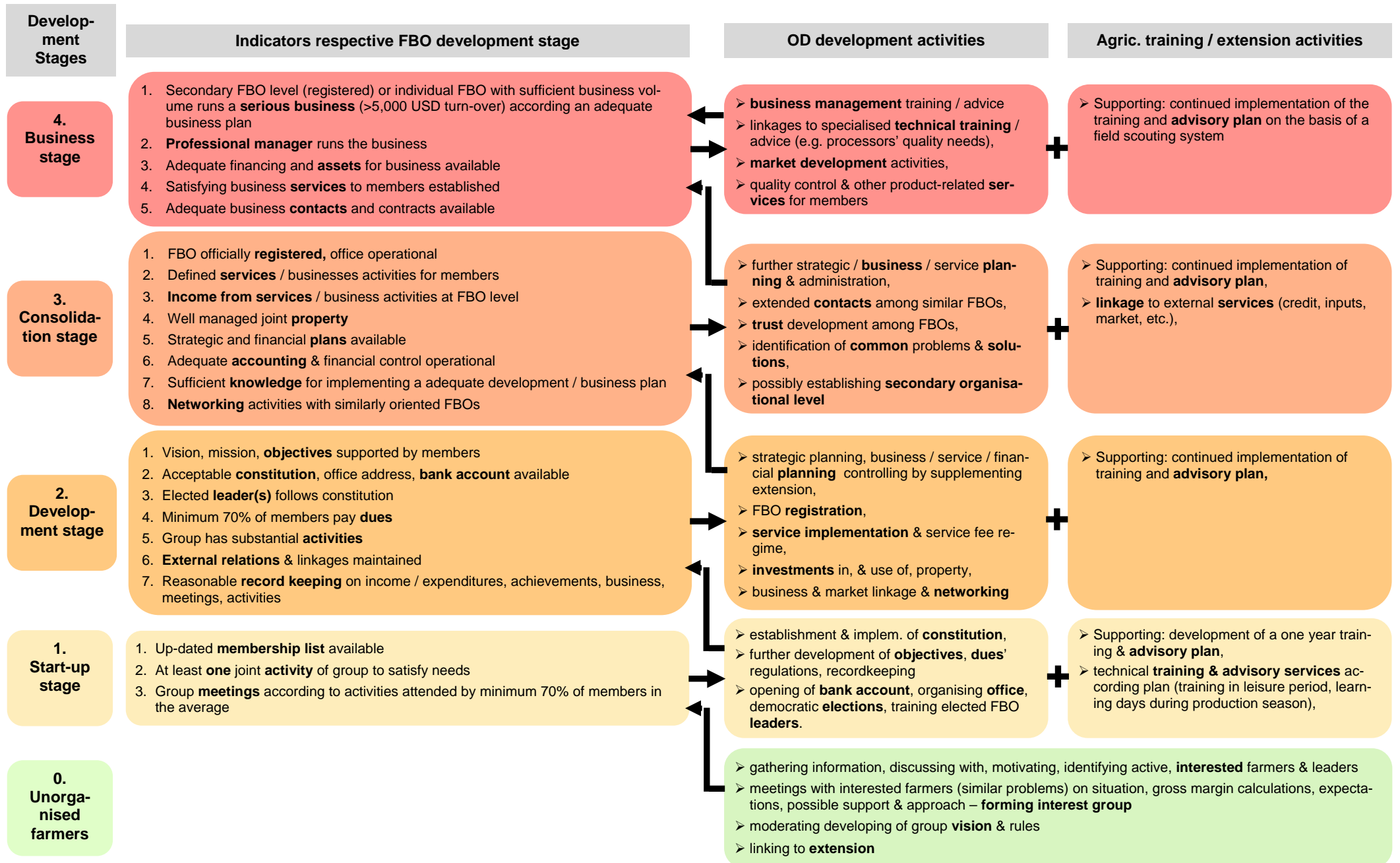


MOAP Component 3: FBO Classification System according to OD Criteria



FBO development stages and training & advisory needs at each stage

0. Unorganised farmers

1. Start-up stage

2. Development stage

3. Consolidation stage

4. Business stage

Indicators for having reached the FBO development stage

1. FBO has up-dated **membership list**
2. Members have at least **one** joint **activity** to satisfy their needs
3. FBO carried out group **meetings** according to activities which are attended by minimum 70% of members in the average

4. FBO has clear **vision & mission**
5. Has clear **objectives** understood by members
6. Has acceptable **constitution**, of-
fice address
7. Has **bank account**
8. Has elected, **functional leaders &**
follows decision-making according
to constitution
9. Min. 70% of members pay **dues**
10. Has substantial group **activities**
11. Has external relations & linkages
12. Has **records** in reasonable form
on income / expenditures, of meet-
ings and activities
13. Has data on key achievements /
activities

Indicators for having reached the FBO development stage

14. FBO is officially **registered** and
has office
15. Has defined **services** and / or
businesses activities for members
16. Has **income from services** and /
or business activities at FBO level
17. Has joint **property**, which is well
managed
18. Has strategic and financial **plans**
(budgets)
19. Operates adequate **accounting &**
financial control system
20. Has sufficient **knowledge** for im-
plementing the development /
business plan
21. Is **networking** with similarly ori-
ented FBOs

22. Secondary level of (registered)
FBO or individual FBO with suffi-
cient business volume runs a **se-
rious business** (minimum turn-
over of at least 2,000 USD) ac-
cording an adequate business
plan
23. Has employed a **professional
manager** for running the business
24. Has adequate financing (budgets)
and **assets** to run the business
25. Provides satisfying business ser-
vices to members
26. Has adequate business **contacts**
and contracts

Training / advisory modules for FBO development

- Discussing with farmers (male & female) **individually**, gathering information & motivating farmers
- Identifying active, **interested** farmers & leaders
- Carrying out **meetings** with interested farmers of similar problems on actual situation, carrying out simplified gross margin calculations, finding out expectations, explaining possible (immaterial) support & approach through advisory / training services – forming an interest group
- Moderating development of **vision** & rules of group
- Linking to **extension**

- Developing with the group a one year training & **advisory plan**
- Providing technical **training & advisory services** according group plan (training modules for leisure period, operation learning days during production season)
- Moderating establishment of **constitution** & its implementation
- Supporting further development of vision, mission, objectives & **targets**, dues' regulations, recording
- Facilitating opening of **bank account**, address and office questions
- Supporting democratic elections
- Training FBO elected leaders

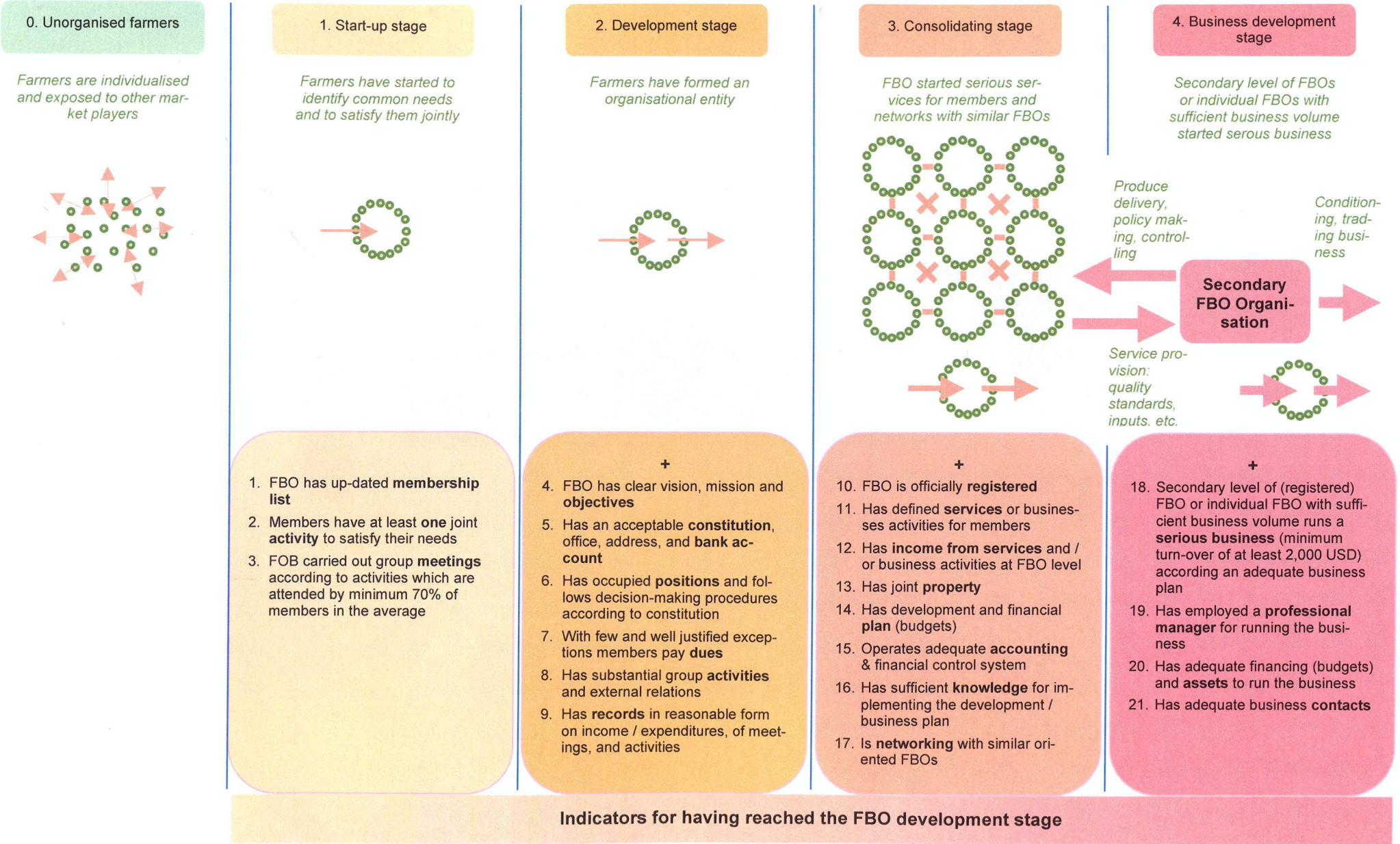
- Continuing implementation of the training and **advisory plan**
- Supporting business / service & financial **planning** of FBO supplementing extension
- Supporting FBO **registration**
- Supporting strategic planning & **financial controlling**
- Facilitating **services implementation** & service fee payment regime
- Supporting **investments** in property & its use
- Facilitating business & market linkage & **networking**

- Continuing implementation of the training and **advisory plan**
- Facilitating **linkage** to external **services** (credit, inputs, market, etc.)
- Supporting further strategic / **business** / service **planning** & administration
- Facilitating extended **contacts** among similar FBOs
- Moderating **trust** development among FBOs
- Moderating identification of **common** problems & **solutions**
- If needed, supporting establishing of a **secondary organisation level**

Training / advisory modules for FBO development

- Continuing implementation of the training and **advisory plan**
- Providing **business management** training / advice
- Linking to specialised **technical training** / advice (e.g. extension services from processors)
- Supporting **market development** activities
- Training / advising in quality control & other product-related **services** for members

MOAP Component 3: Definition of FBO Development Stages



- 1. FBO has up-dated **membership list**
- 2. Members have at least **one joint activity** to satisfy their needs
- 3. FBO carried out group **meetings** according to activities which are attended by minimum 70% of members in the average

- 4. FBO has clear vision, mission and **objectives**
- 5. Has an acceptable **constitution**, office, address, and **bank account**
- 6. Has occupied **positions** and follows decision-making procedures according to constitution
- 7. With few and well justified exceptions members pay **dues**
- 8. Has substantial group **activities** and external relations
- 9. Has **records** in reasonable form on income / expenditures, of meetings, and activities

- 10. FBO is officially **registered**
- 11. Has defined **services** or business activities for members
- 12. Has **income from services** and / or business activities at FBO level
- 13. Has joint **property**
- 14. Has development and financial **plan** (budgets)
- 15. Operates adequate **accounting & financial control system**
- 16. Has sufficient **knowledge** for implementing the development / business plan
- 17. Is **networking** with similar oriented FBOs

- 18. Secondary level of (registered) FBO or individual FBO with sufficient business volume runs a **serious business** (minimum turn-over of at least 2,000 USD) according an adequate business plan
- 19. Has employed a **professional manager** for running the business
- 20. Has adequate financing (budgets) and **assets** to run the business
- 21. Has adequate business **contacts**