CHAPTER : III

ORGANIZATIONAL STRUCTURE OF THE INSTITUTIONAL AGENCIES

1. ORGANIZATIONAL STRUCTURE

2. ORGANIZATIONAL SET-UP OF NFL

3. ORGANIZATIONAL SET-UP OF IFFCO
1. ORGANIZATIONAL STRUCTURE

The structure should be designed in such a way, as to ensure the attainment of the organization’s goals and objectives. Strategy will be one of the main determinants of structure;

- To organize resources in the most efficient and effective way;
- To provide for the effective division of tasks and accountabilities among individuals and groups. Division in this way allows for specialization within specific disciplines and activities, which becomes more essential as organizations grow in size and complexity;
- To ensure effective co-ordination of the organization’s activities and clarify the decision-making processes;
- To enhance and clarify the lines of communication up, down and across the organization;
- To allow for the effective monitoring and review of the organization’s activities;
- To provide mechanisms for coping with change in markets, products and the internal and external environments;
- To facilitate the handling of crisis and problems;
- To help to motivate, manage and give job satisfaction to individual members of the organization;
- To provide for management succession.
PRINCIPLES OF GOOD ORGANIZATIONAL DESIGN

While it is difficult to be prescriptive about what constitutes a sound organization structure, as this will depend on numerous characters individual to each organization, there are a number of principles that tend to be common to the most effective structures. Before considering these principles, however it need to be stressed that organization are only as effective as the people within them. While a good structure will improve the organization's effectiveness, it is also true that even the best of structures will not work well unless the people in the organization are appropriately motivated and trained.

The major principle of good organization design may be broadly stated as follows:

1. Structure should follow strategy. The organization and its various components should individually and collectively support the organization’s goals and objectives.

2. The various parts of the structure should be divided into specialist areas. This means that discrete areas of activity should be grouped together so that there can be a focus on specific objective and a concentration of expertise. Most commonly such specialization is based on the different function in the organization, but there could also be multi-disciplinary groups divided on the basis of geography, or product.

3. The number of levels in the structure sometimes referred to as the scalar chain, should be as few as possible. The greater the number of levels within the structure, the more the problems of communication
from top to bottom, of decision-making and of co-ordination and control.

4. The span of control i.e. the number of subordinates directly managed will vary according to the nature of the jobs and the organization, but it should not be so narrow that it result in a structure with too many levels or too broad to allow effective management. A supervisor of manual workers might have 20 or 30 direct reports, whereas a director who is responsible for managers and professionals in different disciplines may only have three or four. As job increases in complexity they become consequently more difficult to manage. While three is no magic formula for the ideal span of control a larger number of direct reports will give a relatively flatter structure. This has to be offset against the disadvantages involved in managing more direct subordinates and the greater difficulty in providing for succession to more senior posts.

5. There should be what has been described as unity

6. of command. In other words there should be clarity about, who each post holder, reports to and who has the authority to take decisions.

7. Every post in the structure should have a clear role and add value to the way the organization functions.

8. The extent to which the organization should be centralized or decentralized will need to be determined by reference to a number of factors, including the nature and type of industry’s geographical dispersion, history and so on.

9. The structure must be designed to take account of changes in the environment which can include the economy, legislation, markets,
technological developments, geography and so on. The main consideration is to develop a structure, which is capable of accommodating change as it arrives. Similarly the structure should also provide for the training and development of future managers.

**Spans of Control**

![Diagram of Spans of Control](Image)

Source: ICFAI Publication on Management.
THE DIFFERENT TYPES OF STRUCTURE

Organization may be structured in a number of different ways and the most common of these are summarized below.

By Function

One of the most usual approaches, especially in large organization, is to group common activities together. For example there may be separate department for sales, production, finance, marketing and so on. This gives the advantages that:

1. The high degree of specialization means that detailed experiences and expertise can be developed in a specific area;
2. There can be a clear focus on specific objectives relating to that function:
3. The division of function can act as a balancing mechanism so that there is less risk of policy begging distorted by the dominance of one particular approach.

The disadvantages are that:

1. It can encourage the growth of departmentalism which can act against the interest of the organization as a whole;
2. More co-ordination and control are needed over the various functions;
3. It may slow down decision-making and discourage innovation because of the difficulty of cutting across functional boundaries.
By Geographical Location
When there is a strong need to provide products or services within a particular geographical area, the organization may be divided into regions or areas, with each beggning a fully self-contained, miniature version of the parent organization. The ideal size of geographical area for services provision is a matter of perennial debate within the public sector, particularly as the ideal size may be different for the public sector, education services, than for social services. In many cases understanding the particular need and requirement of the local area is of sufficiently fundamental importance for location, to be the most significant factor in organization design.

The advantages of a geographical based structure are:

1. Responsiveness to local needs;
2. The ability to provide a complete service at one location;
3. A degree of autonomy can provide for more efficient decision-making and increase job satisfaction;
4. The organization can recruit locally based staff;
5. It can facilitate the training and development of managers who can quickly gain varied experiences in smaller branch offices before moving to larger jobs.
A FUNCTIONAL STRUCTURE

Figure No. 8

Source: ICFAI Publications on Management
By Production and Services

The structure may be determined by the particular products and services provided. Certainly in large and diverse organizations such as Grand Metropolitan, Foods, Hotels and brewing are all separate division because they are dealing with very different products and service similarly; the post Office has separate organization for the various services it provides such as mail delivery (Royal Mail), parcel delivery (Parcel force) and counter services (Post Office Counter Limited).

The advantage of product specialization is that

1. It provides a focus on a specific area and encourages the development of expertise in the provision of that product or services;
2. It is likely to provide a service that is more responsive to customer requirements;
3. It is likely to be relatively self-contained.

The disadvantages are that:

1. Too much focus on the product may overlook Customer’s real needs;
2. It may not make the best use of the organization’s resources.
A product-based structure

By Processes and Technology

The processes within the organization might require the grouping together of certain activities, for example in a manufacturing environment where the different phases of the production process have to be grouped together. The technology will also affect the structure since an organization which has a large number of relatively straightforward jobs, each perhaps carrying out routine and repetitive tasks, is likely to have managers with much wider spans of control than an organization with large numbers of professional staff. In
general terms, the greater the complexity of the job, the smaller the number of staff that can be effectively managed by one individual.

The advantages of organization on the basis of process or technology are that
1. It allows for task specialization which means that people can develop a high degree of skill;
2. The emphasis on the output from a particular process can result in high productivity;
3. The structure is easy to understand and manage and them is likely to be little ambiguity in the output to be achieved;
4. A structure that is driven by the organization’s process is likely to require less supervisory input;
5. Processes that are particularly dirty, noisy or hazardous can be grouped together.

The main disadvantages are that:
1. There is a danger that by concentrating on processes the organization could lose sight of the inputs required;
2. There is a greater need for the companies various processes to be integrated to ensure that they work toward the company’s overall objectives;
3. There is less focus on the customer.
By Customer or Clients

Organization structures are determined by a number of factors and the all-important customer is too often left out of the equation. It is logical however, for organization to concentrate on the requirements of their customers. A good example is in area of transportation of where clearly the emphasis will need to be on those routes which experience the heaviest demand. This will have to be counter-balanced by the need to provide a service over a full timetable, although it may mean at times that services are underutilized.

A customer-focused structure can change the way things are done in the organization in many ways. Above all, the organization will require speedy and accurate feedback from its market and need the ability to respond flexibly to changes in trends and requirements. This means adapting the product to customers’ requirements rather than trying to sell something that may not be entirely appropriate to their needs.

The advantages of a customer-based structure are as follows:

1. Meeting customers’ requirements is more likely to lead to long-term success for the organization;
2. It gives a clear focus to the organization;
3. It enables an emphasis to be put on the requirements of different customer groups, thereby improving overall service quality.
The main disadvantages are that:

1. There is a need to keep a close eye on market requirements which could require a lot of Research;

2. To be responsive to customer requirements the Organization needs to be very adaptable so that it can respond quickly to changes;

3. In many cases the provision of different services for different customer types may not allow for the most effective use of resources or for economies of scale;

4. It may not always be economical or profitable for the organization to provide some of the services required by customers, yet failure to do so will result in loss of goodwill;

5. In some environments, the need to provide services outside normal working hours or around the clock will mean that shift working stand-by and call-out arrangements will need to be introduced which will affect the way the organization is structured.
2. ORGANIZATIONAL SETUP OF NFL

NFL’s Marketing Division is headed by General Manager (Marketing). The marketing area is divided into two Zones, one located at Chandigarh (North zone) and the other at Gwailor (South zone). Each zone is under the charge of Zonal Manager (Dy.Gen.Manager Mktg.) and is further divided into region and comprise of a state or a part of state. The following shall indicate the demarcation of area at different levels of marketing set-up:-

2. Northern Zone, Chandigarh.
   a. Punjab
   b. Haryana
   c. Himachal Pradesh
   d. Jammu & Kashmir
   e. Chandigarh
   f. Delhi
3. Southern Zone, Gwalior.
   a. Madhya Pradesh
   b. Uttar Pradesh
   c. Rajasthan
   d. Karnataka
   e. Andhra Pradesh

Under each region there is Area Office, which further controls District office, manned by District Field Officers.
Marketing Plan

Marketing Plan based on sound database, forms the nucleus of all marketing activities. Development of sales plans and fixation of targets is the major exercise, for which following factors are taken into consideration.

1. ECA Allocation for the States.
2. Trends and Projections of consumption
3. Requirement at macro and micro levels.
4. Efficient and economic movement of fertilizers so as to ensure their timely availability on the doorsteps of the farmers.
5. Expansion and development of the market and to increase market share by efficient and effective distribution system.
6. Adequate supply of fertilizers along with other agro inputs in dry land and low consumption areas.
Structure of National Fertilizers Limited

Source: NFL
Seasonal agreement Of NFL

NFL enters into six monthly agreements with the institutional agencies (for Rabi & Kharif), regarding terms and conditions for sale of NFL fertilizer.

The agreement broadly covers various supply terms such as:

1. Sales Plan
2. Stocking Plan
3. Handling and stocking plan
4. Margin and Rebates.
5. Mode of payment.

Private traders or Dealers Network of NFL

As per government guidelines efforts are to be made, so that fertilizers is sold the extent of the 50% through institutional agencies, and the balance being distributed through private distribution channel, comprising of:

1. Small scale Traders (SST)
2. Ex-Serviceman (EX-SM)
3. Schedule cast and schedules Tribes (SC/ST)
4. Entrepreneur development scheme (EDS)
5. Multipurpose distribution centres (MPDC)

The total number of dealers in the distribution zone of NFL is as follows:
Dealers of NFL

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<th>STATES</th>
<th>SST</th>
<th>EX-SM</th>
<th>SC/ST</th>
<th>EDS</th>
<th>MPDC</th>
<th>TOTAL</th>
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<tr>
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<td>2</td>
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Table No. 13

Source : NFL
Small Scale Traders (SST)

SST should be a local party of the place where the dealership is to be established however the party must have been having its business at not more than 20 Kms from the new scale point at least three years.

1. SST should have business experience of at least three years preferably in agriculture inputs and allied items.

2. SST should be financially sound and should be able to arrange the finance to run dealership.

3. The managing partner or owner of the firm should be capable of running the business himself.

4. SST should not be dealer of other competitors or alternatively he should be offered the dealership after has left the Dealership of competitors.

Ex-Serviceman.

As per Government directives 10% of the dealers to be appointed should belong to ex-serviceman category.

1. He should be capable of running the dealership himself.

2. He should be able to arrange sufficient funds (at least Rs.5000) required to run dealership.

3. He should belong to the block for which dealership has been applied.

4. Dealership will not be transferable.

5. He should be less than 50 years of age.
Schedule Cast and Schedule Tribes (SC/ST)

As per the directive of the ministry 25% dealers should belong to SC/ST categories.

1. He should belong to SC/ST classes.
2. The party will have to run the business himself. Partnership with non-SC/ST will not be allowed.
3. Transfer of dealership is not allowed.
4. The party should have at least Rs.20000 of his own and should be able to arrange sufficient funds to run the business.

Entrepreneurs Development Scheme (EDS)

EDS should be unemployed graduate preferably in agriculture. In case of candidates who are employed in part time job or in business they may be considered only if they give a commitment of giving up their existing job or business.

1. He should be able to arrange sufficient funds (at least Rs.50, 000) to run the business.
2. He should belong to the district for which dealership has been applied for.
3. Normally EDS dealer will not be permitted to enter into partnership with any other party.
4. Dealership will not be transferable.
Multipurpose Distribution Centres (MPDC)

1. MPDC dealers should be sponsored by concerned oil company / oil industry co-ordination committee.

2. He should have a petrol pump in the rural areas.

3. The petrol pump should be located at least 3 Km away from the municipal limits.

Meaning and Appointment Procedure of Dealers

Meaning:
Dealer means a person / group of persons co-operative and other Government institutional and other corporate bodies engaged in the distribution and sale of NFL Products in their assigned territory.

Appointments Procedure of Dealers:
The first step in the appointment of the dealers is the issue of press advertisement. Tehsil/ Block where the committee proposes to establish their sale point is advertised in the leading newspapers. Then applications are invited on prescribed application form. The applicants are expected to belong to the places for which advertisements have been issued. Further the applicants should have experiences in the fertilizer trade. The application forms are so designed that what so-over information is given in the columns truly reflects the financial viability and capabilities to run the fertilizer business.
On receipts of application the same are scrutinized by screening committee comprising of representatives of marketing and finance department. Only those applicants whose applications are found to be suitable for the award of dealership in respect of business experience, financial position, and vacancy advertised location of present and proposed business and submission of required documents including copy of partnership deed, income tax clearance certificate, bank certificates affidavits in regard to unemployed graduates, will be presented before the selection committee.
3. ORGANIZATIONAL SETUP OF IFFCO

*(Indian Farmers Fertilizer Cooperative Limited)*

The Indian Farmer Fertilizers Cooperative Limited (IFFCO) is a national level multi-unit cooperative society engaged in manufacturing and marketing of chemical fertilizers. The society was registered in 1967 and presently having a membership of over 37,000 cooperative as shareholders. IFFCO is presently operating four factories located at Anola and Phulpur in Uttar Pradesh and Kalol and Kandla in Gujarat. IFFCO produced over 6 million tones of fertilizers in 2004-05 and contributed about 18% to the total Nitrogen and 24% to the total P2O5 produced in India. IFFCO markets its fertilizers through Cooperative Agencies and Member Cooperative Societies.

**COMMITMENT**

1. Toward making the cooperative societies economically and democratically strong for professionalized services to the farming community to ensure an empowered rural.
2. Toward farmers for their welfare, prosperity and growth.
3. Towards social responsibilities for a strong social fabric.
4. Towards fostering cooperative movement in the country.
5. Towards abolition of child labour.
6. Towards indiscrimination on the basis of gender in employment.
7. Towards providing employment opportunity to weaker sections,
SYSTEM
1. Cooperative Development Programmes through marketing Field Officers.
2. Rural and Agricultural Development Programmes through marketing field Officers.
3. Cooperative and Rural Development Trust (CORDET) promoted by IFFCO.
4. Services through IFFCO Kisan Sewa Trust promoted by IFFCO.
5. Services through IFFCO Foundation, a Trust promoted by IFFCO.
6. Services through Indian Farm Forestry Development Cooperative Ltd. (IFFDC) a cooperative Society promoted by IFFCO.
7. Ban on recruitment of child labor and policy toward employment opportunity to weaker sections.

ACTIONS
1. IFFCO adopt villages with an objective of bringing about over all economic development and improvement in living standards of rural Community through integrated rural development with particular emphasis on agricultural Development.
2. To make Cooperative societies economically viable, IFFCO adopt them and provide Infrastructure and financial support, for their revival, through sale of IFFCO Fertilizers.
3. In order to strengthen societies, IFFCO appoints some of them as Franchisees for storages and handling of fertilizers which includes warehousing, transportation and rake handling;
4. Organize programs viz; Farmers Meeting Crop Seminars, Field Demonstration, Sale Point, Personnel Training, Agricultural and Social Campaigns, Demonstrations etc. to educate Farmers and cooperative societies to enhance Crop productivity through balanced use of Nutrients;

5. Organize community based programs viz Women Training, Medical/veterinary check up, etc. For farming community;

6. IFFCO promoted Indian Farm Forestry Development Cooperative Ltd. (IFFDC) with the prime objective of development of wasteland And to enhance the socio-economic status of the rural poor. IFFDC helps in formatting of Self Help Groups (SHGs) in villages for unity, fulfilling need of loans, saving and improvement in livelihood assets. Emphasis is laid on formation of women SHGs.

7. Promoted a charitable Trust known as “IFFCO KISAN SEWA TRUST” to provide relief and Rehabilitation to victims in the event of natural calamities.

8. Promoted a Trust “IFFCO Foundation” with an objective to promote cooperative development.

9. The cooperative Rural Development Trust (CORDET) promoted by IFFCO provides practical training to farmers to improve their skills in Agricultural production, horticulture, dairy, Poultry, professional leadership at village level, management of cooperatives and several other activities.
PERFORMANCE DURING 2004-05

1. Social and community development programmes were organized and infrastructures were provided in around 400 adopted villages.

2. Conducted various social and promotional programmes as under:
   - 6384 field programmes
   - 106 health checkup camps
   - 120-veterinary-checkup camp
   - 1247 sale point personnel training programmes
   - 154 crop seminars
   - 1482 agricultural campaigns
   - Distributed 6836 critical input package (CIP) Kits To farmers.
   - Analyzed 1, 36,182 soil samples in different States.

3. IFFCO KISAN SEWA TRUST contributed Rs.10 Million (US $ 0.23 million) to prime Minister’s National Relief Fund Towards Tsunami Disaster Relief Operation Funds and donated US $ 35,000 to Tsunami affected people in Indonesia, Sri Lanka and Thailand.

4. Warehousing of IFFCO fertilizer was awarded to 345 cooperative societies while 317 cooperative societies were awarded rake handling & transportation of fertilizers to increase their income.

5. Under the project ‘Western India Rainfed Farming’ (WIRF) being implemented in 78 villages of India, IFFDC formed 236 Self Help Groups (SHGs) during 2004-05 with the aim to enhance the live hood of rural poor. So far 819 SHGs have been formed of which 61% are being run by women.
6. Under the Watershed Management Plan, IFFDC has so far constructed 149 Earthen Dams and 88 Anicuts (stop Dam) in addition to number of Stone Bunds and Earthen Bunds to store the Water.

7. IFFDC undertook Poverty Elimination project in 75 villages.

8. CORDET organized 184 training programmes to benefit 12065 farmers from various states and analyzed 77,777 soil samples free of charge.

9. IFFCO Foundation had undertaken several Development activities for economic up-liftmen of weak cooperative societies.

**COMMITMENT**

1. Toward institutionalizing the core value and creating a culture of team building, empowerment and innovation which would help in incremental growth of employees and enable achievement of strategic objectives.

2. Towards fostering a culture of trust, openness and mutual concern to make working a stimulating and challenging experience for stakeholders.

3. Towards ban on child labour.

4. Towards indiscrimination on gender basis.

5. Towards enlistment of weaker section.


7. Towards upgradation of knowledge & skills of employees.
SYSTEMS

1. Ban on employment of child labour.
2. No discrimination on gender basis.
3. Policy on employment opportunity to weaker section.
5. Recognized Employee Union in all operating plant, Head Office and Marketing Division.

ACTION

1. Computerized Human Resource Management System implemented across the organization provides better management control, manpower planning, succession planning, employees' welfare and transparency etc.
2. Upgrading the skills of manpower through training and development programmes with a view to improve the productivity of employees and to enable them to shoulder more responsibilities.
3. Constructive dialogue between management and union to take care, the interest of employees.

ANALYSES 2004-05

1. No child labour employed.
2. 16 programmes on 'Agricultural Technology' for field staff.
3. 5 programmes on ‘Salesmanship’ for salesman of IFFCO Farmers Service Centres (FSCs).
4. 8 in-service training programmes for field staff to share review and plan the suitable marketing strategies.

5. 5 programmes on ‘Work Ethic and Work Culture for workmen.

6. 11 computer appreciation programmes for all categories of field staff.

7. 175 employees were sponsored for participation in programmes of reputed management Institutions in India and abroad.

8. Out of total employee strength of 5752 as on 31st March 2005, 169 employees are women out of which 96 are in key positions? They are placed in engineering, chartered accountancy, medical etc. field depending upon their qualification and work experience. Women employees are also associated with recruitment committees.

9. 4 women candidates were recruited in IFFCO in various disciplines.

10. Received the “Best Managed Workforce Award” instituted by Hewitt Associates and CNBC-TV 18.

11. Received Safety Award “Certificate of Honors” to Kalol and Kandla units for 2003 from Gujarat Safety Council.

**Agricultural Inputs through an Innovative Cooperative Society, IFFCO**

In a country like India agriculture plays a predominant role in its economy and contributes to about 25% of GDP at present. Availability of fertilizers, a major input to the agriculture is of vital importance to the food security of the country. It was in pursuance to this objective that National Cooperative Development Corporation (NCDC) India on the advice of the Cooperative Fertilizers International (CFI) USA in collaboration with Govt. of India, in 1967 promoted India Farmers Fertilizers Cooperative Ltd. (IFFCO) as a multi state
cooperative society to manufacture and distribute Urea, DAP and NPK fertilizers to the member cooperative societies. With a humble beginning of urea production capacity of around 0.4 million tons per annum (TPA) and phosphatic fertilizers at 0.13 million tons $P_2O_5$ per annum in 1974-75, today IFFCO has a production capacity of 3.2 million TPA urea and 1.8 million TPA phosphatic fertilizers. IFFCO also promoted another multi state cooperative society Krishak bharti cooperative Limited (KRIBHCO) that has a production capacity of 1.5 million tons of urea. With a membership of more than 36,000 cooperative societies and 40 million farmers as its members, IFFCO distributes its fertilizers products through these cooperative societies including the State Cooperative Federations. This innovative experience started with the share of cooperatives in fertilizers at only 9.6% in 1980, which is 24.25% today. These clearly demonstrate that over the years cooperatives have developed their faith in their own enterprise. This faith has helped in phenomenal growth of IFFCO. It is the only institution in India, which has crossed 5.0 million tons of production and sale of fertilizers yearly within the country.

IFFCO owns 167 Farmers Service Centers spread over the country that provides micro-nutrients, pesticides, agriculture kits etc. to the farmers in addition to the fertilizers. IFFCO has professors chair in various agricultural universities and also a chair in chemical engineering and fertilizers technology, which undertake various research programs as, sponsored by IFFCO.
Thus the objective of IFFCO is not only of a business entity but also of a cooperative institution where-in addition to profit, the service to the farmers and the society is paramount. IFFCO is a unique experiment in cooperative ownership of a sophisticated, capital-intensive industry where the owner is also the sole user of the produce. This institution occupies a place of pride in the Indian Fertilizers Industry in performance, efficiency and service to the farming community. This is the example of innovative approach to an industrial enterprise. The cooperative sector today contributes 24.25% of the nitrogenous fertilizers production and 15.75% of phosphatic fertilizers production. The overall capacity utilizations in the cooperative sector have been 106% compared to 95% in private sector and 81% in public sector. This indicates the competency of cooperative societies in the management of hi-tech plants and distribution through the cooperative network.

**Joint Ventures in Strategic Areas**

IFFCO has invested in the equity of ICS Senegal for manufacturing of phosphoric acid at ICS Senegal and supply to IFFCO Kandla Plant for it’s DAP and NPK production. This facilitates assured supply of major portion of IFFCO’s phosphoric acid requirement. IFFCO is also exploring the possibility of some more joint ventures aboard in phosphoric acid to meet its expanded requirement. IFFCO is also planning to invest in another joint venture abroad for manufacturing of potash and supply to IFFCO Kandla Plant.
Information Technology

In IFFCO there are over 36,000 primary cooperative societies as its member who in turn has 40 million farmers’ cooperators as its primary members. Therefore, a lot of services need to be provided to these member societies such as dissemination of relevant information on agriculture production, marketing, domestic and international price trends, crop diversification, agro-processing, animal husbandry, natural resources-land, water and vegetation, watershed development, banking and latest day to day development in the field of technology, agronomy etc. Sharing of experiences among the member cooperative societies and also with the research organizations etc. is also very necessary for innovations in the cooperative movement.