VOL III

अन्न स्वराज
anna swaraaj

2026 SPECIAL EDITION

BEHIND THE SCENES

The People Who Hold India's Food Security Together



भारतीय खाद्य निगम
Food Corporation of India











A Legacy of Commitment

For over 61 years, the Food Corporation of India has been woven into the everyday lives of millions of Indians. Yet, unlike many institutions whose work is readily visible, our greatest contribution often goes unnoticed. It is present in the reassuring certainty that foodgrains will reach where they are needed, when they are needed—quietly, consistently, and at an immense scale.

Behind this assurance lies a story that is rarely told. This publication is a tribute to these unseen contributors. It celebrates the individuals whose dedication transforms systems into service and policies into impact. Though separated by geography, responsibilities, and designations, they are connected by a common purpose—to ensure that food security remains not merely a promise, but a daily reality for the nation. For behind every grain lies a human story. And behind every story, an unwavering commitment to serve.

— Editorial Team

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Glimpses of
62nd Foundation Day 2026























प्रल्हाद जोशी
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ಪ್ರಲ್ಹಾದ ಜೋಶಿ

सत्यमेव जयते

उपभोक्ता मामले, खाद्य और सार्वजनिक वितरण तथा
नवीन और नवीकरणीय ऊर्जा मंत्री
भारत सरकार
MINISTER OF CONSUMER AFFAIRS,
FOOD & PUBLIC DISTRIBUTION AND
NEW & RENEWABLE ENERGY
GOVERNMENT OF INDIA



MESSAGE

India's remarkable journey in ensuring **food security** has received wide appreciation and recognition across the world. From addressing the challenges of food scarcity to building a resilient and responsive food security system, the country's experience reflects the strength of sustained public policy, institutional commitment and the collective efforts of our farmers, institutions and people. India today stands as an important contributor to the global discourse on food security and food systems.

At the centre of this journey has been the **Food Corporation of India**. Since its inception, FCI has served as an important instrument for implementing the Government's **foodgrain policies** and has steadfastly discharged its **responsibilities towards farmers, consumers and the nation**. Its contribution extends across a vast and interconnected chain of activities, much of which takes place away from public view, but which is fundamental to the functioning of the **country's food security architecture**.

The theme of this edition of **Anna Swaraaj** provides a valuable opportunity to look beyond the visible outcomes and appreciate the people, systems and functions that make this endeavour possible. It is a **tribute to the dedication and professionalism of the entire FCI family**.

I commend FCI for its enduring service to the nation and wish Anna Swaraaj continued success. My best wishes to the entire FCI fraternity for their continued commitment to strengthening India's food security.

(PRALHAD JOSHI)

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सत्यमेव जयते

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उपभोक्ता मामले, खाद्य और सार्वजनिक वितरण मंत्रालय
भारत सरकार
MINISTER OF STATE
CONSUMER AFFAIRS, FOOD & PUBLIC DISTRIBUTION
GOVERNMENT OF INDIA



Message

Food security is fundamental to the dignity and well-being of every citizen and remains a vital priority in India's development journey. For millions of Indians, particularly those belonging to vulnerable and economically weaker sections, assured access to food provides not merely sustenance, but a foundation for a life of dignity and opportunity. The Government has therefore accorded the highest importance to strengthening the systems and institutions that support food security and to ensuring that the benefits of its welfare-oriented policies reach those who need them most.

The Food Corporation of India has a central role in this endeavour. Through its wide-ranging responsibilities and sustained efforts, FCI serves as an important link between the nation's foodgrain system, farmers and consumers. Its work provides the institutional strength necessary for implementing the Government's food security objectives and supporting the effective delivery of welfare measures.

The theme of this edition of *Anna Swaraaj* appropriately brings into focus the many efforts that take place behind the scenes to sustain this vital national responsibility. It recognises the dedicated officers and employees whose commitment enables the organisation to serve citizens with efficiency and purpose.

I commend FCI for its steadfast service to the nation and extend my warm greetings and best wishes to the entire FCI fraternity. May *Anna Swaraaj* continue to highlight the Corporation's contribution to the nation's food security.

Bambhaniya

(Nimuben Bambhaniya)

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अमृत महोत्सव

संजीव चोपड़ा
सचिव
SANJEEV CHOPRA
SECRETARY

सत्यमेव जयते

भारत सरकार
खाद्य एवं सार्वजनिक वितरण विभाग
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25th August 2026

MESSAGE

Food security and the eradication of hunger remain among the foremost concerns of the global community, particularly in a world confronted with changing economic conditions, evolving food systems and emerging uncertainties. Ensuring that every citizen has access to adequate and affordable food requires not only sound policies, but also strong institutions capable of translating those policies into sustained action on the ground.

The Food Corporation of India has, over the decades, emerged as an integral part of this institutional framework. Its mandate encompasses a complex and continuous chain of responsibilities, requiring coordination, discipline, professional expertise and a strong sense of public service. The effectiveness of this system rests not only on its visible operations, but equally on the numerous supporting functions, personnel and processes that work together to ensure that the larger objectives of food security are achieved.

The theme of this edition of *Anna Swaraaj* appropriately brings these lesser-seen dimensions of FCI into focus. It provides an insight into the collective effort behind the Corporation's functioning and recognises the contribution of the people who work diligently, often away from the public eye, in service of the nation.

I appreciate FCI's continued commitment to its mandate and its role in advancing the country's food security objectives. I extend my best wishes to the FCI family and wish *Anna Swaraaj* every success in bringing the institution and its work closer to its readers.

(SANJEEV CHOPRA)

भारतीय खाद्य निगम
Food Corporation of India
रबिन्द्र कुमार अग्रवाल, भा.प्र.से.
अध्यक्ष एवं प्रबन्ध निदेशक
Rabindra Kumar Agarwal, IAS
Chairman & Managing Director



Message

In the years following Independence, India faced recurring food shortages and heavy dependence on imports. In this background setting up of FCI in 1964 marked a decisive step in building a system capable of securing the country's food security.

Over the decades, through sustained public policy support and the collective efforts, India has transformed its food management landscape from uncertainty and scarcity to stability and self-reliance.

As we complete 61 years of service, FCI is undergoing a significant transformation in order to keep up pace with the changing times. The integration of digital platforms, data-driven monitoring systems and modern storage infrastructure is strengthening efficiency, transparency and responsiveness. These initiatives are shaping FCI into a modern, technology-enabled organisation while preserving its core mission of safeguarding national food security.

Today, FCI operates one of the largest and most complex foodgrain management networks in the world. Behind these operations is a highly coordinated institutional effort that connects field operations, logistics, storage infrastructure, quality management and administrative support. But what often remains unseen, is the human effort that sustains this system. Across procurement centres, depots, railheads, laboratories and offices, the officers, staff and workers of FCI carry out their responsibilities with quiet dedication and professionalism. Their work ensures that the nation's food supply chain continues to function smoothly—day after day, across seasons and circumstances.

In this context, Anna Swaraaj – Volume III, centred on "Behind the Scenes: The People who Hold India's Food Security Together," offers a valuable glimpse into the many dimensions of work that sustain this vast organisation. By bringing forward the stories of various divisions and their day-to-day contributions, this edition highlights the collective effort that keeps FCI functioning around the clock.

I extend my best wishes for the publication of this edition and commend all those who have contributed to capturing these important narratives. I also express my sincere appreciation to every member of the FCI family whose dedication and service continue to strengthen India's food security system and uphold the trust placed in this institution.

(Rabindra Kumar Agarwal)

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25th August, 2026



MESSAGE

Historically, India has often been a harbinger of change and an inspiration to the world in areas that are central to human well-being. The country's journey in food security is particularly significant. Having experienced periods of dependence and food scarcity, India steadily built the institutional and policy foundations necessary to secure the nation's food requirements. This transformation reflects the vision, perseverance and collective endeavour of successive generations.

The Food Corporation of India has been an important part of this transformative journey. Over the years, FCI has evolved into a vital institution supporting the implementation of the country's foodgrain policies and serving as a crucial link across different stages of the food security ecosystem. Its contribution is sustained by a wide network of officers, employees and field functionaries whose work, though often operating behind the scenes, collectively enables the Corporation to fulfil its national responsibilities.

The theme of this edition of *Anna Swaraaj* seeks to bring these dimensions of FCI to the forefront. By showcasing the people, functions and institutional processes that support its visible operations, the magazine offers a deeper appreciation of the organisation and the collective effort that underpins its service to the nation.

I appreciate the contribution of FCI and its dedicated workforce to India's continuing food security journey. My best wishes to the entire FCI fraternity and to *Anna Swaraaj* for a meaningful and successful publication.

(SHIKHA C.)

भारतीय खाद्य निगम
Food Corporation of India
हेमा जायसवाल
कार्यकारी निदेशक (कार्मिक)
Hema Jaiswal
Executive Director (Personnel)



Message

Over the decades, India's food management system has evolved from one focused on crisis response to a stable and resilient food security framework. At the heart of this transformation stands FCI, which today manages one of the largest foodgrain supply chains in the world. Guided by its enduring vision of ensuring food security for every citizen of the country, FCI continues to translate national food policy into meaningful action—supporting farmers through procurement at Minimum Support Price, maintaining strategic buffer stocks, and ensuring the availability of foodgrains across the country through the Public Distribution System.

While procurement, storage, quality control, movement and distribution remain the visible pillars of our operations, yet the strength of FCI lies equally in the many divisions that work behind the scenes. Behind every movement of foodgrain and every operational decision stands a network of dedicated divisions and individuals whose contributions sustain the system each day.

The publication of Anna Swaraaj – Volume III offers a unique opportunity to look beyond the visible contours of the Food Corporation of India and appreciate the many efforts that quietly sustain its vast operational network.

With its theme, "Behind the Scenes: The People Who Hold India's Food Security Together," this edition of Anna Swaraaj seeks to acknowledge and celebrate these unseen efforts. It offers a glimpse into the dedication, professionalism and teamwork that quietly sustain this national institution.

Through this publication, we pay tribute to the many members of the FCI family whose daily work—often away from the spotlight—continues to strengthen India's food security system and uphold the trust placed in the organisation.

Hjaiswal
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From the Editor's Desk



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The Food Corporation of India occupies a unique and enduring place in India's food security framework. Over the decades, FCI has transformed national food policy into meaningful action—strengthening the confidence of farmers through assured procurement while ensuring the uninterrupted availability of essential foodgrains to millions of households through the Public Distribution System.

India's food story itself has been one of remarkable transformation. In the years after Independence, the country faced serious food shortages and depended heavily on imports to meet its needs. Through visionary public policies, agricultural reforms, and sustained government initiatives, India steadily moved towards self-reliance in food production. Institutions like FCI have been central to this progress, helping convert national resolve into a dependable system of procurement, storage, movement and distribution that today supports India's growing confidence in its food independence.

Behind this vast system are the dedicated people of FCI. Their commitment and sense of responsibility form the backbone of India's food security framework. To strengthen and modernise food management systems of India, the contribution of the FCI family remains invaluable.

I hope this edition of Anna Swaraaj will bring into focus the collective effort of the many individuals and divisions whose work sustains this important national institution and also reflect upon the decades of service through which FCI has contributed to shape India's food security landscape.

In institutions of great scale, the most important work is often the least visible.

India's food security system is among the largest and most complex public welfare mechanisms in the world. Every season, millions of tonnes of foodgrains move silently across farms, mandis, rail routes, depots and distribution networks to reach households across the country. To many, these may appear as statistics, operations or administrative processes. But behind every successful movement, every safeguarded stock and every grain that reaches a beneficiary lies the effort of countless individuals working with quiet dedication.

This edition of *Anna Swaraaj* is an attempt to step into that unseen world.

Anchored in the theme *"Behind the Scenes"*, the magazine seeks to bring readers closer to the invisible rhythm that sustains the functioning of the Food Corporation of India. Beyond procurement figures and logistical achievements lies an extraordinary ecosystem of coordination: officials at procurement centres, depot staff maintaining stocks, movement planners monitoring rail transport, engineers maintaining infrastructure, IT professionals enabling digital systems, and numerous supporting divisions whose contributions often remain outside public attention.

Together, they form the silent architecture of India's food security.

While preparing this edition, one realisation emerged repeatedly that institutions are ultimately built not only through policies and infrastructure, but through people who continue to perform their responsibilities with commitment, discipline and a shared sense of purpose, often without recognition or visibility.

In many ways, this edition is therefore more than a documentation of systems and processes. It is a tribute to the invisible workforce whose steady efforts sustain one of the world's largest food management systems every single day.

If these pages help readers pause for a moment and appreciate the unseen human effort behind every grain that reaches millions of households, this edition would have achieved its purpose.

More Than Meets the Eye:
The Unseen Ecosystem of Food Security

What India sees is food security in action— the visible operations, the tip of the iceberg. Beneath the surface lies the unseen machinery of people, processes and purpose that keeps the promise alive.



(conceptualised by Shireesh M. Khare)

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Prologue

Rta (ऋत) and the Invisible Rhythm of Food Security

Ancient Indian thought refers to a profound concept called *Rta (ऋत)* a concept that describes the fundamental order that sustains the universe. The sages who composed the hymns of the Rigveda described *Rta* as the invisible principle that sustains balance in the universe. It is the quiet rhythm behind the rising of the Sun, the turning of the seasons, and the countless natural cycles that unfold with remarkable consistency.

To the ancient thinkers, the world was not a random collection of events. Beneath what appeared complex or unpredictable, there existed a subtle harmony—a pattern that ensured that every element played its part within a larger whole. What appears chaotic often contains hidden patterns and systems that guide it. As thinkers have noted, even within disorder there lies a "Secret Order" waiting to be recognised. Rivers followed their course, the winds moved in rhythm, and life itself unfolded through repeating cycles. This unseen order was *Rta:* the assurance that even the most intricate systems could remain balanced when each component fulfilled its role.

When we reflect on the scale of India's food security system, this philosophical idea acquires a striking modern relevance.

The task of ensuring food security for a nation as vast and diverse as India is immense. Crops are harvested across distant agricultural belts; foodgrains must be procured in time, transported across thousands of kilometres, stored safely for long periods, and finally distributed through an extensive welfare network that reaches millions of households. At first glance, such a system may appear overwhelmingly complex. With its massive volumes, geographical spread, and constant movement, it can seem almost impossible to organise seamlessly.

Yet, behind this apparent complexity lies a quiet order.

At the heart of this national effort stands the Food Corporation of India, an institution that transforms policy into practice and logistics into a lifeline for millions. What keeps this system functioning is not merely infrastructure or procedure, but the steady efforts of people—spread across offices, depots, laboratories, control rooms, and railway networks—who work each day to keep the cycle moving.

In procurement centres during harvest seasons, officers and field staff interact with farmers from early morning until late evening, ensuring that the grain brought from the fields enters the national pool smoothly. In warehouses and storage depots, teams carefully monitor the quality and condition of foodgrains, safeguarding stocks that will later support welfare programmes across the country. Movement planners coordinate the dispatch of rail rakes that traverse vast distances, linking surplus regions to areas of need. Analysts track data and stock positions, while administrative and technical divisions quietly enable every stage of this system.

Each of these roles may appear small when viewed in isolation. But together they create a living network of coordination.

Much like the philosophy of *Rta*, where countless elements move in harmony to sustain the universe, the functioning of FCI depends on the alignment of many interconnected efforts. Procurement must follow the rhythm of harvest cycles. Storage must protect the grain through changing seasons. Transportation must respond to shifting regional requirements. Distribution planning must remain aligned with national welfare commitments. Every process flows into another, forming a continuous chain that sustains the country's food security architecture.

To an observer looking only at the scale of operations, the movement of millions of tonnes of grain across thousands of locations might appear chaotic. But within the organisation, there exists a rhythm—an operational discipline shaped by experience, coordination, and a shared sense of responsibility.

And at the centre of this rhythm are people.

The depot worker inspecting stacks late in the evening, the movement planner tracking a rake's journey across states, the quality control officer ensuring that standards are maintained, the administrative staff keeping systems running smoothly—each contributes quietly to a mission far larger than any individual task.

This is where the philosophy of *Rta* finds its most human expression. Order is not created only by rules or systems; it emerges when individuals perform their responsibilities with commitment and awareness of the larger purpose.

This edition of the magazine, "Behind the Scenes: The People Who Hold India's Food Security Together" invites readers to step into this unseen world. It brings forward the stories of the many operations and people whose efforts sustain the harmony of the organisation. Through these narratives, we glimpse the dedication, expertise, and teamwork that allow the system to function day after day.

In doing so, we also recognise a deeper truth: that the strength of a national institution lies not only in its scale, but in the shared spirit that guides its work.

Just as the ancient seers envisioned *Rta* as the harmony that holds the universe together, the functioning of FCI reflects a similar principle in action—an invisible rhythm of effort, coordination, and responsibility that sustains one of the world's largest public food management systems.

And in that balance lies the enduring rhythm of India's food security.

*Editorial Team**

**(Shireesh M. Khare, Himanshu Chauhan, Rubika Mantri & Surabhi Mishra)*

Sustaining Humanity: FAO, India, and the Quiet Architecture of Food Security



PM Narendra Modi receiving the Agricola Medal, 2026
from Dr. Qu Dongyu, Director General, FAO
[Source: https://digital-media.fao.org/Package/2A6XC5L8BU8O]

The twenty-first century often likes to describe itself through the language of speed and achievement. Nations speak of artificial intelligence, quantum computing, space missions and digital revolutions with understandable pride. Markets move in milliseconds, satellites map the planet in real time, and human beings now discuss settlements on the Moon and Mars with surprising seriousness. The world has never appeared more connected, ambitious or technologically empowered.

And yet, beneath this extraordinary march of progress lies a deeply uncomfortable contradiction. Even in an age capable of decoding genomes and predicting climate systems, millions across the world still remain uncertain of their next meal.

Hunger continues to persist quietly in the shadows of global prosperity.

Recent estimates of the Food and Agriculture Organization (FAO) suggest that hundreds of millions of people worldwide continue to face food insecurity and malnutrition. Behind these statistics lie human realities — anxious households, undernourished children, distressed farmers, disrupted livelihoods and fragile supply chains vulnerable to conflict, climate shocks and economic instability. The challenge before humanity, therefore, is not merely technological. It is moral, institutional and deeply civilisational.

It was this recognition, emerging from the devastation of the Second World War, that led to the establishment of the United Nations and its specialised institutions. Among them, the FAO, founded in 1945 and headquartered in Rome, gradually emerged as one of the world's most significant organisations dedicated to the fight against hunger. Over the decades, the FAO has served not merely as a technical institution, but as a global conscience reminding nations that food security remains fundamental to human dignity, peace and social stability.

India's association with the FAO is nearly as old as the Republic itself.

Few countries understand the emotional and political meaning of food security as deeply as India does. Independence arrived in 1947 alongside the trauma of Partition, widespread displacement and severe food shortages. The memory of the Bengal Famine remained painfully alive. For millions of Indians, ration queues, scarcity and uncertainty were not abstractions of policy

discourse but lived realities. The young nation confronted a difficult truth: political freedom would remain incomplete unless accompanied by freedom from hunger.

It was during these formative years that India's relationship with the FAO acquired enduring significance. The organisation became an important partner in strengthening agricultural planning, improving food systems and supporting long-term strategies for self-sufficiency. The association also acquired a deeply human dimension through distinguished Indian figures who shaped global food discourse itself.

One among them was Binay Ranjan Sen, the first Director-General of the FAO from the developing world. His historic "Freedom From Hunger" campaign transformed global understanding of hunger from a matter of charity into an issue of collective international responsibility. Decades later, another Indian, M. S. Swaminathan, would help lead India's Green Revolution and fundamentally alter the country's food destiny.

The Green Revolution marked far more than an agricultural transition. It represented a national psychological turning point. India gradually moved from chronic dependence on food aid towards self-reliance, buffer stocks and institutional food security mechanisms capable of supporting a vast population.

Few institutions symbolise that transformation more quietly, yet more powerfully, than the Food Corporation of India.

Established in 1965 under the Food Corporations Act, following years of food policy deliberations and institutional reforms, FCI emerged during one of the most challenging phases of India's developmental journey. The organisation was born not merely to procure grain, but to provide assurance — assurance to farmers that their produce would find support, and assurance to vulnerable citizens that food security would remain a national commitment rather than a seasonal uncertainty.



Dr. Binay Ranjan Sen



Dr. M. S. Swaminathan

Over the decades, FCI evolved into one of the world's largest food management institutions, quietly sustaining the immense logistical architecture underlying India's welfare state. In many ways, it represents the invisible backbone of India's food security ecosystem.

Today, India's public food distribution framework stands among the largest social protection systems in the world. Through the National Food Security Act, PMGKAY and related welfare mechanisms, foodgrains reach nearly 80 crore beneficiaries across the country. Behind this enormous undertaking lies the daily institutional labour of procurement, storage, transportation and distribution carried out across thousands of kilometres and hundreds of depots.

The scale itself is staggering. During 2024–25, nearly 800 lakh metric tonnes of foodgrains were procured for the Central Pool, benefiting more than 1.4 crore farmers. Every year, foodgrains move from surplus-producing regions to deficit areas through one of the largest peacetime logistical operations undertaken anywhere in the world. Warehouses, rail networks, storage systems, procurement centres, depot workers, transport personnel and field officials together sustain a system whose success is often measured precisely by its quietness — by the absence of famine, panic and disruption.

It is easy, perhaps, to overlook such institutions in ordinary times. Yet during moments of crisis — droughts, floods, pandemics or economic distress — their true significance becomes visible.

The global recognition recently conferred upon India by the FAO must therefore be understood within this larger historical and institutional context.

When the FAO awarded its highest honour, the Agricola Medal, to Hon'ble Prime Minister Shri Narendra Modi at its Headquarters in Rome (May 2026), the occasion carried significance beyond ceremonial diplomacy. The recognition reflected the international acknowledgement of India's evolving role in shaping global conversations

on food security, sustainable agriculture and nutrition resilience.

FAO Director-General Qu Dongyu described Prime Minister Modi as "a symbol of hope for India's rural masses," while recognising India's transformation from a food-deficit nation into an increasingly important contributor to global food security discourse. The remarks carried emotional resonance for a country that once depended heavily on imported grain and emergency assistance.

The honour also reflected wider recognition of India's contemporary initiatives — from digital public infrastructure and technology-enabled welfare delivery to the international promotion of millets as climate-resilient and nutritionally sustainable crops. During India's G20 Presidency, these themes acquired growing international visibility as the world searched for more sustainable and equitable food systems in an era increasingly shaped by climate uncertainty.

In accepting the honour, Prime Minister Modi dedicated it not to himself, but to India's farmers, scientists, livestock rearers, fish workers and agricultural labourers. In many ways, the gesture captured the deeper philosophy underlying India's food security journey: that institutions succeed when science, governance and human commitment work together in service of society.

This idea also resonates deeply with the larger vision of the United Nations Sustainable Development Goals. The struggle against hunger today is no longer limited to agricultural production alone. It is linked with poverty reduction, climate resilience, gender equity, nutrition security, sustainable livelihoods and social justice. India's food security architecture — and institutions like FCI — increasingly intersect with several SDGs, particularly Zero Hunger, No Poverty, Responsible Consumption, Climate Action and Reduced Inequalities.

The challenge before humanity remains immense. Climate disruptions, geopolitical conflicts, water stress and economic instability continue to threaten food systems across continents. Yet the Indian experience offers an important lesson: food security cannot be sustained by markets or production alone. It requires institutions capable of balancing efficiency with compassion, scale with inclusion, and technology with human welfare.

In that larger story, the partnership between India, the FAO and institutions like FCI represents something more enduring than policy coordination. It represents a shared civilisational understanding — that the true measure of progress ultimately lies not merely in technological advancement or economic growth, but in humanity's collective ability to ensure dignity, nourishment and security for every individual.

For all the noise of modern civilisation, perhaps the quiet movement of grain still remains among the most important acts of nation-building.



联合国粮食及农业组织
FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS
ORGANISATION DES NATIONS UNIES POUR L'ALIMENTATION ET L'AGRICULTURE
ORGANIZACION DE LAS NACIONES UNIDAS PARA LA AGRICULTURA Y LA ALIMENTACION
منظمة الأغذية والزراعة للأمم المتحدة

OFFICE OF THE REPRESENTATIVE IN INDIA
55 Lodi Estate
New Delhi – 110 003

Tel: 24628877/24693060
Fax: 0091-11-24620115
Email: FAO-IN@fao.org

Re: FA 1/ 26

26 February 2025

Dear Members of the FAO Champion Award Selection Committee,

Endorsement of the Food Corporation of India (FCI)
for the FAO Champion Award for 2025

FAO India is pleased to **endorse the nomination of the Food Corporation of India (FCI) for the FAO Champion Award for 2025**. This nomination has the approval of the Secretary, Agriculture, Ministry of Agriculture and Farmers Welfare, Government of India.

In addition to the views of the Ministry of Agriculture & Farmers Welfare, this nomination is endorsed because FCI plays a pivotal role in ensuring food security for millions of Indians through its extensive procurement, storage, and distribution networks. Aligned with FAO's vision of eradicating hunger and promoting sustainable agricultural practices, FCI's initiatives directly contribute to the achievement of key Sustainable Development Goals (SDGs).

FCI operates one of the world's largest food distribution networks demonstrating its capacity to address food security on a national scale. Its partnerships with the private sector and adoption of new Information & Communication Technologies (ICTs) reflect its commitment to public sector efficiency and adaptability.

With kind regards,

Yours sincerely,

Takayuki Hagiwara

Takayuki Hagiwara
FAO Representative in India

The FAO Champion Award Selection Committee
Rome.

***Endorsement of the Food Corporation of India for the FAO Champion Award for the year 2025 (File - FCI HQ-PR014(15)/1/2025-PR)**

Beyond the Visible: Leadership, Reforms and Food Security

"The visible strength of an institution rests upon an invisible architecture of guidance, trust and collective endeavour."



Every grain that reaches a household carries a journey far larger than what the eye can see. Behind procurement centres, quality laboratories, warehouses, railway rakes and distribution networks lies an equally important force—leadership that provides direction, encourages innovation and remains closely attuned to realities on the ground. For the Food Corporation of India (FCI), the sustained guidance and active engagement of Shri Pralhad Joshi, Hon'ble Union Minister for Consumer Affairs, Food & Public Distribution and Hon'ble Ministers of State have provided an important impetus to this continuing transformation.

Under Shri Pralhad Joshi's leadership, technology and modernisation have emerged as defining priorities. From conceptualisation and planning to implementation and field-level review, the emphasis has been on translating innovation into tangible operational gains. Depot Darpan has introduced data-driven monitoring of depot infrastructure and performance, while ANNA DARPAN is evolving as an integrated digital ecosystem connecting procurement, storage, movement, sales and other functions. QMS, CFPP and CFSP are strengthening digital traceability across quality, procurement and storage operations, while GPS-enabled Vehicle Location Tracking, API-based freight integration and route-optimisation tools are bringing greater precision to logistics.

The transformation extends equally to physical infrastructure. Automated silos, Hub-and-Spoke storage models, CCTV-based surveillance, Centralised Command and Network Operations Centres, and emerging Smart Warehousing technologies are reshaping how foodgrains are stored, monitored and managed.





What lends this transformation its distinctive character is its strong connection with the field. Shri Pralhad Joshi's visits and operational reviews across Karnataka, Assam, Tripura, Kerala and Odisha have brought him directly into the realities of FCI's functioning. His engagement with FCI facilities at Agartala and reviews of storage and distribution exemplify this hands-on approach. The launch of FCI GRS further reflects his emphasis on responsive, transparent and accountable systems.

Hon'ble Ministers of State have reinforced this field-oriented approach through their engagements at FCI facilities, including Sabarmati and Rangpo, and through reviews of food distribution and procurement operations across Assam, Sikkim and Bihar. Their association with SCAN and Anna Chakra has further underscored the importance of innovation, efficiency and smarter PDS operations. Their engagements across Arunachal Pradesh, Assam and Jharkhand have highlighted the equally vital last-mile dimension of food security.

The growth is tangible. Across its core operations—from procurement and storage to silo infrastructure and digital transformation—FCI has witnessed significant and sustained expansion.

This is the essence of Anna Swaraaj – Volume III: looking beyond the visible outcomes to recognise the vision, systems and people that make them possible. Technology provides the tools; infrastructure provides the scale; people provide the momentum—and visionary leadership provides the direction. Together, they are strengthening the systems that safeguard India's food security.





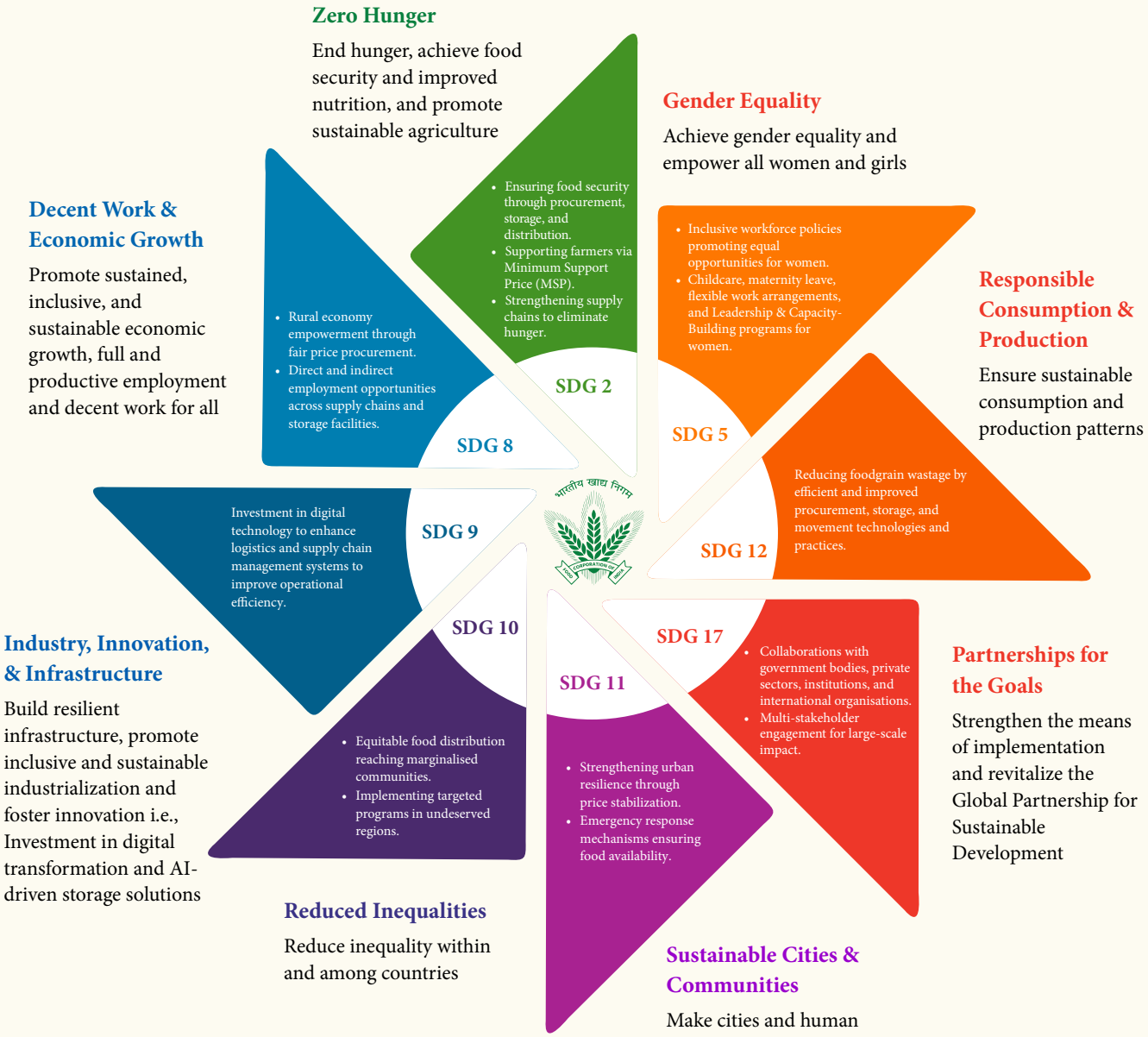








Advancing Sustainable Development Goals (SDGs) - The FCI Way



Operations at a Glance (2024-25)

TRANSPORTATION	Quantity (Million Tonnes)	Freight (Rs. Crore)
Rail	33.99	6162.07
Road	8.15	1951.95
Streamer	0.03	19.53
Total:	42.17	8133.55

TOTAL FOOD SUBSIDY

Commodity	Amount (Rs. Crore)	Rate (Rs/ Qtl)
1. Consumer Subsidy		
(a) Wheat	43,941.22	2,249.13
(b) Rice	90,340.70	3,479.19
Sub-total (1a+1b)	1,34,281.92	
2. Carrying Cost of Buffer Stocks		
(a) Buffer stock held by FCI	10,760.45	557.74
(b) Towards reimbursement of carryover charges to State Govts /Agencies	1,467.11	
Sub-total (2a + 2b)	12,227.56	
3. Subsidy on Coarse Grain	14.39	359.69
4. Total Subsidy (1+2+3):	**1,46,523.87**	

FINANCIAL HIGHLIGHTS

(Rate in Rs. Crore)

PARTICULARS	2024-25
Authorised Capital	21000.00
Subscribed & Paid-up Capital by Govt of India	20924.02
Reserve (Less Losses)	0.00
Net Worth	20924.02
Long-term borrowing through issue of bonds & NSSF Loan	36700.00
Capital Employed	57624.02

(in Million Tonnes)

STORAGE CAPACITY	2024-25
OWNED	15.39
HIRED	30.48
TOTAL:	45.87

(*Source: Annual Report 2024-25)

Theme Note

Behind the Scenes

Invisible Efforts That Move a Nation

"निशब्द प्रयासों से अन्न सुरक्षा साकार होती है,
अदृश्य समर्पण से व्यवस्थाएँ सुदृढ़ होती हैं।
हर दाने की यात्रा में अनगिनत हाथों का साथ है,
हर दाने में छुपा एक विश्वास है।
जो दिखता नहीं, वही सबसे बड़ा योगदान,
इसी अदृश्य श्रम से चलता हिन्दुस्तान है।"

India's food security system is often perceived through its visible milestones — procurement operations, storage infrastructure, seamless movement of foodgrains, and their timely distribution to millions of beneficiaries. The idea of food security has always occupied a place of deep civilisational importance in India. Ancient Indian thought regarded food not merely as sustenance, but as the very basis of life and social stability:

अन्नाद्वै प्रजाः प्रजायन्ते। याः काश्च पृथिवीं श्रिताः। अथो अन्नेनैव जीवन्ति। अथैनदपियन्त्यन्ततः। (तैत्तिरीय उपनिषद्)

All beings that dwell upon the earth are born from food. By food alone do they live, and into food they ultimately return. (Taittiriya Upanishad)

In the previous edition of Anna Swaraaj (https://fci.gov.in/admin/storage/ckeditor/Magazine-Latest-File.pdf), the focus was on aligning the Food Corporation of India's mandate with the United Nations Sustainable Development Goals, with emphasis on modernisation, digitalisation, and sustainable practices for the future. The edition also captured the extraordinary commitment of FCI's workforce during the COVID-19 pandemic—a period marked by severe logistical constraints and an unprecedented surge in demand, yet met with uninterrupted procurement, storage, and distribution across the country.

However, this edition of the *Anna Swaraaj* seeks to go beyond these visible dimensions to highlight the deeper, less apparent mechanisms that sustain this vast food security system. Distinct from earlier editions, it shifts focus from operational outcomes to the underlying processes, institutional frameworks, and human effort that ensure consistency, reliability, and precision in execution.

Anchored in the theme "Behind the Scenes," this edition presents a comprehensive narrative of the FCI's functioning. It begins with leadership insights and system-level perspectives, followed by a distinctive overview of core operational activities such as procurement, storage, movement, distribution, and quality control. While these segments illustrate the scale and complexity of our mandate, central emphasis lies in bringing forth the critical yet often understated role of supporting divisions that operate beyond the public eye.

This edition also highlights the indispensable contributions of verticals such as Stocks, Information Technology, Engineering, Finance, Contracts, Personnel, Security and allied functions. These functions collectively ensure operational continuity, regulatory compliance, and effective coordination across multiple levels. From digital systems enabling real-time monitoring and data-driven decision-making, to engineering efforts in developing and maintaining storage infrastructure; from financial oversight ensuring accountability in public expenditure, to vigilance mechanisms upholding transparency—each function forms an integral pillar of a system that operates at a national scale with unwavering dedication.

We also acknowledge the human dimension that underpins institutional strength. Industrial Relations teams maintaining harmony across a vast workforce, Rajbhasha efforts bridging linguistic diversity, legal divisions upholding due process, and Public Relations teams shaping the narrative of FCI—all form critical threads in this complex fabric. Even spaces of recreation and cultural engagement find recognition, reminding us that behind institutional efficiency lies a motivated and balanced workforce.

The spirit of such collective effort finds resonance in the wisdom of the Atharvaveda, whose verse reflects the very essence of modern food security administration—where seamless coordination between producers, institutions, systems, and administrators becomes indispensable to sustaining national welfare and ensuring collective prosperity.

उपोहश्च समूहश्च क्षत्तारौ ते प्रजापते।
ताविहा वहतां स्फातिं बहुं भूमानमक्षितं॥ ***(अथर्ववेद)***

The farmer and the administrator are like two wheels of a chariot; together they bring forth enduring prosperity. (Atharvaveda)

Through, Anna Swaraaj – Volume III, an effort is made to bring readers closer to this unseen ecosystem of food security management. It captures not only the technical and procedural work but also the dedication, adaptability, and silent commitment demonstrated across all levels of the organisation—from policy formulation at the Headquarters to execution at Zonal, Regional, Divisional, and Depot levels. The intent is to present food security not merely as a sequence of activities, but as an interconnected and dynamic system driven by people, processes, and purpose among various divisions of FCI across various levels of Offices.

We believe that this edition will serve as a valuable anthropological record of the ecosystem of FCI. It is also expected to initiate informed dialogue on the complexities of managing and sustaining food security in a country as vast and diverse as India, particularly in the context of implementing people-centric programmes of a scale that is among the largest in the world.

At its core, Anna Swaraaj – Volume III is a tribute to those who work beyond the spotlight, yet remain indispensable to the mission of national food security. For in every grain that reaches a household lies the effort of countless unseen hands—and within every unseen effort resides the strength of the nation itself.

अन्नं ब्रह्मेति व्यजानात्॥ (तैत्तिरीय उपनिषद्)

Food is sacred; food is life itself. (Taittiriya Upanishad)



Goddess Annapurna
18th Century CE | Northern India | Bronze
Width: 5.3 Height: 10.5 Centimetre
Accession Number: 66.377
Source: National Museum, New Delhi

MILESTONES



1947-1950

- The Foodgrains Policy Commission of 1947 (Sir Purshottamdas Thakurdas) emphasized the need for maintaining food reserves.
- The Foodgrains Investigation Commission of 1949 reinforced the objective of achieving self-sufficiency in food production.
- The Foodgrains Procurement Commission of 1950 recommended setting up a centralised procurement agency—the precursor to FCI.



1964-1966

- The Food Corporations Act, 1964 was enacted for the purpose of trading in foodgrains.
- Food Corporation of India was established on January 14, 1965, with its Headquarters in Madras and 4 regional centres.
- Establishment of the Agricultural Prices Commission.



1972-1976

- First concrete silo (20,000 tonne capacity) of FCI was set up at Faridabad.
- Wheat wholesale trade started.
- Technical Group for Buffer Norms was set up in December 1975.
- ICDS was launched.
- Set up 25 modern rice mills.

1950-1964



- The Foodgrains Enquiry Committee of 1957 (Ashok Mehta) recommended maintaining buffer stocks to manage supply fluctuations.
- The Foodgrains Prices Committee of 1964 recommended the setting up of the Food Corporation of India to enable the Government to stabilise market prices.

1966-1971



- July 1967, FCI Headquarters shifted from Madras to New Delhi.
- Storage capacity increased to 62.50 LMT; movement rose to 41.42 LMT.

1976-1980



- Record procurement, no import; stocks touched 180 LMT.
- Prices came under control; wheat released under food for work to States.
- 1.5 LMT wheat was repaid to the USSR. Additionally, 4.7 LMT was supplied to needy countries.
- Exported foodgrains to Indonesia, Vietnam, Afghanistan, Bangladesh, Mauritius, Zaire, and USSR as gift, loan, return loan, or under FAO programmes.

MILESTONES



1980-1992

- Expansion and revamping of Fair Price Shops (FPSs).
- The Agricultural Prices Commission renamed as Commission for Agricultural Costs and Prices (CACP) in 1985.
- 'Save Grain' Campaign.
- Seminar on the role of foodgrain agencies on food security in Asia and the Pacific.



1996-2000

- Export of 11 LMT wheat.
- Total Storage Capacity: 223.7 LMT
  Total Transportation: 202.2 LMT
- Antyodaya Anna Yojana launched (2000).



2014-2020

- FCI completed 50 years of service.
- India Post launched Commemorative Postal Stamp.
- PMGKAY launched (2020).
- Approximately 1121 LMT of free foodgrains distributed to beneficiaries for 28 months.
- FCI remained at the forefront as an essential service provider during COVID-19.

1992-1996



- FPSs increased to 4.33 lakhs.
- Nationwide launch of Mid-Day Meal Scheme (1995).
- Procurement: Wheat, 117.3 LMT
  Rice, 74.8 LMT
  Transportation: 215.2 LMT
  Storage: 264.1 LMT

2000-2013



- Export of 71.12 LMT wheat and 77.69 LMT rice.
- First modern steel silos on circuit-based models established (2007–08) at Moga and Kaithal.
- The National Food Security Act passed in the Parliament, marking a paradigm shift in the approach to food security from welfare to a rights-based approach.

2021-2026



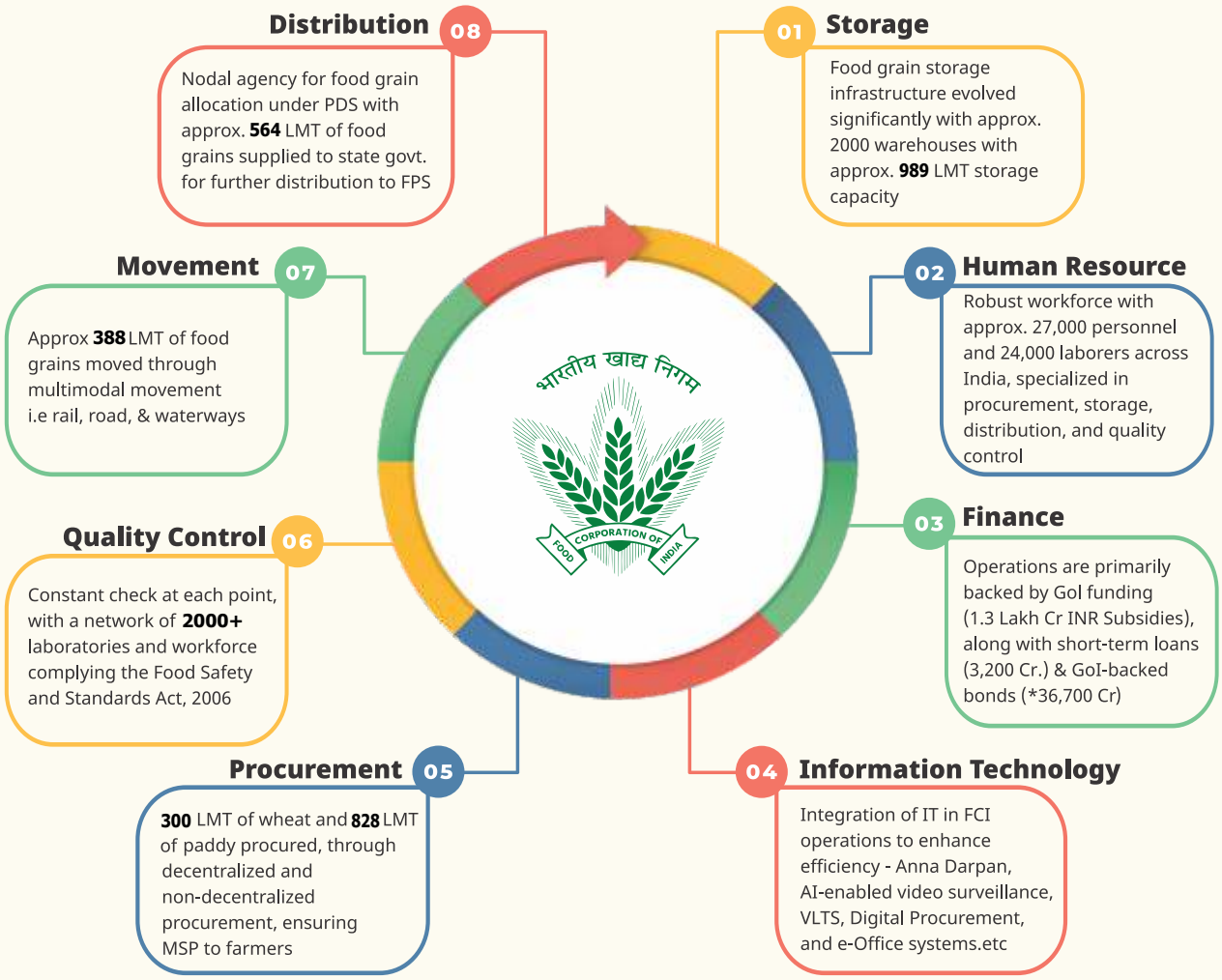
- First state-of-the-art laboratory inaugurated at the Institute of Food Security (IFS), Gurugram (2021).
- The Government launched ONORC and biometric authentication for PDS beneficiaries.
- Digital initiatives like ANNA DARPAN, VLTS, AGA, QMS, and modern video surveillance undertaken.

The Food Corporation of India (FCI) and the World Food Programme (WFP) signed a Memorandum of Understanding (MoU) on 18 February 2026 to strengthen collaboration in advancing global humanitarian and food security initiatives.



(Left to Right) Mr. Runul Pratap, Deputy Secretary (Policy-I), DFPD; Ms. C. Shikha, Joint Secretary (Policy & FCI), DFPD; Mr. Rabindra Kumar Agarwal, CMD, FCI; Mr. Sanjeev Chopra, Secretary, DFPD; Mr. Carl Skau, Deputy Executive Director, WFP; Ms. Elisabeth Faure, Representative & Country Director, WFP; Ms. Nozomi Hashimoto, Deputy Country Director, WFP; and Mr. Ankit Sood, Head of Operations, WFP

Ashta Chakra of FCI : The Wheel Driving India's Food Security



01 Storage

Food grain storage infrastructure evolved significantly with approx. 2000 warehouses with approx. **989** LMT storage capacity

02 Human Resource

Robust workforce with approx. 27,000 personnel and 24,000 laborers across India, specialized in procurement, storage, distribution, and quality control

03 Finance

Operations are primarily backed by GoI funding (1.3 Lakh Cr INR Subsidies), along with short-term loans (3,200 Cr.) & GoI-backed bonds (*36,700 Cr)

04 Information Technology

Integration of IT in FCI operations to enhance efficiency - Anna Darpan, AI-enabled video surveillance, VLTS, Digital Procurement, and e-Office systems.etc

05 Procurement

300 LMT of wheat and **828** LMT of paddy procured, through decentralized and non-decentralized procurement, ensuring MSP to farmers

06 Quality Control

Constant check at each point, with a network of **2000+** laboratories and workforce complying the Food Safety and Standards Act, 2006

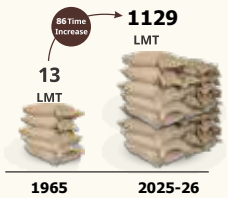
07 Movement

Approx **388** LMT of food grains moved through multimodal movement i.e rail, road, & waterways

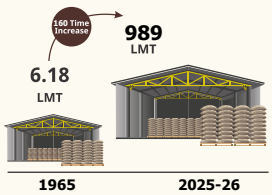
08 Distribution

Nodal agency for food grain allocation under PDS with approx. **564** LMT of food grains supplied to state govt. for further distribution to FPS

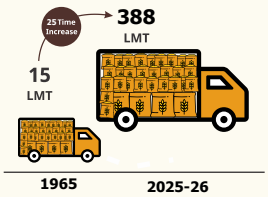
The *Ashta Chakra* above denotes the vital inputs for the FCI system, reflecting the generic factors of production for any organisation i.e. Storage infrastructure (*Land assets*), Human Resource (*Labour*) together with Finance (*Capital*) and IT (*Technology*) enabling implementation of the mandate and operations i.e. Procurement, Quality Control, Movement, and Distribution (*output & outcomes*).



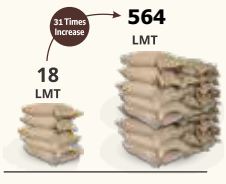
Procurement



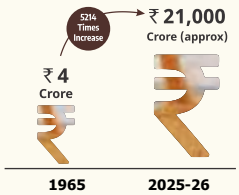
Storage



Movement



Distribution



Paid-up Capital




The Story Behind the System

Food security is often understood through what we can see: foodgrains being procured from farmers, stored in depots, transported across states, and distributed through welfare schemes. These visible operations form the public face of the Food Corporation of India and represent the most tangible expression of its national mission.

Yet every visible action rests upon a much larger ecosystem working quietly behind the scenes.

Procurement, storage, movement, quality control, sales, and distribution may be the most recognisable links in the chain, but they are sustained by a vast network of functions that rarely enter the public eye. Engineers create and maintain the infrastructure that holds the nation's reserves. Information Technology enables real-time coordination across thousands of locations. Finance, Purchase, and Contracts ensure that resources, systems, and processes function seamlessly. Personnel, Industrial Relations, and Administrative teams support the workforce that powers operations across the country. Legal Affairs, Vigilance, Security, Rajbhasha, Public Relations, and numerous other functions provide the institutional framework that keeps the entire system accountable, responsive, and resilient.

Together, these visible and invisible contributions form a single, interconnected whole.

This section celebrates that larger ecosystem. It explores not only what FCI does, but how it does it—revealing the people, processes, and partnerships that quietly sustain one of the world's largest food security systems and ensure that its promise reaches millions every day.




Holding the Nation's Reserves:
Inside Storage Operations



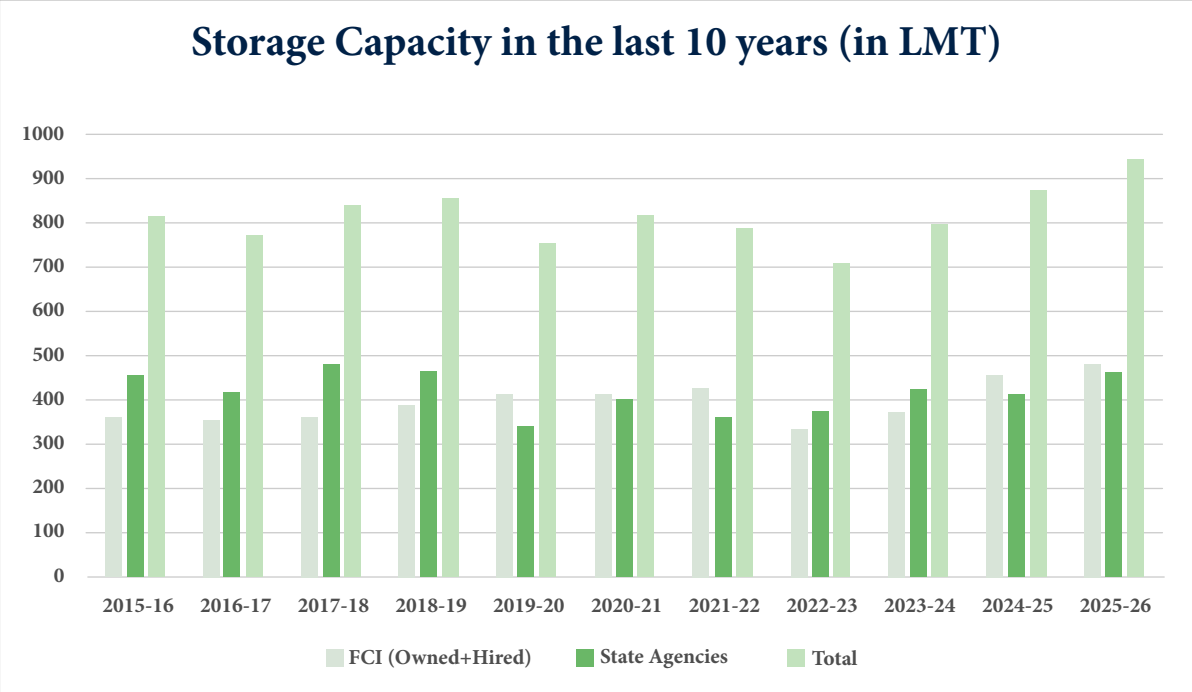
Storage is often perceived as a passive function —foodgrains lying in warehouses until they are needed. In the Food Corporation of India, however, storage is a dynamic and mission-critical operation at the heart of India's food security system. Managing vast quantities of foodgrains over extended periods, this storage network ensures that stocks meant for the Public Distribution System (PDS), welfare schemes, and national buffer requirements remain safe, accessible, and of assured quality. This demands continuous planning, scientific management, and real-time coordination across the country.

With a widespread network of strategically located depots, including modern silos, FCI combines conventional and scientific storage practices to meet policy objectives. Its capacity is further strengthened through partnerships with Central and State Warehousing Corporations, state agencies, and private players both for short-term needs and under long-term arrangements such as the Private Entrepreneurs Guarantee (PEG) Scheme. At the same time, capacity expansion and modernisation remain ongoing priorities, with new godowns and Silo projects being developed through private participation and Public-Private Partnerships.

Institutional Role and Planning

Storage planning begins well before procurement starts, at both the Headquarters and field levels. Based on projected procurement, existing stock, buffer norms, and expected offtake under the PDS and welfare schemes, storage capacity requirements are estimated in advance. These requirements are mapped region-wise and depot-wise, recognising variations between surplus and deficit states. While surplus regions require higher capacity during procurement seasons, deficit regions focus on receipt and transit storage.

The storage operations encompass a diversified network of godowns, CAP storage, and Silos ensuring long-term storage, peak-season flexibility, and scientific handling of foodgrains. Capacity utilisation is closely monitored at the depot level.



Where gaps arise, timely measures such as hiring additional space, creating temporary capacity, or advancing stock movement are implemented to prevent congestion.

Storage operations function in close alignment with procurement and movement. Daily stock inflows are tracked against available capacity, and adjustments are made in real time. During peak arrivals, older stocks may be moved out or fresh arrivals may be redirected to alternate depots. This coordination ensures uninterrupted procurement while maintaining safe storage conditions.

Scientific storage practices such as proper stacking, use of dunnage, ventilation management, and scheduled fumigation are systematically followed. Regular inspections monitor key parameters like moisture and infestation. Seasonal precautions, particularly during the monsoon, help mitigate risks. Stocks are also segregated by age and quality to ensure issue on a "First In, First Out" (FIFO) basis, reducing deterioration.

Storage planning remains dynamic, with contingency measures in place to address unexpected situations like excess procurement, natural disasters, or infrastructure issues, alongside seasonal strategies especially for the monsoon to protect stocks through preventive and emergency actions.

Digital Monitoring and Records Management

Storage operations in FCI are being constantly upgraded to be driven by digital systems that will provide real-time visibility of stock positions, capacity utilisation, and movement. Integrated platforms like ANNA DARPAN are under development to enable data-driven decision-making and early identification of operational pressures, while maintaining digital records and audit trails. Technology adoption is further reinforced through the rollout of CCTV surveillance in depots, supported by a Centralised Command Control Centre (CCC) and Network Operations Centre (NoC) at the Headquarters. Initiatives like the SMART Warehouse Project implemented with WFP and DFPD are being explored that will help in monitoring critical parameters such as temperature, humidity, gas levels,



and pest activity under storage conditions. Complementing these efforts, the Depot Darpan Portal provides a centralised platform for monitoring depot infrastructure and performance, enabling more targeted inspections, improved oversight, and enhanced operational responsiveness.

Storage Re-imagined: The Shift Towards Silo Operations

Silos represent the modern face of grain storage in India's food security system. Rising above landscapes near railheads and consumption centres, they blend automation with human oversight to preserve grain quality and ensure uninterrupted food supply. Yet, what truly sustains Silo operations in FCI is not just engineering, but meticulous planning, monitoring, and coordination carried out behind the scenes.

Silos are planned at locations that support rapid evacuation and distribution. From a planning perspective, Silos help FCI optimise space, improve storage efficiency, and reduce dependence on bagged storage. They play a key role in managing large volumes during peak procurement seasons. Their proximity to railway sidings, ports, and high-demand regions allows grain to move swiftly across the supply chain.

Many Silos operate under Public-Private Partnership (PPP) models, where private partners handle construction and operation under FCI oversight. This arrangement introduces efficiency while retaining public accountability.

States such as Punjab, Uttar Pradesh, Haryana, and Madhya Pradesh account for a significant share of completed and ongoing projects, reflecting their central role in national procurement and distribution networks.

STATUS OF SILOS

(AS ON 01.02.2026)

FIG. IN LMT

COMPLETED	UNDER CONSTRUCTION	Total
		
(57 LOCATIONS) 32.25	(77 LOCATIONS) 31.375	(135 LOCATIONS) 64.625

The Evolution of Silo Development in FCI

The journey of FCI into Silo storage reflects a gradual yet determined shift towards modern, efficient grain management. What began as a pilot initiative has, over the years, evolved into a structured and expanding network of scientific storage facilities aligned with the needs of a growing and dynamic food security system.

The first step came in 2005, when FCI introduced Silo storage under a pilot project based on the Circuit-Based Model through the PPP route. Operational between 2007 and 2009, this model created a defined movement chain—linking procurement regions to consumption centres through Silo-based logistics. Facilities at Moga and Kaithal served as base depots, while cities such as Chennai, Coimbatore, Bengaluru, Navi Mumbai, and Hooghly functioned as receiving points. With a capacity of 5.50 LMT, this phase marked FCI's initial move towards integrating bulk storage into its conventional system.

Building on this experience, Silo development gained momentum following policy direction from the Government of India. In 2015, based on the recommendations of the High-Level Committee chaired by Shri Shanta Kumar, an ambitious plan was approved to create 100 LMT of Silo capacity across the country. This phase introduced the Railway-Siding and Road-Fed Model, focusing on seamless bulk movement through rail connectivity and integrated road transport. As of December 2025, 20.75 LMT capacity across 41 locations has been completed and made operational, with an additional 3.50 LMT under construction.

As the programme expanded, FCI adopted a more flexible and decentralised approach through the Hub and Spoke Model. Under this system, large hub Silos store bulk quantities, which are then supplied to smaller spoke Silos located closer to consumption centres. This model supports containerised road movement, reduces reliance on rail infrastructure, and improves last-mile delivery efficiency.

Implementation under this model follows two formats—DBFOO (Design, Build, Finance,



Operate and Own), where private partners develop and operate Silos on their own land, and DBFOT (Design, Build, Finance, Operate and Transfer), where facilities are built on FCI's lands and later transferred to the Corporation. Under Phase I, 10.125 LMT capacity across 14 locations was awarded under DBFOT mode, alongside 24.75 LMT across 66 locations under DBFOO mode. Phase II has further expanded the programme, with tenders for 25.125 LMT across 54 locations, most of which have already progressed to the agreement stage.

tested before storage and monitored throughout its lifecycle. Behind the scenes, teams analyse data and take preventive measures to safeguard large volumes in bulk storage.

Equally important is the planning that keeps operations seamless. Intake is aligned with procurement, while discharge is synchronised with movement and distribution schedules, enabling smooth flow and quick turnaround. Supported by digital platforms, real-time data enhances transparency and decision-making, while strict

STATUS OF HUB & SPOKE PHASE-I SILOS

AGENCY	MODE	CAPACITY AWARDED	CAPACITY COMPLETED	CAPACITY UNDER CONSTRUCTION
FCI	**DBFOT**	10.125 LMT at 14 locations	4.75 LMT at 6 locations	4.375 LMT at 7 locations
	DBFOO	24.75 LMT at 66 locations	1.25 LMT at 3 locations	23.50 LMT at 63 locations
	TOTAL:	34.875 LMT at 80 locations	6.00 LMT at 9 locations	27.875 LMT at 70 locations

From a modest pilot to a nationwide expansion strategy, Silo development reflects a clear transition towards modern, scalable, and efficient storage systems designed to strengthen logistics, improve grain handling, and support the evolving demands of India's food security framework.

Planning, Integration, and Reliability in Silo Operations

Silo operations combine technology with careful planning to ensure modernised and reliable grain management. From intake and cleaning to storage and discharge, automated systems manage each stage, while sensors continuously monitor moisture, temperature, and aeration to maintain optimal conditions and preserve quality.

Quality assurance is built into the process, with grain safety, maintenance, and compliance protocols ensure dependable operations at all times.

The Backbone Behind the Reserves

Storage operations at FCI function through a layered system that connects national planning with ground-level execution. At the Headquarters, the focus is on monitoring overall storage capacity, assessing utilisation, tracking national stock positions, and framing storage policies in line with operational needs. At the Zonal level, efforts are directed towards coordinating with Regions and consolidating their storage requirements. Regional offices, in turn, work closely with Divisions to manage capacity on the ground, particularly through the hiring and de-hiring of storage space based on seasonal demands and stock levels.

At the Divisional level, this planning translates into action. Teams maintain real-time records of storage availability and utilisation, manage hired godowns, and oversee related financial processes. Together, this coordinated structure ensures that storage capacity remains flexible, responsive, and aligned with the dynamic needs of the foodgrain supply chain.

Storage in FCI is far more than the physical act of warehousing grain. It is a continuous, behind-the-scenes operation that demands foresight, discipline, and constant vigilance. Through careful planning, scientific practices, coordinated movement, and dedicated manpower, FCI ensures that grain procured today remains safe and fit for distribution months or even years later.

Silo operations in FCI represent a quiet transformation in how India stores its grain. While their towering structures are visible from afar, the true story lies within—of automated systems, vigilant monitoring, and coordinated planning. Silos stand as modern guardians of grain, managed by hands that may never touch a bag but ensure that millions are fed with efficiency, safety, and foresight.



Engineering India's Food Infrastructure:

Supporting the Nation's Food Security Mission



Within the Food Corporation of India, engineering functions build and sustain the foundation that supports everyday operations—procurement, storage, movement, and distribution—ensuring their reliable functioning across seasons and geographies.

Its work spans both the creation and upkeep of critical infrastructure. On the civil side, this includes the construction and maintenance of godowns, plinths, office and residential buildings, railway sidings, and essential utilities such as roads and drainage. Continuous upgradation efforts ranging from improved road infrastructure to welfare facilities under CSR initiatives further strengthen operational efficiency on the ground. Complementing this, the electrical and mechanical functions ensure uninterrupted operations through maintenance of HT and LT systems, adoption of energy-efficient solutions, and modernisation of key assets such as weighbridges and Silo infrastructure.

Planning Infrastructure for a National Mandate

The role of Engineering begins at the planning stage, where infrastructure requirements are mapped in alignment with procurement volumes, storage needs, and movement patterns. Proposals for godowns, depots, rail sidings, weighbridges, and administrative facilities are carefully assessed, factoring in land availability, connectivity, climatic conditions, and regional challenges.

This planning seamlessly transitions into the design and construction of storage infrastructure. Conventional godowns are built to prescribed technical standards, with careful attention to structural safety, ventilation, drainage, and protection against moisture and pests. Quality assurance is maintained at every stage, ensuring that assets meet established construction benchmarks. In recent years, expansion of storage capacity—including new

godowns in the North-East and other regions—has strengthened FCI's presence and improved regional balance in the infrastructure.

Beyond construction, engineering functions ensure the long-term reliability of infrastructure through systematic maintenance and asset management. Regular inspections and timely repairs of roofs, flooring, electrical systems, and safety installations help prevent disruptions and extend the life of assets.

Upgradation initiatives such as improved ventilation systems, replacement of ageing surfaces with cement concrete roads, enhanced roofing, and provision of power backup contribute to improved durability and operational efficiency. Structured programmes like the Depot Darpan Action Plan (2025–26) further institutionalise phased infrastructure improvements across depots.

Engineering interventions also play a critical role in streamlining operations. Efforts are underway to introduce modernised systems such as conveyors and elevators, enabling faster and more reliable movement of foodgrains within storage facilities.

With a focus on sustainability and safety, the Engineering function within FCI is exploring energy-efficient systems such as LED lighting, rainwater harvesting, and solar installations. At the same time, strict adherence to safety standards covering structural integrity, fire protection, and emergency preparedness is ensured through regular audits and training.

Through active coordination with multiple stakeholders, including contractors, consultants, and local authorities, this function ensures that projects are delivered within defined timelines, budgets, and technical specifications, maintaining consistency across locations.

As FCI moves towards greater digital integration, the Corporation's Engineering arm also supports the deployment of surveillance systems and contributes to the development of technology-driven solutions.

EXTENDED CENTRAL SECTOR SCHEME

DESCRIPTION	NORTH EAST	OTHER THAN NORTH EAST
Total approved capacity	**1,05,890 MT** (15 Locations)	**54,760 MT** (9 Locations)
Capacity completed	**72,550 MT** (12 Locations)	**51,420 MT** (8 Locations)
Capacity under progress	**30,000 MT*** (2 Locations)	**3,340 MT** (1 Location)

STATUS OF AUGMENTATION OF STORAGE CAPACITY UNDER EXTENDED CENTRAL SECTOR SCHEME (FROM 01.04.2017 TO 01.03.2026)



Strong Foundations, Seamless Operations

Across the various FCI offices, Engineering operates through a well-coordinated structure. At the Regional level, they address the day-to-day infrastructure needs of multiple District/ Divisional Offices ranging from routine maintenance and inspections to upgradation and new construction projects. At the Zonal level, these requirements are consolidated and assessed, with teams evaluating upcoming demands and executing civil and electro-mechanical works in line with delegated powers. At the Headquarters, this groundwork feeds into a larger vision. National-level planning, capacity expansion, and implementation of government directives are shaped here ensuring that infrastructure development across FCI remains aligned, responsive, and future-ready.

The Engineering arm of FCI does not handle foodgrains directly, yet its work touches every bag, every movement, and every delivery; by building infrastructure and maintaining the physical framework of food security, it enables all other divisions to perform their roles effectively.

It stands as the silent builder ensuring that India's food security rests on foundations that are strong, safe, and ready for tomorrow.

From Recruitment to Retirement:
Managing the Human Capital

Behind the vast network of FCI operations, lies a critical enabler: its people, its employees. Supporting this human backbone is the Personnel function, which ensures that the organisation's workforce remains aligned, capable, and responsive to national needs.

At its core, food security is delivered by officers and staff managing mandis, depots, logistics, and administration. Given the scale and complexity of FCI's mandate, maintaining a workforce that is skilled, disciplined, and strategically deployed is essential. The Personnel function manages this responsibility across the entire employee lifecycle, from recruitment to retirement, ensuring continuity and efficiency in operations.

Across cadres such as General, Depot, Technical, Movement, and Accounts, this function oversees a workforce comprising 971 Category-I, 5528 Category-II, 18866 Category-III, and 926 Category-IV employees (as per staff position on 31.12.2025). At the Headquarters level, it serves as the strategic nerve centre, providing policy directions and oversight. These operations are seamlessly extended and operationalised across Zonal, Regional, and Divisional levels, ensuring last-mile execution and responsiveness.

Managing People, Enabling Performance

The Personnel function begins with establishment and workforce management, covering postings, transfers, promotions, and retirement benefits. This ensures optimal deployment of personnel across locations, enabling seamless operations even during peak procurement or distribution periods.

Recruitment and Career Progression form another key pillar. Through the Recruitment, Promotion & Integration (RPI) framework, it manages induction and advancement while maintaining seniority and organisational balance.



Supporting units such as the Establishment Policy Wing and OMISS (Organisation Methods, Inspections and Staff Sanctions) handle service rules, manpower planning, and staffing norms, ensuring that workforce structures remain aligned with operational demands.

Equally important is **Industrial Relations and Compensation Management.** The Wage Revision Cell (WRC) oversees pay structures and negotiations, while IR-Staff manages engagement with unions, dispute resolution, and welfare measures. Together, these functions contribute to a stable and harmonious work environment.

The Personnel function also drives **Performance Management** through the Annual Performance Appraisal Report (APAR) system, which supports career progression, accountability, and identification of training needs. By maintaining transparent and timely appraisal processes, it reinforces a culture of responsibility and continuous improvement.

Capacity Building: Strengthening the Workforce

Training and skill development are central to sustaining operational excellence. The Institute of Food Security (IFS), Gurugram, serves as the premier training institution of FCI, conducting induction, orientation, and refresher programmes across levels.

During 2024–25, 1,172 officers and officials were trained at IFS, while 1,512 personnel attended specialised programmes at reputed institutions such as IIMs, ASCI Hyderabad, NALSAR, AJNIFM, NIPHM, and IGMRI. Guided by the FCI Training (Learning & Development) Policy, 2020, these initiatives ensure that employees remain equipped to handle evolving operational and technological demands.

An Integrated Human Resource Network

From policy formulation at the Headquarters to implementation at field offices, the Personnel function operates as an integrated system. It also supports digital initiatives like HRMS, promotes



inclusivity through liaison functions, and ensures employee welfare through pension and service-related support systems. It is also responsible for general administrative duties that are common to most government organisations. These include coordinating office logistics, facilitating arrangements for meetings and official events, official travel arrangements, maintenance of basic amenities and infrastructure, etc.

Redefining Workforce Management: Human Resource Management System

The Food Corporation of India took a significant step towards modernising its workforce management with the launch of the Human Resource Management System (HRMS) in 2020. Designed as a comprehensive digital platform, HRMS has streamlined key processes such as attendance, leave, performance appraisal, and employee data management for over 27,000 employees. Its scope has further expanded to include modules like PRMS, extending services to 38,923 retirees, along with digital medical facilities and a transparent transfer system.

HRMS brings together all HR functions on a single, user-friendly platform, featuring a bilingual interface and employee self-service capabilities. It enables real-time tracking of records, improves transparency, and reduces dependency on manual processes. The shift to paperless operations including online service records and digital workflows has significantly reduced administrative time and costs.

A key highlight is the integration of cashless medical facilities, ensuring seamless access to healthcare for both employees and retirees, thereby strengthening welfare measures. At the same time, reduced paper usage supports FCI's sustainability goals.

With 24/7 accessibility and improved data accuracy, HRMS supports a more responsive and digitally empowered workforce. As a result, it not only enhances employee experience but also establishes a strong digital foundation for future advancements in human resource management at FCI.

The Invisible Engine

The Personnel function of FCI remains largely behind the scenes, yet its impact is visible in every successful operation. By ensuring that the right people are placed, supported, and developed at the right time, it transforms human resources into a strategic asset.

In doing so, it continues to strengthen FCI's ability to deliver on its national mandate ensuring food security for millions, every single day.



The Human Backbone of Food Security:
Labour, Welfare, and Industrial Harmony

Food security is sustained not only by infrastructure and systems, but by the people who keep them running. Across depots, railheads, and operational centres, thousands of workers/ labourers ensure that foodgrains are handled, stored, and moved seamlessly. At the heart of this human network is the Industrial Relations & Labour (IRL) function of the Food Corporation of India, which ensures that this workforce operates within a framework of fairness and stability.

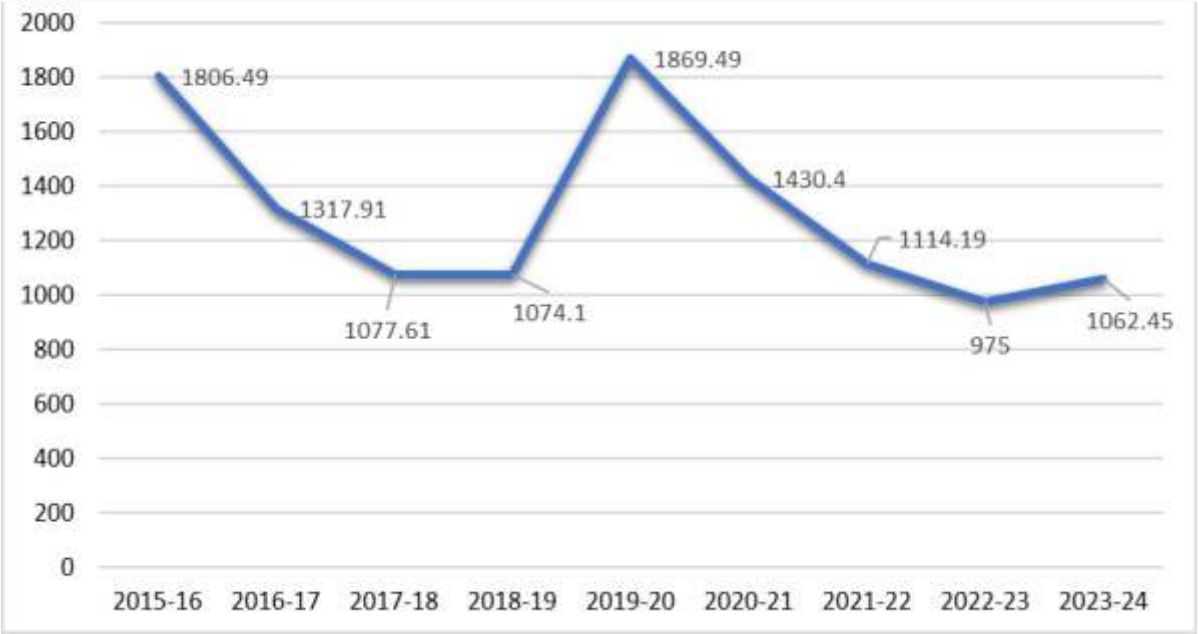
Managing a Diverse Workforce

To manage the scale of FCI operations, this function administers multiple labour systems tailored to operational needs. Currently, 196 depots operate under different labour models: Departmental Labour System (DLS), Direct Payment System (DPS), and No Work, No Pay (NWNP) collectively supporting over 19,000 labours.

The Departmental Labour System provides structured pay scales and is divided into categories such as Sardar, Mandal, handling labour and auxiliary labour, along with statutory benefits like CPF, gratuity, medical facilities, and allowances. The Direct Payment System links wages to output through piece-rate mechanisms while ensuring minimum guaranteed wages and social security benefits. Similarly, in the NWNP system, payment for actual amount of work done is made on the basis of ASOR% age of the workers. In addition, benefits of EPF, ex-gratia amount in lieu of bonus, and three weekly holidays are paid under the National Minimum Wages Act. Moreover, the minimum daily wages fixed by the Government under the Minimum Wages Act are admissible to the handling labour if their piece-rate earnings are less than this on the date of their engagement.



Annual Operation Cost of Departmental Labour (in crores)



Ensuring Harmony, Welfare and Productivity of Labour Workforce

Industrial harmony is critical to uninterrupted operations. The IRL function facilitates continuous dialogue between management and workers through structured grievance redressal mechanisms and consultations. It ensures strict compliance with labour laws and government directives related to wages, working conditions, and social security. Regular policy reviews ensure that labour practices remain aligned with evolving legal and operational requirements.

Worker welfare remains central to IRL's approach. Alongside wages, benefits such as medical support, leave provisions, and safety measures contribute to workforce stability. At the same time, efforts to improve productivity have been institutionalised through studies conducted by organisations such as the National Productivity Council and Deloitte, focusing on incentive structures, manpower planning, and efficient labour deployment.

Guided by policy direction at the highest level, including Board-level deliberations, the role of IRL continues to adopt a pragmatic and balanced approach, ensuring that operational efficiency and worker welfare go hand in hand.

The People Behind the System

Behind every successful movement of grain lies a coordinated human effort. The IRL function operates through its policies, systems, and continuous engagement, ensuring that this workforce remains supported, motivated, and aligned with FCI's mission. In doing so, it sustains not just operations, but the very foundation of India's food security system.

Behind Every Operation:
The Finance Framework

Every core operation in the Food Corporation of India , from procurement to distribution, is supported by an equally vast and carefully structured financial system. While trucks move, depots operate, and stocks are managed on the ground, an intricate financial architecture works in the background, ensuring that every transaction is accounted for and every resource is planned.

At the centre of this is FCI's financial framework—an integrated structure of specialised verticals comprising Accounts, Financial Accounting Package (FAP), Budget & Cost, CPF, and Funds. Together, they translate operational scale into financial order, enabling continuity, discipline, and accountability across the organisation.

Accounts: Ensuring Financial Accuracy and Accountability

The financial story of FCI begins with the Accounts function. It is here that every transaction—procurement payments, operational expenses, and financial adjustments—is systematically recorded and consolidated.

Operating through a structured hierarchy, Divisional Offices serve as the primary accounting units, with consolidation at Regional Offices and finalisation at the Headquarters. This layered system ensures that financial data flows seamlessly from the field to the national level.

With established accounting standards, a detailed Accounting Manual, and oversight through internal audits and the Comptroller and Auditor General of India (C&AG), the Accounts function anchors financial integrity across the organisation.

Finance: Enabling Decisions, Ensuring Compliance

The Finance function shapes decisions in the present by according financial concurrence to proposals from operational divisions examining them through the lens of General Financial Rules (GFR), tax regulations, and the internal guidelines of FCI.

This function also drives financial compliance across the organisation by issuing instructions on GST and Income Tax matters, ensuring uniform adherence across field offices.

In line with the Digital India initiative, payments are executed digitally through SBI's Cash Management Product, improving speed and traceability. Systems such as the Structured Financial Messaging System (SFMS) are used to verify bank guarantees, reducing fraud risks, while integration with the NSL Information Utility enables electronic bank guarantee facilitation.

Transparency and ease of doing business are further strengthened through tools like the Bill Tracking System (BTS), which allows vendors to monitor payments in real time, and onboarding on the Trade Receivables Discounting System (TReDS) for MSME bill discounting. The implementation of GeM Pool Accounts across all levels and regular consolidation of MSME payment data reflect a structured and accountable financial ecosystem.

FAP: Connecting Finance in Real Time

As operations expanded in scale and complexity, the need for a unified digital system became essential. The Financial Accounting Package (FAP)

addresses this need by bringing financial processes onto a single, integrated platform.

Built on Oracle architecture, FAP enables real-time recording and monitoring of receivables, payables, and payroll transactions across locations. What was once dispersed is now interconnected allowing decisions to be taken with greater speed and clarity.

Features such as the Bill Tracking System streamline vendor interactions, while CPF self-service modules bring financial access closer to employees. With cloud integration and bilingual functionality, FAP reflects FCI's shift towards a more connected and responsive financial ecosystem.

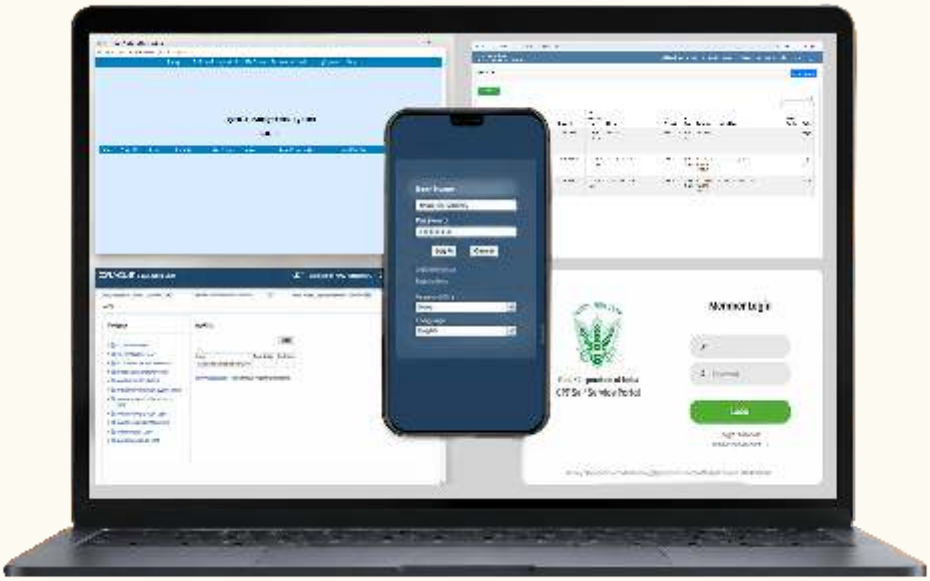
Budget & Cost: Mapping the Economics of Food Security

Behind every operational decision lies careful financial planning. The Budget & Cost function shapes this planning by assessing requirements, preparing annual business plans, and coordinating subsidy support with the Government of India.

The budgeting process commences with the preparation of the Budget Estimates (BE) for the ensuing financial year during the months of September–October, which also encompasses the Revised Estimates (RE) for the current financial year. Subsequently, a comprehensive statement outlining the Corporation's proposed activities for the forthcoming year, along with the corresponding financial estimates (RE/BE), is prepared. These estimates are placed before the Audit Committee and the Board of Directors for their consideration and approval. Thereafter, the approved financial estimates are submitted to the Central Government for further consideration.

At its core is the management of food subsidy structured across consumer, buffer, and other components reflecting the gap between procurement cost and issue price, as well as the cost of maintaining reserves.

The Finance function serves as a bridge for subsidy management with respect to raising Subsidy Billing & related compliances, formulating annual (Budget Estimates & Revised Estimates) budgets based on operational targets and policy directions and thereof submission to the Ministry. It also monitors actual expenditures across various zones to ensure alignment with approved budgets and submission of periodic subsidy claims through SCAN FCI, as well as providing related information to the Ministry.



Detailed cost analysis, spanning acquisition and distribution expenses provide a clear picture of the economic cost of foodgrain management. In this way, the function not only supports operations but also aligns financial realities with national policy objectives.

Funds: Sustaining the Flow of Operations

If planning defines direction, funding ensures momentum. The Funds function manages the liquidity required to sustain FCI's large-scale operations.

Through cash credit arrangements with a consortium of banks supported by government guarantees and stock pledges along with instruments such as bonds and short-term borrowings, the Finance function ensures that financial resources remain available when needed.

This continuous flow of funds supports procurement cycles, operational payments, and national distribution commitments, often without pause.

CPF: Securing the Workforce Beyond Service

Beyond operational finance, the Finance function also safeguards the financial well-being of its people. The Contributory Provident Fund (CPF) function manages a structured trust that supports employees' long-term security.

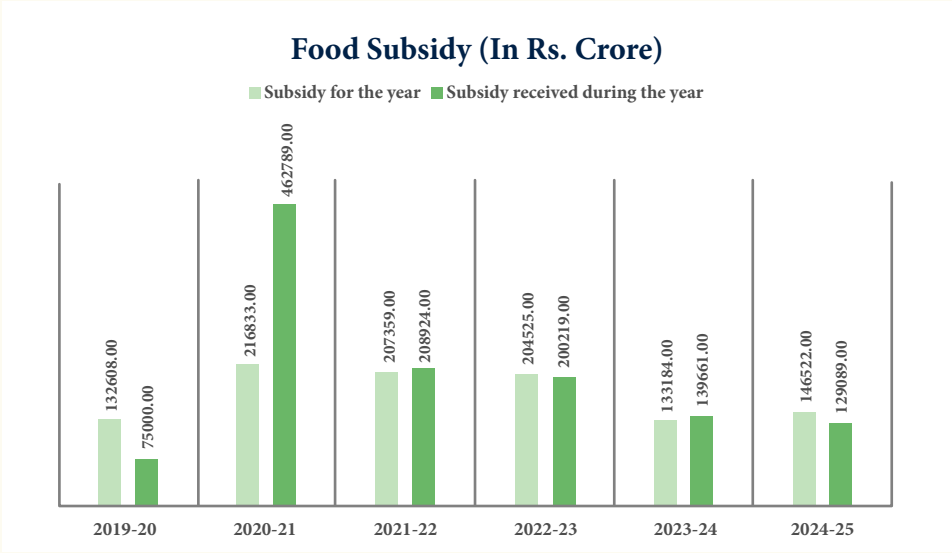
Administered through a representative Board and maintained across organisational levels, the CPF system operates with regular audits and strong oversight. Integration with FAP has further simplified access, allowing employees to track accounts and process claims with ease.

In an organisation driven by people, this function ensures that financial care extends beyond service years.

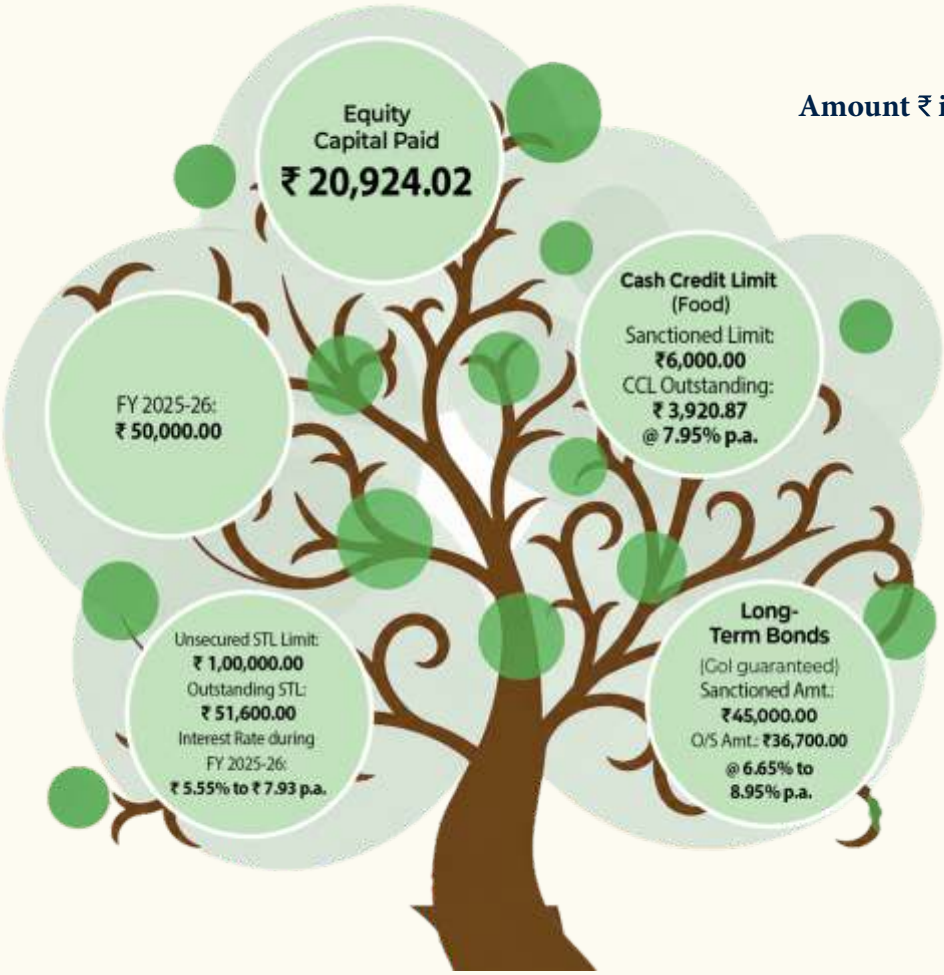
A System That Holds It All Together

The Finance function does not operate in isolation; it functions as a cohesive system where each vertical supports the other. From recording transactions to enabling digital integration, from planning costs to mobilising funds, every element contributes to a unified financial framework.

It is this very system that allows the operations of FCI to move with consistency and confidence. In the larger narrative of food security, the Finance function stands as a silent architecture—ensuring that behind every grain delivered to the nation lies a foundation of financial strength, discipline, and trust.



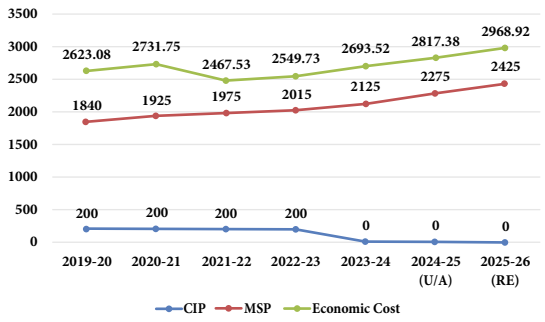
Sources of Finances



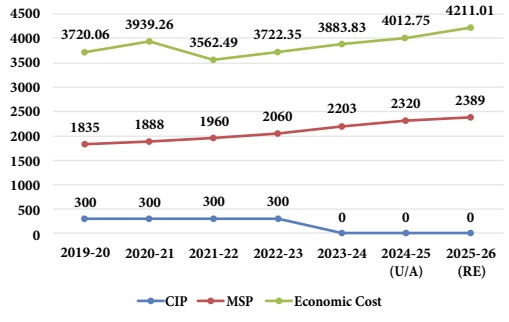
Amount ₹ in Crore

Increased MSP & Economic Cost Against Static CIP

WHEAT



RICE



GOI declares MSP for Paddy. The above chart indicates the MSP for Paddy Grade A only.

Free of Cost to AAY and PHH beneficiaries from 1st January 2023 for effective implementation.

Economic Cost = Pooled Cost of Grain + Procurement Incidentals + Distribution Cost
(Distribution cost consists of interest and other operational cost)

Powering Food Security Through Technology:
The Digital Shift

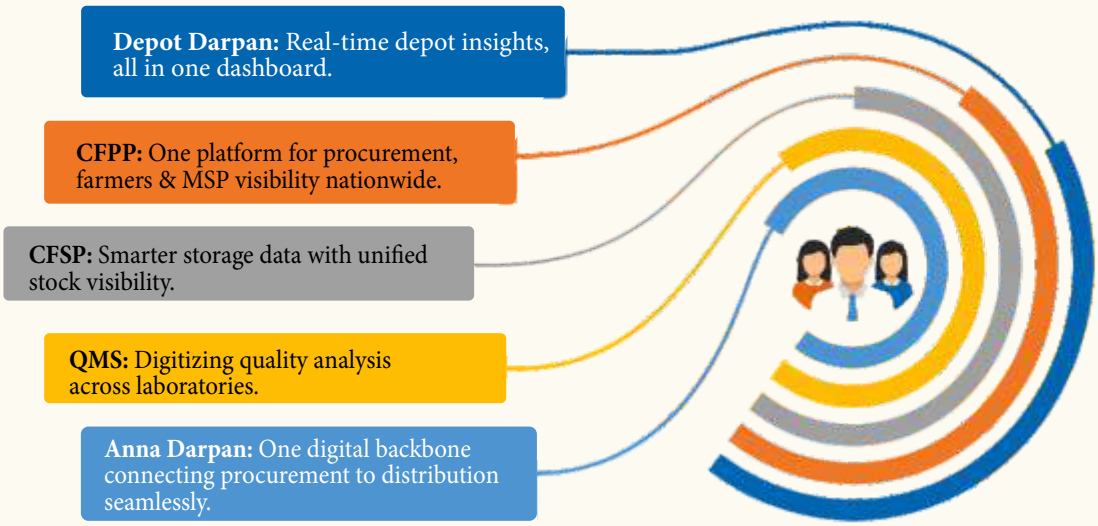
In a system as vast and critical as India's food security network, scale must be matched with speed, accuracy, and transparency. The Food Corporation of India has placed Information Technology at the centre of this transformation. Today, the IT wing functions as a key enabler of real-time visibility, operational control, and data-driven decision-making across procurement, storage, movement, and sales.

FCI's technology journey has evolved from basic digitisation to fully integrated systems that connect operations end-to-end. The focus has shifted from simple data recording to seamless data exchange, workflow automation, and analytics recognising that resilient food management depends as much on reliable data as on physical grain movement.

Strengthening Operations Through Digital Platforms:

Supporting this ecosystem is a suite of specialised digital platforms that enhance transparency and control:

- **Depot Darpan** enables real-time monitoring of depot infrastructure and operational performance through structured dashboards.
- **Central Foodgrains Procurement Portal (CFPP)** integrates procurement data from FCI and State agencies, offering nationwide visibility on procurement, farmer registration, and MSP operations.
- **Central Foodgrains Storage Portal (CFSP)** standardises storage data from decentralised procurement states, ensuring compliance and consolidated stock visibility.
- **Quality Management System (QMS)** digitises grain quality testing across laboratories, enabling end-to-end tracking of samples and ensuring only quality grain enters the system.
- **ANNA DARPAN:** This is an integrated supply chain management system, being built on a modern, scalable architecture. It will connect mandis, depots, railheads, and offices across all levels into a unified digital ecosystem. The platform will integrate key functions including procurement, sales, quality control, movement, storage, labour, asset and inventory management, engineering, and contract management. With features such as mobile-based data capture, single sign-on, automated data sharing, and analytical dashboards, ANNA DARPAN will ensure real-time synchronisation and provide a single, reliable source of information for both FCI and the Department of Food & Public Distribution (DFPD).



Together, these platforms create a connected digital environment that improves traceability, accountability, and operational efficiency.

Future projects are being planned which include smarter infrastructure through initiatives such as Smart Warehousing. This would include deployment of sensors and systems for temperature and humidity monitoring, fire detection, gas monitoring, vehicle tracking, and AI-based stock verification. Integrated with central control systems, these technologies will be aimed at supporting real-time monitoring.

Towards a Smarter Food Security Network

The IT wing operates as a connected system across all levels, balancing innovation with execution. At the Headquarters, it drives national digital initiatives, shaping large-scale projects aimed at modernising operations across the country. At the Zonal and Regional levels, the focus shifts to implementation ensuring that these systems function effectively on the ground. Teams provide real-time feedback, resolve technical issues, and support field offices, while also analysing data to track performance and outcomes. In doing so, they act as a vital bridge between field realities and central planning. Divisional offices and depots form the frontline of digital adoption, where systems are actively used, tested, and refined making them critical to the success of FCI's ongoing digital transformation.

The Information Technology role of FCI has evolved into a transformative enabler of India's food security architecture. Through integrated digital platforms, automation, advanced analytics, smart warehousing initiatives, and secure digital infrastructure, IT now strengthens every operational link of the supply chain.

From the Archive



PMBX Board Commissioning, 29 August 1979, FCI Manmad.
Left to Right: Shri Deshpande, Jr. Engineer (Telephones); Shri Pahune, Inspector of Telephones; Smt. N. S. Kulkarni, Temporary Telephone Operator; Shri R. S. Agrawal, Dvl Engg (Telephones), Nashik; Shri B. Sanjeeva Rao, District Manager, Manmad.
Third from Right to Left: Shri S.S. Sholapur, Sub-Divisional Officer (Telephones), Malegaon.

Laying the Foundation of Food Security:

Procuring from Harvest to the Central Pool

Foodgrain procurement is often perceived as a seasonal, on-ground activity unfolding across mandis. In reality, it is a carefully planned, multi-layered process that begins months in advance. Behind every procurement season lies a complex framework of policy alignment, infrastructure readiness, financial planning, and inter-agency coordination. The procurement operations by FCI anchor this process, supporting the achievement of the nation's food security objectives while safeguarding farmer interests.

Policy Framework and Strategic Planning

The Procurement function operates within a well-defined policy framework designed to balance farmer welfare with national food security objectives. At its core lies the Government of India's procurement policy, which aims to ensure remunerative prices for farmers, maintain adequate buffer stocks, and make foodgrains available at affordable rates to vulnerable sections of society.

The cornerstone of this framework is the Minimum Support Price (MSP) announced by the Government of India on the recommendations of the Commission for Agricultural Costs and Prices (CACP). MSP serves as a guaranteed floor price, protecting farmers from distress sales while incentivising agricultural production. Importantly, farmers retain the freedom to sell in the open market if they receive better prices, assuring market flexibility alongside state support.

Acting as the central nodal agency, FCI along with State Governments and their agencies undertakes procurement under the Price Support Scheme. Wheat and paddy form the bulk of procurement, while coarse grains and pulses are also procured as per policy directives issued from time to time.

Operational planning follows a structured seasonal cycle. Procurement estimates and timelines for Kharif crops are finalised during July–August, while Rabi planning is undertaken in February–March, during the meeting of Food



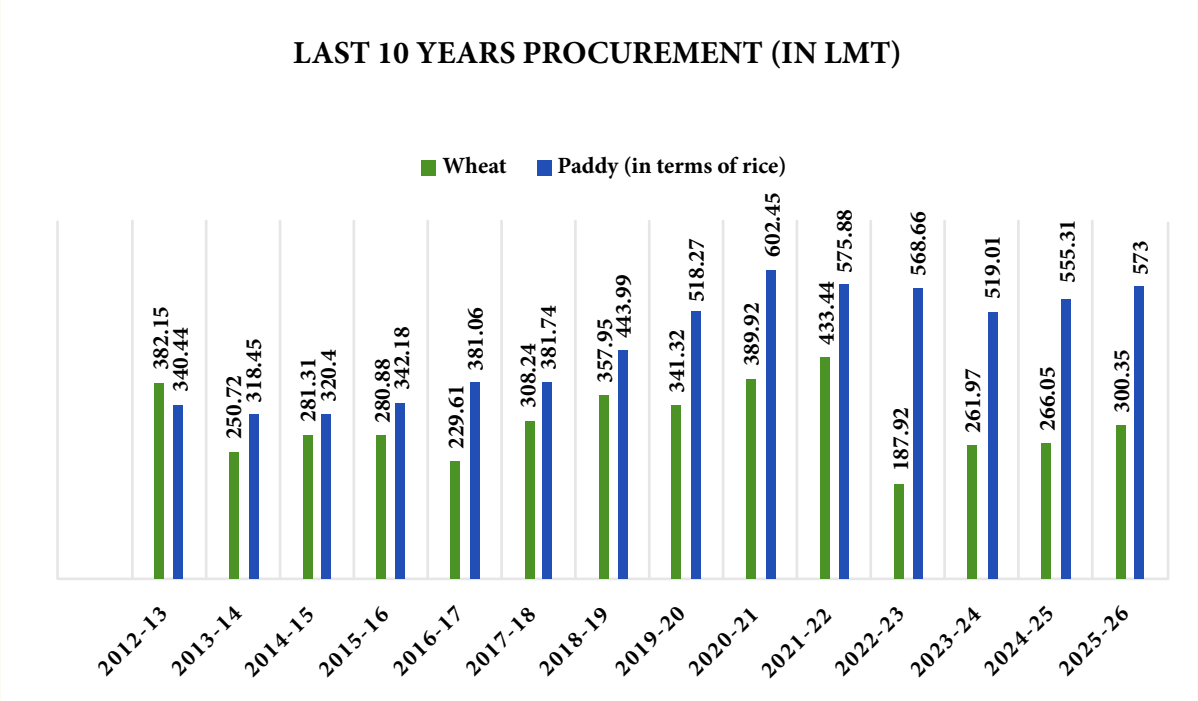
Secretaries on the basis of suggestions from State Government, Ministry of Agriculture and Farmers Welfare with inputs such as crop area, production forecasts, and climatic conditions. The procurement operations are then carried out during the two major marketing seasons: Rabi Marketing Season (April–March) and Kharif Marketing Season (October–September).

A wide network of procurement centres is established across mandis and identified locations in consultation with State Governments to ensure maximum farmer outreach. At these centres, foodgrains brought by farmers are procured at MSP (along with any notified bonus/incentive) after ensuring compliance with prescribed quality specifications.

Through this structured and collaborative framework, it not only stabilises farmer incomes but also assures the steady build-up of the Central Pool forming the foundation of India's food security system.



The Procurement operation functions at the Headquarters level, with its responsibilities operationalised through multiple sections across Zonal, Regional, and Divisional offices. It works in close coordination with Storage, Movement, Finance, and Quality Control divisions to ensure seamless operations. Advance planning of storage capacity, logistics, financial flows, and contractual arrangements enables smooth handling of procurement volumes without bottlenecks. Simultaneously, deployment of trained manpower and strict quality checks at procurement centres ensure that only compliant grain enters the Central Pool, maintaining both operational continuity and quality standards.



TOTAL PROCUREMENT OF WHEAT & PADDY (IN TERMS OF RICE)

(KMS 2025-26 is under progress)

Operational Framework: Centralised and Decentralised Systems

Procurement in FCI operates through two systems: Centralised and Decentralised. Under the centralised system, FCI and State Agencies procure grain for the Central Pool, while under the decentralised system, State Governments undertake procurement, storage, and distribution, supplying surplus stocks to FCI.

This dual framework allows flexibility, strengthens state participation, and ensures that procurement benefits reach a wider base of farmers across regions.

The Invisible Architecture of Procurement

Procurement in FCI is far more than a field operation; it is a coordinated national exercise that balances farmer welfare, food security requirements, and operational efficiency. From policy formulation and crop assessment to storage planning and financial readiness, this operation ensures that every stage is aligned and responsive, creating conditions that make seamless procurement possible and that the nation's foodgrain reserves remain secure, stable, and sufficient.



The Promise of Quality:

Safeguarding Foodgrain at Every Step

For millions of families, the food they receive through the Public Distribution System is not just a supply; it is a daily necessity. The trust that this grain is safe and fit for consumption rests on a system that works quietly in the background. Across FCI's network, Quality Control is not a single check, but a continuous commitment embedded across the entire supply chain—ensuring what is distributed is not just available, but reliable.

Quality Control Across the Chain

In FCI, Quality Control is not confined to a single stage; it is a continuous process that begins at procurement and extends all the way to distribution.

Foodgrains are accepted during procurement only after it meets the Fair Average Quality (FAQ) standards prescribed by the Government of India. These standards define permissible limits for moisture, damaged grains, broken grains, foreign matter, and other quality parameters stipulated under FAQ norms of Govt. of India for different foodgrains. Trained technical officers conduct physical inspection and chemical testing at procurement centres. Moisture meters, sieves, and visual assessment tools are used to ensure that only compliant grain enters the central pool.

Once procured, scientific storage practices ensure that grain is preserved under optimal conditions. Temperature, humidity, ventilation, and stacking are closely monitored, while regular inspections across multiple levels help detect early signs of infestation or damage. Preventive measures such as fumigation and pest control are carried out as per established protocols.

Periodic sampling of stored stocks is carried out to assess changes in quality over time. Samples are drawn following standard procedures to assure representativeness and accuracy. Laboratory testing adds another layer of assurance, examining parameters that go beyond visual checks. The results are carefully recorded and reviewed, allowing teams to take timely and informed action whenever needed.



During transit, grain is exposed to risks such as moisture, spillage, contamination, and damage handling. To safeguard quality, movement operations are closely supervised by technical officers, ensuring that only stocks meeting prescribed standards are dispatched from surplus to deficit regions. On arrival, the grain is inspected once again at destination depots confirming that quality has been preserved every step of the way.

Before foodgrains are released for distribution under PDS or welfare schemes, they undergo another round of careful checks at depots. Stocks are examined to ensure they continue to meet prescribed quality standards and remain fit for consumption. The principle of First-In, First-Out is followed to maintain freshness and prevent ageing. Any grain showing signs of deterioration is promptly segregated and handled as per guidelines ensuring that only quality-assured grain ultimately reaches the beneficiaries.

Documentation, Transparency, and Accountability

Quality control systems rely heavily on meticulous documentation. Inspection reports, test results, fumigation records, and stock condition assessments are recorded systematically. These records support transparency, traceability, and audit readiness.

With increasing digitisation, quality-related data is being integrated into IT platforms, enabling better monitoring, analysis, and decision-making. This digital trail strengthens accountability at every stage of the supply chain.

Managing Exceptions and Complaints

Quality complaints from states, agencies, etc., are investigated promptly. Samples are examined, records are reviewed, and corrective measures are taken wherever required.

This feedback loop not only resolves immediate issues but also strengthens the overall system by identifying gaps and areas for improvement.

Risk Anticipation

A key responsibility of the QC operation is risk anticipation. Through analysis of historical quality data, climatic patterns and storage conditions, the QC wing at the Headquarters identifies potential vulnerabilities—such as moisture-related deterioration, pest incidence, or regional quality deviations. Preventive advisories and corrective protocols issued by the DFPD/ FCI Headquarters enables field units to mitigate risks proactively.

Training and Capacity Building

Since Quality Control is an integral part of every FCI operation, FCI invests in regular training and capacity building of the quality control staff/ technical officers. Technical guidelines, standard operating procedures, and best practices are disseminated through workshops and refresher courses.

This human element is central to quality assurance. Skilled judgment, experience, and accountability ensure that standards are not merely documented but actively upheld.

Integration and Technology Development

Quality Control in FCI operates through close coordination with procurement, storage, and movement divisions, ensuring that quality standards are maintained without compromising operational efficiency or farmer inclusion.

Supported by digital tools like the Quality Management System (QMS), the QC wing tracks sampling, lab results, and inspections in a centralised manner enabling greater transparency, quicker decisions, and stronger accountability across the system.

Assurance in Every Stage

Quality Control in FCI operates through a structured network, where policy, supervision, and execution are seamlessly linked across levels. At the Headquarters, the focus lies on framing quality policies, issuing directives and circulars, coordinating with the Ministry, and driving new initiatives such as research and laboratory expansion. These policies are carried forward at the Zonal level, where they are disseminated and monitored through Zonal laboratories and inspection squads. Zones also compile and review quality data, while overseeing the availability of equipment and chemicals required for operations. At the Regional level, emphasis shifts to implementation and supervision through regular inspections, management of Regional laboratories, and handling of quality-related complaints within the region. Finally, at the Divisional and Depot levels, quality control becomes a daily operational function. Through routine inspections, testing, and record-keeping, these units ensure that quality standards are maintained at every stage of the foodgrain lifecycle, completing the chain from policy to practice.

As an indispensable pillar of India's food security system, Quality Control ensures that foodgrains remain safe, nutritious, and reliable. Much of this work happens quietly, but it is this constant vigilance that safeguards the integrity of grain reaching millions.



Purchasing with Purpose:
Enabling India's Food Security Network



Behind the scale and complexity of the Food Corporation of India's operations lies a function that rarely comes into public view but is critical to its continuity—the Purchase function. While foodgrain procurement and distribution define FCI's visible mandate, it is this function that ensures the availability of essential inputs packaging, dunnage, and procurement systems, which keep this nationwide supply chain functioning smoothly.

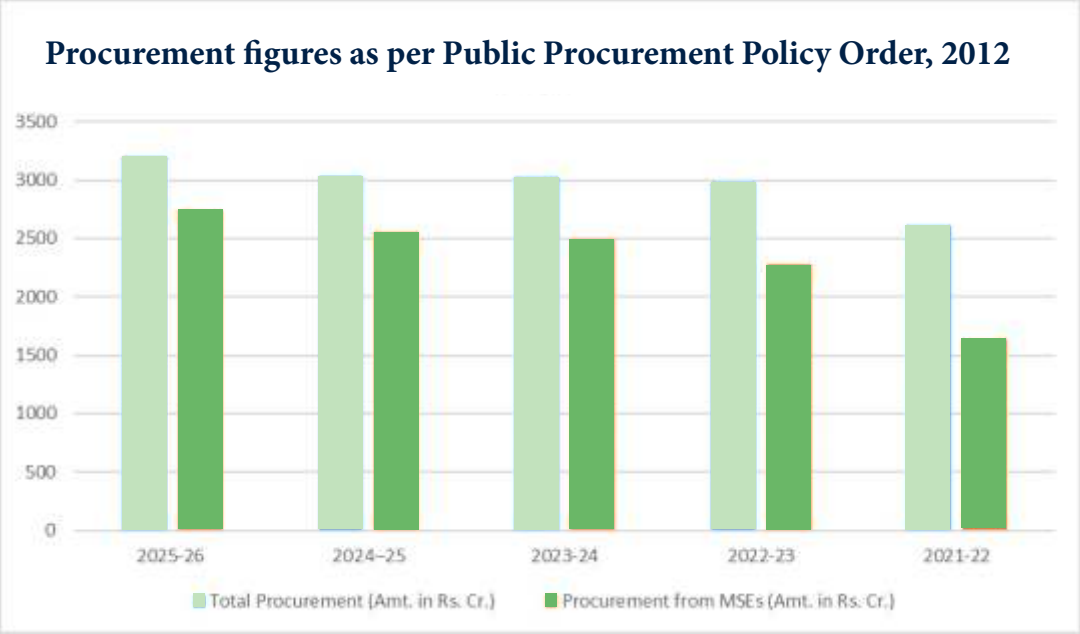
At its core, the Purchase function is responsible for arranging packaging materials for foodgrains, not only for FCI but also, when required, for State Governments. It also serves as the nodal authority for implementation of the Government of India's Public Procurement Policy, ensuring that procurement of goods and services adheres to established guidelines and statutory provisions.

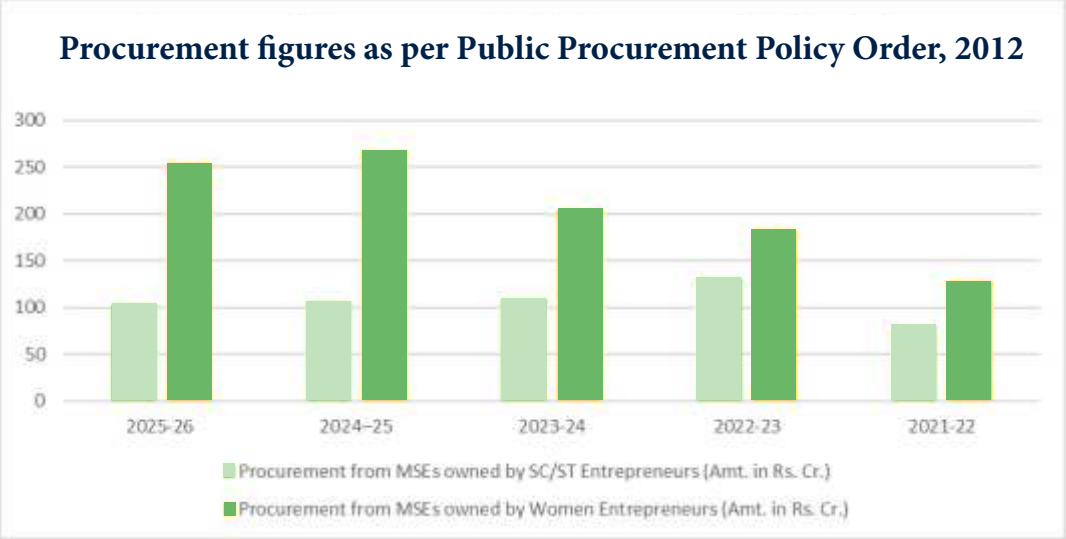
As the Chief Buyer on the Government e-Marketplace (GeM), the function drives transparent and digital procurement practices across the organisation. It also plays a key role in promoting inclusive procurement by ensuring participation of Micro and Small Enterprises (MSEs), with special emphasis on women and SC/ST entrepreneurs, alongside timely payments and grievance redressal.

Policy formulation is another important responsibility. The function develops guidelines for procurement of dunnage materials, chemicals, covers, and other stores, while also allocating budgets to field units for their timely procurement.

Planning and Coordination

The Purchase function at the Headquarters operates under the leadership of the Executive Director (Purchase). It coordinates with Department of Food





and Public Distribution and Jute Commissioners Office (JCO) to arrange packaging materials for foodgrains approximately over 5 crore bags annually and with Ministry of Micro, Small, and Medium Enterprises (MoMSME) and Department of Public Enterprises (DPE) on matters related to public procurement policies. The function also liaises with GeM authorities to ensure effective adoption of digital procurement systems and compliance with government guidelines. In collaboration with BIS, it formulates standards for packaging and dunnage materials.

Operating at a national scale requires continuous planning and coordination. The Purchase function projects requirements for packaging materials based on procurement targets, storage capacity, and distribution needs. Similarly, procurement of dunnage is aligned with scientific storage requirements to support safe preservation of foodgrains.

The function assures oversight by monitoring adherence to policy guidelines across Zonal, Regional, and Divisional offices. It also undertakes capacity-building initiatives to strengthen the

effective use of platforms like GeM across field units.

At the Headquarters, the Purchase function operates as the central coordinating unit—liaising with Ministries, Government Agencies, and industry stakeholders. It coordinates with multiple stakeholders including DFPD, JCO, CWC, CONCOR, GeM, DPIIT, DoE, DPE, MoMSME, MSME-DC, NSSH, NSIC, and BIS—along with FCI field offices to standardise procurement practices and adopt improved systems.

Achievements and Milestones

In FY 2025–26, the Purchase wing at FCI Headquarters recorded notable progress in efficiency, cost optimisation, and compliance. A pilot initiative for transporting packaging materials through CWC using closed-body trucks and railway rakes streamlined logistics and resulted in savings of ₹30–40 lakh. Approval for the use of SR gunny bags in RMS 2026–27 significantly reduced fresh procurement requirements, generating estimated savings of ₹100–120 crore. Efforts to trace long-pending containers safeguarded ₹1.145 crore.

Operational strengthening was supported through the issuance of multiple SOPs covering utilisation of fresh and unused gunny bags, inspection protocols, and pallet testing. Approximately 4 lakh supply orders for dunnage were placed, with over 1.10 lakh units delivered, improving storage readiness. The innovative adoption of sandwich dunnage further addressed material shortages.

Procurement performance exceeded targets, reaching ₹3086 crore (110.21%), with 99.71% sourced through GeM. Strong support to MSEs continued, accounting for 85.50% of procurement, including 7.93% from women-owned enterprises. The Division also undertook Impact Assessment 4.0 of the PPP-MII Order, 2017 for FCI, reinforcing its commitment to policy compliance and institutional accountability.



CPSE Conclave on the Public Procurement Policy (29.02.2024, Vigyan Bhawan, New Delhi) – FY 2022–23

Conferred by the Ministry of MSME

- Highest % procurement from SC/ST-owned MSEs (CPSEs with procurement above ₹1000 crore)
- Highest procurement value from women-owned MSEs among all CPSEs
- Highest number of Vendor Development Programmes for SC/ST MSEs
- Third highest % procurement from women-owned MSEs (CPSEs with procurement above ₹1000 crore)

CPSE Conclave by the Ministry of MSME (18.11.2022) – FY 2021–22

- Highest procurement value from women-owned enterprises (among Scheduled Category CPSEs)
- Highest number of Vendor Development Programmes for SC/ST MSEs
- Highest procurement value from SC/ST MSEs (among Scheduled Category CPSEs)

क्रेता-विक्रेता गौरव सम्मान समारोह 2023 – FY 2022–23

- Gold Award among Top 2 CPSEs in the Order Volume category

Navigating Challenges, Strengthening Systems, and Looking Ahead

Operating at a national scale, the Purchase function continually responds to shifting market conditions, policy changes, and supply constraints. Recent geopolitical developments, for instance, impacted the availability of raw materials for packaging and dunnage. In response, the function acted proactively by securing approval for the utilisation of silo-released gunny bags for RMS 2026–27 significantly reducing dependence on fresh procurement and generating estimated savings of ₹100–120 crore.

To bring greater consistency and operational clarity, a series of Standard Operating Procedures have been introduced. These cover the utilisation of unused jute and HDPE/PP gunny bags, inspection of new gunny bales, use of serviceable second-hand bags, as well as testing and deployment of poly pallets in line with prescribed standards. Alternative solutions such as sandwich dunnage have also been formalised to address material shortages effectively.

Beyond immediate responses, the function continues to strengthen procurement systems through forward-looking initiatives. These include the development of a Manual of Tendering Framework for transportation and dunnage procurement, revision of technical standards in collaboration with BIS, and preparation of a comprehensive Purchase Manual aligned with guidelines issued by GFR, DoE, DPE, MoF, DPIIT, GeM, and CVC. Capacity-building programmes are also being expanded to equip field functionaries with better understanding of procurement processes and digital platforms.

At its core, the work of the Purchase function directly supports the scientific storage of foodgrains by ensuring timely availability of essential materials. Its emphasis on compliance, transparency, and inclusive procurement—particularly through GeM and MSME participation—strengthens both operational efficiency and institutional credibility.

Though its role remains largely behind the scenes, the function's impact is far-reaching. By combining adaptability with structured planning and governance, it continues to reinforce the reliability and resilience of FCI's operations—quietly sustaining the foundations of India's food security system.



Contracting for Continuity:
Enabling India's Foodgrain Operations



In a system as vast as the Food Corporation of India, the movement of foodgrains across the country depends not only on physical infrastructure but also on well-defined contractual frameworks. From handling at depots to transportation across regions, these operations are executed through a network of contracts. At the centre of this system is the Contract function which ensures that every engagement is structured, transparent, and aligned with operational needs.

Core Functions

The Contract function plays a central role in designing and regulating the core operations of FCI, particularly handling and transportation, which are critical for assuring foodgrain availability under national welfare schemes.

It standardises and issues Model Tender Forms (MTFs) for various types of contracts, including Handling & Transportation Contracts (H&TCs), Road Transport Contracts (RTCs), multi-modal transport, mandi-level operations, etc.

A key responsibility lies in the tendering process from inviting open tenders to evaluating bids and recommending contract awards. The Contract function ensures that tendering remains transparent, competitive, and compliant with the Government's procurement guidelines, with most contracts now floated through digital platforms such as GeM.

The roles of this function include overseeing evaluation and finalisation, where comparative statements, past rates, and operational requirements are analysed before submission to the competent authority for approval.

Beyond the award of contracts, this function is responsible for ensuring effective contract administration and instituting appropriate safeguards. Provisions relating to security deposits, performance guarantees, penalties, and termination are incorporated into contracts to protect the Corporation's interests. Clauses

governing accountability, liquidated damages, and foreclosure further ensure that contractual arrangements remain responsive to changing operational requirements.

The Contract function also ensures that procurement follows principles of public accountability. Detailed documentation from bid evaluation to contract execution is maintained to enable audit, scrutiny, and compliance with oversight mechanisms.

Coordination Across the System

This significant component of the Corporation operates in close coordination with operational and support divisions. While the Movement and Storage functions define operational requirements, the Finance function assures financial concurrence, and the Legal function provides vetting and dispute support.

At field levels, the Zonal, Regional, and Divisional offices execute these contracts within delegated powers, ensuring that decisions remain both decentralised and accountable.

Enabling Continuity Through Structure

Though largely behind the scenes, the Contract function is fundamental to FCI's operational continuity. By creating clear, enforceable, and transparent contractual systems, the function enables large-scale handling and movement of foodgrains across the country.



Transporting Tonnes, Sustaining Millions:
Operating the Nation's Foodgrain Network



Movement operations in FCI are often perceived as routine scheduling; in reality, they constitute a highly calibrated, data-driven logistics system functioning at a national scale. Each year, the Corporation moves over 500 lakh metric tonnes of foodgrains (based on a five-year average) linking surplus regions with consumption centres through a continuously optimised network.

Railways form the backbone of this system, accounting for nearly 83% of total movement, supported by road transport (around 20%) and a small but strategic share of waterways (~0.5%). On a typical day, nearly 23 lakh bags are transported via about 40 railway rakes, with rail forming the backbone of this vast operation. On average, a single bag of foodgrain travels nearly 1,200 kilometres, reflecting both the geographic spread and operational precision of the system. Movement planning is based on detailed assessments of stock positions, demand patterns, and transport capacity, with constant adjustments to ensure efficiency and timeliness.

Despite its structured framework, the system must navigate variables such as rail network constraints, climatic disruptions, and ground-level operational challenges. Through real-time monitoring and coordinated decision-making, FCI sustains a steady and responsive flow of foodgrains demonstrating how scale, science, and logistics come together to support the nation's food security.

Movement plays a pivotal role in the functioning of FCI as well as in achieving the objectives of India's food policy and the National Food Security Act (NFSA). The primary objectives of movement operations are:

- Evacuation of stocks from surplus Regions to deficit Regions
- Meeting the requirements of deficit Regions under NFSA/TPDS and other schemes
- Creation of buffer stocks in deficit Regions

Assessing National and Regional Requirements

Movement planning begins with a comprehensive assessment of national and regional demands. Based on projected offtake under PDS and other welfare schemes, as well as buffer stock requirements, FCI estimates the quantity of foodgrains required in each State or Region.

This analysis takes into account several factors:

- Existing stock levels in depots
- Anticipated procurement volumes
- Seasonal consumption patterns
- Storage capacity in receiving Regions
- Lifting schedules of State Governments

A crucial step is surplus–deficit mapping, where procurement-heavy States are identified as surplus and others as deficit forming the foundation of an effective, nationwide movement plan.

Development of the All-India Movement Plan

The planning process is conducted through a structured, multi-tiered system within FCI. Rigorous and diligent analysis is done by FCI, starting from the Divisional Office level, which further gets examined at the Regional Office level followed by the Zonal Office level. The requirements are then submitted to the FCI Headquarters, for further discussions and finalisation of the monthly All-India Movement Plan (AIMP).

For devising the plan, detailed deliberations are held with all the Regional and Zonal Offices, with an express endeavour to ensure availability of sufficient stocks at each consuming Region to meet the requirements, optimum utilisation of available storage space, and creation of space in the procuring States.

For rail movement, a detailed Rail movement plan is being submitted to respective railway headquarters. The plan indicates the dispatching and receiving Region linkages, along with the quantum. Subsequently, centre-wise planning is done at the Regional/ Zonal level, considering various (dynamic) operational factors and cost effectiveness.



The daily loading is regulated using the daily planning tool developed by FITT (IIT Delhi and World Food Programme), which generates the railhead-wise origin-to-destination pairings, based on the point-to-point freight, which is fetched from the Freight Operations Information System (FOIS) application of the Indian Railways (IR) through API integration.

Execution of Movement Operations

Once the movement plan is finalised, its execution depends on seamless coordination and real-time monitoring. Within FCI, close collaboration among depot operations, Quality Control, Accounts, and Storage & Contracts ensures smooth handling at every stage. At the same time, continuous engagement with external stakeholders including Indian Railways, State and District authorities, procurement agencies, transport contractors, and port and shipping authorities keeps the movement network running smoothly across the country.

Balancing Storage and Allocations

An important function of movement planning is maintaining equilibrium between procurement, storage, and distribution. Movement planning is coordinated with depot-wise stock positions and prioritizes foodgrain allocations from congested depots in surplus States. This helps create storage capacity for fresh procurement.

The First-In-First-Out (FIFO) principle, guided by the Quality Control wing, is implicitly integrated into movement operations so that older stocks are issued on priority.

Through this continuous balancing act, FCI maintains both availability of stocks in consuming Regions and adequate storage space in procuring States.

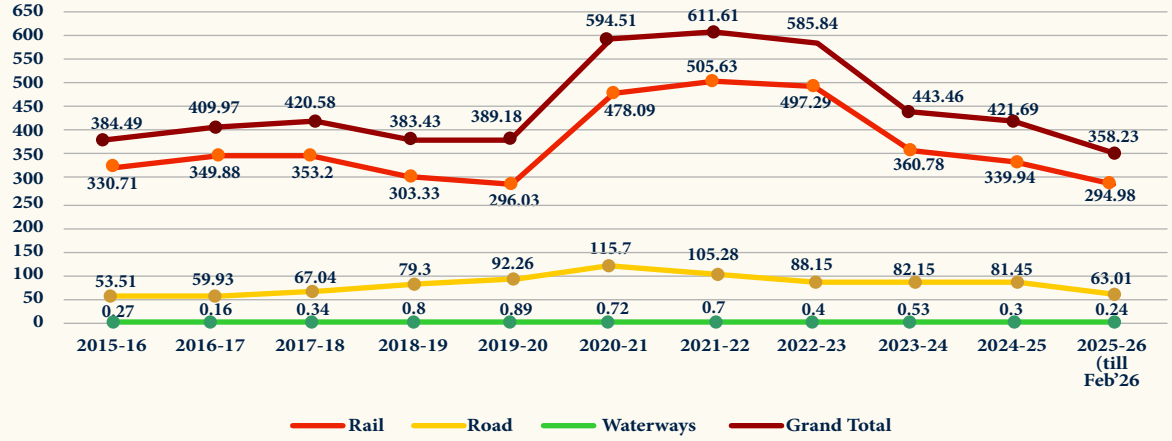
Digital Monitoring and Real-Time Management

Modern movement planning increasingly relies on digital tools and integrated IT systems. Movement orders, rake placement, dispatch schedules, and receipt confirmations are tracked through FCI's internal systems as well as platforms used by the Indian Railways.

Integrated platforms such as ANNA DARPAN are expected to further enhance transparency and data-driven decision-making through dashboards that provide a live overview of foodgrain movement across the country.



Foodgrain Movement in the Last Ten Years
(Figures in LMT)



A GPS-enabled Vehicle Location Tracking System (VLTS), integrated with the ULIP platform (Vahan and FASTag), enables real-time tracking of trucks and generates alerts for timely, proactive action. In parallel, a new route optimisation tool developed by FITT, IIT Delhi, enhances inter-state rake planning by using API-based freight data from FOIS to identify least-cost routes, bringing greater automation and efficiency to operations.

Exploring New Modes of Transportation

- **Riverine Movement:** To diversify logistics, FCI has initiated pilot movement through inland waterways. In March 2022, a shipment of 182 MT of rice was transported from Patna (Gaighat) to Pandu (Guwahati) via National Waterway-I, the Indo-Bangladesh Protocol Route, and National Waterway-II. The potential for expanding such routes continues to be explored.

- **Coastal Movement:** Coastal shipping supports foodgrain supply to island territories. FCI transports grains to the Andaman & Nicobar Islands from Vizag and Kakinada through MMTC, and to Lakshadweep from designated depots in Karnataka.

- **Containerised Movement:** To improve efficiency and reduce costs, FCI has introduced containerised transport through CONCOR and its associates on select routes. Between 2016–17 and February 2026, 2,208 container rakes moved 44.90 LMT of foodgrains, generating savings of approximately ₹61.96 crore.

The Invisible Engine of Food Security

Movement planning in FCI is a continuous, high-stakes operation that transforms stored grain into assured food security for millions. It demands foresight, coordination, technical expertise, and the ability to respond swiftly to changing circumstances.

Much of this work remains invisible to the public eye. Yet it is this carefully orchestrated network of planning, coordination, and execution that keeps foodgrains moving across thousands of kilometres, across terrains and seasons.

Managing India's Food Stocks:

Integrity in Every Tonne



Within the Food Corporation of India, where millions of tonnes of foodgrains move across procurement centres, depots, and distribution networks, the Stocks function ensures that every grain is accurately accounted for and safeguarded. Functioning as a key pillar of operational governance, it maintains integrity, transparency, and control across the foodgrain supply chain.

The Stock function is responsible for monitoring operational losses incurred during storage and transportation of foodgrains. These are broadly classified as storage losses and transit losses, both of which require continuous oversight.

To address these, the function establishes scientific norms and standardised procedures for measurement and control, including prescribed formulas for loss calculation and adoption of ICAR-based estimation methods.

Policy Framework and Verification Systems

At the Headquarters, the Stocks function serves as the policy and monitoring hub, analysing trends, issuing guidelines, and strengthening control systems. A key function is the design of nationwide stock verification frameworks to ensure accuracy and accountability.

Physical verification remains central to this process and is conducted through:

- **Annual Physical Verification (APV)** for comprehensive yearly validation
- **Quarterly Physical Verification (QPV)** for regular monitoring
- **ISI Physical Verification (ISI PV)** based on randomised sampling and liquidation
- **Zero Physical Verification,** involving complete stock liquidation in selected depots

These exercises include systematic bag counting, weighment, and stack verification, with practices such as peripheral and top-layer counting, enhancing accuracy. Timelines for reporting are strictly defined to assure uniformity across all levels.

Ensuring Accountability, Minimising Losses

Recognising that minor losses are inevitable, the Stocks function has established a structured framework for their regularisation. Multi-tiered committees at Divisional, Regional, Zonal, and Headquarters levels scrutinise cases to determine whether losses fall within permissible limits.

Clearly defined delegation of powers ensures timely decisions, while abnormal losses trigger investigation, disciplinary action, and recovery at economic cost where negligence is established. Responsibility for stock shortages is fixed on the custodian, reinforcing accountability at every level.

To minimise losses, both technological and physical control measures are promoted. Measures such as staff rotation, electronic data capture, and independent supervision during loading and unloading further strengthen controls.

Transit monitoring is another critical function. Measures such as deployment of Independent Consignment Certification Squads (ICCS), joint verification of high-loss consignments, and use of protective polythene sheets in railway wagons help minimise spillage and losses.

Recent interventions, including the use of high-security seals, have significantly reduced high transit loss cases, reflecting the impact of strengthened monitoring and control mechanisms.

This function works in close coordination with Quality Control, Movement, Finance, and Storage, assuring a unified and responsive stock management system. Continuous review of losses through Monthly Performance Review meetings at the Headquarters further supports data-driven decision-making and policy refinement.



A Silent Custodian

The Stocks division operates through a structured hierarchy, with policy formulation and overall monitoring at the Headquarters. While the nomenclature of functions may vary across levels, the core work remains interconnected, forming a seamless system of stock management across the organisation. At the Zonal and Regional levels, functions are distributed across Storage and Storage Loss/Transit Loss (SL/TL) functions. At the Divisional level, these responsibilities extend to on-ground execution, and include Storage function, SL/TL, and PV (Physical Verification), enabling effective control at the field level.

Operating largely behind the scenes, the Stocks function plays a decisive role in sustaining India's food security framework. Through rigorous verification, scientific loss management, and strengthened monitoring systems, it ensures that foodgrain stocks remain secure, accountable, and robustly managed supporting millions of beneficiaries across the country.



Allocating Assurance:

Translating Policy into Nationwide Distribution



What would happen if foodgrains, though available in ample quantities, did not reach the people they are meant for on time, in the right measure, and through the right channels? The answer lies in understanding the quiet but critical role of the Sales Division. In a system as vast as India's Public Distribution System, availability alone is not enough; it must be carefully translated into access.

At the Food Corporation of India, the Sales wing carries this responsibility ensuring that every allocation made on paper becomes grain in the hands of millions who depend on it. Every allocation of foodgrain reflects a chain of thoughtful decisions—where policy meets execution, and foodgrain stocks become a source of daily security for millions.

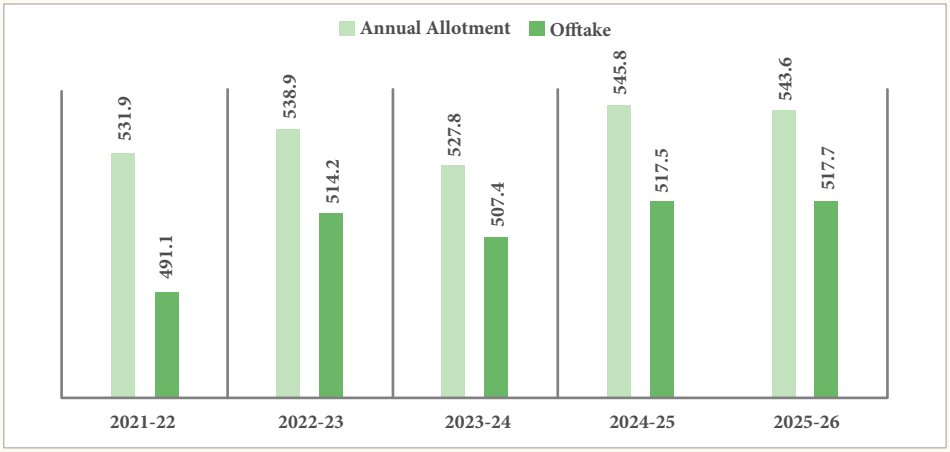
Assessing National Availability and Policy-Based Allocations

Planning for Sales and Distribution begins with a careful assessment of national foodgrain availability in relation to prescribed buffer stock norms. Based on this assessment, allocations under the National Food Security Act (NFSA) and Other Welfare Schemes (OWSs) are determined by the Department of Food and Public Distribution, taking into account the number of beneficiaries across States and Union Territories.

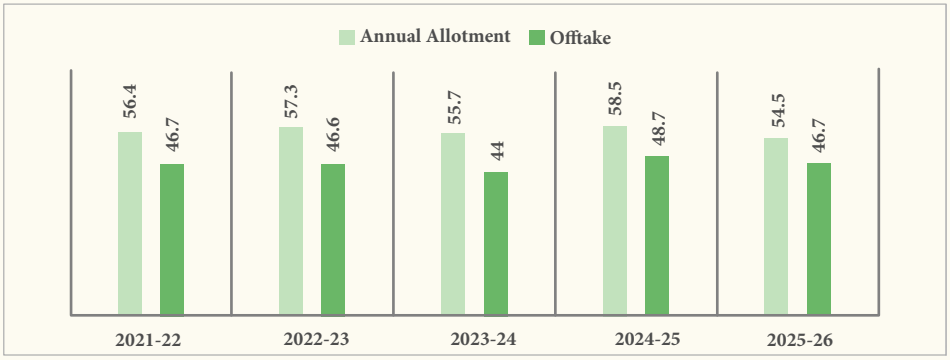
In addition to these regular allocations, DFPD also determines additional allocations in response to specific requirements such as natural calamities, law and order situations, or festivals, based on requests received from the respective States and Union Territories. Allocations for Defence and Para Military forces are similarly determined by DFPD.

Beyond welfare distribution, sales planning also includes market interventions and policy-driven releases of foodgrains as directed by the Department of Food and Public Distribution. These interventions are carefully calibrated to increase market availability of wheat and rice and

Allotment and Offtake of Wheat + Rice under NFSA (In LMT)



Allotment and Offtake of Wheat + Rice under Other Welfare Schemes (In LMT)



stabilise prices of wheat, rice, and flour, without undermining procurement incentives for farmers or compromising buffer stock levels. For this purpose, FCI undertakes Open Market Sales through e-auctions to flour mills, private traders, bulk buyers, and manufacturers, as well as direct sales to State Governments, Union Territory administrations, cooperatives, federations, and self-help groups. Such decisions require close coordination with economic policy stakeholders and continuous monitoring of market dynamics to ensure balanced and effective outcomes.

Given the scale and sensitivity of nationwide PDS operations, ensuring timely reallocation and uninterrupted supply even during disruptions or emergencies, remains integral. Seasonal demand spikes, emergency relief requirements, or unforeseen disruptions can necessitate rapid adjustments in allocation and supply. This requires constant monitoring and coordination with DFPD, subordinate offices and affected regions.

Allocation and Offtake Planning for Welfare Schemes

At the core of FCI Sales operations lies the responsibility of translating policy into action through effective allocation and offtake planning. Guided by policy directives, consumption norms, beneficiary coverage, and the lifting capacities of States, foodgrain

allocations are carefully structured to support the Public Distribution System and other welfare schemes.

Allotment orders under NFSA and OWS are issued by the Department of Food and Public Distribution, after which the Sales wing at the Headquarters ensures their timely communication to Zonal and Regional Offices. It also directs the maintenance of adequate stocks to facilitate smooth lifting by States and Union Territories.

A similar process is followed for additional allocations and Defence requirements, where the wing ensures that sufficient stocks, including prescribed minimum levels or Minimum Stock Levels (MSLs), are maintained enabling uninterrupted supply across the system.

Monitoring Offtake and Ensuring Operational Continuity

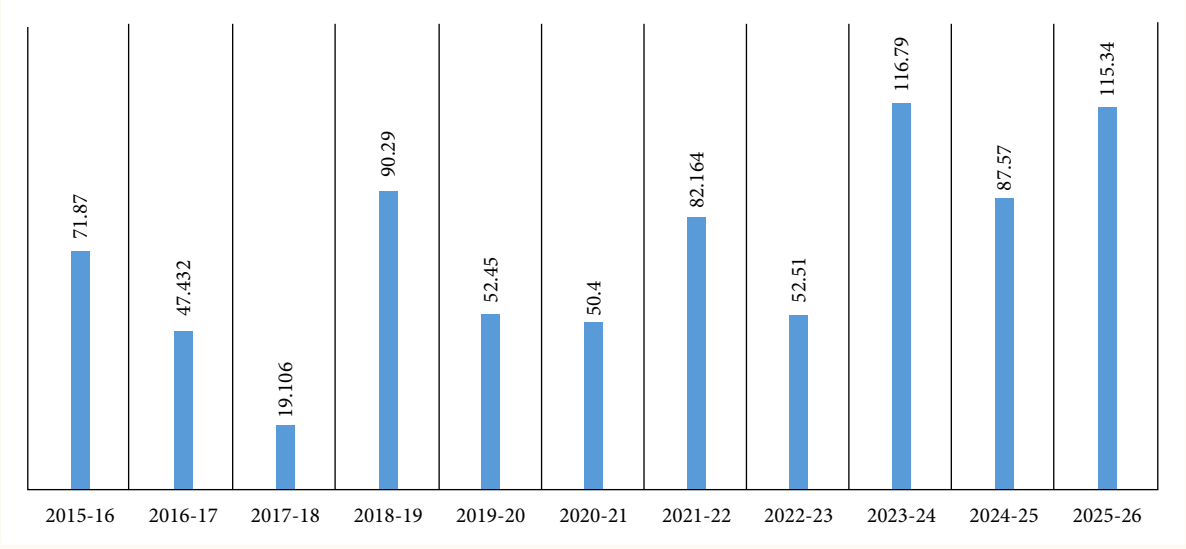
Continuous monitoring forms an integral part of this wing. Offtake trends, lifting performance by States, and delivery timelines are tracked closely to ensure that allocations translate into actual distribution.

Any deviations whether arising from logistical constraints, infrastructure limitations, or administrative delays are analysed at the Headquarter level. Based on these assessments, necessary corrective measures are issued with respect to the Zonal/ Regional level to ensure continuity and stability in the supply chain.

Inter-Division Coordination

Effective distribution planning depends heavily on coordination across multiple functions within FCI. Close linkage with the Movement wing ensures that physical transportation of foodgrains aligns with allocation schedules and delivery commitments.

Similarly, integration with the Finance wing facilitates accurate billing, subsidy accounting, and reconciliation processes. Information Technology systems provide real-time visibility into stock positions and movement status, enabling planners to respond swiftly to emerging gaps or operational challenges.



Data of Foodgrains Sold Under OMSS (in LMT) Financial Year Wise - As Per FCI Annual Reports

Converting Grain Stocks into Social Assurance

In essence, the Sales wing converts foodgrain stocks into social assurance. Through foresight, coordination, and robust governance mechanisms, this function ensures that national food security commitments are honoured consistently, transparently, and at scale.

By aligning policy directives with operational execution, the Sales wing plays a pivotal role in ensuring that the benefits of India's food security programmes reach millions of households across the country.













Law Behind the Mission:

Safeguarding the Mission of Food Security



In an organisation as vast and operationally complex as the Food Corporation of India, legal oversight is essential to ensure that decisions, contracts, and processes remain aligned with established laws and policies. While FCI's core functions revolve around procurement, storage, and distribution, the Legal function works behind the scenes to provide the legal foundation that supports these operations.

Core Functions and Role

The Legal function primarily serves as an advisory body, offering legal opinions on matters referred by various FCI verticals. These include issues related to statutory interpretation, contractual obligations, regulatory compliance, and administrative decisions. By examining legal provisions and precedents, this function helps mitigate risks and ensures that decisions are legally sound.

A key responsibility is the vetting of important documents such as tenders, agreements, deeds, circulars, and the Board agenda notes. This process ensures clarity, consistency, and compliance with applicable laws, reducing the likelihood of disputes and facilitating smooth implementation of decisions.

The function also manages FCI's panel of advocates across the Supreme Court, High Courts, and subordinate courts. It oversees empanelment, designates a Standing Counsel where required, and regulates professional engagement through standardised guidelines, ensuring effective and consistent legal representation nationwide.

In addition, the Legal function plays an important role in implementing the Government of India litigation policies. By issuing guidelines and advising functions, it promotes responsible litigation practices and efficient dispute resolution. It also coordinates with national digital platforms such as the Legal Information Management and Briefing System (LIMBS), ensuring that all cases involving FCI are accurately recorded and monitored.

Working in close coordination with other FCI operations, this function integrates legal considerations into day-to-day processes— whether in contracts, infrastructure, labour, or service matters. Through its advisory, monitoring, and coordination roles, it safeguards institutional credibility and ensures that FCI's operations remain firmly grounded in law.

Vigilance in Action:

Upholding Integrity and Accountability



The Vigilance function in the Food Corporation of India is headed by the Chief Vigilance Officer (CVO), supported by officers across levels. Vigilance units are also established at Zonal and Regional offices, assisting Executive Directors and General Managers in maintaining oversight across the organisation.

Aligned with the guidelines of the Central Vigilance Commission (CVC), the function acts as a robust complaint-handling mechanism. Complaints and inputs received through various channels such as letters, emails, and references from external agencies are processed systematically to ensure timely investigation, examination, and closure. In addition, this arm issues advisories and recommends systemic improvements to strengthen transparency and reduce vulnerabilities.

The Watchful Framework

The Vigilance function is aimed at upholding integrity across FCI operations. It oversees the disposal of disciplinary cases involving vigilance angles, conducts investigations and enquiries into complaints, and organises inspections through vigilance squads as a preventive measure. It also drives awareness initiatives to sensitise officials on probity, while working with other arms to introduce systemic improvements. It scrutinises Annual Property Returns of employees, coordinates closely with agencies such as the Central Vigilance Commission (CVC), Department of Personnel & Training (DoPT), and Central Bureau of Investigation (CBI), and facilitates prosecution sanctions where required. In

addition, it maintains critical monitoring tools such as the Agreed List and Officers of Doubtful Integrity (ODI) list, and issues vigilance status for administrative processes ensuring transparency, accountability, and ethical governance across the organisation.

More Than Security: Protecting a National Commitment

Across FCI depots and offices, the Security Division serves as a constant line of defence, protecting some of the country's most critical public assets.

Their responsibility extends far beyond watch and ward duties. Every day involves ensuring secure access to storage facilities, monitoring movement within premises, enforcing security protocols, and maintaining vigilance against pilferage, theft, and unauthorized activities. Security arrangements are carefully tailored to each location based on its operational sensitivity, storage capacity, and risk profile.

Given the scale of FCI's operations, security functions are closely integrated with storage, movement, and vigilance activities. During peak procurement seasons and large-scale foodgrain movement operations, security measures are strengthened to ensure that increased activity is managed smoothly without compromising accountability or operational continuity.

In recent years, technology has become a powerful force multiplier. FCI is currently undertaking one of its most significant surveillance upgrades through the installation of approximately 22,917 AI/IP-based CCTV cameras across all FCI-owned depots nationwide, including 13,446 Bullet Cameras, 7,665 Fisheye Cameras, and 1,806 Dome Cameras. Supporting this initiative, a Centralised Command Control Centre (CCC) and Network Operations Centre (NoC) at FCI Headquarters enable real-time monitoring and AI-assisted surveillance across connected locations.

Yet, technology alone cannot replace the human element. Behind every surveillance feed and security protocol are trained personnel prepared to respond to emergencies, coordinate with local authorities, and ensure uninterrupted protection of food grain stocks.

Though rarely in the spotlight, the Security function plays a vital role in preserving the integrity of India's food security system—quietly guarding the nation's grain reserves, every hour of every day.



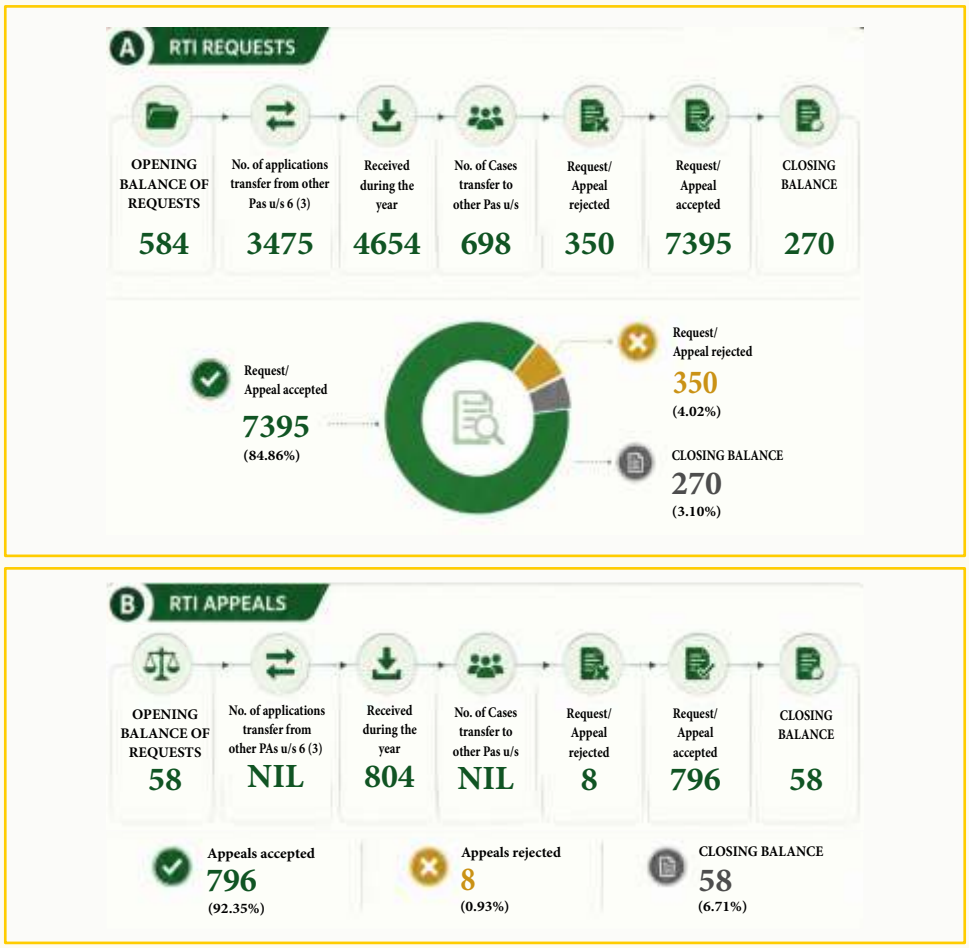
Access, Accountability, and Trust:
The RTI Framework in FCI

The Right to Information (RTI) function serves as a vital pillar of transparency and citizen empowerment within the Food Corporation of India. RTI plays a critical role in promoting openness, strengthening public trust, and ensuring that decision-making remains accountable to citizens.

In alignment with the RTI Act, the RTI Cell in FCI ensures that statutory requirements related to information disclosure, timely responses, and accessibility of records are consistently upheld across all levels of the organisation. This function is decentralised, with dedicated RTI divisions at Zonal, Regional, and Divisional offices, which handle applications and appeals at their respective levels while maintaining close coordination with the Headquarters.

At its core, the RTI Cell establishes and strengthens the institutional framework for information sharing. It facilitates the designation of Public Information Officers (PIOs) and Appellate Authorities, ensuring that requests are processed as per prescribed norms. The Cell also coordinates responses to queries and appeals within stipulated timelines, supported by systematic record management that enables accurate and verifiable disclosures.

In addition, standardised procedures and clear documentation practices help streamline the process, reduce delays, and improve efficiency. Through these efforts, the RTI Cell ensures that citizens and stakeholders have access to information on policies, decisions, and performance, reinforcing FCI's commitment to transparent, accountable, and responsive governance.



All India Annual Return of RTI for the year 2025-2026

Nurturing Excellence Beyond the Workplace:
Sports & Cultural Promotion Board

The Food Corporation of India extends its contribution beyond food security through a strong commitment to sports, culture, and human development. This vision is embodied in the Sports & Cultural Promotion Board (SCPB), established in 1969, which promotes discipline, teamwork, and resilience values that strengthen both individuals and the organisation.

Institutional Vision and Structure

Functioning under the leadership of the Chairman & Managing Director as Patron President, the SCPB operates as a centrally coordinated body at the Headquarters. It formulates policies and annual activity frameworks, implemented through Zonal and Regional Committees. This ensures uniform standards, wider participation, and alignment with FCI's human resource and welfare objectives.

Promoting Sports and Culture

Over the years, FCI has supported sportspersons of national and international repute, including Olympic medallists, Arjuna and Padma awardees, and international players. Among the most notable is Ms. K. Malleshwari, India's first woman Olympic medallist, and Ms. Shiny Wilson, a distinguished athlete who represented India in four Olympic Games. Their association reflects FCI's commitment to nurturing world-class talent.

The Corporation's sporting presence spans disciplines such as hockey, athletics, badminton, cricket, and more. Athletes like Shri Surinder Kumar, part of the Tokyo Olympics 2021 bronze-winning hockey team, and several international representatives in athletics and other sports highlight the depth and diversity of talent within FCI.

In athletics, FCI has been associated with international representatives such as Shri G.R. Syam Kumar, who competed in the Asian Games and later served as National Coach for the London Olympics 2012. Athletes like Ms. Shantymol Philip, Ms. E.B. Shyla, Shri B. Baiju, and Ms. K.S. Bijimol have also represented India in major international events. Across disciplines including badminton, cricket, football, swimming, kabaddi, powerlifting, and weightlifting, FCI officers and staff have





excelled at the highest levels, with sportspersons like Shri N. Srujan Nandlori, Shri Devang Gandhi, and Shri Rishi Dhawan reflecting the Board's diverse and inclusive approach.

A key initiative of this arm is the Stipend Scheme for Promising Sportspersons, introduced in 1986. Under this scheme, up to 150 young athletes receive financial support annually to pursue training and competitive opportunities.

Alongside sports, the SCPB promotes cultural activities that encourage creativity and strengthen organisational cohesion. Events and competitions conducted across regions provide a platform for employees to express and connect beyond their professional roles.

A Holistic Contribution

Through sustained support for sports and culture, the SCPB reflects a broader vision of human excellence. It highlights that the Corporation's strength lies not only in its operations but also in the achievements and aspirations of its people, who continue to represent both FCI and the nation on larger stages.













हिंदी से सशक्तीकरण:
प्रशासनिक कार्यों में राजभाषा की भूमिका

भारतीय खाद्य निगम (FCI) के प्रशासनिक ढाँचे में राजभाषा प्रभाग एक महत्वपूर्ण भूमिका निभाता है, जिसका उद्देश्य हिंदी को एक सशक्त, व्यावहारिक और प्रभावी कार्यभाषा के रूप में स्थापित करना है। संविधान के अनुच्छेद 343 के अनुसार हिंदी संघ की राजभाषा है और इसके विकास व प्रसार की जिम्मेदारी भी संघ की है। इसी दिशा में राजभाषा प्रभाग यह सुनिश्चित करता है कि निगम के सभी कार्यालयों में हिंदी का प्रयोग नियमित और प्रभावी रूप से हो।

मुख्यालय से लेकर आंचलिक, क्षेत्रीय एवं मंडल स्तर तक यह प्रभाग राजभाषा नीति के क्रियान्वयन का समन्वय करता है। अनुवाद, प्रशिक्षण, निरीक्षण और जागरूकता गतिविधियों के माध्यम से हिंदी को प्रशासनिक कार्यों का अभिन्न हिस्सा बनाया गया है। निगम में तैयार होने वाले विभिन्न दस्तावेज—जैसे परिपत्र, रिपोर्ट, निविदाएँ, वार्षिक प्रतिवेदन और संसदीय कार्य—हिंदी और अंग्रेज़ी दोनों में उपलब्ध कराए जाते हैं, जिससे संप्रेषण अधिक स्पष्ट और व्यापक बनता है।

राजभाषा प्रभाग संसदीय राजभाषा समिति, राजभाषा विभाग और खाद्य एवं सार्वजनिक वितरण मंत्रालय के साथ समन्वय बनाए रखते हुए निरीक्षणों के दौरान दिए गए निर्देशों का अनुपालन सुनिश्चित करता है। साथ ही, कर्मचारियों की भाषाई दक्षता बढ़ाने के लिए नियमित रूप से प्रशिक्षण कार्यक्रम और कार्यशालाएँ आयोजित की जाती हैं, जिससे वे हिंदी में नोटिंग, ड्राफ्टिंग और अन्य प्रशासनिक कार्य सहजता से कर सकें।

राजभाषा के प्रभावी क्रियान्वयन हेतु विभिन्न स्तरों पर समितियाँ गठित हैं, जिनकी बैठकों में प्रगति की समीक्षा और चुनौतियों पर चर्चा की जाती है। इसके अतिरिक्त, हिंदी पखवाड़ा, राष्ट्रीय संगोष्ठियाँ और अन्य गतिविधियाँ कर्मचारियों में हिंदी के प्रति रुचि और सहभागिता को बढ़ाती हैं।

"खाद्य दर्पण" जैसी हिंदी पत्रिका के माध्यम से कर्मचारियों को अपनी रचनात्मक अभिव्यक्ति का मंच भी प्रदान किया जाता है, जिससे संगठन में भाषाई और सांस्कृतिक वातावरण सुदृढ़ होता है।

इस प्रकार, राजभाषा प्रभाग न केवल नीति के क्रियान्वयन तक सीमित है, बल्कि हिंदी को दैनिक प्रशासनिक कार्यों में एक सरल, प्रभावी और जीवंत माध्यम के रूप में स्थापित करने में महत्वपूर्ण योगदान दे रहा है।





The Voice of FCI:

Communicating the Nation's Food Security Story



In an organisation as vast and operationally complex as the Food Corporation of India, work unfolds across thousands of locations—often beyond public view. Yet, for a system that touches millions of lives, being understood is as important as being effective. This is where Public Relations steps in serving as the Corporation's voice, its interpreter, and at times, its bridge to the nation.

The Public Relations function is centrally driven from the Headquarters, where communication strategies and key messaging are developed. the Zonal and Regional Offices support this by amplifying these messages while highlighting local initiatives and providing ground-level inputs for campaigns, especially on social media. At the Divisional and depot levels, the role is primarily execution supporting outreach activities and ensuring on-ground visibility. This structure keeps communication both consistent and locally relevant.

Institutional Role

The PR function serves as FCI's communication arm, highlighting its role in national food security through MSP procurement, buffer stock management, PDS distribution, and market interventions. It also disseminates policy updates and new initiatives, keeping stakeholders farmers, states, beneficiaries, and the public informed.

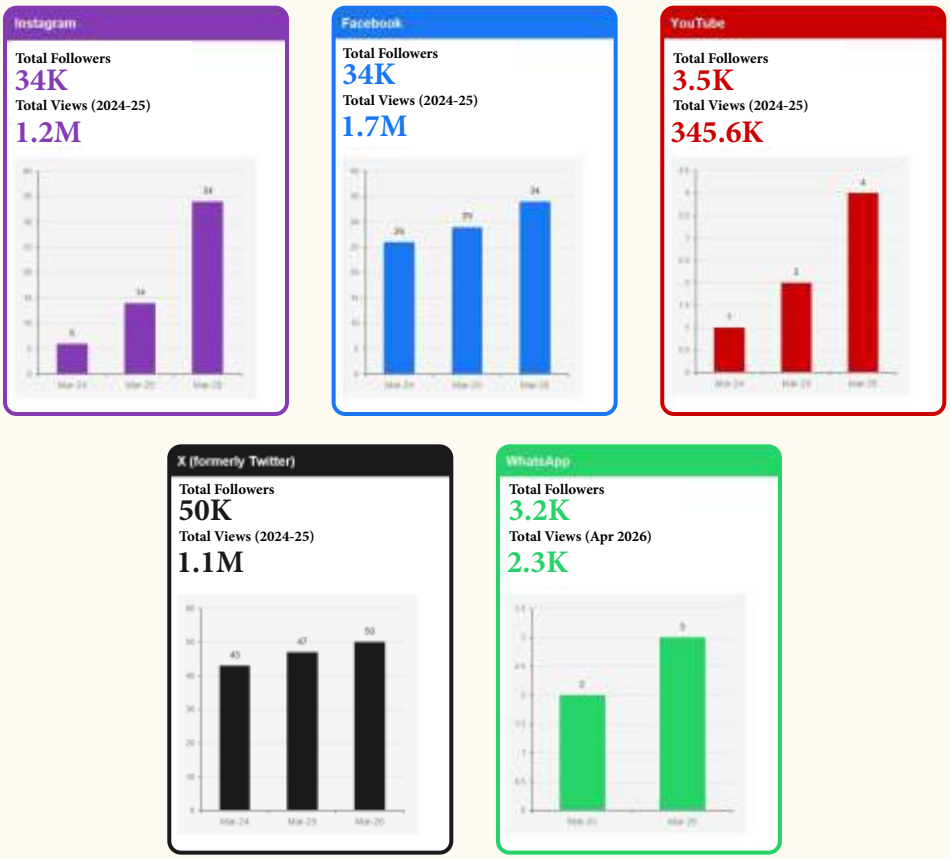
As the central hub for communication strategy, it designs IEC campaigns that simplify complex operations, while coordinating closely with the Ministry to align messaging with national priorities. It manages media outreach through press conferences, briefings, print coverage, and official releases, especially during key operational phases.

The PR function also produces films, publications, and visual content to showcase FCI's work, while leveraging digital platforms like X, Facebook, Instagram, YouTube, and WhatsApp for real-time, interactive engagement. In coordination with the Zonal and Regional Offices, it ensures consistent messaging through field-level outreach, maintaining a unified institutional voice nationwide.

Strengthening Public Confidence in Food Security

Communicating the work of an organisation as vast and layered as FCI comes with its own set of

challenges. Public Relations must translate complex, technical operations into clear and relatable narratives, while responding swiftly to policy changes, operational updates, and public queries in an increasingly fast-paced information environment. In doing so, it not only manages communication but also shapes perception reinforcing the Corporation's image as a transparent and dependable public institution. Though its work unfolds away from depots and field operations, its impact is far-reaching: by connecting policy with people and operations with understanding, it strengthens public confidence in the nation's food security system.






FCI
RATION CARD
food
13%
18%
15%
20%
16%
EMPLOYEE
TESTIMONIAL

Keeping the Promise of Food Security

For millions of beneficiaries across Andhra Pradesh region, timely availability of foodgrains under PDS depends not only on procurement and storage, but also on the efficient coordination and distribution mechanisms managed by the Sales Division. In many ways, the Sales Division forms the operational backbone of PDS implementation in the region. Every allocation, lifting schedule, and coordination effort directly supports nearly 29,000 Fair Price Shops across the state, which collectively serve around 4.9 crore beneficiaries who depend on the system for their food security and daily sustenance.

My current role involves continuous monitoring of foodgrain lifting and distribution under schemes such as TPDS, PM Poshan, and ICDS. A typical day includes reviewing stock positions, coordinating with State Government officials and divisional offices, tracking district-level lifting, and ensuring that operational gaps are addressed before they affect supply at the grassroots level. While much of this work happens through reports, meetings, calls, and data reconciliation, the responsibility behind it is deeply human—because even a minor delay can impact the availability of foodgrains for lakhs of families.

One of the major challenges in this role is managing coordination across multiple stakeholders and ensuring timely indents and lifting by state agencies. I particularly recall a situation where delays in lifting threatened to disrupt distribution under key welfare schemes. Through persistent follow-ups, structured monitoring, and close coordination with field offices and state authorities, we were able to restore smooth movement of stocks and prevent disruption at the beneficiary level.

Working in Food Corporation of India has deeply strengthened my sense of accountability, discipline, and public service. Over time, I have realised that although our work may appear to revolve around files, stock statements, review meetings, and digital monitoring systems, the true essence of these operations lies far beyond administrative processes. It depends on the dedication of countless individuals working quietly behind the scenes to ensure that the supply chain never breaks. Being part of this system has given me a profound appreciation of how even the most routine operational responsibilities contribute to a much larger national commitment towards food security and public welfare.



Devarakonda Ravi
AGIII (Tech.), Sales Section
Regional Office Amaravati, Andhra Pradesh

Preserving Quality, Serving Millions

Food security begins long before foodgrains reach a Fair Price Shop. It begins inside FCI depots, where every stack of grain must be scientifically stored, preserved, and monitored with constant care. Working at the depot level in the Food Corporation of India has made me realise that the strength of India's food security system lies in maintaining the quality and integrity of foodgrains entrusted to us.

As a woman officer managing field-level operations, my responsibilities include regular inspections, labour management, stock preservation, and ensuring quality assurance during issues under PDS, OWS, and OMSS. My role primarily involves closely monitoring storage conditions, supervising hygiene and sanitation practices in the godowns, and ensuring smooth depot operations despite field-level challenges. Even minor lapses in storage or coordination can affect the quality of foodgrains meant for lakhs of beneficiaries.

One of the areas where I was able to make a meaningful contribution was through strict micro-level monitoring of cleanliness and housekeeping practices within the depot. By ensuring consistent sanitation measures and regular inspections, we were able to minimise infestation risks and maintain safe storage conditions. Another major challenge came during the phasing out of DPS operations, where continuous coordination with labour and contractors was essential to maintain uninterrupted functioning of the depot.

Over the years, I have come to understand that food security is not determined only by the quantity of foodgrains procured and distributed across the country, but equally by the quality standards maintained throughout all our operations. The role of quality control operations in FCI is therefore fundamental to the larger food security framework of the Government of India. For me, this role is not merely about managing stocks in large volumes; it is about safeguarding the quality and integrity of foodgrains that millions of households depend upon every day. Being part of this system carries a deep sense of purpose, knowing that even the smallest operational responsibility ultimately contributes towards strengthening India's commitment to safe, reliable, and dignified food security for its people.



M. S. Sasikala
Manager (Quality Control)
FSD, Divisional Office Chennai, Tamil Nadu Region

Protecting the Grain Reserve

In a country where food security supports millions of households every day, the responsibility of preserving these stocks becomes as critical as procurement itself. At the Food Corporation of India Regional Office, Ranchi, my work in the Storage Division is closely connected with this vital responsibility of strengthening the nation's food security framework from behind the scenes.

My role primarily involves storage management activities such as hiring suitable godowns, ensuring availability of storage infrastructure, procurement of dunnage materials, and monitoring the scientific storage of foodgrains. A typical day includes reviewing stock positions, coordinating with agencies and field offices for timely hiring of storage space, monitoring storage conditions, and ensuring preparedness during procurement seasons. I am also involved in monitoring the hiring of godowns constructed under the world's largest foodgrain storage programmes, which play an important role in enhancing storage capacity across the country.

One of the most demanding aspects of this work is managing storage availability during peak procurement seasons, particularly under difficult weather conditions and capacity pressures. Over the past few years, timely hiring of additional storage space and advance arrangement of dunnage materials helped ensure uninterrupted storage operations and prevented damage to foodgrains. Maintaining close coordination with field offices and ensuring that no stack is formed without proper dunnage became essential in safeguarding stocks during these challenging periods.

Working in FCI has strengthened my skills in planning, coordination, and crisis management, while deepening my sense of responsibility towards public service. Every safely stored stack reflects the dedication, vigilance, and silent effort of countless individuals committed to ensuring that foodgrains remain secure until they reach the millions of households that depend upon them.



Sanjeev Kumar
AG-I (D)
Regional Office Ranchi, Jharkhand Region

Moving Food Security Forward

The movement of foodgrains across the country is often seen only at its final stage—when ration reaches a Fair Price Shop or a beneficiary's household. Yet, behind this vast system lies a continuous chain of storage, handling, transportation, and coordination that keeps India's food security network functioning every single day. As an Assistant Grade-I (Depot) at Taraori in the Food Corporation of India, I am part of this critical operational chain that connects procurement centres to the larger Public Distribution System.

My responsibilities encompass the storage, handling, and movement of wheat and rice, ensuring that foodgrains remain in sound condition and move efficiently through the supply chain. The role involves supervising receipt and dispatch operations through road transport and railway rakes, monitoring storage conditions, maintaining stock records, and coordinating with operational teams to ensure smooth depot functioning. During the recent peak procurement season, careful planning of stock stacking and dispatch operations helped minimise delays and ensure uninterrupted movement of foodgrains under PDS.

Working in a depot demands constant vigilance against challenges such as adverse weather, moisture-related risks, and logistical constraints. Through preventive storage practices, regular stock inspections, improved tarpaulin coverage, and close coordination with stakeholders, every effort is made to safeguard foodgrains and maintain the continuity of supply chains that support India's food security network.

Working in the Food Corporation of India has strengthened my sense of discipline, operational responsibility, and commitment to public service. Over the years, I have come to understand that the nation's food security framework is sustained not merely through large-scale operations, but through the consistent human effort. Much of this work goes unnoticed, yet it carries a deep sense of responsibility—because at the end of the entire chain are millions of families who depend on these foodgrains for their daily sustenance and food security.



Sanjeev Jaiswal
AG-I (Depot)
FCI, PEG Hafed Akshardham Foods/
Akshardham Foods Pvt. Ltd.
Taraori, Divisional Office Karnal, Haryana Region

Caring for the Grain that Feeds Millions

At the Food Corporation of India Divisional Office, Ranchi, my role as Manager (Quality Control/Technical) is closely connected with the critical responsibility of protecting the quality and integrity of the nation's food stocks, ensuring that every grain stored remains safe, scientifically preserved, and fit for distribution when it finally reaches beneficiaries under Government welfare schemes.

Since joining FCI in 2017, I have worked across Divisional Office Purnea, Regional Office Patna, and presently at Divisional Office Ranchi, handling quality control, scientific preservation, technical monitoring, and operational coordination related to foodgrain management. A typical day involves monitoring quality control activities, scrutinising technical reports, ensuring timely fumigation and preservation measures, reviewing FIFO compliance, and coordinating with depots and field offices to address operational discrepancies. Recently, I was also entrusted with responsibilities as Food Safety Officer by FSSAI for Fortified Rice Kernel (FRK) matters, involving sample collection and compliance monitoring across Jharkhand.

During the past few years, I have been actively involved in supervising preservation activities of large foodgrain stocks and handling categorisation and disposal processes of flood-affected damaged foodgrains, which helps in ensuring that foodgrains stored across depots maintain the quality standards prescribed by the Government of India. These situations required continuous monitoring, technical decision-making, and close coordination with field teams to minimise losses and safeguard usable stocks.

The work also comes with constant challenges, particularly during adverse weather conditions and while managing remote depots spread across different regions. Maintaining timely compliance, ensuring supply of preservation materials, and monitoring scientific storage practices demand continuous vigilance and coordination.

Being a part of FCI has strengthened my technical expertise, analytical ability, and crisis-management skills, while deepening my sense of discipline, integrity, and public responsibility. For me, the continuous monitoring of preservation activities, scientific storage practices, and quality standards carries a deeper sense of purpose. It brings immense satisfaction to know that the efforts invested in safeguarding foodgrains today ultimately contribute towards providing safe, quality-assured foodgrains to millions of our own countrymen under the Government's welfare programmes, consequently strengthening the long-term foundation of India's food security system.



Kumari Neha
Manager (Quality Control)
Divisional Office Ranchi, Jharkhand Region

Keeping the Digital Wheels Turning

For an organisation as vast and operationally complex as the Food Corporation of India, technology has become far more than a support function—it is an essential enabler of efficiency, transparency, and coordination. During my tenure in the Information Technology Division of FCI, Punjab Region, I had the opportunity to contribute to the digital systems that support one of the Corporation's largest procurement and foodgrain management networks. While food security is often associated with procurement, storage, and distribution, the seamless functioning of these operations increasingly depends on a robust technological backbone working quietly behind the scenes.

Punjab Region, with its 13 divisional offices and extensive procurement, storage, movement, and distribution activities, requires uninterrupted digital connectivity and reliable IT infrastructure to support daily operations. My responsibilities included development, maintenance, and management of IT systems across the region, encompassing hardware, software, networking infrastructure, cybersecurity solutions, and user support. A typical day involved coordinating with divisional offices to resolve technical issues, monitoring network performance, facilitating video conferencing systems, ensuring timely deployment of IT assets, and supporting employees in maintaining uninterrupted access to operational platforms critical for decision-making and administration.

The implementation of the e-Office system across Punjab Region can be considered one of the most challenging part of my role. Introducing a digital workflow platform across a geographically dispersed and operationally intensive region required extensive planning, infrastructure readiness, continuous user support, and close coordination with multiple offices. Beyond the technical deployment, it involved helping employees adapt to a new way of working and ensuring that the transition from conventional file movement to digital processes remained smooth and disruption-free.

Working in the IT Division gave me a unique perspective on how technology strengthens governance and public service delivery. It reinforced my technical expertise, problem-solving abilities, and coordination skills, while deepening my appreciation for the scale of FCI's operations. The successful implementation of e-Office was particularly fulfilling, as it demonstrated how digital transformation can enhance efficiency, transparency, and responsiveness across the organisation. It was rewarding to know that the systems we maintained and strengthened every day ultimately supported the vision and mission of FCI.



Manish Yadav
AG-II (G)
Vigilance Division, Headquarters, New Delhi

Strengthening the Workforce, Supporting the Mission

A large organisation functions effectively not only because of its operational infrastructure, but because of the people who power it and the systems that support them. At the Food Corporation of India Divisional Office, Kanpur, my work in the Administrative Section centres on this critical responsibility—ensuring that the Corporation's human resources and administrative processes remain aligned, responsive, and capable of supporting FCI's larger food security mission.

Since joining FCI in 2016, I have been handling a wide range of personnel and establishment matters, including postings, transfers, promotions, pay fixation, leave administration, and service-related issues of officers and staff. A typical day involves processing personnel cases, maintaining service records, coordinating with depots and higher offices, and ensuring timely implementation of administrative instructions. Since the major rollout of the e-Office system in divisional offices in 2021, I have also been actively involved in managing and supporting its evolving framework, facilitating smoother digital workflows and helping employees adapt to a more efficient and transparent system of governance.

One of the most meaningful initiatives undertaken in recent years was the development of a systematic record-management framework within the administrative section. By creating structured digital databases and organising important orders, circulars, and service-related documents for quick retrieval, our team significantly improved the speed and efficiency of administrative decision-making. This enabled faster processing of matters relating to transfers, promotions, leave, and pay fixation, while improving responsiveness to queries from field offices, audit teams, and higher authorities.

The role often requires balancing urgent operational requirements with limited manpower and strict timelines. Addressing these challenges demands continuous coordination, careful monitoring of pending matters, and a proactive approach to problem-solving to ensure that administrative processes never become a constraint on operational efficiency.

Working in FCI has strengthened my organisational abilities, attention to detail, and sense of accountability. More importantly, it has shown me that behind every successful procurement season, every efficiently managed depot, and every smooth operational activity stands a workforce that must be supported, motivated, and empowered. In many ways, administration is the backbone of this human ecosystem. Efficient and motivated personnel are the foundation of every successful organisation, and contributing to their welfare and professional functioning gives me a deep sense of purpose.

I am often reminded of the words of former President and visionary scientist A. P. J. Abdul Kalam: "Great dreams of great dreamers are always transcended." Institutions fulfil such dreams not through systems alone, but through people. Knowing that my work supports the individuals who drive FCI's operations provides immense satisfaction, because strengthening people ultimately strengthens the nation's food security framework itself. Being part of FCI allows me to contribute to one of India's most important public service missions—food security.



Nitesh Kumar
AG-I
Divisional Office Kanpur, Uttar Pradesh Region

Managing the Lifelines of Food Security

In an organisation entrusted with managing one of the world's largest food security systems, leadership often means balancing routine operations with the responsibility of being prepared for the unexpected. As Divisional Manager, Food Corporation of India, Pune, I oversee operations across 19 depots spread over five districts of Maharashtra—Pune, Satara, Sangli, Kolhapur, and Solapur—while also holding the additional charge of operations in Goa. Together, these responsibilities place me at the intersection of planning, coordination, decision-making, and crisis management, all of which are essential to ensuring that foodgrains continue to move seamlessly through the nation's food security network.

Each day brings a combination of responsibilities like reviewing key operational indicators across the division—foodgrain movement, storage and transit losses, rake positioning, district-wise transactions, stock availability, and supply chain performance. These assessments are followed by corrective interventions wherever required, whether through operational directives, coordination with stakeholders, or strategic planning. As FCI continues its journey towards greater transparency and digital governance, much of this work is carried out through e-Office and HRMS platforms, which have transformed the way decisions are processed and implemented. Alongside operational oversight, an equally important part of my role involves supporting and guiding the people who drive these operations—addressing personnel matters, resolving administrative concerns, and ensuring that our teams remain motivated and equipped to perform their responsibilities effectively.

One of the most critical responsibilities of a Divisional Manager is ensuring uninterrupted availability and accessibility of foodgrains under the Public Distribution System. This involves coordinating the movement of foodgrains from surplus regions into Maharashtra, ensuring their timely distribution to remote locations, and supporting market stability through interventions such as the Open Market Sale Scheme. In many ways, this role connects policy intent with operational execution, translating national food security objectives into outcomes that directly affect millions of people.

The significance of these responsibilities becomes most apparent during periods of uncertainty. Over the past two years, the country witnessed situations that had the potential to trigger anxiety regarding the continuity of essential supplies. While foodgrain stocks remained adequate, such situations demand swift operational preparedness and public confidence in the system. During these periods, advance lifting operations under the National Food Security Act were undertaken proactively across the division to strengthen the Public Distribution System and ensure that adequate stocks were available at every stage of the supply chain.

Simultaneously, foodgrains were released under the Open Market Sale Scheme to enhance market availability and help contain price pressures. These measures required close coordination among depots, transport agencies, State Government authorities, and other stakeholders. The objective was not merely to move stocks, but to ensure that beneficiaries experienced no disruption and that concerns regarding availability of essential foodgrains did not translate into panic.

The challenges are constant—transportation constraints, labour-intensive operations, weather-related disruptions, and the need to coordinate with multiple agencies across vast geographies. Addressing them requires vigilance, adaptability, and decisive action. At the same time, ongoing modernisation efforts have created opportunities to improve efficiency and transparency. Being part

of initiatives such as the rollout of Anna Darpan has allowed me to contribute not only as an administrator, but also as a facilitator of organisational change.

Working in FCI has strengthened my leadership, accountability, and crisis-management abilities, but perhaps more importantly, it has deepened my appreciation for the collective nature of public service. Food security is sustained not by any single individual, but by a system built on teamwork, commitment, and shared purpose. As leaders, our responsibility is to strengthen that system every day—so that millions of families can rely on it with confidence, irrespective of the circumstances. That, to me, remains the most meaningful aspect of serving in the Food Corporation of India.



Vikas Raghuvanshi
Divisional Manager
Divisional Office Pune, Maharashtra Region

Bridging Perception and Reality

For an organisation like the Food Corporation of India, whose work affects millions of people every day but largely unfolds behind the scenes, effective public communication has become more important than ever. In an age shaped by instant information, public perception is often formed through headlines, social media discussions, and fragmented narratives.

As part of the Public Relations Division at FCI Headquarters, I help communicate this larger story. My work involves managing content for FCI's official social media platforms, coordinating communication campaigns, and contributing to the editorial work of Anna Swaraaj, FCI's annual magazine. From social media posts and videos to press releases and feature articles, the goal is to present FCI's work in a way that is clear, factual, and easy to understand.

A large part of my work is about turning complex operational information into simple, engaging stories. Behind every allocation, warehouse, and distribution process are people working to keep the food supply chain running smoothly. Through social media posts, videos, press releases, and magazine articles, we try to show the human side of FCI's work.

One of the biggest challenges in public communication is the gap between perception and reality. Many people know FCI's name, but not the full scale of its role in India's food security system. Media reports and online discussions often show only part of the picture. Our goal is to provide clear, factual, and relatable communication that helps people better understand the organisation's purpose and contribution.

A particularly meaningful experience for me was working on the special edition of Anna Swaraaj (Vol. II, 2025), which highlighted FCI's contribution to the United Nations Sustainable Development Goals and documented employees' experiences during the COVID-19 pandemic. Collecting personal stories from across the country

and recording the contributions of employees and labourers during that difficult period was both professionally rewarding and deeply moving. It showed the human side of FCI — the dedication and resilience that kept food supplies moving when the nation needed them most.

The growing reach of FCI's digital platforms demonstrates the increasing importance of this communication. Over the past few years, our audiences on Instagram, Facebook, X, and YouTube have steadily increased, and new initiatives such as the official WhatsApp Channel and QR-code access system have helped us connect with more citizens and stakeholders.

Working in FCI has helped me grow professionally and personally. It has strengthened my communication and creative skills, while reconnecting me with my love for writing and storytelling. More importantly, it has shown me that Public Relations is not merely about sharing information—it is about building understanding. In a mission as significant as food security, helping people understand the purpose, scale, and human effort behind FCI's work is, in its own way, a meaningful contribution to the larger national cause.



Surabhi Mishra
AG-II (Technical)
Public Relations Division, Headquarters, New Delhi

Upholding Fairness, Strengthening Trust

Every large institution is ultimately sustained not only by systems and procedures, but by the trust its people place in them. During my tenure in the Appeal & Review Division at FCI Headquarters, New Delhi, I had the opportunity to contribute to this important but often unseen aspect of the organisation.

During my tenure in the Appeal & Review Division at FCI Headquarters, New Delhi, I was entrusted with examining Appeal and Review Petitions submitted by employees from across the country in disciplinary and vigilance-related matters. Every file that reached the division represented far more than a procedural case. Behind each petition was an individual seeking an opportunity to be heard, a request for reconsideration, or a belief that their case deserved another objective examination.

The work demanded careful scrutiny of disciplinary records, service rules, vigilance guidelines, and supporting documents received from the Regional Offices, Zonal Offices, and various divisions. Many cases involved extensive records accumulated over several years, procedural complexities, and issues that required detailed examination before any recommendation could be made. Maintaining objectivity while ensuring adherence to the principles of natural justice was central to every stage of the process.

One of the most meaningful aspects of the role was helping facilitate the disposal of several long-pending Appeal and Review Petitions. Many of

these cases required sustained coordination with offices across the country to obtain missing records and clarifications. Seeing these matters finally reach a conclusion was important not only from an administrative perspective but also because it reinforced employees' confidence that the organisation remained committed to fairness, transparency, and due process.

Working in this division deepened my understanding of the human dimension of organisational governance. It strengthened my analytical abilities, drafting skills, and understanding of service jurisprudence, while reinforcing values of integrity, accountability, and impartiality. While my role was administrative in nature, it contributed to strengthening the institutional framework of FCI. A transparent and accountable grievance redressal mechanism helps maintain employee morale, organisational discipline, and public trust. By ensuring fair consideration of appeal and review petitions, I supported a healthy administrative environment that ultimately contributes to FCI's mission of ensuring food security for the nation.



Shweta Joshi
AG-I (Depot)
Public Relations Division, Headquarters, New Delhi

My Journey Through the Digital Transformation of FCI

I joined the Food Corporation of India (FCI) in 1987 and was posted in the Information Technology Division at a time when computerisation had just begun making its presence felt in the organisation. Looking back, it has been a privilege to witness and contribute to the remarkable digital transformation of FCI over nearly four decades.

In the late 1980s, computing infrastructure was limited and highly specialised. The IT environment was centered around UNIX servers, and applications were primarily developed using DBase and similar technologies. One of the most important assignments during those days was the generation of CPF slips for employees. Data processing was carried out on large servers, and strict protocols were followed. The server room was treated almost like a clean room—we were required to change our shoes before entering to protect the equipment.

The hardware itself was vastly different from what we see today. Data entry machines were bulky and cumbersome, and large dot-matrix printers occupied significant space. Despite these limitations, the systems played a crucial role in automating key administrative and accounting functions within FCI.

As part of the IT Division, I was involved in generating daily movement statements and various reports that were submitted to senior management and the Ministry. These reports were critical for monitoring foodgrain movement and operational performance across the country.

Over the years, technology evolved rapidly, and so did our skills. We underwent extensive training in website development, server administration, data backup procedures, networking, and emerging operating systems. I witnessed the transition from UNIX and Linux-based environments to Windows-based systems and eventually to modern cloud-enabled platforms.

One of the significant milestones was the development of FCI's early websites. Initially, the websites were simple and informational in nature. We developed and maintained FCI's website in-house, laying the foundation for the organisation's digital presence. Later, specialised agencies were engaged to redesign and modernise the website using contemporary technologies.

The scope of IT in FCI expanded steadily. Routine administrative functions such as Dak and Dispatch management were computerised. Systems were developed to track correspondence, generate weekly reports on files and letters, and improve office efficiency.

I also had the opportunity to be associated with the development and implementation of several in-house applications, including systems for salary generation, e-Litigation, e-Granthalaya, and other departmental applications. One of the most impactful initiatives was the development of the Intranet System at the Headquarters, which enabled various divisions and sections to share information and documents through a common platform, significantly improving coordination and communication.

Transparency and efficiency received a major boost with the introduction of electronic tendering. The NIC-developed e-Tendering platform transformed the procurement process by enabling online publication and submission of tenders, thereby enhancing transparency and accountability.

Another landmark project was the Integrated Information System for Foodgrains Management (IISFM), which enabled depots across the country to digitally capture and manage operational data. This system later evolved into the more advanced Depot Online System, further streamlining depot operations and data management.

The introduction of e-Office marked another major shift in FCI's working culture. Initially implemented in a few divisions such as IT and Vigilance, the system was subsequently expanded across the organisation. It transformed file management, approvals, and record keeping, reducing dependence on physical files and promoting paperless governance.

From the era of UNIX servers, DBase applications, dot-matrix printers, and manual data entry terminals to today's integrated digital platforms, cloud-based systems, online services, and e-Governance initiatives, the journey has been extraordinary.

Having witnessed and participated in this transformation from the very beginning, I take immense pride in being part of FCI's digital evolution. The organisation has successfully embraced technology to enhance efficiency, transparency, accountability, and service delivery. My journey in FCI has not only allowed me to grow professionally but has also given me the unique opportunity to contribute to the modernisation of one of India's most important public sector organisations.



Vimmi Arora
Manager (General)
Public Relations Division, Headquarters, New Delhi

International Year of the Woman Farmer 2026:

Celebrating the Women Who Sustain Agriculture

The United Nations has declared 2026 as the International Year of the Woman Farmer (IYWF 2026), recognising the indispensable role women play across agrifood systems worldwide. From cultivation and livestock management to food processing, trade, and rural entrepreneurship, women contribute significantly to food production, household nutrition, and rural livelihoods — often without adequate recognition or equal access to opportunities.

The observance seeks to highlight the immense contribution of women farmers while drawing attention to the structural inequalities that continue to limit their productivity, income, and participation in decision-making. According to the Food and Agriculture Organisation (FAO), women account for nearly 41 percent of the global agrifood workforce. Yet barriers such as unequal access to land ownership, financial services, technology, markets, and institutional support continue to restrict their full participation.

FAO experts have noted that closing gender gaps in agrifood systems could strengthen food security, improve livelihoods, and contribute significantly to economic growth. In India, women are increasingly becoming central to agricultural activities. With changing rural dynamics and migration patterns, women today contribute extensively to cultivation, livestock care, post-harvest management, and allied agricultural sectors. According to the Agriculture Census 2015–16, nearly 11.72 percent of the country's total operational landholding area was operated by female operational holders. Their growing contribution reflects both resilience and responsibility, even as challenges related to land access, institutional support, training, and financial inclusion continue to persist.



Recognising this contribution requires not only institutional acknowledgment but also sustained public awareness. During the IYWF 2026, the Food Corporation of India, through its digital outreach efforts, has been highlighting the contribution of women in agriculture using social media as a platform for awareness and recognition. Through weekly creatives and storytelling-led campaigns shared on FCI's official social media platforms, audiences are being encouraged to better understand the role women farmers play in strengthening food systems and sustaining food security.

Several awareness-driven posts have celebrated different dimensions of women's contribution to agriculture. A creative titled "From Home to Field – She Sustains the Nation's Yield" recognised women farmers as key contributors across the agricultural cycle, from cultivation to nourishment. Other posts highlighted women's growing participation in India's agricultural workforce and their contribution to farm productivity, while interactive creatives introduced audiences to the significance of the IYWF 2026 through engaging, informative formats.

Visual storytelling has also been used to bring attention to the resilience, care, and everyday labour of women farmers — from sowing seeds and nurturing crops to supporting families and strengthening food systems. By presenting these stories in relatable formats, thecampaign aims to improve public understanding of women's contribution to agriculture while encouraging wider recognition of their role in India's food security ecosystem.

Importantly, this awareness campaign will continue throughout the year across FCI's official social media platforms, reinforcing the message of inclusion, recognition, and empowerment of women farmers. Weekly awareness posts on women in farming are being shared through FCI's official social media channels, helping sustain conversations around women's contribution to agriculture and food security.

In this broader agricultural ecosystem, FCI contributes to strengthening food security through procurement and distribution systems. By supporting procurement operations under government policy and ensuring foodgrain availability through the PDS, FCI contributes to a framework that supports farmers and strengthens food security nationwide. Through rigorous quality control, scientific storage, movement, and distribution of foodgrains, FCI helps translate food security objectives into action. Alongside women farmers, women in both formal and informal roles contribute significantly to agrifood systems. In formal roles, they support administration, logistics, quality control, and policy implementation. In the informal sector, contractual and casual women workers play a crucial role in ground-level operations. Contractual workers assist in handling, packaging, and movement of foodgrains, while casual labourers contribute to tasks such as loading, unloading, and maintenance. Though often less visible, their contributions are essential to sustaining daily operations and strengthening food security.

The IYWF 2026 is therefore more than a celebration — it is a call to recognise, value, and empower the women whose labour sustains farms, households, and food systems. Ensuring visibility, opportunity, and recognition for women farmers is essential not only for gender equity, but also for building resilient agrifood systems and a more food-secure future.

Moments Beyond Work



Swachhata Hi Seva 2025 campaign, FCI Headquarters



Women's Day 2025, Andhra Pradesh



Hon'ble cabinet minister Shri Pralhad Joshi at FCI DO and FSD Valiyathura, Kerala



Hindi Fortnight 2024 celebrations, FCI DO Thrissur, Kerala



Kerala Cultural Fest, 2024-25



Independence Day 2025



International Yoga Day 2024, FCI RO Dehradun

Moments Beyond Work



Vigilance Awareness Week 2023



Vishwa Upbhokta Adhikar Diwas 2024, FCI RO Bhopal



Poshan Pakhwada 2025, Delhi



Swachhta Hi Seva 2025



Bagurumba Dance Performance, 2025, FCI RO Guwahati



Ganeshotsav 2025, FCI RO Mumbai

FCI @ Trade Fair, Delhi IITF 2025



Hon'ble Union Minister Shri Pralhad Joshi at the FCI stall















FCI @ Trade Fair, Tamil Nadu









FCI @ Trade Fair, Assam

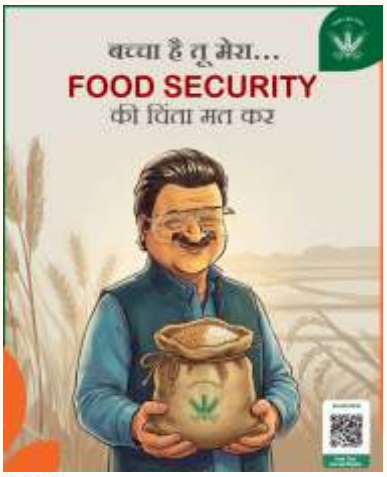








The Social Pulse



Overview

Views	Reach	Interactions	Follows
18.1K	10.3K	944	41

https://bit.ly/4uek42L



Overview

Views	Reach	Interactions	Follows
5.3K	3.2K	130	16

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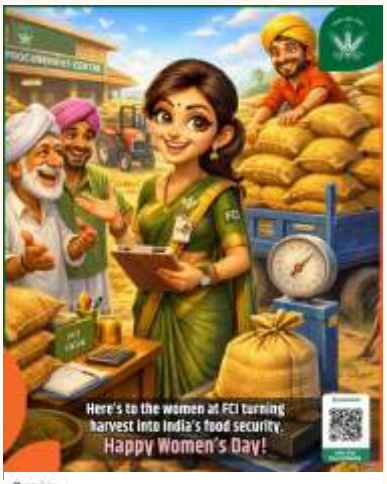

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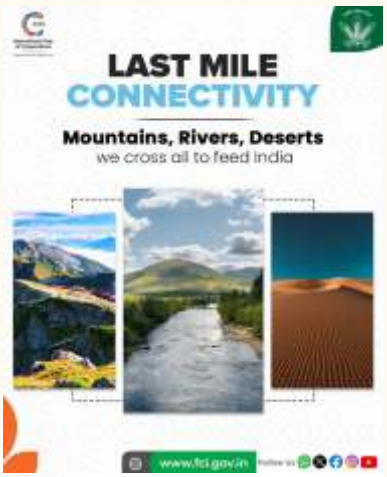

Overview

Views	Reach	Interactions	Follows
2.6K	779	25	0

https://bit.ly/4ubGL7A



Overview

Views	Reach	Interactions	Follows
6.4K	2.3K	173	3

https://bit.ly/3QiTp6Y



Overview

Views	Reach	Interactions	Follows
1.8K	1.0K	47	2

https://bit.ly/4dZX8yi



Overview

Views	Interactions	Link clicks	Follows
4.5K	70	0	2

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Overview

Views	Viewers	Interactions	Link clicks	Follows
35.0K	24.8K	334	--	28

https://bit.ly/437OM2B



Overview

Views	Viewers	Interactions	Link clicks	Follows
32.3K	19.1K	485	--	14

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The Social Pulse



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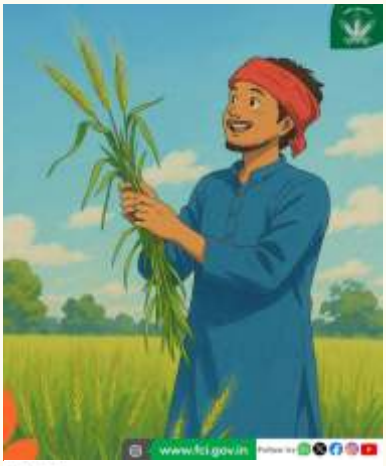

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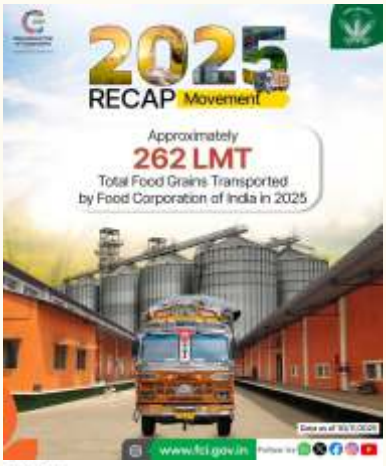

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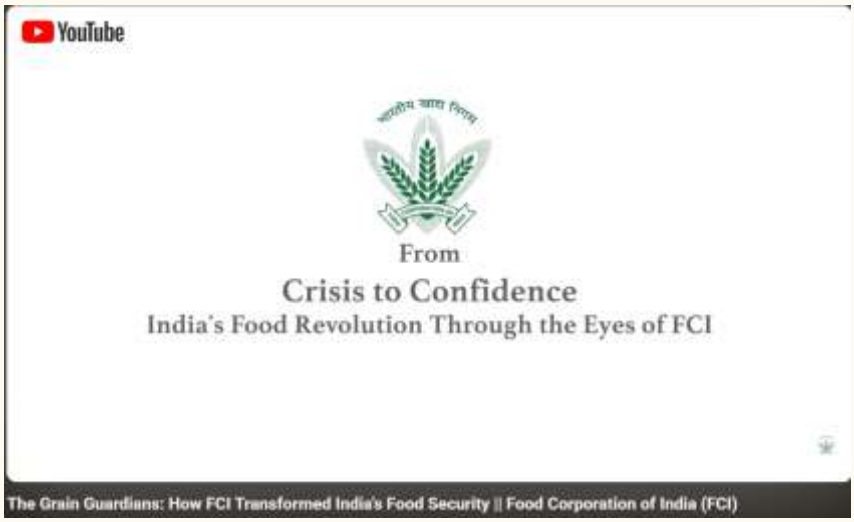
The Social Pulse



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The Social Pulse



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Grain Grid



FCI Divisional Office, Agartala, Tripura



FCI Divisional Office, Birbhum, West Bengal



FCI Divisional Office, Hubballi, Karnataka



FCI Divisional Office, Kakinada, Andhra Pradesh



FCI Regional Office, Odisha



FSD AVSM, Kollam, Kerala



FSD Avadi, Thiruvallur, Tamil Nadu



FSD Egmore, Tamil Nadu

Grain Grid



FSD Jowai, Shillong, Meghalaya



FSD Anini, Arunachal Pradesh



FSD Simli, Uttarakhand



FCI Divisional Office, Thrissur, Kerala



FSD Gadikoppa, Shimoga, Karnataka



FSD North Lakhimpur, Assam



Regional Office Bengaluru, Karnataka



Regional Office Bhubaneshwar, Odisha

From the Archives



The new recruits in 1973 attending a training at FCI Central Training Institute.



Dignitaries who attended the first Zonal Managers conference of FCI in 1968 inaugurated by Shri Jagjivan Ram Hon'ble Union Minister for Food, Agriculture, Community Development and Cooperation.



Nawab Shahi platform, Rampur









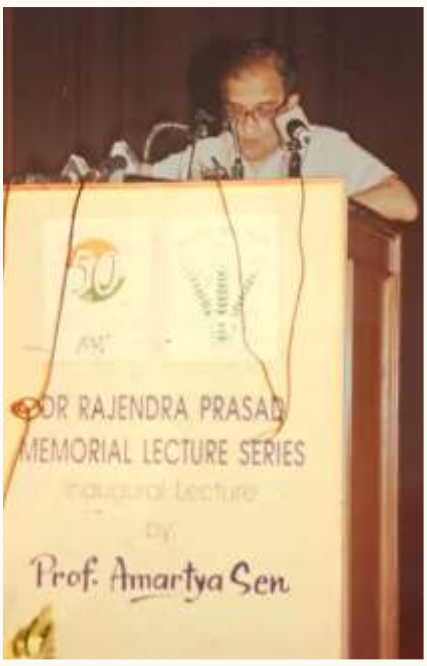
From the Archives

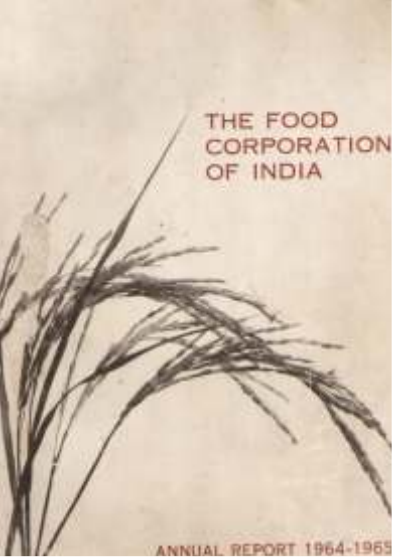


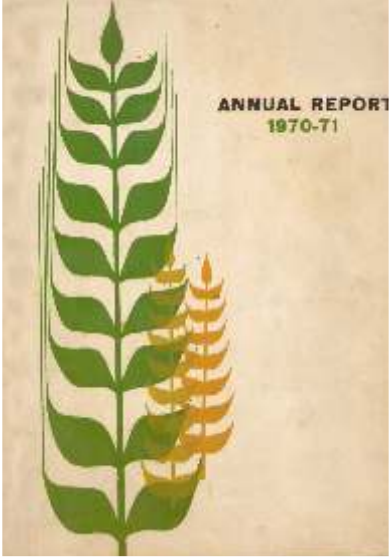


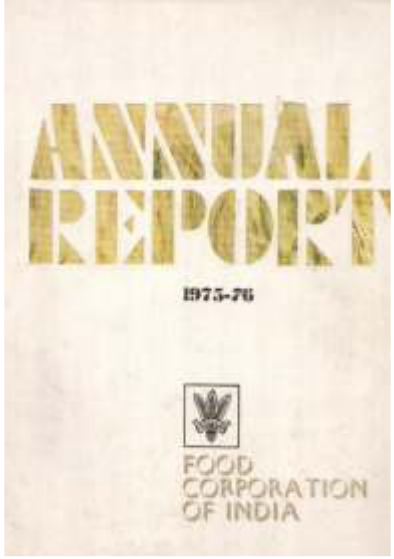


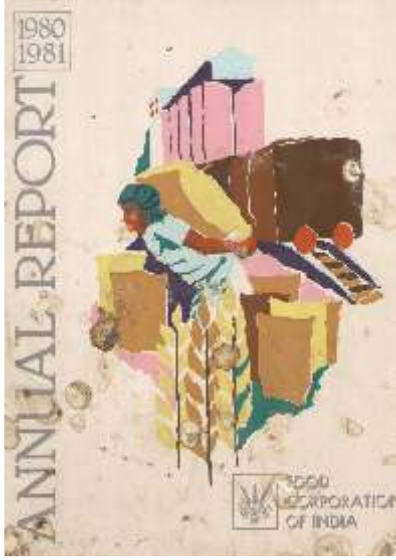


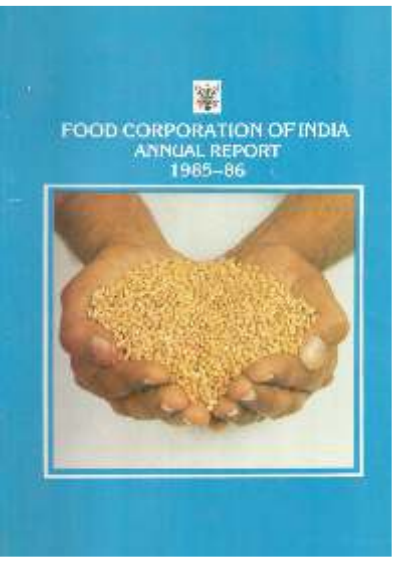












The Harmony of Many Hands

Every enduring institution is held together by an invisible force—the quiet convergence of individual efforts into a purpose far greater than any one person or function. It is this spirit that brings coherence to complexity and transforms innumerable actions into a shared national mission.

In an age shaped by climate uncertainties, geopolitical disruptions, and mounting pressures on global food systems, food security can no longer be regarded as a certainty. Yet for millions of Indians, it remains a daily assurance through a system built on resilience, coordination, and trust.

At the heart of this assurance stands the Food Corporation of India.

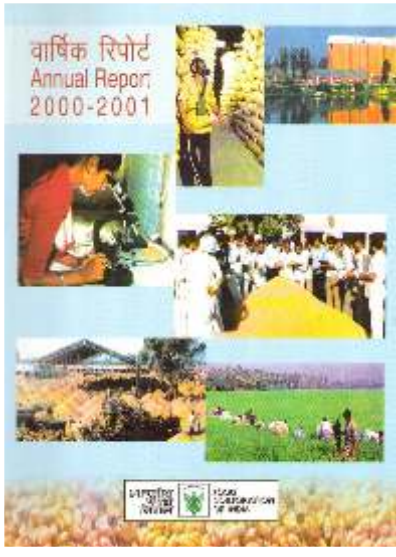
Its contribution is often expressed in numbers—foodgrains procured, stocks maintained, rakes dispatched, beneficiaries served. Behind these achievements, however, lies a far more compelling story: the story of people. Individually, their roles may appear modest; together, they sustain one of the world's largest food security networks.

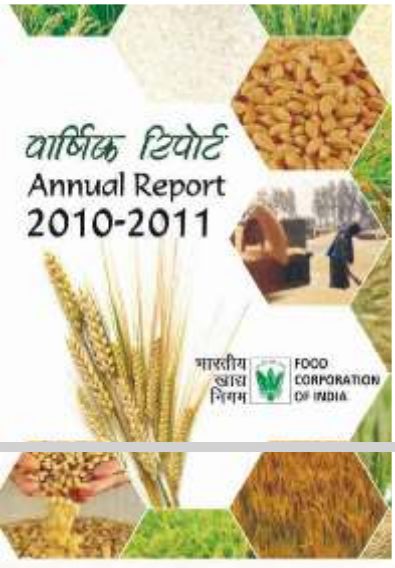
The facets and cover pages of the Annual Reports, featured on this page, offer a fitting reflection of this theme. Just as many roles and functions of the Corporation have remained unseen, these records spanning more than six decades are themselves hidden treasures—far more than historical documents. They have served not only as the foundation of our research for this edition, but also as a rich repository of institutional knowledge, preserving the memory of an organisation in constant evolution.

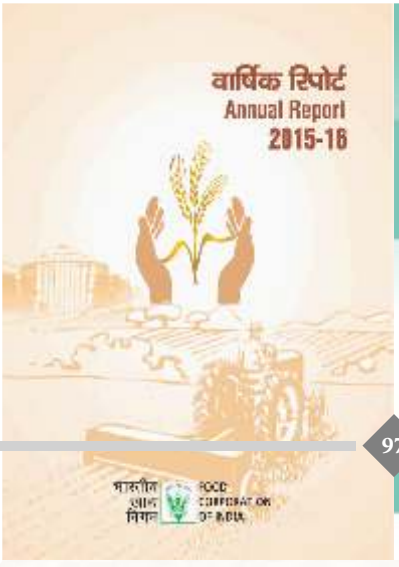
This edition is a tribute to those unseen contributors and to the legacy they have collectively built. It's an enduring reminder that when many hands work in harmony toward a common purpose, they nourish not only a nation, but its future.

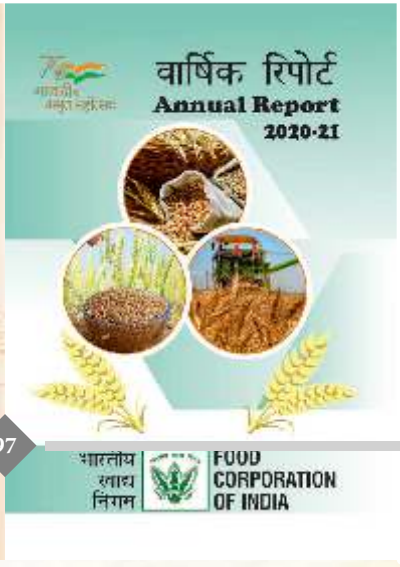


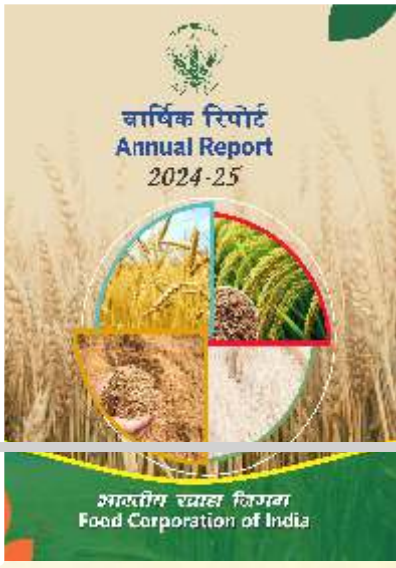












Behind the Scenes : Behind the Lens

Every edition of Anna Swaraaj begins as an assignment, but invariably becomes something more—a journey of learning, discovery and rediscovery.

Within the Food Corporation of India, our professional experiences are often shaped by the responsibilities we discharge in our respective domains. Yet, in researching and curating this magazine, we were afforded a rare privilege: to step beyond our individual roles and discover FCI as one interconnected institution. Every conversation, every archival record and every article revealed another dimension of an organisation whose true strength lies not in any single function, but in the seamless coordination of many.

The journey of Anna Swaraaj has evolved with every edition. The first, commemorating 60 Years of FCI, brought together contributions from across the country and was compiled, designed and published in just twelve days. The second, a special COVID-19 edition, involved extensive research to document FCI's extraordinary role during the pandemic, capturing the resilience, dedication and unwavering commitment of its workforce during one of the nation's most challenging periods.

The overwhelming appreciation received by that edition naturally led to an important question—what story remained untold? We had documented FCI's history. We had chronicled its resilience during an unprecedented crisis. Yet, through conversations with officers, employees, readers and visitors, we realised that while many were familiar with FCI's visible operations, very few truly understood the vast network of people, systems and institutions working quietly behind the scenes to sustain India's food security.

That realisation became the inspiration for this edition.

Anna Swaraaj – Volume III is an attempt to make the invisible visible. It explores the people, processes, technologies and governance mechanisms that seldom receive public attention, yet collectively enable one of the world's largest foodgrain management systems to function with reliability and purpose. Every article is the outcome of months of research, discussions across the Headquarters and field offices, examination of historical records, careful fact verification and the invaluable support extended by numerous divisions across the Corporation.

Behind every page, too, lies another invisible effort. Writers transformed technical processes into engaging narratives. Designers translated complex ideas into meaningful visual experiences through illustrations, timelines, maps and infographics. Photographs were carefully selected to preserve institutional memory, while countless rounds of editing and review ensured that every fact, every figure and every story reflected the authenticity of FCI's remarkable journey.

In many ways, the making of this magazine mirrors the institution it seeks to portray. Just as no single division alone ensures the nation's food security, no single individual creates a publication of this nature. It is the result of collaboration, trust, shared purpose and the quiet contributions of many people working beyond the spotlight.

What began as another editorial assignment became an opportunity to rediscover our own institution. In telling the story of FCI, we became students of its history, witnesses to its evolution and admirers of the countless unseen hands whose dedication continues to move the nation.

Because behind every grain that reaches a beneficiary lies an extraordinary journey.

And behind every page of this magazine lies one too.



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Harvested History

Stamped memories of sowing, science, and the green revolution that shaped our nation

Every stamp tells a story of its time. They capture moments of transformation, celebrate milestones, and preserve the ideas that shape collective progress. These commemorative pieces trace India's agricultural and food security narrative—honouring the farmer, the harvest, and the institutions that have nourished the nation through the decades.





















Epilogue

FCI@2047:

The Quiet Architecture of Food Security

This is the year 2047.

A young officer reports for her first posting in the Food Corporation of India. She has grown up in an India where food security has always seemed almost effortless. Grain arrives where it must. Markets remain broadly stable. Public distribution functions quietly in the background. News headlines speak more often of artificial intelligence, renewable energy and quantum computing than of shortages or rationing.

She has never stood in a ration queue. She has never heard stories of ships carrying emergency grain into Indian ports. To her generation, food security is simply the way the country works. It is difficult for her to imagine a time when India worried whether there would be enough grain to feed its people.

History has a curious habit of hiding its greatest successes in plain sight.

The institutions that transform a nation often become so dependable that people gradually stop noticing them. Electricity is expected. Railways are expected. Clean drinking water is expected. Food security, too, quietly becomes part of everyday life. Among those institutions stands the Food Corporation of India.

Looking back, it almost seems inevitable that FCI would remain relevant. Yet it was anything but inevitable. When the organisation completed seventy-five years in 2040, many wondered whether an institution born in the age of shortages, buffer stocks and ration cards could remain meaningful in an economy shaped by digital markets, sophisticated private supply chains and global trade.

Those questions were understandable.

Artificial intelligence was transforming logistics. Climate change was redrawing agricultural maps. Consumer preferences were shifting beyond traditional cereals. Geopolitical conflicts repeatedly exposed the fragility of global supply chains. FCI did not survive by resisting these changes. It survived because it changed with them.

The familiar scenes never disappeared. Farmers still arrived at procurement centres every harvest season. Somewhere, every evening, a movement planner monitored rail rakes crossing half the country. Regional control rooms still came alive during procurement or whenever weather or logistics demanded quick decisions.

Only now, those familiar scenes unfolded alongside technologies that earlier generations could scarcely have imagined. Predictive analytics strengthened procurement planning. Climate models anticipated production shocks. Automated warehouses monitored grain continuously. Digital platforms connected procurement centres, laboratories, warehouses, railways and policymakers into a single ecosystem.

The deeper transformation, however, was philosophical. By the middle of the 2040s, food security itself had acquired a broader meaning. For decades, ensuring adequate stocks of wheat and rice had been India's overriding priority. By 2047, nutrition mattered as much as calories. Climate resilience mattered alongside production. Dietary diversity became central to public policy. FCI evolved accordingly.

Rice and wheat remained the backbone of national food security, but no longer its only pillars. Procurement gradually expanded to include pulses, millets, oilseeds and other climate-resilient crops. Bio-fortified grains entered mainstream programmes, while scientific storage and specialised logistics adapted to a much wider basket of commodities.

The organisation had quietly begun to think less

like a grain manager and more like a national food systems institution. Its horizon expanded in another direction as well. Repeated climate shocks and geopolitical disruptions made one lesson impossible to ignore: food security could no longer end at national borders.

FCI established coordination offices in Afghanistan, Myanmar, Australia, Turkey, Romania, Ethiopia and other strategic locations. Some facilitated long-term sourcing arrangements and forward contracts. Others monitored commodity trends, climate risks and logistics corridors. Partnerships for contract farming in pulses, edible oils and feed grains emerged where geography offered long-term strategic advantages for India's nutritional needs.

These initiatives were never simply about trade; they reflected a changing understanding of India's place in the world. As India's domestic systems grew stronger, its experience became valuable to others. During humanitarian emergencies and climate disasters, FCI increasingly partnered with multilateral institutions and friendly nations in grain assistance, fortified food programmes and emergency logistics. Expertise once developed for India's own needs gradually became part of India's contribution to global food security.

Yet, despite every technological advance, the institution retained something remarkably familiar. Its purpose, Food security was never merely about commodities, warehouses or algorithms. It was about confidence. The confidence of a farmer bringing produce to a procurement centre, knowing there would be a buyer. The confidence of a family that food would remain available in difficult times. The confidence of a nation that could face droughts, floods or global disruptions without fear of empty granaries.

Perhaps that was FCI's greatest achievement. Not that it became bigger. Or smarter. Or more digital. But that it became so dependable that an entire generation could grow up without ever wondering where tomorrow's food would come from.

The young officer, standing in her first depot in 2047, notices automated conveyors, intelligent warehouses and digital dashboards, yet what stays with her is something far simpler, the people. A quality control officer examining a grain sample. A depot worker checking stacks before leaving for the day. A movement planner smiling quietly as another rake reaches its destination on schedule. Only then does she begin to understand what decades of reports & policy papers could never fully explain.

Institutions endure not because of technology alone, but because generations of ordinary people choose, every single day, to do their work extraordinarily well. Perhaps that is the real legacy of the Food Corporation of India after a century of India's Independence. An institution born to manage scarcity gradually learned to manage uncertainty.

Quietly. Patiently. Behind the scenes.

Shireesh M. Khare
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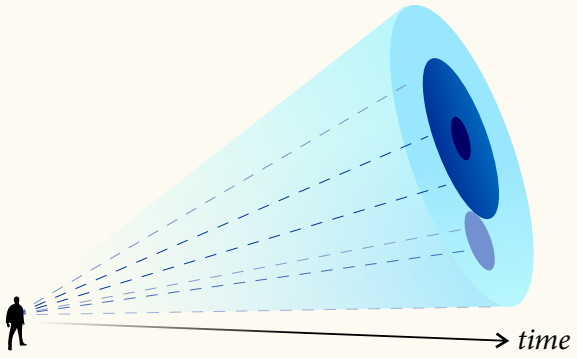
(views expressed are personal)



(The Cone of Plausibility)











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