

SCOPE Basic[®] Assessment Report

**Katavi Empowerment and Enterprises
Development Organization**

Assessment date: April 14, 2021

Version SCOPE Basic[®] 2.0.1

Total score:

3.4

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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	Katavi Empowerment and Enterprises Development Organization
SCOPEinsight Assessee ID	4444

Type of Assessment

SCOPE Basic
2.0.1

Dates

Assessment Start Date	April 14, 2021
Assessment Finalization Date	May 25, 2021

Purpose of Assessment

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

Representatives Present

John Charles Kankila	Vice Chairman
Vaileth Fidel Katimpa	representative
Swedy Juma Wamansi	Project Manager
Chrispo Katanga Kemanzi	Accountant
Leonard Onesmo Urassa	Chairman

Assessed and Reviewed by

Assessor	Majaliwa Rubuye
Quality Reviewer	Maxine Geke

Assessment Comments

-

Observations on assessment process

it was cooperative in nature

Chapter 2 Organizational details

Katavi Empowerment and Enterprises Development Organization

Location	Organizational information
Madukani Block AA3 255 Mpanda Tanzania	<div>Legal status</div> <div>Number of members</div> <div>Products</div> <div>NGO</div> <div>436</div> <div>Chillies and peppers</div>

Contacts

Name	Position	Contact Details
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Images



As shown in the picture assessor is in the program talking back and forth with respondents in the KEEDO's office



inside of the storage room respondents showed loads of African Bird Eye Chill packed ready for being sold to JFS pepper company



outside of the organization office assessor with respondents from KEEDO

Basic & contact details		Sectors	
Name	Katavi Empowerment and Enterprises Development Organization	agriculture, dairy/livestock	
[%key_id:23631200%] KEEDO		Services/Activities	
Street	Madukani	training, trading, storage, primary production, plantation management, information provision/sharing, environmental services, collective production, marketing, input supply, collective equipment use, advocacy	
Street no.	Block AA3	Infrastructure information (main location)	
Zipcode	255	[%key_id:23631210%] All-weather road	
City	Mpanda	Distance to hub	50-100km
Region	Katavi	Public transportation	Available in vicinity
Region ISO	Mbeya	Power / electricity	Stable without generator backup
Country	Tanzania	Internet access	Mobile only
Global region	East Africa	Mobile network coverage	Limited coverage
GPS location	-6.337778, 31.070833	Running water	Running water
Office phone number	+255757591121	Warehousing	
Email address	keedokatavi@gmail.com		
Website	keedokatavi@gmail.com		
Incorporation			
Legal status (specify if necessary)	NGO agriculture		
Year of incorporation	2019		
In operation since	-		
Registration/Business license number	00NGO/R/0674		
Tax identification number	151-571-018		

Board and management

Board members		Manager / key staff	
No. of female board members	2	No. of female managers	2
No. of male board members	4	No. of male managers	6
No comment provided		No comment provided	

Employees

Full-time employees		Part-time employees	
No. of female full-time employees	1	No. of female part-time employees	2
No. of male full-time employees	1	No. of male part-time employees	5
No comment provided		No comment provided	
Seasonal employees			
No. of female seasonal employees	4		
No. of male seasonal employees	5		
No comment provided			

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

Members		Active members	
No. of female members	201	No. of active female members	181
No. of male members	235	No. of <u>active</u> male members	176
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	127	No. of active female outgrowers	127
No. of male outgrowers	102	No. of active male outgrowers	102
<i>No comment provided</i>		<i>No comment provided</i>	

Governance Structure

No information available.

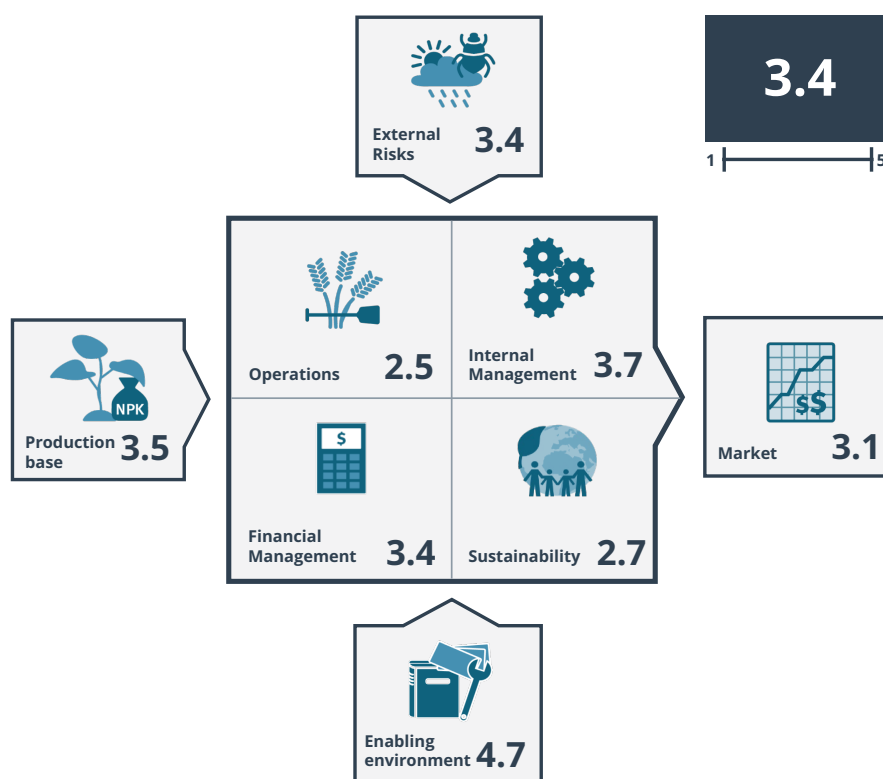
Mission

to inspire and promote entrepreneurship development through skills and knowledge development embracing pro activeness, commitment and innovation for people

Vision








to have a community embarked with entrepreneurship development agenda for sustainable socio-economic development

Chapter 3 Assessment results



Total	3.4	Your scores per dimension	
Dimension	Score	Dimension	Score
INTERNAL MANAGEMENT	3.7	Strength of production base	4.0
Governance	3.1	Extension services	2.7
Internal organization	3.6	MARKET	3.1
Business planning	4.3	Market related risks	2.2
Membership management	4.0	Marketing strategy	4.0
FINANCIAL MANAGEMENT	3.4	EXTERNAL RISKS	3.4
Financial administration	3.4	Weather and natural risks	3.4
Financial planning	3.1	Biological and environmental	3.4
Financial reporting & monitoring	4.0	ENABLING ENVIRONMENT	4.7
Financial services	2.5	Capacity builders & NGOs	3.9
SUSTAINABILITY	2.7	Community	5.0
Social issues	2.5	Government	5.0
Environmental issues	2.8		
OPERATIONS	2.5		
Storage	1.5		
Logistics	2.2		
Processing	3.4		
PRODUCTION BASE	3.5		
Provision of inputs	1.9		
Collection from members	4.4		

3.1 Assessment risks and strengths

Section	Risk areas	Strong areas
INTERNAL MANAGEMENT 	1.i think the frequency of the staff visiting members is quietly too short (quarterly) this is possibly a period of another production 2.the organization doesn't have documented business plan although they are discussing goals in AGM 3.some of managing staff doesn't have relevant education they relay only on experience	1.the B.o.d is obtained fairly 2.the organization has membership register and policies 3.the B.o.d lets management carry out its function without any interference while the supervision committee monitors each function means there is clear division between B.o.d and other bodies
FINANCIAL MANAGEMENT 	1.the organization doesn't value assets leading to improper calculations of property value 2.the organization relays much on donations, it doesn't have reliable source of finance leading to the shortage of cash 3.poor documentation of finances eg, cash flows, income, and expenditure	1.finance manager has relevant education and has relevant experience as he worked for government 2.handling of cash is convincing since they are using banking systems and the cash can not be drawn without at least 3 signatory. 3.the organization expresses expenditures during AGM
SUSTAINABILITY 	1.the organization doesn't do any child labor risk assessment 2.thre organization doesn't involve itself in improving literacy and numeracy 3.the organization didn't train any members to safe handling of agrochemicals, safety measure and general health affairs	1. the organization employs gender equality since employees are paid equally also has non-discriminative policies 2.safety it is taken to account although they don't have training 3.the organization supports youth and women as it has women and youth groups inside of the organization such as kabende, vijana & pilipil farming groups 4.although the organization doesn't have clear formulated policies to conserve environment but it discourages bad habits like clearing farms by burning
OPERATIONS 	1.the organization doesn't have vehicles it relays on public transport this may lead to delays on deliveries 2.doesnt have its own clear and formulated standards of quality 3.the organization doesn't have quality control equipment	1. the organization have a storage room and it meets specific requirement although it is rented. 2.although the organization doesn't have vehicles but it delivers on time this is enhanced through activeness. 3.the organization plans the handling of inbound derivers ahead of time just incase it happens
PRODUCTION BASE 	1.the organization don't have specific staff 2.the organization has bargained price and signed a contract without considering market price changes 3.doens't fund	1.the organization is able to meet demands of farmers because it sources from more than one supplier 2.organization monitors volume and records it 3.the organization involves member in bargains price
MARKET 	1.the organization relies on a single buyer 2. buyer's contract didn't scale the amount of required production this may lead to overproduction or underproduction 3.the organization has poor value-adding activities this is due to a lack of value technical skills	1.the organization has bargaining power and lawful contract with its buyer 2.the organization controls the quality demands of buyer this secures they are market 3.the organization actively sells all products in time and payment is done respectful
EXTERNAL RISKS 	1.organization doesn't hold plans to mitigate future risk 2.organization didn't train member to understand and to execute mitigation strategies 3. organization doesn't have strategies planned for different biological risks	1.the organization is aware of biological & climatic risks 2.the organization is favored by climatic region where by they are not attacked with climatic changes frequently 3.the organization employs tradition means to prevent loss like dying crops to prevent decaying

ENABLING ENVIRONMENT



1. the organization receives partially government support 2. the organization has capacity gap and support from other organization is not satisfactory 3.the organization didn't hire a permanent advocate who could help with laws & regulations

1.organization gets support from other companies & organizations which offers training eg, ricoltto, jfs, and helveters 2.the organization relates well with surrounding community by ensuring employment to local people 3.the organization is aware of laws and regulations it have basic governmental qualifications such as registration. TIN (TAX NUMBER) constitution and banking systems

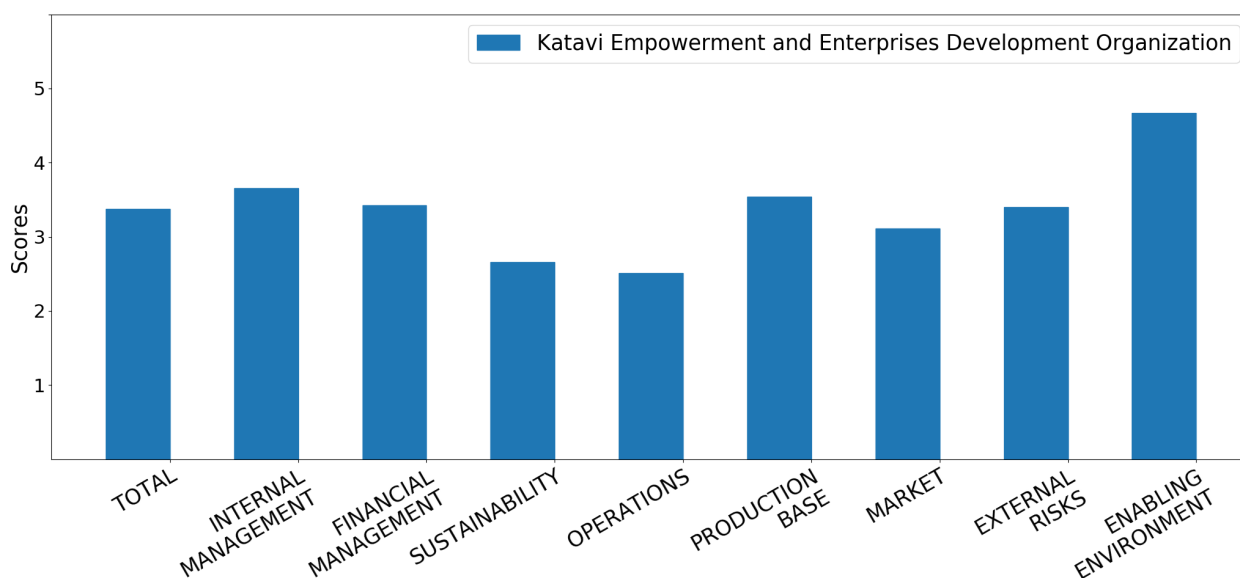
Comments by assessor

3.2 Benchmarking

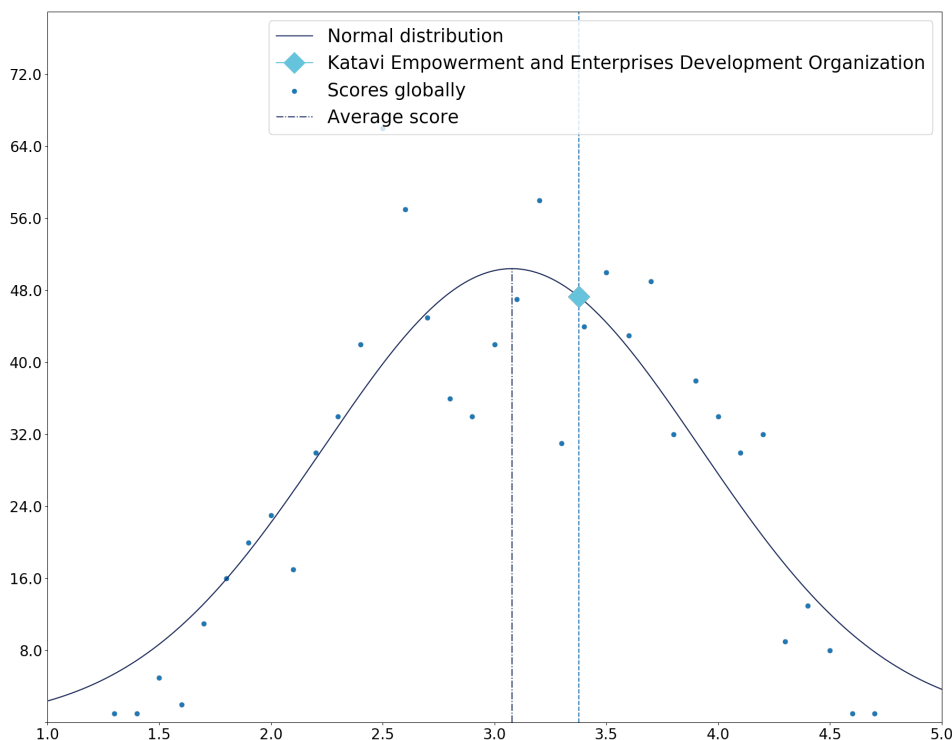
This page shows you benchmarking information of the assessment with other assessment data from the SCOPEinsight assessment database.

Scores over time

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



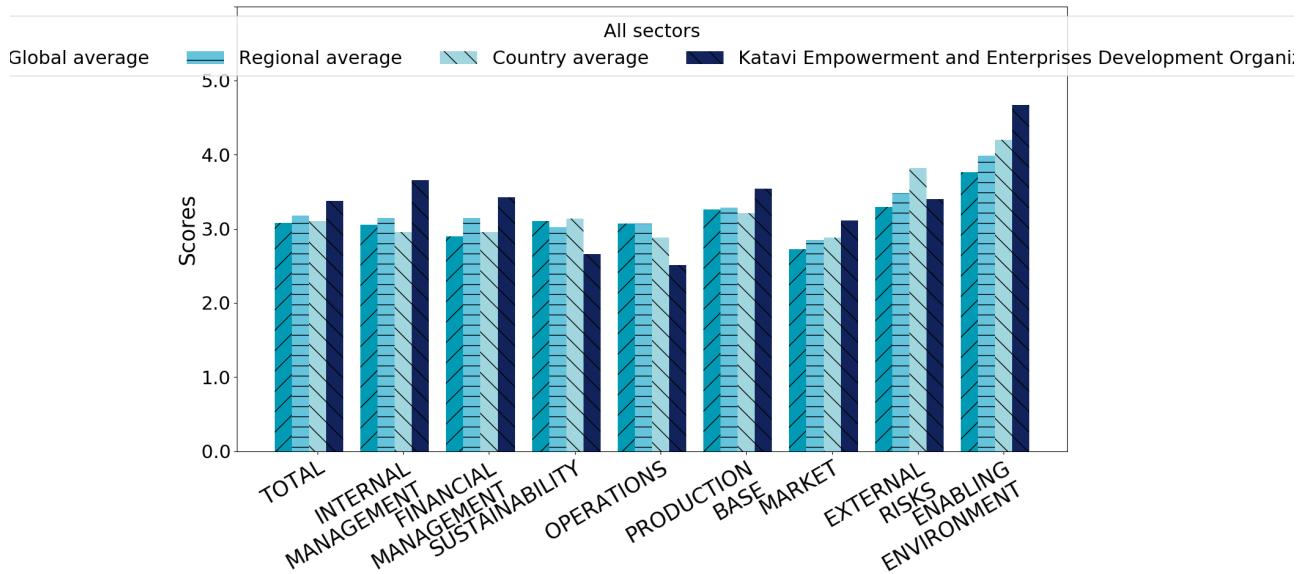
Where am I



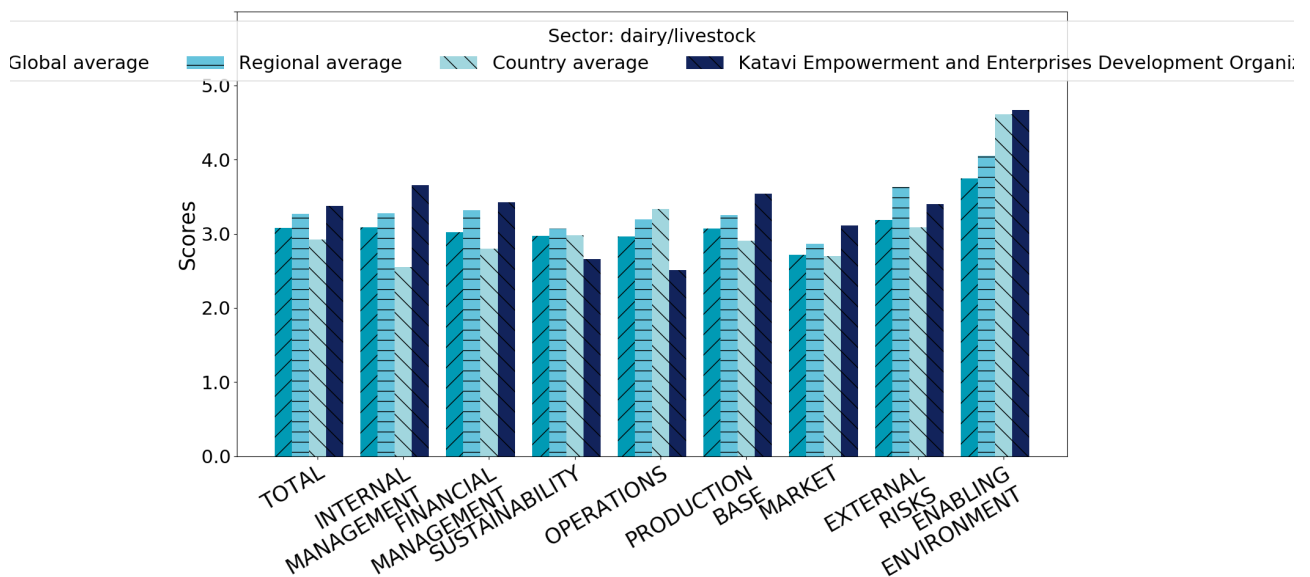
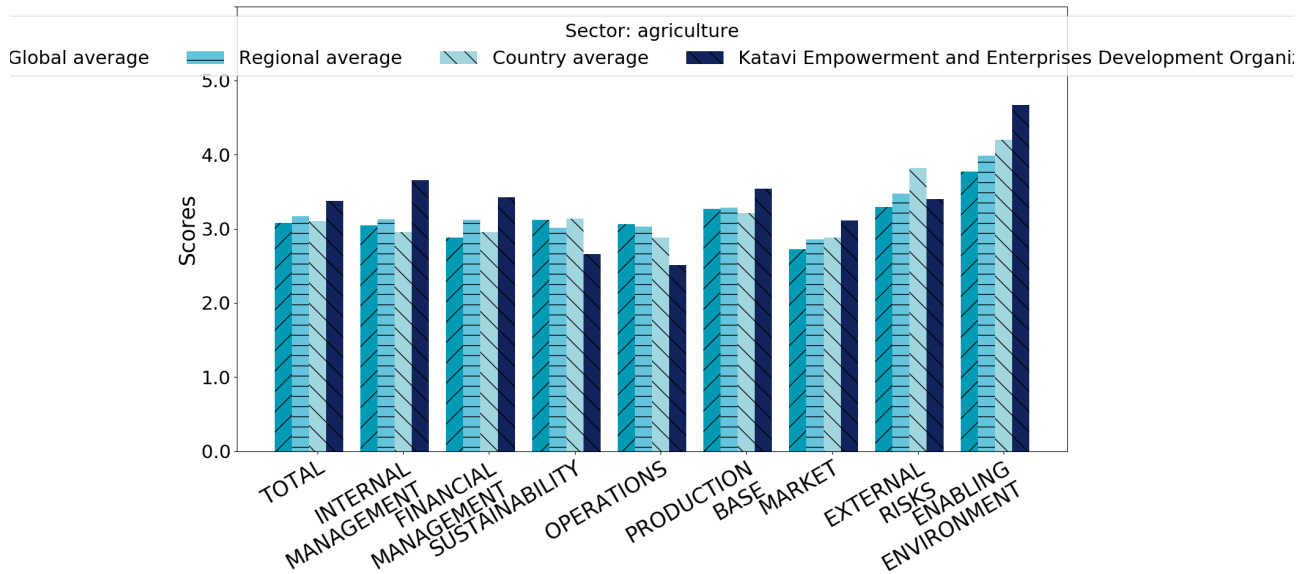
3.4 The total score of 3.4 for your organization is 0.3 points different from the average score of 3.1 for all assessed organizations globally.

63% Your organization scores equally or higher than 63% 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
2020	Not available or not provided	Not available or not provided	Not available or not provided	Not available or not provided	Not available or not provided

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
NATIONAL MICROFINANCE BANK	Bank	2019	TZS 8,549,600

Loan history

Loan amount	Type of Financier	Name of Financier	Start date	Duration	Interest rate (annual)	Repayment status	Purpose	Comment
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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 any financial auditS, organization financial management is not well organized although they have well experienced financial personnel, also they have well banking systems, transparent transactions poor organization of financial data for example the organization have failed to calculate turn over, cost of sales, gross profit etc,

4.2 Production & Sales

Chillies and peppers

Production & Sales			
Category	Vegetables	Certification(s)	
Type / Variety	African BirdEye Chill (ABEC)	Estimated % of member/outgrower production sold to the assessed organization	100.00
Quality (grade)			
Amount of production units / land used for product (production area)	Not available or not provided		
Land unit	acre		
Production unit			
Avg. yield (estimate per land /production unit)	2.00		
* e.g. if product is coffee, production-unit is tree; if product is milk, production unit is head.			

Produce purchased from members

Year	Volume	Volume units	Price per unit	Percent certified
No information available.				
Volumes purchased by the producer organization from its members and / or outgrowers				

Produce purchased from others

Year	Volume	Volume units	Price per unit	Percent certified
2020	2,130	kg	TZS 5,000	0
Volumes purchased by the producer organization from others				

Produce sold

Year	Volume	Volume units	Price per unit	Percent certified	Percent exported
2020	2,130	kg	TZS 5,000	Not available or not provided	Not available or not provided
Volumes sold a buyer / offtaker (of produced and/or purchased). Including inputs sold to members/outgrowers if relevant.					

Inputs purchased

Name	Year	Volume	Volume units	Price per unit	Percent certified
No information available.					

Comments by assessor

4.3 Value Chain & Enabling Players

Clients

Name	JFS PEPPER COMPANY
Organizational type	Company
Relation	Marketing agent
Number years in relation	1.0
Contract in place	Yes
Contract start year	2021
Contract end year	2023
Description of agreement/relation	to buy pepper produced by member outgrowers in a period of 3 years

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 organization seems to have well built relation with their client JFS.

Annex 1: Assessment results in detail

1: INTERNAL MANAGEMENT

Scores

3.7	1: INTERNAL MANAGEMENT
3.1	1.1: Governance
3.6	1.2: Internal organization
4.3	1.3: Business planning
4.0	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 checked="" type="checkbox"/> Manager <input checked="" type="checkbox"/> Financial manager (e.g. bookkeeper, accountant) <input checked="" type="checkbox"/> Marketing manager <input type="checkbox"/> Additional manager <input type="checkbox"/> None of the above	4.0	
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 checked="" 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 type="checkbox"/> None of the above	1.7	

1.1.3	Topic	Score	Comments
	Quality of management staff	1.8	<p><u>How many years of relevant experience does the manager have?</u> 2</p> <p><u>Do key staff have a relevant educational background and experience?</u></p> <p><input type="checkbox"/> Manager has a relevant educational background and/or experience</p> <p>✓ Financial officer/manager has a relevant educational background and/or experience</p> <p>✓ Marketing officer/manager has a relevant background and/or experience</p> <p><input type="checkbox"/> Additional officer/manager 1 has a relevant educational background and/or experience</p> <p><input type="checkbox"/> Additional officer/manager 2 has a relevant educational background and/or experience</p> <p><input type="checkbox"/> None of the above</p>
	Objectives of management	2.1	<p><u>Are targets of managers/key staff clearly formulated and documented?</u></p> <p>✓ Each manager/key staff has clear targets</p> <p><input type="checkbox"/> Each manager's targets are documented</p> <p><input type="checkbox"/> Targets contribute to and have a clear focus on the organization's business objectives</p> <p><input type="checkbox"/> None of the above</p> <p><u>Are the targets of managers specific, measurable, achievable, realistic and time-bound?</u></p> <p>✓ Targets are specific</p> <p><input type="checkbox"/> Targets are measurable</p> <p><input type="checkbox"/> Targets are achievable</p> <p><input type="checkbox"/> Targets are realistic</p> <p><input type="checkbox"/> Targets are time-bound</p> <p><input type="checkbox"/> None of the above</p>
	Accountability of management	2.0	<p><u>In which way are managers/key staff held accountable for their responsibilities?</u></p> <p><input type="checkbox"/> Managers/key staff have distinct responsibilities</p> <p>✓ Responsibilities are clearly documented (e.g. organization's bylaws, HR manual or otherwise)</p> <p><input type="checkbox"/> Organization can mention 2 mechanisms of how it holds managers/key staff accountable</p> <p><input type="checkbox"/> Measures to hold managers/staff accountable on their responsibilities are documented</p> <p><input type="checkbox"/> None of the above</p>

	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> <ul style="list-style-type: none"> ✓ The BoD lets the management carry out its functions without interference into the day-to-day management □ The management takes important decisions by consensus (e.g., on the organization's strategy, hiring new executives, approving budgets) □ All managers get an equal say in decision-making □ The management can carry out their work without influence from outside organizations or persons (e.g., government, donors, NGOs) □ None of the above 		
1.1.7	Continuity of management	3.0	
	<p><u>Is there continuity of the management?</u></p> <ul style="list-style-type: none"> □ Qualified candidates in the organization are under 35 years of age ✓ Successors are available for the general manager ✓ Successors are available for financial officer ✓ Successors are available for other key staff positions □ Potential successors are being trained to become future managers □ Candidates will need little or no training to be able to fulfill executive functions □ None of the above 		
1.1.8	General assemblies	4.3	
	<p><u>Are general assemblies (AGMs) regularly organized?</u></p> <ul style="list-style-type: none"> ✓ The organization holds AGMs □ AGMs occur annually ✓ Strategic, annual and business plans are presented and discussed at the AGM ✓ Financial statements and/or audits are presented during the AGM ✓ All members have the right to attend the meeting and/or represented during the AGM ✓ Members are able to express their needs and (dis-)satisfactions during the AGM, and this is well-documented □ None of the above 		

1.1.9	Topic	Score	Comments
	Board of directors	3.9	<p><u>How are the Board of Directors (BoD) elected?</u></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 ✓ 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"> <input type="checkbox"/> 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 ✓ A board that adequately represents the membership in terms of member's diversity (e.g. male, female, youth, region, ethnicity, etc.) <input type="checkbox"/> None of the above
1.1.10	Division of responsibility	3.0	<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 <input type="checkbox"/> NO overlap between functions of management team and board of directors <input type="checkbox"/> Board of directors stick to their responsibilities and mandate <input type="checkbox"/> None of the above

	Topic	Score	Comments
1.1.11	Supervisory committee	4.2	<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 <input type="checkbox"/> 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 <input type="checkbox"/> Formation and composition of committees ✓ 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> <ul style="list-style-type: none"> ✓ Has sufficient staff <input type="checkbox"/> Is partly understaffed <input type="checkbox"/> Is largely understaffed <p>Does the organization have a high turnover of key staff?</p> <ul style="list-style-type: none"> ✓ No key staff has left in the last year <input type="checkbox"/> In general, staff turn-over is low <input type="checkbox"/> On average, key staff stays more than 2 years at the organization <input type="checkbox"/> None of the above <p>How many weeks does it take before vacancies are filled?</p> <p>1</p>	1.9	
1.2.3	Human resources <p>What is the quality of human resource management?</p> <ul style="list-style-type: none"> ✓ The organization has a formal recruitment process ✓ The organization has a written job description for employees ✓ The organization keeps human resource records (e.g., info about skills and background employees, contracts, etc) <input type="checkbox"/> The organization offers training to employees to strengthen their knowledge and skills ✓ Organization offers competitive a salary/bonus/training as an incentive for employees <input type="checkbox"/> None of the above 	4.2	

	Topic	Score	Comments
1.2.4	Performance of management	3.7	
	<u>How is the performance of staff measured?</u> <input checked="" type="checkbox"/> The evaluation methodology is clear <input checked="" type="checkbox"/> Key staff are evaluated at least yearly <input checked="" type="checkbox"/> 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 checked="" type="checkbox"/> Performance reviews are documented <input type="checkbox"/> Managers/key staff are rewarded or promoted for consistent good performance		
1.2.5	Record keeping	5.0	
	<u>How and how often are the records documented ?</u> <input checked="" type="checkbox"/> Records are kept of volumes, prices, sales, clients and purchases <input checked="" type="checkbox"/> Records are frequently updated <input checked="" type="checkbox"/> Records are in good physical condition and readable <input checked="" type="checkbox"/> Records are properly ordered and stored <input checked="" type="checkbox"/> Digital records are kept with back-up available <input type="checkbox"/> None of the above		
1.2.6	Availability of documentation	2.0	
	<u>What percentage of recommended business documentation does the organization have?</u> 22		
1.2.7	Awareness of corruption	3.9	
	<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 checked="" type="checkbox"/> review of valuable purchases (e.g. car, equipment, expensive office material) by more than one person <input checked="" type="checkbox"/> code of conduct/anti-corruption handbook <input checked="" type="checkbox"/> accounting standards with adequate checks and balances <input type="checkbox"/> anti-corruption topics addressed during training <input checked="" 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		

1.3: Business planning

	Topic	Score	Comments
1.3.1	Mission and vision	5.0	
	<u>Are the vision and/or mission of the organization well defined?</u> <input checked="" type="checkbox"/> Organization has a vision statement <input checked="" type="checkbox"/> Organization has a mission statement <input checked="" type="checkbox"/> Vision and/or mission statement are well-defined <input checked="" type="checkbox"/> The vision/ mission represent the interests of members and/or stakeholders <input checked="" type="checkbox"/> Mission and/or vision are communicated internally to employees and members <input checked="" type="checkbox"/> Mission and/or vision are communicated to external stakeholders (e.g. customers, government, donors) <input type="checkbox"/> None of the above		
1.3.2	Awareness of strengths & weaknesses	5.0	
	<u>Is the organization aware of its strengths and weaknesses?</u> <input checked="" type="checkbox"/> is aware of its key strengths and weaknesses and can name 2 or more for each <input checked="" type="checkbox"/> is aware of its major opportunities and threats and can name 2 or more for each <input checked="" type="checkbox"/> takes steps to improve its weaknesses and can give clear and relevant examples of how it addresses the weaknesses <input checked="" type="checkbox"/> can explain how s/he is taking advantage of the opportunities <input checked="" type="checkbox"/> can explain how potential threats are addressed <input checked="" type="checkbox"/> has documented its strengths, weaknesses, opportunities, and threats (e.g., business or strategic plan) <input type="checkbox"/> None of the above		
1.3.3	Business objectives	5.0	
	<u>Are there clear, well communicated and documented business objectives for the organization?</u> <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 checked="" type="checkbox"/> The objectives cover income-generating / value adding activities <input checked="" type="checkbox"/> The objectives are reviewed annually <input checked="" type="checkbox"/> The objectives cover sustainability aspects <input type="checkbox"/> None of the above <u>Are business objectives defined in a specific, measurable, achievable, realistic and time-bound manner?</u> <input checked="" type="checkbox"/> Are specific <input checked="" type="checkbox"/> Are measurable <input checked="" type="checkbox"/> Are achievable <input checked="" type="checkbox"/> Are realistic <input checked="" type="checkbox"/> Are time-bound <input type="checkbox"/> None of the above		

	Topic	Score	Comments
1.3.4	Business planning	5.0	
	<p><u>What does the organization's business plan contain?</u></p> <ul style="list-style-type: none"> ✓ is no older than 2 years ✓ shows the financial situation (current) ✓ shows the financial needs (future) ✓ clearly states the business case and strategies how to achieve those ✓ clearly states the business' past track record ✓ states what future targets and achievements the organization seeks ✓ analyzes competitors ✓ analyzes the market ✓ identifies risks and outlines mitigation methods ✓ is communicated to the members ✓ is developed with input of and based on needs of the members <input type="checkbox"/> None of the above 		
1.3.5	Business performance monitoring	2.2	
	<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 type="radio"/> Annually <input type="radio"/> Twice a year <input checked="" 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 ✓ 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 ✓ 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"> ✓ Full names, addresses, contact details ✓ Gender of main farmer ✓ Age of main farmer ✓ Farm sizes, acreage, unfarmed/unused land <input type="checkbox"/> Farm location (GPS coordinates) ✓ Volumes produced by farmers ✓ Volumes sold to organization <input type="checkbox"/> Fertilizer and crop protection products used ✓ 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 <input type="checkbox"/> None of the above 	4.2	
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 ✓ Members' needs and (dis-) satisfactions are regularly assessed ✓ Organization can mention 2 ways of communicating with its members (beyond the AGM) ✓ 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 checked="" type="radio"/> Quarterly <input type="radio"/> Monthly <input type="radio"/> 2-3 times a month <input type="radio"/> Weekly 	3.0	

	Topic	Score	Comments
1.4.3	Evolution of membership base	4.3	
	<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 checked="" type="radio"/> 60-80% <input type="radio"/> 80-100% 		

2: FINANCIAL MANAGEMENT

Scores

3.4	2: FINANCIAL MANAGEMENT
3.4	2.1: Financial administration
3.1	2.2: Financial planning
4.0	2.3: Financial reporting & monitoring
2.5	2.4: Financial services

2.1: Financial administration

	Topic	Score	Comments
2.1.1	Accounting system	3.3	<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 type="radio"/> A basic paper-based system in place (1-3 financial books) <input checked="" 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 checked="" type="checkbox"/> Bank books <input checked="" type="checkbox"/> Cash books <input checked="" type="checkbox"/> Expense book <input checked="" type="checkbox"/> Sales book <input type="checkbox"/> Inventory book <input type="checkbox"/> Fixed asset book <input type="checkbox"/> None of the above
2.1.2	Asset register	3.4	<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 checked="" type="checkbox"/> Organization has a purchase policy <input checked="" type="checkbox"/> Board decides on major purchases together <input checked="" type="checkbox"/> An financial officer / accountant manages the asset inventory and valuation <input type="checkbox"/> None of the above

	Topic	Score	Comments
2.1.3	Responsible for daily financials	4.7	<p><u>Does the organization has dedicated staff for handling the finance</u></p> <ul style="list-style-type: none"> ✓ has someone who does financial administration on top of other tasks ✓ has someone who is specifically responsible for handling the financial administration <input type="checkbox"/> None of the above <p><u>Does the person who runs the financial administration have a relevant background and experience?</u></p> <ul style="list-style-type: none"> ✓ has basic education ✓ holds a degree / diploma in a finance related field ✓ is trained in bookkeeping and budgeting ✓ has held a similar function before <input type="checkbox"/> is able to use a digital bookkeeping system ✓ is able to perform basic financial calculations (e.g. annual profit, turn-over, net sales, etc) <input type="checkbox"/> None of the above
2.1.4	Accounting policies	3.0	<p><u>Which rules are in place for the accounting policy?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Cash payments <input type="checkbox"/> Control mechanism ✓ Authorization of payments ✓ Who checks what and a clear division of tasks <input type="checkbox"/> None of the above
2.1.5	Cash handling	2.5	<p><u>Is cash handled in a responsible way ?</u></p> <ul style="list-style-type: none"> <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 ✓ Cash received is banked without any being spent ✓ Cash spent and received is recorded in the organization's financial books <input type="checkbox"/> Cash is kept in a locked cashbox or safe ✓ 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 type="checkbox"/> None of the above

2.2: Financial planning

	Topic	Score	Comments
2.2.1	Budgets	5.0	
	<u>Does the organization prepare budgets for income and spending?</u> <ul style="list-style-type: none"> ✓ The organization makes an annual overall budget for the business for a 12 month period ✓ The budget clearly shows all income streams ✓ The budget shows important spending categories ✓ The organization is able to provide a sample budget ✓ The budget includes important purchases or projects ✓ The budget is set up using the actuals from the previous period <input type="checkbox"/> None of the above 		
2.2.2	Finance strategy	3.0	
	<u>To what extent is the organization able to finance its business operations?</u> <ul style="list-style-type: none"> ✓ Respondents can clearly explain how their organization is financed ✓ 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 ✓ 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 		
2.2.3	Business surpluses	1.0	the organization didn't make surplus , sells started early this year
	<u>Has the organization financial surpluses?</u> <ul style="list-style-type: none"> <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 ✓ None of the above 		

Topic	Score	Comments
<p>2.2.4 Membership contribution</p> <p>3.0</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 checked="" type="radio"/> 80% - 95% <input 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 checked="" type="checkbox"/> Other modality (e.g. deferred payment, certificates, bonds, etc.) <input type="checkbox"/> None of the above 		
<p>2.2.5 External finance</p> <p>2.0</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> <p>Not relevant</p> <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 checked="" type="radio"/> relies partly on grants/donations and it has some other finance options <input type="radio"/> has a variety of other/own finance options and doesn't rely on grants/donations 		<p>The organization doesn't take loans, and doesn't work with any financial institute that offers loans although there is a lot of financial institution in the area. the only problem is that financial institution are not ready to offer loans to the non governmental organizations (NGOs) as the organization KEEDO is on process to acquire AMCOS (Agriculture Marketing Cooperative Society) registration in order to meet qualifications</p>
<p>2.2.6 Reserves</p> <p>4.0</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 checked="" type="checkbox"/> has managed to increase reserves in last year <input checked="" 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 		

2.3: Financial reporting & monitoring

	Topic	Score	Comments
2.3.1	Financial reporting	5.0	
	<u>How is financial reporting done?</u> <ul style="list-style-type: none"> ✓ is done at least quarterly ✓ includes turn-over ✓ includes cost of sales ✓ includes operational costs ✓ includes crop volume and price ✓ includes sales volume and price ✓ includes other key performance indicators ✓ compares actuals to the budget and plan ✓ is communicated (e.g members, BoD, stakeholders) <input type="checkbox"/> None of the above 		
2.3.2	Cost & sales prices	4.0	
	<u>Is the organization aware of production costs?</u> <ul style="list-style-type: none"> ✓ Organization is aware of costs of production ✓ Organization regularly calculates cost prices and can demonstrate a recent example ✓ Organization uses relevant market data to determine sales prices <input type="checkbox"/> Cost prices are lower than sale prices per unit <input type="checkbox"/> None of the above 		
2.3.3	Cashflow, income, and expenditures	4.2	
	<u>Does the organization record and review income and expenditure?</u> <ul style="list-style-type: none"> ✓ Income and expenditures are reviewed at least monthly <input type="checkbox"/> Income and expenditures are consolidated annually ✓ Cashflow is monitored at least monthly ✓ Actuals are compared with budgets/forecasts ✓ 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	4.0	
	<u>How often are financial reports discussed/reviewed?</u> <ul style="list-style-type: none"> <input type="radio"/> Less than annually <input type="radio"/> Annually <input type="radio"/> Biannually <input checked="" type="radio"/> Quarterly <input type="radio"/> At least monthly 		

	Topic	Score	Comments
2.3.6	Access to financial information	5.0	<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	4.0	
	<u>Does the organization provide financial services or inputs on credit?</u> <input checked="" type="checkbox"/> understands how to determine how much to lend and to whom <input type="checkbox"/> understands and applies the concept of interest <input checked="" type="checkbox"/> knows what collateral means and what suitable collateral could be for a client <input checked="" type="checkbox"/> can explain repayment procedure of a loan understands what defaulting on a loan means <input type="checkbox"/> None of the above		
2.4.2	Monitoring financial services	1.8	
	<u>Does the organization monitor the lending activities and loan performance?</u> <input checked="" type="checkbox"/> is aware of which and how many clients are in need of a loan to purchase inputs <input type="checkbox"/> has a system in place to monitor and follow-up on outstanding loans <input type="checkbox"/> has contracts and procedures in place explaining the repayment schedule <input type="checkbox"/> informs the clients clearly about procedures on default <input type="checkbox"/> has a clear procedure for collection from defaulting clients <input type="checkbox"/> None of the above		

3: SUSTAINABILITY

Scores

2.7	3: SUSTAINABILITY
2.5	3.1: Social issues
2.8	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 ✓ 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 <input type="checkbox"/> 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 organization has not involved itself with child labor risk campaigning nor school attendance although the organization doesn't support child labor and illiteracy.

	Topic	Score	Comments
3.1.3	Forced labour	1.7	<p><u>What measures are being taken to avoid forced labor?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Organization has a zero tolerance policy on forced labor <input type="checkbox"/> Organization has a policy (e.g. procedure / handbook) on forced labor <input type="checkbox"/> The organization does not bind employees nor members to employment as a condition to pay back a debt to the FO/employer. ✓ Organization give employees the right to enter into and to terminate their employment freely <input type="checkbox"/> Spouses and children of workers are not required to work, unless separately and voluntarily contracted. <input type="checkbox"/> Organization reaches out to members to raise awareness and can clearly explain how <input type="checkbox"/> None of the above
3.1.4	Non-discrimination and equal opportunity	2.5	<p><u>To what extent does the organization foster equal employment opportunities?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Organization is aware of and complies with the national laws ✓ Organization has a non-discrimination regulation, policy or similar document ✓ Employees are hired based on the right qualifications (free from discriminatory bias) <input type="checkbox"/> Employees have equal access to training and capacity building and no discrimination takes place <input type="checkbox"/> There are no differences in compensation for workers performing equal work <input type="checkbox"/> None of the above <p><u>Is there a gender pay gap?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Women in similar positions earn less than their male colleagues ✓ Women in similar positions earn the same than their male colleagues <input type="checkbox"/> Women in similar positions earn more than their male colleagues <input type="checkbox"/> None of the above

	Topic	Score	Comments
3.1.5	Diversity	2.8	
	<u>What is the percentage of women employed by the organization?</u> 39		
	<u>What is the percentage of women in the management?</u> 25		
	<u>What is the percentage of women in the board of directors?</u> 33		
	<u>What does the organization do to increase women representation and participation in the organization?</u> <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 checked="" 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		
	<u>What does the organization do to increase women membership and participation?</u> <input type="checkbox"/> has policy for women participation and representation of the membership <input checked="" 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 checked="" 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 type="checkbox"/> None of the above		
	<u>What does the organization do to increase youth participation?</u> <input checked="" type="checkbox"/> offers employment opportunities for youth <input type="checkbox"/> trains youth to become the future leaders of the organization <input type="checkbox"/> has youth member in the BoD / management <input type="checkbox"/> None of the above		
3.1.6	Minimum wage	3.0	
	<u>Does the organization pay all its employees at least minimum wage?</u> <input type="radio"/> Organization pays below minimum/average wage <input checked="" type="radio"/> Organization pays around minimum/average wage <input type="radio"/> Organization pays above minimum/average wage		

	Topic	Score	Comments
3.1.7	Pregnant women	5.0	<p><u>Do women receive maternity rights and benefits?</u></p> <ul style="list-style-type: none"> ✓ follows national maternity law and practices ✓ provides women with maternity leave ✓ pays women during maternity leave <input type="checkbox"/> None of the above <p><u>Are pregnant women involved in dangerous work?</u></p> <ul style="list-style-type: none"> <input type="radio"/> Pregnant women either handle heavy lifting, operate heavy machinery or handle agrochemicals ● Pregnant women do not handle heavy lifting, operate heavy machinery nor handle agrochemicals
3.1.8	Occupational health & safety	2.3	<p><u>To what extent are safety measures taken into account?</u></p> <ul style="list-style-type: none"> ✓ has identified risks and safety issues and communicates those to staff and respondents can name examples ✓ 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
3.1.9	Application of agrochemicals	1.5	<p><u>Are employees aware of safe handling of agrochemicals?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Employees working with chemicals have been trained <input type="checkbox"/> Employees working with chemicals have protective clothing <input type="checkbox"/> Employees working with chemicals have safe equipment <input type="checkbox"/> Protective equipment and clothing are in good condition and well maintained <input type="checkbox"/> All chemicals and hazardous substances are properly labelled <input type="checkbox"/> The organization has documented information / instructions on agrochemical application (e.g. farmer booklet, IT support) for staff / farmers. ✓ Children (under 18), pregnant women, breastfeeding women and people with respiratory illnesses do not handle agrochemicals and are prevented to unsafe exposure to hazardous chemicals <input type="checkbox"/> Use of protective clothing and safe equipment is monitored <input type="checkbox"/> None of the above

	Topic	Score	Comments
3.1.10	Community investment	1.6	<p><u>How does the organization invest in the community?</u></p> <ul style="list-style-type: none"> <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 checked="" 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 type="checkbox"/> None of the above

3.2: Environmental issues

	Topic	Score	Comments
3.2.1	Water source protection	1.8	
	<u>How is water management organized?</u> <input checked="" type="checkbox"/> Organization has had NO problems with water sources drying up and /or being polluted in the past <input type="checkbox"/> There are documented measures in place for water protection and/or efficient water use in production and processing <input type="checkbox"/> 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		
3.2.2	Waste management	2.3	
	<u>Does the organization have proper waste management practices?</u> <input checked="" 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 checked="" 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 <input type="checkbox"/> None of the above		
3.2.3	Agrochemicals	3.9	
	<u>To what extent do employees/members know how to handle agrochemicals?</u> <input checked="" type="checkbox"/> Respondents are aware of what agrochemicals farmers use <input checked="" type="checkbox"/> The organization is aware of and compliant with local law and regulations related storage, use and application of agrochemicals / crop protection products <input type="checkbox"/> FO ensures only authorized agrochemicals are applied <input checked="" type="checkbox"/> Respondents know how to effectively apply the agrochemicals for their intended purposes, including proper dosage, frequency and timing of use <input type="checkbox"/> Members/employees are informed about / trained in correct agrochemical use <input checked="" type="checkbox"/> No expired agrochemicals are used <input checked="" type="checkbox"/> Organization responds to improper agrochemical use by its employees <input type="checkbox"/> None of the above		

	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) ✓ 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 □ 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) □ None of the above

4: OPERATIONS

Scores

2.5	4: OPERATIONS
1.5	4.1: Storage
2.2	4.2: Logistics
3.4	4.3: Processing

4.1: Storage

	Topic	Score	Comments
4.1.1	Storage	1.5	<p><u>Does the organization own or rent storage?</u></p> <ul style="list-style-type: none"> <input type="radio"/> Organization has no storage <input checked="" 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	5.0	
	<u>How well are inbound logistics organized?</u> <input checked="" type="checkbox"/> The organization makes projections for incoming stock <input checked="" type="checkbox"/> The organization knows what storage and staff capacity it needs to handle produce and other deliveries coming in <input checked="" type="checkbox"/> The organization has access to sufficient transport means to collect inputs or produce from farmers <input checked="" type="checkbox"/> The organization plans the handling of inbound deliveries ahead of time (e.g. before peak harvesting periods) <input checked="" type="checkbox"/> The organization analyzes historical data for projections vs realizations <input type="checkbox"/> None of the above		
4.2.2	Outbound logistics	1.0	the organization doesn't have vehicles
	<u>Does the organization have sufficient and reliable vehicles?</u> <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 <u>What percentage of delays of deliveries to buyers are caused by logistical challenges?</u> Not relevant		
4.2.3	Infrastructure	1.8	
	<u>How does the organization deal with infrastructural/and or logistical challenges?</u> <input type="checkbox"/> is well-aware of the infrastructural challenges <input checked="" 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 type="checkbox"/> None of the above		

4.3: Processing

	Topic	Score	Comments
4.3.1	Post-harvest handling <p> <u>Does the organization use appropriate postharvest handling / processing methods?</u> <input checked="" type="checkbox"/> the organization is aware and applies the adequate post-harvest handling steps <input type="checkbox"/> the organization can indicate major reasons for post-harvest losses <input checked="" type="checkbox"/> the organization applies inputs/technologies to avoid/prevent post-harvest losses <input checked="" type="checkbox"/> the organization has sufficient appropriate processing infrastructure/equipment in place (e.g. washing stations, drying and washing, grading, etc) <input checked="" type="checkbox"/> storage meets product-specific storage requirements (e.g. temperature, humidity, light) <input type="checkbox"/> None of the above </p>	4.2	
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> <input checked="" type="checkbox"/> The organization knows what equipment and technology is typically used in the sector <input type="checkbox"/> Equipment and technology used are conform to sector standard <input type="checkbox"/> Equipment and technology are up to date / well-maintained <input checked="" type="checkbox"/> Equipment and technology add value to the product improving the organization's market position <input checked="" type="checkbox"/> The organization seeks advice on optimizing equipment and technology use <input type="checkbox"/> None of the above </p>	3.4	

4.3.3	Topic	Score	Comments
	Quality of produce	2.9	<p><u>Is the organization aware of quality standards?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> Has its own quality standards it applies for its produce <input type="checkbox"/> Has clear and well-formulated quality standards <input type="checkbox"/> Has documented the quality standards ✓ Communicates the quality standards to the farmers ✓ Can provide details of clients' buyers' quality standards ✓ Has aligned its quality standards with the quality standards of its clients <input type="checkbox"/> None of the above <p><u>Does the organization check the quality of the produce?</u></p> <ul style="list-style-type: none"> <input type="checkbox"/> The organization has a quality control protocol <input type="checkbox"/> The organization has quality control equipment in place (e.g. moisture meters, sieves) <input type="checkbox"/> Equipment used for quality control is maintained in good condition to ensure correct functioning <input type="checkbox"/> The organization has a quality control person <input type="checkbox"/> The quality control person is knowledgeable and has sufficient experience in quality control <input type="checkbox"/> Quality control person does not know whose produce s/he is assessing ✓ Clients /buyers are involved in the quality control process and check quality <input type="checkbox"/> None of the above <p><u>How often are quality checks performed?</u></p> <ul style="list-style-type: none"> <input type="radio"/> Monthly or less <input type="radio"/> Twice a month <input type="radio"/> Weekly ● Daily (peak season) <input type="radio"/> Daily (year-round)

5: PRODUCTION BASE

Scores

3.5	5: PRODUCTION BASE
1.9	5.1: Provision of inputs
4.4	5.2: Collection from members
4.0	5.3: Strength of production base
2.7	5.4: Extension services

5.1: Provision of inputs

	Topic	Score	Comments
5.1.1	Provision of inputs	1.7	
	<p><u>How does the organization ensure provision of inputs to the farmers?</u></p> <p><input type="checkbox"/> Inputs are usually available in the region</p> <p><input type="checkbox"/> Organization has funds to purchase inputs</p> <p><input checked="" type="checkbox"/> Organization sources inputs from more than one supplier</p> <p><input type="checkbox"/> Organization is able to get inputs on time</p> <p><input type="checkbox"/> Organization is able to meet the demand of the farmers</p> <p><input type="checkbox"/> Infrastructure (e.g. transport means, storage) to/from suppliers is not a problem</p> <p><input type="checkbox"/> None of the above</p>		
5.1.2	Quality procedures for inputs	2.3	
	<p><u>How does the organization assure the quality of its inputs?</u></p> <p><input type="checkbox"/> Has reliable product sources such as reputable / certified suppliers</p> <p><input type="checkbox"/> Changes suppliers to get better quality inputs</p> <p><input type="checkbox"/> Has quality standards for inputs</p> <p><input checked="" type="checkbox"/> Checks quality of inputs</p> <p><input type="checkbox"/> Has documented the quality procedures</p> <p><input checked="" type="checkbox"/> Buys and sells items in original packaging</p> <p><input type="checkbox"/> None of the above</p>		
5.1.3	Quality of inputs	N/R	The organization never faced problems with the quality of inputs according to respondents
	<p><u>How often do you have problems with the quality of inputs?</u></p> <p>Not relevant</p>		

5.2: Collection from members

	Topic	Score	Comments
5.2.1	Produce Yield	5.0	<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
5.2.2	Expected volumes of produce from members	4.2	<p><u>How does the organization keep track of production volumes?</u></p> <ul style="list-style-type: none"> ✓ Organization monitors volume throughout season and has records for this ✓ Organization forecasts production volumes ✓ Predictions are checked against final volumes □ Predictions usually match final production volumes ✓ Predictions are communicated to customers □ None of the above
5.2.3	Reliability of supplies from members	5.0	<p><u>How does the organization ensure members deliver on time?</u></p> <ul style="list-style-type: none"> ✓ Organization clearly communicates collection plan (e.g., times, dates and price) to members ✓ Organization arranges finance to purchase crop/product on time ✓ Members are made aware of their obligations ✓ Organization has written contracts with members ✓ Member deliveries are monitored ✓ Deliveries (amount and time) of members are recorded ✓ 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

	Topic	Score	Comments
5.2.4	Quality of member produce	3.3	<p><u>How does the organization manage the quality of members' produce?</u></p> <ul style="list-style-type: none"> ✓ samples and measures quality of all incoming produce of every member ✓ rejects produce that doesn't comply with the quality standards set ✓ trains members on quality requirements and how to improve quality ✓ is able to manage the traceability system as expected by their buyer ✓ provides (price) incentives for members who provide better quality produce <input type="checkbox"/> None of the above <p><u>How many specific quality requirements do you require of your members' produce upon delivery?</u></p> <p>3</p> <p><u>Does the organization face quality issues with member supplies?</u></p> <p>25</p>

5.3: Strength of production base

	Topic	Score	Comments
5.3.1	Strength of production-base	5.0	
	<u>What percentage of the members' volume is sold to the organization?</u> <ul style="list-style-type: none"> Members sell 0-20% of their produce to the organization Members sell 20-40% of their produce to the organization Members sell 40-60% of their produce to the organization Members sell 60-80 % of their produce to the organization <input checked="" type="radio"/> Members sell 80-100% of their produce to the organization 		
5.3.2	Competition for members	2.3	
	<u>Is there competition for members of the organization?</u> <ul style="list-style-type: none"> <input type="checkbox"/> Similar organizations do not exist in the area <input type="checkbox"/> Similar organizations do not recruit among membership base <input checked="" type="checkbox"/> Members are not leaving the organization for other similar organizations <input type="checkbox"/> None of the above 		
5.3.3	Economic value to members	3.4	
	<u>Does membership of the organization provide economic value to its members?</u> <ul style="list-style-type: none"> <input type="checkbox"/> Discounted services / inputs <input checked="" type="checkbox"/> Higher prices for produce <input checked="" type="checkbox"/> Premium prices for better quality and/or certified produce <input checked="" type="checkbox"/> Shares <input type="checkbox"/> Regular dividend payments <input checked="" type="checkbox"/> Shared labor / lower labor costs <input checked="" type="checkbox"/> Direct & transparent payment system <input type="checkbox"/> None of the above <u>How do prices of the organization relate to market prices?</u> <ul style="list-style-type: none"> <input type="radio"/> Below <input checked="" type="radio"/> In line with <input type="radio"/> Higher 		
5.3.4	Side selling	4.3	
	<u>Is side selling a significant risk for the organization and how does the organization mitigate that risk?</u> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Organization pays the full price on delivery <input checked="" type="checkbox"/> Price setting is transparent and respondents can explain how this is communicated <input checked="" type="checkbox"/> Side selling does NOT occur <input checked="" type="checkbox"/> Organization pays cash/ directly on delivery <input checked="" type="checkbox"/> Organization can name other services/mechanisms that prevent members to side-sell <input type="checkbox"/> Side selling is NOT a risk <input type="checkbox"/> None of the above 		

5.4: Extension services

	Topic	Score	Comments
5.4.1	Extension <p>Which training and member support activities does the organization carry out?</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> provides training on agriculture <input checked="" type="checkbox"/> has a demonstration plot <input type="checkbox"/> organizes farmer field school <input checked="" 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 checked="" type="checkbox"/> monitors and provides follow-up to training activities <input type="checkbox"/> None of the above <p>Are the extension / training services provided sufficient and do they meet the staff / farmer's needs?</p> <ul style="list-style-type: none"> <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 checked="" type="checkbox"/> Training on relevant topics is provided to farmers/members <input checked="" type="checkbox"/> Training records and attendance lists are kept <input type="checkbox"/> Trainings are facilitated by a competent person <input checked="" type="checkbox"/> Measures are taken to ensure equal opportunities for women to participate in training and awareness raising sessions <input type="checkbox"/> None of the above 	3.0	
5.4.2	Soil management <p>How does the organization and its members work on soil management?</p> <ul style="list-style-type: none"> <input checked="" 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 type="checkbox"/> None of the above 	1.8	

6: MARKET

Scores

3.1	6: MARKET
2.2	6.1: Market related risks
4.0	6.2: Marketing strategy

6.1: Market related risks

	Topic	Score	Comments
6.1.1	Awareness of market risks <u>Is the organization aware of the different types of market risks?</u> <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 organization sells any volume produced to the buyer at a price that is stated in a contract.
6.1.2	Mitigation of market risks <u>How does the organization mitigate market risks?</u> <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	the organization didn't face market risks in meantime but it has plans if some of the risks occur like contract terminations, as they are have involved advocacy
6.1.3	Bargaining power <u>Does the organization have sufficient bargaining power with its off-taker(s)?</u> <input type="checkbox"/> has at least two main buyers <input checked="" type="checkbox"/> has written contracts with buyers <input checked="" type="checkbox"/> agrees on quality requirements beforehand <input checked="" type="checkbox"/> agrees on service requirements beforehand <input checked="" type="checkbox"/> can negotiate / has influence on the terms (e.g. price, specifications, etc) with buyers <input checked="" type="checkbox"/> agrees on prices beforehand <input type="checkbox"/> None of the above	4.3	

6.2: Marketing strategy

	Topic	Score	Comments
6.2.1	Client demands	4.2	
	<u>Is the organization aware of buyers' / clients' demands?</u> <input checked="" type="checkbox"/> Organization does market research <input checked="" type="checkbox"/> Organization knows quantities buyers want to buy <input checked="" type="checkbox"/> Organization knows quality buyers are looking for <input type="checkbox"/> Quantity is specified in contracts <input checked="" type="checkbox"/> Quality is specified in contracts <input type="checkbox"/> None of the above		
6.2.2	Marketing strategy	4.4	
	<u>Does the organization actively market its products and services?</u> <input checked="" type="checkbox"/> does advertising/promotional activities and respondents can name at least 2 <input checked="" type="checkbox"/> has a staff member who is responsible for marketing (e.g. marketing manager/officer) <input checked="" type="checkbox"/> looks for new customers and is able to explain how <input checked="" type="checkbox"/> has basic promotional materials in place <input checked="" type="checkbox"/> has a recognizable name and brand <input checked="" type="checkbox"/> organizes or engages in promotional events (e.g. trade / agricultural fairs) <input type="checkbox"/> has labeled produce with name and logo <input type="checkbox"/> None of the above		
6.2.3	Value adding activities	3.3	
	<u>Which value adding activities does the organization undertake?</u> <input checked="" type="checkbox"/> Organization sells produce in different forms <input type="checkbox"/> Organization provides processing <input type="checkbox"/> Organization provides packaging <input checked="" type="checkbox"/> Organization grades produce and differentiates prices per grade <input type="checkbox"/> Organization sells certified produce <input checked="" type="checkbox"/> Organization is aware of cost-price of value adding activities <input checked="" type="checkbox"/> Cost of activities is monitored <input type="checkbox"/> None of the above		

7: EXTERNAL RISKS

Scores

3.4	7: EXTERNAL RISKS
3.4	7.1: Weather and natural risks
3.4	7.2: Biological and environmental

7.1: Weather and natural risks

	Topic	Score	Comments
7.1.1	Awareness of climate and weather risks	5.0	<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 ✓ Weather and natural disasters are addressed in the business/ strategic plan ✓ Organization has mitigation strategies planned for each type of risk and is able to implement them <input type="checkbox"/> None of the above
7.1.2	Mitigation strategies for weather and natural risks	2.6	<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 <input type="checkbox"/> 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

7.2: Biological and environmental

	Topic	Score	Comments
7.2.1	Awareness of biological risks	4.2	<p><u>Is the organization aware of biological risks?</u></p> <ul style="list-style-type: none"> ✓ Respondents are aware of biological risks and name them ✓ Respondents can explain the impact (financial, social and ecological) of different relevant biological risks ✓ Organization has the ability to recognize different pests and diseases ✓ 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 type="checkbox"/> None of the above
7.2.2	Mitigation strategies for biological risks	3.0	<p><u>Does the organization have basic mitigation strategies in place for biological risks?</u></p> <ul style="list-style-type: none"> ✓ Organization is aware of risk mitigation methods and can name them ✓ Organization can mention 2 methods it has employed in the past ✓ 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 type="checkbox"/> None of the above

8: ENABLING ENVIRONMENT

Scores

4.7	8: ENABLING ENVIRONMENT
3.9	8.1: Capacity builders & NGOs
5.0	8.2: Community
5.0	8.3: Government

8.1: Capacity builders & NGOs

	Topic	Score	Comments
8.1.1	Availability of capacity building services	3.9	<p><u>Is the organization able to source the right training, capacity building and assistance?</u></p> <ul style="list-style-type: none"> ✓ Organization is aware of available services ✓ Respondents are able to identify most relevant support areas ✓ Organization gets support in the right areas □ Organization is satisfied with services ✓ Organization unlocks or offers services focusing on farm business management ✓ Organization unlocks or offers services focusing on improving farming practices □ Organization is NOT dependent on outside services □ None of the above

8.2: Community

	Topic	Score	Comments
8.2.1	Relationship with the community	5.0	<p><u>Does the organization have a good relationship with the local community?</u></p> <ul style="list-style-type: none"> ✓ Respondents characterize the relationship with the community as positive ✓ There have been no problems in the past ✓ Organization provides employment opportunities ✓ Organization can name 2 other benefits it provides to the local community <input type="checkbox"/> None of the above

8.3: Government

	Topic	Score	Comments
8.3.1	Awareness of laws & regulations	5.0	<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 ✓ 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
8.3.2	Public services	5.0	<p><u>Does the organization unlock public (extension) services?</u></p> <ul style="list-style-type: none"> ✓ Organization is aware of available public (extension) services and can name them ✓ FO/Members take part in on-farm research trials ✓ Organization connects with governmental (extension) officers and unlocks / receives public and /or extension services ✓ Organization has regular meetings with agricultural officials ✓ Organization has a good relation with the local government ✓ The organization lobbies with government for infrastructure improvements <input type="checkbox"/> None of the above

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	yes	
Constitution / Bylaws	yes	
Articles of association	no	
Business plan	no	
Contract with suppliers	no	
Contract with customers	no	
Contract with other business partners	yes	
Annual accounts most recent year	no	
Annual accounts most recent year -1	no	
Annual accounts most recent year -2	no	
Bank statements past year	yes	
Cash flow forecast	no	
Credit reference bureau report	no	
Ownership documents / titles	not relevant	
Asset valuation documents	no	
Offer letters of past loans / loan agreements	no	
Resolution of right to borrow	not relevant	
Proof of certification (e.g. Fairtrade, Utz Certified, ISO, etc...)	no	
Insurance policies	no	
List of members	yes	
List of outgrowers	no	
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