

SCOPE Basic[®] Assessment Report

Kilida irrigators association

Assessment date: April 22, 2021

Version SCOPE Basic[®] 2.0.1

Total score:

1.8

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About the SCOPE Basic Assessment Report

The SCOPE Basic Report gives insight into the level of professionalism and management maturity of the assessee. Furthermore, it outlines the strengths and weaknesses and business performance of the organization. The assessment data can be used for capacity building, assessing readiness for finance and market development, segmentation, benchmarking, and monitoring and evaluation. The Basic Report can inform companies and financial institutions regarding the assessee's readiness for finance and market linkages, however; it is not a due diligence process and does not make claims as to whether an organization is bankable or not. All data and information was collected during interviews with representatives of the organization.

Outline report

This Basic Report contains the following items:

Chapter 1 Assessment details: outlining information about the assessment and assessor.

Chapter 2 Organizational details: provides detailed information about the organization's contact details, sector, services, board, management, membership and infrastructure.

Chapter 3 Assessment results: provides the scores per dimension and per subdimension and may compare scores to previous assessments (if relevant). The scores are benchmarked against other assessed organizations (if available). Furthermore, a summary by the assessor of risks and strengths per dimension is given.

Chapter 4 Business performance: outlines information about the financial and production information of the organization and presents relevant clients, service providers, and supporting organizations.

Methodology

The SCOPE Basic tools measures professionalism by assessing the maturity of organizations' management capabilities across 8 dimensions. The 8 dimensions are: Internal Management, Financial Management, Sustainability, Operations, Production base, Market, External Risks and Enabling Environment. Depending on the relevance, each dimension has a different weight when calculating the scores.

Scoring system

All tools have a scoring system from 1 to 5, 1 being the lowest and 5 being the highest score. Each organization receives a total score and a score on the dimension level.

Score 1	very immature organization	N/A	Not available
Score 2	immature organization	N/R	Not relevant (not applicable)
Score 3	maturing organization		
Score 4	professional organization		
Score 5	very professional organization		

Note: although the scale is the same, a SCOPE Basic score is not the same as a SCOPE Pro score. The Pro methodology assumes a higher level of professionalism. An organization that is considering access to markets and access to finance, and that scores a Basic 4 or higher, can be eligible for a SCOPE Pro assessment. The Basic methodology is aligned with the Pro methodology on dimensions in order to facilitate graduation to the Pro level. More detail about the methodology, weighting of dimensions and score interpretation, can be found in the SCOPEinsight Methodology and Score Interpretation Guidelines.

Contact

SCOPEinsight provides assessment tools and business intelligence that enables you to professionalize actors in agricultural value chains. Analyses of data will improve the effectiveness of service delivery to those organizations. Assessments need to be conducted by certified SCOPE assessors.

contact@scopeinsight.com – www.scopeinsight.com

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Chapter 1 Assessment details

Assessee

Name	Kilida irrigators association
SCOPEinsight Assessee ID	4445

Type of Assessment

SCOPE Basic
2.0.1

Dates

Assessment Start Date	April 22, 2021
Assessment Finalization Date	June 3, 2021

Purpose of Assessment

access to equipment, access to finance, access to inputs, access to insurance, access to markets, capacity building, other, self-improvement

Representatives Present

Jiles Chambanenge	Chairman
Ediga Katala	Representative
Abeli Kibiliti	Secretary
Samwel Misayo	vice chairman
Sebastian Nyembe	ex-chairman
Sada Riziki	for village agriculture officer

Assessed and Reviewed by

Assessor	Majaliwa Rubuye
Quality Reviewer	Maxine Geke

Assessment Comments

-

Observations on assessment process

what i have observed is , they have a huge project which can change their life, due to lack of knowledge ,skills and support the project fails to make their financial status stable

Chapter 2 Organizational details

Kilida irrigators association

Location	Organizational information
KILIDA	Legal status Association
255	Number of members 127
KATAVI	Products
Tanzania	

Contacts

Name	Position	Contact Details
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Images



as shown the assessor is trying to elaborate questionnaire to respondents .



due to poor internet connection in kilida village the assessor had to go outside in mid night trying to find the signals



this is area built to retain water as a source of irrigation scheme infrastructures here have been destroyed by several floods



one of the onions famer who are benefiting from the scheme, at the back it is the source of the scheme flowing excess water

Basic & contact details		Sectors
Name	Kilida irrigators association	agriculture
[%key_id:23631200%]	UWAUKI	
Street	KILIDA	
Street no.		
Zipcode	255	
City	KATAVI	
Region	KATAVI	
Region ISO	Mbeya	
Country	Tanzania	
Global region	East Africa	
GPS location	-7.424444, 31.368889	
Office phone number	+255623977493	
Email address		
Website	N/A	
Incorporation		Services/Activities
		environmental services . irrigation
		Infrastructure information (main location)
		[%key_id:23631210%] Dirt road
		Distance to hub 0-20km
		Public transportation Available in vicinity
		Power / electricity Stable without generator backup
		Internet access Mobile only
		Mobile network coverage Limited coverage
		Running water Running water
		Warehousing
Legal status	Association	
(specify if necessary)	irrigation	
Year of incorporation	2014	
In operation since	-	
Registration/Business license number	S.A.19638	
Tax identification number	N/A	

Board and management

Board members		Manager / key staff	
No. of female board members	0	No. of female managers	0
No. of male board members	5	No. of male managers	0
No comment provided		No comment provided	

Employees

Full-time employees		Part-time employees	
No. of female full-time employees	0	No. of female part-time employees	0
No. of male full-time employees	0	No. of male part-time employees	0
No comment provided		No comment provided	
Seasonal employees			
No. of female seasonal employees	0		
No. of male seasonal employees	0		
No comment provided			

Membership and outgrowers (direct members of PO + indirect via subsidiary)

Members		Active members	
No. of female members	20	No. of active female members	20
No. of male members	107	No. of <u>active</u> male members	107
No comment provided		No comment provided	
Member cooperatives		Member unions	
No. of member cooperatives	0	No. of member unions	0
No comment provided		No comment provided	

Outgrowers		Active outgrowers	
No. of female outgrowers	20	No. of active female outgrowers	20
No. of male outgrowers	107	No. of active male outgrowers	107
<i>No comment provided</i>		<i>No comment provided</i>	

Governance Structure

	Present	Number of People	Description
Annual general meeting	Yes	127	All members
Management team	No	6	0
Supervisory board	No	0	0

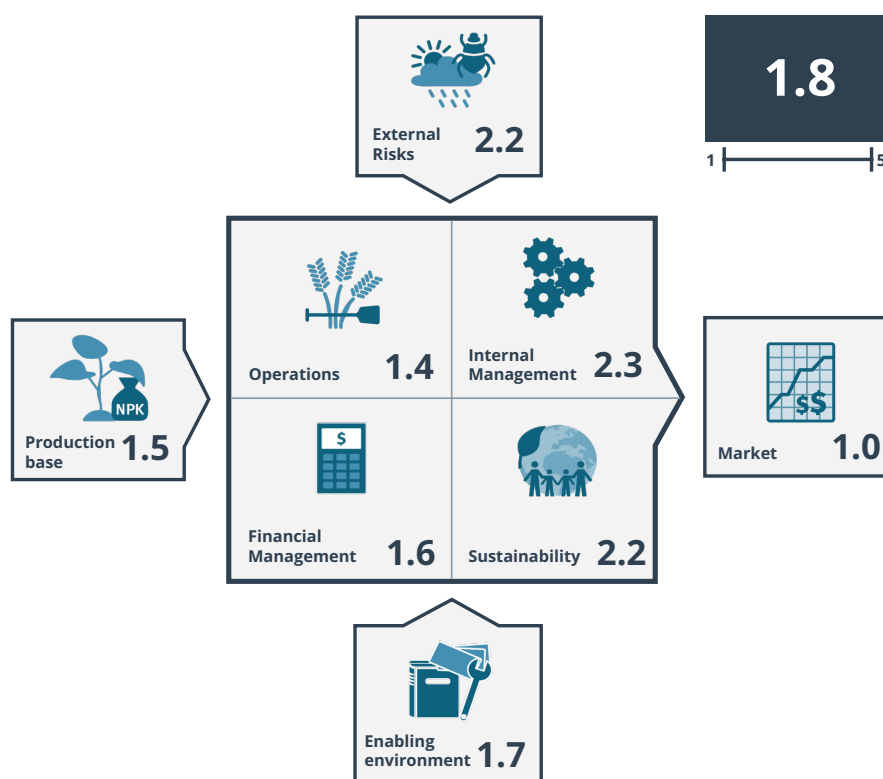
Mission

Is not available

Vision







Is not available

Chapter 3 Assessment results



Total	1.8	Your scores per dimension	
Dimension	Score	Dimension	Score
INTERNAL MANAGEMENT	2.3	Strength of production base	1.2
Governance	2.5	Extension services	1.0
Internal organization	2.0	MARKET	1.0
Business planning	1.6	Market related risks	1.0
Membership management	3.5	Marketing strategy	1.0
FINANCIAL MANAGEMENT	1.6	EXTERNAL RISKS	2.2
Financial administration	1.5	Weather and natural risks	3.5
Financial planning	1.7	Biological and environmental	1.0
Financial reporting & monitoring	1.6	ENABLING ENVIRONMENT	1.7
Financial services	N/A	Capacity builders & NGOs	1.0
SUSTAINABILITY	2.2	Community	1.0
Social issues	2.0	Government	2.6
Environmental issues	2.6		
OPERATIONS	1.4		
Storage	1.0		
Logistics	1.0		
Processing	2.0		
PRODUCTION BASE	1.5		
Provision of inputs	N/A		
Collection from members	2.2		

3.1 Assessment risks and strengths

Section	Risk areas	Strong areas
INTERNAL MANAGEMENT 	1.the association doesn't hire professional employees to run the association which makes the organization incompetent 2.most of the governing bodies of an association lacks proper qualifications leading to the stagnation of the scheme. 3.the recording system is poor, this makes the organization to lack important information which can be very useful to the development of the organization	1.member of committees are fairly elected this gives the member opportunity to have a competent leaders of their choice 2.the association has clear objective for scheme and is realistic (to provide water to member farms) 3.association has clear membership policies this characterizes the organization with members of the same ideologies
FINANCIAL MANAGEMENT 	1.the organization doesn't have better accounting systems which risks financial position of the organization 2.the financial personnel doesn't have relevant education which makes difficulties in handling financial matters of the organization 3.they don't have plan to raise fund this leads to stagnation of the project and it is because they lacks professional staff who can initiate different strategies to raise fund	1. financial report is stated during AGMs this enhances transparent of income and expenditure 2.the organization has financial reserve which helps organization to handle its functions 3.financial reports are discussed annually, discussions will lead to self evaluation
SUSTAINABILITY 	1. the association hasn't done child labor risk assessment to support child labor risk campaigning 2.doesn't provide employment opportunities to local people this leads to lack of interrelationship with local community 3.the organization doesn't have women among key leaders this reduces participation of women in the sector.	1.although the organization doesn't child labor risks assessment still child labor is not acceptable by organization 2.the association provides excess water from the scheme to the community 3.the association has stable water sources which insures availability of water across the year.
OPERATIONS 	1.transport in the area is difficulty as an association, should have own means of transportation like motorcycles or car 2.the organization should control the quality of its member produce in order to become marketable 3. the organization should have a storage room with specific qualification for its members to store yields safely for market	the association is not strong in operations
PRODUCTION BASE 	1.they don't have collective production as an association instead each member produces individually 2.association does not monitor nor record productions fails to be measurable 3.the association should have supported individuals by enhancing availability inputs	1.prensense of the scheme have altered production in the area 2.the location gives advantage to member since its fertility supports production 3.member of association seems to be well experienced farmers if will be trained will increase productivity
MARKET 	1.the organization should involved itself in marketing of the member produce by finding market 2.the organization should have bargained with buyers and sign a documented contract foe the better of its member 3.the organization lacks marketing strategies which could help member famers to maximize profit	the association is not strong in market

EXTERNAL RISKS



1.the association doesn't communicate its member concerning biological risks 2.they have poor control of natural risks like drought which i have seen it destroyed the scheme infrastructures 3.members are not trained to control biological risks like pastes in their farms this leads to reduction of production

1. the association is aware of natural calamities , knows where and when happens frequently this makes them to became protective against calamities like floods 2.the association conserves environment in order to secure the water source 3. the organization encourages afforestation this helps to control climate like reducing chance of draught occurrence

ENABLING ENVIRONMENT



1. the organization doesn't get full support from any organization or company this obscures them to grow as an association 2. the organization has not hired person to help with legal issues 3.the association doesn't conduct research for extensions which could help them to prosper.

1.the organization has good relationship with the community which secures their activities as long as their in good terms with people of their locality 2.the organization has never faced legal problems this safe guards the association politically 3. the organization is aware of laws and regulations something which place the association in a good position.

Comments by assessor

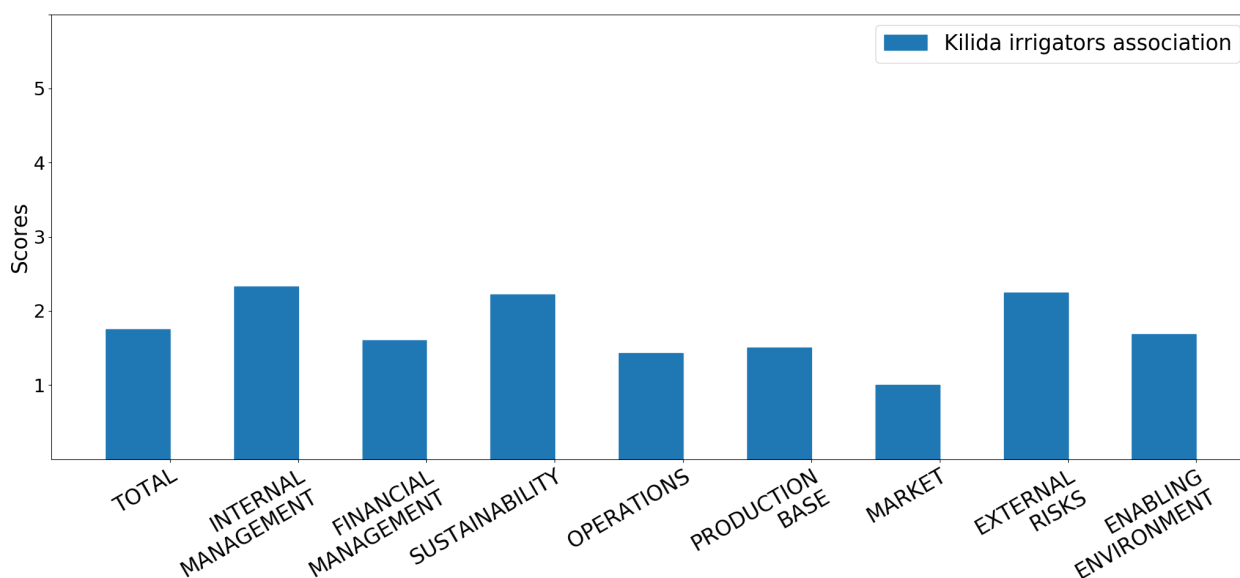
In case of market, and operations i have failed to observe weakness and strengths just because the association doesn't involve itself in production and marketing, it provides water to its member farm, that is why the association is too weak in this area it supposed to engage itself direct into production and market for the better of its members.

3.2 Benchmarking

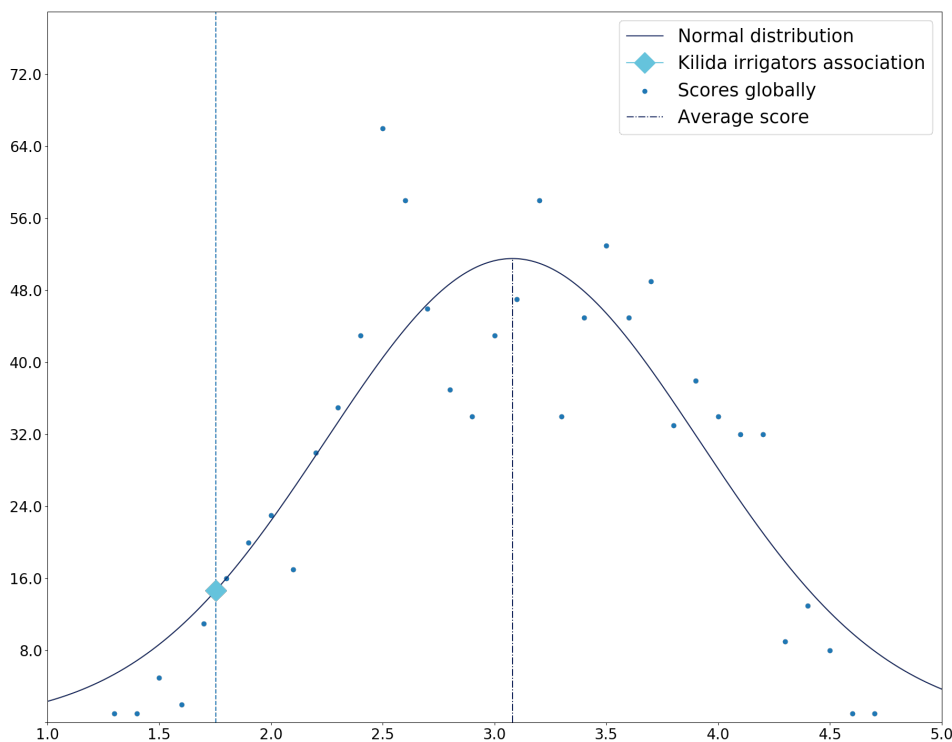
This page shows you benchmarking information of the assessment with other assessment data from the SCOPEinsight assessment database.

Scores over time

Take regular assessments and you can see your progress over time.

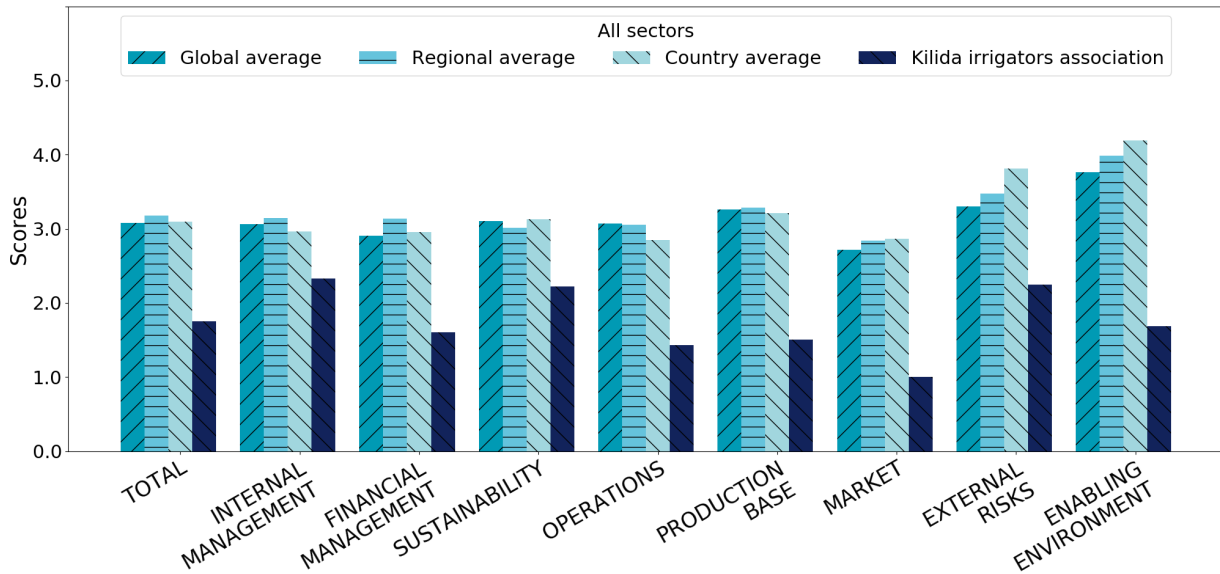


Where am I

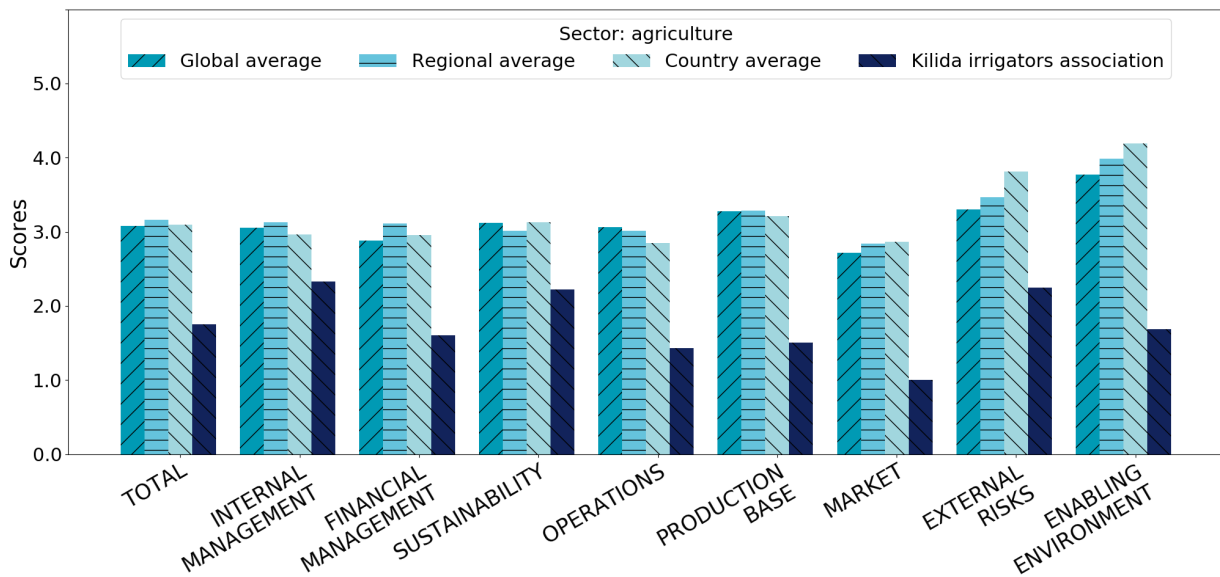


- 1.8 The total score of 1.8 for your organization is -1.3 points different from the average score of 3.1 for all assessed organizations globally.
- 2% Your organization scores equally or higher than 2% of all assessed organizations.

All Sectors Benchmark



Same Sector Benchmark



Chapter 4 Business performance

4.1 Financial Information

Financial Information

Year	Turnover	Cost of sales	Gross profit	Operational Costs	Net Profit
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No information available.
Reason:

Financial strategy

Outline in percentages (rough estimates) how the FO is financed in the current fiscal year

Business surplus	Member fee/capital	Loan	Pre-finance	Grant	Other
No information	100	No information	No information	No information	No information

Bank Accounts

Bank	Type	Active since	Current balance
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No information available.
Reason:

Loan history

Loan amount	Type of Financier	Name of Financier	Start date	Duration	Interest rate (annual)	Repayment status	Purpose	Comment
-------------	-------------------	-------------------	------------	----------	--------------------------	------------------	---------	---------

No information available.
Reason:

Pre-finance history

Amount	Type of provider	Name of provider	Start date	Duration (months)	Annual interest rate	Repayment modality	Purpose	Comment
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No information available.
Reason:

Grant history

Grant amount	In cash / in kind	Name of funder	Funder type	Start date	Purpose	Comment
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No information available.
Reason:

Comments by assessor

the organization didn't do financial audits, they failed to organize financial information due to poor record-keeping and calculations this due to inexperience and disqualifications of financial personnel.

4.2 Production & Sales

No Products Found

Comments by assessor

the association is not involved itself in production and market of members and doesn't monitor nor keep records

4.3 Value Chain & Enabling Players

Clients

Name	No information available.
Organizational type	
Relation	
Number years in relation	
Contract in place	
Contract start year	
Contract end year	
Description of agreement/relation	

Service providers and Supporting organizations

Name	No information available.
Organizational type	
Type of service	
Number of years in relation	
Contract in place	
Contract start year	
Contract end year	
Description of agreement/relation	

Comments by assessor

the association doesn't have supporting organizations itself acts as service provide as it provides water for irrigation

Annex 1: Assessment results in detail

1: INTERNAL MANAGEMENT

Scores

2.3	1: INTERNAL MANAGEMENT
2.5	1.1: Governance
2.0	1.2: Internal organization
1.6	1.3: Business planning
3.5	1.4: Membership management

1.1: Governance

	Topic	Score	Comments
1.1.1	Management Does the organization have an executive management for key positions? <u>Does the organization have hired employees for the key positions?</u> <input type="checkbox"/> Manager <input type="checkbox"/> Financial manager (e.g. bookkeeper, accountant) <input type="checkbox"/> Marketing manager <input type="checkbox"/> Additional manager <input checked="" type="checkbox"/> None of the above	1.0	the association doesn't hire employees for key positions instead they elect chairman, vice chairman and accountant
1.1.2	General manager <u>How was the general manager appointed?</u> <input type="checkbox"/> Applicant was appointed by the board of directors and/or recruitment committee <input type="checkbox"/> Applicant made a formal application that was reviewed by the board of directors/recruitment committee <input type="checkbox"/> Applicant was selected based on relevant educational background <input type="checkbox"/> Applicant was selected based on experience in a management function(s) <input type="checkbox"/> Recruitment process is documented (e.g. HR manual, by-laws or otherwise) <input type="checkbox"/> Applicant was appointed without interferences of third parties (government, NGOs, etc) <input checked="" type="checkbox"/> None of the above	1.0	the chairman was elected during AGM

	Topic	Score	Comments
1.1.3	Quality of management staff	1.0	no one in the management has relevant education
	<u>How many years of relevant experience does the manager have?</u>		
	1		
	<u>Do key staff have a relevant educational background and experience?</u>		
	<input type="checkbox"/> Manager has a relevant educational background and/or experience		
	<input type="checkbox"/> Financial officer/manager has a relevant educational background and/or experience		
	<input type="checkbox"/> Marketing officer/manager has a relevant background and/or experience		
	<input type="checkbox"/> Additional officer/manager 1 has a relevant educational background and/or experience		
	<input type="checkbox"/> Additional officer/manager 2 has a relevant educational background and/or experience		
	<input checked="" type="checkbox"/> None of the above		
1.1.4	Objectives of management	1.0	they don't have clear targets
	<u>Are targets of managers/key staff clearly formulated and documented?</u>		
	<input type="checkbox"/> Each manager/key staff has clear targets		
	<input type="checkbox"/> Each manager's targets are documented		
	<input type="checkbox"/> Targets contribute to and have a clear focus on the organization's business objectives		
	<input checked="" type="checkbox"/> None of the above		
	<u>Are the targets of managers specific, measurable, achievable, realistic and time-bound?</u>		
	<input type="checkbox"/> Targets are specific		
	<input type="checkbox"/> Targets are measurable		
	<input type="checkbox"/> Targets are achievable		
	<input type="checkbox"/> Targets are realistic		
	<input type="checkbox"/> Targets are time-bound		
	<input checked="" type="checkbox"/> None of the above		
1.1.5	Accountability of management	2.0	
	<u>In which way are managers/key staff held accountable for their responsibilities?</u>		
	<input checked="" type="checkbox"/> Managers/key staff have distinct responsibilities		
	<input type="checkbox"/> Responsibilities are clearly documented (e.g. organization's bylaws, HR manual or otherwise)		
	<input type="checkbox"/> Organization can mention 2 mechanisms of how it holds managers/key staff accountable		
	<input type="checkbox"/> Measures to hold managers/staff accountable on their responsibilities are documented		
	<input type="checkbox"/> None of the above		

	Topic	Score	Comments
1.1.6	Independence of management	2.0	
	<p><u>To what extent can the management do their work independently?</u></p> <p><input type="checkbox"/> The BoD lets the management carry out its functions without interference into the day-to-day management</p> <p><input type="checkbox"/> The management takes important decisions by consensus (e.g., on the organization's strategy, hiring new executives, approving budgets)</p> <p><input type="checkbox"/> All managers get an equal say in decision-making</p> <p>✓ The management can carry out their work without influence from outside organizations or persons (e.g., government, donors, NGOs)</p> <p><input type="checkbox"/> None of the above</p>		
1.1.7	Continuity of management	1.7	
	<p><u>Is there continuity of the management?</u></p> <p><input type="checkbox"/> Qualified candidates in the organization are under 35 years of age</p> <p><input type="checkbox"/> Successors are available for the general manager</p> <p><input type="checkbox"/> Successors are available for financial officer</p> <p>✓ Successors are available for other key staff positions</p> <p><input type="checkbox"/> Potential successors are being trained to become future managers</p> <p><input type="checkbox"/> Candidates will need little or no training to be able to fulfill executive functions</p> <p><input type="checkbox"/> None of the above</p>		
1.1.8	General assemblies	4.3	
	<p><u>Are general assemblies (AGMs) regularly organized?</u></p> <p>✓ The organization holds AGMs</p> <p>✓ AGMs occur annually</p> <p><input type="checkbox"/> Strategic, annual and business plans are presented and discussed at the AGM</p> <p>✓ Financial statements and/or audits are presented during the AGM</p> <p>✓ All members have the right to attend the meeting and/or represented during the AGM</p> <p>✓ Members are able to express their needs and (dis-)satisfactions during the AGM, and this is well-documented</p> <p><input type="checkbox"/> None of the above</p>		

Topic	Score	Comments
<p>1.1.9 Board of directors</p> <p>How are the Board of Directors (BoD) elected?</p> <ul style="list-style-type: none"> ✓ There are annual elections for the BoD ✓ The BoD has always been democratically elected at the AGM ✓ Members elect the board of directors <input type="checkbox"/> Elections are based on description of eligibility and desired qualifications (e.g., required education and experience) ✓ The election procedure is fair (anonymous voting by all members) <input type="checkbox"/> None of the above <p><u>What are the terms and conditions based on which the board of directors is functioning?</u></p> <ul style="list-style-type: none"> ✓ BoD terms are limited in number and duration ✓ The board members don't exceed the number of terms or duration of terms ✓ BoD change occurs in line with the rules of the organization ✓ Organization makes sure all BoD doesn't change at the same time (staggered terms) <input type="checkbox"/> New board members are trained to prepare them for the board function ✓ Term policy and termination processes are documented <input type="checkbox"/> None of the above <p><u>Does the BoD represent its members and are there measures in place to work towards adequate representation?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> A documented policy/quota for percentage/number of young people (< 35 years) to be part of the board <input type="checkbox"/> A documented policy/quota for the percentage/number of women to be part of the board <input type="checkbox"/> A board that adequately represents the membership in terms of member's diversity (e.g. male, female, youth, region, ethnicity, etc.) ✓ None of the above 	3.6	the association doesn't have board of directors, instead it have supervisory committee that acts BoD functions
<p>1.1.10 Division of responsibility</p> <p><u>Is there a clear division of responsibility between the management team and board of directors?</u></p> <ul style="list-style-type: none"> ✓ Responsibilities of managers and board of directors are documented ✓ Respondents can describe the distinction in mandate and responsibilities between management team and board of directors ✓ NO overlap between functions of management team and board of directors ✓ Board of directors stick to their responsibilities and mandate <input type="checkbox"/> None of the above 	5.0	

	Topic	Score	Comments
1.1.11	Supervisory committee	5.0	the supervisory committee is not qualified properly but they have been elected by members of the association.
	<p><u>Is the supervisory committee functional and qualified?</u></p> <ul style="list-style-type: none"> ✓ comes at least on a quarterly basis together ✓ makes minutes about the decisions and agreements made during the meetings ✓ reports during the AGM ✓ members of the supervisory committee are elected during the AGM, and they have the proper qualifications ✓ respondents mention responsibilities of the supervisory committee <input type="checkbox"/> None of the above 		

1.2: Internal organization

	Topic	Score	Comments
1.2.1	Bylaws <p>Does the organization have documented by-laws?</p> <ul style="list-style-type: none"> ✓ has documented by-laws ✓ has a written policy how to change/amend the by-laws <input type="checkbox"/> None of the above <p>The by-laws contains information about:</p> <ul style="list-style-type: none"> ✓ Purpose of the organization ✓ Qualification of members / membership criteria ✓ Responsibilities of members ✓ Dismissal of members ✓ Election of the Board of Directors ✓ Organization of general assembly/member meetings (e.g.) ✓ Responsibilities of the BoD and management ✓ Formation and composition of committees <input type="checkbox"/> Amendment of constitutions/bylaws <input type="checkbox"/> None of the above 	4.8	
1.2.2	Human resources risk <p>Does your organization have sufficient staff?</p> <p>Not relevant</p> <p>Does the organization have a high turnover of key staff?</p> <p>Not relevant</p> <p>How many weeks does it take before vacancies are filled?</p> <p>Not relevant</p>	N/R	the organization doesn't hire employees so they don't have staffs
1.2.3	Human resources <p>What is the quality of human resource management?</p> <p>Not relevant</p>	N/R	association doesn't hire employee
1.2.4	Performance of management <p>How is the performance of staff measured?</p> <ul style="list-style-type: none"> <input type="checkbox"/> The evaluation methodology is clear <input type="checkbox"/> Key staff are evaluated at least yearly ✓ In case of non-performance, staff is given the opportunity to improve. If non-performance continues, staff is replaced <input type="checkbox"/> Managers/staff have been trained or are replaced in the past after structural bad performance <input type="checkbox"/> Performance reviews are documented <input type="checkbox"/> Managers/key staff are rewarded or promoted for consistent good performance 	1.7	there is no evaluation methodology but still a weak subject is taken into considerations

	Topic	Score	Comments
1.2.5	Record keeping <u>How and how often are the records documented ?</u> <input type="checkbox"/> Records are kept of volumes, prices, sales, clients and purchases <input type="checkbox"/> Records are frequently updated <input type="checkbox"/> Records are in good physical condition and readable <input type="checkbox"/> Records are properly ordered and stored <input type="checkbox"/> Digital records are kept with back-up available <input checked="" type="checkbox"/> None of the above	1.0	the organization has a poor recording system, records are not ordered properly and stored
1.2.6	Availability of documentation <u>What percentage of recommended business documentation does the organization have?</u> 13	1.0	they have 4 document out of 32
1.2.7	Awareness of corruption <u>Is organization aware of corruption risks and taking measures to prevent these?</u> <input type="checkbox"/> more than 3 corruption risks the organization faces <input type="checkbox"/> review of valuable purchases (e.g. car, equipment, expensive office material) by more than one person <input type="checkbox"/> code of conduct/anti-corruption handbook <input type="checkbox"/> accounting standards with adequate checks and balances <input type="checkbox"/> anti-corruption topics addressed during training <input type="checkbox"/> use of cashbooks and adequate cash handling <input checked="" type="checkbox"/> bookkeeping review by more than one person <input type="checkbox"/> None of the above	1.6	

1.3: Business planning

	Topic	Score	Comments
1.3.1	Mission and vision <p><u>Are the vision and/or mission of the organization well defined?</u></p> <input type="checkbox"/> Organization has a vision statement <input type="checkbox"/> Organization has a mission statement <input type="checkbox"/> Vision and/or mission statement are well-defined <input type="checkbox"/> The vision/ mission represent the interests of members and/or stakeholders <input type="checkbox"/> Mission and/or vision are communicated internally to employees and members <input type="checkbox"/> Mission and/or vision are communicated to external stakeholders (e.g. customers, government, donors) <input checked="" type="checkbox"/> None of the above	1.0	the association doesn't have a clear stated and documented vision and mission
1.3.2	Awareness of strengths & weaknesses <p><u>Is the organization aware of its strengths and weaknesses?</u></p> <input type="checkbox"/> is aware of its key strengths and weaknesses and can name 2 or more for each <input type="checkbox"/> is aware of its major opportunities and threats and can name 2 or more for each <input type="checkbox"/> takes steps to improve its weaknesses and can give clear and relevant examples of how it addresses the weaknesses <input type="checkbox"/> can explain how s/he is taking advantage of the opportunities <input type="checkbox"/> can explain how potential threats are addressed <input type="checkbox"/> has documented its strengths, weaknesses, opportunities, and threats (e.g., business or strategic plan) <input checked="" type="checkbox"/> None of the above	1.0	the association is not aware of its strengths and weaknesses
1.3.3	Business objectives <p><u>Are there clear, well communicated and documented business objectives for the organization?</u></p> <input checked="" type="checkbox"/> The organization has business objectives <input checked="" type="checkbox"/> Members were consulted in establishing the objectives <input checked="" type="checkbox"/> Members are made aware of the objectives <input type="checkbox"/> The objectives cover income-generating / value adding activities <input type="checkbox"/> The objectives are reviewed annually <input type="checkbox"/> The objectives cover sustainability aspects <input type="checkbox"/> None of the above <p><u>Are business objectives defined in a specific, measurable, achievable, realistic and time-bound manner?</u></p> <input checked="" type="checkbox"/> Are specific <input type="checkbox"/> Are measurable <input type="checkbox"/> Are achievable <input checked="" type="checkbox"/> Are realistic <input type="checkbox"/> Are time-bound <input type="checkbox"/> None of the above	2.8	the organization has clear objectives based mainly in water provision to member farms

	Topic	Score	Comments
1.3.4	Business planning	1.0	the association doesn't have business plan it sticks to their objectives
	<p><u>What does the organization's business plan contain?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> is no older than 2 years <input type="checkbox"/> shows the financial situation (current) <input type="checkbox"/> shows the financial needs (future) <input type="checkbox"/> clearly states the business case and strategies how to achieve those <input type="checkbox"/> clearly states the business' past track record <input type="checkbox"/> states what future targets and achievements the organization seeks <input type="checkbox"/> analyzes competitors <input type="checkbox"/> analyzes the market <input type="checkbox"/> identifies risks and outlines mitigation methods <input type="checkbox"/> is communicated to the members <input type="checkbox"/> is developed with input of and based on needs of the members <input checked="" type="checkbox"/> None of the above 		
1.3.5	Business performance monitoring	1.7	<p><u>How often does the organization monitor its performance and progress against its objectives?</u></p> <ul style="list-style-type: none"> <input type="radio"/> Never <input checked="" type="radio"/> Annually <input type="radio"/> Twice a year <input type="radio"/> Quarterly <input type="radio"/> Monthly <p><u>Are operations and plans affected by monitoring?</u></p> <ul style="list-style-type: none"> <input checked="" type="radio"/> No <input type="radio"/> Partially <input type="radio"/> Yes <p><u>Which part of the objectives have been achieved in the past 12 months?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> No objectives were met <input type="checkbox"/> Few objectives were met <input checked="" type="checkbox"/> More than half of the objectives were met <input type="checkbox"/> All objectives were met <input type="checkbox"/> Organization outperforms and achieved more than the set objectives

1.4: Membership management

	Topic	Score	Comments
1.4.1	Membership management <p><u>How does the organization manage its membership?</u></p> <ul style="list-style-type: none"> ✓ Organization has a membership register/database ✓ Organization has membership criteria and respondents can list them <input type="checkbox"/> Organization has a recruitment strategy linked to its business objectives ✓ Organization has member loyalty and/or retention strategy that respondents can outline ✓ Organization has clear membership policies <input type="checkbox"/> None of the above <p><u>What type of membership data is recorded and available?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Full names, addresses, contact details <input type="checkbox"/> Gender of main farmer <input type="checkbox"/> Age of main farmer <input type="checkbox"/> Farm sizes, acreage, unfarmed/unused land <input type="checkbox"/> Farm location (GPS coordinates) <input type="checkbox"/> Volumes produced by farmers <input type="checkbox"/> Volumes sold to organization <input type="checkbox"/> Fertilizer and crop protection products used <input type="checkbox"/> Type of crops farmers are producing <input type="checkbox"/> Training provided <input type="checkbox"/> Amount of shares/member capital <input type="checkbox"/> Loans / premiums per farmer / overview of money the cooperative owes individual farmers ✓ None of the above 	2.6	membership data available contains only names
1.4.2	Membership communication & engagement <p><u>How does the organization communicate and engage its membership?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Organization trains members on cooperative principles and members' duties <input type="checkbox"/> Members' needs and (dis-) satisfactions are regularly assessed ✓ Organization can mention 2 ways of communicating with its members (beyond the AGM) <input type="checkbox"/> Organization can name 2 ways of how it actively engages members (e.g participatory business planning, member meetings, etc.) <input type="checkbox"/> None of the above <p><u>How often do staff or board members visit members?</u></p> <ul style="list-style-type: none"> <input type="radio"/> Annually or less <input type="radio"/> Quarterly <input checked="" type="radio"/> Monthly <input type="radio"/> 2-3 times a month <input type="radio"/> Weekly 	2.5	

	Topic	Score	Comments
1.4.3	Evolution of membership base	5.0	
	<p><u>What is the evolution of the total membership of the organization?</u></p> <ul style="list-style-type: none"> <input type="radio"/> decreasing <input type="radio"/> stable <input checked="" type="radio"/> growing <p><u>What percentage of the membership is actively doing business with the organization?</u></p> <ul style="list-style-type: none"> <input type="radio"/> 0-20% <input type="radio"/> 20-40% <input type="radio"/> 40-60% <input type="radio"/> 60-80% <input checked="" type="radio"/> 80-100% 		

2: FINANCIAL MANAGEMENT

Scores

1.6	2: FINANCIAL MANAGEMENT
1.5	2.1: Financial administration
1.7	2.2: Financial planning
1.6	2.3: Financial reporting & monitoring
N/A	2.4: Financial services

2.1: Financial administration

Topic	Score	Comments
<p>2.1.1 Accounting system</p> <p><u>Does the organization have an accounting system?</u></p> <ul style="list-style-type: none"> <input type="radio"/> No accounting system in place <input checked="" type="radio"/> A basic paper-based system in place (1-3 financial books) <input type="radio"/> Advanced paper-based system in place (4 or more financial books) <input type="radio"/> Computerized (Excel) system in place <input type="radio"/> Special accounting/bookkeeping software in place and functional <p><u>Which documents and systems are used in the accounting process?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Bank books <input type="checkbox"/> Cash books <input type="checkbox"/> Expense book <input type="checkbox"/> Sales book <input type="checkbox"/> Inventory book <input type="checkbox"/> Fixed asset book <input checked="" type="checkbox"/> None of the above 	1.5	they record down on a paper
<p>2.1.2 Asset register</p> <p><u>Does the organization keep an asset inventory and valuation?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Organization has a process/policy for asset valuation and depreciation <input type="checkbox"/> Register shows estimate value of assets <input type="checkbox"/> Organization has a purchase policy <input type="checkbox"/> Board decides on major purchases together <input type="checkbox"/> An financial officer / accountant manages the asset inventory and valuation <input checked="" type="checkbox"/> None of the above 	1.0	the association doesn't own equipment out of the scheme itself.

Topic	Score	Comments
2.1.3 Responsible for daily financials <u>Does the organization has dedicated staff for handling the finance</u> <input checked="" type="checkbox"/> has someone who does financial administration on top of other tasks <input type="checkbox"/> has someone who is specifically responsible for handling the financial administration <input type="checkbox"/> None of the above <u>Does the person who runs the financial administration have a relevant background and experience?</u> <input type="checkbox"/> has basic education <input type="checkbox"/> holds a degree / diploma in a finance related field <input type="checkbox"/> is trained in bookkeeping and budgeting <input type="checkbox"/> has held a similar function before <input type="checkbox"/> is able to use a digital bookkeeping system <input type="checkbox"/> is able to perform basic financial calculations (e.g. annual profit, turn-over, net sales, etc) <input checked="" type="checkbox"/> None of the above	2.0	the financial personnel is aided with numeracy and simple basic calculations
2.1.4 Accounting policies <u>Which rules are in place for the accounting policy?</u> <input type="checkbox"/> Cash payments <input type="checkbox"/> Control mechanism <input type="checkbox"/> Authorization of payments <input checked="" type="checkbox"/> Who checks what and a clear division of tasks <input type="checkbox"/> None of the above	2.0	
2.1.5 Cash handling <u>Is cash handled in a responsible way ?</u> <input type="checkbox"/> Cash books are updated after every transaction <input type="checkbox"/> Cash count reconciliation is done weekly <input type="checkbox"/> Bank reconciliations are done each month <input type="checkbox"/> Cash received is banked without any being spent <input type="checkbox"/> Cash spent and received is recorded in the organization's financial books <input type="checkbox"/> Cash is kept in a locked cashbox or safe <input type="checkbox"/> Cheques are signed by at least two authorized signatories and no blank cheques are signed <input type="checkbox"/> Cash payments by the organization are minimized <input checked="" type="checkbox"/> None of the above	1.0	the organization collects loyalty from member farms and cash is stored by accountant and the records are written down

2.2: Financial planning

	Topic	Score	Comments
2.2.1	Budgets <p><u>Does the organization prepare budgets for income and spending?</u></p> <input type="checkbox"/> The organization makes an annual overall budget for the business for a 12 month period <input type="checkbox"/> The budget clearly shows all income streams <input type="checkbox"/> The budget shows important spending categories <input type="checkbox"/> The organization is able to provide a sample budget <input type="checkbox"/> The budget includes important purchases or projects <input type="checkbox"/> The budget is set up using the actuals from the previous period <input checked="" type="checkbox"/> None of the above	1.0	they doesn't prepare budget instead they record what has been collected and spent
2.2.2	Finance strategy <p><u>To what extent is the organization able to finance its business operations?</u></p> <input checked="" type="checkbox"/> Respondents can clearly explain how their organization is financed <input type="checkbox"/> Respondents distinguish differences sources funding (including, donor, loan, pre-finance funding) <input type="checkbox"/> Organization is able to cover all the working capital needs of the business <input type="checkbox"/> Sale/purchase of produce is not (government)-subsidized <input type="checkbox"/> Organization carries out income-generating activities without donations <input type="checkbox"/> Organization carries out service activities without donations <input type="checkbox"/> None of the above	1.7	association collects member fees from members after they have sold their products
2.2.3	Business surpluses <p><u>Has the organization financial surpluses?</u></p> <input type="checkbox"/> The organization has made a profit the past 2 years <input type="checkbox"/> The organization has a policy on retaining surpluses <input type="checkbox"/> The last year the organization has retained surpluses <input type="checkbox"/> The retained surpluses form a substantial part of the organization's capital base <input checked="" type="checkbox"/> None of the above	1.0	the organization didn't generate surplus but it has a reserve that comes from the collection of membership fees.

Topic	Score	Comments
<p>2.2.4 Membership contribution</p> <p><u>What percentage of the organization's members comply with their financial obligations?</u></p> <ul style="list-style-type: none"> <input type="radio"/> Less than 40% <input type="radio"/> 40%-60% <input type="radio"/> 60% - 80% <input type="radio"/> 80% - 95% <input checked="" type="radio"/> 95 - 100% <p><u>Which member finance modalities does the organization apply to raise member capital?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Shares <input type="checkbox"/> Individual member deposits <input type="checkbox"/> Member accounts <input type="checkbox"/> Other modality (e.g. deferred payment, certificates, bonds, etc.) <input checked="" type="checkbox"/> None of the above 	3.0	the association raises its fund by collecting member loyalty
<p>2.2.5 External finance</p> <p><u>Has your organization received any credit from a financial institution?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> is aware of the financial institutions in the area <input type="checkbox"/> is aware of the finance opportunities financial institutions offer <input type="checkbox"/> has collateral that can be used to secure a loan <input type="checkbox"/> has once received a loan from a financial institutions <input type="checkbox"/> regularly receives loans from financial institutions <input type="checkbox"/> has been able to repay its loans <input type="checkbox"/> was never late with payments <input checked="" type="checkbox"/> None of the above <p><u>Does your organization receive pre-finance from buyers/suppliers for its operations?</u></p> <ul style="list-style-type: none"> <input checked="" type="radio"/> relies on pre-finance for its operations and therefore doesn't have other sufficient finance options <input type="radio"/> relies partly on pre-finance from buyers/suppliers as it has some other finance options <input type="radio"/> has a variety of other/own finance options and doesn't rely on pre-finance from buyers/suppliers <p><u>Does your organization rely on grants/donations for its operation?</u></p> <ul style="list-style-type: none"> <input type="radio"/> relies on grants/donations for its operations and doesn't have other sufficient finance options <input type="radio"/> relies partly on grants/donations and it has some other finance options <input checked="" type="radio"/> has a variety of other/own finance options and doesn't rely on grants/donations 	2.3	the organization didn't receive any credit, it relies on member fees and contributions only
<p>2.2.6 Reserves</p> <p><u>Does the organization have financial reserves and a plan to increase them?</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> has financial reserves <input type="checkbox"/> has managed to increase reserves in last year <input type="checkbox"/> has a plan to increase reserves/internal capital and respondents are able to explain how <input type="checkbox"/> has financial reserves that are sufficient to cover serious setbacks the organization might experience (e.g. price drops, failed harvest, etc.) <input type="checkbox"/> None of the above 	2.0	

2.3: Financial reporting & monitoring

	Topic	Score	Comments
2.3.1	Financial reporting	1.4	
	<u>How is financial reporting done?</u> <ul style="list-style-type: none"> <input type="checkbox"/> is done at least quarterly <input type="checkbox"/> includes turn-over <input type="checkbox"/> includes cost of sales <input type="checkbox"/> includes operational costs <input type="checkbox"/> includes crop volume and price <input type="checkbox"/> includes sales volume and price <input type="checkbox"/> includes other key performance indicators <input type="checkbox"/> compares actuals to the budget and plan <input checked="" type="checkbox"/> is communicated (e.g members, BoD, stakeholders) <input type="checkbox"/> None of the above 		
2.3.2	Cost & sales prices	1.0	the association is not responsible with what member has produced
	<u>Is the organization aware of production costs?</u> <ul style="list-style-type: none"> <input type="checkbox"/> Organization is aware of costs of production <input type="checkbox"/> Organization regularly calculates cost prices and can demonstrate a recent example <input type="checkbox"/> Organization uses relevant market data to determine sales prices <input type="checkbox"/> Cost prices are lower than sale prices per unit <input checked="" type="checkbox"/> None of the above 		
2.3.3	Cashflow, income, and expenditures	1.8	
	<u>Does the organization record and review income and expenditure?</u> <ul style="list-style-type: none"> <input type="checkbox"/> Income and expenditures are reviewed at least monthly <input checked="" type="checkbox"/> Income and expenditures are consolidated annually <input type="checkbox"/> Cashflow is monitored at least monthly <input type="checkbox"/> Actuals are compared with budgets/forecasts <input type="checkbox"/> Comparison of budgets with actuals informs new budget <input type="checkbox"/> None of the above 		
2.3.4	Liquidity	1.0	
	<u>Does the organization face cash shortages?</u> <ul style="list-style-type: none"> <input checked="" type="radio"/> Very often <input type="radio"/> At least once per month <input type="radio"/> Less than once per month <input type="radio"/> One to two times per year <input type="radio"/> Almost never 		
2.3.5	Use of financial information	2.0	
	<u>How often are financial reports discussed/reviewed?</u> <ul style="list-style-type: none"> <input type="radio"/> Less than annually <input checked="" type="radio"/> Annually <input type="radio"/> Biannually <input type="radio"/> Quarterly <input type="radio"/> At least monthly 		

	Topic	Score	Comments
2.3.6	Access to financial information	3.0	<p><u>Is financial information shared with members?</u></p> <ul style="list-style-type: none"> ○ Financial information is not shared with members ● Financial reports are shared with members during the AGM ○ Financial reports are shared with members in a simplified and condensed way

2.4: Financial services

	Topic	Score	Comments
2.4.1	Financial services <u>Does the organization provide financial services or inputs on credit?</u> Not relevant	N/R	the organization does not provide any financial services to its member
2.4.2	Monitoring financial services <u>Does the organization monitor the lending activities and loan performance?</u> Not relevant	N/R	the organization doesn't provide financial services

3: SUSTAINABILITY

Scores

2.2	3: SUSTAINABILITY
2.0	3.1: Social issues
2.6	3.2: Environmental issues

3.1: Social issues

	Topic	Score	Comments
3.1.1	Child labour <p><u>Does child labor occur?</u></p> <ul style="list-style-type: none"> ✓ Children under 14 do NOT work for members ✓ Children under 14 do NOT work for the organization <input type="checkbox"/> None of the above <p><u>To what extent are children involved in dangerous or heavy labor activities?</u></p> <ul style="list-style-type: none"> ✓ Children do NOT do any heavy lifting ✓ Children do NOT work with motorized and / or heavy machinery ✓ Children do NOT handle harmful chemicals ✓ Children are NOT exposed to dangerous animals and/or extreme heat and/or rainfall during their work <input type="checkbox"/> None of the above <p><u>Has the organization done a child labor risk assessment?</u></p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Hasn't done a risk assessment <input type="radio"/> Has done a risk assessment <input type="radio"/> Has done a risk assessment during the last 2 years 	3.7	
3.1.2	Child labor prevention <p><u>What does the organization do to prevent child labor?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> can show child labor policy that reflects international and national requirements <input type="checkbox"/> communicates the importance of not employing children at least quarterly <input type="checkbox"/> trains / sensitizes staff / members on an annual basis <input type="checkbox"/> has records of the number of staff/members trained <input type="checkbox"/> actively discourages child labor by supporting farms who see themselves forced to use child labor <input type="checkbox"/> actively discourages child labor by warning farms that employ children ✓ involves authorities in instances where children are employed and other discouragement is not effective <input type="checkbox"/> None of the above <p><u>Does the organization undertake actions to improve school attendance and/or literacy of children of members / staff?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> undertakes actions to encourage school attendance of children of FO staff, members, and member workers <input type="checkbox"/> undertake actions to support literacy and numeracy skill-building for staff, members, and their families. <input type="checkbox"/> invest in educational projects / development of schools <input type="checkbox"/> documents those actions ✓ None of the above 	1.3	the association doesn't involve itself in such activities

	Topic	Score	Comments
3.1.3	Forced labour	2.3	
	<p><u>What measures are being taken to avoid forced labor?</u></p> <p><input type="checkbox"/> Organization has a zero tolerance policy on forced labor</p> <p><input type="checkbox"/> Organization has a policy (e.g. procedure / handbook) on forced labor</p> <p>✓ The organization does not bind employees nor members to employment as a condition to pay back a debt to the FO/employer.</p> <p>✓ Organization give employees the right to enter into and to terminate their employment freely</p> <p><input type="checkbox"/> Spouses and children of workers are not required to work, unless separately and voluntarily contracted.</p> <p><input type="checkbox"/> Organization reaches out to members to raise awareness and can clearly explain how</p> <p><input type="checkbox"/> None of the above</p>		
3.1.4	Non-discrimination and equal opportunity	1.0	the association does not employ
	<p><u>To what extent does the organization foster equal employment opportunities?</u></p> <p><input type="checkbox"/> Organization is aware of and complies with the national laws</p> <p><input type="checkbox"/> Organization has a non-discrimination regulation, policy or similar document</p> <p><input type="checkbox"/> Employees are hired based on the right qualifications (free from discriminatory bias)</p> <p><input type="checkbox"/> Employees have equal access to training and capacity building and no discrimination takes place</p> <p><input type="checkbox"/> There are no differences in compensation for workers performing equal work</p> <p>✓ None of the above</p> <p><u>Is there a gender pay gap?</u></p> <p>Not relevant</p>		

Topic	Score	Comments
<p>3.1.5 Diversity</p> <p><u>What is the percentage of women employed by the organization?</u> Not relevant</p> <p><u>What is the percentage of women in the management?</u> Not relevant</p> <p><u>What is the percentage of women in the board of directors?</u> 0</p> <p><u>What does the organization do to increase women representation and participation in the organization?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> has policy for women participation and representation in the BoD <input type="checkbox"/> has policy for women participation and representation in the management/staff <input type="checkbox"/> has ways to enable women to move to higher-level functions (e.g. additional training, special measures, coaching, etc) <input type="checkbox"/> trains FO staff and/or BoD regularly in gender sensitization <input checked="" type="checkbox"/> conducts meetings at times when women can attend <input type="checkbox"/> executes and tailors training programs to the needs of women (e.g. leadership) <input type="checkbox"/> None of the above <p><u>What does the organization do to increase women membership and participation?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> has policy for women participation and representation of the membership <input type="checkbox"/> allows per household that both men and women can become a member and / or can be recipient of cooperative services <input type="checkbox"/> organize member workshops/trainings to promote women leadership and participation <input type="checkbox"/> trains the farmers regularly in gender sensitization <input type="checkbox"/> offers and supports diversifying income generating activities of its members <input type="checkbox"/> enrolls training/vocational programs focusing on youth <input checked="" type="checkbox"/> None of the above <p><u>What does the organization do to increase youth participation?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> offers employment opportunities for youth <input type="checkbox"/> trains youth to become the future leaders of the organization <input checked="" type="checkbox"/> has youth member in the BoD / management <input type="checkbox"/> None of the above 	1.5	<p>the organization has a low number of women, this is due to a lack of policies to influence women's participation, but youth are included in the supervisory committee. The organization hires no staff,</p>
<p>3.1.6 Minimum wage</p> <p><u>Does the organization pay all its employees at least minimum wage?</u> Not relevant</p>	N/R	<p>the organization does not have employees, the key leaders are not paid they are working voluntarily</p>

	Topic	Score	Comments
3.1.7	Pregnant women <p><u>Do women receive maternity rights and benefits?</u></p> <input type="checkbox"/> follows national maternity law and practices <input type="checkbox"/> provides women with maternity leave <input type="checkbox"/> pays women during maternity leave <input checked="" type="checkbox"/> None of the above <p><u>Are pregnant women involved in dangerous work?</u></p> <input type="radio"/> Pregnant women either handle heavy lifting, operate heavy machinery or handle agrochemicals <input checked="" type="radio"/> Pregnant women do not handle heavy lifting, operate heavy machinery nor handle agrochemicals	3.0	the organization does not have employees , but when there is necessity of the member to work collectively pregnant women are not subjected to heavy duties.
3.1.8	Occupational health & safety <p><u>To what extent are safety measures taken into account?</u></p> <input checked="" type="checkbox"/> has identified risks and safety issues and communicates those to staff and respondents can name examples <input type="checkbox"/> takes steps to remove risks/dangers and respondents can name 2 examples (e.g. warning signs, clear machine utilization instructions, etc) <input type="checkbox"/> has trained employees on H&S issues / first aid <input type="checkbox"/> has a safety procedures / handbook (e.g. emergency, addressing fire, agrochemicals, etc.) <input type="checkbox"/> has a first aid kit available accessible for staff and/or members <input type="checkbox"/> keeps records of accidents and respondents can show these <input type="checkbox"/> None of the above	1.7	
3.1.9	Application of agrochemicals <p><u>Are employees aware of safe handling of agrochemicals?</u></p> Not relevant	N/R	the association only provides water which doesn't consist chemicals the matter of agrochemicals is of members individually
3.1.10	Community investment <p><u>How does the organization invest in the community?</u></p> <input type="checkbox"/> has social / community fund available <input type="checkbox"/> invests in the community based on a plan <input type="checkbox"/> partly invests its profit in the community / social fund <input type="checkbox"/> annually invest in community projects (e.g. school/education, healthcare, water infrastructure, etc) <input type="checkbox"/> organizes social/educational events for community <input type="checkbox"/> can show a forecasted budget for upcoming community projects <input type="checkbox"/> can demonstrate a recent report/proof of completed community investment, like building, infrastructure or otherwise <input checked="" type="checkbox"/> None of the above	1.0	the association provides excess water to the community

3.2: Environmental issues

	Topic	Score	Comments
3.2.1	Water source protection <p><u>How is water management organized?</u></p> <ul style="list-style-type: none"> ✓ Organization has had NO problems with water sources drying up and /or being polluted in the past ✓ There are documented measures in place for water protection and/or efficient water use in production and processing ✓ Organization takes steps to prevent water contamination and is able to explain them <input type="checkbox"/> Organization has special waste and chemical disposal methods and avoids disposing those in water bodies <input type="checkbox"/> Members/employees are trained in how to properly manage their water supplies <input type="checkbox"/> None of the above 	3.4	
3.2.2	Waste management <p><u>Does the organization have proper waste management practices?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> is aware of legal requirements concerning waste disposal applicable to the organization <input type="checkbox"/> can identify waste sources and ideally those are outlined in a list of waste products <input type="checkbox"/> is able to explain how waste is recycled or reused <input type="checkbox"/> is able to explain how waste and expired stock are disposed of (e.g., plastics, expired treated seed, expired agrochemicals) <input type="checkbox"/> disposes and stores waste and expired stock in designated areas neither in nor near open water sources, homes or community infrastructure (e.g. boreholes) <input type="checkbox"/> trains or makes employees and/or members aware of proper waste management practices ✓ None of the above 	1.0	it doesn't involve itself directly in waste management
3.2.3	Agrochemicals <p><u>To what extent do employees/members know how to handle agrochemicals?</u></p> <p>Not relevant</p>	N/R	the association doesn't involved itself in farm practice

	Topic	Score	Comments
3.2.4	Protection of nature	3.4	<p><u>Is the organization aware and how does the organization respond to surrounding nature?</u></p> <ul style="list-style-type: none"> ✓ The organization is aware of surrounding natural / protected areas (e.g. natural parks, forestry reserves, conservation areas, etc) <input type="checkbox"/> The organization shall ensure that no land is cleared by burning the vegetation ✓ The organization has a monitoring system in place to monitor and prevent deforestation and degradation of nature ✓ No deforestation or degradation of forest by the organization and its members has occurred during the last year <input type="checkbox"/> The FO has a plan to support farmers in implementing agro-forestry / nature protection activities (e.g planting trees, preservation of semi natural areas like hedges and meadows, shaded cropping, agroforestry practices) <input type="checkbox"/> None of the above

4: OPERATIONS

Scores

1.4	4: OPERATIONS
1.0	4.1: Storage
1.0	4.2: Logistics
2.0	4.3: Processing

4.1: Storage

	Topic	Score	Comments
4.1.1	Storage	1.0	
	<p><u>Does the organization own or rent storage?</u></p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Organization has no storage <input type="radio"/> Organization rents storage <input type="radio"/> Organization owns storage <p><u>To what extent is the storage well-managed and maintained?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> has a maintenance checklist which is utilized regularly (monthly/quarterly) <input type="checkbox"/> cleans storage at least once a month <input type="checkbox"/> does more structural maintenance at least once a year <input type="checkbox"/> has a dedicated person who is responsible for storage management <input type="checkbox"/> has trained employees and/or members that have access to the storage in the handling of hazardous materials <input type="checkbox"/> stores hazardous materials (e.g. dangerous chemicals) separately from other items (e.g. consumption goods, crops) <input type="checkbox"/> stores agrochemicals in original containers <input type="checkbox"/> has proof of employee training on safe handling <input type="checkbox"/> None of the above <p><u>What is the quality of the storage?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Storage is leakage-proof (no dirt, dust, water or animals can come in) <input type="checkbox"/> Storage has a proper surface (smooth, non-absorbent, easy to clean) <input type="checkbox"/> Storage is dry (e.g. good roof) <input type="checkbox"/> Storage is theft-proof (lockable doors) <input type="checkbox"/> Storage is well-ventilated <input type="checkbox"/> Storage is animal-proof (mice, birds etc. can't get to the stored produce) <input type="checkbox"/> None of the above <p><u>Is the storage efficiently used?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> The warehouse is used multiple times a year for stocking crops and/or inputs <input type="checkbox"/> The majority of the year available space is utilized (e.g. multiple functionalities, storage turn-over, etc) <input type="checkbox"/> Problems with insufficient storage occur less than twice per harvest cycle <input type="checkbox"/> The organization is aware of the storage costs and benefits outweigh the costs <input type="checkbox"/> None of the above 		

4.2: Logistics

	Topic	Score	Comments
4.2.1	Inbound logistics <p><u>How well are inbound logistics organized?</u></p> <input type="checkbox"/> The organization makes projections for incoming stock <input type="checkbox"/> The organization knows what storage and staff capacity it needs to handle produce and other deliveries coming in <input type="checkbox"/> The organization has access to sufficient transport means to collect inputs or produce from farmers <input type="checkbox"/> The organization plans the handling of inbound deliveries ahead of time (e.g. before peak harvesting periods) <input type="checkbox"/> The organization analyzes historical data for projections vs realizations <input checked="" type="checkbox"/> None of the above	1.0	the organization is not involved itself in what farmers has produced in anyway
4.2.2	Outbound logistics <p><u>Does the organization have sufficient and reliable vehicles?</u></p> <input type="checkbox"/> Organization has enough vehicles <input type="checkbox"/> Vehicles are cleaned regularly <input type="checkbox"/> Organization has few or no problems with vehicles breaking down <input type="checkbox"/> Vehicles are maintained regularly <input checked="" type="checkbox"/> None of the above <p><u>What percentage of delays of deliveries to buyers are caused by logistical challenges?</u></p> Not relevant	1.0	they don't sell any products apart from water which flows directly to member farms through channels
4.2.3	Infrastructure <p><u>How does the organization deal with infrastructural/and or logistical challenges?</u></p> <input type="checkbox"/> is well-aware of the infrastructural challenges <input type="checkbox"/> communicates regularly with the off-taker (e.g. about delivery time, delays, etc.) <input type="checkbox"/> checks the road/weather conditions before transport is planned <input type="checkbox"/> has spare-wheels / reparation kit in vehicles <input type="checkbox"/> does minor investments/ improvements on infrastructure <input checked="" type="checkbox"/> None of the above	1.0	they don't face infrastructural challenges

4.3: Processing

	Topic	Score	Comments
4.3.1	Post-harvest handling <p><u>Does the organization use appropriate postharvest handling / processing methods?</u> Not relevant</p>	N/R	the organization does not involve itself in production directly, it only provides water for irrigation, this is to say that the issue of harvests, and storages it is individually done by members
4.3.2	Technology & equipment <p><u>Does the organization use the appropriate, up to date technology and equipment for post- harvest handling and processing?</u></p> <p><input type="checkbox"/> The organization knows what equipment and technology is typically used in the sector</p> <p><input type="checkbox"/> Equipment and technology used are conform to sector standard</p> <p><input type="checkbox"/> Equipment and technology are up to date / well-maintained</p> <p><input type="checkbox"/> Equipment and technology add value to the product improving the organization's market position</p> <p><input type="checkbox"/> The organization seeks advice on optimizing equipment and technology use</p> <p>✓ None of the above</p>	1.0	the association uses poor/low technology to supply water
4.3.3	Quality of produce <p><u>Is the organization aware of quality standards?</u></p> <p><input type="checkbox"/> Has its own quality standards it applies for its produce</p> <p><input type="checkbox"/> Has clear and well-formulated quality standards</p> <p><input type="checkbox"/> Has documented the quality standards</p> <p><input type="checkbox"/> Communicates the quality standards to the farmers</p> <p><input type="checkbox"/> Can provide details of clients' buyers' quality standards</p> <p><input type="checkbox"/> Has aligned its quality standards with the quality standards of its clients</p> <p>✓ None of the above</p> <p><u>Does the organization check the quality of the produce?</u></p> <p><input type="checkbox"/> The organization has a quality control protocol</p> <p><input type="checkbox"/> The organization has quality control equipment in place (e.g. moisture meters, sieves)</p> <p><input type="checkbox"/> Equipment used for quality control is maintained in good condition to ensure correct functioning</p> <p><input type="checkbox"/> The organization has a quality control person</p> <p><input type="checkbox"/> The quality control person is knowledgeable and has sufficient experience in quality control</p> <p><input type="checkbox"/> Quality control person does not know whose produce s/he is assessing</p> <p><input type="checkbox"/> Clients /buyers are involved in the quality control process and check quality</p> <p>✓ None of the above</p> <p><u>How often are quality checks performed?</u></p> <p><input type="radio"/> Monthly or less</p> <p><input type="radio"/> Twice a month</p> <p><input type="radio"/> Weekly</p> <p><input type="radio"/> Daily (peak season)</p> <p><input checked="" type="radio"/> Daily (year-round)</p>	2.3	in regards to the type of the service they provide. (water provision) they don't do quality check they just do the inspection of water source and channels flowing water to member farms

5: PRODUCTION BASE

Scores

1.5	5: PRODUCTION BASE
N/A	5.1: Provision of inputs
2.2	5.2: Collection from members
1.2	5.3: Strength of production base
1.0	5.4: Extension services

5.1: Provision of inputs

	Topic	Score	Comments
5.1.1	Provision of inputs <u>How does the organization ensure provision of inputs to the farmers?</u> Not relevant	N/R	association doesn't offer inputs to member farmer
5.1.2	Quality procedures for inputs <u>How does the organization assure the quality of its inputs?</u> Not relevant	N/R	the organization do not sell inputs to its member instead members purchases independently
5.1.3	Quality of inputs <u>How often do you have problems with the quality of inputs?</u> Not relevant	N/R	the organization didn't face any problem with quality of inputs since the purchase of inputs it done individually by members

5.2: Collection from members

	Topic	Score	Comments
5.2.1	Produce Yield <p><u>Does the organization know what the average yields of its members is?</u></p> <ul style="list-style-type: none"> ● The organization doesn't record yields of its members ○ The organizations calculates average yields based on member records, but calculations seems incomplete/not done regularly ○ The organization calculates average yields based on the records of the members' yields in a credible, complete and regular manner <p><u>How do yields compare to the average yields in the country?</u></p> <ul style="list-style-type: none"> ● Organization is not aware OR yields are below average ○ Yields are average ○ Yields are above average 	1.0	the organization is not aware of its members yields since it doesn't involve itself in production nor marketing
5.2.2	Expected volumes of produce from members <p><u>How does the organization keep track of production volumes?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Organization monitors volume throughout season and has records for this <input type="checkbox"/> Organization forecasts production volumes <input type="checkbox"/> Predictions are checked against final volumes <input type="checkbox"/> Predictions usually match final production volumes <input type="checkbox"/> Predictions are communicated to customers ✓ None of the above 	1.0	the organization does not monitor production volumes since it doesn't involve itself in production nor marketing
5.2.3	Reliability of supplies from members <p><u>How does the organization ensure members deliver on time?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Organization clearly communicates collection plan (e.g., times, dates and price) to members <input type="checkbox"/> Organization arranges finance to purchase crop/product on time <input type="checkbox"/> Members are made aware of their obligations <input type="checkbox"/> Organization has written contracts with members <input type="checkbox"/> Member deliveries are monitored <input type="checkbox"/> Deliveries (amount and time) of members are recorded <input type="checkbox"/> Organization has measures in place to improve untimely delivery and can mention 2 ✓ None of the above <p><u>How often is produce delivery delayed?</u></p> <ul style="list-style-type: none"> ○ More than 4 times a season ○ 4 times a season ○ 3 times a season ○ 2 times a season ● Once a season or less 	3.0	each member controls his/her production and market independently

	Topic	Score	Comments
5.2.4	Quality of member produce	2.3	the association doesn't monitor quality of member production
	<p><u>How does the organization manage the quality of members' produce?</u></p> <p><input type="checkbox"/> samples and measures quality of all incoming produce of every member</p> <p><input type="checkbox"/> rejects produce that doesn't comply with the quality standards set</p> <p><input type="checkbox"/> trains members on quality requirements and how to improve quality</p> <p><input type="checkbox"/> is able to manage the traceability system as expected by their buyer</p> <p><input type="checkbox"/> provides (price) incentives for members who provide better quality produce</p> <p><input checked="" type="checkbox"/> None of the above</p> <p><u>How many specific quality requirements do you require of your members' produce upon delivery?</u></p> <p>0</p> <p><u>Does the organization face quality issues with member supplies?</u></p> <p>0</p>		

5.3: Strength of production base

	Topic	Score	Comments
5.3.1	Strength of production-base <p><u>What percentage of the members' volume is sold to the organization?</u></p> <ul style="list-style-type: none"> <input checked="" type="radio"/> Members sell 0-20% of their produce to the organization <input type="radio"/> Members sell 20-40% of their produce to the organization <input type="radio"/> Members sell 40-60% of their produce to the organization <input type="radio"/> Members sell 60-80 % of their produce to the organization <input type="radio"/> Members sell 80-100% of their produce to the organization 	1.0	the association does not buy production from members
5.3.2	Competition for members <p><u>Is there competition for members of the organization?</u></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Similar organizations do not exist in the area <input type="checkbox"/> Similar organizations do not recruit among membership base <input type="checkbox"/> Members are not leaving the organization for other similar organizations <input type="checkbox"/> None of the above 	2.3	
5.3.3	Economic value to members <p><u>Does membership of the organization provide economic value to its members?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Discounted services / inputs <input type="checkbox"/> Higher prices for produce <input type="checkbox"/> Premium prices for better quality and/or certified produce <input type="checkbox"/> Shares <input type="checkbox"/> Regular dividend payments <input type="checkbox"/> Shared labor / lower labor costs <input type="checkbox"/> Direct & transparent payment system <input checked="" type="checkbox"/> None of the above <p><u>How do prices of the organization relate to market prices?</u></p> <p>Not relevant</p>	1.0	the selling of production is done individually by members as the organization it doesn't involve itself in marketing, also members are benefited from supervision of water which enhances production through out the year.
5.3.4	Side selling <p><u>Is side selling a significant risk for the organization and how does the organization mitigate that risk?</u></p> <p>Not relevant</p>	N/R	the organization does not involve itself in buying member produce.

5.4: Extension services

	Topic	Score	Comments
5.4.1	Extension <p><u>Which training and member support activities does the organization carry out?</u></p> <input type="checkbox"/> provides training on agriculture <input type="checkbox"/> has a demonstration plot <input type="checkbox"/> organizes farmer field school <input type="checkbox"/> enrolls innovation testing & adoption <input type="checkbox"/> has specialized staff (e.g. trained appropriate agricultural area) <input type="checkbox"/> has a training fund <input type="checkbox"/> monitors and provides follow-up to training activities <input checked="" type="checkbox"/> None of the above <p><u>Are the extension / training services provided sufficient and do they meet the staff / farmer's needs?</u></p> <input type="checkbox"/> Extension and training services are sufficient and cover the major relevant topics <input type="checkbox"/> Extension and training services meet the needs of members <input type="checkbox"/> Training on relevant topics is provided to staff <input type="checkbox"/> Training on relevant topics is provided to farmers/members <input type="checkbox"/> Training records and attendance lists are kept <input type="checkbox"/> Trainings are facilitated by a competent person <input type="checkbox"/> Measures are taken to ensure equal opportunities for women to participate in training and awareness raising sessions <input checked="" type="checkbox"/> None of the above	1.0	the association lacks training
5.4.2	Soil management <p><u>How does the organization and its members work on soil management?</u></p> <input type="checkbox"/> is aware of the soil type and related soil problems in the area <input type="checkbox"/> informs / trains its members about on soil management and soil fertility (e.g crop rotation, agroforestry, composting, planting nitrogen fixing species, etc.) <input type="checkbox"/> promotes practices to avoid soil erosion. <input type="checkbox"/> is aware and informs members that human sewage, sludge, and sewage water cannot be used for production and/or processing activities. <input type="checkbox"/> trains members/farmers about the techniques and benefits of leaving organic waste and materials at the farm <input checked="" type="checkbox"/> None of the above	1.0	the association doesn't involves itself in soil conservation

6: MARKET

Scores

1.0	6: MARKET
1.0	6.1: Market related risks
1.0	6.2: Marketing strategy

6.1: Market related risks

	Topic	Score	Comments
6.1.1	Awareness of market risks <p><u>Is the organization aware of the different types of market risks?</u></p> <input type="checkbox"/> Volume requirement changes <input type="checkbox"/> Price changes <input type="checkbox"/> Quality requirement changes <input type="checkbox"/> Changes in delivery methods or timing <input type="checkbox"/> Customers entering or exiting the market <input type="checkbox"/> Market distortions <input type="checkbox"/> Competition entering or exiting the market <input checked="" type="checkbox"/> None of the above	1.0	the association doesn't involve itself with the marketing
6.1.2	Mitigation of market risks <p><u>How does the organization mitigate market risks?</u></p> <input type="checkbox"/> Marketing <input type="checkbox"/> Widening membership base <input type="checkbox"/> Investing in delivery/ transport methods <input type="checkbox"/> Staying informed <input type="checkbox"/> Investing in processing <input type="checkbox"/> Efficient price setting mechanism to cope with market fluctuation and satisfy members / off-takers <input type="checkbox"/> Sufficient storage in place to keep produce until prices get better <input checked="" type="checkbox"/> None of the above	1.0	association doesn't face any market risks since it doesn't involve itself with the market
6.1.3	Bargaining power <p><u>Does the organization have sufficient bargaining power with its off-taker(s)?</u></p> <input type="checkbox"/> has at least two main buyers <input type="checkbox"/> has written contracts with buyers <input type="checkbox"/> agrees on quality requirements beforehand <input type="checkbox"/> agrees on service requirements beforehand <input type="checkbox"/> can negotiate / has influence on the terms (e.g. price, specifications, etc) with buyers <input type="checkbox"/> agrees on prices beforehand <input checked="" type="checkbox"/> None of the above	1.0	the association is not selling production from members

6.2: Marketing strategy

	Topic	Score	Comments
6.2.1	Client demands <p><u>Is the organization aware of buyers' / clients' demands?</u></p> <input type="checkbox"/> Organization does market research <input type="checkbox"/> Organization knows quantities buyers want to buy <input type="checkbox"/> Organization knows quality buyers are looking for <input type="checkbox"/> Quantity is specified in contracts <input type="checkbox"/> Quality is specified in contracts <input checked="" type="checkbox"/> None of the above	1.0	the association doesn't go between buyer and member
6.2.2	Marketing strategy <p><u>Does the organization actively market its products and services?</u></p> <input type="checkbox"/> does advertising/promotional activities and respondents can name at least 2 <input type="checkbox"/> has a staff member who is responsible for marketing (e.g. marketing manager/officer) <input type="checkbox"/> looks for new customers and is able to explain how <input type="checkbox"/> has basic promotional materials in place <input type="checkbox"/> has a recognizable name and brand <input type="checkbox"/> organizes or engages in promotional events (e.g. trade / agricultural fairs) <input type="checkbox"/> has labeled produce with name and logo <input checked="" type="checkbox"/> None of the above	1.0	the association is not selling products
6.2.3	Value adding activities <p><u>Which value adding activities does the organization undertake?</u></p> <input type="checkbox"/> Organization sells produce in different forms <input type="checkbox"/> Organization provides processing <input type="checkbox"/> Organization provides packaging <input type="checkbox"/> Organization grades produce and differentiates prices per grade <input type="checkbox"/> Organization sells certified produce <input type="checkbox"/> Organization is aware of cost-price of value adding activities <input type="checkbox"/> Cost of activities is monitored <input checked="" type="checkbox"/> None of the above	1.0	products are sold individually by member

7: EXTERNAL RISKS

Scores

2.2	7: EXTERNAL RISKS
3.5	7.1: Weather and natural risks
1.0	7.2: Biological and environmental

7.1: Weather and natural risks

	Topic	Score	Comments
7.1.1	Awareness of climate and weather risks <p><u>Is the organization aware of weather and natural risks?</u></p> <ul style="list-style-type: none"> ✓ Respondents are aware of weather risks ✓ Respondents are aware of natural risks ✓ Respondents demonstrate a basic awareness about climate change ✓ Respondents can list financial, environmental and/or social impacts of weather and natural hazards and name at least 3 <input type="checkbox"/> Weather and natural disasters are addressed in the business/strategic plan <input type="checkbox"/> Organization has mitigation strategies planned for each type of risk and is able to implement them <input type="checkbox"/> None of the above 	3.7	respondents are aware of climatic risks like drought and floods which leads to decrease in the volume of water
7.1.2	Mitigation strategies for weather and natural risks <p><u>Does the organization have basic mitigation strategies in place for weather and natural risks?</u></p> <ul style="list-style-type: none"> ✓ Organization is aware of risk mitigation methods and can name at least 3 ✓ Organization has employed these methods in the past ✓ Members are made aware of risk mitigation (e.g., flyers, meetings, etc.) <input type="checkbox"/> Organization has a plan to mitigate future risks <input type="checkbox"/> Organization has a future plan to raise awareness of risks and train members in risk mitigation <input type="checkbox"/> None of the above 	3.4	association is aware of mitigation of weather and natural risks like afforestation to reduce chances for drought

7.2: Biological and environmental

	Topic	Score	Comments
7.2.1	Awareness of biological risks <p><u>Is the organization aware of biological risks?</u></p> <input type="checkbox"/> Respondents are aware of biological risks and name them <input type="checkbox"/> Respondents can explain the impact (financial, social and ecological) of different relevant biological risks <input type="checkbox"/> Organization has the ability to recognize different pests and diseases <input type="checkbox"/> Awareness of pests and diseases translates into relevant points in the business/strategic plan <input type="checkbox"/> Organization has mitigation strategies planned for different kinds of biological risks and is able to implement them <input checked="" type="checkbox"/> None of the above	1.0	association is not involved in production of its member is not affected by the biological risks as an association.
7.2.2	Mitigation strategies for biological risks <p><u>Does the organization have basic mitigation strategies in place for biological risks?</u></p> <input type="checkbox"/> Organization is aware of risk mitigation methods and can name them <input type="checkbox"/> Organization can mention 2 methods it has employed in the past <input type="checkbox"/> Members have been made aware of risk mitigation (e.g. flyers, meetings) <input type="checkbox"/> Members have been trained in risk mitigation and know how to execute mitigation strategies <input type="checkbox"/> Organization has a plan to mitigate future risks <input type="checkbox"/> Organization has a plan to raise awareness of risks and train on risk mitigation among members <input checked="" type="checkbox"/> None of the above	1.0	since the organization does not involve itself in production it is not affected by the biological risks as an association.

8: ENABLING ENVIRONMENT

Scores

1.7	8: ENABLING ENVIRONMENT
1.0	8.1: Capacity builders & NGOs
1.0	8.2: Community
2.6	8.3: Government

8.1: Capacity builders & NGOs

	Topic	Score	Comments
8.1.1	Availability of capacity building services <u>Is the organization able to source the right training, capacity building and assistance?</u> <input type="checkbox"/> Organization is aware of available services <input type="checkbox"/> Respondents are able to identify most relevant support areas <input type="checkbox"/> Organization gets support in the right areas <input type="checkbox"/> Organization is satisfied with services <input type="checkbox"/> Organization unlocks or offers services focusing on farm business management <input type="checkbox"/> Organization unlocks or offers services focusing on improving farming practices <input type="checkbox"/> Organization is NOT dependent on outside services <input checked="" type="checkbox"/> None of the above	1.0	association doesn't receive support anywhere ever since the government assisted the building of the scheme in 2014

8.2: Community

	Topic	Score	Comments
8.2.1	Relationship with the community	1.0	the association has not encountered any problem with the society
	<p><u>Does the organization have a good relationship with the local community?</u></p> <p><input type="checkbox"/> Respondents characterize the relationship with the community as positive</p> <p><input type="checkbox"/> There have been no problems in the past</p> <p><input type="checkbox"/> Organization provides employment opportunities</p> <p><input type="checkbox"/> Organization can name 2 other benefits it provides to the local community</p> <p><input checked="" type="checkbox"/> None of the above</p>		

8.3: Government

	Topic	Score	Comments
8.3.1	Awareness of laws & regulations <p><u>Is the organization aware of laws and regulations that apply to their organization?</u></p> <ul style="list-style-type: none"> ✓ Organization is aware and complies with law applicable to the legal entity (e.g. business regulations, cooperative law, etc) ✓ Organization is aware of regulations on its activities ✓ Organization has no legal problems at the moment <input type="checkbox"/> Organization seeks advice on laws and regulations when necessary <input type="checkbox"/> None of the above <p><u>How often has the organization had legal problems in the last three years?</u></p> <ul style="list-style-type: none"> <input type="radio"/> More than 5 times <input type="radio"/> 4 -5 times <input type="radio"/> 2 - 3 times <input type="radio"/> Once <input checked="" type="radio"/> None 	4.5	
8.3.2	Public services <p><u>Does the organization unlock public (extension) services?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Organization is aware of available public (extension) services and can name them <input type="checkbox"/> FO/Members take part in on-farm research trials <input type="checkbox"/> Organization connects with governmental (extension) officers and unlocks / receives public and /or extension services <input type="checkbox"/> Organization has regular meetings with agricultural officials ✓ Organization has a good relation with the local government <input type="checkbox"/> The organization lobbies with government for infrastructure improvements <input type="checkbox"/> None of the above 	1.7	

Annex 2 Documentation

Below list indicates what kind of documentation the organization has available.

Document type	Availability	Comments by assessor
Certificate of registration / incorporation	yes	
Trading license	no	
Business license	no	
Tax / PIN certificate	no	
Constitution / Bylaws	yes	
Articles of association	no	
Business plan	no	
Contract with suppliers	no	
Contract with customers	no	
Contract with other business partners	no	
Annual accounts most recent year	yes	
Annual accounts most recent year -1	no	
Annual accounts most recent year -2	no	
Bank statements past year	no	
Cash flow forecast	no	
Credit reference bureau report	no	
Ownership documents / titles	no	
Asset valuation documents	no	
Offer letters of past loans / loan agreements	no	
Resolution of right to borrow	no	
Proof of certification (e.g. Fairtrade, Utz Certified, ISO, etc...)	no	
Insurance policies	no	
List of members	no	
List of outgrowers	yes	
Resume of executive managers	no	
AGM minutes	yes	
Register of production volumes	no	
Register of purchases/inputs	no	
HR policy	no	
Finance policy	no	
Administrative policy	no	
Environmental Impact assessment	no	

Comments by assessor