COSA Committee On Sustainability Assessment

FORD FOUNDATION

Empowering Farmers through Producer Organizations

Technologies to understand how Producer Organizations influence equitable farmer sustainability

Contents

Executive Summary

Strong producer organizations can make a difference to the wellbeing and livelihoods of one billion people around the world that the FAO tells us belong to such organizations.

With the support of the Ford Foundation, we have developed and piloted tools to assess producer organization strength and to return insights to them for learning, so that they may lead the way as a force multiplier in transforming communities and improving farmers' lives.

Nearly one-seventh of the world's population depends on farming for their livelihoods. They are among the most vulnerable workers or families anywhere; most are small farmers working small plots of land. On their own or in their communities, they have little leverage and suffer significant inequities. Yet when aided by producer organizations, with their expertise, access to markets and collective negotiating power, individual farmers stand a good chance to reduce the imbalances and general inequality they typically face.

More than any direct investment in training, certification or credit, a strong producer organization has been shown to correlate to higher farmer output or income and combat inequality in rural economies. The more we can assist these organizations, the clearer the path to prosperity for individual small farmers becomes. Getting the right diagnosis quickly and at minimal cost is the key to improving organizations at a wide-scale.

For COSA and its partners[1], the effort to empower farmers through their producer organizations required mobilizing our expertise to develop accessible, cost-effective information-gathering tools that these enterprises have usually lacked. In knowledge there is strength, and when it is transparent and shared with members, a form of data "democracy" empowers farmers.

A short-form online tool, self-administered in about 15-20 minutes, feeds back instant data for 27 key performance indicators while a longer-form survey amasses data for more than 100 indicators that, in the aggregate, can point to a producer organization's weaknesses and strengths. Do members report a good quality of life? Are they regularly attending organization meetings? Do they understand the payments scheme, and what pest management practices to use? Whatever the results, the tools invite more careful planning and more effective strategies for governance, services such as training, market negotiations, and sustainable agricultural practices.

We briefly propose key factors for the next phase that will foster wider adoption of the tools, bring together data and partners for learning, and explore innovative ways to maximize our understanding of producer organizations. Among these are online learning

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[1] Formal linkages to advance these tools were established with leading institutions in the field such as the European Research Institute on Cooperative and Social Enterprises (EURICSE) and nearly 30 others. See Annex III

communities where knowledge is benchmarked systematically to aid producer organizations, donors and supporting institutions.

These important factors can deeply affect farmers' lives and livelihoods particularly where inequality and the asymmetry of power are greatest. Given the size of the problem, the fight for farmers' equity can seem overwhelming and makes it hard to know where to start.

Introduction

Producer organizations play a critical role in rural economies, providing farmers with training, technical assistance and lending. Rural, state-sponsored institutions that in the past addressed the needs of small farmers are few, and producer organizations now fill the gap. In its global research and partnerships, COSA has recognized that a strong organization often correlates more to positive outcomes for farmers than any other single investment (e.g., money or resources spent on training, credit, or certifications). With little knowledge previously available about such organizations and what makes them succeed, we undertook to develop **state-of-the-art assessments and metrics** to diagnose the effectiveness and viability of a producer organization or enterprise on behalf of its members.

In 2013, COSA began a Ford-supported journey to develop key measures to understand what makes producer organizations work well. With the European Research Institute on Cooperative and Social Enterprises (EURICSE) and an Advisory Panel of more than 30 experts and institutions, effective metrics were developed to understand the key characteristics of what makes a successful Producer Organization or enterprise, and these form the basis for COSA's tools.

One billion people are members of the 2.6 million cooperatives and producer organizations that exist worldwide (source: FAO). They take many forms such as farmers' groups, water users' associations, or women's microfinance groups. Many need financial and especially technical support to remain viable and to provide their members with important services and a measure of equity.

We have now taken that basic understanding and created functional tools to apply it. We have piloted those tools and are improving them with the feedback and learning obtained in the field. The next phase is to roll out this work at scale and increase the dissemination of learning to benefit producer organizations and the rural communities they serve globally.

We have developed two distinct state-of-the-art tools to understand how producer organizations influence sustainable farming practices:

- The Producer Organization Diagnostic (POD) – a fast, online, and effective self-diagnosis with immediate scoring, benchmarking, tips and insights for any

organized group of farmers (or those who work with producer organizations) to see how the organization is doing;

- A tested set of indicators and associated survey (long-form) for in-depth assessments, based on a comprehensive set of social, environmental and economic indicators for use by development organizations, governments and NGOs who need to understand producer organizations.

These tools are already being integrated into the assessment work with various agencies that include government (SAGARPA, Mexico's Agriculture Ministry); international development agencies (the Inter-American Development Bank's Sustainable Agriculture, Food and the Environment Program); the Coalition of Coffee Communities' public-private partnership in Central America; and a leading producer organization (Aldea Global in Nicaragua, representing over 9,000 members).

Smart tools for better data

Managerial skills, financing, governance, efficiency, and corruption all enhance—or diminish—the effectiveness and capacity of a producer organization to offer vital services to its members. It is critical to assess what any given producer organization does well and what it does not. Millions of farmers rely on them for processing, marketing, and other necessary services to bring their goods to market and be paid for them. Within the supply chain, many businesses rely on them to organize farmers, implement training projects or, as suppliers, to maintain reliability.

A Sustainable Producer Organization. . .

. . . Combines good governance and sufficient economic activity to support necessary social and environmental services that benefit the members and the enterprise.

Using valuable inputs and feedback from the Advisory Panel, COSA designed a multifunctional diagnostic system to identify and report on key internal and external factors affecting a producer organization's performance, including its:

- management capacity
- formal governance structure
- membership services
- strategic partnerships
- access to finance and agricultural buyers

We know that if we can measure these factors consistently we can help producer organizations and related stakeholders identify what capacity building methods and

targeted investments are required. First by crowd-sourcing best practices from leading producer organization experts and professionals (e.g., managers of producer organizations), then testing targeted approaches in diverse geographical and sector settings, COSA has designed a holistic approach towards assessing producer organizations for which there has seldom been, in the past, much meaningful data or information.

Value for producer organizations, and those who work with them

Gathering complete and accurate data about a producer organization and its membership helps managers and development professionals understand the sustainability of a group of farmers, and leads to better or more careful planning. Data from the COSA assessments (both long and short form) will help development agencies and governments discern agricultural trends, challenges and benchmarks, and work more effectively with producer organizations.

"This tool will help us show and explain revenues and payments to our members. It will help us increase our profits."

- Producer Organization manager Bungoma (Kenya)

Specifically, the information gathered through the POD and in-depth survey adds value through:

- **Identifying best practices** for producer organizations to observe, in just 15-20 minutes, where they need improvement. Our short-form diagnostic points to simple ways towards greater effectiveness in management systems, financial sustainability, certifications and more.

- **Mapping trends and providing benchmarking** by organizing data across producer organizations. Information or data that is useful on its own becomes more so once presented within key metrics that buyers, lenders and certifiers depend on.

- **Integrating Farmer Data with COSA's in-depth producer organization survey,** thereby comparing management perceptions of agricultural or business issues with farmers' responses from the short-form or online survey. Data collected from farmers assesses:
  - Perception of producer organization management and the benefits of membership conferred by the producer organization
  - Farming practices and needs that the producer organization might be able to address through training, technical assistance and other services

- Social and environmental issues on individual small farms
- Other markets besides the producer organization where farmers sell goods.

In the Côte D'Ivoire pilot, Fairtrade International saw good value in the reports we generated on their producer organizations, both as valuable analysis and as an incentive for managers to provide the data that Fairtrade often struggles to receive from them.

COSA's Partnerships: the key to well-defined and accepted tools

As a consortium, COSA knows that ideas for solving widespread global problems are best developed collectively: a "group genius" approach that sets up a proposed solution for greater buy-in and ultimately widespread adoption.

COSA, together with The European Research Institute on Cooperative and Social Enterprises (EURICSE), led a joint initiative of more than 30 experts and institutions who prepared the groundwork that began three years ago.

The Advisory Panel on the Sustainability Assessment of Producer Organizations contributed by:

1. Developing best practices based on a comprehensive review of over two dozen assessment tools used by leading organizations that work with POs

2. Distilling indicators and tools into a shorter, easy-to-use version as well as a more comprehensive long version

3. Field testing the research in Kenya, Côte D'Ivoire, Peru, and Guatemala

4. Preparing the "Indicator Library" for all social, environmental and economic indicators for producer organizations.

Why two assessments?

Our initial testing confirmed that if we are to scale the benefit, we need more than the in-depth assessment. The complementary tool is quick and practical for individuals or a producer organization to easily apply to better understand the organization's capacities for supporting farmers (credit, technical support, etc.)

For a rapid assessment that a busy producer organization manager can quickly complete, we created the Producer Organization Diagnostic or POD, a free online survey that offers knowledge insights and an immediate scorecard. It benefits from our work on the full list of in-depth indicators, but to make that more accessible COSA and

its collaborators selected key metrics for a shorter version of the survey, balancing pragmatism with a science-based approach to determine the key metrics.

Both the in-depth and the short form assessments can be used alone or can be readily complemented and their results strengthened by their ability to integrate or bilaterally verify with farmer-level data.

Table 1: Comparing the short and long evaluations

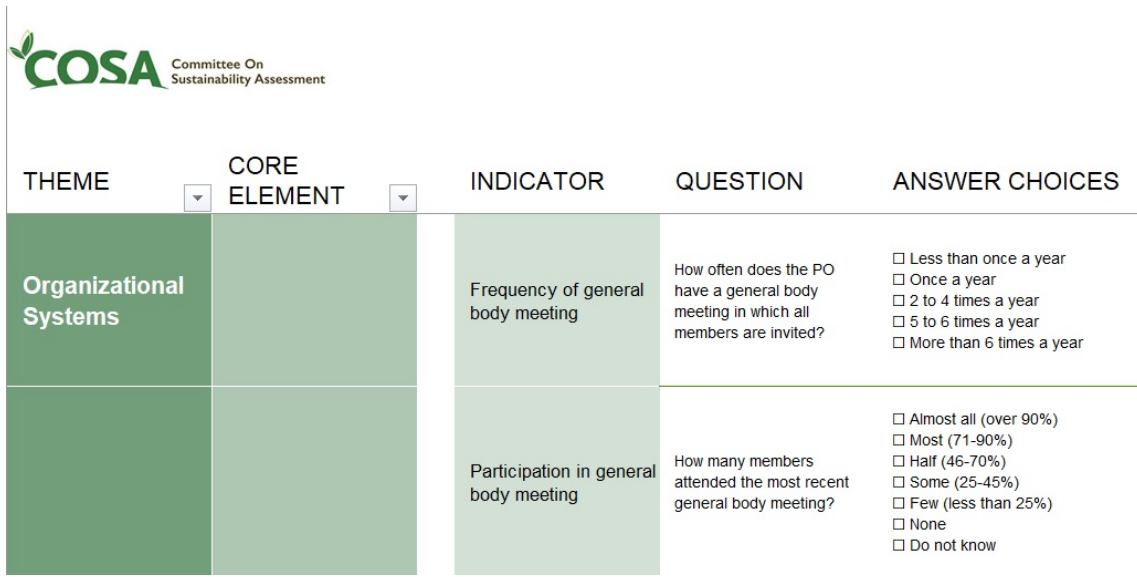| POD Online	Producer Organization Library
Taken by Farmers, Producer Organization Managers	Assessed by Researchers, NGOs, supporting institutions
Simpler - ca. 30 min, and self-administered	4-8 hours, requires a skilled survey-taker
Standard	Customizable
27 Key Performance Indicators across 7 themes	Library of more than 100 standard indicators
Self-reported	Verifiable
Gives quick insights	Offers in-depth learning and answers to the question "why"
Scorecard for continuous improvement	Comparable over time
Global Benchmarks	Global Benchmarks to other POs

In-depth: a comprehensive set of indicators

The in-depth survey, by virtue of its length and being administered by a trained surveyor, captures the most complicated and detailed information from producer organization managers. Surveys in both Kenya and Côte D'Ivoire obtained financial data including details about revenues and expenses, allowing for robust economic analysis such as expenses as a percentage of revenue and profit per member. This sort of information requires a knowledgeable surveyor to understand the questions and pose them to producer organization managers. Like an impact assessment, the work is necessarily contractual and does not lend itself to an online self-assessment; it also requires significantly more time to administer (the better part of a day).

Since 2015 when they were developed, we have significantly improved the list of producer organization indicators, starting with a comprehensive review of over two dozen

assessment tools used by leading organizations that work with producer organizations including UTZ, Fairtrade, Scope Insight, Finance Alliance for Sustainable Trade, Overseas Cooperative Development Council, TechnoServe, ACDI-VOCA, the World Bank, Root Capital and FAO. Additional input came from our Advisory Panel. The final list contains 13 indicator themes (See Annex I) and more than 100 core indicators. Each library indicator has a description, metrics, and questions to inform the indicator.

Figure 1: Indicator questions

With producer organization managers as the primary audience, but also with buyers, certifying agencies, producer organization members, and partners in mind, we developed dashboards for the in-depth survey. The dashboard presents a selection of key performance indicators (e.g., member perceptions of services offered by a producer organization) along with more actionable indicators (e.g., improving or refining specific services offered by the producer organization). Without being overly prescriptive, this approach provides producer organization managers with a diagnosis of their performance and outlines areas to consider improving.

The short form: a Producer Organization Diagnostic (POD)

The short form is an online survey offering a simple but appealing, user-friendly platform where individual farmers, co-op leaders, financial institutions, and others can assess a producer organization in a transparent manner and determine problems or successes in a manner that feeds learning and where changes can be observed over time. The Producer Organization Diagnostic (POD) is publicly accessible to any producer

enterprise, association, and other groups, reducing time and costs while ensuring better data. Instead of investing a day onsite to collect, aggregate and analyze data manually, the POD automates data aggregation, KPI calculations and gives immediate scoring in under 30 minutes, thus reducing time and costs while ensuring better data.

The POD is a brief survey—easy to take, engaging, and lasting just 15-20 minutes—with results delivered immediately as a score (A, B, C), while a fuller explanation is sent to the survey taker by email. It asks questions on the social, environmental and economic qualities of producer organizations:

THE POD
Producer Organizations Diagnostic

1. Is quick and simple to use (takes less than 20 minutes)
2. Is free and anonymous
3. Sends a scorecard report immediately via email and will show how the organization ranks with others
4. Offers useful tips from our experts about producer organizations
5. Encourages continuous improvement by showing how scores visibly improve each time the survey is taken
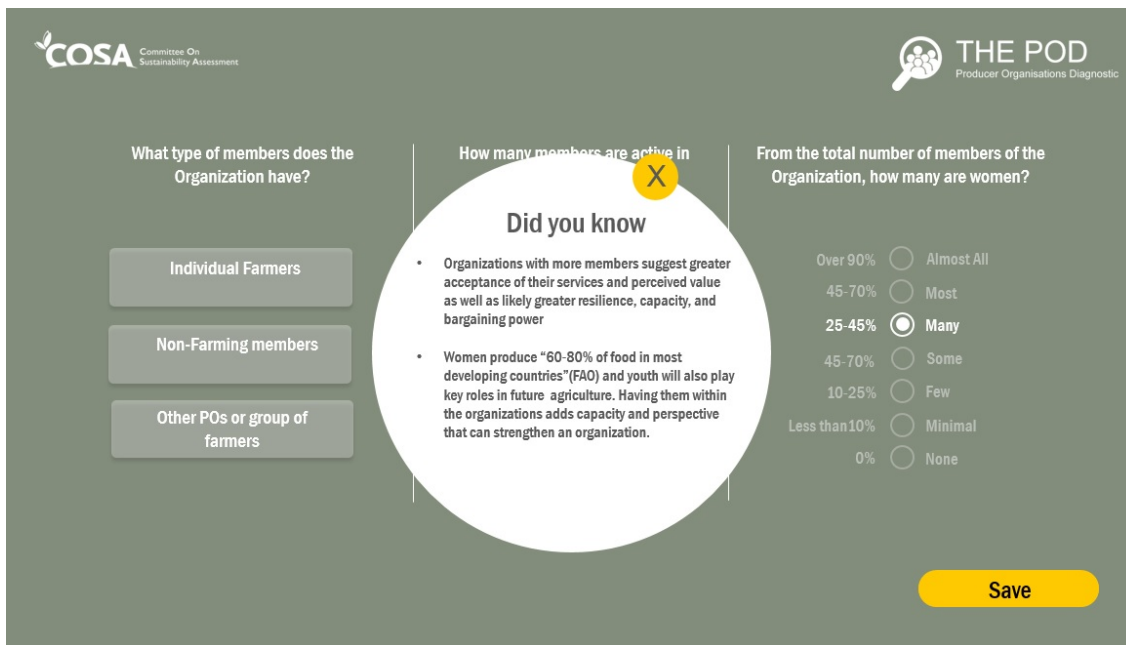
- What community empowerment activities does it support?

- Does it engage in water conservation or environmental conservation practices and which?

- What sources of financing does the organization have access to? What financial services are offered to members?

Throughout the survey, best practices are shared at regular intervals, offering immediate insights for managers. (See Figure 2)

Figure 2: POD Insights and tips

Field-testing the tools

We undertook two rounds of piloting the tools in real-life situations: one for the in-depth or comprehensive survey; the other for the online diagnostic, or POD.

The comprehensive set of survey questions, or long form, was piloted in coffee and cocoa projects in four different regions: East Africa, West Africa, Central and South America. With different contexts for each location or region, we needed to ensure that the tools had broad value and applicability for farming communities and the organizations that serve them. For this we applied three distinct approaches: full impact assessment; impact assessment that integrated producer-level information (participation and perception); and a client-centric approach of working directly with a producer organization to aggregate information and deliver it back to the organization and buyer through a shared online portal. We directed our work in the following areas[2]:

- As part of the ISEAL Demonstrating and Improving Poverty Impact initiative, we surveyed 10 producer organizations in **Kenya**. The tool was adapted and tested with coffee producer organizations in collaboration with the International Institute of Tropical Agriculture to identify and analyze key areas required by certifications (UTZ and Fairtrade).

- With Geotraceability and Fairtrade International, a producer organization assessment was conducted in combination with farm-level assessments to collect data on 21 cooperatives and their associated 4,000 cocoa farmers in **Cote D'Ivoire**.

- In **Peru**, 20 producer organizations addressed survey questions as part of a National Coffee Board (Junta Nacional del Cafe) renovation program. This project provided further understanding of how producer organizations influence their members' agronomic performance.

- The producer organization indicators were applied at the producer level to 40 producer organizations (mainly cooperatives and associations) in **Guatemala** to understand producer participation and members' perception of the producer organization.

The second phase of our pilot involved testing the beta POD online tool. We invited more than 20 experts in our networks around the world to take the online survey to confirm its functionality and usefulness. Testers represented NGOs, standards bodies, producer organizations and development organizations specializing in delivery of credit services, training and other services for producer organizations. The input helped us improve and a follow-up survey was sent to participants to collect feedback on how well the tool performed, learning gained, suggestions for improvement and to gauge their continued interest in using the tool.

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[2] A full list of pilot projects, the producer organization participants and summary of outcomes appears in Annex II.

Lessons learned from field-testing

Pilot tests in four regions (East Africa, West Africa, Central America and South America) revealed several key lessons:

1. Learning must be adapted to the local capacity to understand data

Easy-to-understand dashboards and benchmarking synthesize complex information so members can understand and even visualize the lessons derived from it, even with a very basic or no formal education. Dashboards have great value not just for producer organizations but other entities: our participating producer organizations in Kenya, for instance, had never been presented with their own data in this fashion. While many organizations recorded and analyzed financial statements, several were now interested to learn their return on assets and debt-to-equity, and why these metrics mattered—information that will help them better understand whether they are efficiently using their resources or maintain a reasonable amount of debt.

In all cases, producer organizations suggested that they would use the data for management decisions and were eager for us to return and conduct future assessment to measure their progress.

Figure 3. Dashboard output from comprehensive survey
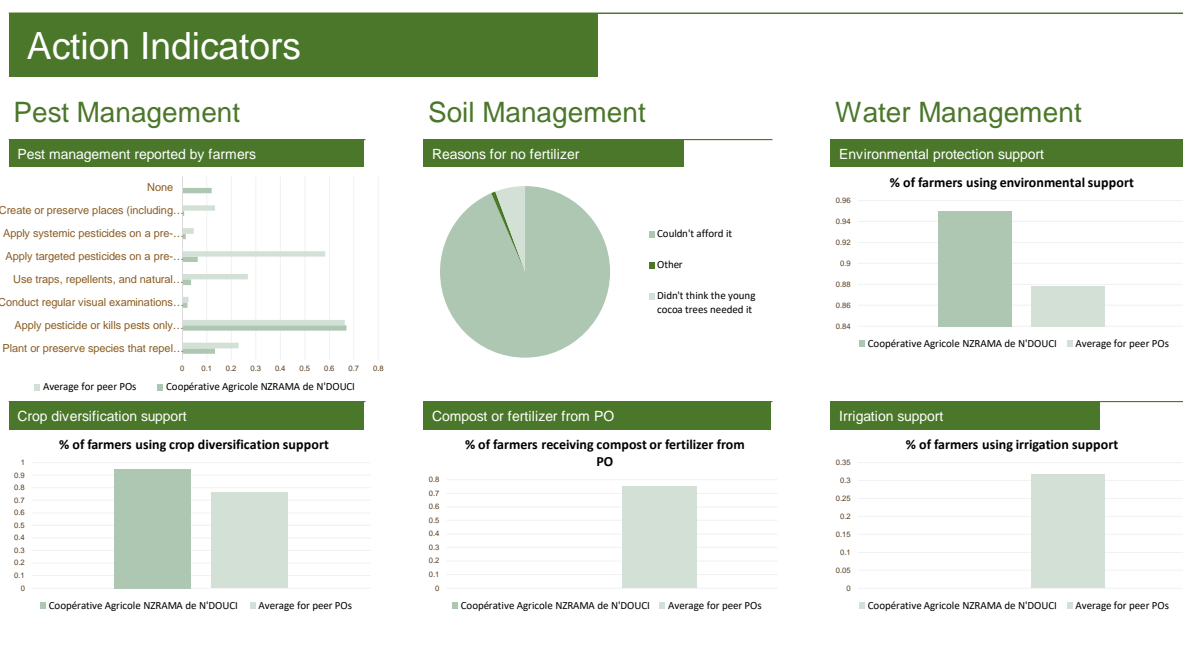
Furthermore, Kenyan participants helped develop the dashboards for the in-depth survey over a three-day process. With Kenyan managers of producer organizations as the primary audience, along with other value chain stakeholders including buyers, certifying agencies, coop members and partners, the group helped identify core indicators for decision-making and organized them into "Key Performance Indicators" and "Action Indicators."[3] An accompanying guidance document explains each social and economic metric, how it was calculated and should be interpreted, and what actions an organization might take based on the data.

For users of the online POD, the greatest perceived value comes from benchmarking that compares the producer organization with others in its region, or with itself over time. Once sufficient data is accumulated, the tool generates a detailed report for each indicator, enabling a continuous improvement process that identifies organizational weaknesses and strengths. The simplicity of the standard scoring system (ratings of A, B or C) is powerful and delivers immediate visual results to the user.

Figure 4: Immediate scoring at conclusion of online survey

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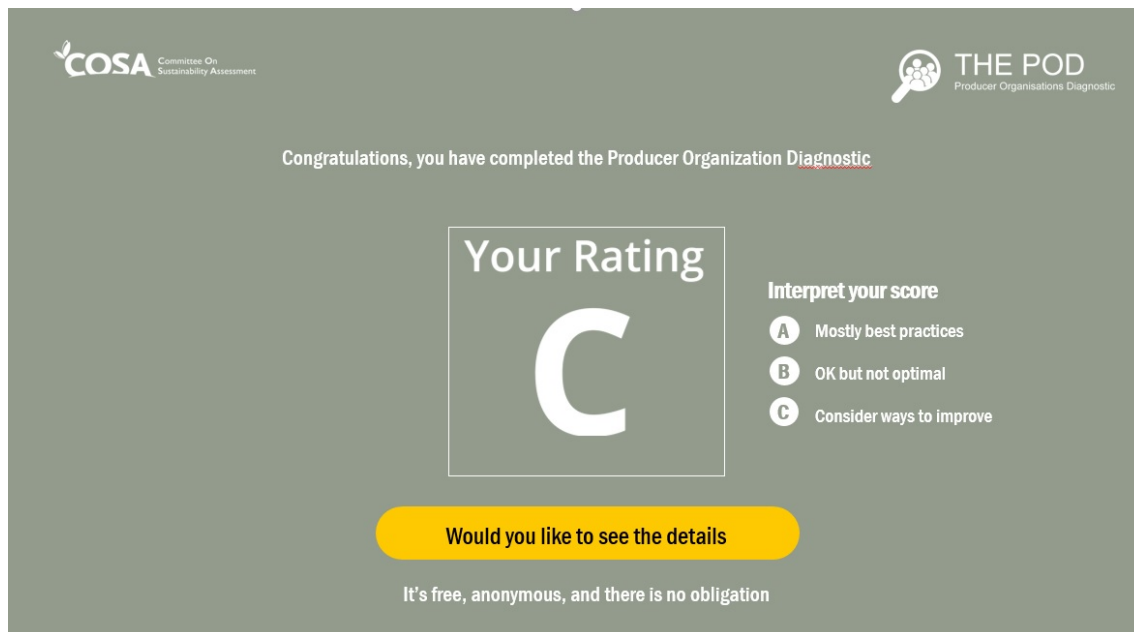
[3] **Key Performance Indicators** provide an overall sense of the producer organization's performance in a given respect (e.g. percentage of members' production sold to the organization). **Action indicators** suggest areas where the organization might take action to improve the Key Performance Indicators (e.g. adjusting the price they pay for coffee compared to peers, increasing members' attendance at meetings, or improving payment schedules or services offered).

2. Context and culture matter

Testing the tools in four distinct regions on two continents provided lessons on similarities and differences between producer organizations, and the need to adapt survey questions. Value chain structures and management of financial information, for example, vary widely from one part of the world to another. Flexibility and customization of the in-depth survey makes it a versatile tool everywhere. Translation of surveys and guidance documents into relevant local (sometimes-indigenous) languages has the further benefit of broadening the democratization of data. Beyond translating surveys into local languages, simplifying text may be necessary to reach users at an 8th grade reading level or less.

3. Simple, quick options reach more people

The POD testing process confirmed that a simple survey of key performance indicators (KPI) has the potential for widespread uptake. We invited real-life producer organization managers and others to test the survey and confirmed that:

1. The POD is intuitive and easy for a producer organization staff or member to use

2. The short time to take the survey—no more than 20 minutes—was valued, as was the fact that no supplementary information or documents are required to complete the survey

3. The Insights section - tips and guides that appear for each set of questions - are seen as a good innovation, because they teach users while they are replying to the questions

The POD's flexibility and ease of use gives it greater reach among farmers than previous tools. At the same time, a clear quality control process is needed to ensure data reliability. Goals for the near future include offering mobile and offline functionality to make the POD usable where there is no internet accessibility, and for institutional partners to pursue opportunities to apply the POD more broadly and build a shared benchmark.

Testimonials from POD trial users

- *"Very intuitive. … It's a powerful way of sharing information and benchmarking it."*

- *"The advice and caveats have been innovative and useful. It's a kind of learning process."*

Promoting the tools for wider use

The full list of producer organization indicators and open access to the short-form POD self-assessment can be found on COSA's website.

A brochure explains the POD's value to development agencies, lenders and other collaborators or clients. Now that a first round of adjustments to the POD are complete, these new materials can be found on the COSA webpage dedicated to producer organizations.

Figure 5: Brochure

Who uses the tools?

Government, coffee roasters, financial institutions and development agencies are some of the users interested in or committed to our tools.

- SAGARPA (Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación—Mexico's Ministry of Agriculture) has used these tools to better understand the effectiveness of its extension services and technical assistance, since many of the federal government's rural development investments are channeled through producer organizations. The tools will also

assist the Ministry in measuring its capacity to manage a coffee renovation and rehabilitation program.

- The Coalition for Coffee Communities, a public-private partnership, is developing an approach to landscape assessment in the Jinotega region of Nicaragua that monitors change over time and demonstrates the coffee sector's contributions to socio-economic development and environmental conservation. As aggregators of farmers from different communities, producer organizations play a critical role in understanding the landscape.

- Through our engagement with the Inter-American Development Bank and its SAFE Platform (for Sustainable Agriculture, Food and the Environment), COSA's producer organization evaluation tools are being used to measure the performance of the bank's investments including both loans and grants. Currently 23 producer organizations in Latin America participate in these evaluations using COSA's tools.

- Nicaragua's largest producer organization, Aldea Global, uses the COSA assessment tools as part of an integrated information management system to promote supply chain transparency. This model, built with the producer organization's needs in mind, creates value as they begin to apply the data from the farm level up through the value chain to understand where they are being effective and where they can improve. One key benefit is the ability to reduce the asymmetry of power with their buyers by facilitating their knowledge of their programs and farmers via more accurate data.

What's next

Producer Organizations are powerful interveners for farmers. It is important to understand the services and equity they provide, and their capacity to manage their affairs in a sustainable manner. New information of the kind provided by the **two COSA assessment tools can help advance farmer livelihoods on all fronts.** The data can improve technical support, environmental investments, access to credit, and community-level support. With powerful data, a more informed producer organization also starts from a better position in the supply chain when working with buyers and traders.

Furthermore, the tools help organizations that work with producers to understand a farming community's critical needs and thus helps direct support in a more targeted or useful fashion. A "one-size-fits-all" set of solutions, common practice for so much development work in recent decades, now cedes to this kind of community-tailored needs assessment and encourages **investments that create impact that is more lasting.**

Ford's investment in the development of the COSA producer organization tools that are now being integrated in some of our partner projects has helped spread access and uptake beyond any number of participants we could have envisioned at the start of our collaboration.

The work is not finished, however. COSA's plan for the next three years requires that we establish a replicable and scalable system for much wider access and continuity of learning, possible through a learning portal outlined below.

We have identified five key areas that will take this work to the next level.

1. Creation of an **online and interactive learning portal** that can systematically benchmark and share knowledge via this associated database. This will aid producer organizations, donors and supporting institutions to understand trends and realities to improve policies, targeting, and supportive investments.[4]

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[4] The steps 1 and 2 should also be ideally blended with an outreach program that develops both visibility of the tools and new capacity within in the programs of diverse institutions to use the tools and work more effectively.

2. **Modular training systems** for users to have the ability to deliver research and advisory support for producer organization management to improve their internal capacity to use and interpret data about their farmers and systems.

3. An **easy-access dashboard** enables organizations to actually inform their members and allows organizations to access their own information and readily report their KPIs to stakeholders.

4. **Bi-lateral data for accountability** matches farmer or community-level data with the reporting of their producer organizations (e.g. *How much did we get paid actually? What is the level of member resilience and well-being? How much of the training did we actually adopt or use?)*. Investing in a new dual assessment that treats information from both perspectives and automatically integrates data functionally will produce more accurate and useful interpretation of the realities that organizations and their members actually face in order to drive data-based consensus and decision-making.

   This will help to fulfill a global need to develop an understanding of **how organizations actually impact producer lives** and livelihoods.

5. Adding **automated metrics calculation** through new software (and related investments) will maximize the ability to use and disseminate data from producer organizations' online survey responses. The resulting leaner data processing will speed learning and enable much more dashboard functionality.

Conclusion

Producer organizations have the capacity to transform rural farming communities into much more empowered societies. We have established the basis for tools that will help communities to learn and to target ways to improve themselves significantly without any great investment. By empowering coordinators, leaders, and activists in each community – male or female, young or old – we set the stage for change that is self-directed. Such change that is possible because it does not depend on external resources, funding or help, even though any of these can be useful of course.

With the tools, created and tested, we can now begin the work to disseminate and grow their use as well as to start gathering the data to further learning about what works and what does not.

Annex I

Producer Organization Indicator Themes

THEME	CORE ELEMENT
Assessment Information	Assessment Information
General Information	PO Profile
	Legal Status
	History, Geography and Organizational Structure
	PO Function
Membership and Community Profile	Member Profile
	Membership

SOCIAL

Policies	Mission and Policies
	Human Rights
	Gender, Youth, and Minority Membership
Services and Member Turnover	Services provided by PO
	Member Turnover
Organizational Systems	Human Resources
	Employee Rights
	Democratic Process
	Strategy and Planning
	Member communication

ENVIRONMENTAL

Services	PO Promotion of Environmental Activities by Members
	Certification
Activities	PO Environmental Activities
	Environmental Risk Assessment

ECONOMIC

Services	Financial Services provided by PO
	Production Training Services Provided by PO
	Input Services provided by PO
	Production Training Services Provided by PO
Technology, Record Keeping, and Services Received	Record Keeping
	Technology
	Services Received
Quality, Volumes, and Marketing	Product Quality
	Traceability
	Volumes
	Sales Channels
Financial Sustainability	Revenues
	Expenses
	Cashflow
	Assets
	Liabilities and Financing
	Key Performance Indicators
Risks and Challenges	Risk
	Challenges and Experimentation

Annex II

Pilots and Learning

We conducted a number of distinct pilots to ensure the workability and applicability of the tools. In addition to the 30+ expert Partners that contributed to the quality of the tools, we also engaged others to test them at the ground level in Africa and Latin America.

Engagement Type	# Projects	Institutions	Countries
Pilots	4	6	4
Current Engagements	4	17	7

Project	Region	Country	Producer Organizations	Partners	Status	Outcomes
ISEAL initiative on Demonstrating and Improving Poverty Impact	East Africa	Kenya	10	ISEAL International Institute of Tropical Agriculture UTZ Fairtrade	Pilot	Tool has been adapted and tested with coffee producer organizations to identify and analyze key areas required by certifications
Fair Trade assessment of Cocoa Cooperatives	West Africa	Ivory Coast	21	Fair Trade International Geotraceability	Pilot	Applied PO assessment in combination with our farm level assessment to collect data on 21 cooperatives and their associated 4,000 cocoa farmers that they are sourcing from.
Junta Nacional Renovation Program	South America	Peru	20	IDB Junta Nacional	Pilot	Worked with PO, but pivoting to better understand the producer participation and perception of the PO services they received as part of the content inside a more broad renovation program impact assassment
SCAN Guatemala	Central America	Guatemala	39	SCAN	Pilot	As done for Peru, appled PO indicators, but at producer level, to understand producer participation and perception of the PO.

Project	Learning	Opportunity	What's Next
ISEAL initiative on Demonstrating and Improving Poverty Impact	POs play a critical role as a multiplier actor of sustainability. It is important to understand the services they provide, but also the capacity they have to do this in a sustainable way.	i) Replicate ii) Integrate PO indicator library in other services we provide	
Fair Trade assessment of Cocoa Cooperatives			
Junta Nacional Renovation Program	There is a need to have a complementary quick and practical tool that can be appled by the same PO (more client-centric), to better understand the PO's internal and external capacity around a few indicators. It is also important to integrate the Producer voice to services received and improvemend based on PO support.	i) Develop a POD online, with core standard KPI for comparative benchmark. ii) Extend our Performance Monitoring methodology to producer organization directly, to measure the outcomes of their services to farmers	Expand an integrated Advisory & Research offering for Producer Organizations
SCAN Guatemala			

Producer organizations in pilots

Region	Countries	# POs
East Africa	1	10
West Africa	1	21
South America	1	20
Central America	1	39
Total	**4**	**90**

Annex III

Panel of Experts

[insert po panel PDF here]