

# **Empowering Smallholding Farmers in Markets ESFIM India Project**

## **Stage – 1 Consolidated report**

**November 1,2010 to January 31, 2011.**

**PREPARED AND SUBMITTED**

**By**

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## ANNEXURE – 1

The consolidated report is prepared based on the terms of reference provided under Stage -1 of the ESFIM project. The terms reference are as given below:-

### **Detailed terms of reference for the first stage of activities November 2010 – end January 2011**

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1. Constitute of working group of FO representatives to act a local steering committee for the ESFIM work.
2. Identify and select local consultants / researchers in cooperation with AGRINATURA team.
3. Coordinate working meeting[s] November 1-5 ,2010with representatives of the steering committee, potential or selected researchers, the AGRINATURA and other key stakeholders to update the progress on ESFIM, prioritize work domains – case studies and policy themes, finalize research methodologies, agree detailed work plan, and prepare detailed costing.
4. Draft all the research contracts.
5. Issue work contract[s] for the first stage work [tors to be finalized during November 1-5,2010 working meeting and added as an addendum to this contract]
6. Liaise with case study partners and share work plan.
7. Write up report on work undertaken for period November 2010 – end January 2011 and submit report by 31 January 2011.

## **PROPOSED COMPOSITION OF THE STEERING COMMITTEE:-**

1. P.Chengal Reddy, Secretary General,CIFA.
2. K.Prabhakar Reddy, President, FFA.
3. Basawaraj Igne, President, Red gram Farmers Association, Karnataka
4. Dr. Prasad, NABARD, Regional Office, Hyderabad, A.P.
5. Ms.Felcity, ESFIM, India Representative

## **TERMS OF REFERENCE FOR STEERING COMMITTEE:-**

The Committee is expected to play an advisory role to ensure successful implementation of proposed research project “Empowering Smallholder Farmers in Markets (ESFIM)”.

Members of the Committee will receive the implementation plan and methodology and their agreement will be sought. This process will also apply to the draft synthesis report.

The Committee members should provide strategic advice in the execution of the research and in meeting its wider objectives. In particular, they will support the project manager at every stage of project implementation in the fulfillment of the project managers’ duties.

The Committee is expected to meet once two months or whenever feel necessary at key stages in the research process , review the progress of project implementation and also, proposed future action plan for next two months. And, offer suitable suggestions / recommendations.

However, they should make convenient to meet at key stages of project implementation i.e: the implementation planning meeting; during the research team capacity building event; at finalization of the draft synthesis report; and through their participation in the project’s key dissemination activity(s). On the draft report, the Committee should ideally provide their comments in writing.

Facilitate in ensuring smooth coordination between different institutions and individuals - FFA, CIFA, consultants and representatives of case studies.

Offers suggestions / recommendations also, ensure flow funds towards project execution and instruct office of FFA in this regard.

The Committee will deliver their endorsement to the outputs of the research, prior to wider dissemination. And ensure to carry forward the main findings of the research to policy makers and other important key stakeholders, which include farmers’ associations, private sector and general public. To enable to reach wider sections of society, committee will ensure active participation of electronic and print media.

## **ROLE OF CONSORTIUM OF INDIAN FARMERS ASSOCIATION [CIFA]**

CIFA as a national apex farmers body will take play key role in disseminating the findings of research to all the key stakeholders, particularly undertake responsibility in reaching out state and national level policy makers.

Offer vital strategic inputs in developing the policy theme papers in consultation with members of steering committee, FFA and project management consultant and other resource persons.

Extend its complete cooperation in ensuring working relations with representatives of case studies. Mr. Chengal Reddy, Secretary General, CIFA will undertake the responsibility on behalf of governing body members of CIFA.

## **ROLE OF FEDERATION OF FARMERS ASSOCIATIONS [ FFA]**

FFA as the principal partner organization will undertake the complete responsibility in successfully executing the research project within the stipulated period of time and available resources.

Communicate / intimate members of CIFA requesting to endorse for implementation of ESFIM research project and also, seeks the help & guidance in building working relations with representatives of case studies located in different parts of the country.

Ensures complete secretarial assistance to consultant project management in the implementation of research project, including flow of funds. Further, undertake responsibility to maintain the book of accounts and other relevant documents.

Offers secretarial assistance during steering committee meetings, record minutes of meeting and disseminate the information to all the members steering committee, FFA, CIFA and consultant project management.

Write introductory letter to the organization associated with each of the case studies, request their consent and commitment to both host and participate in the ESFIM research and advice of next steps and anchor persons

Appoint the contact persons that will coordinate the ESFIM specific case study research with the affiliated organization. This contact person will be requested by FFA to make the arrangements for involving the local stakeholders to the case-study, for their participation in the multi-stakeholder workshop and interviews, etc.

FFA, has the authority to terminate the services of project staff in case if it is not satisfied with performance levels. This decision it takes after seeking the endorsement fro steering committee members, only. K.Prabhakar Reddy, as President of the FFA, will undertake the responsibility to take up the contracting work, with respect to project execution.

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## **Proposed Project Implementation Structure**

**Consortium of Indian Farmers Associations (CIFA)**

**Federation of Farmers Associations of Andhra Pradesh (FFA)**

Steering Committee  
Consultant – Project Management.

Research Support Team - 2 nos

Resource Persons – 2 nos  
[review of legal acts & instruments.  
Editing of the draft report and policy makers]

Field Level Researchers – 4 nos.

Case Study Based Local Contact Persons.

**Note :-** C.V ' s of identified consultant project management, members of research support team, resource persons and field level members of research team is furnished in Annexure. Mr. Vijay Kumar, Member-FFA Consultancy Team will extend the consultancy services.

### Identified Case Studies

Sl.No	Case Study	Geographical Area	Contact Persons
1	Mango	A.P, Karnataka, Tamilnadu.	Vijayachandra Naidu Coordinator – FFA Chittoor Chittoor District Tel: 9949466617  Jayachandra Choudhary President – Chittoor District, Federation of Farmers Associations G. Gollapalli Village, Via Aragonda, Phavanampalli Mandal, Chittoor District. Tel: 94402 74266
2.	Dairy	A.P 1. Private  and  2. Cooperative.	Raghava Reddy H.No.4-1-315/5, Opp. St. Joes High School, Ajay Bagh, Vikarabad, Ranga Reddy District. Tel: 9440862690
		Punjab  1.Private	Satnam Singh Behru S/o Shri Foza Singh, All India Farmers Association, Member, Village-Behru, Taluk-Behru, District-Patiala (PUNJAB). Mobile: 09888072753, 9814149077
3.	Vegetables	A.P  FFA initiative	Smt. Uma Parvathi W/o Shankar Naik Dornal Tanda Village Dharur Mandal Ranga Reddy District – 501121 Tel: 8978885781
		U.P – Bill Gates foundation and others.	Vijayakumar, Member-FFA Consultancy Team
		Bihar NGO based initiative.	Koushilendra 1 <sup>st</sup> Floor, K-A 44, Lalitha Market Hanuman Garh, Kankarbagh Patna 800020 Ph: 09304446443

**Note** – It was unanimously decided during deliberations between November, 1 to 5, 2019 that attempts will be made to identify and contact other case studies and document them as separate supporting material as part of secondary data sources.

## **TERMS OF REFERENCE FOR – CONSULTANT PROJECT MANAGEMENT**

Enters direct agreement with FFA. Undertakes the responsibility in preparing work plan with time schedules. Seeks the endorsement of members of steering committee.

Expected qualifications – masters degree, working experience in rural and agriculture sector for more than 15 years. Preferably on project management. Design, develop and conduct training workshops and skill to skill to deliver goods through collective team efforts. Knowledge on rural markets and issues related with small holding farmers, supply / value chain dynamics. Skills to moderate multi stakeholder consultations and conducting personal interviews. And, ability to identify policy issues from findings of research.

Conducts the training workshop for selected project personnel. Provides guidance to supporting research staff, field level researchers, contact persons and FFA secretarial staff. Also, in preparing the report on small group consultations. And, compilation and analysis of collected secondary data and field level data.

Develops questionnaire data formats. Also, establishes certain measurable indicators as integral part of project monitoring & evaluation. Supervises first pilot project. Conducts personal interviews of key stakeholders. Also, moderates the multi stakeholders' consultative workshop.

Prepares monthly progress report and places the report before the members of steering committee prior to schedule of steering committee meeting. All these reports will be submitted to the office of FFA for circulation.

Consults resource persons while preparing the final reports and ensures all his cooperation. Obtains the expenditure bills from project team members, scrutinize and submit to the office of FFA for payments. Also, undertakes while extending the advances to the team members.

In consultation with steering committee members identifies the policy issues and assists in preparing draft notes on policy documents. Further, extends cooperation with Editor for finalizing the reports.

In consultation with Steering committee and CIFA develops strategic approaches towards effective dissemination of policy documents to all the key stakeholders. Facilitates in organizing the press meet.

In case of poor performance of supporting team or field level researchers or contact persons, consultant project management should be given free hand to opt persons of his confidence.

In case of either termination of contract or withdrawal from project, undertakes the responsibility of handing over all the project relevant documents and briefs the predecessor to ensure smooth transfer of responsibilities, in the interest of project.

### **TERMS OF REFERENCE - SUPPORT RESEARCH TEAM MEMBERS**

Participates in the training workshops and ensures complete support to the consultant project management through out implementation process.

Expected qualifications - Masters in social sciences or agriculture or MBA. Works experience in rural and agriculture sectors. Knowledge on research methodologies. Report writing skills and knowledge on supply chain / value chain systems. Aware of rural marketing dynamics.

Collects the secondary data on case studies, filed level reports. Further analyze and submit the reports to consultant project management. Also, validate the collected data.

Submit their financial statements and report on work progress to consultant project management.

If necessary the support research team will participate in small group consultations along with filed level researchers and also conduct personal interviews.

### **TERMS OF REFERENCE - FIELD LEVEL RESEARCHERS**

Expected qualifications for field level researchers – degree / masters in social sciences and work experience in rural & agriculture sector. Knowledge of PRA techniques.

Participates in training workshop. In association / assistance with contact persons independently conduct small group meetings. Collect the questionnaire formats from contact persons. Prepare report and submit to support research team.

They should submit all their expenditure statements, including receipts against advances to the consultant project management.

The filed level researchers will be paid per diem basis, excluding travel and accommodation expenses.

### **TERMS OF REFERENCE - CONTACT PERSONS**

Identification of contact persons is the sole responsibility of FFA.

They should contact office of FFA for the financial settlements.



Contact persons undertake the responsibility of organizing all the small group meetings, multi stakeholder consultations and provide all the relevant information on other key stakeholders, i.e industry / government officials and financial institutions.

Extend cooperation to arrange travel and accommodation to field level researchers and also for other project persons, whenever, they visit the field.

Undertake the responsibility of obtaining data as per the questionnaire formats for all the individual farmers and other stakeholders connected in that particular value chain.

Provide information on case study prior to field visits.

## **TERMS OF REFERENCE - RESOURCE PERSONS**

### **Legal:-**

Expected qualifications – masters in law. Work experience in offering opinions on legal instruments, contract agreements, cooperative and non profit acts.

Undertakes the responsibility of reviewing all the provided literature on above referred matters and prepares and submits the opinion report, including gaps / lacunae and offer suggestions for improvement. Adheres to the time schedule.

### **Editor:-**

Expected qualifications – masters degree and preferably hold Phd. Work experience in finalizing reports in development sector. Command on English language.

Undertakes the responsibility of editing the reports and consults, consultant project management in the process of finalizing the report, including policy documents.. Adheres to the time schedule.

## **Proposed Research Methodology**

A large number of farmers in India belong to the category 'small and marginal farmers'. However, they face a raw deal in the market that is primarily controlled by a limited number of middlemen in the markets (mandis) and small number of large farmers. However, it is observed majority of farmers continue to struggle in negotiating bargaining power in marketing their produce. More so, small holding farmers are marginalized in the changing marketing dynamics. The reason could be lack of contemporary knowledge or poor capacities to rise their grievances ,collectively. It is also true to large extent that many farmer organizations working for the cause of small holding farmer are not bale to explore and develop alternate market channels on this aspect in India as enough knowledge is not accumulated in this regard.

With this background and assumption, it is proposed to conduct an action research study in this crucial area. The proposed research methodology is devised from the earlier field experiences and literature review on changing rural markets. The prime objective of this research study is to conduct action research, analyze the research data, understand, identify potential key issues and contribute towards the emergence of an action framework for Empowering Smallholder Farmer in the Market (ESFIM).

Proposed research methodology adapts participatory approaches. Identifies the potential key issues through active involvement and participation of multi stakeholders. Action research will be conducted With the support of FFA and several Farmers Organisations, located in different parts of the country.

### **COMPONENT-1: TRAINING WORKSHOP**

#### **Objective:-**

- ⇒ To sensitize on the proposed research action project. ESFIM
- ⇒ Enhance role clarity
- ⇒ Enhance team building process
- ⇒ Strengthen collective delivery mechanisms.

#### **Contents –**

- ⇒ All about value chain system.
- ⇒ Identified case studies.
- ⇒ Responsibilities of team members, including contact persons.
- ⇒ Review of questionnaire.
- ⇒ Adapted participatory methodology, tools and techniques.
- ⇒ Establishing benchmarks.
- ⇒ Compilation and validation of collected data.
- ⇒ Techniques of conducting group / multi stakeholder meetings.
- ⇒ Communication& Report writing skills.

### **Expected Participants –**

- ⇒ Steering committee members
- ⇒ Support – research team
- ⇒ Contact persons
- ⇒ Field level research team members

**Duration** - 3 days [ 6 to 7 hours per day]

### **COMPONENT–2: LITERATURE REVIEW THROUGH SECONDARY DATA:-**

Collection and review of available secondary literature, including identification of gaps/ lacunae in legal acts.

Secondary literature will be procured from identified case study areas and also through contacts with other farmer organizations / NGOs, private sector and Government sources.

Questionnaire formats will be developed and circulated to the representatives of identified case studies. It is envisaged that the literature / data procured from through the questionnaire formats largely help in developing road map to understand the existing situation in value chain systems for each of the identified case studies. Also, establishing linkages between different stakeholder in VCS.

Review of the legal instruments and existing policy documents will not only help in identifying the gaps / lacunae in the existing acts but also facilitates in focusing areas for further improvement.

### **COMPONENT–3: SMALL GROUP FARMERS' MEETINGS**

Informal consultations at small holding farmers meetings help in validating the findings of the secondary data analysis. Also, facilitates in identifying problems encountered by the farmers in accessing the markets and getting the proper remuneration for their produce.

Participatory techniques and appropriate tools will be used while conducting these small group meetings. Each small group will constitute 25 farmers and it is proposed to conduct around 10 such small group meetings under each case study. The number of small group meetings may vary depend on the total number of farmers involved under each of the identified case study. It is expected to cover the small group meeting in 3 to 4 hours duration.

## Objectives

- ⇒ To identify preferences of farmers.
- ⇒ Encountered problems
- ⇒ Solutions offered by farmers.
- ⇒ Cumulative benefits gained by farmers through value additions.
- ⇒ Strengths and limitations of farmers, including group dynamics.
- ⇒ Identify key individuals to participate in multi stakeholder meeting.

## COMPONENT-4: INTERVIEWS, FORMAL/INFORMAL

The interviews are conducted with direct and indirect actors, and other key informants if applicable. The output of the interviews will provide critical information and also help prepare the multi-stakeholder meetings.

Confidential information, provided by the stakeholders will be treated accordingly and forever remain as such.

## COMPONENT-5: MULTI- STAKEHOLDER MEETINGS

### Objectives:-

- ⇒ Asses the perceptions & perspectives of multi stakeholders on VCS.
- ⇒ Asses the stakes of different key stakeholders.
- ⇒ Asses and understand the status of small holding farmers within the given VCS.
- ⇒ Identify areas of common conflict and interest of multi stakeholders.
- ⇒ Identify potential solution based approaches to strengthen small holding farmers in markets.

### Expected Participants:-

- ⇒ Project staff
- ⇒ Core team members – 2nos
- ⇒ Contact person – 1
- ⇒ Field team – 2 nos.
- ⇒ Key Stakeholders -- Representatives from the farmers meeting – 10 to 15 nos
- ⇒ Other Key Stakeholders - Representatives from – government, financial institutions, private sector and NGOs. – 6 to 10.
- ⇒ Expected total number of participants – 25 to 30.
- ⇒ Duration – 6 to 7 hours.

The meeting is prepared using the knowledge obtained through the farmers' meetings and the interviews conducted bilaterally with all the relevant direct/indirect actors – as well as the literature reviews.

Key findings from small group meetings and personal interviews will be synchronized as navigating tools while conducting the multi stakeholder meeting. Participatory tools will be effectively used to ensure active involvement of participants.

Project staff will focus more on facilitation and encourage the participants to develop the VCS route map and place other relevant information and issues at the appropriate points on the value chain.

Moderators will prepare guiding statements to encourage / stimulate open house debate on institutional dynamics. And, bring out barriers or constraints on nature of stakeholder relationship. Also, clearly bring out the present strengths of VC.

The purpose of entire exercise is to ensure active participation to enable to understand functioning of value chain and nature of the relationships.

Further, moderators will also, navigate the deliberations on the likely expected future changes in value chain. Such an orientation is necessary in understanding the future course of value chain, under changing situations.

### **Pilot Case Study**

It was decided to conduct pilot case study on “ mango”. This study will follow immediately after the training workshop. It is expected that the feed back from the pilot case study helps in fine tuning the research approach, including the participatory techniques and tools.

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