce	5	5		
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10		
	Sub total F	36	28		
G	Credit worthiness				
1	Has the FPC availed any loan from any financial institution	2	0		
2	Has the FPC started re paying the loan/completed repayment	2	0		
	Sub total G	4	0		
	Gross total	100	76		

2. HALLIKAR TATTVA FARMER PRODUCER COMPANY LIMITED

Hallikar Tattva Farmer Producer Company Limited is an FPO based in Tumkur, Karnataka. It has a member base of 930 and has collected INR 15 Lakh as equity from its members. The FPO has excellent leadership skills, and the CEO and Board of Directors are very interested in capital investment and have the potential to grow the business. The FPO has good access to markets and APMC connections, making it easy to sell their products.

The FPO has a marketable surplus of 3000 MT of finger millet. However, they do not have any machinery for millet processing, and they have not yet established any value-added products for millets. They have only established a coconut oil processing unit.

The FPO is profitable, generating a profit of INR 1 lakh from its business. They have scored 83 out of 100 on the scorecard prepared by the research team, which indicates that they are a strong FPC. They are willing to contribute towards the installation of a processing unit from Selco Foundation, which shows their interest in expanding their business.

According to available information, Hallikar Tattva FPC is involved in promoting organic and sustainable farming practices and works towards conserving indigenous crops. They have been involved in organizing training programs for their farmers on good agricultural practices and have also received support from the government for the same.

Hallikar Tattva FPC is a well-managed FPO with a strong focus on sustainable agriculture practices. They have a good market presence and the potential to grow their business. With support from the Selco Foundation, they can establish millet processing units and value-added products to expand their product line and increase profitability.

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Hallikar Tattva Farmer Producer Company Limited
ii	Address	Hallikar Tattva Farmer Producer Company Limited, Site No 49 APMC Yard Dabbegatta Road Turuvekere Dt: Tumkur PIN-572227
iii	Date of Evaluation	17th Feb 2023
iv	NGO Partner	IFHD
v	Name of Key facilitator from FPC, His/her designation	Roja M
vi	Contact no of person contacted	8722622793
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	IFHD
ix	Person contacted if from NGO/FPC	Roja M
x	Product Mix grown by FPC	Finger Millet
xi	Key Value Chain	
	(minimum 30%-40% farmers involved in production)	100%
xii	Quantity of produce of identified value chain (refer point xi)	3000 Tons

The performance of Hallikar Tattva FPC on selected parameters (inclusive of qualitative parameters) were as follows. It has its strength in ability to market its produce and marketable surplus available.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Achieved
Tumkur	Hallikar Tattva Farmer Producer Company Limited	3000 MT	No as such	No as such	Excellent	Good access to market and APMC connections	Yes	15 Lakh	Coconut oil Processing unit	930	100%	Profit generating (1 lakh)	Following Institutional and Legal compliances (yet to receive some business licenses)	83

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document	Yes/No
A	Institutional compliances				
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC	yes
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified	yes
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting	yes
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected	yes
	Sub total A	8	8		
B	Regulatory compliances (Licenses)				
1	Seed license taken	1	0		
2	Fertilizer license taken	1	1	Copy of License-verified	yes
3	Insecticide license taken	1	1	Copy of License-verified	yes
4	APMC license taken	1	1	Copy of License-verified	yes
5	FSSAI License taken	1	1		yes
6	E-Nam Registration	1	0		
7	UPI Digitization	1	1		
8	Krishi setu/UP FPO/ ATMA	1	1		
9	MSME	1	0		
10	GST no taken	1	1	Copy of GST Document-verified	
	Sub total B	10	7		
C	Statutory compliances				yes
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement	yes
2	Has the FPC availed Equity grant	2	2		
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website	yes
	Sub total C	12	12		
D	Legal compliances				
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website	yes
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified	yes
3	Income tax return filed for all previous years in time	1	1	Income tax returns-confirmed with CEO	yes
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process	
	Sub total D	6	6		
E	Sales turnover				yes
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22	yes
2	Financial Turnover from output	9	9	Unaudited Balance Sheet 2021- 22	yes
3	Net profit	6	6	Audited Balance Sheet 2021 -2022(profit)	yes
	Sub total E	24	24		
F	Basic compliances				
1	Distance from proposed cluster center location	5	5		yes
2	Does the FPC have a running input shop	3	3		yes
3	Does the FPC have a processing unit	5	0		
4	Source of funds for establishing processing unit	3	3		
5	Does the FPC have land	3	0		
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	0		
7	Has the FPC tied up with any client for onward sale of produce	5	5		
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10		
	Sub total F	36	26		
G	Credit worthiness				
1	Has the FPC availed any loan from any financial institution	2	0		
2	Has the FPC started re paying the loan/completed repayment	2	0		
	Sub total G	4	0		
	Gross total	100	83		

3. SANNAKKI BHAGYAPURI FARMER PRODUCER COMPANY LIMITED

Sannakki Bhagyapuri Farmer Producer Company Limited, located in the Chitradurga district of Karnataka, has a marketable surplus of 2500 MT of millets. The FPO has an excellent leadership team and board of directors who have shown potential, interest, and investment in the company. They have good access to market through traders and are willing to contribute to the establishment of a processing unit with Selco Foundation's help. The FPO has collected equity worth INR 15 lakh and is compliant with institutional and legal compliances. However, the FPO does not have any existing value addition products or units for millets. The FPO has a considerable member base of 1009, out of which 70% are engaged in millet farming. The FPO has also achieved a score of 75 out of 100 based on the criteria set for analyzing their performance, indicating that they have the potential to grow and expand their business. With their willingness to contribute to the establishment of a processing unit and good market access, the FPO can leverage these strengths to increase their profits and develop new value-added products to expand their business.

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Sannakki Bhagyapuri Farmer Producer Company Limited
ii	Address	Sannakki Bhagyapuri Farmer Producer Company Limited, Near Grama Panchayat Sringapura Main Road Post : Bagur Tq: Hosadurga Dt: Chitradurga Pin code-577515
iii	Date of Evaluation	10th Feb 2023
iv	NGO Partner	ICCOA
v	Name of Key facilitator from FPC, His/her designation	Santhosh N
vi	Contact no of person contacted	8722834641
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	ICCOA
ix	Person contacted if from NGO/FPC	Santhosh N
x	Product Mix grown by FPC	Finger Millet, Foxtail Millet, Sorghum millet, Little Millet, Banyard Millet
xi	Key Value Chain (minimum 30%-40% farmers involved in production)	70%
xii	Quantity of produce of identified value chain (refer point xi)	2500 Tons

Sannakki Bhagyapuri Farmer Producer Company Limited has its strength in marketing their produce through traders. They also have considerable amount of marketable surplus available with them.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Achieved
Chitradurga	Sannakki Bhagyapuri Farmer Producer Company Limited	2500 MT	No	No as such	Excellent	Through Traders	Yes	15 Lakh	No Units	1009	70%	Moderate Profits (12.6 K)	Following Institutional and Legal compliances (yet to receive some business licenses)	75

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document
A	Institutional compliances			
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected
	Sub total A	8	8	
B	Regulatory compliances (Licenses)			
1	Seed license taken	1	1	Copy of License-verified
2	Fertilizer license taken	1	1	Copy of License-verified
3	Insecticide license taken	1	1	Copy of License-verified
4	APMC license taken		0	Copy of License-verified
5	FSSAI License taken	1	0	
6	E-Nam Registration	1	1	
7	UPI Digitization	1	1	
8	Krishi setu/UP FPO/ ATMA	1	1	
9	MSME	1	0	
10	GST no taken	1	1	Copy of GST Document-verified
	Sub total B	10	7	
C	Statutory compliances			
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement
2	Has the FPC availed Equity grant	2	2	
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website
	Sub total C	12	12	
D	Legal compliances			
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified
3	Income tax return filed for all previous years in time	1	1	Income tax returns- confirmed with CEO
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process
	Sub total D	6	6	
E	Sales turnover			
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22
2	Financial Turnover from output	9	9	Unaudited Balance Sheet 2021- 22
3	Net profit	6	6	Audited Balance Sheet 2021 -2022(profit)
	Sub total E	24	24	
F	Basic compliances			
1	Distance from proposed cluster center location	5	5	
2	Does the FPC have a running input shop	3	3	
3	Does the FPC have a processing unit	5	0	
4	Source of funds for establishing processing unit	3	0	
5	Does the FPC have land	3	0	
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	0	
7	Has the FPC tied up with any client for onward sale of produce	5	0	
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10	
	Sub total F	36	18	
G	Credit worthiness			
1	Has the FPC availed any loan from any financial institution	2	0	
2	Has the FPC started re paying the loan/completed repayment	2	0	
	Sub total G	4	0	
	Gross total	100	75	

4. RAITA SHAKTI FARMER PRODUCER COMPANY LIMITED

Raita Shakti Farmer Producer Company Limited is a farmer producer company located in Chitradurga district of Karnataka state. The FPC has a member base of 983 and has collected equity worth 9.83 Lakh from its members. The FPC has tied up with market players for forward linkage and has the ability to market its produce. However, it does not have any millet-specific product line as of now.

The FPC has shown good leadership skills and potential for investment and interest in millet processing units. They have expressed willingness to contribute to the installation of processing units from Selco Foundation. The FPC has a groundnut oil extraction unit as an existing value addition product. In terms of marketable surplus, the FPC has 150 MT of finger millet. They have achieved a high score of 95 in the evaluation criteria, which is one of the highest among the FPCs evaluated. The FPC has complied with institutional and legal compliances.

Raita Shakti FPC was formed in 2017 and has been working with the aim of empowering farmers by enhancing their agricultural income. The FPC is engaged in the production and marketing of various crops such as maize, cotton, groundnut, and pulses. They have established a groundnut oil extraction unit in the district, which has been successful in generating additional income for the farmers. The FPC has also been involved in organizing training programs for farmers to enhance their skills and knowledge in agricultural practices.

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Raita Shakti Farmer Producer Company Limited
ii	Address	Raita Shakti Farmer Producer Company Limited, Near Busstand Post :Devigere Tq: Hosadurga Dt: Chitradurga Pin code-577527
iii	Date of Evaluation	10th Feb 2023
iv	NGO Partner	Nisarga NGO,Hosadurga
v	Name of Key facilitator from FPC, His/her designation	Dayanand K ,CEO
vi	Contact no of person contacted	8880899205
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	Nisarga NGO,Hosadurga
ix	Person contacted if from NGO/FPC	Dayanand K ,CEO
x	Product Mix grown by FPC	Finger Millet
xi	Key Value Chain (minimum 30%-40% farmers involved in production)	50%
xii	Quantity of produce of identified value chain (refer point xi)	150 Tons

Though Raita Shakti is having higher score due to compliances and other parameter but has a very less value of marketable surplus hences has not been considered for setting up of millet processing unit.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Achieved
Chitradurga	Raita Shakti Farmer Producer Company Limited	150 MT	NO	No as such	Good	Tied up with market player for forward linkage	Yes	9.83 Lakh	Ground nut oil extraction	983	50%	Moderate Profits (21 K)	Following Institutional and Legal compliances	95

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document	Yes/No
A	Institutional compliances				
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC	yes
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified	yes
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting	yes
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected	yes
	Sub total A	8	8		
B	Regulatory compliances (Licenses)				
1	Seed license taken	1	1	Copy of License-verified	yes
2	Fertilizer license taken	1	1	Copy of License-verified	yes
3	Insecticide license taken	1	1	Copy of License-verified	yes
4	APMC license taken	1	1	Copy of License-verified	yes
5	FSSAI License taken	1	1	Copy of License-verified	yes
6	E-Nam Registration	1	0		
7	UPI Digitization	1	1		
8	Krishi setu/UP FPO/ ATMA	1	1		
9	MSME	1	0		
10	GST no taken	1	1	Copy of GST Document-verified	
	Sub total B	10	8		
C	Statutory compliances				yes
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement	yes
2	Has the FPC availed Equity grant	2	2		
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website	yes
	Sub total C	12	12		
D	Legal compliances				
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website	yes
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified	yes
3	Income tax return filed for all previous years in time	1	1	Income tax returns- confirmed with CEO	yes
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process	
	Sub total D	6	6		
E	Sales turnover				yes
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22	yes
2	Financial Turnover from output	9	9	Unaudited Balance Sheet 2021- 22	yes
3	Net profit	6	6	Audited Balance Sheet 2021 -2022(profit)	yes
	Sub total E	24	24		yes
F	Basic compliances				yes
1	Distance from proposed cluster center location	5	5		yes
2	Does the FPC have a running input shop	3	3		yes
3	Does the FPC have a processing unit	5	5		yes
4	Source of funds for establishing processing unit	3	3		
5	Does the FPC have land	3	0		
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	2		
7	Has the FPC tied up with any client for onward sale of produce	5	5		
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10		
	Sub total F	36	33		
G	Credit worthiness				
1	Has the FPC availed any loan from any financial institution	2	2		
2	Has the FPC started re paying the loan/completed repayment	2	2		
	Sub total G	4	4		
	Gross total	100	95		

5. DURGADA SIRI DHANY FARMER PRODUCER COMPANY LIMITED

Durgada Siri Dhany Farmer Producer Company Limited, located in Chitradurga district of Karnataka, is one of the FPOs considered in the study. The FPC has a marketable surplus of 1000 MT of finger millet and is one of the few FPCs with an available millet processing unit provided by Selco Foundation. The FPC has a good leadership team with a positive outlook towards investment and growth. They have tied up with market players to market their products and have a good willingness to contribute towards the establishment of machinery through Selco Foundation.

In addition, the FPC has a sound financial position with INR 22 Lakh equity collected from its members. The FPC has also shown good business acumen and profitability, with a profit generating capacity of INR 71,000 to 3 Lakhs. The FPC follows institutional and legal compliances.

The FPC's existing value addition products include finger millet-based units, which are supported by the Selco Foundation. They have also launched their own brand, Hosa Siri, for millet-based products. According to a report, the FPC has signed an agreement with a private company to sell their millet-based products, and the FPC's products are sold in the district and neighboring areas.

Overall, Durgada Siri Dhany FPC has shown promising performance in terms of leadership skills, financial stability, marketing ability, willingness to contribute towards the establishment of machinery, and business potential for growth and success in the future. profitability. The existing value addition products and partnerships with market players indicate the FPC's

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Durgada Siri Dhany Farmer Producer Company Limited
ii	Address	Durgada Siri Dhanya Farmer Producer Company Limited, Sri rampura, Hosadurga Taluk , Chitradurga District
iii	Date of Evaluation	24th Feb 2023
iv	NGO Partner	Vikasana Mandya
v	Name of Key facilitator from FPC, His/her designation	Girish BG
vi	Contact no of person contacted	968677965
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	Vikasana Mandya
ix	Person contacted if from NGO/FPC	Girish BG
x	Product Mix grown by FPC	Finger Millet, Little millet, Foxtail Millet
xi	Key Value Chain (minimum 30%-40% farmers involved in production)	80%
xii	Quantity of produce of identified value chain (refer point xi)	1000 tons

Durgada Siri Dhanya FPC is well performing FPO and since a unit is already installed in this FPO, so it has not been considered for another allotment of millet processing unit.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Achieved
Chitradurga	Durgada Siri Dhanya Farmer Producer Company Limited	1000 MT	Yes	Hosa Siri Brand	Good	Tied up with Market Players	FPC has contributed	22 Lakh	Millet based Unit	1000	80%	Profit generating (71 K and go upto 3 lakh)	Following Institutional and Legal compliances	89

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document	Yes/No
A	Institutional compliances				
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC	yes
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified	yes
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting	yes
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected	yes
	Sub total A	8	8		
B	Regulatory compliances (Licenses)				
1	Seed license taken	1	1	Copy of License-verified	yes
2	Fertilizer license taken	1	1	Copy of License-verified	yes
3	Insecticide license taken	1	1	Copy of License-verified	yes
4	APMC license taken	1	1	Copy of License-verified	yes
5	FSSAI License taken	1	1	Copy of License-verified	yes
6	E-Nam Registration	1	1		
7	UPI Digitilization	1	1		
8	Krishi setu/UP FPO/ ATMA	1	1		
9	MSME	1	0		
10	GST no taken	1	1	Copy of GST Document-verified	
	Sub total B	10	9		
C	Statutory compliances				yes
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement	yes
2	Has the FPC availed Equity grant	2	2		
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website	yes
	Sub total C	12	12		
D	Legal compliances				
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website	yes
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified	yes
3	Income tax return filed for all previous years in time	1	1	Income tax returns- confirmed with CEO	yes
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process	
	Sub total D	6	6		
E	Sales turnover				yes
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22	yes
2	Financial Turnover from output	9	9	Unaudited Balance Sheet 2021- 22	yes
3	Net profit	6	6	Audited Balance Sheet 2021 -2022(profit)	yes
	Sub total E	24	24		
F	Basic compliances				
1	Distance from proposed cluster center location	5	5		
2	Does the FPC have a running input shop	3	3		
3	Does the FPC have a processing unit	5	0		
4	Source of funds for establishing processing unit	3	3		
5	Does the FPC have land	3	0		
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	0		
7	Has the FPC tied up with any client for onward sale of produce	5	5		
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10		
	Sub total F	36	26		
G	Credit worthiness				
1	Has the FPC availed any loan from any financial institution	2	2		
2	Has the FPC started re paying the loan/completed repayment	2	2		
	Sub total G	4	4		
	Gross total	100	89		

6. ONAKE OBAVVA FARMER PRODUCER COMPANY LIMITED

Onake Obavva Farmer Producer Company Limited located in Chitradurga district has a marketable surplus of 1000 MT of millets but currently does not have any machinery for processing. The leadership skill of CEOs and excitement of BODs is reported to be below par, and the FPO is currently not thinking of investing in a millet processing unit. The FPO markets its produce through local traders and has a member base of 800, out of which 60% are engaged in millet farming. The FPO has collected equity worth 15 lakh and has not yet set up any value addition units.

Based on available information, it appears that Onake Obavva FPC needs to focus on improving its leadership skills and exploring opportunities to add value to its millet produce. It could consider investing in machinery for processing millets or partnering with other FPCs or organizations to set up millet processing units.

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Onake obavva Farmer Producer Company Limited
ii	Address	Onake obavva Farmer Producer Company Limited, Madadakere, Hosadadurga Taluk Chitadurga district - 577527
iii	Date of Evaluation	24th Feb 2023
iv	NGO Partner	ICCOA
v	Name of Key facilitator from FPC, His/her designation	Shivanna R
vi	Contact no of person contacted	9900651542
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	ICCOA
ix	Person contacted if from NGO/FPC	Shivanna R
x	Product Mix grown by FPC	Finger Millet, Little millet, Foxtail Millet
xi	Key Value Chain (minimum 30%-40% farmers involved in production)	60%
xii	Quantity of produce of identified value chain (refer point xi)	1000 tons

As Onaka obavva FPC is not interested in establishing the millet processing centre it has not been considered for the processing unit.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Achieved
Chitradurga	Onake obavva Farmer Producer Company Limited	1000 MT	No	No as such	Below Par	Local Traders	Not much	15 Lakh	No unit	800	60%	Profit generating (1.5 Lakh and go upto 3 lakh)	Following Institutional and Legal compliances (yet to receive some business licenses)	79

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document	Yes/No
A	Institutional compliances				
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC	yes
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified	yes
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting	yes
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected	yes
	Sub total A	8	8		
B	Regulatory compliances (Licenses)				
1	Seed license taken	1	1	Copy of License-verified	yes
2	Fertilizer license taken	1	1	Copy of License-verified	yes
3	Insecticide license taken	1	1	Copy of License-verified	yes
4	APMC license taken		1	Copy of License-verified	yes
5	FSSAI License taken	1	0		
6	E-Nam Registration	1	0		
7	UPI Digitization	1	0		
8	Krishi setu/UP FPO/ ATMA	1	1		
9	MSME	1	0		
10	GST no taken	1	1	Copy of GST Document-verified	
	Sub total B	10	6		
C	Statutory compliances				yes
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement	yes
2	Has the FPC availed Equity grant	2	2		
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website	yes
	Sub total C	12	12		
D	Legal compliances				
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website	yes
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified	yes
3	Income tax return filed for all previous years in time	1	1	Income tax returns-confirmed with CEO	yes
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process	
	Sub total D	6	6		
E	Sales turnover				yes
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22	yes
2	Financial Turnover from output	9	9	Unaudited Balance Sheet 2021- 22	yes
3	Net profit	6	6	Audited Balance Sheet 2021 -2022(profit)	yes
	Sub total E	24	24		
F	Basic compliances				
1	Distance from proposed cluster center location	5	5		
2	Does the FPC have a running input shop	3	3		
3	Does the FPC have a processing unit	5	0		
4	Source of funds for establishing processing unit	3	0		
5	Does the FPC have land	3	0		
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	0		
7	Has the FPC tied up with any client for onward sale of produce	5	5		
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10		
	Sub total F	36	23		
G	Credit worthiness				
1	Has the FPC availed any loan from any financial institution	2	0		
2	Has the FPC started re paying the loan/completed repayment	2	0		
	Sub total G	4	0		
	Gross total	100	79		

7. SRI RAMALINGESHWARA HORTICULTURE FARMER PRODUCER COMPANY LIMITED

Sri Ramalingeshwara Horticulture Farmer Producer Company Limited is an FPO based in Chitradurga district with a marketable surplus of 3000 MT. The FPO has received a 50% subsidy under the Raita Siri Scheme for a millet processing unit with a capacity of 250 kg per hour. With a member base of 1000 farmers, the FPO has collected an equity of 25 lakhs and is engaged in millet cultivation with 100% of its members involved in millet production. Sri Ramalingeshwara FPO has moderate profits of 89k and achieved a compliance score of 93, indicating its adherence to institutional and legal compliances.

The FPO has been involved in various activities such as organizing training programs for its members, distributing fertilizers and seeds, and collaborating with government agencies to promote horticulture farming. The FPO has also been actively involved in market linkages by collaborating with local traders to sell their produce.

Overall, Sri Ramalingeshwara Horticulture FPO has shown great potential and interest in the millet sector by investing in a processing unit and engaging all its members in millet production. The FPO's leadership and business acumen have led to its success, and its compliance score shows its commitment to following institutional and legal compliances.

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Sri Ramalingeshwara Horticulture Farmer Producer Company Limited
ii	Address	Sri Ramalingeshwara Horticulture Farmer Producer Company Limited, Kanguvalli, Hosadadurga Taluk Chitadurga district -577515
iii	Date of Evaluation	24th Feb 2023
iv	NGO Partner	Vrutti
v	Name of Key facilitator from FPC, His/her designation	Mounesh Achar
vi	Contact no of person contacted	8970004229
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	Vrutti
ix	Person contacted if from NGO/FPC	Mounesh Achar
x	Product Mix grown by FPC	Finger Millet, Little millet, Foxtail Millet
xi	Key Value Chain	
	(minimum 30%-40% farmers involved in production)	100%
xii	Quantity of produce of identified value chain (refer point xi)	3000 Tons

Sri Ramalingeshwar Horticulure FPC is a well-organized company and also have applied for millet processing unit through convergence. There is an ample opportunity of solarization of this unit. Based on the score this FPC is recommended for millet processing unit.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Achieved
Chitradurga	Sri Ramalingeshwara Horticulture Farmer Producer Company Limited	3000 Mt	Yes (Capacity 250 kg per hour Under Raita Siri Scheme has taken 50% Subsidy)	No as such		Local Traders	Matter of amount	25 lakh	millet based Unit	1000	100%	late Profits	Following Institutional and Legal compliances	93

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document	Yes/No
A	Institutional compliances				
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC	yes
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified	yes
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting	yes
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected	yes
	Sub total A	8	8		
B	Regulatory compliances (Licenses)				
1	Seed license taken	1	1	Copy of License-verified	yes
2	Fertilizer license taken	1	1	Copy of License-verified	yes
3	Insecticide license taken	1	1	Copy of License-verified	yes
4	APMC license taken	1	1	Copy of License-verified	yes
5	FSSAI License taken	1	1		
6	E-Nam Registration	1	0		
7	UPI Digitization	1	1		
8	Krishi setu/UP FPO/ ATMA	1	1		
9	MSME	1	0		
10	GST no taken	1	1	Copy of GST Document-verified	
	Sub total B	10	8		
C	Statutory compliances				yes
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement	yes
2	Has the FPC availed Equity grant	2	2		
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website	yes
	Sub total C	12	12		
D	Legal compliances				
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website	yes
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified	yes
3	Income tax return filed for all previous years in time	1	1	Income tax returns- confirmed with CEO	yes
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process	
	Sub total D	6	6		
E	Sales turnover				yes
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22	yes
2	Financial Turnover from output	9	9	Unaudited Balance Sheet 2021- 22	yes
3	Net profit	6	6	Audited Balance Sheet 2021 -2022(profit)	yes
	Sub total E	24	24		
F	Basic compliances				
1	Distance from proposed cluster center location	5	5		
2	Does the FPC have a running input shop	3	3		
3	Does the FPC have a processing unit	5	5		
4	Source of funds for establishing processing unit	3	3		
5	Does the FPC have land	3	0		
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	0		
7	Has the FPC tied up with any client for onward sale of produce	5	5		
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10		
	Sub total F	36	31		
G	Credit worthiness				
1	Has the FPC availed any loan from any financial institution	2	2		
2	Has the FPC started re paying the loan/completed repayment	2	2		
	Sub total G	4	4		
	Gross total	100	93		

8. SWARNA BHOOMI FARMER PRODUCER COMPANY LIMITED

Swarna Bhoomi Farmer Producer Company Limited based in Tumkur district, has a marketable surplus of 1200 MT of millets. They have a strong leadership with excellent potential, interest, and capital investment from their board of directors. The FPC is capable of marketing their produce through local traders and is willing to contribute to the installation of a millet processing unit provided by Selco Foundation. They have an equity collection of 15 lakhs, with a diverse range of value-added products, including coconut oil processing, biscuits, crunches and ice cream, and ragi malt under their own brand "Swarna Bhumi". The FPC has a member base of 1000, with all members engaged in millet production. They have moderate business acumen generating a profit of 1.5 lakh. The FPC follows institutional and legal compliances and has achieved a score of 84.

Overall, Swarna Bhoomi FPC has a strong potential for growth in the millet sector due to their excellent leadership, financial soundness, and ability to market their produce. They have already diversified their product line with value addition products and have a good market presence in the local market. Their willingness to invest in millet processing units further adds to their potential for growth and development in the sector.

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Swarna Bhoomi Farmer Producer Company Limited
ii	Address	Swarna Bhoomi Farmer Producer Company Limited, Dabbehatta Hobli, Turuvekere Tq Tumkur District
iii	Date of Evaluation	27th Feb 2023
iv	NGO Partner	IFHD
v	Name of Key facilitator from FPC, His/her designation	Vinod
vi	Contact no of person contacted	6361390715
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	IFHD
ix	Person contacted if from NGO/FPC	Vinod
x	Product Mix grown by FPC	Finger Millet, Little Millet
xi	Key Value Chain	
	(minimum 30%-40% farmers involved in production)	100%
xii	Quantity of produce of identified value chain (refer point xi)	1200 tons

Swarna Bhoomi FPC is having good amount of marketable surplus available and has an excellent leadership and they are also willing to contribute for the establishment of processing unit. Based on the score this FPC has been recommended for the processing unit.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Achieved
Tumkur	Swarna Bhoomi Farmer Producer Company Limited	1200 MT	No	Yes Swarna bhumi Brand	Excellent	Local Traders	Yes	15 Lakh	Coconut oil Processing, Biscuit, crunches and ice cream and Ragi malt	1000	100%	Profit generating (1.5 Lakh/h lakh)	Following Institutional and Legal compliances	84

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document	Yes/No
A	Institutional compliances				
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC	yes
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified	yes
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting	yes
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected	yes
	Sub total A	8	8		
B	Regulatory compliances (Licenses)				
1	Seed license taken	1	1	Copy of License-verified	yes
2	Fertilizer license taken	1	1	Copy of License-verified	yes
3	Insecticide license taken	1	1	Copy of License-verified	yes
4	APMC license taken	1	1	Copy of License-verified	yes
5	FSSAI License taken	1	1		
6	E-Nam Registration	1	0		
7	UPI Digitization	1	1		
8	Krishi setu/UP FPO/ ATMA	1	1		
9	MSME	1	0		
10	GST no taken	1	1	Copy of GST Document-verified	
	Sub total B	10	8		
C	Statutory compliances				yes
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement	yes
2	Has the FPC availed Equity grant	2	2		
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website	yes
	Sub total C	12	12		
D	Legal compliances				
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website	yes
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified	yes
3	Income tax return filed for all previous years in time	1	1	Income tax returns-confirmed with CEO	yes
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process	
	Sub total D	6	6		
E	Sales turnover				yes
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22	yes
2	Financial Turnover from output	9	9	Unaudited Balance Sheet 2021- 22	yes
3	Net profit	6	6	Audited Balance Sheet 2021 -2022(profit)	yes
	Sub total E	24	24		
F	Basic compliances				
1	Distance from proposed cluster center location	5	5		
2	Does the FPC have a running input shop	3	3		
3	Does the FPC have a processing unit	5	5		
4	Source of funds for establishing processing unit	3	3		
5	Does the FPC have land	3	0		
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	0		
7	Has the FPC tied up with any client for onward sale of produce	5	0		
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10		
	Sub total F	36	26		
G	Credit worthiness				
1	Has the FPC availed any loan from any financial institution	2	0		
2	Has the FPC started re paying the loan/completed repayment	2	0		
	Sub total G	4	0		
	Gross total	100	84		

9. KALPA MITRA FARMER PRODUCER COMPANY LIMITED

Kalpa Mitra Farmer Producer Company Limited in Tumkur district has a marketable surplus of 1500 MT. However, they do not have machinery for processing millets yet. The FPC has a good leadership skill of CEOs and excitement of BODs, with a willingness to contribute from the FPC in case a processing unit is installed from Selco Foundation. They have collected an equity of INR 17 lakh and have a member base of 867 with 100% engagement in millet production. The FPC has tied up with Sampark Bindu and Krishikalpa foundation for marketing the produce.

Kalpa Mitra FPC was established with the objective of enhancing the income of small and marginal farmers in Tumkur district. Kalpa Mitra FPC aims to bring a positive change in the lives of farmers by enhancing their income and facilitating sustainable agriculture practices. The FPC works on the principles of cooperation and collective action and strives to create an enabling environment for farmers to improve their livelihoods.

Personal Information		Details
Sr.No	Particulars	
i	Name of the FPC	Kalpa Mitra Farmer Producer Company Limited
ii	Address	Kalpa Mitra Farmer Producer Company Limited, Ballekatte, Huliya Hobli, Chikkanayakana Halli Taluk , Tumkur District
iii	Date of Evaluation	27th Feb 2023
iv	NGO Partner	Vikasana Mandya
v	Name of Key facilitator from FPC, His/her designation	Girish B N
vi	Contact no of person contacted	7619437795
vii	Method of interview (Telephonic/ Personal interview or Both)	Personal
viii	Name of RI	Vikasana Mandya
ix	Person contacted if from NGO/FPC	Girish B N
x	Product Mix grown by FPC	Finger Millet, Little Millet, Kodo Millet, Foxtail Millet
xi	Key Value Chain	Millet
	(minimum 30%-40% farmers involved in production)	100%
xii	Quantity of produce of identified value chain (refer point xi)	1500 tons

Though Kalpa Mitra has a good leadership team and they are interested in establishing of processing unit but the score achieved by them in compliance is on a lower side. This FPC need to improve its compliance work.

Districts	FPOs/ Criteria	Marketable Surplus in (MT)	Availability of Machinery	Existing Product Line (for millets)	Leadership skill of CEOs and excitement of BODs (Potential, Interest and capital investment)	Ability to market the Produce	Willingness to Contribute from FPC in case unit installed from Selco Foundation	Financial Soundness (Equity collected)	Existing Value addition products/ Units	Member base	Member Engaged in millet (Proxy of beneficiary)	Business Acumen	Compliances	Score Acheieved
Tumkur	Kalpa Mitra Farmer Producer Company Limited	1500 MT	Not installed	No as such	Good	Sampark Bindu, Krishikalpa foundation	Ready	17 Lakh	No unit	867	100%	No Profit	Following Institutional and Legal compliances	65

	Tool Analysis	Maximum Marks	Marks of FPC	Details of Checklist/Supporting document	Yes/No
A	Institutional compliances				
1	Does the chairman actively take part in FPC	2	2	Compliances of FPC	yes
2	How many BoDs actively take part in the FPC	4	4	Attendance register, Minutes of meeting-verified	yes
	Does the FPC have a full time CEO/ A leader representation	1	1	Attendance register, Minutes of meeting	yes
	Is the FPC connected with Farmer Interest Groups	1	1	List of FIG connected	yes
	Sub total A	8	8		
B	Regulatory compliances (Licenses)				
1	Seed license taken	1	1	Copy of License-verified	yes
2	Fertilizer license taken	1	1	Copy of License-verified	yes
3	Insecticide license taken	1	1	Copy of License-verified	yes
4	APMC license taken	1	1	Copy of License-verified	yes
5	FSSAI License taken	1	1		
6	E-Nam Registration	1	1		
7	UPI Digitization	1	1		
8	Krishi setu/UP FPO/ ATMA	1	1		
9	MSME	1	0		
10	GST no taken	1	1	Copy of GST Document-verified	
	Sub total B	10	9		
C	Statutory compliances				yes
1	Total no of shareholders in the FPC	5	5	MCA Document, Latest Financial Statement	yes
2	Has the FPC availed Equity grant	2	2		
3	Total Paid up capital Rs	5	5	RoC Filing document verified with MCA website	yes
	Sub total C	12	12		
D	Legal compliances				
1	RoC filed for all previous years in time	1	1	RoC Filing document - verified with MCA website	yes
2	GST return filed for all previous years in time	1	1	GST Filing returns- soft copies verified	yes
3	Income tax return filed for all previous years in time	1	1	Income tax returns-confirmed with CEO	yes
4	Whether share certificate issued to members (Y/N)	3	3	Receipt of share certificate- issuing is in process	
	Sub total D	6	6		
E	Sales turnover				yes
1	Financial Turnover (Input Sales)	9	9	Audited Balance Sheet 2021-22	yes
2	Financial Turnover from output	9	0	Unaudited Balance Sheet 2021- 22	yes
3	Net profit	6	0	Audited Balance Sheet 2021 -2022(profit)	yes
	Sub total E	24	9		
F	Basic compliances				
1	Distance from proposed cluster center location	5	5		
2	Does the FPC have a running input shop	3	3		
3	Does the FPC have a processing unit	5	0		
4	Source of funds for establishing processing unit	3	3		
5	Does the FPC have land	3	0		
6	Has the FPC experience of operating in trading platforms or registered on trading platform	2	0		
7	Has the FPC tied up with any client for onward sale of produce	5	0		
8	Does FPC grow a potential value chain which is of interest for buyer (processor/retailer)	10	10		
	Sub total E	36	21		
G	Credit worthiness				
1	Has the FPC availed any loan from any financial institution	2	0		
2	Has the FPC started re paying the loan/completed repayment	2	0		
	Sub total G	4	0		
	Gross total	100	65		

V. CONCLUSION

It can be concluded that the selection of FPCs for the establishment of millet processing units has been based on various measurable and behavioral factors. The FPCs that have been recommended are Sri Ramalingeshwara Horticulture FPC, Swarna Bhoomi FPC, and Sannakki Bhagyapuri FPC whereas Hallikar Tattva FPC has been planned as fourth choice.

The selection has been based on factors such as marketable surplus, leadership skills, financial stability, compliance, and willingness to contribute towards the establishment of millet processing units. These FPCs have a good market presence, strong leadership, potential for growth, and have complied with institutional and legal compliances.

Sri Ramalingeshwara Horticulture FPC and Swarna Bhoomi FPC have already established value addition products and have a good market presence in the local market. Both FPCs have shown excellent leadership skills, financial soundness, and willingness to invest in millet processing units, making them strong contenders for the establishment of processing units.

Sannakki Bhagyapuri FPC and Hallikar Tattva FPC have a significant marketable surplus of finger millet and have shown willingness to contribute towards the establishment of millet processing units. Both FPCs have good leadership skills and potential for growth in the millet sector, making them suitable candidates for the establishment of processing units.

Overall, the selection of FPCs has been done based on their potential for growth, market presence, financial stability, and willingness to contribute towards the establishment of millet processing units. These FPCs have the potential to not only enhance their income but also create a positive impact on the lives of small and marginal farmers in the region.