
MANUAL

Assessing and improving the Governance, Management and Performance of a producers' organisation (GMP)

This manual is linked to the guide 'Optimising the Performance of Producers and their Organisations'

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About the tool

This tool suggests dimensions, benchmarks and indicators to systematically analyse, assess and map the governance, management and performance of a producers' organisation, and to identify possibilities to improve these.

The tool is best used when preparing for the capacity development of producers' organisations. This could be the case when developing a multi-annual plan or an annual work plan.

Producers' organisations can use the suggested dimensions and indicators to assess themselves, with the aim to improve their governance, management and performance (self-assessment).

Governmental organisations, NGO's or donors can use the tool for external assessment, with the aim to identify options to strengthen producers' organisations and support their capacity development.



Aims of the tool:

- ❖ **To assess 6 dimensions for the governance, 4 dimensions for the management and 6 dimensions for the performance of a producers' organisation.**
- ❖ **To map the scores for governance, management and performance in a graph, giving a quick overview of the relative strong and weak points of the producers' organisation.**
- ❖ **To identify options for improving the governance, management and performance of a producers' organisation.**

Scoring and improving the governance, management and performance of a producers' organisation

Introduction

Assessments of producers' organisations generally look at Governance and Management (internal organisation) and at Performance (services to members). This tool, 'GMP scoring' shares commonly used indicators and helps you to systematically look at the following 16 dimensions:

Internal Organisation		Services & Benefits for Members
Governance	Management	Performance
1. Legal status & compliance with legislation	7. Staffing	11. Production factors and agro-inputs
2. Cooperation among producers' organisations	8. Financial management	12. Good agricultural practices
3. Democratic member control	9. Planning	13. Agri-finance
4. Member economic participation	10. Implementation and M&E	14. Post-harvest value creation
5. Independence		15. Market relations and sales
6. Financial autonomy		16. Enabling environment

For each of these dimensions, different points of attention are explored, for which indicators are suggested. For organisations that you know, you can make an assessment in a relatively short time, and you can suggest actions to improve governance, management and performance. For organisations that you do not know well, the GMP tool may help to profile the organisation. The GMP tool can be used for prepare for a self-assessment. In that case the indicators have to adapted to become statements for members to assess and score (Cf. FORCE tool).

The application of the tool consists of five steps:

1. Assessing the Governance of the producers' organisation
2. Assessing the Management of the producers' organisation
3. Assessing the Performance (services and benefits for members)
4. Visualising the scores for the 16 assessment dimensions (Excel)
5. Identifying options for improving the GMP (Governance, Management and Performance) of the producers' organisation.

In this document, points of attention and benchmarks for scoring are suggested and explained. The GMP worksheets follow the same structure. By referring to suggested indicators, you are asked to give scores, for the different points of attention, ranging from 0 to 5:	0	Absolute minimum
	1	Very weak
	2	Weak
	3	Acceptable
	4	Very good
	5	Perfect, there is nothing left to improve

Step 1: Assessing the governance of the producers' organisation

Governance

Basically, governance is the way how a group of people, in this case a producers' organisation, decides to do things together. Typical points of attention are elections, member participation and independence vis-à-vis other actors. Good governance has, among others, to do with transparency of decision-making processes, respect of rules and regulations and internal by-laws, responsiveness to member needs, non-discrimination, inclusiveness, accountability of elected leaders, orientation at consensus and conflict prevention.

As most important dimensions we will look at organisational structure, the membership base and autonomy of the producers' organisation.

Organisational structure

Under organisational structure, two dimensions are assessed: legal status and compliance with legislation and cooperation among farmers' organisations. Cooperation can be vertical (affiliation to higher tiers and apex organisations such as unions, federations or platforms) and can be horizontal (collaboration with other types of farmers' organisations).

1. Legal Status and Compliance with Legislation	
Points of attention	Explanation / benchmark
<i>Legal recognition/ registration</i>	The organisation is legally recognized and officially registered under respective laws and regulations. Depending on the type of producers' organisation, official registration can be under the jurisdiction of different ministries or governmental institutions. Likewise, activities that organisations are allowed to undertake will also differ according the type of organisation. This point of attention helps members of the organisation or external assessors to understand the legal environment the organisation is operating in.
<i>Member registration</i>	The organisation has a list or a database with the names, contact details and contributions of all the members. Availability of an updated and growing member base reflects the efforts put in place to have an overview of existing members and registering new members. The design and content of the database can also give an idea on how much the organisation is eager to tailor their services according to the needs of different categories of members (e.g. small, medium & large farmers, women, youth). A good and up-to-date member registration allows to communicate with all members.
<i>Organizational records</i>	The organisation properly keeps all important organisational records, such as official documents, minutes of General Assembly (GA) and minutes of meetings. Availability of organisational records is for the transparency of an organisation, the accountability of elected leaders and the information of members. Keeping records and institutional memory helps newly elected leaders and supports learning.
<i>General assembly, Board, Control committee, member committees</i>	The presence of different bodies and committees within the organisation are crucial to install a culture of checks and balances within the organisation. The roles and responsibilities of each elected body or established committee need to be well defined and documented. The election of board members and the establishment of committees should be according to the constitution and by-laws of the organisation, and should be a transparent process for all. The general assembly and other statutory meetings should be regularly organised according to the indicated frequency and modalities. Elections take place according to the constitution and by-laws, which are well known by members. Financial management is thoroughly controlled by an elected financial control committee.

2. Cooperation among Producers' Organisations

Points of attention	Explanation / benchmark
<i>Affiliation and collaboration with higher tiers and apex organisations</i>	Higher tiers can be established by local organisations to address issues that cannot be (sufficiently) addressed. Examples: creating economies of scale for collective marketing, voicing the needs and interests of farmers. Examples of higher tiers are: cooperative union created by primary cooperatives or a provincial platform created by local associations. The communication between different levels should be intensive, the higher tier should operate for the benefit of its members (the local organisations) and their members (the farmers). The higher tier should know the local member organisations and the needs of farmers. The local organisation takes part in relevant decision making and contributes human and financial resources for the activities of the higher tier.
<i>Collaboration with other types of farmers' organisations</i>	The organisation is in regular contact with other producers' organisations to exchange information and views and to work together for the benefits of their respective members. These different producers' organisations collaborate to complement each other.

Membership base

A producers' organisation is the ownership of the members, or should be. The success of a producers' organisation depends to a large extent on the ownership by the members. Both democratic member control and member economic participation are of key importance.

3. Democratic member control

Points of attention	Explanation / benchmark
<i>Member participation, priority setting and decision making</i>	The priorities of the organisation are set through a thorough consultation process among the members of the organisation. Members are prepared and willing to join meetings, general assemblies to discuss and decide upon important subjects. Strategies are designed upon identified member priorities. Communication channels ensure feedback of members to the board and staff.
<i>Accountability of elected representatives to members</i>	Elected board and committee members keep records of their actions during their terms. They explicitly communicate what they did during the general assembly. Measures and records are in place to demonstrate elected representatives' compliance with the principles of the organisation.
<i>Equal voting rights</i>	All members know the principles underlying their right to vote. Depending on the organisations' constitution, all members have the same voting rights or have voting rights according to their share value.
<i>Internal communication / information of all members</i>	Different communication channels ensure that all members, also those further away, have the same level of information about the activities of the organisation. Members feel connected to the organisation at all times.
<i>Member needs and satisfaction assessment</i>	Farmer members are regularly asked to give feedback on their priorities for farming and income improvement. Board members assess their members training needs and share training opportunities. The management of the organisation regularly applies tools to assess members' satisfaction.
<i>Grievances and conflict management</i>	The organisation has mechanisms timely identify potential tensions and conflicts. Members are heard and conflicts are managed by good internal communication. Members know that they can make use of the conflict management tools and methods of the organisation.

4. Member economic participation	
Points of attention	Explanation / benchmark
<i>Equity capital</i>	The most telling indicator of member ownership is the contribution of members to the equity capital. Strong organisations are successful internal resource mobilization. This requires that members know the ownership structure of their organisations and that all members contribute to the capital of the organisation. This contribution can be the same for all members or according to the size of the farm. Economic participation of members should be closely monitored and reminders should be send if members did not pay in time.
<i>Compensation to members / payment of dividend</i>	Rules and procedures are established for the payment of dividend to members in case of profit. Yearly financial reports and cost-benefit analyses are prepared and shared with members in the general assembly, during which the modalities for using profit and paying dividend are decided upon.
<i>Allocating surpluses / reinvestment</i>	Instead of using all profit for the payment of dividend, members are ready and willing to reinvest a significant part of the profit in new activities, which seem promising and may increase their benefit in the future.
<i>Internal resource mobilization</i>	When necessary for certain activities or investments that are deemed important, members are ready to mobilise additional contributions to strengthen the financial capital of the organisations.
<i>Members deciding on budget allocation</i>	Available budgets are allocated and used according to the priorities and strategies of the organisation, set by the members. Members formally decide on budget allocation during general assemblies.

Autonomy

In addition to being owned and directed by the members, a producers' organisation should be able to operate autonomously, independent of others.

5. Independence	
Points of attention	Explanation / benchmark
<i>Motivation for farmers to organize themselves</i>	The organisation was established due to the need felt by the farmer members. The members are clear about the goals they want to achieve by organising themselves. Their motivation is clearly communicated to any new members.
<i>Control by members</i>	The organisation adopts a bottom up approach ensuring control is exercised by members. Rules and procedures are in place to prevent that a few influential members dominate the organisation. Members participate in committees, among other the financial control committer. Checks and balances are in place to ensure that the organisation is controlled by the members.
<i>Level of Government and/or NGO-donor influence</i>	The government does not have any influence on the organisation's decisions and activities. The support of NGOs or project does not result in being steered by them. Members are well-informed about the purpose of government, NGO or donor support and jointly take the decision of making use of the support. In case external support comes with conditions to comply with, these are well communicated to the members.

6. Financial Autonomy	
Points of attention	Explanation / benchmark
<i>Own capital (no or limited dependency on external funding)</i>	The percentage of external funding in the budget of the organisation is nil or limited. The organisation can function well without external support. There are clear efforts in ensuring higher percentage of own capital in the organisation. The question of financial autonomy is an issue that is discussed within the organisation. The percentage of external funding is monitored and shared.
<i>Hardware, assets and financial reserves</i>	The organisation has an assets inventory that is up-to-date. Assets like offices, machinery, cars (etc.) are registered and openly shared with members. The organisation keeps a financial surplus as a reserve on their bank account.
<i>Capacity to generate own income to finance PO activities</i>	The organisation has an action plan on how to generate financial capital to implement their activities. The financial capital is based on own capital and bank loans. To inform and motivate members and to convince banks a business plan is developed, which shows cash flows and projected revenues for the organisation.
<i>Long-term strategic and financial plan</i>	The organisation has developed a clear strategy for at least 5 years. The strategic plan incorporates an investment plan. The strategic plan is a guidance document, it is reviewed during the general assembly, to communicate progress and to adapt strategies if need be.

Step 2: Assessing the Management of the producers' organisation

Management is about directing, planning, using and controlling the organisation's (human and financial) resources in order to achieve the set objectives of the organisation. Management translates strategies into operational plans and implementation. The managers of the organisation (staff and elected committee members) should be practical and efficient and should be accountable to the Board and members. As most important dimensions we will look at human and financial resources and at planning, implementation, monitoring and evaluation.

Human and financial resources

A key element of management is the availability and functioning of professional staff and good procedures for handling the financial resources of the organisation.

7. Staffing	
Points of attention	Explanation / benchmark
<i>Staff availability and recruitment</i>	The producers' organisation has recruited professional staff members who are responsible for the day-to-day operations of the organisation, in line with approved strategic and operational work plans. The staff recruitment is based on terms of reference and an open and transparent selection process.
<i>Staff qualifications / Regular staff training</i>	The qualifications and experiences of staff members are in line with the job requirements. Training needs of staff members are regularly assessed and addressed.
<i>Staff performance appraisal</i>	The performance of the staff members is regularly monitored by the board, making it clear that the staff members are employees and the organisation is the employer.

8. Financial Management	
Points of attention	Explanation / benchmark
<i>Proper budgeting</i>	The board and staff ensure the development and monitoring of clear budgets, that preferably show a clear link between planned activities and approved budget lines (activity-based budgeting)
<i>Approved annual budgets at different levels</i>	Budgets are annually reviewed and approved at different levels of the organisation. Budgets are officially approved according the organisations' defined by-laws and procedures before they are used.
<i>Separation of functions</i>	To avoid errors or fraud, the organisation adopts the principle of separation of functions principle for transparent financial management. The organisation ensures there is an oversight and review process to be able to avoid and correct errors and to reduce the possibilities to commit fraud.
<i>Financial record keeping</i>	Financial record keeping is according to prevailing rules and regulations established in the country. The bank and cash books are very well kept and accessible at all times. Documents related to expenses are collected and archived for potential checks.
<i>Fixed assets register</i>	The organisation is aware of prevailing rules and regulations for registering fixed assets and handles accordingly. The inventory of all the fixed assets and hardware is existing, regularly updated and accessible.
<i>Financial reports made and shared</i>	Financial reports are prepared for defined periods (for instance: annual reports and quarterly progress reports) and shared during relevant meetings. The organisation prepares yearly financial reports to be presented to the members during the general assembly. Financial progress reports are discussed during quarterly (or more frequent) board meetings.
<i>Audited accounts; internal and external</i>	The organisation ensures the establishment of internal auditing processes to evaluate and ensure the organisations' compliance with laws and regulations and maintain accurate and timely financial reporting and data collection. External auditors are officially and regularly auditing and approving the accounts of the producers' organisation.

Planning, implementation, monitoring and evaluation

This is a bridge to Performance. Based on good governance and good management of human and financial resources, a producers' organisation has to have the capacity to properly plan for its activities and subsequently implement, monitor and evaluate these.

9. Planning	
Points of attention	Explanation / benchmark
<i>Planning documents (strategic, business and work plans)</i>	The organisation uses participatory methods to develop medium-term strategic plans that are regularly updated. The members have as strong sense of ownership. Economic targets are met through the implementation of business plans in line with the PO's strategic plan. The strategic plan and business plans are translated into operational work plans.
<i>Clear objectives and performance indicators</i>	The organisations' strategy is put into practice through an action plan including S.M.A.R.T.ly defined objectives and indicators to monitor and evaluate progress. (SMART=Specific, Measurable, Achievable, Realistic and Time-bound).
<i>Member-prioritized activities</i>	The strategy and related business and work plans reflect the priorities of the members. The strategy is developed with the participation and contribution of members and activities are designed accordingly.
<i>Operational planning (who, what, when, where, how)</i>	The roles and responsibilities within the organisation are clearly defined. The activities are developed in detail. The operational planning informs about who needs to do what, where, when and how. Depending on the developed activities, the committees of the organisation and staff members take responsibility for the implementation of specific activities.

10. Implementation, monitoring and evaluation	
Points of attention	Explanation / benchmark
<i>Effective implementation of plans</i>	Members, committees and staff take responsibility and play roles according the work plans. The staff job descriptions are in line with the activities they are assigned and staff performance is regularly monitored and assessed. The implementation of work plans is regularly evaluated, for instance during monthly or quarterly meetings.
<i>Monitoring and timely correction by staff and members</i>	During meetings, the monitoring and evaluation of the implementation of work plans lead to the formulation of action points. These may include the adaptation of plans and budgets, and the adaptation to changes in the external environment of the organisation. If necessary, board members have to intervene to address low staff performance issues.
<i>Evaluation of implementation level and results obtained</i>	Monitoring and evaluation of the implementation of the organisation's work plans is regularly done and shared yearly with the members to assess the performance of the organisation. Lessons learned and consequences for the way forward are documented. This supports organisational learning and avoids the repetition of mistakes.

Step 3: Assessing the Performance (the services of the producers' organisation and benefits for members)

Performance is about the delivery of the organisation. What is effectively done and what are the member benefits? The assessment of performance should relate to the most important purposes of the organisation and should be set against what could be reasonably expected, considering the objectives of the members.

Service delivery of PO's is about collective action, which has two major manifestations:

- ❖ *Collective action for individual benefit.* By working together, individual producers can have access to goods and services that improve the performance of their individual farms.
- ❖ *Collective action for member-owned enterprises.* Through collective action, producers can take up activities going well beyond the individual farm level. For instance, farmers' organisations can set up a seed production unit, have an input shop, have a store, truck, processing unit, shop town (to mention some business opportunities). In this way producers can become co-owner of social enterprises contributing to producer income, either resulting from cost reduction or from value creation.

Collective action can improve the resource endowment of producers (cf. Capital pentagon). There are many forms of collective action: producers' cost sharing; creating economies of scale, reducing transaction risks and costs, negotiation (markets, prices), representation and visibility. There are many activities that producers' organizations can undertake.

In the GMP assessment, the performance of producers' organisations is assessed by analysing whether the organisation undertakes significant activities and whether good results are obtained for the associated members, in one or several of the following intervention areas:

1. Production factors and agro-inputs
2. Agricultural practices
3. Agri-finance
4. Post-harvest value creation
5. Market relations and sales
6. Enabling environment

For these six intervention areas, the GMP scoring looks at two aspects: (1) the efforts of the organisation (current activities) and (2) the benefits gained by members as a result of the activities undertaken (member benefits).

Below, some explanations, benchmarks and questions are shared for each of the six intervention areas. These are indicative; the purpose is that you reflect on the activities that are undertaken by the producers' organisation, which you are reviewing and assessing. For member benefits, reflect if the results can be (fully, partially) attributed to the organisation.

11. Production factors and agro-inputs	
Points of attention	Explanation / benchmark
<i>Current activities</i>	<p>The purpose is improving the access of farmers to the production factors and agro-inputs they need (seeds, fertilizer, animal feed, machinery, tools, ...).</p> <p>The producers' organisation should be aware of the members' input needs and take the needs of different farmer categories into account (input needs are likely to be different for large and small farmers and may vary according to agro-ecological zones, soil structure, water availability etc).</p> <p>A farmer organisation can facilitate access to good quality seeds (semen in case of livestock, fingerlings for aquaculture) and agro-inputs (such as fertilizer, animal feed and agro-chemicals) through own production and/or collective procurement. Collective procurement enhances producers' organisation bargaining power. The organisation should clearly communicate decisions in the purchase of inputs. For instance, the bargaining process with different vendors, the assessment of different seed varieties.</p> <p>For assessing this intervention area, other questions and considerations are possible: Does the organisation supports farmers in relation to access to land and water resources, machinery, and other production factors?</p>
<i>Member benefits</i>	<p>What is the benefit of the actions of the producers' organisation for the members? Are the efforts of the PO clear to farmers? Are they happy with the results? Are results positive or negative for some member categories?</p>

12. Agricultural practices	
Points of attention	Explanation / benchmark
<i>Current activities</i>	<p>The purpose of activities in this intervention area is improving production, yields and quality of the farmers produce. Some of the activities that the farmers' organisation can undertake are the following:</p> <ul style="list-style-type: none"> - Building a strong relationship with research and extension services. - Identifying training opportunities and ensuring the participation of (transparently and purposefully) members. - Organising internal training, whereby trained farmers train fellow-farmers - Printing and distributing training materials, such as field guides - Setting up demonstration plots or visiting demonstration farms. - Organizing exchange visits to other farmers in other regions. - Hiring own agronomist staff -
<i>Member benefits</i>	<p>Do members have improved production, yield and/or quality due to the activities and support of the producers' organisation? Do farmers appreciate the training and demonstration efforts? Do they trust the recommendations for good agricultural practices? Are members aware of production costs, revenues and making cost-benefit analysis ? Do they attribute a cost reduction or revenue improvement to the improved practices applied</p>

13. Agri-finance

Points of attention	Explanation / benchmark
<i>Current activities</i>	<p>The purpose of this intervention area is to improve farmers' access to financial resources. Possible activities of the organisation include:</p> <ul style="list-style-type: none"> - Assessment of financial needs of their members. - Financial literacy training (cost recording, cost-benefit analysis, ...) - Setting up internal credit provision system for their members. - Guiding members on options to access credit at financial institutions (banks, micro-finance) - Provide collateral of the organisation (for instance the office or store) to provide a guarantee to the bank/MFI - Developing bankable proposals to access finance for investments and business development plans - Facilitation of health and insurance packages to the benefit of their members. -
<i>Member benefits</i>	<p>What is the benefit of the actions of the producers' organisation for the members? Are the efforts of the PO clear to farmers? Are they happy with the results? Are results positive or negative for some member categories?</p>

14. Post-harvest value creation

Points of attention	Explanation / benchmark
<i>Current activities</i>	<p>Farmers' organisations can do a lot to support members with product and market development. The purpose of this intervention area is to undertake activities that create added value to the primary produce of the farmers.</p> <p>The organisation is making efforts for post-harvest value addition, for which there are many options: Sorting and grading; Drying; Cleaning, washing; Storing and conserving; Home / local processing; (semi)industrial processing; Transporting; Bagging and packaging; Branding and labelling; Putting value to by-products.</p> <p>The members participate in decision-making and resource mobilization. The farmer members deliver primary produce for the value adding activities. The members are trained in quality maintenance. Options for adding value through certification and compliance with specific standards are facilitated by the organisation, capacity is accordingly built. New options are continuously explored and facilitated. The organisation looks for possibilities to take up more roles along the value chain. Members are able to communicate their value creation ideas for the benefit of all members.</p>
<i>Member benefits</i>	<p>What is the benefit of the post-harvest value adding activities of the producers' organisation for the members? Are the efforts of the PO clear to farmers? Are they happy with the results? Are results positive or negative for some member categories?</p>

15. Market relations and sales	
Points of attention	Explanation / benchmark
<i>Current activities</i>	The purpose of this intervention area is to improve the sales revenues of farmers. The organisation provided up-to-date information to members markets and prices of the commodities produced by their members. The organisation seeks to be up to date on quality requirements, market risks and competitors. which products is cultivated elsewhere, who their competitors are, in order to be able to make the right marketing decisions. Farmers are aware on the costs involved in reaching out different markets. The organisation engages in collective marketing of members' products. The organisation may also provide contract farming options to their members. The organisation looks for options to increase the visibility and recognition of their brand. The organisation ensures timely delivery and compliance to agreements and create trust among their clients.
<i>Member benefits</i>	What is the benefit of the marketing and sales activities of the producers' organisation for the members? Are the efforts of the PO clear to farmers? Do members take informed decisions with regard to their sales? Are they aware of the differences between selling through the organisation and selling by themselves? Are members happy with the results? Are results positive or negative for some member categories?

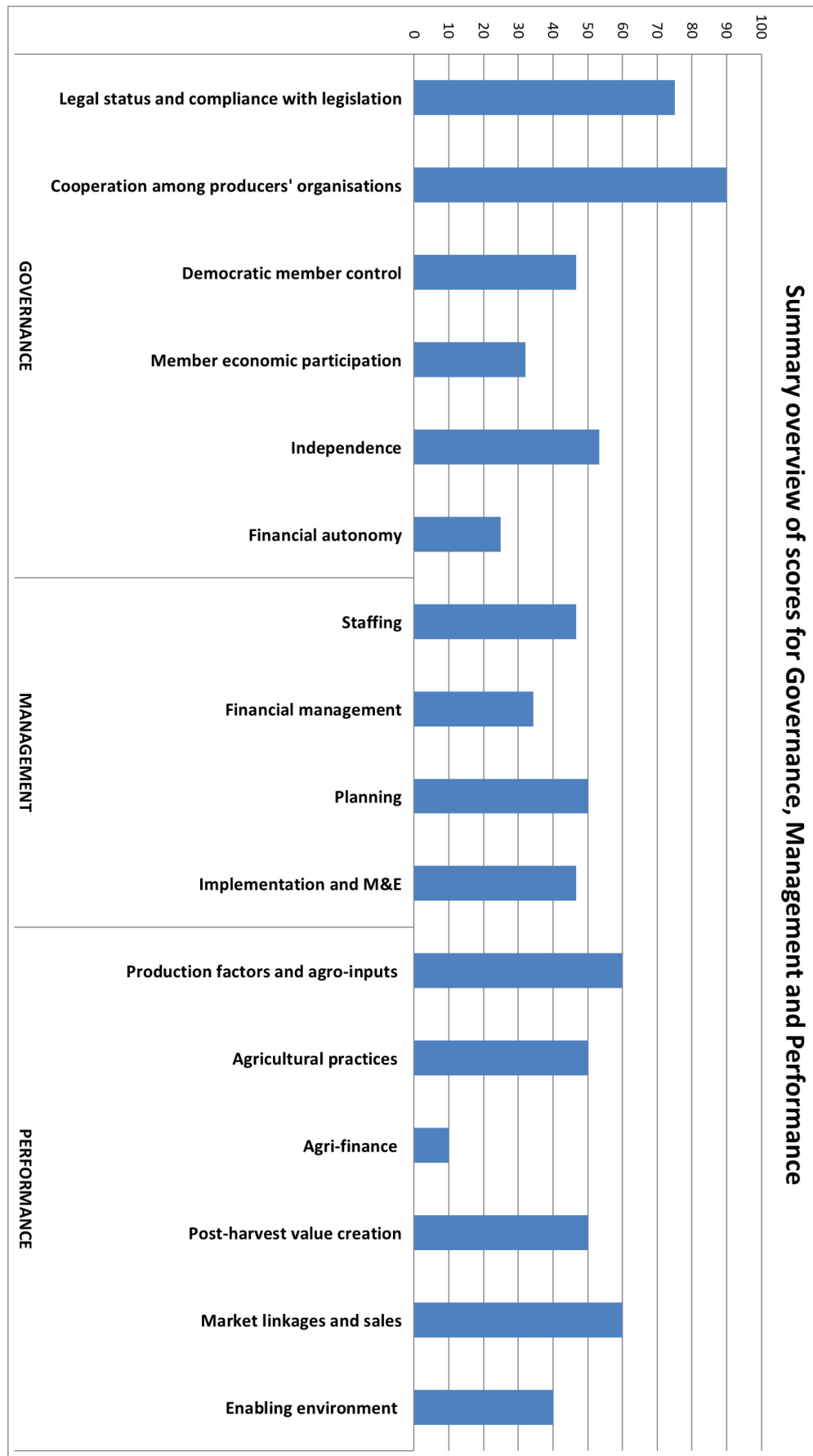
16. Enabling environment	
Points of attention	Explanation / benchmark
<i>Current activities</i>	In addition to supporting farmers with their economic activities, farmers' organisations can defend the rights and interests of their members by lobbying, advocacy and negotiation. The members of the organisation are aware of their policy and business environment and changes that may affect their operations. The organisation develops ideas for lobby and advocacy which are prioritised with the contribution of the members. The process of generating a common voice is known to all members. Farmers' needs and interests are voiced at the local level. As a result, the local government recognises farmers' challenges and is willing to collaborate to address these. The organisation is able to influence decision taken at higher levels. For this purpose, it collaborates with others to defend farmers' rights. The organisation informs members about lobby and advocacy processes and results at higher levels. Members can be mobilised for action when deemed necessary. Lobby activities, contacts established and agreements made are well documented. The organisation organise emergency meetings if changes in the legislation might affect their members.
<i>Member benefits</i>	Members are satisfied on how the organisation defends their interests. They are well aware of the efforts and achievements of their organisation's lobby and advocacy activities. They feel ownership of the steps taken at higher levels. They know how these attempts are improving their situation or may do so in the future.

Step 4: Visualising the scores for the 16 assessment domains

During the preceding steps, the points of attention for 16 dimensions were explained in order to facilitate the assessment and scoring of the governance, management and performance of a farmers' organisation.

As indicated, the scores range from zero (absolute minimum) to five (totally perfect score, with nothing left to improve). Intermediate scores (1-4) indicate: very weak (1), weak (2), acceptable (3) and very good (4), with related room for improvement. These scores can be put in the provided [GMP scoring and mapping tool \(Excel\)](#). After putting in the scores in the indicated column, graphs are automatically generated for Governance, Management, and Performance separately, but also as one overview graph, such as the example below.

Example: Summary overview of Governance, Management and Performance scores



Step 5: Identifying options for improving the GMP of the farmers' organisation

After the assessment of the 16 dimensions and the visualisation of the scoring results in graphs, you are now reaching the most important step: identifying options for improvement. The following tables help you summarize the main conclusions for each of the 16 dimensions and to brainstorm on how to improve the existing situation.

GOVERNANCE		
Dimensions	Conclusions	What can/should be done to improve the current situation
Legal status and compliance with legislation		▪
Cooperation among producers' organisations		▪
Democratic member control		▪
Member economic participation		▪
Independence		▪
Financial autonomy		▪

MANAGEMENT		
Dimensions	Conclusions	What can/should be done to improve the current situation
Staffing		▪
Financial management		▪
Planning		▪
Implementation, monitoring & evaluation		▪

PERFORMANCE		
Intervention areas	Conclusions	What can/should be done to improve the current situation
Production factors and agro-inputs		▪
Agricultural practices		▪
Agri-finance		▪
Post-harvest value creation		▪
Market relations and sales		▪
Enabling environment		▪