



Management Orientation of Members of Fish Farmers Producer Organizations (FFPOs)

Abdul Hannan Mondal^{1*}, Shyam Sundar Dana² and Moumita Ray (Sarkar)³

¹Ph.D. Scholar, ²Professor, ³Assistant Professor, Department of Fishery Extension, West Bengal University of Animal and Fishery Sciences, Kolkata-700094, West Bengal, India

*Corresponding author email id: hannanmondal99@gmail.com

HIGHLIGHTS

- The study highlights how resource access, training, and support levels among FFPO members impact their planning, production, and marketing orientations in fish farming.
- It emphasizes the need for targeted interventions and capacity-building to enhance management practices among FFPO members, fostering sustainable development in the fish farming sector.

ARTICLE INFO

Keywords: Fish farmers producer organizations (FFPOs), Fish farmers, Management orientation, Planning-production-marketing orientation.

<https://doi.org/10.48165/IJEE.2024.603RN05>

Conflict of Interest: None

Research ethics statement(s):
Informed consent of the participants

ABSTRACT

A study was conducted in the Purba Medinipur district of West Bengal to assess the level of management orientation among 120 randomly selected fish farmer members from four purposefully selected FFPOs in 2023. Management orientation comprises the integration of planning, production, and marketing orientations. The study found that a significant portion of FFPO members fell into the medium planning orientation category (48.33%). A substantial proportion (43.33%) of respondents demonstrated a high level of production orientation. Most FFPO members (49.17%) demonstrated a medium level of marketing orientation. The distribution of planning, production, and marketing orientation levels among FFPO members indicates the need for capacity-building, targeted interventions to improve production capabilities, and optimization of marketing strategies. The 45.83 per cent of respondents possessed a medium level of management orientation, whereas 35 per cent exhibited a high level of management orientation. However, the overall management orientation remains inconsistent, with a need for enhanced training and capacity-building programs. Emphasizing continuous education on modern farming techniques and business management could bridge these gaps, leading to more efficient operations and higher economic gains for FFPO members.

INTRODUCTION

The aquaculture sector is experiencing rapid expansion globally, driven by a rising demand for fish and seafood products (George, 2023). Smallholder fish farmers frequently encounter significant obstacles in their fish farming endeavours. A significant issue is the combination of low production, high input costs, inadequate management orientation, and the involvement of middlemen in the market, leading to reduced profits for the farmers (Akanchha Singh

& Kameswari, 2023; Chauhan et al., 2022). Numerous organizational structures have been designed to boost productivity, sustainability, and the socio-economic well-being of fish farmers. Among these, the Fish Farmer Producer Organization (FFPO) stands out as a model designed to empower small-scale fish farmers (Pati, 2022). Fish Farmer Producer Organizations (FFPOs) have proven to be a successful model for enhancing sustainable aquaculture and improving the socio-economic status of small-scale fish farmers. These organizations participate in a variety of activities, including

boosting production, managing post-harvest processes, developing infrastructure, and marketing fish products whose proprietors are farmers (Chandegara et al., 2023; Mondal et al., 2024). The Indian government supports FFPOs through initiatives like the Pradhan Mantri Matsya Sampada Yojana (PMMSY) and the One District-One Product (ODOP) scheme. Research indicates that FFPOs significantly contribute to increasing farmers' incomes, empowerment, and overall productivity (Saha et al., 2023). By adopting a systematic and strategic approach to management, FFPO members can effectively plan their activities, optimize production processes, and coordinate marketing efforts. A well-managed FFPO can drive increased productivity, profitability, and sustainability in the fish farming sector, benefiting both its members and the broader community. The main challenge in the future is not only to produce more but also to do this in a sustainable way by empowering fishers to develop an advanced society. Thus, effective management orientation is crucial for members of FFPO to ensure the smooth operation of their fisheries businesses and to maximize profits. Given this, the study's objectives are to assess the current status of management orientation among FFPOs in Purba Medinipur District, West Bengal.

METHODOLOGY

The study was carried in the Purba Medinipur District of West Bengal in the year of 2023. A total of fourteen Fish Farmers Producer Organizations (FFPO) were operating in the district (District Controller, Food & Supply, Purba Medinipur, 2022), of which four FFPOs were chosen for the study based on criteria such as having been in operation for more than 3 years successfully, having a sizeable membership (more than 400 members), having a turnover of more than Rs. 1 crore (FY 2021–2022), as indicated by their audit report. The selected FFPOs were Tamralipta Fish Producer Company Limited, Global Moyna Farmers Producer Company Limited, Divinius Farmers Producer Company Limited, and Patashpur-II Farmers Producer Company Limited. Thirty respondents were chosen for the study from each FFPO, for a total of 120 respondents, using a simple random sampling without replacement technique. Primary data were obtained through a pre-tested semi-structured interview schedule. This study used a descriptive research design. To determine management orientation, the method followed was a modified form of the Likert's method of summated ratings scale by Samanta (1977). The scale consists of 18 statements of both positive and negative and every assertion was accompanied by four response categories of strongly agree, agree, disagree, and strongly disagree (Chattopadhyay, 1963); thus, all 18 statements made the management orientation scale and the array of scores for the scale were from 18 to 72 and management orientation categories (low, medium, high) were done. Planning, production, and marketing orientations combined constitute management orientation, which is a farmer's approach to scientific farm management. The respondents' data were directly collected and analysed using suitable statistical tools.

RESULTS

Planning-production-marketing orientation

The study revealed varying levels of planning, production, and marketing orientation among respondents, particularly within the

context of FFPOs (Figure 1). Concerning planning orientation, most of those respondents exhibited a moderate level of planning orientation (48.33%), followed by 32.5 per cent who demonstrated a high level and 19.67 per cent who showed a low level of planning orientation in their farm management practices. Regarding production orientation among FFPO members, a significant portion (43.33%) demonstrated a high level, while 32.5 per cent showed a medium level, and 24.16 per cent had a low level of production orientation. Regarding marketing orientation, the majority of member respondents (49.17%) displayed a medium level, followed by 35.83 per cent who exhibited a high level, and 15 percent who had a low level of marketing orientation towards their farm produce.

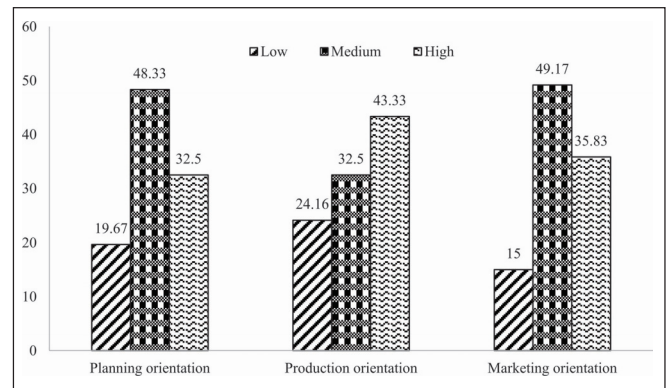


Figure 1. Respondents' distribution according to planning-production-marketing orientation

Overall management orientation

Considering overall management orientation (Figure 2), the majority of respondents (45.83%) fell under the category of medium, and then 35 per cent who exhibited a high level, and 19.17 per cent who demonstrated a minimum degree of focus on management.

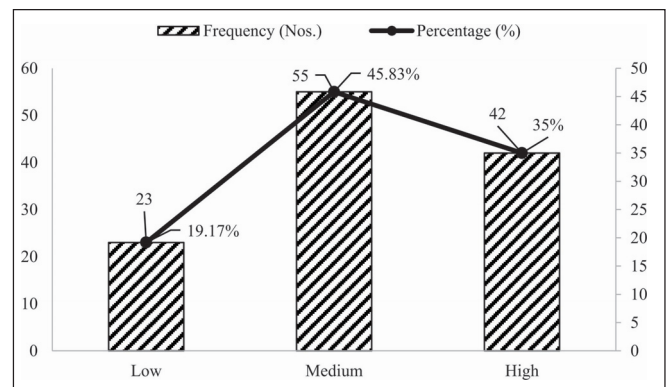


Figure 2. Respondent distribution as per overall management orientation

DISCUSSION

The results indicated that most responders with a moderate degree of planning orientation in their farm management practices could be influenced by several factors (Gangadhar, 2009; Marzban et al., 2016; Vineetha et al., 2016). It's likely that many farmers were conversant with basic planning processes but not had the

advanced skills or resources to implement high-level planning strategies effectively. This could lead to a higher proportion of respondents falling into the medium category. The availability of resources, access to training, and support services related to farm management planning varied among FFPO members. Those with better access to resources and support exhibited a higher level of planning orientation.

High level of production orientation observed among a significant portion of FFPO members (Gangadhar, 2009; Vineetha et al., 2016), one possible cause could be the emphasis placed on increasing fish production and adopting modern farming techniques through the collaborative support of the FFPO platform, such as government incentives, training programs, and technological advancements that have encouraged farmers to prioritize production-oriented strategies to enhance yield and profitability. Conversely, the presence of a considerable proportion of FFPO members with a low level of production orientation (24.16%) were due to limited access to resources, inadequate infrastructure, and environmental factors such as water pollution or habitat degradation may hinder farmers' ability to adopt production-oriented practices effectively.

The distribution of marketing orientation levels among FFPO members reflects the varying degrees of awareness, access to markets, presence of middlemen, and marketing skills among fish farmers in the district. The majority of members exhibited a medium level of marketing orientation indicated a basic understanding of marketing concepts and practices but limited experience or resources to fully exploit market opportunities (Rajan et al., 2013; Rathore et al., 2016). The presence of a significant proportion of FFPO members with a high level of marketing orientation suggests a more proactive approach towards marketing their farm produce. This might be related to factors such as FFPO intervention to eliminate market middlemen, collective marketing, access to training and extension services focused on marketing, and successful experiences with market-driven approaches (Singh et al., 2022). Still, awareness and a proper strategy are needed to fully exploit market middlemen, and the FFPO itself as an organizational body of fish farmers should also diversify its export strategy.

About overall management orientation among FFPO members, it is revealed that the most of respondents were in the medium category, as it is the sum of planning, production, and marketing orientation. The fish farming sector in the district likely comprises a mix of farmers with varying levels of education, access to resources, and different level of exposure to modern management practices. As a result, a significant proportion of respondents demonstrated a moderate level of management orientation, reflected a basic understanding of scientific farm management principles but with potential for development in the use of cutting-edge tactics. The presence of a substantial percentage of FFPO members with a high level of management orientation (35%) could be attributed to several factors. These included proactive efforts by some farmers to acquire specialized training, adopt innovative technologies, engage in continuous learning and skill development, and receive the continuous support of FFPO (Rathour et al., 2022). Successful role models and demonstration farms within the community inspired some members to excel in scientific farm management. It was

recommended that targeted educational efforts, capacity-building initiatives, and the strengthening of the FFPO support network be implemented through various agencies to improve poor management orientation among members.

CONCLUSION

The study underscores the critical role of management orientation in ensuring the long-term success and sustainability of FFPOs. The findings reveal a diverse distribution of management orientation levels among FFPO members, with a significant portion falling into the medium category, followed by those exhibiting high and low levels of management orientation. This emphasizes the significance of targeted interventions and capacity-building initiatives to enhance management practices among FFPO members. By adopting sound management practices, FFPO members can enhance their competitiveness, resilience, and impact, ultimately contributing to the general progress of the aquaculture sector which can improve their livelihoods. Coordinated actions from various stakeholders are necessary for overcoming obstacles, providing support, and fostering conditions conducive to the growth of fish farmers and success of FFPOs.

REFERENCES

- Chandegara, A. K., Chauhan, J. K., Upadhyay, A. D., Lahiri, B., Mahanand, S. S., Noopur, K., & Reena, H. (2023). The farmer producer organizations (FPOs): Building bridges to prosperity for India's agri-fish farming. *Indian Research Journal of Extension Education*, 23(4), 66-78.
- Chattopadhyay S. N. (1963). *A Study of Some Psychological Correlates of Adoption of Innovation in Farming* [Doctoral dissertation, Division of Agricultural Extension, Indian Agricultural Research Institute, New Delhi].
- Chauhan, J. K.; Meena, B. S.; Meena, H. R.; Bhakat, C.; Upadhyay, A. D.; Lahiri, B.; Pal, P.; Tengli, M. B.; Kumar, S.; Chandegara, A. K.; & Koreti, K. (2022). Assessment of livelihood security and diversification of tribal dairy farmers in NEH region of India. *Indian Research Journal of Extension Education*, 22(3), 182-187.
- District Controller, Food and Supply, Purba Medinipur, 2022. West Bengal, Memo No. 1310(4)/DCM/Purba/2022.
- Gangadhar, J. (2009). *Marketing behaviour of cotton farmers in Warangal district of Andhra Pradesh* [Doctoral dissertation, Acharya NG Ranga Agricultural University, Rajendranagar, Hyderabad].
- George, S. (2023). *Cooperatives and FPOS: fisheries and aquaculture business models*. International Workshop-cum-Training on Fisheries Management and Aquaculture, ICAR-CMFRI.
- Marzban, S., Allahyari, M. S., & Damalas, C. A. (2016). Exploring farmers' orientation towards multifunctional agriculture: Insights from northern Iran. *Land Use Policy*, 59, 121-129.
- Mondal, A. H., Dana, S. S., Ray, M., Kumari, N., & Karjee, R. (2024). Communication Behaviour of Fish Farmers of the FFPO on Scientific Fish Farming. *Indian Journal of Extension Education*, 60(2), 11-16.
- Pati, T. K. (2022). Fish Farmer Producer Organizations (FFPO) and its role in Increasing Productivity. In: Felix, S., Phand, S., Das, S., & Menaga, M. (Eds.), *Minimal Water Exchange Technologies to Develop Aquaculture Entrepreneurship* (pp. 55-61), 8.

- Rajan, P., Dubey, M. K., Singh, S. R. K., & Khan, M. A. (2013). Factors affecting knowledge of fish farmers regarding fish production technology. *Indian Research Journal of Extension Education*, 13(2), 126-128.
- Rathore, S., Raghuwanshi, S., Bisht, K., & Singh, S. P. (2016). Knowledge level of farmers on fish production technology in Tikamgarh district of Madhya Pradesh. *Journal of Progressive Agriculture*, 7(1), 50-53.
- Rathour, V., Tiwari, P. K., Pandey, P. K., Singh, K. P., & Singh, D. P. (2022). Socio-economic upliftment of tribal women through FPO in Bastar district of Chhattisgarh. *Indian Journal of Extension Education*, 58(4), 144-148.
- Saha, G. S., De, H. K., Sahoo, B., Mohanty, S. K., & Rath, D. P. (2023). Fish farmer producers organisations. ICAR- Central Institute of Freshwater Aquaculture, Bhubaneswar, Odisha. *Aqua International*, 50-56.
- Samanta R. K. (1977). *A Study of Some Agro-Economic, Socio-Psychological and Extension-Communication Variables Associated with Repayment Behaviour of Agricultural Credit Users of Nationalised Bank*. [Doctoral dissertation, Department of Agricultural Extension, Bidhan Chandra Krishi Vishwavidyalaya, West Bengal].
- Singh, M., Tiwari, D., Monga, S., & Rana, R. K. (2022). Behavioural determinants of functionality of farmer producer organisations in Punjab. *Indian Journal of Extension Education*, 58(1), 130-135.
- Singh, A., & Kameswari, V.L.V. (2023). Developing agricultural innovations: Constraints faced by lead users in Uttar Pradesh. *Indian Research Journal of Extension Education*, 23(3), 16-121.
- Vineetha, A., Sailaja, V., & Gopal, P. S. (2019). Marketing behaviour of groundnut farmers in Anantapuramu district of Andhra Pradesh. *Agriculture Update*, 14(1), 47-51. doi: 10.15740/HAS/AU/14.1/47-51.