

SURVEY GUIDANCE/INSTRUCTIONS

In black: Modules that all projects should administer.

In green: Optional modules that projects can choose to administer.

This tool consists of two parts:

A. An **FPO checklist** which asks about aspects of the FPO that change less frequently, e.g., composition, procedures, and by-laws etc. This tool needs to be administered **ONLY ONCE EVERY TWO YEARS** to each FPO.

B. The **FPO-level tool** that asks about training, decisionmaking, market linkages etc that are likely to change more frequently. This tool is to be administered to each FPO at the frequency of the regular project MIS (see below for more information).

I. How frequently should you administer this tool?

The aim is for this tool to be incorporated into your organization's monitoring and information system (MIS), and hence for it to follow the timing and frequency of that data collection effort. We understand that agricultural projects often collect information based on the cropping seasons of the geography they are working in. This M&E tool is focused on the gender and women's empowerment aspects of your interventions, and so need not be tied to the agricultural season. However, to minimize cost and time implications, we recommend that you administer it at the same time as the individual/group-based MIS tools.

You will note that several questions below have a reference period which is currently unspecified. This is flagged as "[INSERT REFERENCE PERIOD]". Depending on the frequency you choose, you could insert the relevant number of months since the last such survey or replace with "In the last [INSERT SEASON NAME] agricultural season".

NOTE: The FPO checklist asks about aspects of the FPO that do not change frequently and can be administered **once every two years** to each FPO.

II. Who should you administer the tool to?

Ideally, this tool should be administered to the regular respondents of your group (FPO)-based MIS surveys. In case you do not administer tools at the FPO level, our suggestions are as follows. This tool should be administered to members who are knowledgeable about the FPO, its functioning and its policies. Some portions of this tool – like the FPO checklist – can be sent to the FPO in advance for them to complete, if you believe they have the capacity to do so. We provide some suggestive guidance on selection of knowledgeable members below, but projects should revise this to their specific circumstance:

Please conduct a group interview with **at least three** individuals from the following categories of respondents:

- a. CEO of the FPO
- b. Members of the FPO Board of Directors
- c. Current or recent FPO President who held the position for at least six months
- d. Current or recent FPO Secretary who held the position for at least six months
- e. Current or recent FPO Treasurer who held the position for at least six months
- f. Longest serving member of FPO

- g. Other member in possession of cash and loan registers, membership details and other FPO documents.

Before beginning the interview, please give an overview of the questions being asked and confirm with all the respondents if they have adequate knowledge of topics and can stay till the end of the projected duration of the interview. If the FPO has written records on membership composition, trainings, by-laws and procedures (or other topics covered here), please ask these respondents (or the person in the FPO who retains these records) to bring these documents to the interview.

Next, read out this consent form and ensure that all respondents have orally consented to be interviewed before proceeding with the questionnaire. If one of the respondents declines to be interviewed, you may replace the respondent with another respondent who fits the above criteria, ensuring that there are a minimum of three respondents for the survey. If there are differing responses to a question, probe to see why that might be the case. If the differences cannot be reconciled, go with the majority view.

III. Can I change the questions to suit the collectives I work with?

No. We want this tool to be aligned across the multiple projects administering it, so would request that you do not alter the wording or remove questions. Feel free to add additional questions are of interest to you.

We do, however, acknowledge that some aspects of these collectives, such as management and governance structures, can vary. These questions can be tailored to suit project specific needs. The list of questions that can be changed in this manner are:

S.No	Module	Question number	What can be changed to suit project specific needs?
1	MODULE A: FPO COMPOSITION	A.9	Leadership positions can be altered based on the specific structures of the FPO that the project works with.
2	MODULE A: FPO COMPOSITION	A.10- A.12	Depending on the structure of the FPO, managers will include leaders of sub-groups or sub-committees within the FPO as well as managers of departments within the FPO (e.g., finance/accounting). A.11 and A.12 refer to all other employees of the FPO/collective who are in non-managerial positions.
3	MODULE C: INCLUSION	C.6	Options g, h, and i are optional and can be included/removed based on FPO context.
4	MODULE F: FINANCIAL SERVICES	F	Optional module
5	MODULE G: MARKET LINKAGES	G.4	Projects can tailor this list to activities relevant to their interventions
6	MODULE H: DECISION MAKING WITHIN THE FPO	H.1, H.2	Option j is optional and can be included/removed based on FPO context.

ANEW TOOL: FPO POLICY CHECKLIST

<Modules (A-D) need to be administered ONLY ONCE EVERY TWO YEARS to each FPO>

MODULE A: FPO COMPOSITION

A.1	What is the name of your FPO or collective?	_____ (INSERT TEXT)
A.2	Does [name of FPO/collective] have written rules or bylaws?	YES....1 NO....0
A.3	Does [name of FPO/collective] have a mission statement?	YES....1 → ASK FOR A COPY OR TAKE A PICTURE NO....0 → SKIP TO A.5
A.4	Is gender inclusion mentioned in the mission statement of [name of FPO/collective]?	YES....1 NO....0
FPO COMPOSITION		
A.5	How many of [name of FPO/collective]'s current members are men?	_____ DON'T KNOW/CAN'T SAY...99
A.6	How many of [name of FPO/collective]'s current members are women?	_____ DON'T KNOW/CAN'T SAY...99
A.7	How many of [name of FPO/collective]'s current board members are men? <i>[Prompt: the board is a set of individuals in uncompensated leadership positions that that assists in making high level decisions about the collective's operations]</i>	_____ DON'T KNOW/CAN'T SAY...99
A.8	How many of [name of FPO/collective]'s current board members are women?	_____ DON'T KNOW/CAN'T SAY...99
A.9	What is the gender of [name of FPO/collective]'s current [INSERT ROLE]?	MALE....1 FEMALE....2 N/A, DO NOT HAVE THIS POSITION....98 DON'T KNOW/CAN'T SAY...99
a	President/Chief executive officer (CEO)/Chairperson	
b	Vice president/ vice executive officer	
c	Secretary	
d	Treasurer	
e	Bookkeeper/accountant	
f	General manager	
A.10	What proportion of [name of FPO/collective]'s current managers are women?	____ (NUMBER, 0-100) DON'T KNOW/CAN'T SAY...99
A.11	How many of [name of FPO/collective]'s current non-manager full-time employees are women?	____ (NUMBER) DON'T KNOW/CAN'T SAY...99
A.12	How many of [name of FPO/collective]'s current non-manager part-time employees are women?	____ DON'T KNOW/CAN'T SAY...99

MODULE B: ELECTIONS AND MEETINGS

Elections and FPO Meetings			
B.1	How are board members selected?	ELECTIONS, INCLUDING VOTING THROUGH MEETINGS OR GENERAL ASSEMBLIES....1 ROTATION OF MEMBERS....2 HIRING INTERVIEW....3 SENIORITY....4 APPOINTMENT BY NGO/GOVERNMENT/ OTHER SPONSORING AGENCY....5 OTHER, SPECIFY....97	
B.2	How often do board elections happen in [name of FPO/collective]? <i>Enumerator: we are looking for a response like “once every 6 months” or “once a year”. First select the unit – months or years – and then enter the number.</i>	SELECT UNIT MONTHS.....1 YEARS.....2	ONCE EVERY _____ (NUMBER OF UNITS) DON'T KNOW/CAN'T SAY...99
B.3	Is there a membership fee to be part of [name of FPO/collective]?	YES....1 NO.....0 → SKIP TO B.9 DON'T KNOW/CAN'T SAY...99 → SKIP TO B.9	
B.4	How often does the [name of FPO/collective] hold general assemblies or meetings where all or a majority of its members participate?	SELECT UNIT MONTHS.....1 YEARS.....2	ONCE EVERY _____ (NUMBER OF UNITS) DON'T KNOW/CAN'T SAY...99
B.5	Is [INSERT SERVICE] provided for members attending [name of FPO/collective]'s meetings?	YES.....1 NO.....0 DON'T KNOW/CAN'T SAY.....99	
a	Transport to and from the meeting location		
b	Food (lunch/dinner/snacks/beverages)		
c	Childcare		

MODULE C: INCLUSION

Inclusive/Equitable systems		
C.1	Does the [name of FPO/collective] keep sex-disaggregated records on [INSERT OPTION]	YES.....1 NO.....0
a	Membership composition	
b	Leadership composition	
c	Attendance in trainings and/or meetings	
d	Sales through the FPO	
C.2	Does [name of FPO/collective] have a process or plan in place to ensure that women and men are able to provide equal input into decision around [INSERT ACTIVITY]?	YES....1 NO.....0 NOT APPLICABLE....98
a	FPO membership (who can join FPO, who needs to leave FPO)	
b	Planning when and where to hold FPO member meetings	
c	Appointments to leadership positions/roles (Elections)	
d	FPO dues and how those are spent	
e	Distribution of any profit income earned by the FPO	
f	Worker safety standards, provision of protective equipment (if applicable)	
g	<p>Actions to improve gender-related aspects of the FPO</p> <p><i>[Enumerator: explain that these could mean improving women's representation or participation in the FPO, better appreciation of women or men entrepreneurs, a sexual harassment policy, gender-sensitization trainings of the FPO leadership or members and so on]</i></p>	
h	Creating new/terminating old linkages to input providers	
i	Creating new/terminating old linkages to output buyers/anchor firms	
j	Creating new/terminating old linkages to those providing infrastructural services (storage/aggregation/distribution/cleaning)	
C.3	Does [name of FPO/collective] have gender quotas for membership?	
C.4	Does [name of FPO/collective] have gender quotas for leadership positions?	
C.5	Does [name of FPO/collective] have a program or organizational budget to finance activities/initiatives that specifically target female farmers?	
C.6	Does your FPO have a process or plan in place to ensure that women and men members benefit equally with respect to [INSERT BENEFIT]?	YES....1 NO.....0 NOT APPLICABLE....98
a	Distribution of any profit/income earned by the FPO	
b	Providing market linkages (e.g., to input providers, to output buyers/anchor firms, infrastructural services such as storage, aggregation, distribution, cleaning, price setting, guaranteed purchase from buyers)	

c	Access to services during processing/post-harvest (for example, provision of farm inputs, provision of pesticides/insecticides etc.)	
d	Access to financial services/credit	
e	Access to training/information on agricultural activities (for example, training on cultivating, harvesting, processing, or selling agricultural produce, training on alternate income generation activities etc.)	
f	Access to agricultural equipment/technology for land preparation, harvesting, and processing of agricultural produce	
g	(optional) Provision of protective equipment to ensure a safe working environment	
h	(optional) Assisting in formal registration processes (such as government farmer registration)	
i	(optional) Access to financing for certifications (partial or full) such as Global GAP	

MODULE D: STANDARD PROCEDURES AND GOVERNANCE

Standard procedures		
D.1	Does [name of FPO/collective] currently have a standard procedure on [ITEM]? READ ALOUD ONCE: a standard procedure is one that is written into the by-laws or a document on official procedures, with a set of clearly outlined steps that are followed if any grievance of this kind is reported.	YES....1 NO.....0 NOT APPLICABLE....98
a	Membership (who can join FPO, who needs to leave FPO)	
b	Appointments of leadership positions/roles (including elections)	
c	Planning for FPO member meeting (where, when)	
d	FPO dues and how those are spent	
e	Distribution of profit income among members	
f	Other grievance redressal (i.e., around compensation, distribution of profit income, decisions on where to sell or whom to buy from, conflicts with co-workers, workplace hygiene and safety etc)	
g	Workplace hygiene and safety standards, provision of protective equipment (if needed)	
h	Sexual harassment complaints	
i	Compliance with the labor code / occupational safety, including provisions to protect pregnant and lactating women	
j	Selecting input providers	
k	Selecting output buyers/anchor firms	
l	Selecting service providers providing infrastructural services (storage/aggregation/ distribution/cleaning)	
m	Selecting agents to provide agricultural extension services to FPO leadership/members	
n	Certification/branding or other quality-related controls	
o	Use of sustainable practices/climate smart agriculture	

Decision making:			
[READ ALOUD] Now we will ask you some questions on how governance related decisions are generally made within your FPO.			
		D.2	D.3
	FPO Governance	<p>Over [INSERT REFERENCE PERIOD], when decisions were made in [name of FPO/collective] regarding [ACTIVITY], who normally took the decision?</p> <p>BOARD MEMBERS.....1 ALL FPO MEMBERS2 CEO/GENERAL MANAGER.....3 N/A, NO DECISION TAKEN IN THE SPECIFIED TIME PERIOD.....98 → SKIP TO NEXT ACTIVITY DON'T KNOW/CAN'T SAY.....99 → SKIP TO NEXT ACTIVITY</p>	<p>When this decision on [function or policy] was made, was it communicated to the members of [name of FPO/collective]?</p> <p>YES, COMMUNICATED TO MEMBERS....1 NOT COMMUNICATED WITH FPO MEMBERS....2 DON'T KNOW/CAN'T SAY...99</p>
a	Membership policies (who can join FPO, who needs to leave FPO)		
b	The time and date of FPO member meetings		
c	Elections or appointments to leadership roles		
Engagement with members			
D.4	Does your [name of FPO/collective] implement satisfaction surveys with members?	YES...1 NO.....0 → END THE CHECKLIST	
D.5	How many such surveys does [name of FPO/collective] conduct every year?	_____	
D.6	Are the results shared with members?	YES....1 NO.....0 → END THE CHECKLIST	
D.7	Are the reported results disaggregated by gender?	YES....1 NO.....0	

ANEW TOOL: GROUP OR COLLECTIVE LEVEL Draft version [ENGLISH]

<These modules (E-H) are to be administered to each FPO at the frequency of the regular project MIS>

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S. No.	Question	Codes/skips
E.0	What is the name of your FPO or collective?	_____ (INSERT TEXT)
E. Gender training		
READ ALOUD: We will ask about training on gender-related issues conducted through this FPO. This could include trainings on recognition of women as farmers, respect for women entrepreneurs, increasing the participation of women in production and decision-making etc.		
E.1	Over [INSERT REFERENCE PERIOD], have the leadership of [name of FPO/collective] FPO (board members, managers, other leaders) received training on gender issues?	YES1 NO....0 → SKIP TO E.4 DON'T KNOW/CAN'T SAY...99 → SKIP TO E.4
E.2	Over [INSERT REFERENCE PERIOD], approximately what proportion of the [name of FPO/collective] leadership has received any training on gender issues? <i>[Enumerator: please read options aloud]</i>	LESS THAN HALF....1 ABOUT HALF....2 MORE THAN HALF...3 DON'T KNOW/CAN'T SAY...99
E.3	Over [INSERT REFERENCE PERIOD], how many times did the [name of FPO/collective] leadership receive training on gender issues? <i>[Enumerator: please read options aloud]</i>	_____ (NUMBER OF TIMES) DON'T KNOW/CAN'T SAY...99
E.4	Over [INSERT REFERENCE PERIOD], have members of [name of FPO/collective] received training on gender issues?	YES.....1 NO.....0 → SKIP TO NEXT MODULE DON'T KNOW/CAN'T SAY...99 → SKIP TO NEXT MODULE
E.5	Over [INSERT REFERENCE PERIOD], approximately what proportion of [name of FPO/collective] members have received any training on gender issues? <i>[Enumerator: please read options aloud]</i>	LESS THAN HALF....1 ABOUT HALF....2 MORE THAN HALF...3 DON'T KNOW/CAN'T SAY...99
E.6	Over [INSERT REFERENCE PERIOD], how many times did the members of [name of FPO/collective] receive training on gender issues?	_____ (NUMBER OF TIMES) DON'T KNOW/CAN'T SAY...99

F. Financial services [optional]		
S. No.	Question	Codes/skips
F.1	Over [INSERT REFERENCE PERIOD], approximately what proportion of the individual female farmers linked to [name of FPO/collective]...	LESS THAN HALF....1 ABOUT HALF....2 MORE THAN HALF...3 N/A, NO FEMALE FARMERS LINKED TO THIS FPO....98 DON'T KNOW/CAN'T SAY....99
a	had access to formal-sector financial services or microloans for working capital or input purchase (e.g. loan from a bank, credit union, collective, NGO, government or other formal organization)	
b	used digital payments either for input purchase or output sale (.e.g bank transfers, mobile money applications)	
c	received a pre-harvest loan from the FPO	

G. Market linkages		
S. No.	Question	Codes/skips
G.1	Over [INSERT REFERENCE PERIOD], has [name of FPO/collective]'s ability to access markets where their products can be sold decreased, stayed the same, or increased?	DECREASED....1 STAYED THE SAME...2 INCREASED...3 DON'T KNOW/CAN'T SAY99
G.2	Over [INSERT REFERENCE PERIOD], has the [name of FPO/collective]'s ability to negotiate a good price for the sale of members' products decreased, stayed the same, or increased?	DECREASED....1 STAYED THE SAME...2 INCREASED...3 DON'T KNOW/CAN'T SAY99
G.3	Over [INSERT REFERENCE PERIOD], has the [name of FPO/collective]'s ability to negotiate a good price for inputs into production (e.g., seeds, fertilizer, feed for livestock, capital equipment etc) decreased, stayed the same, or increased?	DECREASED....1 STAYED THE SAME...2 INCREASED...3 DON'T KNOW/CAN'T SAY99
G.4	Over [INSERT REFERENCE PERIOD], has the [name of FPO/collective]'s linkages with and access to [SERVICE PROVIDER] decreased, stayed the same, or increased?	DECREASED....1 STAYED THE SAME...2 INCREASED...3 N/A, NO SUCH LINKAGES98 DON'T KNOW/CAN'T SAY99
a	Those providing agricultural extension services/training	
b	Those providing digital services such as weather information, information on prices or on crop management	
c	Those providing financial services like mobile money, assistance in opening/operating bank or other accounts	
d	Those providing inputs, like seeds, fertilizers, capital equipment, feed for livestock	
e	Those providing output buyers/anchor firms	
f	Those providing infrastructural services (storage/aggregation/distribution/cleaning)	
g	Those providing training on certification/improving quality/branding	
h	Those providing training on sustainable practices/climate smart agriculture for FPO members	
i	Those providing training on business or supply chain management, including demand planning, forecasting, sequencing delivery, and food safety standards	
j	Those providing dispute resolution or legal services	

H. Decision making within the FPO

		H.1	H.2
	FPO Activities	<p>Over [INSERT REFERENCE PERIOD], when decisions were made in [name of FPO/collective] regarding [ACTIVITY], who normally took the decision?</p> <p>BOARD MEMBERS.....1 ALL FPO MEMBERS2 CEO/GENERAL MANAGER.....3 N/A, NO DECISION TAKEN IN THE LAST __ MONTHS....98 → SKIP TO NEXT ACTIVITY DON'T KNOW/CAN'T SAY....99 → SKIP TO NEXT ACTIVITY</p>	<p>When this decision on [function or policy] was made, was it communicated to the members of [name of FPO/collective]?</p> <p>YES, COMMUNICATED TO MEMBERS....1 NOT COMMUNICATED WITH FPO MEMBERS....2 OTHER, SPECIFY...97 DON'T KNOW/CAN'T SAY...99</p>
a	Spending priorities (How to spend FPO incomes/profits)		
b	Distribution of any profits earned by the FPO		
c	Worker safety standards, provision of protective equipment (if needed)		
d	<p>Actions to improve gender-related aspects of the FPO</p> <p><i>[Enumerator: explain that this could mean improving women's representation or participation, better appreciation of women or men entrepreneurs, a sexual harassment policy, gender-sensitization trainings of the FPO leadership or members and so on]</i></p>		
e	Partnerships with input providers, such as selecting new or terminating existing linkages		
f	Partnerships with buyers of final output, such as selecting new or terminating existing linkages		
g	Partnerships with those providing infrastructural services (storage/aggregation/distribution/cleaning), such as selecting new or terminating existing linkages		
h	Training priorities (deciding on training topics)		
i	Providing training to improve productivity and quality, such as extension services, information on certification and branding, training on business or supply chain management, including demand planning, forecasting, sequencing delivery, and food safety standards.		

j	(optional) Decisions to move towards more climate smart agriculture, adoption of sustainable practices and training around these		
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Thank you for your time.