

**KAUSHALYA Foundation**  
**कौशल्या फ़ाउण्डेशन**



*A Journey Towards Prosperity*

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## KAUSHALYA FOUNDATION-AN INTRODUCTION

A dream of prosperity in many keen eyes of SMAL (Small, Marginal and Landless) farmers, and a goal to channelize solutions and services for the development of small land holders perpetuated the birth of **KAUSHALYA** Foundation.

**KAUSHALYA** Foundation (KF) is a non-government, non-profit organization aimed at achieving economic independence of small marginalized farmers in Bihar. The team comprises of professionals motivated to use their knowledge and skills to address the issues of poverty by working with the poor at the grassroots. To this effect, KF collaborates

extensively with government institutions, financial institutions, market institutions, voluntary organizations, and academic & research bodies.

The purpose of **KAUSHALYA** Foundation is to reengineer the supply chain of fresh farm produces by directly connecting the market place and the producers. To undertake this task, we started with vegetables. One key characteristic of Indian agricultural is the fragmented and small landholdings: around 80% of India's farmers cultivate small and marginal holdings of up to 2 ha while many observe fragmented holdings with dispersed land patches. The share of small and marginal holdings in vegetable production increases to around 90%. The Indian Vegetable supply chain was found to be fragmented and un-collaborative, which caused 15-20% loss in terms of volume both because of perishability and poor handling of the produce in transit. Furthermore, due to presence of inefficiencies in the whole supply chain of vegetables, the primary stakeholder –

the farmers- was only realizing 30% of the consumer rupee whereas the rest was consumed by middlemen and leakages in the channel.

KF commenced to reorient the supply channels to reduce wastages, spread incentives and lead time of vegetable to reach the customers. In addition to focusing on vegetable value chain, KF has also stepped in the other critical areas for providing solutions to challenges faced by small and marginal farmers.

The efforts have resulted in mobilization of **10000+** farmers in Bihar and **6000+** farmers among them have been integrated under the umbrella of Farmer Producer Companies (FPC)- the sustainable business enterprises of, for and by the farmers. These FPCs have been transformed into Rural Business Hubs with Agri-Business Centres (ABC) at each FPC. The Agri-Business Centres provide products and services to farmers like fertilizers, pesticides, seeds and even soil testing services to the farmers aiming to enhance their productivity, reduce production costs and promote sustainable and climate-smart agricultural practices. Thus not only increasing incomes but also infusing a social culture of collectivism, KF also ensures that environmentally its business footprint is reduced simultaneously. The FPOs have a well-organized governance structure of BODs (Board of Directors) and a strong network of member farmers. They perform a range of activities including input resourcing and selling, aggregating produce for centralized marketing alongside providing advisory services. Thus, the concept of FPC has revolutionized the agriculture sector to move towards equitable and holistic development of one and all by collective and focused approaches. The model proposes to mobilize and aggregate small farmers into formal institution, create low investment Fruits & Vegetables Retail Chain, branding of fresh farm produce, organizing & professionalizing the vegetable supply chain. Creating farm-gate backend infrastructure for fresh farm produce and aggregating vendor at one place to make them part of this formal supply chain.

- ▲ The Integrated vegetable value chains model "**The Samridhi Model**" – A farm to Folk model is recognized by **National Horticulture Mission, Govt. Of India**, and is recommended to the 28 states of India to adopt it.
- ▲ **KAUSHALYA Foundation** has been empaneled and designated by SFAC (Small Farmer Agri-business Consortium) to provide technical support to FPOs in Bihar and other states.
- ▲ KF has provided Consultancy services to **Maharashtra State Horticulture and Medicinal Plant Board (MSHMPB)**, Pune and **Haryana State Horticulture Development Agency (HSHDA)**, Panchkula for establishment of Vegetable-value chain models.
- ▲ An MOU with State Horticulture Mission has honored KF as an entity to work for development activities in field of agriculture.

#### VISION & MISSION OF KAUSHALYA FOUNDATION

## MISSION STATEMENT

“To develop a model to increase income and generate employment at the grass root level by an equitable and holistic development.”

## VISION STATEMENT

“Professionalizing the informal trade channel of fresh farm produce and creating gainful, dignified self-employment for the families dependent on agriculture sector”.

## PRESENCE OF KAUSHALYA FOUNDATION

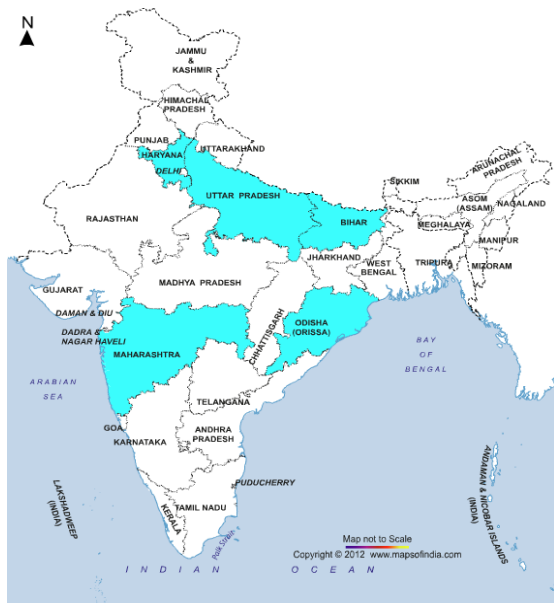


Figure 1 Presence of KF in Indian States

## GOALS

- Organizing and professionalizing small and marginal farmers towards market oriented farming.
- Organizing and professionalizing street vendors and linking them to the main stream of the society.
- Connecting street vendors and growers to the mainstream market.
- Generate livelihood opportunities by creating new market avenues.
- To reduce information asymmetry in the supply chain

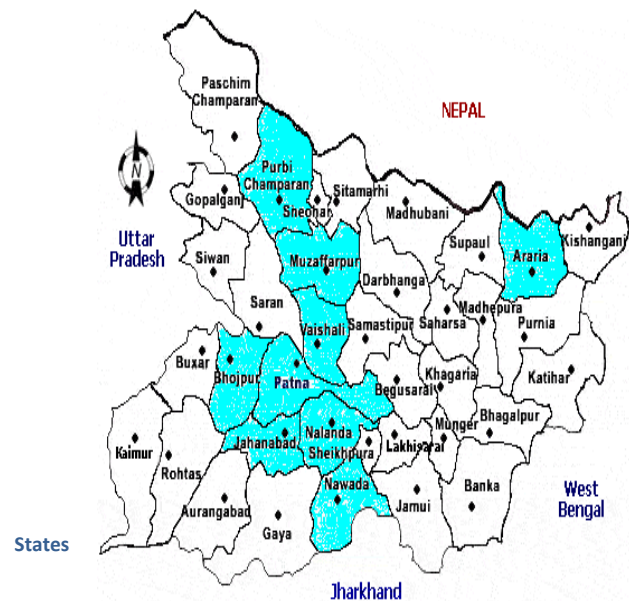


Figure 2 Presence of KF in the districts of Bihar, India



## GRASS ROOT INITIATIVES & INNOVATIONS BY KAUSHALYA FOUNDATION

KF is focusing on new grounds, developing new models and pioneering new approaches. The goal is to identify the needs of the rural masses and look for sustainable solutions to empower them to become active economic actors rather than just patronized bystander beneficiaries owing to gross inequitable nature of human interactions in general. In order to improve their socioeconomic conditions, KF has been engaging itself at grass-roots level. It is trying

to reduce needs by empowering the needy to realize them rather than just meeting them. It seeks to create systemic changes and sustainable improvements by breaking the vicious cycle and intergenerational transfer of poverty.

KAUSHALYA Foundation is engaged in diverse grassroots initiatives & innovations across the three thematic areas- HAN (Health, Agriculture and Nutrition). The various focus grassroots innovations can be summarized as follows:-

- I. Promotion of Sustainable Farming Institutions
- II. Women-Centric Livelihood Interventions
- III. Technological Interventions-Innovations
- IV. Action research, Studies, and Consultancy Services in Development Practices.

## LIST OF ACTIVITIES/PROJECT UNDERTAKEN BY KAUSHALYA FOUNDATION

<b>Building grass-root rural institutions</b>			
<b>Project</b>	<b>Partner</b>	<b>Duration</b>	<b>Status</b>
<b>Transforming Economies of Corn Growers in Bihar by Forming Farmer Producer Company</b>	Pioneer DuPont	2014-16	Ongoing
<b>Transformation in eastern India's economies through innovative rural business hub(RBH) project in two district of Bihar</b>	CII-FACE & USAID	2013-14	Successfully Completed
<b>Farmer Producer Company promotion in Bihar for infusing technology, developing forward and backward linkage and making it self-sustainable, progressive farmers institution</b>	Small Farmers Agri-business Consortium ( SFAC) New Delhi	2011-13	4 FPOs formed and being trained

<b>Action research and consultancy</b>			
<b>Project</b>	<b>Partner</b>	<b>Duration</b>	<b>Status</b>
<b>Value Chain Assessment for Dairy Value Chain in Nalanda</b>	ILRI (International Livestock Research Institute)	2014-15	Successfully Completed
<b>Value chain assessment and DPR preparation for interventions in Hybrid maize, Rice, Soil testing and Organic farming</b>	IFPRI(International Food Policy and Research Institute)	2013-14	Successfully Completed
<b>Consultancy Services to Maharashtra State Horticulture and Medicinal Plants Board (MSHMPB), Pune</b>	Maharashtra State Horticulture and Medicinal Plants Board (MSHMPB), Pune	2011-12	Successfully completed
<b>Development of Strategy and Implementation Plan for Empowering the Marginal Vegetable Growers and Vendors and Setting up a Pilot Project in Lucknow.</b>	Uttar Pradesh Mandi Parishad ( Govt. of Uttar Pradesh), in association with Indian Institute of Management Ahmedabad	2008-10	Successfully completed
<b>Setting up Modern Vegetable Collection Center and Vegetable Supply Chain at Ekangar Sarai Block of Nalanda District of Bihar</b>	NABARD	2009-10	Successfully completed
<b>Operationalization and Farmer Information and Advisory Center and Implementation of different schemes of ATMA, Patna</b>	Agriculture Technology Management Agency (ATMA), Patna	2008-09	Continuous Project
<b>Developing a Strategy and Implementation Plan for Empowering the Marginal Vegetable Growers and Vendors and Setting up a Pilot Project in Lucknow</b>	Indian Institute of Management- Ahmedabad	2008-09	Successfully completed
<b>Consultancy Services to Haryana State Horticulture Development Agency (HSHDA), Panchkula</b>	Haryana State Horticulture Development Agency (HSHDA), Panchkula	2011-12	Successfully completed

<b>MoU with Bihar Horticulture Development Society, Bihar</b>	State Horticulture Mission, Bihar	2011-12	On going
<b>Construction of bamboo polyhouse in Bihar</b>	State Horticulture Mission, Bihar	2011-14	Successfully Completed
<b>Construction of PUSA ZERO ENERGY COOL CHAMER in Bihar</b>	State Horticulture Mission, Bihar	2011-14	Successfully Completed

<b>Women empowerment</b>			
<b>Project</b>	<b>Partner</b>	<b>Duration</b>	<b>Status</b>
<b>Socio-economic Development of Women Working in Vegetable Sector through Seedling Raising &amp; Cultivation of Vegetable Crops under Women Managed Polyhouse cum Rain Shelter Project</b>	Bihar State Women Development Corporation	2009-10	Successfully completed
<b>Hand Holding Support for Vegetable Processing, Training &amp; Trading Programme</b>	Bihar State Women Development Corporation	2009-10	Successfully completed
<b>Hand Holding Support for Vegetable Processing, Training &amp; Trading Programme</b>	Bihar State Women Development Corporation	2008-09	Successfully completed

## 1. TRANSFORMING ECONOMIES OF CORN GROWERS IN BIHAR BY FORMING FARMER PRODUCER COMPANY

Transforming Economies of Corn Growers in Bihar by Forming Farmer Producer Company is a project of three-year duration aimed at improving corn grain productivity by mobilizing farmers into farmers groups and Farmer Producer Company and subsequently linking them directly to Institutional Buyers and Input Suppliers unlocking extra potential

### PROJECT OBJECTIVE

The main objective of the project has been discussed below:-



Figure 2 Corn fields in East Champaran district, Bihar

- To form sustainable farmer institution (Farmer Producer Company) benefiting small holders (focusing corn growers) for leveraging economies of scale.
- To capacitate farmers through trainings in agricultural best practices
- Ensuring access to quality inputs, advisory services and fair & remunerative markets leading to enhanced business efficiency and competitiveness in the agriculture value chain and increase in incomes of small holders.

### PROJECT ACTIVITIES

The activities done under the project are

- Diagnostic study of the project area and undertaking a Baseline as well as Agriculture Value Chain Assessment (VCA).
- Sensitization, Mobilization and aggregation of 500 farmers in the first year of project. This has to be done by clubbing them into Farmer Interest Groups (FIGs) so as to eventually organize these into Farmer Producer Company (FPC). Afterwards, the farmers' base is to be expanded so that ABC (Agri Business Center)- a centralized platform facility of input and output linkages including advisory services of FPC - could reach targeted 5,000 farmer households benefitting around 25,000 rural populations. ABC model as operational in other FPCs formed by KF – ESKPCL, HKPCL, BHKPCL and BKPCL – provides a platform for collective aggregation of produce and their marketing by developing network of market linkages with marketers like wholesalers, institutional buyers, retailers so as to enhance the price realization by farmers by increasing productivity and reducing wastage. Also advisory and technical services like soil testing are provided there.
- Promotion of new technologies, agri-input varieties (hybrid seed, crop protection products), agri-equipments etc. through establishment of 60 demonstration plots each year to ensure adoption of these by the member farmers of the FPC aiming to increase their agricultural incomes.
- Identifying and capacitating potential entrepreneurs from among the FPC members to take lead in management of the FPC businesses profitably.

- Creation of required infrastructures (warehouses etc.) with assistance from Govt. agencies for facilitating the enterprise efficacy in the FPC so as to minimize losses by bridging gaps and overcoming bottlenecks.
- Establishment of FPC as a Business Hub for member farmers which would facilitate access to various services to them, thereby, enhancing their socio-economic status.
- Expanding the business activities by leveraging the existing value chain utilizing value added transitions like processing, branding, packaging etc.
- Creating self-sustaining systems of governance, management and operations in the FPC for ensuring its post-withdrawal sustainability.

## 2. DAIRY VALUE CHAIN ASSESSMENT IN NALANDA, BIHAR, INDIA

With a growing demand for milk as a major source of protein and other essential nutrients, ILRI has been promoting studies for formulating strategic initiatives to add value to existing cottage dairy value chains in India. An ambitious dairy improvement plan launched by GOI demands identifying critical implementation gaps in addition to technological innovations and public-private partnerships, as well as improved feeding, breeding, animal health and knowledge management in the smallholder dairy value chain. In this context, ILRI has been entrusted to conduct a situational analysis of the smallholder value chain in India. Nalanda district has been selected as a sample site in Bihar for the same.

KAUSHALYA Foundation was given the responsibility of doing Value Chain Analysis and preparing a VCA report developing insightful strategic recommendations for intervention in the cottage dairy enterprise there.



Figure 3 Dairy farmer at collection center in Village-Narai, District-Nalanda, Bihar, India

## 3. TRANSFORMING IN EASTERN INDIA'S ECONOMIES THROUGH INNOVATIVE RURAL BUSINESS HUB(RBH) PROJECT IN TWO DISTRICT OF BIHAR

Confederation of Indian industry- Food and Agriculture Centre of Excellence (CII-FACE) and the United States Agency for International Development (USAID) have joined hands to improve agricultural productivity in two states of eastern India – West Bengal and Bihar. Aptly titled, Transforming Eastern India's Economies through Innovative Rural Business Hubs Project, it is being implemented in partnership with Kaushalya Foundation in Bihar. The overall goal of the project is "To catalyse private sector investments in Eastern India economies and develop scalable and economically viable business models through Rural Business Hubs." The project has engaged four Farmer Producer Companies (FPCs) promoted by KAUSHALYA Foundation and supported them in operationalizing their business development through skill building, demonstrations and linkages for inclusive agri-business growth.

Agri Business Centres (ABC) managed by these FPOs are being transformed into Rural Business Hubs which are envisioned as one-stop aggregation point for integration of all elements across vegetable value chain. FPOs through these Hubs provide products and services to smallholder member farmers, enhance their productivity,

reduce production cost and increase their awareness about environment-friendly agriculture practices leading to increased agricultural household incomes and better lifestyles. The FPOs have a well-organized governance structure of BODs (Board of Directors) and a strong network of member farmers. They function through the Agri-Business Centre/Rural Business Hubs and perform a range of activities including input resourcing and selling to their member farmers, collective output-produce marketing and advisory services like soil testing.

## RBH PROJECT OBJECTIVE

The main objectives of the project can be enumerated as given below:-

- Development of Pockets of Excellence (PE) for Vegetables in the FPCs.
- To increase the incomes of the small scale farmers especially those falling in the poor/ vulnerable category (BPL) in Bihar through enhanced integration of farmers in horticulture value chains.
- To promote cluster based farming, focusing on niche crops, skill-building of farmers and market integration of Farmer Producer Companies by establishing farmers-buyers linkages.

## PROJECT ACTIVITIES AND IMPACTS

The activities undertaken and impacts studied in the project are:

- Conduction of baseline survey of **5000** farmers.
- Mobilization of **5000** farmers into around **250 Farmer Interest Group (FIG)** and **registration of the four FPCs (Farmer Producer Companies)**.
- Establishment of a physical facial structure of FPC as **Agri-Business Centre (ABC)** in each of the four FPC as a centralized facility for **input selling, agriculture produce aggregation and their marketing** and delivering centralized advisory services like **soil testing**.
- Farmers saving on agri-input cost from **5 to 25%** due to bulk buying and reselling of these by the FPCs to farmers along with ensuring quality and timeliness of availability.
- Better price realization to farmers from **5 to 15%** due to collective marketing of produces direct to big markets.
- Facilitation to FPC for obtaining **licenses** for purchase and selling of inputs (**seed, fertiliser and pesticide**).
- Building strong linkages with input suppliers, extension agencies, and market players from both Government and Private sector. The FPCs has built strong linkages with more than **40 Governments and Non-Government** agencies including input suppliers, market players and extension service providers.
- Building market linkages of FPC with institutional buyers for selling their produces collectively. FPCs have tied up with market players including institutional buyers for marketing of produces collectively.
- FPC established are managing **supply chain of fresh farm produces**.
- **46 demonstration plots** were established for demonstrating best agriculture practices and improved variety of inputs.



- Extensive **capacity building** of farmers is done on **sustainable farming methods** like making **bio fertilizer** and **bio-pesticide** (Neemastra, Jeevamrit, Beejamrit, Agnyastra....etc.), promoting **NPM, IPM and ZBNF (Zero Budget Natural farming techniques)** training more than **5000 farmers**.
- Capacitating **women farmers** for their active role in FIG and FPC management and for strengthening their role in agriculture related activities by making them learn new and innovative methods (Like ZBNF, IPM, formation of natural ingredients for farming like Jeevamrit, Beejamrit, Agnyastra ...) which can enhance productivity, save on cost of input and increase their income share in family leading to their strong say in family.
- **Adoption** of natural and sustainable farming practices by more than **1200 farmers** resulting in better productivity in reduction in cost of production
- Rigorous training and capacity building of the governing team of FPC for establishing systems in FPC for its **financial** and **operational** sustainability.
- Establishment of system in FPC for **operation management, HR management, Finance Management, MIS management**.
- Development of **Standard Operating Practices (SOP)** and handbook on procurement management, marketing management and financial management in FPCs.
- Development of handbooks on **Package of Practice** for undertaking climate smart agriculture practices.
- Formulation and review of **business plan** of FPC.
- Formation of four **Agri-business centres (ABC)** as one stop shop for farmers for input, advisory and marketing support.
- Establishment of systems for **Extension and Advisory services** like soil test based recommendation, weather information, crop advisory services providing to farmers through ABC using ICT tools and software like **Mrittika** and **FPMT (Farmer Portfolio Management Tool)**.
- Capacitating FPC for **primary processing** at ABC collectively.
- Linkages with financial institutions like **HDFC bank , Axis bank, NABARD etc.**
- Appointment of one of the FPC as Business Correspondent

## PROFILES AND ACHIEVEMENTS OF THE FARMER PRODUCER COMPANIES

The description of the 4 Farmer Producer Companies promoted by KAUSHALYA Foundation in two blocks of Patna district and two blocks of Nalanda district of Bihar has been discussed as below.

**Table 1 Details of Four Farmer Producer Companies**

Name of Farmer Producer Companies	No. of FIG's	No. of Farmers	No. of BODs	Registration No	PAN No.	Website Address	No of share holders
<b>Bakhtiyarpur Kisan Producer Company Ltd.</b>	76	1377	11	U01110BR2013PT C020099	AAFCEB4509H	<a href="http://www.bkpc.in">www.bkpc.in</a>	618
<b>Barh Kisan Producer Company Ltd.</b>	56	1075	10	U01110BR2013PT C020100	AAFCEB45109	<a href="http://www.bhkpc.in">www.bhkpc.in</a>	210

<b>Ekangarsarai Kisan Producer Company Ltd.</b>	92	1810	11	U01403BR2013PT C020188	AADCE3675R	<a href="http://www.eskpcl.in">www.eskpcl.in</a>	1810
<b>Harnaut Kisan Producer Company Ltd.</b>	47	930	12	U01403BR2013PT C020189	AADCH1682B	<a href="http://www.hkpcl.in">www.hkpcl.in</a>	763
<b>Total</b>	263	4750	44	na	na	na	3401

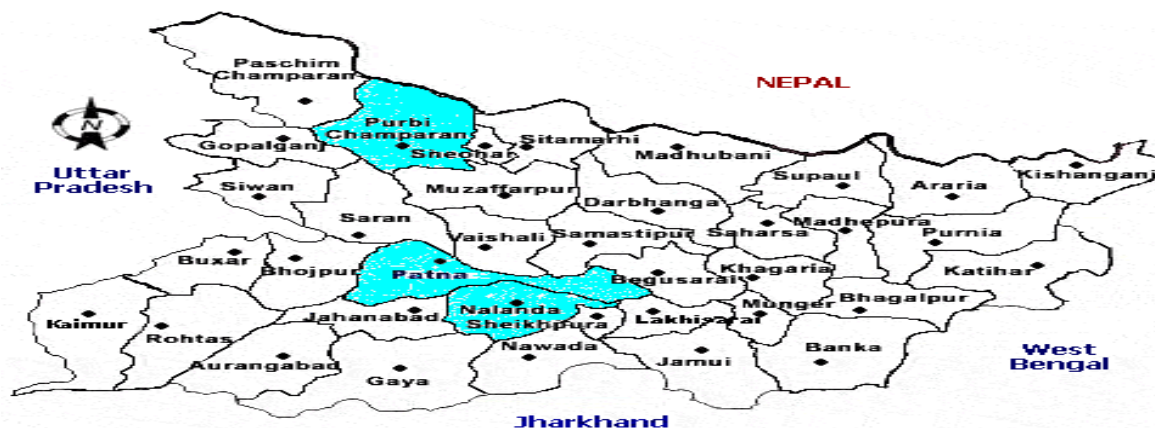


Figure 5 District highlighted in the map of Bihar where Farmer Producer companies are formed by KF

- Bakhtiyarpur Kisan Producer Company Ltd (BKPCL)
  - Barh Kisan Producer Company Ltd. (BHKPCL)
  - Harnaut Kisan Producer Company Ltd. (HKPCL)
  - Ekangarsarai Krishi Producer Company Ltd. (ESKPCL)
- |   |         |
|---|---------|
| } | Nalanda |
| } | Patna   |

**A new FPC is being promoted in East Champaran with a membership base of 5000 farmers. It is coming up in Pakridayal block in East Champaran, Bihar, India.**

**FOLLOWING ARE SOME OF THE MILESTONES ACHIEVED BY FPCS**

- 1) Establishment of 4 Agri Business Centre (ABCs) a one stop shop for providing input, marketing and advisory services to farmer members of FPC to leverage the benefit of collective business.
- 2) Mobilization of 5250 farmers in FPCs as active members and many becoming its shareholders
- 3) Websites of each four FPCs developed. A properly established system for efficient operations of the companies/system in rural backdrop has been put in place.
- 4) Partnership with agri-input suppliers-Quality inputs and savings upto 15-30% on the cost of input by the farmers



5) Partnership with marketers- Farm-gate selling options for farmers with enhancement upto 10-20% in price realization and 20-25% reduction in wastage due to better handling practices.

6) Employment generation through ABCs and RBH apart from developing entrepreneurial skills even in small farmers.

7) Empowerment of women farmers increasing their participation.

8) Constructive step toward saving environment through spreading natural and sustainable farming practices.

9) Partnership with 7 extension agencies and financial institutions - Advisory and extension service support to

member farmers. Capital support and tie-ups for bank account opening of member farmers and appointment of One FPC as Business Correspondent model leading to significant savings of farmers on production side and a substantial increase in income of the .

10) Demonstration & Adoption of new technologies: this activity has helped the farmers learn the new and upcoming technologies and about new and better agri-inputs and practices like soil testing enhancing the overall profit as well as productivity of the farmers

11) Social capital creation in the form of sustainable FPC and economical asset created in terms of transactions made by ABCs, thereby enriching the rural economy.

12) The various trainings and capacity building activities have led to collectivization and integration of farmers to work together with the objective of collective benefits. These have also led to knowledge and practice of new and advanced technologies in agriculture, thus benefitting farmers by enhancement in productivity, savings on cost of production, enhancement in price realization in marketing, developing entrepreneurial skills in them and paving way forward to sustainable agriculture.

13) Making the state government conducive toward FPC and its future. Bihar Government Agriculture Department Consideration for affiliating FPC and including them a recognized body for schemes benefits.

14) Input suppliers like Bio-Seed and some other companies relaxed their norms (discounting the dealership deposit) for FPC to make them dealer for supply of inputs. Licenses obtained for the same.

#### 4. VALUE CHAIN ASSESSMENT AND DPR PREPARATION FOR INTERVENTIONS IN HYBRID MAIZE, RICE, SOIL TESTING AND ORGANIC FARMING.

Under This project KAUSHALYA Foundation undertook the VCA and DPR preparation for following four interventions in collaboration with IFPRI (International Food Policy research Institute)

Figure 6 Training program conducted under project National Vegetable Initiative(NVI) in Patna, Bihar

- Hybrid Rice in the district East champaran, Bihar, India
- Hybrid Maize in the district Araria, Bihar, India
- Soil test based recommendation in Nalanda, Bihar, India
- Organic Farming in the district Muzzafarpur, Bihar, India

ABC model of FPC as operational in the existing 4 FPCs promoted by KF for centralized collective aggregation and marketing of produce along with soil testing services was proposed in the case of Araria and Nalanda. In Muzaffarpur the targeted women farmers were sensitized and mobilized for utilizing the available resources for undertaking climate smart organic farming and marketing the produce in microenterprise set-up under an institutional model like SHG federation. For Nalanda, it was proposed that agri-input retailers increase their business profile by introducing soil testing services like undertaken by the FPC-ABCs which not only strengthen their advisory services to farmers but also raises bottom-up communication to the distributors and input companies.

#### 5. FARMER PRODUCER COMPANY PROMOTION IN BIHAR FOR INFUSING TECHNOLOGY, DEVELOPING FORWARD AND BACKWARD LINKAGE AND MAKING IT SELF-SUSTAINABLE, PROGRESSIVE FARMERS INSTITUTION

The Government of India (GOI) and SFAC consider improvement and empowerment of farmers leading to increase in farm incomes of the majority of the farming community as a precondition for the reduction of drudgery of farmer. Its vision is to form farmers managed, self-sustainable Farmer producer Organization- an organization which will be a platform for these farmers to act collectively in throughout the vegetable value chain enabling environment for improving agricultural productivity and profitability ,improving farm incomes, reducing rural poverty and ensuring better stability in farmers life . The majority of the rural population in India depends on agriculture for income and livelihoods.

The main activities and accomplishments under the project have been summarized below:-

- Development of expertise in the growers on agriculture best practices for higher and quality production
- Access to usage of quality inputs and services for intensive agriculture production and enhancing competitiveness ensured through the ABC model.
- Access to fair and remunerative markets including linking of producer groups to marketing opportunities through market aggregators was facilitated.
- Baseline survey of **3000 farmers** to understand the stakeholders' socio-economic conditions targeted in the project.
- Identification and analysis of the stakeholders:- SMAL (Small, Landless and Marginal) farmers of Bihar- **5000 members** were identified
- Mobilization of the community to form **Farmer Interest Groups (FIGs)- 250+ groups** formed.
- Registration of FIGs with **district ATMA** office to get aligned with government schemes.
- **Training** to the FIGs- FPC Concept, FIG Management, **new agricultural technologies, Climate Smart Agriculture**, vegetable production etc.
- Formation of Farmer Producer Companies(FPC)- Four FPCs registered- registration, election of **Board of Directors (BODs)**
- Strengthening and capacity building of BODs(board of directors) of FPC on **FPC governance**, skill development to handle the business activities of the FPC like financial management, supply chain

management, handling transactions at farmers end and aggregation & marketing of inputs and produce both.

- Linkage of FPC with Government scheme for leveraging ongoing schemes.
- Arrangement of 4 successful exposure visits for FPC governance training across the country.
- Facilitation of market linkages of the FPC with marketers for collective marketing of produces and with agri-input companies for bulk procurement of inputs.

## 6. CONSULTANCY SERVICES TO MAHARASHTRA STATE HORTICULTURE AND MEDICINAL PLANTS BOARD (MSHMPB), PUNE

KAUSHALYA Foundation was hired by Maharashtra State Horticulture and Medicinal Plants Board as a consultant agency to MSHMPB under National Vegetable Initiative for Urban Clusters Development.

The proposed activities under the agreement are as follows:

- Development of a new vegetable value chain model with execution strategy
- Identification and selection of PHM & marketing infrastructure planned in the project
- Establishing low cost highly efficient vegetable Primary Processing & Packaging cum Distribution (PPD) center in Mumbai/Suburb
- Capacity building of the stakeholders
- Developing mutually (Producers & Retailers) beneficial pricing system
- Developing standard operational guidelines and methodologies for management of supply chain established
- Developing standard handling procedures for vegetables

## 7. DEVELOPING A STRATEGY AND IMPLEMENTATION PLAN FOR EMPOWERING THE MARGINAL VEGETABLE GROWERS AND VENDORS AND SETTING UP A PILOT PROJECT IN LUCKNOW

KAUSHALYA Foundation signed an MoU with Indian Institute of Management- Ahmedabad with the following scope of works:

### A. Field Survey

- a. As a field survey agency, KAUSHALYA Foundation was entrusted the responsibility to collect information from the vegetable vendors and farmers using research tool.
  - i. Questionnaire was administered on 1000 vegetable vendors and 1000 vegetable farmers of Uttar Pradesh.

### B. Setting up a pilot operational model

- a. As an implementation partner, KAUSHALYA Foundation would do the following activities:
  - i. Enrollment of farmers and vendors
  - ii. Helping in setting up logistics: transportation, distribution and storage processes and infrastructure
  - iii. Assisting in tying up with welfare organization like life and health insurance, education
  - iv. Capacity building of farmers, vendors and manpower of implementing and facilitating organization.

## 8. SETTING UP MODERN VEGETABLE COLLECTION CENTER AND VEGETABLE SUPPLY CHAIN AT EKANGARSARAI BLOCK OF NALANDA DISTRICT IN BIHAR

This project was envisioned by KAUSHALYA Foundation to set up a Modern Vegetable Collection Center and Vegetable Supply Chain at Ekangar Sarai Block of Nalanda District in Bihar with the following objectives:

- To use entrepreneurial skills of the street vendors and growers of fresh fruits and vegetables
- To set up a marketing and distribution channel for fresh fruits and vegetables
- To provide employment to women so as to affect economic improvement in their lives.

## 9. SOCIO-ECONOMIC DEVELOPMENT OF WOMEN VEGETABLE FARMERS THROUGH SEEDLING RAISING & CULTIVATION OF VEGETABLE CROPS UNDER WOMEN MANAGED POLYHOUSE CUM RAIN SHELTER

This project was envisioned by KAUSHALYA Foundation with the following objectives:

- To enhance the household incomes and social status of the beneficiaries with main focus on the underprivileged community.
- To streamline the beneficiaries in the value chain so as to ensure their direct participation therein.
- To reduce the scope of vegetable price fluctuation over a period of time in order to increase the profitability of the women involved in the production.

## 10. TRAINING AND HOLDING SUPPORT FOR VEGETABLE PROCESSING, TRAINING & TRADING PROGRAMME



Figure 7: Modern vegetable processing center in Ekangarsarai, Nalanda, Bihar (India)

The project was envisioned by KAUSHALYA Foundation in association with Bihar State Women Development Corporation, Bihar, with the following objectives:

- Identification and Formation of SHGs of Producers and Vendors at new pockets in Patna
- Developing and Maintaining database of SHGs/Individual members
- Financial Inclusion drive
- Expansion of “Developed Innovative Portable Method” for effective delivery and preservation of farm fresh vegetables
- Establishment of Retail Vegetable Unit/Showroom
- Strengthening of centers formed for collection of produce

### 11. OPERATIONALIZATION OF FARMER INFORMATION AND ADVISORY CENTER AND IMPLEMENTATION OF DIFFERENT SCHEMES OF ATMA, PATNA

KAUSHALYA Foundation has been hired by Agricultural Technology and Management Agency (ATMA) to operate the Farmer Information and Advisory Center at the Fatuha block of Patna district. The scope of the MoU, inter alia, included following aspects:

- Participation in different trade fairs for sale of the products of Farmer Interest Group (FIG)/ Self Help Group (SHG)/Working Income Group (WIG)/Farmer Groups associated with ATMA Patna.
- KAUSHALYA Foundation operated the FIAC as per the guidelines issued by ATMA from time to time.
- KAUSHALYA Foundation provided all the documentary support for Farmer/Farmer Group’s Success Stories to ATMA.
- KAUSHALYA Foundation facilitated implementation of different projects creating awareness to the growers about different schemes of the Government.



Figure 8: A member showing SHG bank account passbook in Bihar, India

### 12. DEVELOPING A STRATEGY AND IMPLEMENTATION PLAN FOR EMPOWERING THE MARGINAL VEGETABLE GROWERS AND VENDORS, AND SETTING UP A PILOT PROJECT IN LUCKNOW

KAUSHALYA Foundation signed a MoU with Indian Institute of Management- Ahmedabad with the following scope of work:

As an implementation partner, KAUSHALYA Foundation has performed the following activities:

- i. Mobilization and enrollment of farmers and vendors
- ii. Helping in setting up logistics: transportation, distribution and storage processes and infrastructure
- iii. Assisting in tying up with welfare organization like life and health insurance and education

- iv. Capacity building of farmers, vendors and the human resource for implementing and facilitating the organization.

### 13. CONSULTANCY SERVICES TO MAHARASHTRA STATE HORTICULTURE AND MEDICINAL PLANTS BOARD (HSHMPB), PANCHKULA

KAUSHALYA Foundation was hired by Maharashtra State Horticulture and Medicinal Plants Board as a consultant agency to MSHMPB under National Vegetable Initiative for Urban Clusters Development.

The proposed activities under the agreement are as follows:

- Development of a new vegetable value chain model with execution strategy
- Identification and selection of PHM & marketing infrastructure planned in the project
- Establishing low cost and high efficiency vegetable Primary Processing & Packaging cum Distribution (PPPD) centers in Mumbai/Suburb
- Capacity building of the stakeholders
- Developing mutually (Producers & Retailers) beneficial pricing system
- Developing standard operational guidelines and methodologies for management of the established supply chains
- Developing standard handling procedures for vegetables

### 14. SIGNING UP OF MOU WITH BIHAR HORTICULTURE DEVELOPMENT SOCIETY, BIHAR

In the month of October 2011, Bihar Horticulture Development Society, Bihar entered into an agreement with KAUSHALYA Foundation to implement its various horticulture development schemes.

The proposed activities and the scope of the work under this MoU are as follows:

- Motivate and Mobilize the farmers into clusters and then societies to be a part of the schemes.
- Strengthen farmer capacity through best practices for enhanced productivity.
- Provide technical and managerial guidance and know how in establishing collection centers at village level.
- Encourage farmers to grow vegetables under protected cultivation by promoting/establishing polyhouses/greenhouses.
- Develop standard post-harvest handling procedure for vegetables covered under the schemes.
- Help farmer-societies to draw up market plan for horticultural produce particularly vegetables.
- Establish procurement, logistics & distribution network for smooth flow of the produce in the chain.
- Sell/retail organically grown items with the label “Jai B” affixed on all the packaged units.
- Facilitate access to fair & remunerative markets including linking farmers/clusters to integrated vegetable value chain run by KAUSHALYA Foundation in the state through the established collection centers.

- Help in identification of the beneficiaries who can avail mobile vegetable AC cart under the scheme.

## 15. CONSTRUCTION OF PZEC AND LOW COST BAMBOO POLYHOUSES

The project involved two new technology transfers to small holders - **Pusa Zero Energy Cool Chambers** and **Bamboo Polyhouses**. Pusa Zero Energy Cool Chamber is a storage infrastructure model for reducing post-harvest losses owing to produce perishability. Being compact and affordable it is very well suited for adoption even by small holders. It is a structure made up of brick and sand which works on the principle of “*latent heat*,” and can keep the temperature inside from 14-18 degree Celsius making it ideal for vegetable storage. Using such low cost structures, farmers can store their vegetables longer without any compulsion of distress selling owing to their liquidity crunch. Furthermore, it increases the shelf-life also reducing wastages and loss incurred.



Figure 9: Two-day training workshop for organic farming by Bihar Horticulture Development Society, Bihar, India

Low cost Bamboo Polyhouse is a protective shade made up of polythene used for growing high value agricultural products. Temperature, humidity and ventilation of air is controlled by the equipments fixed in the polyhouse making the in-house environment ideal for vegetable production. These high-value crops grown in the polyhouse are protected from intense heat, bright sunlight, strong winds, hailstones and cold waves.

Project activity:

- Construction of 500 PZEC for small and marginal farmers
- Construction of 40 polyhouses for small and marginal farmers

**PARTNER ORGANIZATIONS**

 <p><b>INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE</b> sustainable solutions for ending hunger and poverty A member of the CGIAR Consortium</p>	 <p><b>SFAC</b> लघु कृषक कृषि व्यापार संघ</p>	 <p><b>FACE</b> CII-Jubilant Bharia Food and Agriculture Centre of Excellence</p>	 <p><b>HDFC BANK</b> We understand your world</p>
 <p><b>USAID</b> FROM THE AMERICAN PEOPLE</p>	 <p><b>FWWB</b> FRIENDS OF WOMEN'S WORLD BANKING INDIA</p>	 <p>विद्याविनि योगादिकारसः <b>IITM</b> AHMEDABAD</p>	 <p><b>EY</b> Building a better working world</p>
 <p><b>IIM</b> LUCKNOW</p>	 <p><b>ASHOKA</b> INNOVATORS FOR THE PUBLIC</p>	 <p><b>NATIONAL BANK FOR AGRICULTURE AND RURAL DEVELOPMENT</b></p>	 <p><b>IDBI BANK</b></p>
 <p><b>NHM</b></p> <p>State Horticulture Mission, Bihar</p>	 <p><b>NHM</b></p> <p>State Horticulture Mission, Haryana</p>	 <p><b>NHM</b></p> <p>Maharashtra State Horticulture and Medicinal Plants Board</p>	 <p>केनरा बैंक <b>Canara Bank</b></p>
 <p><b>BIHAR AGRICULTURAL UNIVERSITY</b> SABOUR &amp; BIHAR कृषि विश्वविद्यालय, सभार</p>	 <p>पशुधन विकास निगम बिहार <b>BIHAR BEE</b> समाज कल्याण निगम</p>	 <p><b>BIHAR BEE</b></p>	 <p><b>KNIDS GREEN</b></p>
 <p><b>BAMETI</b></p>	 <p><b>ICAR</b></p>	 <p>Barh, Harnaut</p>	 <p><b>Samvedna</b></p>
 <p><b>ATMA</b> Agricultural Technology Management Agency</p>	 <p><b>eKutir</b> Opportunity Driven by Knowledge</p>	 <p><b>punjab national bank</b></p>	 <p><b>PIONEER</b> A DUPONT COMPANY</p>



## AWARDS & RECOGNITION

Sankalp Awards, 2011(Agriculture, Food and Rural Business)	
Agro Logistics Service Provider of the Year 2011 by SCLC, India	
Social Enterprise Partner of Yale School of Management for fall 2012, SOM Global Social Entrepreneurship Course.	
Amazing Indian Grassroots Soldier of the Year 2012	
Ashoka Fellowship	
Awarded Cochran Fellowship	Nominated for ET Now Leap of Faith Awards
Listed as Success Story by Govt. of Bihar	In India Today List of Top 20 Future Social Ventures
Winners of Wantrapreneurs 2010	Agro service provider of the year 2011.
Social Impact Award by Yourstory.in and SUN Microsystems	Action for India Growth Prize Competition 2012
Nominated for Katerva award 2011	Nominated for MTV Youth Icon Award
Inclusive India Awards by ICICI Foundation & CNBC TV18	Vegetable Intervention Program Shortlisted for UN-Habitat Youth Fund,2011
Our work Featured in the TIME Magazine, Outlook Business, The Tribune, AVRDC- The World Vegetable Center, BBC News, The Hindu	NVIUC (National Vegetable Initiative for Urban Clusters) launched based on our model by Govt. of India



MEMBERS OF THE BOARD

TRUSTEE

**Mr. Kaushalendra**

Founder and MT KAUSHALYA Foundation,

Samriddhi

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**Mr. Omprakash Singh**

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**Mr. Dharendra Prasad**

Director, KNIDS GREEN Pvt. Ltd.

**Ms. Vineeta Singh**

Consultant, Freelance

**Ms. Rashmi Ranjana**

Asst. Manager, RAMG, ICICI Bank Ltd.

## ADVISORY BOARD

The Advisory Board of KF comprises of management experts from different areas of management streams who have very rich and firsthand experience of social and agriculture sector. The advisory board is chaired by Prof. Piyush Kumar Sinha.

### PROF. PIYUSH KUMAR SINHA

He is Professor of Marketing at IIM Ahmedabad. He is the force behind all work being done by KF. Under his continuance guidance and mentorship it is implementing its holistic model of development.



### CAPT. PAWANEXH KOHLI

Principal Advisor of CrossTree techno-visors and Chief Advisor to National Centre of Cold-chain Development (NCCD). He is acclaimed as the prime mover for government initiatives in farm to fork supply chain development. Global experience of 30 years in shipping, logistics, post-harvest management & infrastructure.



### Prof. VAIBHAV BHAMORIA

A mining engineer from ISM and a rural manager and water researcher by choice with a post-graduation from IRMA in 2001. He has worked as a mining engineer with the Saurashtra Cements Limited (1998-1999) and as a consultant researcher for the IWMI-Tata water Policy Program of the International Water Management Institute. His research interests include water / waste water management, livelihoods, social entrepreneurship, marginalization and education.



DR. ABHISHEK

Dr. Prof. Abhishek is a faculty in the Marketing area at Indian Institute of Management Ahmedabad (IIMA). He obtained his doctoral qualification from IIMA and master degree from Institute of Rural Management, Anand.



DR. PRABHAL VIKRAM SINGH

He Director of Research of ACCESS Health International, India. His work is focused upon health financing. Prabal has a doctorate in public systems from the Indian Institute of Management, Ahmedabad, through the Fellow Programme in Management in Public Systems.



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