



## Producer Organizations (POs) Indicators Distilled

Component	Indicator	Description
Basic Information	Respondents' information	Information on respondent(s) name, sex, age, education level, position in the PO; Basic contact info (phone number, email)
	Basic PO information	Official name of the PO (as specified in the registration certificate if registered), common name of PO (if different); Physical address, phone number, website
	Establishment history	Information on year of establishment, who initiated the PO (e.g., producers themselves, NGO, government, private firms) and type of support if it was initiated by external partners (e.g., start-up capital, working space, physical equipment, technical)
	Type of PO by purpose	Identify main functions of PO: processing, storage, marketing, inputs, credit, other farmer services, etc. Changes that have occurred in the PO main focus over last 5 years (i.e. functions no longer covered, new functions)
	Legal status	Official legal registration (i.e. cooperative, association, business) and specific obligations associated with status
	Affiliation	Major affiliations the PO has to other organizations (NGOs, businesses, projects, other POs) and whether each is partner, supporter, buyer, or umbrella group; Purpose of each affiliation
	Country, region, district, and village name	Name of the country, region, district and villages where the PO currently operates
	Location	GIS latitude-longitude coordinates of the main operations office or facilities; Distance from PO office/HQ to nearest town measured as average time to get there via usual means of transportation; Distance from PO office/HQ to nearest all-season road (gravel, tarmac, etc.); PO distance to main storage or processing facilities
Strength of Membership	Active membership	Total number of registered members at the time of establishment and at time of survey; Members registered versus members actively selling to the cooperative; Reasons for member turnover; Number and percentage of female members during establishment and at time of survey
	Level of member participation	Level of participation measured by percentage of members who regularly: attend meetings, pay membership fees, make use of the services provided by the PO (e.g., percentage who regularly sell their output through PO, attend trainings); Amount of entrance and membership fee: monetary fee, contribution of produce (i.e. sack of coffee)
	Importance of PO focus crop(s) to member income	Crop(s) mainly produced by the members of the PO (e.g. cotton, coffee, cacao, banana, honey, food crops); Crops as a percentage of farm income; Range and median average of land area cultivated by PO members (e.g., 2 to 20 ha. with 5 ha. median)
Democratic Processes/Governance	Board	Process of board appointment (e.g., by members, external bodies), including appointment criteria and duration of appointment; Number of female directors on the board
	Management	The PO has set business goals to benefit its members. Organizational structure detailing key roles and responsibilities; Management has established annual goals (to reduce costs, increase sales, improve membership, etc.). Goals are reflected in operations plans for departments and annual plan; Number of full-time and part-time employees in the PO (number of female staff); Simple approaches are implemented to involve people throughout the organization to participate in planning activities and identify continual improvement opportunities (i.e. monthly meetings)
	Member outreach	A process is in place to ensure the needs and expectations of PO members are clearly defined and addressed. Describe efforts to attract new members and deepen relationships with existing members
	Communication	Communication channels between board of directors, management and members; Frequency and type of communication (e.g. monthly regional meetings, quarterly board meetings, annual general body meeting with members, etc.)
	Mission and bylaws	Does the mission reflect the member's interests and needs? Producer members' participation in internal regulations that govern the PO; PO policies to promote gender and youth inclusivity through membership, election of board and management; PO policies that advocate for environmental protection and social responsibility.
Management of Operations	Reporting	Types of reporting and time required (i.e. buyer, lender, certification, board and member meetings); Amount of time and resources dedicated to reporting
	Planning, production, procurement and processing	Process for estimating member production, aligning sales contracts, working capital and financing; Partnering with farmers to ensure supply of produce; Quality control to ensure flow of produce from farm, to collection center, to processing, to local market or preparation for export
	Marketing and sales	Provision of marketing and logistical services to ensure produce is efficiently sold locally or exported; Information on whether the PO has had contractual agreement with its buyers and type(s) of contract (e.g., spot contract, fixed price contract, multi-year contract); Level of access determined by quantity sold, contracts with buyers, types of buyers (direct trade, certified, marketing service, auction, exporter, etc.), types of production, and value addition to raw materials
	Inventory management	Management of the inventories, with the primary objective of determining/controlling stock levels for processing or distribution; Balancing timing of contract with buyers and capacity to source, store, process and deliver produce
	Professional development	Evaluating staff and providing opportunities for acquisition of skills and knowledge; Does the staff have the right skillset to achieve the goals of their roles? Is a work plan to achieve objectives established with board of directors, with a plan to improve staff, board and member weaknesses?
	Record keeping	Transparent record keeping between organization, farmers, lenders, and buyers. How are member records organized? Are farmer records digitalized and updated? Does the PO have a functional internal control system for certification compliance? Does each member have a unique identification code? How is member information and feedback collected and consolidated (i.e. payments, training, certification, meetings etc.)?

	Technology	Use of computers, internet, mobile, radio or other technology for communication and access to information - How many computers does the PO have and what are they used for? Is there internet access at the main office? Does the management regularly use email for correspondence? Is there mobile network connectivity between PO branches? Does the PO use social media? Does the PO communicate to members via mobile phones?
	Financial management	Financial resources to meet objectives are identified, with timing and usage of financial resources allocated and reconciled monthly - Involvement of departmental managers in development of annual budget and monthly reviews; Standard bookkeeping processes and accounting manuals in place. Existence of basic books of accounts and accounting systems that generate financial statements (income statement, balance sheet, statement of change in members'/shareholders' equity, cash flow statement). Are assets, liabilities, revenues and expenses properly categorized in the financial statements and do they reflect reality? Does the organization use accounting software; Does the organization have access to a qualified accountant? Are functions such as commercialization, processing and credit separated in order to under costs associated with each service?
Financial Situation	Access to finance	Any loan/credit received in the name of the PO (i.e. type + amount). Number of financial institutions PO in which minimum loan requirements are met; Has the PO been rejected from a loan (and for what reason)? Can the PO fulfill basic loan requirements (e.g. financial statements with projected positive cash flow (based on sales), assets that can be used as collateral?); How does the PO identify potential lenders (i.e. private, government, social lenders) and communicate with them?
	Grant/donation/subsidies/project	Types of outside funding received by the PO including in-kind support. List donors, subsidies and NGO partners in the past 5 years
	Net profit or loss of the PO	Profit status of the PO and amount of profit or loss
	Savings/reserve fund	Funds kept aside from annual profit to capitalize funds or make up for future potential losses
	Bank account	Existence of bank account in the name of the PO. Yes/no.
	Taxes	Understanding local and national tax liabilities; Accounting services (in-house or outsourced)
	Audit	Existence of internal and/or external audits (financial, certification, tax, buyer) and availability/communication of audit report for board and members. When was the last financial audit? When was the last certification audit?
	Assets of the PO	The current estimated monetary value of main depreciable assets owned by the PO (e.g., buildings, equipment, vehicles); Value of inventory; Savings
	Farmer Services	Payment to farmers
Input types		Type of agricultural inputs supplied by the PO, including divisible inputs (e.g., fertilizer, seed varieties, pesticides) and indivisible resources (e.g., tractor, farm equipment, input application equipment, access to irrigation, water pipes or pumps)
Provision of credit		Types and terms of loan products offered to members; Total amount of credit provided by the PO to members during the year(s) under consideration (both in cash and value of inputs); Does the PO provide a credit service or advance payment system to support member production?
Means of collection/aggregation		PO provides collection of the products or members deliver their product(s) to the PO/buying station, or deliver through intermediaries
Storage service (type/quality and capacity of the warehouse)		Information on whether the PO provides storage services; Type of storage (e.g., traditional or open storage, closed storage, climate controlled warehouse) and the storage capacity in metric tons; Is facility sufficient to store production potential?
Certification		Voluntary process by which an independent organization verifies that an operation or procedure (such as management of a forest or farm) is being carried out in accordance with a specified standard. Does the PO hold a certification on behalf of farmers, type of certification, % of crop certified, % uncertified
Processing		If the PO is involved in processing, type of processing or value addition services provided by the PO; Does PO have plans to start processing members' produce?
Training farmers		Current training provided or training program that has been recently completed. Training provided by the PO (promoters or technicians) to producers (e.g., good farming practices, application of agricultural inputs, post-harvest handling, certification, farm level planning and business development), hours of training, number of participants (and number of women); Who covers the training costs (e.g., the PO itself or buyers, government, NGOs)?
Risk Management	Training PO	Type of training PO receives (or has received in the past 2 years): agronomic, business development, financial management, certification, marketing, sales and operations; Who covers the training costs (e.g., the PO itself or buyers, government, NGOs)?
	Quality assurance systems	When a deal is made, the quality that the organization has promised has to be checked: individual members may tend to deposit lower quality, so the organization requires a system to maintain minimum quality requirements and that identifies areas for improvement
	Working capital constraints	Many smallholder farmers tend to face cash constraints and want quick payment, while the organization needs time to complete transactions with the ultimate buyer and does not have cash on hand to pay the farmers at the time of the harvest. Does the PO have problems meeting operational costs (production payment, salaries, processing)?
	Anticipating side-selling	Risk that farmers "side-sell" their product to competing traders or processors to whom they have no repayment or membership obligation.
	Social risks	Food security, labor, age, health, education, poor agronomic practices, over-indebtedness, labor, water, gender or other social factors affecting member's ability to productively participate in PO
	Environmental risks	Disease, pests, chemical inputs, poor seed options, annual weather events, deforestation and loss of biodiversity, agricultural pollution (e.g., pesticides, nutrient discharge, and erosion), agro-commodity production damaging biodiversity or other environmental factors affecting members' ability to productively participate in PO
	Organizational	Market (access to suppliers, buyers, financial services), labor (working conditions, active membership, staff turnover, qualified personnel), operational (ability to balance fair payment to farmers, covering core operational costs, building assets and reserves)
PO Priorities in the next 2 years	Organizational challenges	Major challenges faced by the PO at organizational level
	Support services requested by the PO	Assistance in access to financial services, risk management, marketing services, membership outreach, advisory services, agronomic training, processing, legal, etc.
	Competitive advantage	Major point of differentiation between PO and competition