



USAID
FROM THE AMERICAN PEOPLE



SELL MORE FOR MORE PLANNING BOOK

Name:

Cooperative/Association:



FEBRUARY, 2014

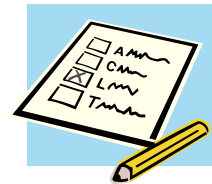
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Introduction

The goal of the *Sell More for More* workshop is to improve your farmer organization's capacity to **establish and fulfill buyer contracts through an increase in quality and quantity of products**. A critical part of this program is the series of management workshops for leaders of cooperatives, associations and groups. These workshops cover membership, marketing, money and management.

The Sell More For More material is designed to be delivered in a facilitative format (no lectures, no PowerPoint) whereby you will engage in learning activities and then capture your insights into this **Planning Book**. This book is an essential tool which will not only help guide you through the workshops but also serve as a record of the solutions, action items and new strategies that you will create as a result of the activities.

Throughout this **Planning Book**, you will see this icon shown on the right. It shows a list of items. This image serves as a reminder that when you complete the culminating business planning activity in the final business operations workshops (the fourth workshop of the series), you will return to these action lists and incorporate them into your action organization's plan.



We trust you will find this workshop series helpful and look forward to working with you.

Zambia PROFIT+ implemented by:

ACDI/VOCA (www.acdivoca.org)

Since 1963 and in 146 countries, ACDI/VOCA has empowered people in developing and transitional nations to succeed in the global economy. Based in Washington, D.C., ACDI/VOCA is a nonprofit international development organization that delivers technical and management assistance in agribusiness, financial services, enterprise development, community development and food security in order to promote broad-based economic growth and vibrant civil society. ACDI/VOCA currently has approximately 60 projects in 30 countries and total revenues of \$173 million.

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Membership MODULE I



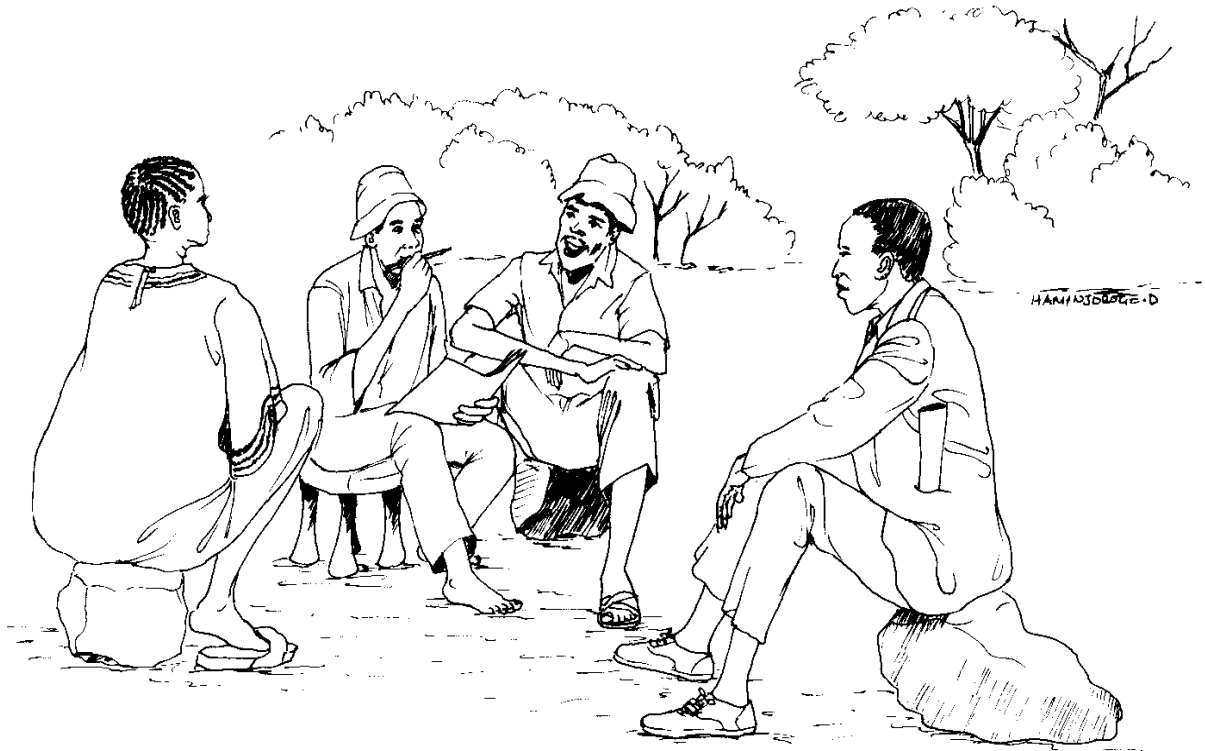
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Module I: Membership

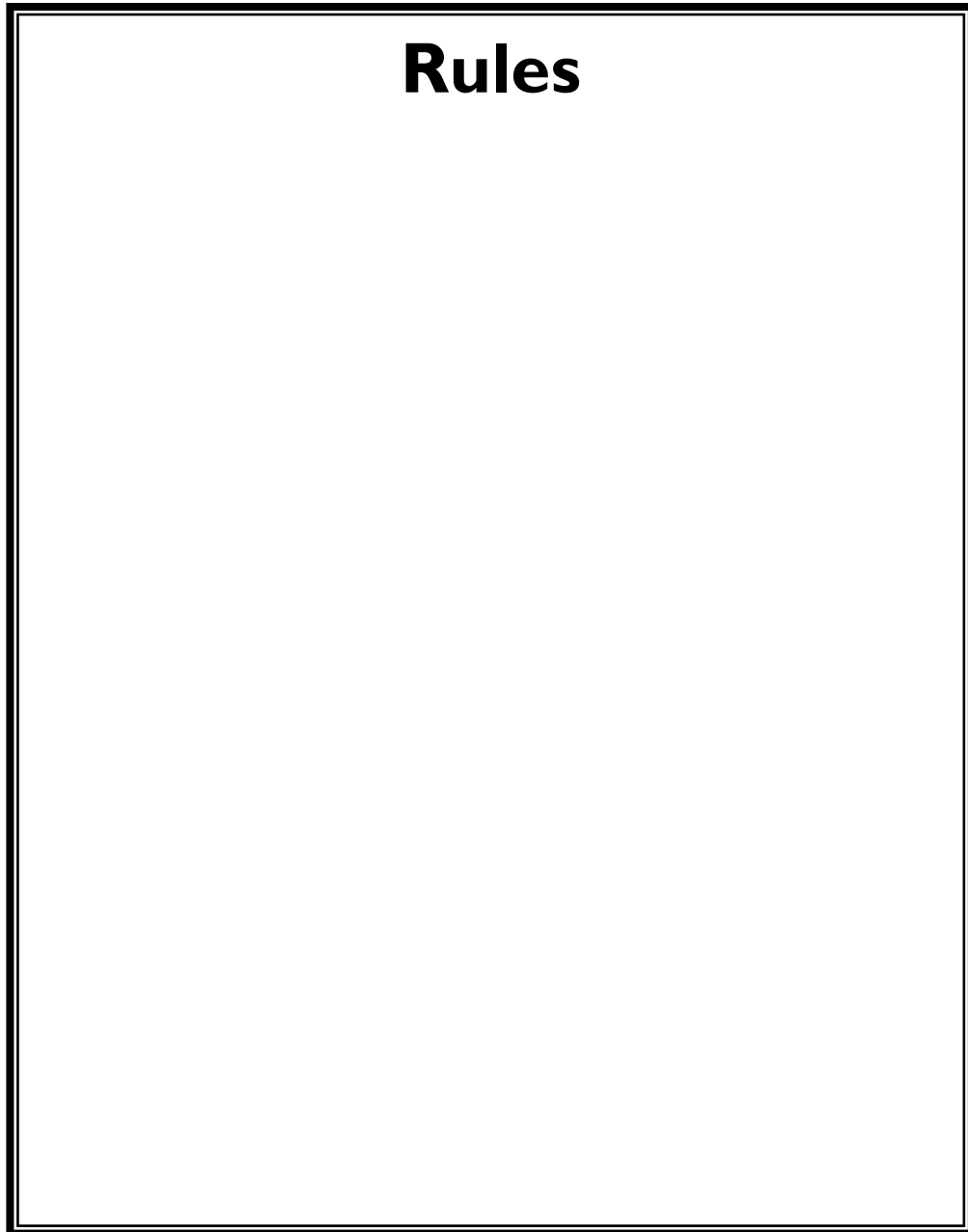
Goal:

Farmer organization leaders and management committees identify ways to improve managerial accountability and to strengthen their transparency in providing valuable services to members.



Rules

What are the rules of the workshop?



Rules

Farmer Organization Benefits

Ten benefits of belonging to our organization:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Our Organization Image

Sketch of our organization's image, graphic, logo or symbol:

Our Purpose Statement

What are the objectives of our organization?

A common purpose statement:

Constitution and Bylaws

How will we improve our adherence to our constitution and bylaws?

Area to improve: _____

How we will improve:

Area to improve: _____

How we will improve:

Area to improve: _____

How we will improve:







Legal Registration and Compliance

- Application
 - signed by two officers
 - approved by-laws and intended purpose
 - analysis of funds to cover operations
 - projected number of members
 - terms of officers and meeting frequency explained in by-laws
- Membership
 - Maintain a member log with amounts of dues or shares paid
 - Minimum age of member is 16; minimum age of board member is 21
- Annual general meeting
 - At least one per year, and within 6 months of year end
 - Invitations with agenda must be issued at least 21 days prior to meeting
 - Issue individual member statements
 - Provide overall financial performance
 - One vote per member, and no voting by proxy
 - By-laws amended only by 2/3rds majority
- Record keeping
 - Registrar will audit record books annually
 - Any member can request a copy of income statement and balance sheet

Full copy of law is located at: <http://www.zambialii.org/zm/legislation/consolidated-act/397>

- Is the organization legally registered?
- If not yet registered, have all of the items been submitted?
- If all items have not been submitted, what is still missing?

Roles as per Constitution

			
General Meeting (Members)	Management Committee	Board	Managers & Staff

Position: _____

What are the biggest challenges of this position?

How do we try to overcome those challenges?



Duties of members

-

-

-

-

-

Conducting Meetings

Rules for meetings

Planning

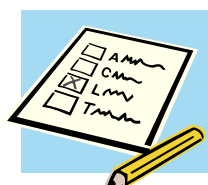
-
-
-
-
-

Conducting

-
-
-
-
-

Three ways we can improve our meetings:

- 1.
- 2.
- 3.



Conflict Resolution

Notes

Four steps

1.

2.

3.

4.

Gender Equity

Women in Zambia constitute half of the total population and they play vital roles in the economic and social development of the country. They are involved in crop production, income generation, child rearing, household responsibilities and community development activities. The government of Zambia's goal is to prioritize gender interventions for the empowerment of women. Despite these well-intentioned efforts at the national policy level, gender inequities pervade Zambian society at the local level, particularly in rural areas.

In the agricultural sector, women are at a disadvantage in terms of traditional norms, restricted market access, and physical strength. Rural women produce 70 percent of household food and provide over half of the total agricultural labor. Some studies estimate that rural women work 15–17 hours daily. However, women farmers and entrepreneurs are generally discriminated against in terms of control over productive resources (inputs and services) and in decision making, particularly those decisions related to when crops are sold, to whom they are sold, and what is done with the money from the sales.

- Do you agree with what has been said?
- How much do women contribute to the work load in your households?
- How active are women in your organization?
- What is inhibiting the participation of women as members? As board members?
- If women participate more in the organization, how can we decrease their burden at home?

Questions: Women's contributions & challenges

Q1. How are our women members beneficial to the organization?

Q2. Which organization-related activities are most time-consuming for women? In other words, which organization-related activities take the most time for women to do?

Q3. What are the constraints keeping us from fully realizing the full potential of women's contributions?

Questions: Solutions to challenges

Q4. What are three things that the organization can do to decrease the burden on women that will also help the organization meet its goals?

-
-
-

Q5. What are three things our organization should do to increase women's participation?

-
-
-

Our plan to decrease the burden of our female members, and to increase their participation in the organization:

List of ideas:

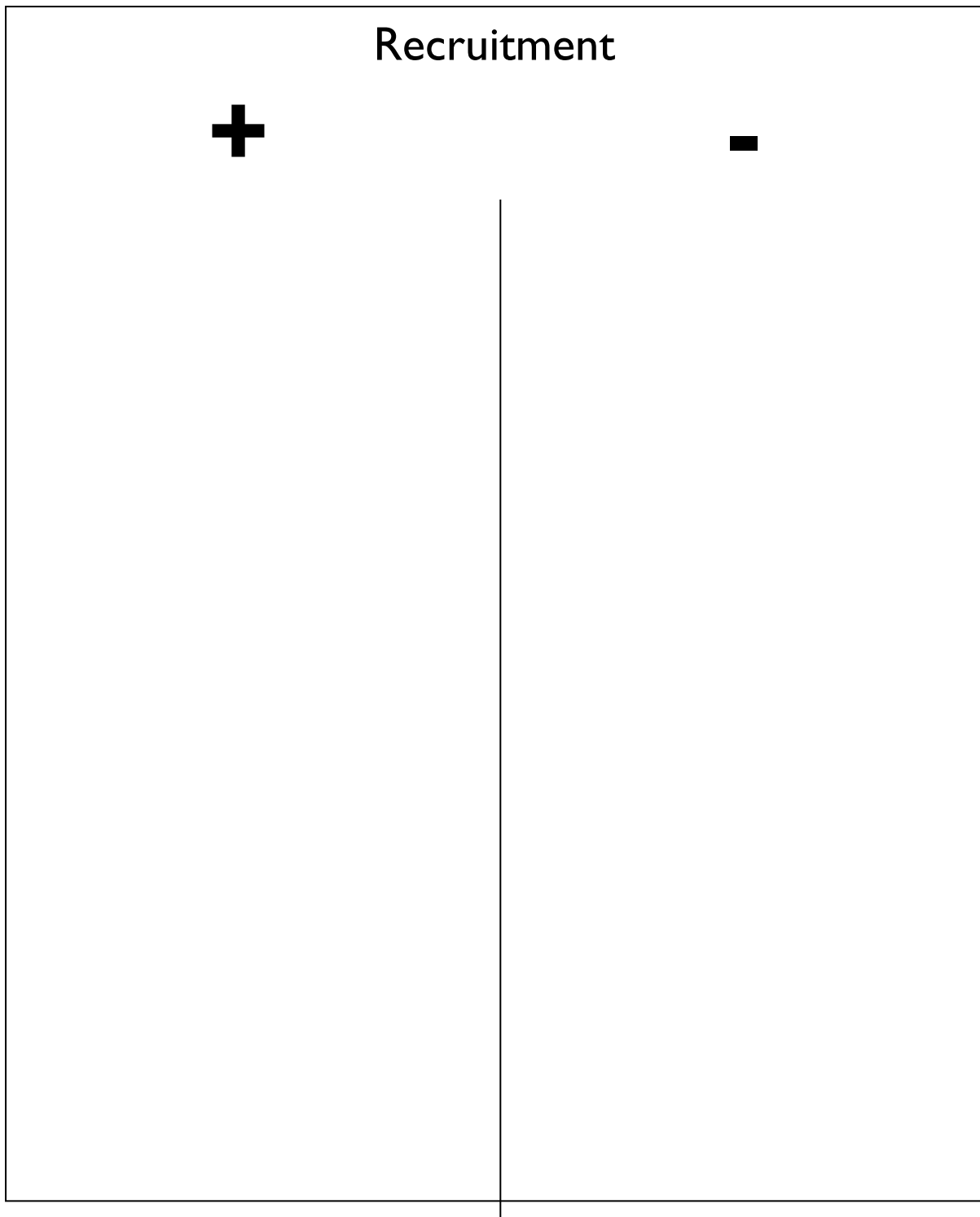
- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.

Priority action items

- 1.
- 2.
- 3.



Membership Plan



Retention

+

-

Communication



What do we need to do to improve membership management?

Recruitment

Strategy 1

Strategy 2

Retention

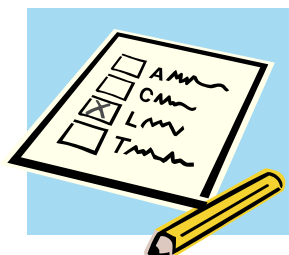
Strategy 3

Strategy 4

Communication

Strategy 5

Strategy 6



How are we going to address these six membership priorities?

Recruitment

Strategy 1:

Steps:

-
-
-

Recruitment

Strategy 2:

Steps:

-
-
-

Retention

Strategy 3:

Steps:

-
-
-

Retention

Strategy 4:

Steps:

-
-
-

Communication

Strategy 5:

Steps:

-
-
-

Communication

Strategy 6:

Steps:

-
-
-

Field Assignments

My assignment: _____

Others working with me on this assignment: _____

Assignment 1: Interview a buyer

This is a critical assignment for the next workshop. Meet with a buyer and ask him/her questions from the questionnaire on the next page.

Assignment 2: Document production history

Collect the following pieces of information which we will use in the next marketing workshop:

- Last year's total quantity of sales in MT
- A list all of all of the Organization's past buyers
- The price and amount of MT sold to each buyer
- The total number of members (men and women) in the Organization

Assignment 3: Bring a contract

In the next session, each Organization will need to have at least one contract for analysis. If they have never signed a contract, then ask them if they can find a contract from another source.

Assignment 4: Explain benefits of Organization to 3 non-members

This assignment entails using the list of benefits and purpose statement that the Organization crafted in the Organization benefits activities and presenting this message to three non-members to see their reaction and gather feedback.

Assignment 5: Design a promotional piece

The individuals design a promotional piece. They may not have the means to produce a document at this time, but they can draw a brochure or poster that they will use to communicate to existing members, potential members and stakeholders.

Buyer Interview Questions

Which crops do you buy?	
From whom do you typically purchase this crop?	
What are your quality specifications? What is the form of the product?	
What is the price range?	
What is the timing of your purchases? Do you purchase throughout the year or do you have specific times?	
For what type of quality are you willing to pay a higher price?	
What is the typical size or volume of a purchase?	
Where and how are the products sold? Do you pick up products or must they be delivered? What is the method and timing of the exchange?	
Do you sign contracts with your producers?	
Have you ever purchased from an organization? If yes, how did it go? If no, would you be interested?	
What do you do with the product you purchase?	
What are three primary concerns you have when purchasing?	<ol style="list-style-type: none"> 1. 2. 3.

Marketing

MODULE 2



Marketing

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Module 2: Marketing

Goal:

Participants will be able to identify market opportunities, assess their capacity to meet those opportunities and enter into well-negotiated contracts.



Value Chain

How is everyone connected?

Draw your value chain below

Market Map

Where do farmers and organizations sell crops?

On average, how many bags does a farmer in your organization harvest?

(a) _____

On average, how many bags does a farmer keep for eating?

(b) _____

This is how many bags, on average, a farmer has to sell?

(c) _____ = (a) - (b)

How many farmers are in your organization?

(d) _____

How many bags can members sell to the organization or elsewhere?

(e) _____ = (c) x (d)

Draw the market map below

Timing

When is the best time to sell crops?

A farmer is happy to sell when prices are high: 😊

A farmer is neutral when prices are normal: 😐

A farmer is sad to sell when prices are low: ☹️

Crop	J	F	M	A	M	J	J	A	S	O	N	D

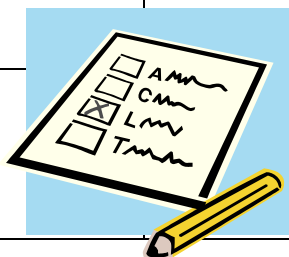
What are the best months to sell?

How can your organization sell during the best months?

Profit

How can we raise the price or lower the cost?

Raise the price	Lower the cost



Targets

Who are the desired buyers?

1	2	3	4	5	6
Buyer	Quality	Volume	Price	Current Quantity	Desired Quantity
MT Sold					
# of Members					

For Quality, Volume and Price

- Put a ↑ in boxes for high quality, large volumes or higher price.
- Put a ↓ in boxes for low quality, low volumes or lower prices.
- Put a – in boxes for moderate quality, moderate volumes or moderate prices.

Farmer Costs

What are the production costs for our members?

FARMER COST WORKSHEET

Size of cultivated land: _____ Acre / Hectare
(circle one)

Size of bag: _____ Kg

Average yield: _____ Bags of ___ Kg

Costs (TShs.)

Seed _____

Fertilizer _____

Herbicide _____

Pesticide _____

Bags _____

Labor _____

Labor _____

Labor _____

Transport _____

Total costs _____ ZMW

Cost per bag _____ ZMW / bag

Organization Costs

What are the marketing costs for our organization?

ORGANIZATION COST WORKSHEET

Size of bag: _____ Kg

Number of bags processed: _____ bags

Costs per bag

Cleaning _____

Handling _____

Fumigation _____

Supplies _____

Transport _____

Labor _____

Fee _____

Tax _____

Total Costs _____ ZMW

Organization cost per bag _____ ZMW / bag

Farmer cost per bag _____ ZMW / bag

Overall cost (Farmer + Organization) _____ ZMW / bag

Contracts

How can a contract be helpful to the organization?

- A. What are the benefits of a contract?

- B. What time of year should we commit to contracts?

- C. In addition to selling price, what other terms can be included in a contract?

- D. What percentage of our total sales do we want in contract? Why?

- E. When do we want payment?

- F. What happens if the organization fails to fulfill a contract?

- G. What are the major elements of a good contract?

Contract Improvements

How can contracts be improved?

1.

2.

3.

4.

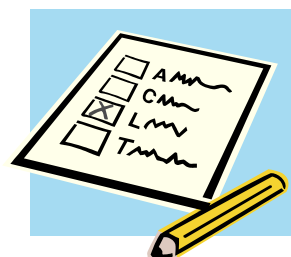
5.

6.

7.

8.

9.



Negotiation

What is an effective negotiation?

Where in life do you negotiate?

What is negotiation?

Why are negotiations important?

When is a negotiation successful?

How should we prepare for negotiating?

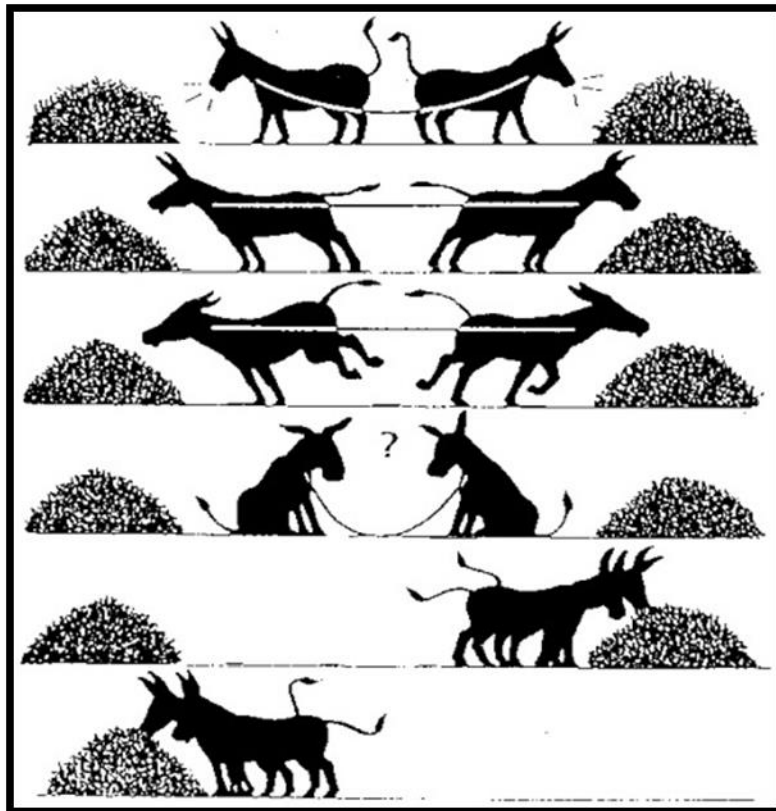
Understanding Needs

What are the needs of the Organization and the Buyer?

Organization Needs	Buyer Needs

Collaboration Opportunities

How can collaboration be helpful?



How can organizations collaborate together? (List the topics here)

A.

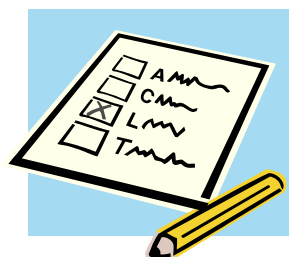
B.

C.

D.

E.

F.



Collaboration Plans

Topic A:

How can farmer organizations work together on this topic?

What are the specific benefits, and how much money could be saved or earned?

What are the next three actions to start this idea?

- 1.
- 2.
- 3.

Topic B:

How can farmer organizations work together on this topic?

What are the specific benefits, and how much money could be saved or earned?

What are the next three actions to start this idea?

- 1.
- 2.
- 3.

Topic C:

How can farmer organizations work together on this topic?

What are the specific benefits, and how much money could be saved or earned?

What are the next three actions to start this idea?

- 1.
- 2.
- 3.

Topic D:

How can farmer organizations work together on this topic?

What are the specific benefits, and how much money could be saved or earned?

What are the next three actions to start this idea?

- 1.
- 2.
- 3.

Topic E:

How can farmer organizations work together on this topic?

What are the specific benefits, and how much money could be saved or earned?

What are the next three actions to start this idea?

- 1.
- 2.
- 3.

Topic F:

How can farmer organizations work together on this topic?

What are the specific benefits, and how much money could be saved or earned?

What are the next three actions to start this idea?

- 1.
- 2.
- 3.

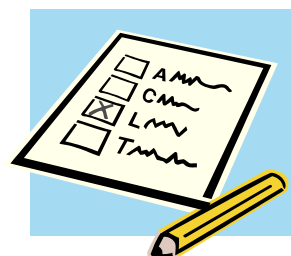
Challenges

What challenges do we need to overcome?

Challenge	Reasons for happening?	What can we do?
SIDE SELLING		
BREAKING A CONTRACT		
<hr/> <hr/>		



Challenge	Reasons for happening?	What can we do?
<p>POOR QUALITY</p>		
<p>LOW PARTICIPATION</p>		

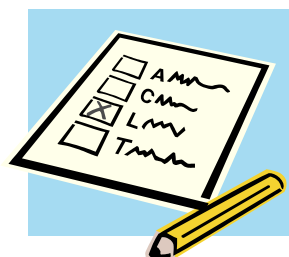


Priorities

What activities will we do to improve our marketing?

Priority 1
Priority 2
Priority 3
Priority 4
Priority 5

Other Priorities



Action Items

What tasks are necessary to pursue our priorities?

Priority 1			
Task	Who	When	Cost
1			
2			
3			
4			
5			

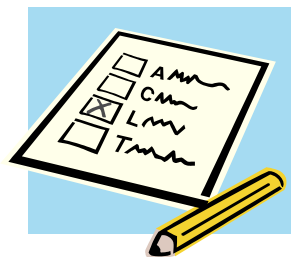
Priority 2			
Task	Who	When	Cost
1			
2			
3			
4			
5			

Priority 3			
Task	Who	When	Cost
1			
2			
3			
4			
5			

Priority 5			
Task	Who	When	Cost
1			
2			
3			
4			
5			

Priority 6			
Task	Who	When	Cost
1			
2			
3			
4			
5			

Priority 7			
Task	Who	When	Cost
1			
2			
3			
4			
5			



Field Assignments

My assignment: _____

Others working with me on this assignment: _____

Assignment 1: Forecast

Based on the marketing targets, determine the following information:

- What is our estimated production capacity with current membership, cultivated land, AND productivity levels?
- What are members' needs in terms of inputs (seeds and fertilizer), production, harvesting, storage, and transport?
- How much losses have we encountered in the past and how much do we hope to decrease that amount by due to recent technical training?
- How much can our collection points bulk per day, per week?

Assignment 2: Record Keeping Preparation

Find all the recording keeping books and bring them to the next session.

- Purchase new books, ledgers and a case or bag if necessary

Assignment 3: Draft New Contract

Based on the interview with a buyer and the areas of improvements (Contract Improvements), draft an improved contract with the suggestions the Organization created and prioritized.

Money

MODULE 3



Money

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Module 3: Money

Goal:

Participants learn how to independently track a variety of important financial records, aiding them in making better informed future market decisions.



Recordkeeping Fundamentals

What is financial accounting?

- What happens if you don't keep good records?
- What are the most important records?
- Which records are mandated by law?
- Which are the main recordkeeping documents all organizations should manage?
- Who is responsible for maintaining and storing records?

Cash Receipt Voucher & Payment Voucher

Cash Receipt Voucher

_____ Organization

☎ _____ 📄 _____ ☒ _____

No _____

Date _____

Received From _____

Amount (in figures) _____ In words _____

Purpose _____

Cash Cheque No _____

Account Title	Debit		Credit	

Signature of the Cashier

Distribution

Original – Customer / or depositor 1st copy - Accounts 2nd Copy - pad

Payment Voucher

_____ Organization
 ☎ _____ 📄 _____ ☒ _____

No _____

Date _____

Payee _____

Amount Paid

In words _____

Purpose of Payment

Payment Method : Cash Cheque No _____

Account Title	Debit		Credit	

 Recipient's Signature

 Prepared by
 (If there is an accountant)

 Checked by
 (Chief accountant)

 Approved by
 (Chairman)

Distribution: Original: Accounts 1st copy: Pad

Cash Book

Date	Reference		Description	Cash collection	Cash payment	Balance
	Cash Receipt No	Cash Payment voucher				
			Balance Brought Forward			
			Balance Carried Forward			
Total						

Bank Book (Payment Voucher)

Payment Voucher

_____ Organization







No _____

Date _____

Payee _____

Amount Paid

Purpose of Payment _____

Payment Method : Cash Cheque No _____

Account Title	Debit		Credit	

Recipient's Signature

Prepared by
(If there is an accountant)

Checked by
(Chief accountant)

Approved by
(Chairman)

Distribution: Original: Accounts 1st copy: Pad

Bank Book

Date	Reference		Description	Debit	Credit	Balance
	Deposit Slip	Cheque Payment voucher				
			Balance Brought Forward			
Total						

Collection Register

Date	Receipt Voucher No	Description	Amount	Type of collection			
				Share	Registration fee	Sales of:	Sales of:
Total							

Sales Register

Date	Issue Voucher / Invoice No	Buyer	Unit	Quantity	Unit Price	Total Price	Products			
							Crop:		Crop:	
							Kg	ZMW	Kg	ZMW
Balance Brought Forward										
Total										
Balance Carried Forward										
Average Price										

Payment Register

Date	Voucher No	Cheque No	Petty Cash Voucher No	Description	Amount	Purpose of payment										
						Purchase of Crop:	Purchase of Crop:	Rent	Office Supplies	Salary	Telephone	Allowance				
		Balance Brought Forward														
		Balance Carried Forward														

Profit and loss account / Income statement

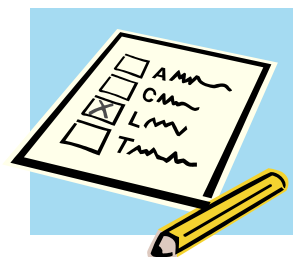
PROFIT AND LOSS STATEMENT	
Name of Organization: _____	
For the period From: _____ To: _____	
<i>Items</i>	<i>Amount</i>
Income	
_ Maize	
_ Bean	
_ Other	
Total Income	
Expenditure	
_ Maize	
_ Bean	
_ Other	
_ Other	
Total expenditure	
Profit (Loss) for the period	

Auditing

Audit Preparation

What are the tasks incumbent on the management committee?

What are the elements of management that are subject to routine audit?



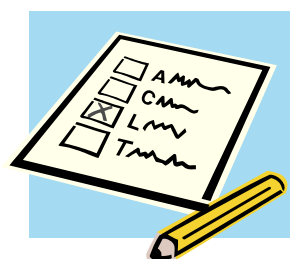
Reporting to Members

Report to be presented	Important Information on this report	Person to present this report

- Why is it important to inform members about the finances?

- What happens if members lack information about the finances?

- How else can the board help members stay informed about the finances?



Field Assignment

My assignment: _____

Others working with me on this assignment: _____

Assignment 1: Draft report to members/stakeholders

Based on all of the content that we have covered in the last three sessions, a small team needs to begin to plan how this information will be reported to members at the upcoming General Meeting. Answer the following questions:

- What topics are important for us to discuss with members?

- What have we created that we want to share with the members?

- What should be on the next agenda?

Assignment 2: Update all record books

Review the existing records and update to the desired formats. Ensure that records are kept in a safe location. Ensure that people using the record books completely understand how to maintain the books. Also, show the supervisory committee each of the books and explain how they are used.

Management

MODULE 4



Management

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Module 4: Management

Goal

Participants identify ways to improve the business operations of the farmer organization.



Communications Plan

External Audiences

1.

2.

3.

4

5.

6.

1.	
What does our association need to know from them?	Who does our association need to communicate to them?

2.	
What does our association need to know from them?	Who does our association need to communicate to them?

3.

What does our association need to know from them?

Who does our association need to communicate to them?

4.

What does our association need to know from them?

Who does our association need to communicate to them?

5.

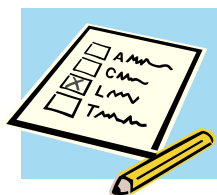
What does our association need to know from them?

Who does our association need to communicate to them?

6.

What does our association need to know from them?

Who does our association need to communicate to them?



Internal Controls

Product flow diagram

Priority internal controls for operations

1)

2)

Planning for internal controls

Operations

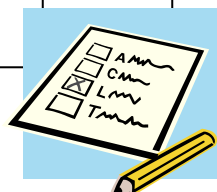
Topic/action:	
<u>Task</u>	<u>Who</u>

Topic/action:	
<u>Task</u>	<u>Who</u>

Materials

Topic/action:	
<u>Task</u>	<u>Who</u>

Topic/action:	
<u>Task</u>	<u>Who</u>



Cash Flow

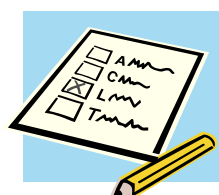
What is the total cost of our monthly operating expenses?

How much do we want for emergency expenses?

What is the cost of season production/aggregation?

Other major annual expenses (include description)?

What is our current level of RISK?



Cash-flow forecast

Name of organization _____

Planning period: from _____ to _____

	Months of the year											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
STARTING CASH BALANCE (A) →												
Cash coming in												
Sales of commodities												
Annual subscription fee												
Membership fee												
Credit collection (from members)												
Loan												
Total cash coming in (B)												
Cash going out												
Operating cost												
Purchase of products												
Fixed asset (investment)												
Loan repayment												
Total cash going out (C)												
ENDING CASH BALANCE (A + B - C) →												

Credit

Questions about credit

1. What are our sources of financing?
2. What are the dangers of using credit?
3. What costs are associated with getting a loan?
4. What is the role of the board of directors in managing credit?
5. What is the organization manager's role in credit?
6. What types of activities or systems must we have in place in order to get the best financing possible?

7. Why is credit necessary? What is the purpose of our loan?

8. How much credit do we need?

9. What problems have we had in obtaining credit in the past?

10. What do we need to put in place in order to confidently manage the loan?



Questions we have for the financial institution:

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Self-assessment

1. MEMBERSHIP	SCORE	PRIORITIES
1.1 Recruitment		<input type="checkbox"/>
1.2 Retention		<input type="checkbox"/>
1.3 Annual general meetings		<input type="checkbox"/>
1.4 AGM agenda		<input type="checkbox"/>
1.5 Feedback		<input type="checkbox"/>
1.6 Outreach		<input type="checkbox"/>
1.7 Involvement		<input type="checkbox"/>
1.8 Fees		<input type="checkbox"/>

2. MARKETING	SCORE	PRIORITIES
2.1 Participation		<input type="checkbox"/>
2.2 Buyers		<input type="checkbox"/>
2.3 Quality		<input type="checkbox"/>
2.4 Storage		<input type="checkbox"/>
2.5 Working capital		<input type="checkbox"/>
2.6 Marketing plan		<input type="checkbox"/>
2.7 Personnel		<input type="checkbox"/>
2.8 Marketing experience		<input type="checkbox"/>

3. MONEY	SCORE	PRIORITIES
3.1 Accountant		<input type="checkbox"/>
3.2 Accounting procedures		<input type="checkbox"/>
3.3 Strength of audit		<input type="checkbox"/>
3.4 Profit and loss statement		<input type="checkbox"/>
3.5 Profitability		<input type="checkbox"/>
3.6 Bank account		<input type="checkbox"/>
3.7 Cash flow		<input type="checkbox"/>
3.8 Balance sheet		<input type="checkbox"/>
3.9 Recordkeeping		<input type="checkbox"/>

4. MANAGEMENT	SCORE	PRIORITIES
4.1 Legal status		<input type="checkbox"/>
4.2 Bylaws		<input type="checkbox"/>
4.3 Board of directors		<input type="checkbox"/>
4.4 Election of board of directors		<input type="checkbox"/>
4.5 Supervisory committee		<input type="checkbox"/>
4.6 Business plan		<input type="checkbox"/>
4.7 Manager		<input type="checkbox"/>
4.8 Operating procedures		<input type="checkbox"/>

1. Membership

1.1 Recruitment

- (1) There is no formal membership campaign or any informal efforts to attract new members (i.e., potential members approach the organization to initiate joining).
- (2) There is no formal membership campaign, but members are encouraged to attract new members although there is no formal referral process.
- (3) There has been at least one attempt in the last two years to conduct a membership campaign.
- (4) There is a clearly articulated membership campaign with annual activities or promotional materials that target both men and women; members receive recognition for bringing in new members.

1.2 Retention

- (1) There are no accurate records of members or member activity; or, 50 percent of members left the organization or did not participate in the last year.
- (2) There are accurate records of members and member activity, but membership participation of existing members has declined for each of the last three years.
- (3) There are accurate records of members and member activity, but membership participation of existing members has been flat (within 5 percent up or down, *cumulative*) for the last three years.
- (4) There are accurate records of members and member activity, and membership participation of existing members has increased by more than 5 percent for *each* of the last three years.

1.3 Annual general meetings (AGM)

- (1) There has not been an AGM in the last two years.
- (2) There is an AGM every year, but attendance is below 50 percent or there is no published agenda.
- (3) There is an AGM every year with at least 50 percent member attendance and there is a published agenda.
- (4) There is an AGM every year with at least 50 percent member attendance and a published agenda, and women account for a third of the members who attend.

1.4 AGM agenda

- (1) AGM does not have a formal agenda.
- (2) AGM has a published agenda, but it does not include all the items listed on the agenda nor are minutes (notes from previous meeting) distributed.
- (3) AGM has a formal agenda and distributed minutes reflecting the following: board elections, management changes, new member acceptance, requests for services, business plan progress report, accountant/auditor report on financial status and all other items specified in bylaws and operating procedures.
- (4) AGM has a formal agenda and distributed minutes reflecting the above activities, and minutes are distributed (or explained through regional representatives) to all nonattending male and female members.

1.5 Member feedback

- (1) There is no AGM nor is there any formal process for collecting member feedback.
- (2) There is an AGM but members neither vote for board members or bylaw changes, nor are they asked for comments on operations; there is no other formal process for collecting member feedback.
- (3) There is an AGM where members vote for board members and bylaw changes; also, members are able to give open-ended feedback either at the AGM or through regional representatives.
- (4) There is an AGM where members vote for board members and bylaw changes; members are able to give open-ended feedback either at the AGM or through regional representatives; the organization actively solicits member feedback through regional representatives, the supervisory committee or through a defined organization process.

1.6 Member outreach

- (1) There are no planned or systematic efforts to inform members about available services, marketing opportunities and financial status.
- (2) Members are informed only at the AGM about available services, marketing opportunities and financial status.
- (3) Members are routinely informed throughout the year about available services, marketing opportunities and financial status.
- (4) Members are notified within 30 days of any significant changes in available services, marketing opportunities and financial status.

1.7 Member involvement

- (1) Less than 25 percent of members voted at the AGM or used organization services in the last year, or there are no records to accurately measure participation.
- (2) Between 25 and 75 percent of members voted at the AGM and used at least one organization service in the last year.
- (3) Over 75 percent of members voted at the AGM and used at least one organization service in the last year.
- (4) Over 75 percent of members voted at the AGM and used at least one organization service in the last year, and at least 30 percent of those who voted and participated were women.

1.8. Membership fees

- (1) There are no membership fees charged or shares sold to new members.
- (2) Membership fees or shares sold are inconsistently collected from all members.
- (3) Membership fees or shares sold are consistently collected from all members.
- (4) Membership fees or shares sold are consistently collected from all members, and records indicate date and amount paid by each member.

2. Marketing

2.1 Participation

- (1) Few members (less than 10 percent) sell through the organization, and those that do participate sell less than half of their surplus through the organization.
- (2) A majority of members (more than 50 percent) sell through the organization, but those that do participate sell less than half of their surplus through the organization.
- (3) A majority of members (more than 50 percent) sell through the organization, and they sell at least half of their surplus through the organization.
- (4) Nearly all members (more than 90 percent) sell through the organization, and they sell at least half of their surplus through the organization.

2.2 Buyers

- (1) There are no contracts or letters of commitment from any buyers.
- (2) There is at least one contract, but more than 60 percent of sales is to a single buyer.
- (3) There is at least one contract, and there are at least three buyers with no more than 40 percent going to a single buyer.
- (4) There is at least one contract, and there are at least three buyers with no more than 40 percent going to a single buyer. At least one contract has been negotiated to address terms other than value and volume to the benefit of the organization.

2.3 Quality

- (1) There is no quality inspection program conducted by the organization.
- (2) There is minimal inspection by the organization of incoming product, and the organization sells product at the lowest quality level.
- (3) The organization has documented quality standards by which they inspect incoming product, and the product meets a higher quality standard as defined by the market or buyer.
- (4) The organization has documented quality standards by which they inspect incoming product, and the product meets a higher quality standard as defined by the market or buyer. The organization actively informs or trains members on these quality standards prior to the planting and/or harvest season.

2.4 Storage

- (1) There is no storage facility available (owned or rented) to the organization.
- (2) There is a storage facility available to the organization, but it is too small to meet current volume.
- (3) There is a storage facility available to the organization and it is of adequate size, but the storage facility is not able to hold product long-term (more than 30 days) without loss of quality or theft.
- (4) There is a storage facility available to the organization and it is adequate. The storage facility is also able to hold product long-term without loss of quality or theft.

2.5 Working capital

- (1) The organization cannot pay members until the buyer has paid the organization, and the buyer does not pay the organization until at least 10 days after receiving the product.
- (2) The organization cannot pay members until the buyer has paid the organization, which occurs at the time of receiving the product from the organization.
- (3) The organization is able to pay members at least half of the amount due to members at the time of collection from the members.
- (4) The organization is able to pay members the entire amount due to members at the time of collection from the members.

2.6 Marketing plan

- (1) The organization has never documented a marketing plan that includes sales targets, buyers, volume and value.
- (2) The organization has at least once documented a marketing plan that includes sales targets, buyers, volume, and value, but it has never achieved the sales targets of the marketing plan.
- (3) The organization has at least once documented a marketing plan that includes sales targets, buyers, volume, and value, and it has achieved the sales targets of the marketing plan.
- (4) The organization has documented a marketing plan that includes sales targets, buyers, volume and value; it has achieved the sales targets of the marketing plan; and it communicates the marketing plan to membership prior to the start of the planting season.

2.7 Personnel

- (1) The organization does not have personnel dedicated to marketing functions in both roles of buyer outreach and quality control.
- (2) The organization does not have personnel dedicated to marketing functions in both roles of buyer outreach and quality control, but it has received temporary support in these functions from another organization or government agency.
- (3) The organization has personnel dedicated to marketing functions for both buyer outreach and quality control; however, these individuals lack the required training to adequately fulfill these roles.
- (4) The organization has personnel dedicated to marketing functions for both buyer outreach and quality control, and these individuals have the required training to adequately fulfill these roles.

2.8 Marketing experience

- (1) The organization has not conducted any collective sales, or the collective sales involved less than 20 percent of the members.
- (2) The organization has conducted at least one collective sale that included at least 20 percent of the members.
- (3) The organization has conducted at least two collective sales with each sale involving at least 50 percent of the members.
- (4) The organization has conducted at least three collective sales with each sale involving at least 75 percent of the members.

3. Money

3.1 Accountant

- (1) There is no paid accountant.
- (2) There is a paid accountant, but there is no job description or clear list of responsibilities.
- (3) There is a paid accountant with an accurate job description and clear responsibilities.
- (4) There is a paid accountant with an accurate job description and clear responsibilities, and the accountant provides financial reports directly to the BOD and/or supervisory committee.

3.2 Accounting procedures

- (1) There is no accounting manual or informal documentation of procedures.
- (2) There is no accounting manual, but several processes are documented.
- (3) There is an accounting manual that documents processes for all transactions related to money, assets and product; it is unclear if there is adherence to the manual.
- (4) There is an accounting manual with documented processes for all money, asset, and product transactions, and there has been a procedural audit within the last year to ensure compliance.

3.3 Strength of Audit

- (1) No external audit is completed.
- (2) A basic compliance oriented audit is completed by a government agency.
- (3) An audit is conducted by a registered external auditor, but final results are not widely distributed or the audit has not been conducted annually for the last three years.
- (4) An annual audit has been conducted for the last three years by a registered external auditor selected by the members or supervisory committee; results are widely distributed to all members.

3.4 Profit and Loss (P&L) Statement

- (1) There is no accurate record of revenues, expenses and administrative/fixed costs.
- (2) There is an accurate record of one area (record, expenses, administrative costs).
- (3) There is a record of all revenues, expenses and fixed costs, but they have not been reconciled to bank statements or confirmed by an external auditor.
- (4) The P&L net income is represented in the balance sheet and is confirmed through a reconciliation of bank statements or by an external auditor.

3.5 Profitability

- (1) The organization is unprofitable or is unable to determine if they are profitable.
- (2) The organization is able to demonstrate just one profitable year in the last three years.
- (3) The organization is able to demonstrate profitability for the last year.
- (4) The organization has demonstrated an upward trend in profitability for the last three years.

3.6 Bank account

- (1) No formal bank account.
- (2) There is a bank account but not in the name of the organization or with appropriate signatories.
- (3) There is a bank account in the name of the organization with appropriate signatories, but the account is not reconciled monthly or there is no separation in duties between authorization and disbursement of funds.
- (4) There is a bank account in the name of the organization with appropriate signatories that is reconciled monthly with a separation in duties between authorization and disbursement of funds.

3.7 Cash Flow

- (1) Organization is routinely short on operating costs and is unable to pay members for product until it is sold to buyer.
- (2) Organization is current on operating costs but is unable to pay members for product until it is sold to buyer.
- (3) Organization is able to pay members at time of collection; organization routinely saves money in a reserve fund.
- (4) Organization is able to pay members at time of collection and routinely saves money in a reserve fund; organization has established a line of credit.

3.8 Balance Sheet

- (1) There is no balance sheet and no separate listings of assets, liabilities and equities.
- (2) There is no balance sheet, but there are separate listings of assets, liabilities and equities, but they have not been reconciled (balanced) to each other or there is no detailed schedule for each asset, liability and equity.
- (3) There is a reconciled balance sheet with assets, liabilities and equities and a detailed schedule for each line item, but there are no amortization, depreciation or equity payment schedules.
- (4) There is a reconciled balance sheet with assets, liabilities and equities and a detailed schedule for each line item, and there are amortization, depreciation and equity payment schedules.

3.9 Record Keeping

- (1) There is no master list of all record books, or all record books are not maintained in a safe location to reduce loss to theft or conditions.
- (2) There is a master list of all record books and all record books are maintained in a safe location, but most of the records do not appear to be current or legible.
- (3) There is a master list of all record books, they are maintained in a safe location and they are current and legible.
- (4) There is a master list of all record books; they are safe, current and legible; and there are adequate internal controls (receipts, double signatures, etc.) to ensure the accuracy of entries.

4. Management

4.1 Legal status

- (1) The organization is not legally registered and the government is taking hostile actions against the organization.
- (2) The organization is not legally registered, but the government is not interfering with operations.
- (3) The organization is legally registered.
- (4) The organization is legally registered and receives training, advisory services or other assistance from the government.

4.2 Bylaws

- (1) There are no bylaws.
- (2) There are bylaws, but they are simply a copy of government mandated bylaws or written to meet minimum government standards.
- (3) There are bylaws that have been written to describe the mission of the organization, election protocols, and membership rights and that have been adapted to serve the needs of the organization.
- (4) There are bylaws that have been written to describe the mission of the organization, election protocols and membership rights and have been adapted to serve the needs of the organization; they have been reviewed within the last two years to ensure accuracy.

4.3 Board of directors (BOD)

- (1) There is no officially recognized BOD; the organization is run by a community leader(s).
- (2) There is a BOD, but its roles and responsibilities are not clearly defined.
- (3) There is a BOD with clearly defined governing roles and responsibilities, but they make a significant number of operational decisions.
- (4) There is a BOD that acts within clearly defined governing roles and responsibilities, and they have received some form of training or conducted an assessment (self or external) in the last two years.

4.4 Election of board of directors

- (1) The BOD was not elected and they have been in place beyond the terms specified in the bylaws; or, there are no bylaws to specify length of term.
- (2) The BOD was elected by members and according to bylaws, but they have been in position beyond the stated term or term limit.
- (3) The BOD was elected by members and according to bylaws, and they have not exceeded the stated term or term limits.
- (4) The BOD was elected by members and according to bylaws without exceeding terms or term limits; members have an opportunity to nominate BOD candidates and the BOD has adequate regional/gender representation of the membership.

4.5 Supervisory committee

- (1) There is no supervisory committee.
- (2) There is a named supervisory committee, but it meets less than once per year and has no written action plan or internal audit plan.
- (3) The supervisory committee meets regularly and follows a written plan.
- (4) The supervisory committee meets regularly, follows a written plan, and reports findings back to general membership.

4.6 Business plan

- (1) There is no documented business plan.
- (2) There is a business plan, but it is neither current nor used by the organization.
- (3) The business plan is regularly used to define organization priorities and ongoing activities.
- (4) The business plan is regularly used to define organization priorities and ongoing activities, and progress towards these plans is evaluated and reported to membership and the board.

4.7 Manager

- (1) There is no paid manager.
- (2) There is a paid manager selected by the board, but there is no job description or clear list of responsibilities that are separate from the board's responsibilities.
- (3) There is a paid manager with an accurate job description and clear responsibilities separate from the board's responsibilities.
- (4) There is a paid manager with an accurate job description and clear responsibilities separate from the board's responsibilities; the manager receives detailed performance feedback and development opportunities.

4.8 Standard operating procedures (SOPs)

- (1) There are no documented SOPs.
- (2) There are documented SOPs, but they do not cover all areas, they are not followed or they are not readily accessible by staff/members.
- (3) There are documented and accessible SOPs with a sampling of procedures that appear to be followed accordingly.
- (4) There are documented, accessible and adhered policies with routine inspection and updating of procedures.

Business Goal

GOALS

Crop: _____

Crop: _____

SALES

_____ MT

_____ MT

_____ ZMW

_____ ZMW

PRICE

_____ ZMW / MT

_____ ZMW / MT

MEMBERS

_____ ()men ()women

Membership

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Marketing

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Money

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Management

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Membership – Immediate Priorities

Action Item 1:

Action Item 2:

Action Item 1 for Membership:

Goal:			
Tasks	Who	When	Cost
1			
2			
3			
4			
5			
6			

Action Item 2 for Membership:

Goal:			
Tasks	Who	When	Cost
1			
2			
3			
4			
5			
6			

Marketing – Immediate Priorities

Action Item 1:

Action Item 2:

Action Item 1 for Marketing:

Goal:

Tasks

Who

When

Cost

1

2

3

4

5

6

Action Item 2 for Marketing:

Goal:

Tasks

Who (1 person)

When

Cost

1

2

3

4

5

6

Money – Immediate Priorities

Action Item 1:
Action Item 2:

Action Item 1 for Money:

Goal:			
Tasks	Who	When	Cost
1			
2			
3			
4			
5			
6			

Action Item 2 for Money:

Goal:			
Tasks	Who (1 person)	When	Cost
1			
2			
3			
4			
5			
6			

Management – Immediate Priorities

Action Item 1:

Action Item 2:

Action Item 1 for Management:

Goal:

Tasks

Who (1 person)

When

Cost

1

2

3

4

5

6

Action Item 2 for Management:

Goal:

Tasks

Who (1 person)

When

Cost

1

2

3

4

5

6

Field Assignment

My assignment: _____

Others working with me on this assignment: _____

Assignment 1: Business plan

Representatives from the organization should continue developing work plans for the action items listed in the business planning activity. They should prepare a presentation to the membership.

Assignment 2: Member outreach activity

A small group needs to act on the member outreach activities identified in the beginning of this Planning Book (retention, communication, recruitment). They need to begin working towards their target goal for number of members.

Assignment 3: Complete internal control checklist

A small team needs to complete the review of all process and material risks, and to establish the internal controls that were identified.

Assignment 4: Meet with a project Finance Specialist and/or Financial Institution

To continue discussions on access to credit and to better prepare the Organization to submit a loan application, Organization leaders should meet with a project Finance Specialist to pursue a smart plan for accessing credit. If they still have unanswered questions from the credit activity, they should assign a small group to meet with a financial institution and get their questions answered.

Additional Notes:

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