

Institutional Mapping

Scaling Opportunities and Institutional Strengthening for Collectives in West Bengal, India



**Improving the livelihoods of marginal farmers, by outscaling
irrigation and agricultural practices, through collectives, in the
Eastern Gangetic Plains (WAC 2018 163)**

DRAFT PROJECT REPORT Number 3

Centre for the Development of Human Initiatives (CDHI)

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1. Introduction

Keeping farmers central to regional development is key for sustainable development in India, where 55% of the economy is dependent on agriculture. DSI4MTF was a R4D project aiming to uplift the status of farmers on a local village scale, using both biophysical and social approaches and related interventions.

The project revealed that when marginal farmers are supported systematically and scientifically, through collectives, there is much potential to improve their profitability and sustainability. This extended phase, a small research activity, sought to strengthen institutional linkages to facilitate scaling of irrigation and agricultural practices through collectives.

A key aspect was to identify, through a process of institutional mapping, opportunities that each organization offers marginal farmer collectives, and the potential to strengthen linkages between farmer groups and a range of other stakeholders. In particular opportunities were sought to connect the farmers to the various programs, schemes, policies and special budget allocations available.

A range of organizations exist that can potentially support collectives. These include the local level Panchayati Raj institutions, Block level institutions and government and district allied line departments. Private companies, NGOs, corporate institutions, credit institutions, and research institutions also provide a wide range of programs, and scope for the development of the farming community.

This report documents stakeholders with power and influence over our collectives, and identifies current and potential future linkages. Services currently in place and opportunities, challenges and next steps for establishing and strengthening linkages are identified.

2. Stakeholders with power and influence over our collectives

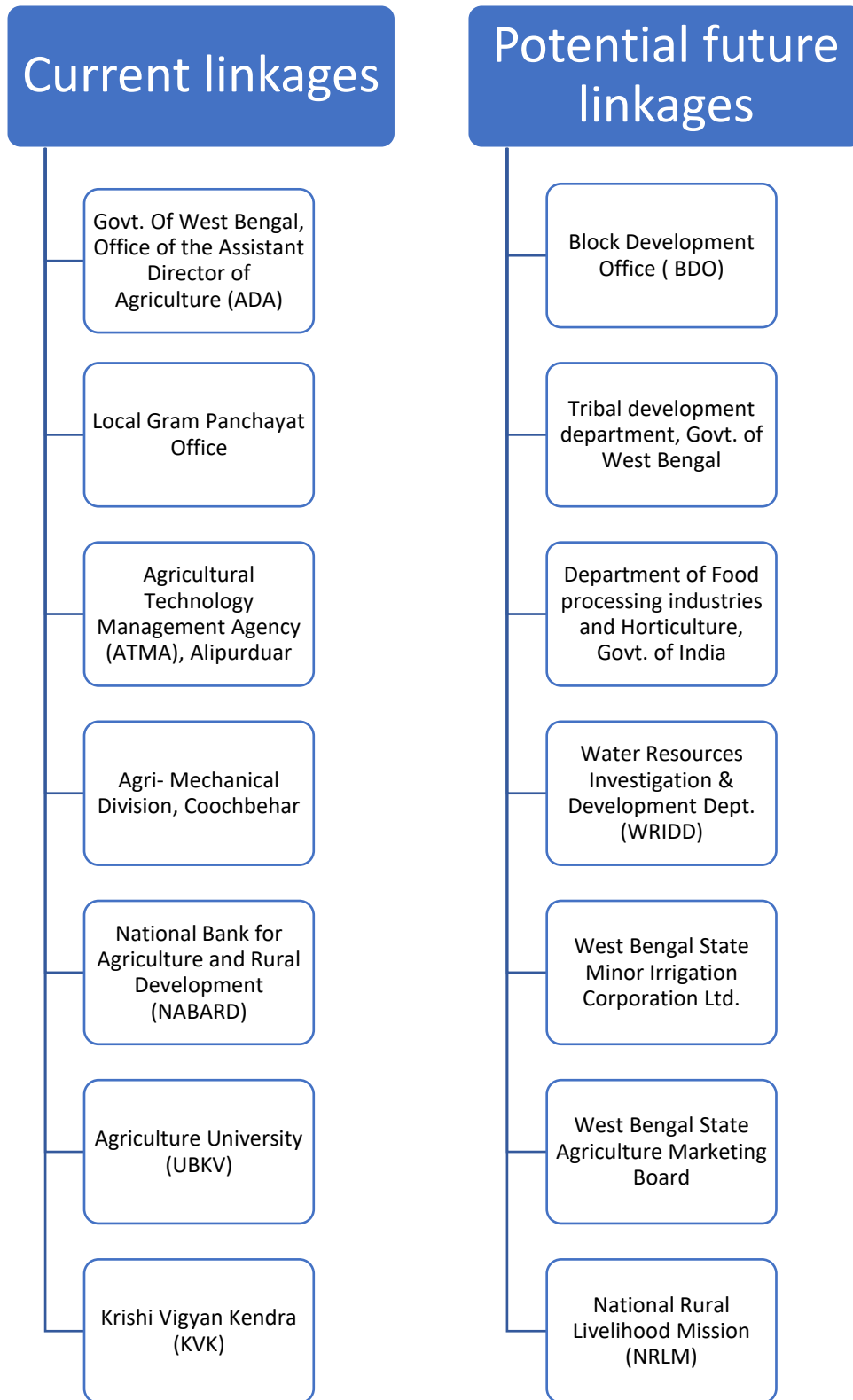
Institutions listed below have power and influence over our collectives.

- Green signifies strong power and influence (vice versa);
- Blue signifies prevailing power and influence, but with room for strengthening from collective side
- Yellow signifies prevailing power and influence but with room for strengthening from the institution side
- Red signifies weak or non-existent of power and influence over our collective and need to establish linkages.

Sl no.	Institutions	Uttar Chakwakheta	Dhaloguri
A.	Existing local institutions		
A.1.	Gram Panchayat (PRI system)		
A.2.	Self Help Group (SHG)		
A.3.	Farmers club		
A.4.	Water User Association (WUA)		
B.	Evolving local institutions		
B.1.	Farmers Producer Company (FPC)		
B.2.	Collective federation	*	*
C.	Suppliers		
C.1	Local fertilizer vendors		
C.2	Producer Organisation Promoting Institution (POPI)		
C.3	Office of the Assistant Director of Agriculture (ADA)		
D.	Markets		
D.1	Wholesale market		
D.1.a	Dodear hut		
D.1.b	Alipurduar hut		
D.1.c	Samuktala hut		
D.1.d	Jaigaon hut (to cater Bhutan)		
D.2	Retail market		
D.2.a	Bokalir math		

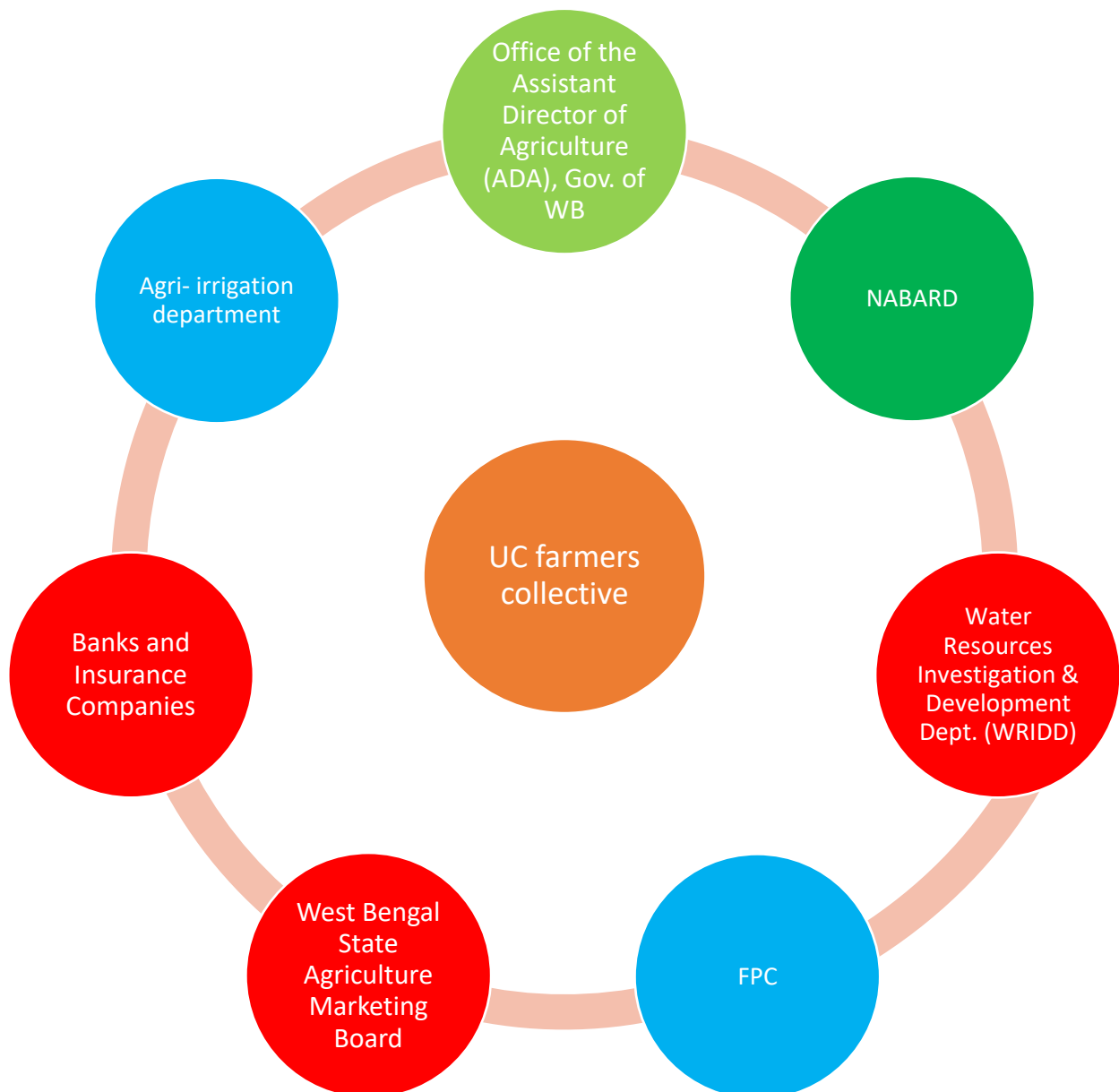
D.2.b	Dodearhut	*	*
D.2.c	Baneswar hut	*	*
D.2.d	Mathura hut	*	*
D.2.e	Hashimara	*	*
E.	Block level government departments		
E.1.	Govt. Of West Bengal, Office of the Assistant Director of Agriculture (ADA), Alipurduar	*	*
E.2	Govt. Of West Bengal, Office of the Assistant Director of Agriculture (ADA), Coochbehar	*	*
E.3.	Department of Agriculture, Cooperation & Farmers Welfare; National Horticulture Board,	*	*
E.4.	Water Resources Investigation & Development Dept. (WRIDD)	*	*
E.5	Agriculture marketing department, Govt. of West Bengal	*	*
E.6	NABARD	*	*
E.7.	West Bengal State Agriculture Marketing Board, A Statutory Body under Agricultural Marketing Department, Government of West Bengal	*	*
E.8	Irrigation & Waterways Department, Govt. of West Bengal	*	*
E.9	Tribal development department, Govt. of West Bengal	*	*
E.10	Self Help Group and Self Employment department, Govt. of West Bengal	*	*
E.11.	Micro Small and Medium Enterprise and Textile department, Govt. of West Bengal	*	*
E.12	Panchayat and Rural Development Department, Govt. of West Bengal	*	*
E.13	Department of Animal Resources Development, Govt. of West Bengal	*	*

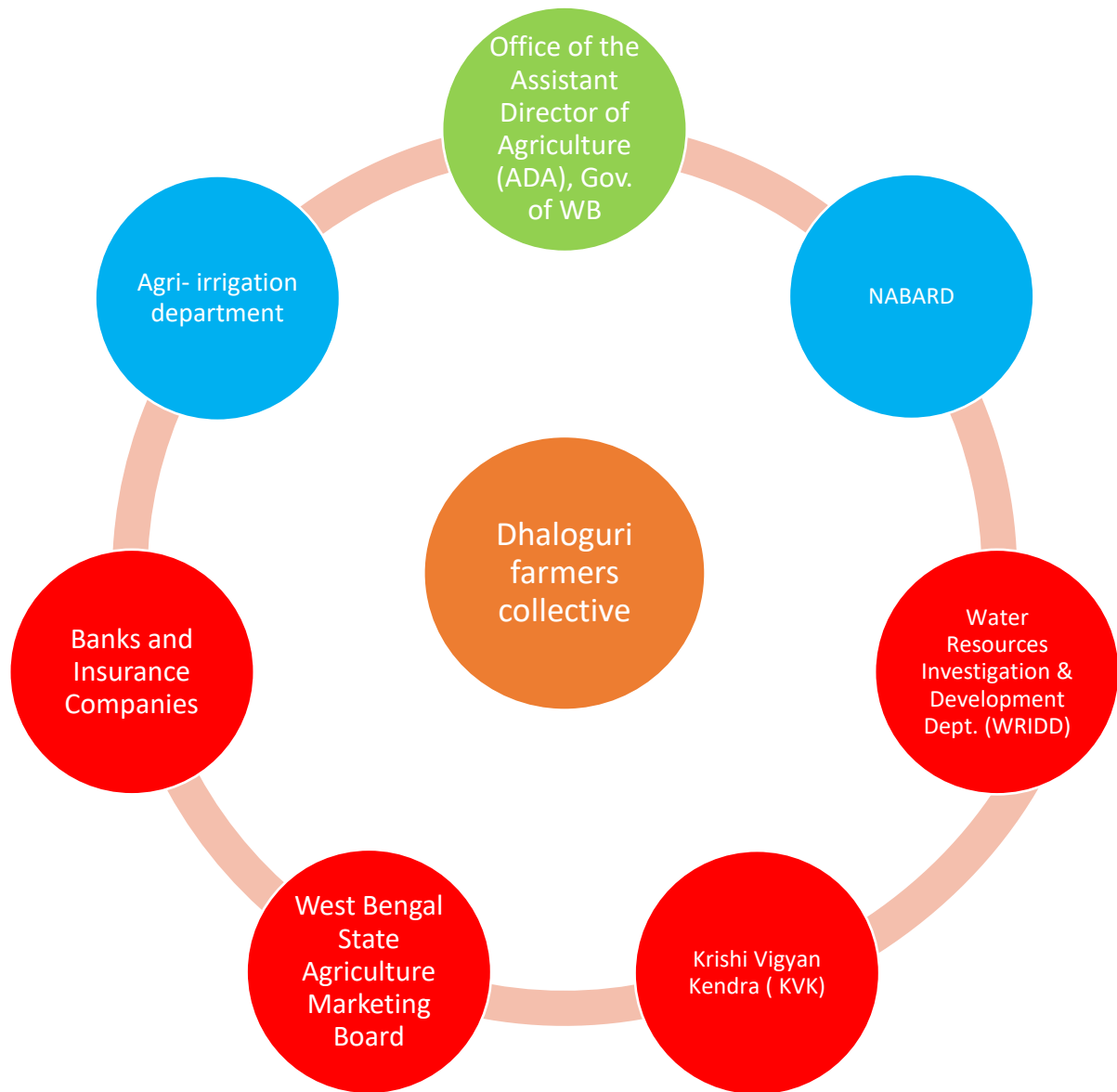
3. Stakeholder map depicting current linkages and potential future linkages



4. Status of current linkages and potentialities with various institution with our collective

Figures below describe the status of current linkages between institutions for strengthening and scaling farmer collectives. Red, green and blue signifies the relative strength of the linkage between farmer association groups and other institutions. Green signifies strong linkages; blue signifies existence of linkages but with room for strengthening and red signifies weak or non-existent linkages that needs to be developed.





5. Services enjoyed by our collectives from current collaboration with current institutions

Services provided by various institutions to collectives are tabulated below.

Institution	Services
Govt. Of West Bengal, Office of the Assistant Director of Agriculture (ADA)	<ol style="list-style-type: none"> 1. Assistance of seeds 2. Assistance of fertilizers 3. Assistance of few medicine 4. Assistance of farm machinery 5. Support of irrigation facility like sprinkler 6. Hand hold training on seasonal crops 7. Training on facilities provided from the department and ways to avail the same. 8. Existing pond renovation and smart agriculture structure established.
Local Gram Panchayat Office	<ol style="list-style-type: none"> 1. Training on Azola plantation 2. Procurement of Azola from the collective farmers 3. Support of concrete vermicompost pit at farmers homestead 4. Rendering stakeholder's consultation at gram panchayat level to support collective farmers by linking various other stakeholders and players.
Agricultural Technology Management Agency (ATMA),	<ol style="list-style-type: none"> 1. Assistance of mini kit on boro paddy for farmers 2. Training on apiculture including bee box provided to the farmers
Agri- Mechanical Division	<ol style="list-style-type: none"> 1. Installation of electrified irrigation infrastructure at UC (six numbers) and Dhaloguri (five numbers)
National Bank for Agriculture and Rural Development (NABARD)	<ol style="list-style-type: none"> 1. Formation of Farmers Producer company
Krishi Vigyan Kendra (KVK)	<ol style="list-style-type: none"> 1. Skill based training on vermicompost 2. Support of seeds 3. Other skill-based training

6. Opportunities, Challenges and next step for strengthening Linkages

Sl.no	Institutions	Opportunities	Challenges	Next Steps for strengthening these linkages
1.	Govt. Of West Bengal, Office of the Assistant Director of Agriculture (ADA)	<ol style="list-style-type: none"> 1. Linkage is already established 2. More scope for availing facilities 	<ol style="list-style-type: none"> 1. If the farmers become unsuccessful to implement the support of the department then it would also be a negative remark for the farmers and challenge of further receiving facilities will increase. 2. Change of officer in charge 3. Regular linkage with department 	<ol style="list-style-type: none"> 1. Reporting ADA and Krishi ProjuktiSahayak (KPS) regularly on the progress and problem faced by the farmers 2. Display the produce to the official staff produced by the input of the office 3. Maintenance of the record of distribution of input 4. Maintain record of agriculture economics regularly and sharing the same with the office
2.	Local Gram Panchayat Office	<ol style="list-style-type: none"> 1. Almost all scheme and facilities are imparted through this office. Proper linkage will support the farmers overall wellbeing including agriculture 2. Various tenders for construction or purchasing or selling of various products advertised through this office. Collectives can avail these opportunities 	<ol style="list-style-type: none"> 1. Regular linkage with the office 2. Bit politicised 3. Change of highest authority 	<ol style="list-style-type: none"> 1. Keep an eye and ear open for the tenders advertised by the office related to the farmers and thus the collective can apply 2. Regular contact with the panchayats and visit to the panchayat office for scheme open for the farmers
3.	Agricultural Technology Management Agency (ATMA), Alipurduar	<ol style="list-style-type: none"> 1. Proper linkage with Krishi ProjuktiSahayak 2. More facilities in the future 	<ol style="list-style-type: none"> 1. Farmers highly depended on one key person for contact with department 	<ol style="list-style-type: none"> 1. Team to establish who will keep a good contact with various department but not a single person. 2. Register maintained to maintain the records of farmers

				<p>visiting the department with date purpose and name of person meet. Finally what would be the follow-up</p> <p>3. Regular contact with Krishi bondhu and KPS.</p>
4.	Agri- Mechanical Division, Coochbehar	<ol style="list-style-type: none"> 1. Best utilization of existing project of Govt. of West Bengal 2. More demand to create democratically and through transit walk 	<ol style="list-style-type: none"> 1. Scheme implementation takes almost two years' time minimum. Farmers have to be patient but a constant touch with the department needed. 2. No agitation as a group of farmers receives the facility. Proper system to follow leads to receipt of adequate facilities 	<ol style="list-style-type: none"> 1. Regular linkage with the office 2. Keep a list ready for those and point where irrigation facilities required
5.	National Bank for Agriculture and Rural Development (NABARD)	<ol style="list-style-type: none"> 1. Formation with FPC 2. Good rapport with current DDM 3. Scope for huge entrepreneurial aspect 4. Huge facilities from govt. on completion of assigned task by NABARD year wise. 5. Scope of bank linkage 6. Skill based training from premier institute 7. Scope for exposé visits 8. Scope for receiving additional grant through Small Farmers Agri-business consortium (SFAC) 	<ol style="list-style-type: none"> 1. Honesty and focused work will lead to better opportunity otherwise it would be a big burden 2. Regular team meeting 3. Accounts and other book of records to maintain 4. Trust to maintain other wise scope for blacklist 	<ol style="list-style-type: none"> 1. Regular linkage with DDM, NABARD
6.	Agriculture	<ol style="list-style-type: none"> 1. Project partner 2. Good rapport with 	<ol style="list-style-type: none"> 1. Once project get over link to be kept 	<ol style="list-style-type: none"> 1. Regular linkage with the scientist of the

	University (UBKV)	<p>the scientist</p> <ol style="list-style-type: none"> 3. Scope for further linkage with other projects of the university 4. Scope for various skill development training 	<ol style="list-style-type: none"> 2. Periodical visit to university 	<p>UBKV</p> <ol style="list-style-type: none"> 2. Opportunity for further linkage with other project of the university
7.	Krishi Vigyan Kendra (KVK)	<ol style="list-style-type: none"> 1. More linkage 2. More facilities 3. Skill development training 4. Scope for further availing of short projects 	<ol style="list-style-type: none"> 3. Depended on one key person 4. Change of officials 5. Agri-input quality may sometime inferior leads to mistrust on the govt. agency by the farmers. 	<ol style="list-style-type: none"> 1. Regular linkage with the officials of the KVK 2. Opportunity for further linkage with project 3. Urge for small fund for various agri-based activity or allied. 4. Urge for need based training.
8.	Block Development Office (BDO)	<ol style="list-style-type: none"> 1. Many schemes imparted through this department 2. Linkage with this office 	<ol style="list-style-type: none"> 1. Highly politicised 2. Information on various facility do not reach to the farmers on time 	<ol style="list-style-type: none"> 1. Establish regular linkage by the farmers
9.	Tribal development department, Govt. of West Bengal	<ol style="list-style-type: none"> 1. ST certificate availed through this department 2. Old age pension provided to the collective farmers 3. Mela organised to display various produce by the farmers. 	<ol style="list-style-type: none"> 1. Regular linkage with the department 2. Mostly govt. driven program 	<ol style="list-style-type: none"> 1. Keep ready the list of farmers whose ST / SC certificate still to prepared and urge for the same 2. Keep good linkage with the department if any scheme suitable for the farmers advertised.
10.	Department of Food processing industries and Horticulture, Govt. of India	<ol style="list-style-type: none"> 1. To receive various need-based training offered through the department for the farmers 2. To receive polyhouse and related scheme for the farmers 3. Other hand hold training and economic training for the farmers 4. Officer in charge very cooperative and farmers friendly 	<ol style="list-style-type: none"> 1. Rapport established but more visit to the department required 2. Need to satisfy govt. parameters while implementing schemes. 	<ol style="list-style-type: none"> 1. Establishing rapport
11.	Water Resources Investigation & Development	<ol style="list-style-type: none"> 1. Rapport established and scoping study through the department to the 	<ol style="list-style-type: none"> 1. Has to qualify the govt. mandate to implement the scheme 2. Farmers has to 	<ol style="list-style-type: none"> 1. Good follow-up of the scheme to be implemented by the department after scoping study

	Dept. (WRIDD)	<p>project area has already started</p> <p>2. Scope for irrigation infrastructure, fishery and agriculture support through this department</p>	own the scheme for successful implementation of the scheme	
12.	West Bengal State Minor Irrigation Corporation Ltd.,	<p>1. Irrigation facilities to the farmers as per requirement</p> <p>2. Good liaison with the department</p>	1. Regular linkage with the ADA office	<p>1. Keeping good rapport with the department</p> <p>2. Keep the list of requirements by the farmers ready always up to date so that it can be placed as and when required</p>
13	Micro Small and Medium Enterprise and Textile department, Govt. of West Bengal	1. Scope for enterprise development for the collectives	3. Still to establish linkage	Linkage to establish
14	Department of Animal Resources Development, Govt. of West Bengal	<p>1. Alternate livelihood for the collective farmers</p> <p>2. Skill based training</p>	1. Still to establish linkage	1. Linkage to establish
15.	West Bengal State Agriculture Marketing Board	<p>1. Good opportunity to get an idea for marketing the produce of the farmers</p> <p>2. Marketing is the biggest issue of the farmers. That can be addressed</p>	1. Still to establish linkage	1. Linkage to establish
16.	Self Help Group and Self Employment department, Govt. of West Bengal	<p>1. Specially the female farmers get benefit out of it</p> <p>2. Skill training</p> <p>3. Loan</p> <p>4. Monetary allotment by the govt. for establishing enterprise.</p>	2. Utilization of the fund received through this department in the correct way.	<p>1. Regular meeting and book of records to be maintained by the female farmers</p> <p>2. Need based training</p>
17.	National Rural Livelihood Mission (NRLM)	1. Now in West Bengal known as Anandadhara cater the SHG		
18.	Farmer Producer	1. Huge	1. Mission and vision	1. Establishing the

	Company (FPC)	opportunities to establish as pioneer institution for supporting the farmers of the vicinity 2. Huge business opportunity	of the FPC among the farmers has to be clear 2. Every shareholder to play his or her role to establish the company.	company and preparing the members to avail the highest facility from the govt.
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7. Conclusion

Institutional mapping has highlighted stakeholders with power and influence over our collectives, and identified current and potential future linkages. Services currently in place and opportunities, challenges and next steps for establishing and strengthening linkages have been documented.

Through this project farmer collectives have been connected with a wide range of government line departments as well as various NGO's, private institutions, research institutions and Universities who are providing a range of support services.

Given the new authority and responsibility of the rural municipalities, engagement with local government for institutionalization of the farmer collective approach should be a major component of further work. Strengthening linkages between marginal farmers and government line departments as well as local institutions such as farmers clubs, collective farming group, water user associations is necessary.

The concept of a land bank approach, to support the collective federation would provide a new spectrum of agriculture business in the community. Possibilities to better utilize information technology to provide support and advice through mobile applications needs further consideration.