



SDS



Manipur Final Report SDS



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Acknowledgements

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We are grateful to the State Government Department(s), Partner Organisation(s), FPO Promotion Agencies/CBBOs, and other key stakeholders for their guidance, insights, and continued support throughout the study. Their perspectives and contributions have been instrumental in shaping the findings and recommendations presented in this report.

We would like to express our heartfelt appreciation to the Farmer Producer Organisations (FPOs), their Board of Directors, Chief Executive Officers, member farmers, and other ecosystem actors who generously shared their time, experiences, and perspectives. Their participation provided invaluable insights into the opportunities, challenges, and aspirations of the FPO ecosystem in Manipur.

We also acknowledge the support of Implementing Partner/Facilitating Organisation and local stakeholders who facilitated field visits, stakeholder consultations, focus group discussions, and interactions with FPOs and farming communities. Their assistance enabled meaningful engagement and enriched the quality of this study.

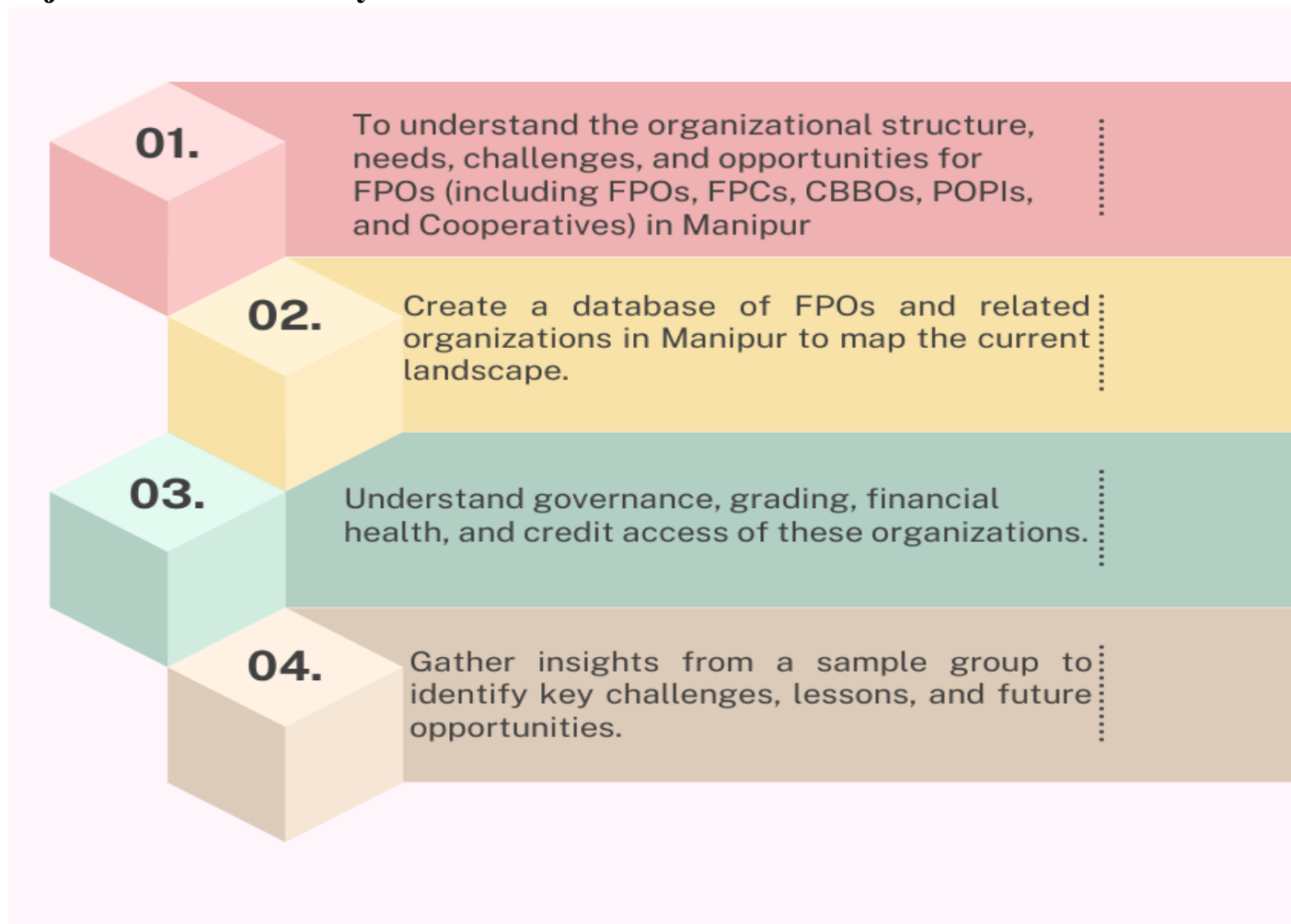
This report is the result of collective effort, collaboration, and shared commitment from all individuals and institutions involved. We deeply appreciate their contributions and support.

This report is intended to serve as a resource for policymakers, development practitioners, FPO promotion agencies, financial institutions, market actors, and researchers working to strengthen the FPO ecosystem and enhance the livelihoods of small and marginal farmers in Manipur and across the North Eastern Region. The insights presented aim to support evidence-based decision-making and contribute to the development of resilient, inclusive, and sustainable farmer-owned enterprises.

Project Overview

This study explores the evolving role of Farmer Producer Organizations (FPOs) and cooperatives in Manipur, a state where agriculture remains the primary livelihood for nearly 70% of the population, despite persistent challenges like poor infrastructure, market disconnect, and frequent natural disasters. While FPOs offer a promising model to enhance income, bargaining power, and resilience of small and marginal farmers, their effectiveness in Manipur is constrained by weak governance, limited access to credit, and inadequate institutional support. Through a mix of field surveys, interviews with 20 FPOs, and stakeholder consultations, the project aims to map the operational landscape of FPOs, evaluate their performance, and identify systemic gaps. The study seeks to inform policy and practice through strategic insights aimed at strengthening the FPO ecosystem and advancing sustainable, inclusive rural development in Manipur.

Objectives of the study



Overview of Manipur

Farmer Producer Companies (FPCs) in Manipur have grown steadily in recent years, largely supported by government schemes like the Mission Organic Value Chain Development for the North Eastern Region (MOVCD-NER). This initiative by the Government of India encourages organic farming and helps farmers work together through group-based models to improve income and reduce dependence on middlemen.

Manipur has demonstrated substantial progress in fostering Farmer Producer Companies (FPCs) as part of a nationwide push to strengthen farmer institutions and agri-based enterprises. In Manipur, NABARD, Manipur Small Farmers' Agri-Business Consortium (MSFAC) and Mission Organic Manipur (MOMA) and ICAR-KVK, Imphal West have been giving efforts for the formation and implementation of the FPOs in Manipur¹.

According to data from the Ministry of Agriculture and Farmers Welfare's Management Information System (MIS)², a total of 212 FPCs have been registered in the state under the Central Sector Scheme for the Formation and Promotion of 10,000 FPOs. These FPCs are spread across various districts in the state, including Imphal

¹ Motilal, Th & Singh, S & Rishikanta, Singh. (2022). A Case Study of the Farmer Producer Organizations (FPOS) in Imphal West District of Manipur, India. Agricultural Science Digest - A Research Journal. 562-568.

² <https://10kfpomis.dac.gov.in/>

West, Senapati, Churachandpur, Ukhrul, and others. District-wise distribution of FPOs formation reveals that the maximum numbers of FPOs are in Imphal West district³.

They focus on a range of agricultural activities such as organic farming, horticulture, and livestock rearing. Many of these organizations have been formed by bringing together existing Self-Help Groups (SHGs), Joint Liability Groups (JLGs), and Farmers' Clubs (FCs), enabling farmers to collectively access markets, credit, and capacity-building programs. The formation of these FPCs is supported by various implementing agencies like SFAC, NABARD, NAFED, and NGOs, in collaboration with Cluster-Based Business Organizations (CBBOs). These agencies assist in providing financial support, training, and infrastructure development to ensure the sustainability and effectiveness of the FPCs.

Research Methodology

The study commenced with an analysis of secondary data obtained from the Management Information System (MIS) portal maintained by the Ministry of Agriculture and Farmers Welfare, Government of India. According to the portal, a total of 212 Farmer Producer Organizations (FPOs), including both producer companies and cooperative societies, are currently registered in the state of Manipur.

Using this database as the sampling frame, 20 FPOs were selected for field investigation. The selection process aimed to ensure diversity in geographic location (including both hill and valley districts), thematic focus (such as horticulture, livestock, and organic cultivation), institutional support structure, and maturity level of operations. To facilitate primary data collection, a structured questionnaire was developed in consultation with domain experts and field practitioners. The tool was designed to capture a wide range of variables, including governance mechanisms, membership structure, operational processes, market linkages, financial management, and key challenges faced. Prior to implementation, the tool was piloted in one selected FPO to assess clarity, contextual relevance, and user comprehension. Necessary modifications were made based on feedback from the pilot to strengthen the validity of the instrument.

To ensure data reliability and standardization, a comprehensive data collection protocol was adopted. Enumerators received training on digital survey tools (KoBo Toolbox), ethical considerations, and quality assurance measures. Daily monitoring, back-checks, and random spot verifications were conducted to maintain data integrity throughout the process.

Primary data was collected through a combination of qualitative and quantitative methods. In-depth interviews were conducted with key stakeholders, including FPO board members, member farmers, Cluster-Based Business Organizations (CBBOs), and support agencies. These were complemented by structured digital surveys to collect quantifiable indicators at the FPO and member levels.

This integrated research approach provided a nuanced understanding of the operational landscape of FPOs in Manipur. It helped surface institutional and infrastructural challenges, map existing support systems, and capture the lived experiences of small and marginal farmers engaged in collective enterprise.

³ Ashish K. 2021. Reimagining FPOs to transform lives of marginal farmers. Farm Collectivization. <https://www.thehindubusinessline.com/opinion/reimagining-fpos-to-transform-lives-of-marginal-farmers/article35161385>

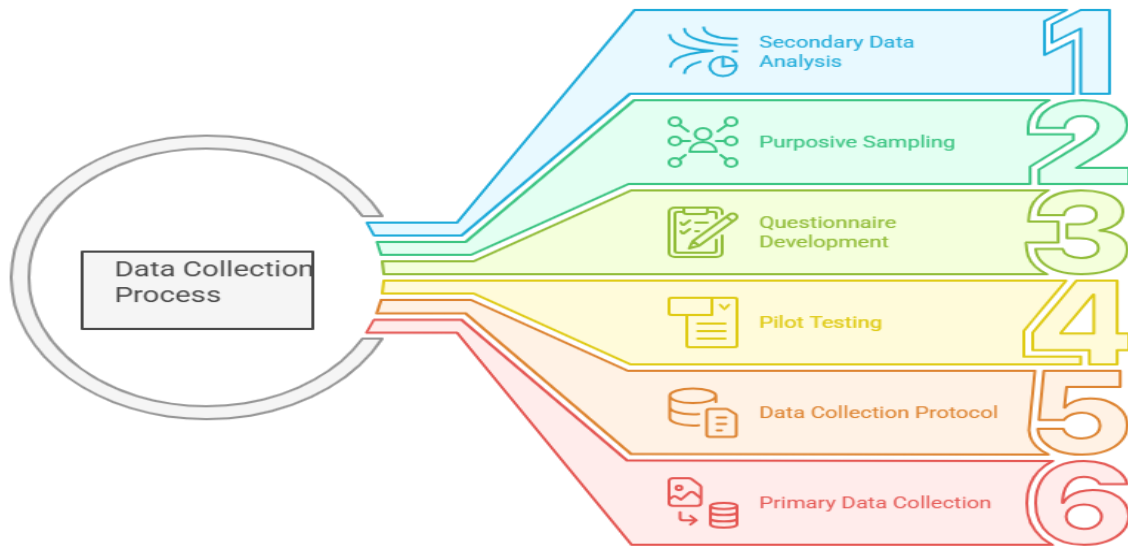


Figure 1 location: Kakching Organic Producers Company.

Current landscape of Manipur

To study this report, we have found a dataset of 212 entries from the MIS portal as our secondary source. This data provides a comprehensive foundation for our analysis.

The MIS portal dataset of 212 FPO entries reveals distinct participation trends and organizational concentration within cluster development programs. Three dominant players emerge with nearly equal representation:

TOP OPERATING CBBOS



Sheel Biotech Ltd

Holds the largest share at 10.85%.



ISAP, India Foundation

Shares second place with 10.38%.



Bhushan & Sons

Shares second place with 10.38%.

These organizations collectively account for approximately one-third of total entries, indicating their established role as primary implementation partners. Nearly 80% of the CBBOs are operating in Bishnupur (47.68%) and Imphal West (32.45%), showing a geographical concentration in the central valley region.

Top 3 highest operating CBBO's work in districts

1. ISAP, India Foundation	2. Bhushan & Sons	3. Sheel Biotech Ltd
<i>District-wise Deployment:</i>	<i>District-wise Deployment:</i>	<i>District Concentration:</i>
Bishnupur District: 16 entries (73% of total presence)	Bishnupur District: 16 entries (73% of total presence)	Exclusive Presence in Bishnupur: All 23 entries (100%)
Imphal West District: 6 entries (27% of total presence)	Kakching District: 5 entries (23% of total presence)	
	Thoubal District: 1 entry (4% of total presence)	

Block-wise Distribution:		
Moirang CD Block	21 entries	38.20%
Bishnupur Block	10 entries	18.2

Nambol Block	10 entries	18.2
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Limited Presence in Hill Districts:

Tribal-dominated hill districts such as Tamenglong, Senapati, Tengnoupal, and Jiribam show minimal CBBO activity, reflecting a significant gap in outreach and institutional support. These districts, located in conflict-affected and politically sensitive regions, face compounded challenges that hinder agricultural development and access to support services.

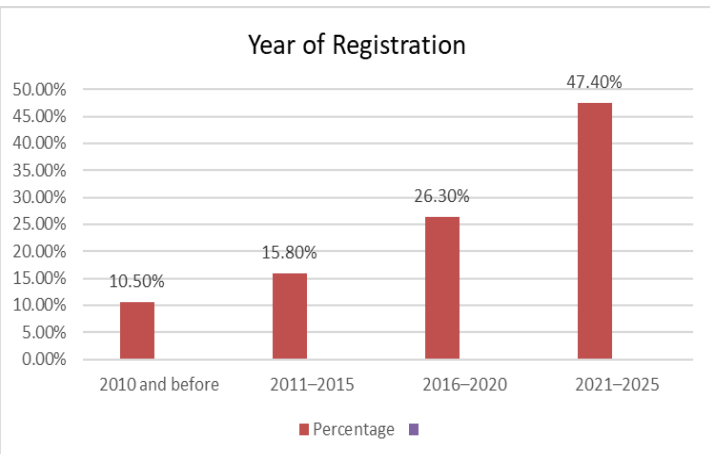
Out of the total 212 secondary data sets collected from MIS portal, we were able to successfully establish communication with 51 entities. Given the partial availability of responses, it was not possible to confirm the operational status of all entities in the dataset. This poses a limitation in assessing the dataset in its entirety. However, the information obtained from the 51 responding entities provided valuable insights. For example, the average annual turnover among these entities was approximately ₹28.96 lakhs. While these findings are informative, they represent only a subset of the total sample and should be interpreted accordingly.

Among these 51 FPOs, only 7 (13.73%) reported having adopted a value chain approach, while the remaining 44 (86.27%) had not. This indicates that value chain integration remains significantly low among the contacted FPOs, despite its potential to enhance market linkages, increase value addition, and improve farmer incomes.

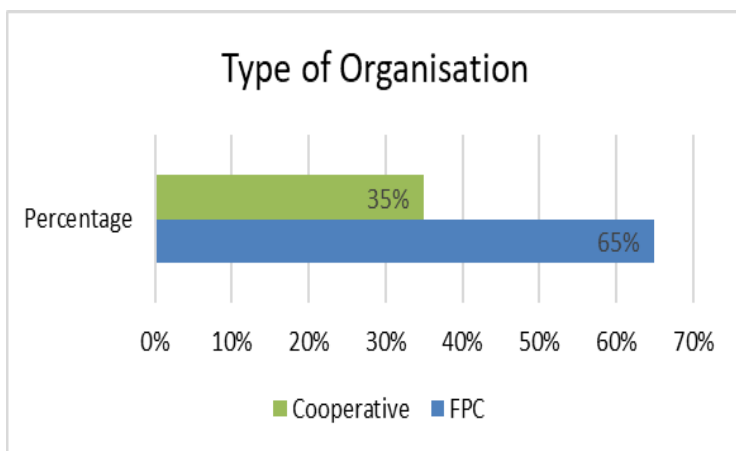
Institutional support records reveal that NAFED emerges as the most frequently engaged organization, representing 23.08% of total mentions and indicating its pivotal role as implementing agency. It is followed by the National Cooperative Development Corporation (NCDC) 15.38%, while both the Pradhan Mantri Matsya Sampada Yojana (PMMSY) and NASED contribute 5.9% each. The Manipur Fishery Department and a range of other institutions including ICAR-KVK-ATARI, NABARD, and the State Agriculture and Horticulture Department are categorized under "Others" (19.6%), reflecting a broad network of stakeholder involvement. Notably, 43.1% of the entries are marked as unspecified, suggesting a need for more systematic documentation. This analysis underscores the significant role of central and state-level institutions in supporting the FPO, while also highlighting the importance of comprehensive data collection for effective program evaluation and policy planning.

FPO Study Findings – Manipur

The following section presents a theme-based analysis of the 20 surveyed FPOs and cooperatives, focusing on key dimensions such as services offered, value chain participation, and operational challenges, among others. This thematic approach enables a comprehensive understanding of how these organizations function, the support they provide to their members, the extent of their engagement in agricultural value chains, and the structural or contextual challenges they face. The analysis aims to identify both opportunities and constraints, offering valuable insights into the evolving roles of FPOs and cooperatives in strengthening rural livelihoods and local economies.

THEME: Formation & support received												
Sl. No	Information / Analysis	Note										
1	Registration, formation process & support received											
1.1	 <table border="1"> <caption>Year of Registration</caption> <thead> <tr> <th>Year of Registration</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2010 and before</td> <td>10.50%</td> </tr> <tr> <td>2011–2015</td> <td>15.80%</td> </tr> <tr> <td>2016–2020</td> <td>26.30%</td> </tr> <tr> <td>2021–2025</td> <td>47.40%</td> </tr> </tbody> </table>	Year of Registration	Percentage	2010 and before	10.50%	2011–2015	15.80%	2016–2020	26.30%	2021–2025	47.40%	<p>As per Table 1.1, 10.5% of the organizations were formed in or before 2010, 15.8% during 2011–2015, 26.3% between 2016–2020, and a significant 47.4% were formed between 2021–2025. The rise in formations post-2016, particularly from 2021 onwards, can be attributed to increased mobilization efforts under Central Sector Schemes (CSS) and State Government initiatives, encouraging farmers to establish FPOs and Cooperatives for better market access and collective bargaining.</p>
Year of Registration	Percentage											
2010 and before	10.50%											
2011–2015	15.80%											
2016–2020	26.30%											
2021–2025	47.40%											

1.2

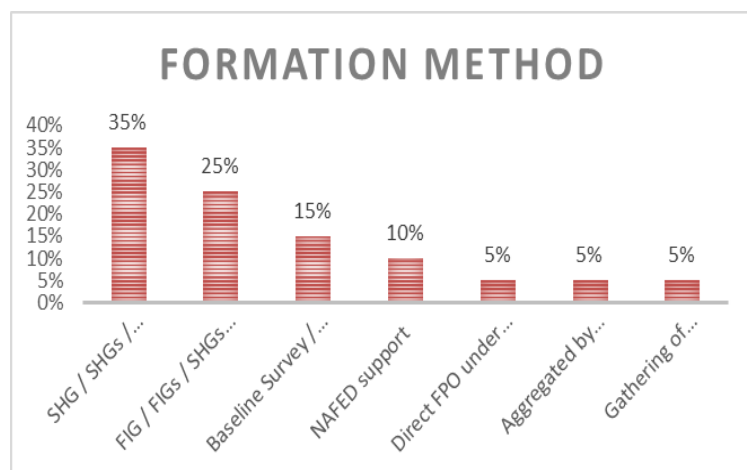


Out of the 20 groups studied, 13 were FPCs (65%) and 7 were cooperatives (35%).

FPCs (Farmer Producer Companies) are usually registered under the Companies Act. They follow a formal structure and focus on business activities like input supply, marketing, and processing. Most new FPCs (formed after 2020) need more support from CBBOs for training and proper guidance.

Cooperatives are usually formed by local farmers or fishers under the Cooperative Societies Act. They work more informally and are often community-led.

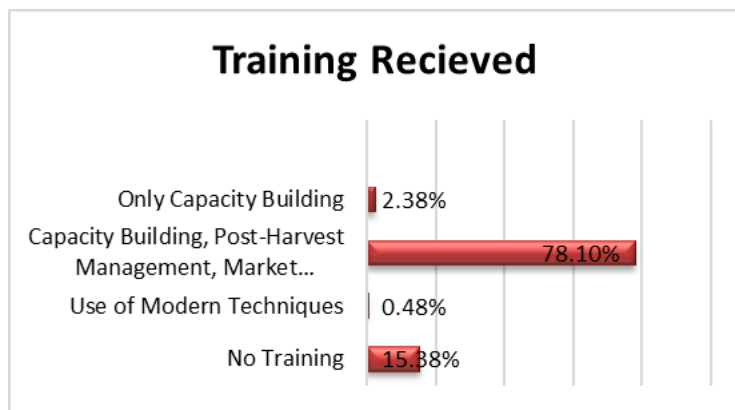
1.3



The data shows that the majority of FPOs and cooperatives were formed through Self-Help Groups (SHGs), with 7 out of 20 entries mentioning SHG's independently or in partnership with institutions like MSRLM. This highlights the crucial role of SHGs in grassroots mobilization and collective enterprise formation. Farmer Interest Groups (FIGs) were the second most common method, appearing in 5 entries, including combinations like SHGs & FIGs. This reflects a growing trend of organizing farmers based on shared agricultural interests.

Baseline surveys and awareness programs contributed to the formation in 3 cases, indicating the importance of community-level engagement before forming formal entities.

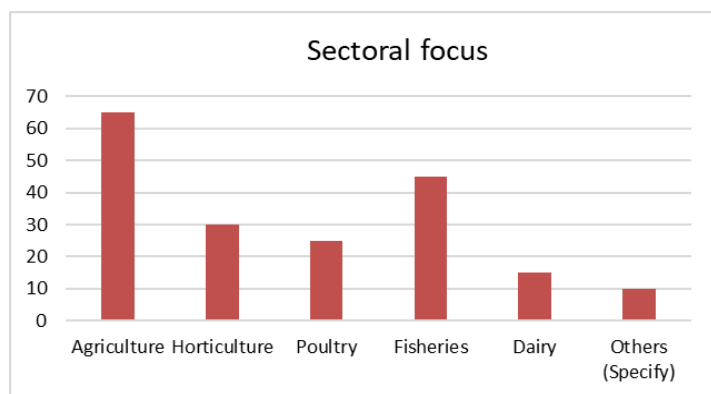
1.4



As the table 1.4 shows FPOs and cooperatives, 78.10% received comprehensive training in capacity building, post-harvest management, and market linkage. These trainings were primarily conducted by CBBOs, ICAR, CAU, and MOMA. A few also received specialized trainings such as fish breeding of Indian Major Carps (IMC) and propagation of ginger rhizomes aimed at improving sector-specific practices.

However, 15.38% reported no training, while 2.38% received only basic capacity-building sessions, and 0.48% were trained in modern techniques. This highlights a need to expand training access and ensure inclusion across all producer groups.

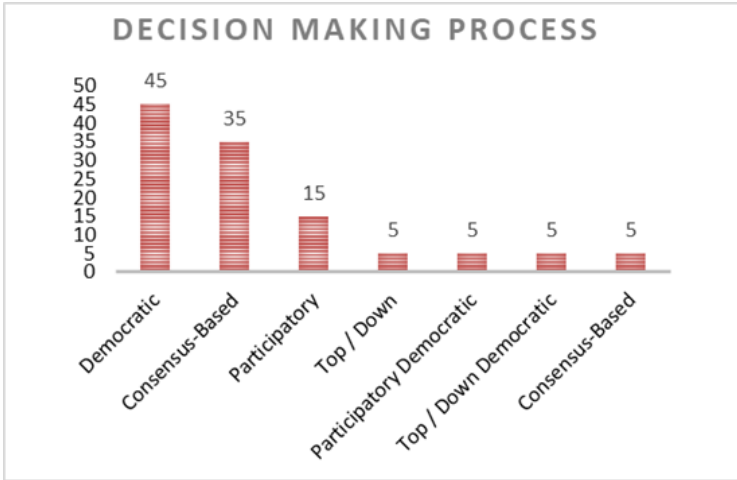
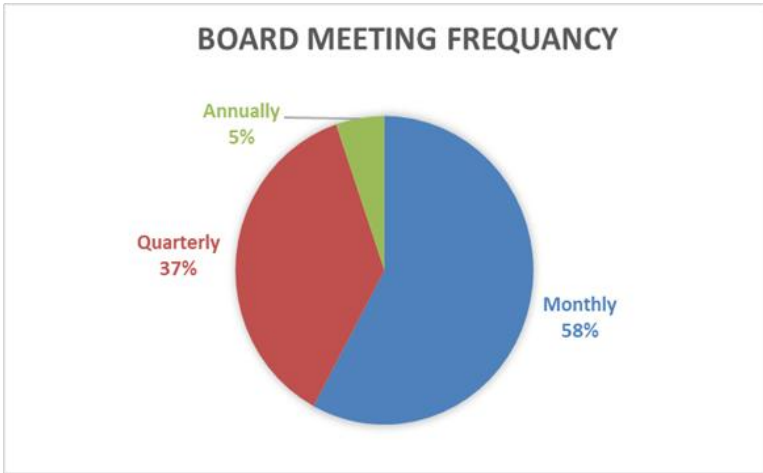
1.5



Agriculture continues to dominate the sectoral focus of FPOs in Manipur, with 65% of the surveyed organizations engaged in this sector. This aligns with agriculture’s crucial role in the state’s economy, reflecting both its 22.13% share in workforce engagement and significant contribution to Gross State Domestic Product (GSDP) (Census 2011; NEIST 2024).

Beyond agriculture, fisheries (45%), horticulture (30%), and poultry (25%) showcase a trend toward diversification leveraging the state’s rich aquatic ecosystem. Additionally, sectors like dairy (15%) and others (10%) illustrate the growing emphasis on nutritional security, local enterprise, and alternative income generation avenues.

Collectively, these figures reflect a broadening of focus among FPOs to support sustainable livelihoods across rural Manipur.

2	Governance & systems	Note																
2.1	 <table border="1"> <caption>DECISION MAKING PROCESS</caption> <thead> <tr> <th>Decision-Making Process</th> <th>Number of Entities</th> </tr> </thead> <tbody> <tr> <td>Democratic</td> <td>45</td> </tr> <tr> <td>Consensus-Based</td> <td>35</td> </tr> <tr> <td>Participatory</td> <td>15</td> </tr> <tr> <td>Top / Down</td> <td>5</td> </tr> <tr> <td>Participatory Democratic</td> <td>5</td> </tr> <tr> <td>Top / Down Democratic</td> <td>5</td> </tr> <tr> <td>Consensus-Based</td> <td>5</td> </tr> </tbody> </table>	Decision-Making Process	Number of Entities	Democratic	45	Consensus-Based	35	Participatory	15	Top / Down	5	Participatory Democratic	5	Top / Down Democratic	5	Consensus-Based	5	<p>The data reveals that Democratic decision-making is the most prevalent approach among the 20 entities, with 9 entries indicating its adoption. This suggests a strong preference for inclusive governance structures where decisions are made through voting or collective agreement, emphasizing fairness and representation.</p> <p>Closely following are Consensus-Based processes, appearing in 7 entries. This indicates that a significant number of entities aim for collective agreement and group cohesion in decision-making, valuing harmony and mutual understanding over majority rule.</p>
Decision-Making Process	Number of Entities																	
Democratic	45																	
Consensus-Based	35																	
Participatory	15																	
Top / Down	5																	
Participatory Democratic	5																	
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Consensus-Based	5																	
2.2	 <table border="1"> <caption>BOARD MEETING FREQUENCY</caption> <thead> <tr> <th>Meeting Frequency</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Monthly</td> <td>58%</td> </tr> <tr> <td>Quarterly</td> <td>37%</td> </tr> <tr> <td>Annually</td> <td>5%</td> </tr> </tbody> </table>	Meeting Frequency	Percentage	Monthly	58%	Quarterly	37%	Annually	5%	<p>The data reveals that 37% of FPOs hold quarterly board meetings, demonstrating regular governance practices. However, only 5% conduct meetings annually, indicating weak compliance in some cases. Notably, a majority (58%) organize monthly meetings, reflecting strong adherence to structured decision-making processes. This highlights significant variation in governance discipline across FPOs.</p>								
Meeting Frequency	Percentage																	
Monthly	58%																	
Quarterly	37%																	
Annually	5%																	

2.3

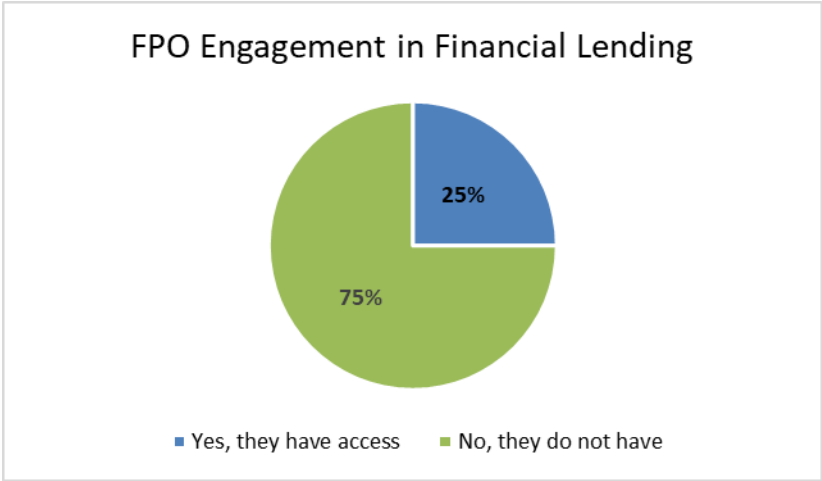
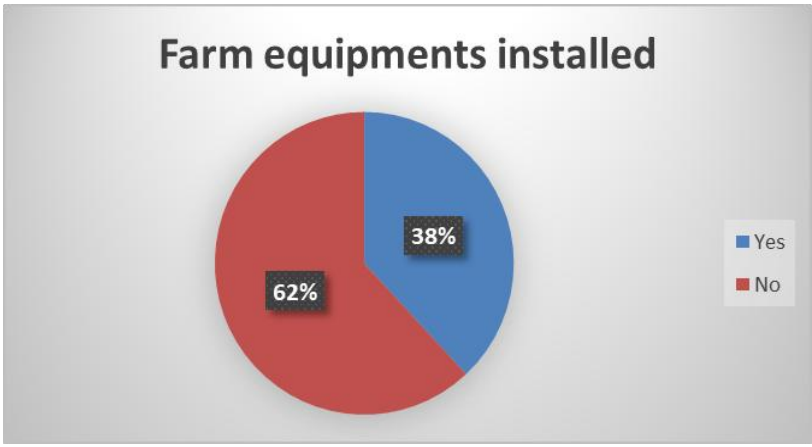


As per table 2.3 data, 45% of organizations define membership based on age (18–65 years), ensuring participation from economically active individuals. 35% require members to hold land or be engaged in agriculture/fisheries, aligning with the core purpose of producer-based collectives.

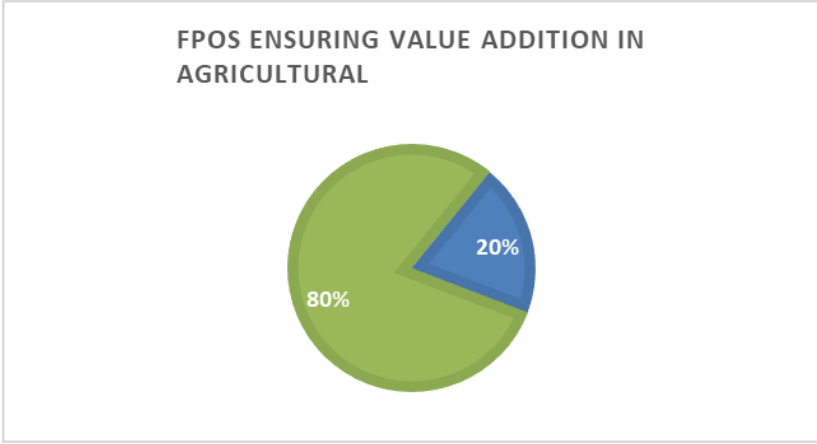
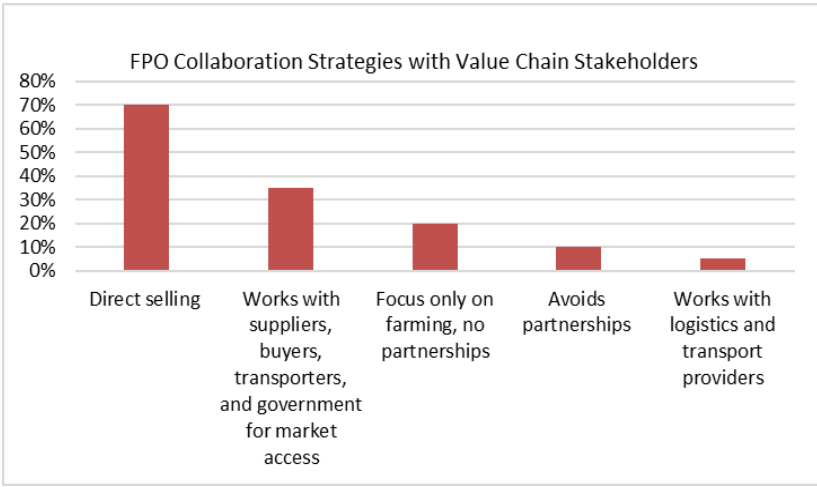
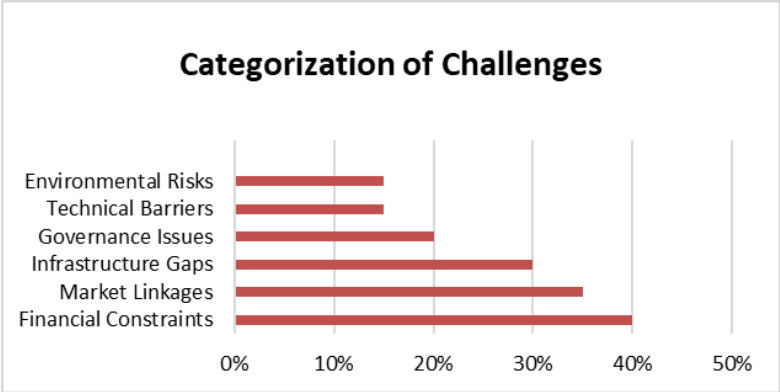
30% of the organizations mandate shareholding or entry fees, promoting ownership and accountability. Additionally, 25% emphasize active sector involvement as a key criterion, while 10% reserve membership for women only, reflecting growing gender-inclusive approaches.

These patterns indicate a shift towards grounded, participatory models that prioritize sector engagement, financial stake, and inclusivity essential for effective and sustainable FPO and cooperative functioning.

<p>2.4</p>	<p>Women representation</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>60%</td> </tr> <tr> <td>No</td> <td>40%</td> </tr> </tbody> </table>	Response	Percentage	Yes	60%	No	40%	<p>As per the data, 60% of organizations demonstrate inclusive leadership by ensuring representation of women and marginalized groups. However, the remaining 40% indicate a gap, underscoring the need for focused interventions to promote equity and diversity in governance structures.</p>		
Response	Percentage									
Yes	60%									
No	40%									
<p>3. Finance & Institutional Sustainability</p>		<p>Note</p>								
<p>3.1</p>	<p>FUNDING COMPOSITION OF FPOS</p> <table border="1"> <thead> <tr> <th>Source</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Member Contributions</td> <td>54%</td> </tr> <tr> <td>Govt Grants</td> <td>39%</td> </tr> <tr> <td>Loans</td> <td>7%</td> </tr> </tbody> </table>	Source	Percentage	Member Contributions	54%	Govt Grants	39%	Loans	7%	<p>A majority (93%) of the FPOs depend on Member Contributions, followed by Govt Grants (67%), while Loans remain underutilized (13%). Many FPOs have a combination of these sources, highlighting the importance of internal mobilization and government support, with a clear opportunity to improve access to credit through formal institutions. A few FPOs also reported Loans as a source of revenue, though this remains relatively limited compared to other streams.</p> <p>In cases where loans were accessed, it was observed that organizations like NCDC and the Kisan Credit Card (KCC) scheme played a significant role in facilitating access to credit. These institutions provide crucial financial support to FPOs, especially in situations where internal contributions and grants</p>
Source	Percentage									
Member Contributions	54%									
Govt Grants	39%									
Loans	7%									

		<p>fall short in sustaining or scaling operations.</p>						
<p>3.2</p>	<p style="text-align: center;">FPO Engagement in Financial Lending</p>  <table border="1"> <caption>FPO Engagement in Financial Lending</caption> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes, they have access</td> <td>25%</td> </tr> <tr> <td>No, they do not have</td> <td>75%</td> </tr> </tbody> </table>	Response	Percentage	Yes, they have access	25%	No, they do not have	75%	<p>Out of 20 FPOs surveyed, only 5 (25%) have applied for loans, while 15 (75%) have not. This suggests that although a few FPOs have access to formal credit, the majority remain disconnected from financial institutions. The ones who have accessed loans did so through agencies such as Kishan Credit Card (KCC), NCDC, MSCP, and working capital loans, indicating limited but existing engagement with formal lending sources.</p>
Response	Percentage							
Yes, they have access	25%							
No, they do not have	75%							
<p>3.3</p>	<p style="text-align: center;">Farm equipments installed</p>  <table border="1"> <caption>Farm equipments installed</caption> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Yes</td> <td>38%</td> </tr> <tr> <td>No</td> <td>62%</td> </tr> </tbody> </table>	Response	Percentage	Yes	38%	No	62%	<p>Among the 20 FPOs surveyed, 9 have installed farm equipment, whereas 11 have not, indicating a relatively limited reach of mechanization within the sample.</p> <p>The installed equipment includes Jhatka machines, water pumps, sprinklers, sprayers, and multi-purpose tools powered by diesel and petrol. Budget allocations for these installations range significantly from as low as ₹1,000 to as high as ₹25,00,000 pointing to notable differences in access to financial resources.</p> <p>FPOs with higher investments tend to have a combination of tools such as pumps, cutters, and sprayers, whereas those with lower budgets typically invest in single-use equipment.</p>
Response	Percentage							
Yes	38%							
No	62%							

4	Services , Value Chain Participation & Challenges	Note												
4.1	<p style="text-align: center;">Core Activities Practiced</p> <table border="1"> <caption>Core Activities Practiced</caption> <thead> <tr> <th>Activity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Input supply</td> <td>80%</td> </tr> <tr> <td>Procurement (buying goods or services)</td> <td>75%</td> </tr> <tr> <td>Marketing</td> <td>70%</td> </tr> <tr> <td>Processing</td> <td>35%</td> </tr> <tr> <td>Other (Specify)</td> <td>10%</td> </tr> </tbody> </table>	Activity	Percentage	Input supply	80%	Procurement (buying goods or services)	75%	Marketing	70%	Processing	35%	Other (Specify)	10%	<p>FPCs in Manipur are primarily focused on input supply (16) and procurement (15), highlighting their key role in providing agricultural inputs and aggregating produce from member farmers.</p> <p>Marketing was reported by 14 FPCs, showing growing efforts to connect farmers to markets, though this area still requires further strengthening. Only 7 out of 20 involve in processing, indicating limited value-added processing.</p> <p>Overall, Manipur FPCs are actively engaged in essential services, with clear opportunities to scale up in processing and market integration.</p>
Activity	Percentage													
Input supply	80%													
Procurement (buying goods or services)	75%													
Marketing	70%													
Processing	35%													
Other (Specify)	10%													
4.2	<p style="text-align: center;">Support Services Provided by FPCs to its Members</p> <table border="1"> <caption>Support Services Provided by FPCs to its Members</caption> <thead> <tr> <th>Service</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Training</td> <td>85%</td> </tr> <tr> <td>Market Linkage</td> <td>75%</td> </tr> <tr> <td>Financial Assistance</td> <td>50%</td> </tr> <tr> <td>Other (Specify)</td> <td>10%</td> </tr> </tbody> </table>	Service	Percentage	Training	85%	Market Linkage	75%	Financial Assistance	50%	Other (Specify)	10%	<p>The survey findings indicate that FPCs in Manipur are actively supporting their members through key services, with a strong focus on training (18), market linkage (15), and financial assistance (10). Training emerged as the most common service, reflecting efforts to build farmers' knowledge in areas such as cultivation practices, financial literacy, and post-harvest management. Market linkage support is also prominent, with FPCs helping members access better markets and negotiate fair prices. Financial assistance, though less common, includes facilitating access to loans or providing internal support for input purchases. A few FPCs also offer additional services such as exposure visits and help with government schemes.</p>		
Service	Percentage													
Training	85%													
Market Linkage	75%													
Financial Assistance	50%													
Other (Specify)	10%													

<p>4.3</p>	<p style="text-align: center;">FPOS ENSURING VALUE ADDITION IN AGRICULTURAL</p> 	<p>Out of 20 respondents, only 4 (20%) reported doing value addition in their agricultural products. Their activities included packaging of turmeric, ginger, and millets, as well as processing items like black rice, bamboo shoot, pickles, and dry chili. Others mentioned rice and paddy, likely involving basic processing like milling. These few examples show that while value addition is limited, there is good potential to expand it with better support, training, and market access.</p>
<p>4.4</p>	<p style="text-align: center;">FPO Collaboration Strategies with Value Chain Stakeholders</p> 	<p>The data indicates that a significant proportion (58%) of FPOs operate independently, primarily engaging in direct sales without stakeholder involvement. Conversely, 29% adopt a more integrated approach, collaborating with suppliers, buyers, transporters, and government agencies to strengthen market access. The remaining responses reflect limited or insular strategies, underscoring the need for enhanced institutional support and capacity-building initiatives to promote broader stakeholder engagement within the value chain.</p>
<p>5.0 Training , External Support & Challenges</p>		<p>Note</p>
<p>5.1</p>	<p style="text-align: center;">Categorization of Challenges</p> 	<p>Limited market linkages pose a critical barrier for FPOs in Manipur. Due to the absence of robust supply chains and organized market access, farmers often depend on middlemen who offer low prices and control distribution, severely limiting farmers' earnings. While government procurement mechanisms exist, they often purchase at minimum support prices that are not always competitive. Major contributing to distress sales is the lack of infrastructure many farmers lack</p>

		<p>access to cold storage, pack houses, or even basic transportation. Perishable produce like vegetables must be sold immediately, often below cost, and fish farmers struggle due to the unavailability of ice storage, leading to spoilage and loss. Remote and hilly terrains further isolate producers from high-value markets, while limited digital and logistical connectivity prevents them from exploring alternative or direct-to-consumer models.</p>
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Thematic Analysis

Comparison Dimension	Sub-Category	Key Observations from Data	Note
1.Organisational Maturity	Formed pre-2016 vs post-2020	Older FPOs demonstrate stable governance through regular meetings and clear membership structures. In contrast, 47% of newer FPOs established after 2020 require additional CBBO support for capacity building and operational guidance. This highlights the need for tailored assistance programs based on an FPO's maturity level.	Newer FPOs need institutional nurturing and capacity-building to reach maturity and sustainability.
2.Sectoral Focus	Agriculture vs Allied Sectors (Fisheries, Poultry, Dairy)	68% are agri-focused, with better alignment to state schemes. Fisheries and poultry-based FPOs face gaps in training, access to veterinary care, and storage infrastructure.	Allied-sector FPOs require sector-specific training, infrastructure investment, and veterinary/agri-extension support.
3.Gender Representation	Inclusive vs Non-Inclusive Boards	60% ensure women or marginalized group representation in leadership; these FPOs also report more participatory governance and community engagement. The remaining 40% lack diversity. Also 3 FPOs out of 20 studied FPOs are women oriented FPO.	Gender-inclusive FPOs demonstrate stronger local engagement and equitable governance; affirmative policies are needed for underrepresented groups.
4. Access to Credit	Loan Access vs No Loan Access	Only 25% accessed loans (via KCC, NCDC, MSCP); these FPOs have better access to equipment (₹1,000–₹25 lakh range) and report higher service diversification. 75% are fully dependent on member contributions and grants.	Credit-enabled FPOs show higher asset creation and operational efficiency. Financial literacy and linkage programs must target the underserved 75%.
5.Governance Practices	Monthly vs Quarterly/Annual Meetings	58% conduct monthly board meetings, 37% quarterly, and 5% annually. Monthly-meeting FPOs show better coordination and decision-making turnaround.	Frequent governance meetings correlate with better operational management and transparency.
6. Training Access	Regular vs Limited	90% reported receiving some training, but frequency and quality vary. Training on financial literacy and post-harvest processing remains limited in some cases.	Capacity-building remains uneven. Training modules must be localized and sector-specific, especially in hilly/tribal areas.

		Hill FPOs lag behind in exposure visits and technical training.	
7. Value change intregation	Market Linkage vs Value Addition	While 75% are involved in input supply, only 20% reported any form of value addition (packaging, processing). Market linkage is present in 70%, but mostly at basic aggregation levels. As compared to the overall data sets value added practices are less.	There is significant potential to scale up value addition. FPOs need processing units, packaging tech, and branding support.

Story from the Field: Women Farmers Lead Change in Tentha Khongbal

Established on 2nd December 2021 in Tentha Khongbal, Thoubal district, the Linthoingambi Fed Farmer Producer Company Limited has emerged as a strong example of women-led rural enterprise. Supported by CBBO SDS and implemented by NAFED, the FPC brings together 385 women farmers, organized under 20 Farmer Interest Groups (FIGs).

The collective engages in cultivating and marketing black rice, paddy, black turmeric, seasonal vegetables, and vermi compost, while also expanding their livelihoods through fish farming and handloom weaving. This integrated model draws on traditional knowledge and available local resources to build economic resilience.

Backed by a solid organizational structure and active community involvement, the FPC has enabled its members to improve incomes, enhance market access, and strengthen their roles in local decision-making. Linthoingambi FPC stands today as a compelling case of how grassroots women’s collectives are shaping sustainable rural economies in Manipur.



Source 1 Mentha Mathak Leikai, Thoubal District Manipur



Source Mathak Leikai, Thoubal District Manipur

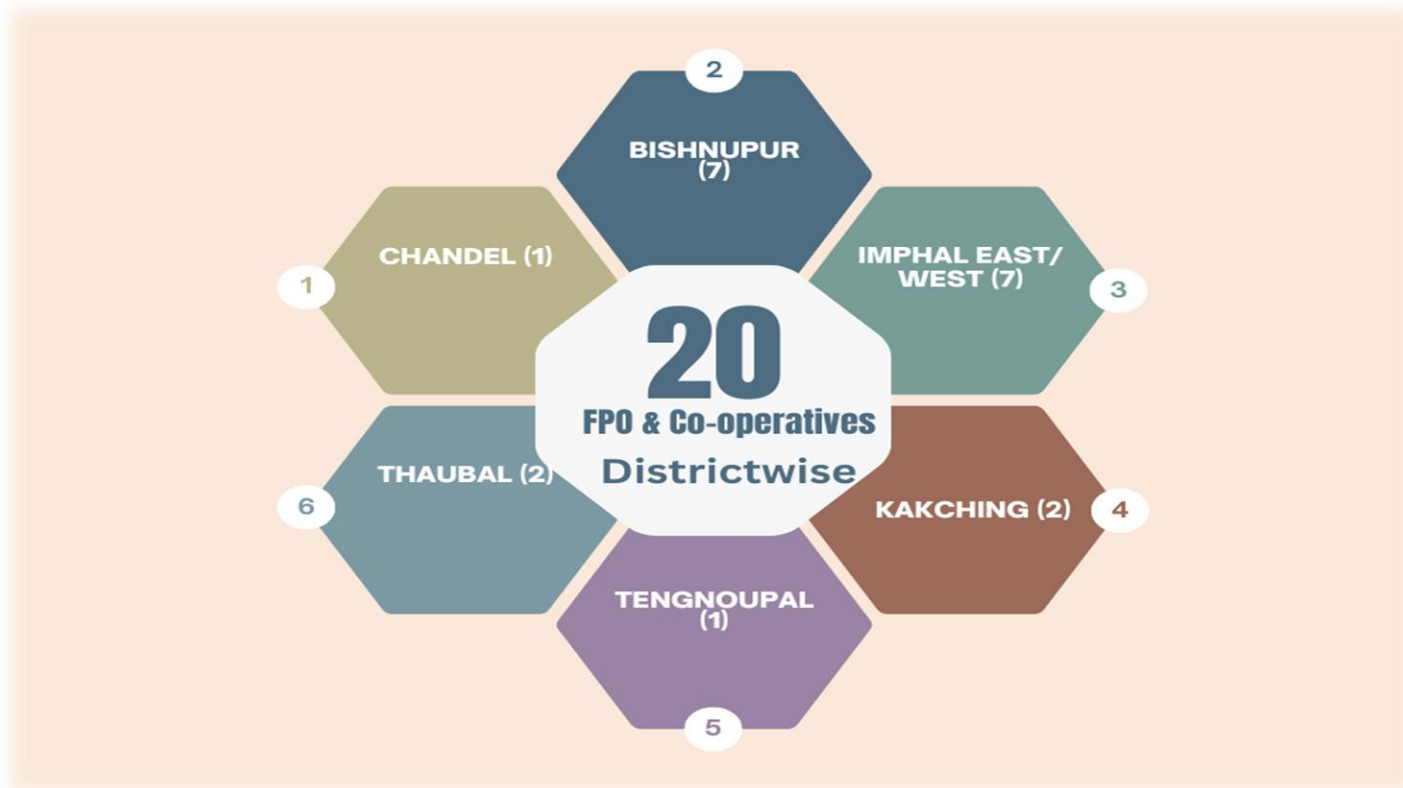
Field-Based Profile: FPOs and Cooperatives

The table below presents a detailed profile of 20 Farmer Producer Organizations (FPOs) and cooperatives studied across Manipur. It captures key organizational attributes including type, sectoral focus, formation process, gender leadership, revenue sources, and operational challenges. The profiling highlights diversity in structure and functioning across FPOs and cooperatives, while also identifying commonalities such as reliance on government grants and member contributions, as well as challenges like limited funding and market uncertainties.

Name of FPO/Cooperative	Sector Focus	Gender Inclusion	Market Access	Training and Capacity Building	Knowledge	Financial Linkage/Loan	Tech	DRE/RE
The Kha Sanjembam Pisciculture cum Livestock Coop. Society Ltd.	Fisheries	Yes	NA	Agri Training	Yes	None	No	No
Kakching Organic Producer Company	Agriculture, Horticulture	Yes	Market Linkage	Yes. Under ICAR. CAU. MOMA.	Yes	None	No	Yes
Khyouram Farmer Producer Company	Agriculture	Yes	Market Linkage	FIG training Leadership Capacity Building	Yes	None	No	No
Sinthangambi FPC	Agriculture	No	Market Linkage	Yes, Capacity Building	Dont know	Banks	No	No
Tengbangba KRISH-E FED FPC Ltd.	Agriculture, Poultry, Fisheries	No	Market Linkage	Training on Agri only	Yes	None	Yes	No
Sintha Ngambi FPC Ltd.	Agriculture + Others	No	Market Linkage	FPO training and capacity building initiatives	Yes	None	No	Yes
Samadon Krish-E FPC Ltd.	Agriculture, Poultry	No	Market Linkage	Market Linkage and value addition Training.	Yes	None	No	Yes
Pukei Langei Krish-E FPC	Agriculture, Poultry, Dairy, Fisheries	Yes	Market Linkage	Mushroom training fisheries and poultry	Yes	None	Yes	No
Linthoingambi FPC Ltd.	Agriculture	Yes	Market Linkage	Training on capacity building and compliance .	Yes	None	Yes	No
Gangmei Pisciculture cum Livestock Coop. Society	Fisheries	Yes	Market Linkage	General aquaculture, Breeding of IMC Disease Management training.	Yes	Banks Private Lenders	No	No
Sinthayai Krish-E FPC Ltd.	Agriculture, Dairy, Poultry, Fisheries	Yes	NA	Integrated Farming, horti traing and Plantation of Dragon fruit and Straw	Yes	Banks	Yes	No
KJB Beekeeping Cum Agri & Allied Fisheries Coop. Society	Agriculture, Fisheries	Yes	Market Linkage	Fishery, Horti and digital Financial Literacy Training	Yes	None	Yes	No
Leimapokpam Mamang Leikai Dairy & Pisciculture Coop. Society	Fisheries	No	NA	Fish disease Management, Fish breeding of IMC (Indian Major Carps)	Yes	Banks Private Lenders	Yes	No
Heingang Makha Leikai Livestock & Pisciculture Coop. Society	Fisheries	No	Market Linkage	Capacity building training	Yes	None	No	No
Sanjenbam Pisciculture Cooperative Society	Fisheries	No	Market Linkage	Special traing by experts from govt dept.	Yes	Banks	No	No
Laitonjam Pisciculture & Livestock Cooperative Society	Agriculture, Poultry	Yes	Market Linkage	Capacity building training	Yes	Banks	No	No
Leishemba Integrated Farming Cooperative Society Ltd.	Fisheries, Others	Yes	NA	Fishery & capacity building training	Yes	Banks Microfinance loan	Yes	No
Kaoren Phaba Farmer Producer Company Ltd.	Agriculture, Dairy, Fisheries, Others	Yes	Market Linkage	Legal Compliances Training and Digital Literacy Training	Yes	Banks	No	No
Liklang Krish-E Farmer Producer Company Ltd.	Agriculture, Horticulture, Fisheries	Yes	Market Linkage	Training of BODs and Staffs, Membership and FIG Training	Yes	Banks	Yes	No
Chandel United Farmer Cooperative Society Ltd.	Agriculture, Horticulture	Yes	Market Linkage	Value addition and preservation and propagation of ginger rizeone	Yes	None	Yes	No

Qualitative Findings

This analysis is based on responses from 20 FPOs operating across various districts in Manipur. Among these, 20 FPOs provided complete responses on key parameters. The data collected from 20 Farmer Producer Organizations (FPOs) and cooperatives reveals significant patterns in the type of organization, the timeline of establishment, and the clarity of legal identity, all of which help us understand their current challenges and



prospects. A large proportion of the organizations surveyed are registered as Farmer Producer Companies (FPCs), while a smaller number identify as Cooperatives. This is a clear indicator of a policy-driven transition from traditional cooperative models toward more corporate-style FPCs. The FPC model is increasingly preferred, likely due to greater exposure to government schemes, such as those promoted by SFAC (Small Farmers' Agribusiness Consortium) and NABARD, and because FPCs are structured to attract private investment and scale-up operations. From the dataset, the FPCs have more recent years of establishment, especially between 2019 to 2023, while the cooperatives were mostly established before 2010, some even dating back to 1990. This shift can be interpreted as a result of recent policy momentum that has created an ecosystem encouraging the formation of FPCs over older cooperative structures.

- The dataset on Farmer Producer Organizations (FPOs) and Cooperatives offers a nuanced perspective on the current state of rural producer collectives. A deeper review of the responses reveals critical insights into gender dynamics, institutional structures, organizational capacity, and geographic disparities each of which shapes how these entities operate and evolve.

- A notable observation relates to gender representation. Although the majority of FPOs report mixed-gender membership, instances of all-women FPOs remain limited only 5 out of 20 studied datasets. Moreover, even within mixed groups, women’s participation in leadership and decision-making roles is often minimal. The presence of women members appears, in several cases, to fulfill administrative or policy requirements rather than reflect substantive involvement. This disparity highlights a structural issue: while gender inclusion is widely promoted in documentation, it does not necessarily translate into empowerment or influence within organizational functioning.

Naorem Achouba Singh, a teacher for 28 years, shifted to organic farming after a transformative visit to Sikkim in 2012. That year, he founded Kakching Organic Producers Co. Ltd. with support from MOMA under the MOVCDNER scheme.

Starting with 10 hectares of turmeric and ginger, the FPC grew with subsidies for infrastructure and now supports 500+ farmers, shares dividends, and exported Lakadong turmeric to Dubai. Annual turnover ₹10–12 lakhs annually, with ₹4-5L profit.

FROM CLASSROOM TO GLOBAL EXPORTER

- Taught for 28 years
- Contested elections in 20
- Learned organic farming techniques in Sikkim
- Kakching Organic Producers Company Ltd.**
- Started from Manipur Organic Mission Agency (MOMA)
- Food processing
- Vermicomposting units
- Solar polyhouses
- A transport vehicle
- Gooart
- GLOBAL EXPORTER**

The structural format of the organizations also reveals important trends. There is a clear preference for the Farmer Producer Company (FPC) model over traditional cooperatives, especially among organizations established after 2018. This corresponds with the national-level push under the Central Sector Scheme (CSS) to form 10,000 FPOs.

- A significant portion of the FPOs exhibit a multi-sectoral approach. While agriculture is the primary focus, many organizations are also engaged in allied sectors such as poultry, dairy, fisheries, and small-scale processing. This diversification appears to be a strategic response to environmental risks and market fluctuations, particularly in areas with limited infrastructure or irregular income streams. Multi-sectoral engagement supports risk mitigation and income stability, especially for smaller farmers with limited landholdings or resource access.
- As per the responses, in order to become a member of a FPO, the members have to pay a registration fee of Rs. 10-100 or more and have to purchase 10 shares of Rs. 100 each total of Rs.1000. Additionally, in order to become a FPO member, the farmer has to be a small farmer and age above 18 years to some limiting it to 65 years age. After becoming member of the FPO farmers receive upto Rs. 2000/-.

Sinthayai Krish-E Farmer Producer Company Ltd.

Location: Kwaksiphai, Bishnupur District, Manipur

Established: 14th December 2022 | Promoted by:

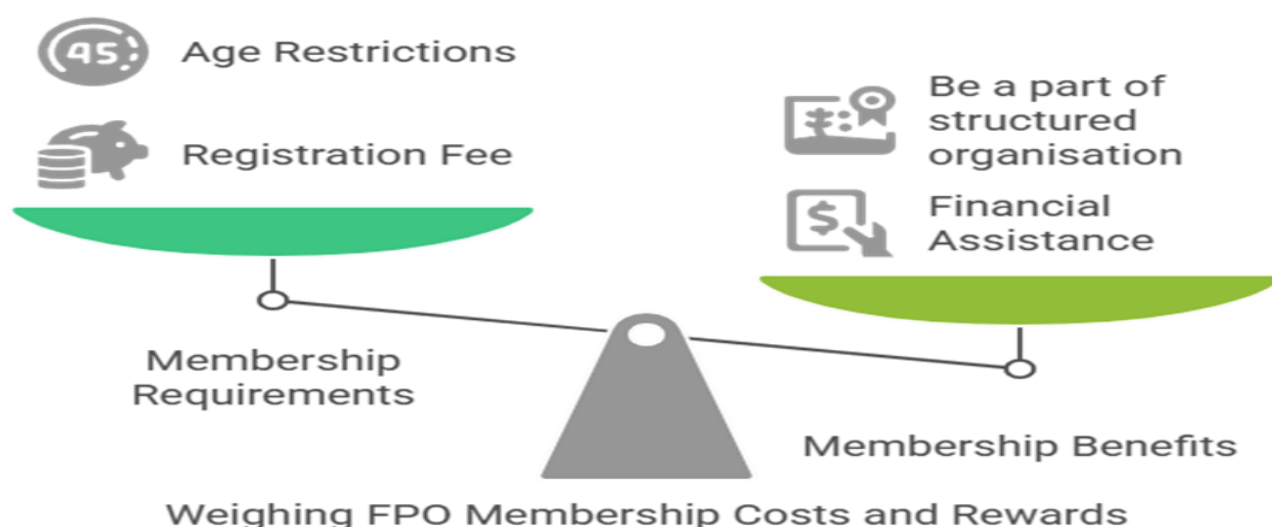
Dvara Trust

Sinthayai Krish-E FPC was formed with a simple yet powerful vision to bring farmers together, strengthen their voice, and improve their livelihoods through collective action. Registered under the Companies Act, the FPC is based in Kwaksiphai village and has been steadily growing under the support of Dvara Trust.

Today, the FPC has 416 farmer members, including 216 men and 200 women, with 300 members actively engaged in farming. In just its first year, the company recorded a turnover of ₹2.76 lakh and a profit of ₹1.28 lakh,

showing strong promise and participation from the community. The FPC supports its members by providing essential agricultural inputs like urea, potash, Diamond fertilizers, seeds, pesticides, and insecticides all at reasonable prices. These resources make it easier for farmers to manage their crops and plan their seasons better.

What truly sets Sinthayai Krish-E apart is its focus on modern and sustainable farming practices. The company is actively building partnerships with government departments and NGOs to bring in technical know-how, training, and market linkages helping farmers access more opportunities and fair prices.



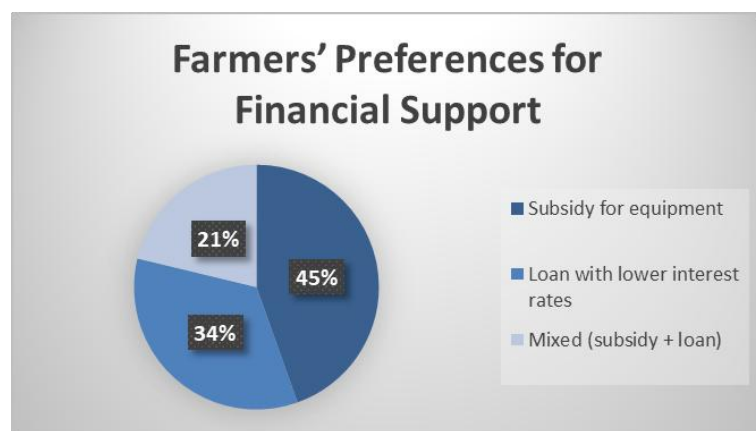
Farmers Overview

This study examines 203 farmers who are members of 20 FPOs and cooperatives. These farmers come from diverse agricultural backgrounds, with varying land holdings and farming practices. The data highlights that, on average, these farmers own about 0.818 hectares of land, indicating the predominance of small-scale farming in the region. The study provides insights into how such farmers, particularly in regions like Manipur, benefit from cooperative models that aim to improve agricultural productivity, market access, and overall livelihoods.

SL No	Overview of Farmer Members in Selected FPOs													
1.	<i>Farmers Profile</i>	<i>Note</i>												
1.1	<p>SECTORAL FOCUS OF FARMERS</p> <table border="1"> <thead> <tr> <th>Sector</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Agriculture</td> <td>54%</td> </tr> <tr> <td>Fishery</td> <td>23%</td> </tr> <tr> <td>Weaving</td> <td>12%</td> </tr> <tr> <td>Mixed</td> <td>7%</td> </tr> <tr> <td>Pollutary / Piggery</td> <td>4%</td> </tr> </tbody> </table>	Sector	Percentage	Agriculture	54%	Fishery	23%	Weaving	12%	Mixed	7%	Pollutary / Piggery	4%	<p>As per Table 1.1, agriculture is the primary livelihood for 54.63% of respondents, focusing on crops like paddy, mustard, seasonal vegetables, hatkora, peas, Aber Chaibi potato, green pea, black rice (chakhao), and red potatoes. Fishery follows at 23.41%, while weaving (11.71%), mixed (6.83%), and poultry (3.90%) indicate diversified income sources. The data reflects a strong agrarian base with increasing engagement in allied sectors through FPOs and cooperatives.</p>
Sector	Percentage													
Agriculture	54%													
Fishery	23%													
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Mixed	7%													
Pollutary / Piggery	4%													
1.2	<p>Membership Duration</p> <table border="1"> <thead> <tr> <th>Duration</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2-2.5 YEARS</td> <td>43.20%</td> </tr> <tr> <td>3+ YEARS</td> <td>29.13%</td> </tr> <tr> <td>1 YEAR</td> <td>8.74%</td> </tr> <tr> <td>MORE THAN 5 YEARS</td> <td>13.11%</td> </tr> <tr> <td>OTHERS</td> <td>2.91%</td> </tr> </tbody> </table>	Duration	Percentage	2-2.5 YEARS	43.20%	3+ YEARS	29.13%	1 YEAR	8.74%	MORE THAN 5 YEARS	13.11%	OTHERS	2.91%	<p>The data reveals that a significant portion of farmers (43.2%) have joined FPOs or cooperatives within the last 2 to 2.5 years, highlighting a recent wave of farmer mobilization likely influenced by government schemes and increased awareness of collective benefits.</p>
Duration	Percentage													
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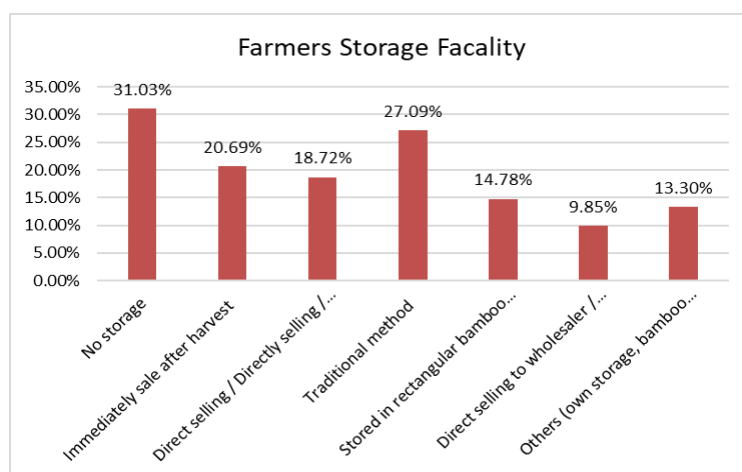
2	Challenges, accessibility & training.	Note														
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Practice	Percentage (%)															
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Training Type	Percentage (%)															
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2.3	<h3 style="text-align: center;">Farmers household Income</h3> <table border="1"> <caption>Farmers household Income Data</caption> <thead> <tr> <th>Income Range (₹)</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>₹45,001 and above</td> <td>4</td> </tr> <tr> <td>₹35,001 – ₹45,000</td> <td>28</td> </tr> <tr> <td>₹25,001 – ₹35,000</td> <td>63</td> </tr> <tr> <td>₹15,001 – ₹25,000</td> <td>54</td> </tr> <tr> <td>₹5,000 – ₹15,000</td> <td>55</td> </tr> </tbody> </table>	Income Range (₹)	Percentage (%)	₹45,001 and above	4	₹35,001 – ₹45,000	28	₹25,001 – ₹35,000	63	₹15,001 – ₹25,000	54	₹5,000 – ₹15,000	55	<p>The chart shows that most farmer households earn between ₹5,000 and ₹35,000, with the highest concentration in the ₹25,001–₹35,000 range. Very few earn above ₹45,000, highlighting low-income levels and limited upward mobility. This suggests a need for better support, such as access to markets, credit, and income-boosting opportunities, to improve farmers' livelihoods.</p>		
Income Range (₹)	Percentage (%)															
₹45,001 and above	4															
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₹5,000 – ₹15,000	55															

2.4



As table 2.4 shows 44.6% preferred subsidies for equipment, highlighting high upfront costs as a major barrier to productivity. 34.2% favored low-interest loans, indicating limited access to affordable credit. 21.2% opted for a mix of both, reflecting the need for flexible financial solutions. The data suggests that while direct subsidies remain essential, a significant share of farmers seek sustainable credit options to invest in and scale their operations.

2.5

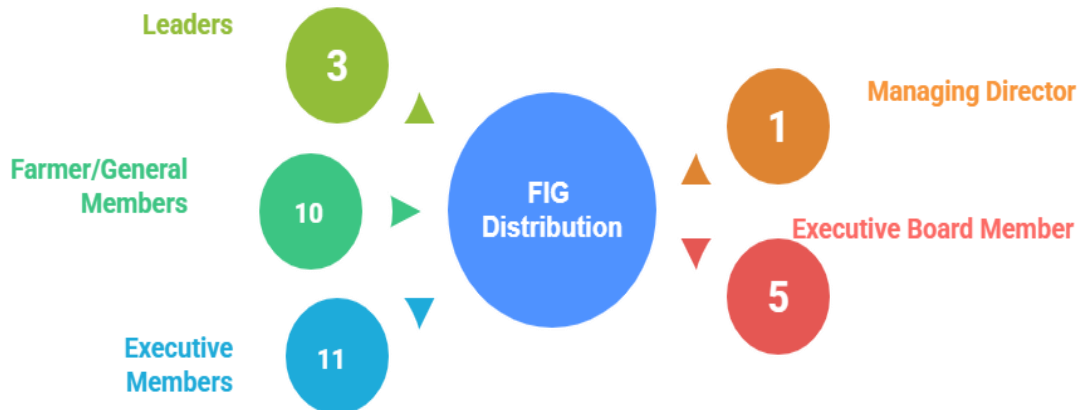


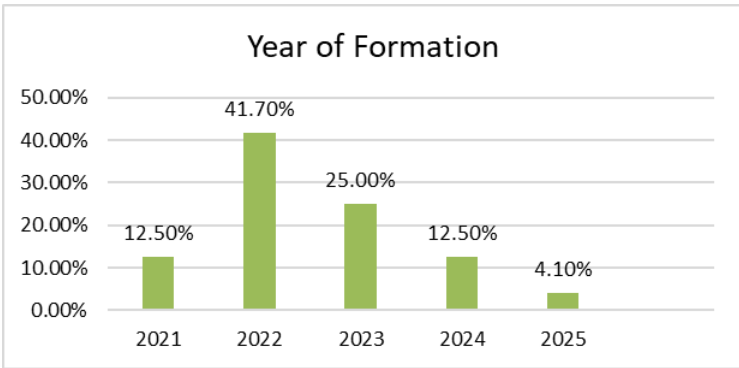
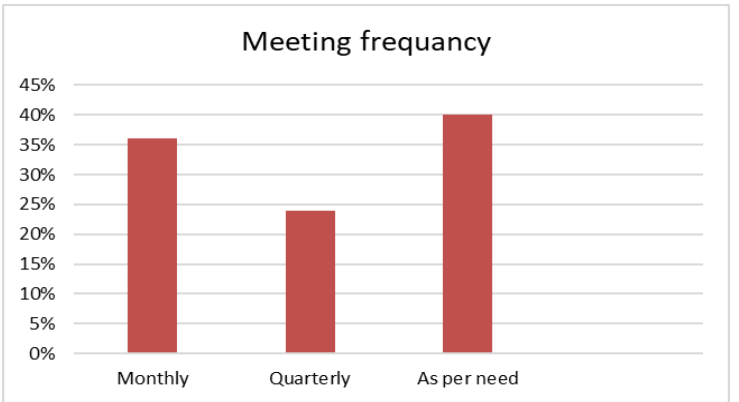
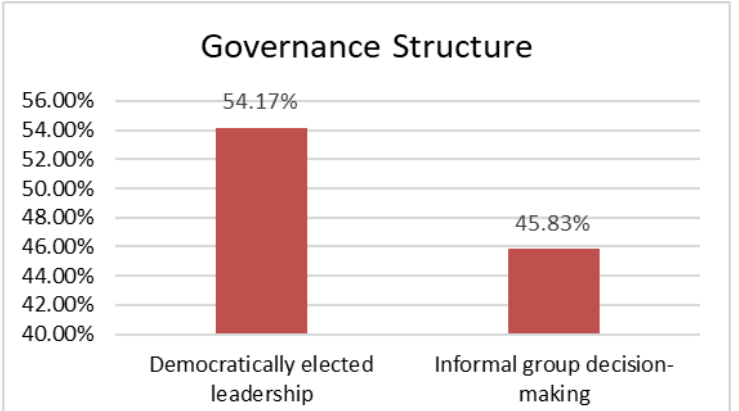
The data reveals that most farmers rely on immediate selling and traditional post-harvest practices due to limited infrastructure. Around 31% do not store their produce, selling it on the day of harvest, while 21% sell immediately to avoid spoilage. Traditional methods remain prevalent, with 27% of farmers storing produce especially paddy in rectangular bamboo structures placed in cool, dark places free from pests and diseases. This practice, followed since the time of their forefathers, reflects long-standing indigenous knowledge and is widely trusted. Additionally, 19% engage in direct selling to consumers and 10% to wholesalers. These patterns highlight key issues such as inadequate storage facilities, weak market linkages, and dependence on traditional systems, emphasizing the need for improved infrastructure and institutional support.

Understanding FIGs: A Look at FIGs in Manipur

As part of this broader study on farmer-led institutions in Manipur, this section shifts focus to the grassroots level to the Farmer Interest Groups (FIGs). These informal collectives often serve as the first step in mobilizing small and marginal farmers toward organized action. Unlike larger cooperatives or FPOs, FIGs typically operate with minimal formal structure, but they carry significant potential in fostering community engagement and addressing local agricultural challenges. This analysis explores the formation, functioning, and member participation within these groups, while also examining the kind of support they receive from promoting institutions.

The data collection was carried out across multiple districts of Manipur to ensure regional diversity and representation. In Imphal East district, villages covered include Kyamgei Maning Leikai (4), Kyamgei Mamang Leikai (1), Arapti (1), and Khanarok (1). From Imphal West, data was gathered from Leiphrakphm (1), Wangoi (1), Samurou (1), Uchiwa Kabui Khul (1), Kodompokpi Mayai Leikai (1), Kodompokpi Makha Leikai (1), and Irom Meijao Mayai Leikai (3). In Thoubal district, the villages included were Tentha (3) and Nongkhangkhong (1). Bishnupur contributed through Kwaksiphai (2), while Tengnoupal district was represented by Kangoi Khullen (1) and Khunbi (1). This distribution reflects an intentional effort to include a broad cross-section of geographic and administrative locations, facilitating a more comprehensive understanding of the regional context and stakeholder perspectives.



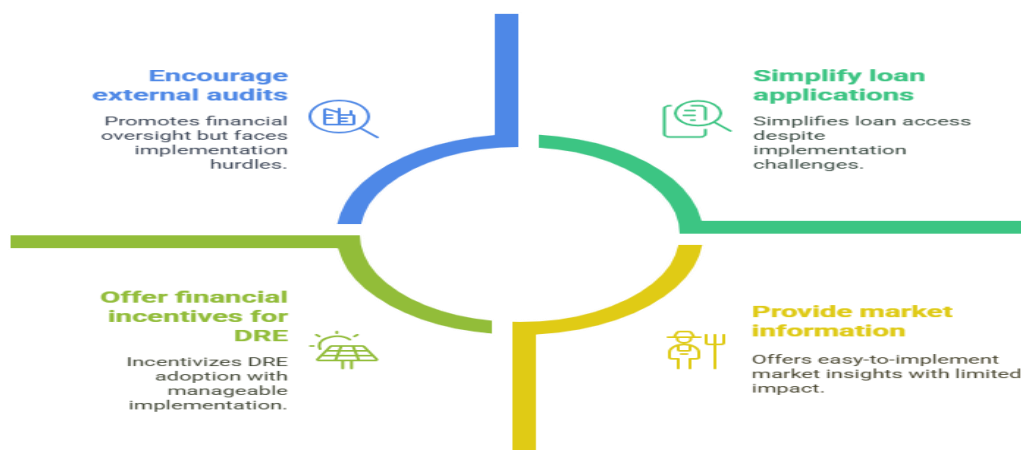
Sl no	Farmers Interest Group	Note														
1	<i>Formation/ Type/ Structure</i>															
1.1	 <table border="1"> <caption>Year of Formation</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>12.50%</td> </tr> <tr> <td>2022</td> <td>41.70%</td> </tr> <tr> <td>2023</td> <td>25.00%</td> </tr> <tr> <td>2024</td> <td>12.50%</td> </tr> <tr> <td>2025</td> <td>4.10%</td> </tr> </tbody> </table>	Year	Percentage	2021	12.50%	2022	41.70%	2023	25.00%	2024	12.50%	2025	4.10%	<p>Out of the 24 FIGs studied under 20 FPOs, a majority (41.7%) were formed in 2022, highlighting it as the peak year of mobilization. This surge aligns with increased CBBO engagement and structured implementation of FPO policies. The data indicates that nearly 80% of FIGs were formed between 2021 and 2023, reflecting a period of active mobilization and institutional support. The significant dip in formations from 2024 onward suggests a strategic transition from expansion to consolidation and capacity building.</p>		
Year	Percentage															
2021	12.50%															
2022	41.70%															
2023	25.00%															
2024	12.50%															
2025	4.10%															
1.2	 <table border="1"> <caption>Meeting frequency</caption> <thead> <tr> <th>Frequency</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Monthly</td> <td>36%</td> </tr> <tr> <td>Quarterly</td> <td>24%</td> </tr> <tr> <td>As per need</td> <td>40%</td> </tr> </tbody> </table>  <table border="1"> <caption>Governance Structure</caption> <thead> <tr> <th>Structure</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Democratically elected leadership</td> <td>54.17%</td> </tr> <tr> <td>Informal group decision-making</td> <td>45.83%</td> </tr> </tbody> </table>	Frequency	Percentage	Monthly	36%	Quarterly	24%	As per need	40%	Structure	Percentage	Democratically elected leadership	54.17%	Informal group decision-making	45.83%	<p>As per Table 1.2, 36% of FIGs conduct monthly meetings, 24% quarterly, and 40% meet as per need. Table 1.3 shows that 54.17% follow democratically elected leadership, while 45.83% rely on informal group decision-making. The prevalence of irregular meetings and informal governance indicates that many FIGs are still developing institutional structures. However, the presence of elected leadership in over half the FIGs reflects a gradual move toward formalization, supported by CBBOs and government initiatives. Notably, out of the 20 FPOs studied, 5 were formed directly by FIGs underscoring the foundational role FIGs play in collective farming and FPO formation. Strengthening their governance and operational consistency through training and digital tools can significantly enhance their effectiveness and long-term sustainability.</p>
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<p>1.4</p>	<table border="1"> <caption>Livelihood Activity</caption> <thead> <tr> <th>Activity</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Dairy Farming</td> <td>4.17%</td> </tr> <tr> <td>Poultry</td> <td>20.83%</td> </tr> <tr> <td>Horticulture</td> <td>33.33%</td> </tr> <tr> <td>Others (Specify)</td> <td>54.17%</td> </tr> <tr> <td>Crop Cultivation</td> <td>83.33%</td> </tr> </tbody> </table>	Activity	Percentage	Dairy Farming	4.17%	Poultry	20.83%	Horticulture	33.33%	Others (Specify)	54.17%	Crop Cultivation	83.33%	<p>The sectoral alignment between FIGs and FPOs indicates a strong foundational link, with agriculture/crop cultivation as the primary focus across both 83.33% in FIGs and 65% in FPOs. While FPOs show greater engagement in fisheries (45%), this is less visible at the FIG level, suggesting that certain sectors become more viable at scale. The “Others” category in FIGs represents a mix of activities such as weaving, peddy or piggery and context-specific livelihood strategies at the grassroots. This diversity, if harnessed effectively, offers significant potential for FPOs to broaden their sectoral scope and strengthen inclusive value chains.</p>
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<p>2.</p>	<p><i>Challenges/Finance/Services</i></p>	<p><i>Notes</i></p>												
<p>2.1</p>	<table border="1"> <caption>Major Governance Challenge</caption> <thead> <tr> <th>Challenge</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Lack of participation in meetings by members</td> <td>89.19%</td> </tr> <tr> <td>Lack of participation (general)</td> <td>24.32%</td> </tr> <tr> <td>Lack of transparency</td> <td>2.70%</td> </tr> </tbody> </table>	Challenge	Percentage	Lack of participation in meetings by members	89.19%	Lack of participation (general)	24.32%	Lack of transparency	2.70%	<p>The bar chart on "Major Governance Challenge" highlights that 89.19% of the respondents identified lack of participation in meetings by members as the most pressing governance issue, indicating a severe gap in engagement during critical decision-making processes. This is followed by 24.32% citing a general lack of participation, reflecting broader disinterest or disengagement in organizational activities beyond formal meetings. In contrast, only 2.70% of respondents pointed to lack of transparency as a challenge, suggesting that while information flow may not be a major concern, active involvement remains a significant barrier. These figures underscore the urgent need for inclusive strategies, such as flexible meeting formats, capacity-building sessions, and stronger member incentives, to boost participation and improve overall governance effectiveness.</p>				
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Practice	Percentage													
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<p>2.3</p>	<p>Services Provided by FIGs</p> <table border="1"> <thead> <tr> <th>Service</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Input supply...</td> <td>~32.00%</td> </tr> <tr> <td>Training and...</td> <td>~32.00%</td> </tr> <tr> <td>Market linkage...</td> <td>~32.00%</td> </tr> <tr> <td>Credit facilitation</td> <td>~8.00%</td> </tr> <tr> <td>Others (please...)</td> <td>~10.00%</td> </tr> </tbody> </table>	Service	Percentage	Input supply...	~32.00%	Training and...	~32.00%	Market linkage...	~32.00%	Credit facilitation	~8.00%	Others (please...)	~10.00%	<p>Farmers' groups (FIGs) mainly help in three important ways. First, they help farmers get good seeds, fertilizers and tools - this is about one-third of their work. Second, they teach farmers better ways to grow crops - another third. Third, they help farmers sell their crops at good prices - the final third. Together, these three things make up nearly all the help FIGs provide.</p> <p>A small part of their work (about 8%) involves helping farmers get loans. Another small part (10%) includes other special help. This shows that FIGs focus first on the most important needs - getting farming supplies, teaching skills, and finding markets. Only after doing these well do they start offering extra help like loans.</p> <p>The numbers come from looking at what 16 different farmers' groups actually do. They prove that FIGs understand what farmers need most and focus on those things first.</p>
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<p>2.4</p>	<p>Analysis of Current Market Linkage Efforts</p> <table border="1"> <thead> <tr> <th>Effort</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>FPO/CBBO led...</td> <td>43.00%</td> </tr> <tr> <td>Local...</td> <td>~24.00%</td> </tr> <tr> <td>Transport/logisti...</td> <td>~15.00%</td> </tr> <tr> <td>Farmer training...</td> <td>~24.00%</td> </tr> <tr> <td>Others*</td> <td>~14.00%</td> </tr> </tbody> </table>	Effort	Percentage	FPO/CBBO led...	43.00%	Local...	~24.00%	Transport/logisti...	~15.00%	Farmer training...	~24.00%	Others*	~14.00%	<p>Currently, 43% of farmers sell through organized groups like FPOs and CBBOs, which help them secure better prices. However, 24% still rely on middlemen, who typically offer less favorable terms.</p> <p>While collective selling through FPOs is growing, challenges persist. The shift from middlemen to organized systems is happening but unevenly. Success depends on combining three elements: group selling (FPOs), farmer training, and reliable transport/digital tools.</p>
Effort	Percentage													
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Area of Inquiry	Key Findings	Implications	Recommendations
Access to credit	75% of FIGs report difficulty accessing credit, primarily due to lack of collateral and complex application processes.	Limited finance hinders FIG growth and investment.	Simplify loan applications, explore group collateral, and provide financial literacy training.
Financial Management	While 80% use basic bookkeeping, few have external audits or formal planning.	Weak financial management limits investment and sustainability.	Train on budgeting, accounting, and planning. Encourage external audits.
Service Delivery	FIGs offer input supply (90%), training (85%), market linkage (70%), and credit facilitation.	Inconsistent service impacts member outcomes.	Tailor services via needs assessments. Track impact and gather feedback.
DRE Adoption	Only 30% use DRE, mainly in solar irrigation (Solar-powered cold storage, Microgrids Solar irrigation pumps). High costs and lack of knowledge are barriers.	Untapped potential for DRE to boost productivity and reduce environmental impact as they are depended on Diesel powered water pump, Electric water pump and Traditional loom and wrapping machine.	Offer financial incentives and technical training as from the studied 24 data sets indicates 85% lack in financial incentives and technical training.
Market Linkages	Market linkages are often informal, with 60% selling to local markets.	FIGs struggle to access profitable markets.	Provide market information and facilitate collective marketing. Negotiate contracts with larger buyers.

Strategic Prioritization for FIG Development



Insights from CBBO and Government Stakeholder Perspectives

The formation of Farmer Producer Organizations (FPOs) is a key strategy to boost farm productivity, improve market access, and enhance the livelihoods of small and marginal farmers.

Central to this initiative are Cluster-Based Business Organizations (CBBOs), which act as facilitating agencies responsible for the promotion, incubation, and development of FPOs across the country. CBBOs play a pivotal role in mobilizing farmers, providing capacity-building training, supporting business planning, establishing market linkages, and offering continued handholding support to ensure the sustainability of FPOs.

Alongside CBBOs, government stakeholders particularly those operating through departments of agriculture, horticulture, rural development, and cooperative sectors play a critical enabling role. Their involvement spans from providing policy direction, financial incentives (such as equity grants and credit linkages), infrastructural support, and institutional convergence, to monitoring the functioning of FPOs. These stakeholders are also key in addressing systemic challenges faced by FPOs, including limited awareness, lack of market infrastructure, and capacity constraints.

Engagement and Effectiveness of Support Systems

In this study, we focus on seven Cluster-Based Business Organizations (CBBOs) that are actively involved in promoting and supporting Farmer Producer Organizations (FPOs) across various regions of Manipur. These CBBOs include Krishi Vigyan Kendra (KVK), Diocesan Social Service Society (DSSS), Sheel Biotech Ltd, RNBA, DVARA, ISAP (Indian Society of Agribusiness Professionals), and SDS. Each of these organizations plays a critical role in mobilizing farmers, providing technical and business support, facilitating market linkages, and ensuring the institutional and financial strengthening of FPOs.

The data from CBBOs in Manipur highlights that around 70–80% of the organizations are actively engaged in capacity building, training sessions, and facilitating basic business activities such as procurement and aggregation for FPOs.



This distribution suggests that a majority of stakeholders out of the studies CBBOs (85.72%) believe the current support systems are either moderately or very effective. The equal weight between “Moderately Effective” and “Very Effective” implies a split in perceived impact while some feel the systems are performing well, others may see room for improvement in reach, implementation, or outcomes. The absence of negative ratings suggests

overall confidence in the support systems; however, the variation in responses underscores the need for continuous evaluation and targeted improvements to enhance their effectiveness for FPCs/Cooperatives.

Challenges

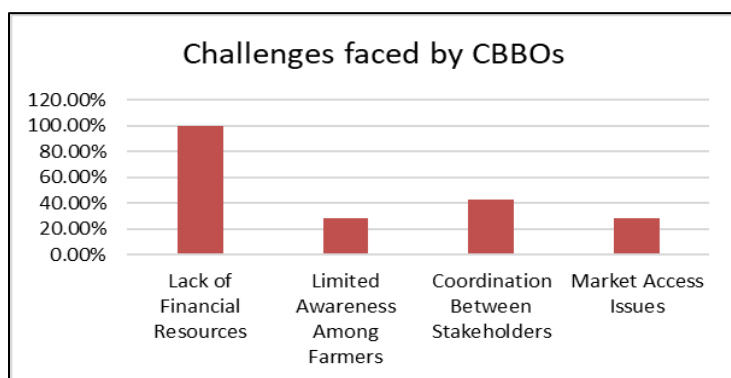


Table: Data Sources from Government Organizations	
Sl. No.	Government Organization
1	Department of Agriculture
2	KVK (Krishi Vigyan Kendra)
3	MSRLM (Manipur State Rural Livelihood Mission)
4	MOMA (Manipur Organic Mission Agency)
5	ICM (Institute of Cooperative Management)

All respondents (100%) identified lack of financial resources as the main challenge, mainly because FPCs and Cooperatives often rely on limited government grants from policies like 10k FPO policy. Additionally, 42.86% cited poor coordination between stakeholders, which hampers efficient support and resource sharing. Limited awareness among farmers (28.57%) further restricts participation and access to benefits. Addressing these issues requires improving funding mechanisms, enhancing stakeholder collaboration, and increasing farmer outreach programs. The analysis of key limitations in the current support systems for FPCs/Cooperatives reveals that 33.33% of respondents identified resistance to adopting modern technology as a significant barrier, highlighting challenges in mindset and openness to innovation. Financial constraints continue to be a critical issue, with 16.67% citing limited financial support, another 16.67% pointing to dependence on scheme-based funding, and 16.67% mentioning financial and transportation difficulties.

CBBOs and the Government play complementary roles in supporting FPCs and Cooperatives. CBBO's work closely with FPCs but face challenges like limited manpower, resources, and resistance to technology adoption. In contrast, the Government provides large-scale financial support through schemes, infrastructure funding, credit guarantees, and platforms like e-NAM. While CBBOs ensure day-to-day handholding, the Government sets long-term policies. However, both face issues CBBOs with field-level limitations and the Government with policy delays and implementation gaps.

Best Practices

Best practices in FPO promotion reflect a synergy between CBBO initiatives and government support. CBBOs play a critical role in mobilizing farmers, strengthening governance, and building capacities through continuous training and exposure. Simultaneously, the government enables scale and sustainability by facilitating infrastructure development, market linkages, financial access, and institutional convergence. Together, they create a robust ecosystem that empowers FPOs to thrive across thematic areas such as capacity building, awareness generation, financial inclusion, and market access.

Thematic Area	Best Practices (Government Role Focused with Examples)
1. Capacity Building & Training	<ul style="list-style-type: none"> - Organization of district-level skill development programs through CMTCs on post-harvest techniques (e.g., by ATMA, KVKs) - Deployment of extension officers for field-based technical training on crop management - Facilitation of exposure visits for FPO representatives to model FPOs and Krishi Vigyan Kendras - Facilitation of exposure visits for FPO representatives to model FPOs and Krishi Vigyan Kendras - Conducting awareness campaigns through SHGs, local panchayats, and agricultural fairs
2. Farmer Mobilization & Awareness	<ul style="list-style-type: none"> - Dissemination of advisories via SMS and IVR systems by State Agriculture Departments - Engagement of community resource persons and Krishi Mitras to build trust and increase member participation - Creation of aggregation centers and primary processing units through RKVY and MIDH schemes
3. Market & Infrastructure Development	<ul style="list-style-type: none"> - Promotion of direct market access via eNAM and state-level agri-marts - Support for value addition infrastructure, such as mini dal mills or cold storage, often funded under MIDH - Linking FPOs with NABARD and nationalized banks for credit under FPO financing models
4. Financial Inclusion & Support	<ul style="list-style-type: none"> - Conduct of financial literacy and bookkeeping training in collaboration with district cooperative banks - Formation of community investment funds under DAY-NRLM to encourage internal lending practices - Dissemination of information on government schemes (e.g., PMKSY, SFAC FPO Scheme) via training programs
5. Institutional Support & Schemes	<ul style="list-style-type: none"> - Support for non-farm enterprises through NRLM and MSME-DI schemes - Establishment of task forces and inter-departmental committees at block/district level to coordinate implementation - Provision of legal and governance support (e.g., for registration, auditing, bylaws)
6. Linkages & Ecosystem Building	<ul style="list-style-type: none"> - Facilitation of linkages with agri-input suppliers and Krishi Vigyan Kendras for technical support - Organization of state-level workshops to promote convergence of schemes (e.g., between Agri, Horti, Animal Husbandry departments)

Thematic Area	Best Practices (CBBO)	Examples / Data Points
Capacity Building	<ul style="list-style-type: none"> - Conduct regular training for BoDs and members on compliance, governance, and planning. 	80% of CBBOs reported monthly trainings on FPO governance and accounting practices.
	<ul style="list-style-type: none"> - Encourage participation of women and marginalized farmers in trainings. 	Some CBBOs reported 40–50% women participation in FPO leadership workshops.
Stakeholder Collaboration	<ul style="list-style-type: none"> - Promote synergy between CBBOs, NGOs, line departments, and government bodies. 	FPO like Kakching Organic Producers company with MOMA to co-develop storage for ginger value chain.
	<ul style="list-style-type: none"> - Conduct joint planning and convergence meetings for efficient resource use. 	Quarterly reviews held under Agriculture Department’s FPO Cell.
Market Linkages	<ul style="list-style-type: none"> - Facilitate direct linkages with buyers, exporters, and e-commerce platforms. - Support value chain development for crops with high success (pineapple, turmeric, ginger, etc.). 	<p>For example fpo like Sinthayai Krish-E Farmer Producer Company Limited directly sells to cbbo.</p> <p>60% respondents identified pineapple, turmeric, and king chili as high-potential products.</p>
	<ul style="list-style-type: none"> - Enable FPOs to participate in exhibitions and buyer-seller meets. 	Annual exposure visits are organized by many CBBOs to have better market linkage
Policy & Ecosystem Support	<ul style="list-style-type: none"> - Advocate for policy simplification and fast-track registrations. - Build awareness of schemes like SFAC, MOVCDNER, and FPO formation subsidies. 	<p>Registration delays noted by 40% respondents; suggested creation of a dedicated cell.</p> <p>CBBOs helps in educate farmers on schemes.</p>
Sustainability Planning	<ul style="list-style-type: none"> - Guide FPOs on financial management, credit linkages, and reinvestment of profits. - Design business models ensuring operational self-sufficiency within 3–5 years. - Help FPOs develop diversified revenue streams (input sales, services, etc.). 	<p>Helps maintaining audit books and other records</p> <p>CBBOs targeting breakeven within 3 years for input-sale based FPOs.</p> <p>E.g., Inputs shop + agri-tool rental models</p>

Force Field Analysis: Efficient and Sustainable FPOs in Manipur

Driving Forces (Positive Forces for Change)	Restraining Forces (Obstacles to Change)
1. Government Initiatives & Funding	1. Geographic and Infrastructural Barriers
Better Implementation of schemes like the 10,000 FPO Scheme, Pradhan Mantri Matsya Sampada Yojana (PMMSY) in Manipur with support from CBBOs. Support from state Cooperatives department for timely registration and audits of FPOs	Hilly terrain, frequent landslides, and remoteness of villages in Manipur severely hamper transportation and logistics like in boarder areas are conflict prone zones causing trouble in transportation.
Equity support programs and funding for marketing as many cbbos pointed the issue of limited funds. Other state level support like Mission Organic Value Chain Development for Manipur (MOVCDNER) to promote organic farming will help Manipur to flourish more since it has a wide variety of organic production like ginger , turmeric etc.	Limited infrastructure such as cold storage, collection centers, and processing units, especially in tribal and hill districts as from the studies 20 fpos 15 itself faces storage issues due to which farmers have to sell products at half price limiting profit scale.
Formation of District and State Level Committees to monitor FPO formation and support implementation.	Inconsistent power supply and poor internet penetration affect digital reporting, MIS usage, and communication. Complicated portals like MIS or kisan khata and lack of skilled personnel to manage data entry on such portals . Poor internet connectivity in remote areas, thus affecting the effective use of online system.
2. Policy Mandates & Governance Measures	2. Limited Market Access and Value Chain Integration
Mandate for MIS and other digital accounting tools to maintain 100% financial record and standardized practices across FPOs in Manipur.	Weak linkages to formal buyers, processors, or retailers, limiting the scalability of market access with existance of middle man.
Push for cluster-based approach for collective production and aggregation under CBBO guidance.	Very limited participation of Manipur-based FPOs on online platforms and digital agriculture marketplaces.
3. Institutional Support and Stakeholder Involvement	3. Organizational Immaturity and Weak Leadership
Strong institutional support from CBBOs, SFAC, NABARD, NCDC, and the Manipur State Agriculture Department.	Poor governance within FPOs—Board of Directors (BoDs) often lack clarity on roles and show limited engagement.
Regular training sessions, exposure visits, and support for FPO formation and strengthening especially in market linkage.	CEOs and managers frequently lack the business skills and leadership required to drive FPO growth.
Formation of Farmer Interest Groups (FIGs) for promoting member aggregation around traditional crops (e.g., turmeric, pineapple, ginger).	Over-dependence on a few individuals reduces organizational sustainability when key people withdraw as many FPOs suggested for better training and a good 15% amount of farmers still have not received any training indication lack of awarness.
4. Market Potential and Agro-Ecological Advantage	4. Knowledge Gaps and Lack of Risk Preparedness
Manipur's organic products such as black rice, large cardamom, ginger, turmeric, and citrus fruits are in high demand nationally and internationally.	Low awareness of government schemes, risk mitigation strategies, and farmer insurance programs.
High branding potential due to organic certification, GI tags, and consumer preference for indigenous produce.	Lack of training in risk assessment, business continuity planning, and diversification of income sources among farmers.
5. Infrastructure and Communication Improvements	5. Financial and Operational Constraints
PMGSY road development, rural electrification, and government's plan for food processing zones aim to improve logistical networks in Manipur.	Difficulty in accessing formal credit and loans due to lack of collateral, poor financial records, or exclusion from the banking ecosystem.
Development of cold storage units, packhouses, and transport vehicles by both public and private stakeholders.	Delayed or insufficient disbursement of funds by implementing agencies hampers activities and planning.
Pilot initiatives to enhance transportation, mobile connectivity, and reduce post-harvest spoilage.	Many FPO's have weak documentation and a net worth, hindering access to formal credit . Many accountants are still now aware of the annual turn overs.
6. Digital Adoption and Training Initiatives	6. Policy Interpretation and Outreach Limitations
Conduct training that includes digital literacy and skill development to operate digital platforms.	Poor understanding of government schemes, guidelines, and policy updates due to low tech-literacy and limited exposure in remote Manipur districts.
Exposure of FPOs to branding strategies, digital cataloguing, and e-market linkages are strongly recommended.	Inadequate dissemination of actionable information to ground-level functionaries and FPO members, leading to poor compliance.
	Limited or no feedback loops between Manipur's grassroots FPOs and higher policy or funding bodies, creating misalignment between needs and support.

Policy recommendations / Suggestions

Farmer Producer Organizations (FPOs) in Manipur have evolved from diverse grassroots institutions such as Self-Help Groups (SHGs), Farmer Clubs (FCs), and Joint Liability Groups (JLGs). While these entities have contributed to the mobilization of farmers, their varied operational approaches and mindsets have created inconsistencies in the overall functioning of FPOs at the organizational level.

A key challenge faced by FPOs is the lack of adequate knowledge and awareness among both members and Boards of Directors (BoDs) regarding the structure, functions, and responsibilities associated with being part of a Producer Company. This knowledge gap significantly hampers effective governance, statutory compliance, and overall organizational efficiency. Therefore, it is critical that all stakeholders both the promoting bodies and the members are properly oriented and sensitized to the guidelines and operational frameworks of Producer Companies prior to their formation.

Strengthening and nurturing FPOs is a strategic priority aligned with national policy objectives and is particularly relevant for addressing the needs of small, marginal, landless farmers, and primary producers. By organizing into producer groups, these farmers can collectively enhance their bargaining power in both input procurement and output marketing, helping them to achieve better returns and more stable livelihoods.

Ensuring the long-term sustainability and growth of Farmer Producer Organizations (FPOs) requires stronger and more consistent institutional support. Additionally, introducing performance-based recognition and incentive mechanisms can serve to motivate and acknowledge emerging FPOs, particularly during their incubation and early growth phases. Addressing operational challenges such as disparities in CEO remuneration, inadequate staffing, and limited access to professional management is equally important for improving overall efficiency.

Additionally, institutions must mandate their affiliated agencies to maintain and publicly disclose lending records pertaining to FPOs. Making this data accessible in the public domain will not only enhance transparency but also improve credit access, which is vital for FPOs to invest in infrastructure, develop market linkages, and scale up their activities.

A two-pronged strategy is crucial to ensure the long-term viability of FPOs in Manipur:

- A grassroots-level approach, focused on capacity-building, field-level support, and awareness generation among farmers.
- An institutional-level approach, aimed at strengthening policies, improving access to finance, and ensuring regulatory compliance.

Insights from the field suggest that while Farmer Producer Organizations (FPOs) were established with the goal of strengthening farmer collectives, improving livelihoods, and fostering self-reliant rural enterprises, their current trajectory reflects certain practical challenges in maintaining this vision consistently across all contexts. In particular, the structured implementation timelines, such as the three-year formation and development model supported by agencies like the Small Farmers' Agri-Business Consortium (SFAC), are helpful in providing a clear framework. However, in regions like Manipur, where diverse socio-economic and geographic conditions exist, these timelines may not always fully accommodate the pace required for institutional growth and community mobilization. This can result in a greater focus on meeting procedural benchmarks rather than on long-term capacity-building and enterprise sustainability.

Additionally, existing frameworks often emphasize quantifiable deliverables such as membership targets or financial milestones while offering limited tools to assess more qualitative outcomes, such as improvements in farmers' incomes, organizational maturity, or community participation. This can make it challenging to capture the broader impact that FPOs are designed to generate. Furthermore, many FPOs continue to face constraints in technical and managerial capacity. Board members and operational teams may require more sustained support to effectively manage statutory responsibilities and business planning.

Conclusion

The Farmer Producer Organization (FPO) model presents a promising framework for collective rural enterprise, particularly in regions like Manipur that are rich in resources yet face unique developmental challenges. While the FPO approach has the potential to empower farmers through collective action, market linkages, and enhanced bargaining power, this study reveals that realizing this potential requires strengthening certain parameters and institutional bindings. During the course of this study, it became evident that while many FPOs have been formed under government schemes such as MOVCD-NER and the 10,000 FPO policy, not all registrations translate into effective, sustainable organizations. Instances of FPOs with irregularities, including fake names and questionable registrations, were observed, posing obstacles to both government efforts and the overall credibility of the FPO movement. Such issues highlight the need for stronger oversight and verification mechanisms.

Most FPOs in Manipur are still in early stages of development and face challenges such as heavy dependence on member contributions and government grants. Additionally, allied sectors like fisheries and poultry show promise but struggle due to inadequate infrastructure and limited veterinary and extension services. Capacity-building efforts, especially in hill districts, are often insufficient, restricting growth and diversification.

On a positive note, women-led FPOs and grassroots groups such as Farmer Interest Groups (FIGs) and Self-Help Groups (SHGs) demonstrate strong social capital and resilience. When supported effectively, these groups foster inclusive governance, collective bargaining, and diversification into agriculture, livestock, weaving, and fisheries. The most successful FPOs are characterized not by the size of their funding but by active community participation, consistent governance, and robust engagement with Community-Based Business Organizations (CBBOs). However, CBBOs themselves face manpower shortages and uneven reach, particularly in tribal and hill areas.

In conclusion, Manipur's FPOs stand at a critical juncture. Their future success hinges less on the volume of policies and more on a strategic reimagining of collective rural enterprise that acknowledges both the region's promise and its unique challenges.

