

Scoring Criteria: a participative method to evaluate and strengthen Farmer Organizations

APPLICATION GUIDELINES



Methodology document

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I. INTRODUCTION

1.1. Development of the method

The method has been developed in the frame of a global process that consists in communities' participation and empowerment. It is thus a participatory process of evaluation and capacity-building.

Initiated in Madagascar by Mr. Joseph Pouzoullic and Mr. Christian Chatelain, it was then adapted in the frame of *Komrong Daikou* project led by Agronomes and Vétérinaires Sans Frontières (AVSF) in Cambodia between 2007 and 2010, which aimed at reducing poverty by strengthening Farmers Organisations (FOs).

The project encouraged FOs to develop useful services to their members through a capacity building process including:

- meetings, exchanges, information sharing
- trainings on management and techniques, monitoring
- designing, implementing and evaluating FOs projects proposals ("micro-projects") financially supported by *Komrong Daikou*

These means were completed by the scoring criteria method, to strengthen their functioning and capacities and ensure the sustainability of their activities.

This experience proved that it is a very stimulating process as the support includes farmers' perceptions, action and commitment instead of following an external agency decision.

As stated in project final external evaluation report, «the development of this method is, in itself, a major output of *Komrong Daikou* project. The combination of this tool (criteria method) with a window to apply for grants and a capacity building mechanism has proven to be very wise. It seems it will inspire future interventions of other stakeholders in Cambodia (including the Ministry of Agriculture, Forestry and Fisheries-MAFF, which has shown great interest with the proposed tools and mechanisms), or other intervention of AVSF in other countries...The criteria method had obviously a **great impact**. All stakeholders have a positive opinion on its process and results while majority of concerned Farmer Organizations have more activities, more self-initiatives and more competences in management (especially though book-keeping)¹.”

In 2011, the method has been forwarded by the MAFF to some Provincial Departments of Agriculture and NGOs who implemented it. Moreover, it has been adapted to Village Animal Health Workers associations and used by FAO for improving epidemio-surveillance network.

¹ Mr. Jean-Marie Brun, indépendant consultant.

1.2. Principles

The method involves FO leaders and members as well as supporting stakeholders in:

- **defining evaluation criteria of well-managed and successful FO, according to their nature and objectives, and of their projects/activities**
- **scoring these criteria**
- **using the results to adapt support and improve themselves**

As stated in project final external evaluation report, « the tool consists in a grid of criteria used for the assessment of the good management and performances of FOs. Evaluations ("scorings") of each supported FOs are implemented annually, which allows:

1) to assess the situation of each FO and identify its strength and weaknesses, then allowing to tailor the intervention in response to the specific needs of each organization; 2) to monitor the progresses made by each FO from one year to another, providing an useful tool to monitor the efficiency of the intervention and the commitment of the partner FOs; 3) to be used as a criteria for eligibility toward proposed financial support of the project. The methodology draws a detailed and evolutive picture of Farmer Organizations' capacities in several interest fields. This enables the project to propose relevant inputs in terms of capacity building (such as book keeping, writing proposal, marketing...). Furthermore, this pedagogical tool involves Farmer Organizations in their own development, promoting farmers' networks through exchanges and making it more sustainable.

1.3. Conditions of application

This manual is part of a complete toolkit enabling to implement the whole process. This toolkit contains:

- A leaflet presenting the method
- A video illustrating the application of the method
- This guideline describing how to apply the method
- A animated logo to graph FO scores
- Training back up corresponding to some of the criteria to be strengthened

In complement, the following conditions should be kept in mind for an optimal use of the method:

- The guide is not normative but adaptive, which means that the definition, the scoring of the criteria and the corresponding capacity building plan have to be adapted to the nature of the FO, its level of development, action scale, means and capacities... The toolkit rather provides guidelines than fixed rules. For instance, it was adapted in Cambodia from the *Komrong Daikou* project to empower Village Animal Health Workers associations (Calbat C., 2011, AVSF/CIRAD).

- Although the toolkit is designed to be as complete as possible to be directly implemented by users, for the first time it is recommended to get assistance of experienced human resources.

2. CRITERIA METHOD IN FOUR STEPS

2.1. Define criterias through workshop(s)

Criteria-definition workshop(s) should be organized with at least FO representative(s) and field staff. Number and diversity of participants (other stakeholders can be invited to join like other development agencies, microfinance institutions...) depend on the targeted goal(s).

In Cambodia, several 2-days workshops were organized at provincial level with FO leaders, field staff, and representatives from local and national authorities. The following indications come from this experience.

Once gathered and introduced, participants try to answer this common question:

« Which conditions must the Farmer Organizations meet to have the best possible management and get success in its food security initiatives? »

Participants write and gather their ideas (it can be done within groups). The facilitator should intervene very few times and acts as a catalyser: he should encourage farmers' expression, as they often feel illegitimate facing other stakeholders like authorities. If they do not define criteria on their own, farmers will not follow or even really understand them.

Criteria also have to be specific enough to be put into practice (see step 3).

As criteria depend both on the action and on the situation, it is possible to build a common criteria grid for all targeted FO, and then more specific ones according to factors that can influence the score or that are worth to focus on (according to main activity of FO, objective of the project, poverty level of leaders...)

Criteria that are identified and selected by participants are first clustered to define relevant families like management, finance... This can take a long time to synthesize. Then, a score is attributed to each criteria family according to its importance. Then, criteria are given a score and ranked within the families, as shown in the following example:

Management	40 points
FO needs to have a clear organizational structure	5 points
FO needs to have its own laws and abide by them strictly	4 points
...	...31 points
Finance	25 points
FO needs to have its own capital	3 points
New FO members must pay their membership fees	3 points
...	...24 points
...	...35 points
TOTAL	100 points

2.2. Finalize criteria in guidelines and spread them to farmers

It can be done through a committee gathering all stakeholders' representatives. Like in workshops, attention should be paid to "less legitimate" participants, so that they really dare to express themselves and are not intimidated by authorities for example.

In Komrong Daikou, around 16 persons gathered: 8 FO leaders elected during the provincial workshop, 2 field staff, 3 consultants from ministries, 2 district representatives and 1 international NGO representative.

Committee(s) of workshop(s) present their work and validate a common final version.

It is very important to **ensure criteria dissemination and understanding among all members**. It can be printed on posters or paper sheets and distributed to FO. Meetings animated by leaders and close follow-up made by the staff allow to explain and refresh the objectives of these guidelines to members. Method users can also write a manual of guidelines with these criteria.



2.3. Evaluation and scoring of criteria in the field

The workshop-committee members are prepared before scoring criteria, in order to:

- **detail criteria families:** what kind of questions should be asked to score a criteria
- **know how to reach a common agreement on a score,** how to check and what to check... The committee also has to be skilled on what they are evaluating (have capacities in management for instance).

The difficulty of **fair scoring** should not be underestimated! At the beginning, FO may get lower scores in spite of a real improvement of their capacities, just because the evaluation-committee increased its experience and did dare to put low scores the second time.

Staff also has to pay a special attention to **conflicts of interests**; committee should be able to identify areas where there is no personal interest or pressure to influence the results (as a classic example: a FO leader might over score his own organization). This problem leads Komrong Daikou to think about the possibility to constitute a national-level scoring committee.

After having taken care of this, committee visit FO on the field. FO chooses a date so that they can prepare documents and tell all members to come. It can last around half-day per FO, and local authorities can join the process.

Criteria are evaluated, scored and clear recommendations are written (actualize members' refunding, buy a cash register and create a cash book...).

Management	40 points
Farmer organization (FO) needs to have a clear organizational structure	5
<i>FO <u>doesn't have</u> any existing organizational structure</i>	0
<i>FO have an organizational structure but few members know about, and it is not respected</i>	1
<i>FO have an organizational structure but few people knows about, and it is <u>partly respected</u></i>	2
<i>FO have an organizational structure, <u>most of the members knows about,</u> and it is respected</i>	3
<i>FO have an organizational structure known by most of the members, <u>posted in the office and respected</u></i>	4
<i>FO have a clear organizational structure <u>clearly known by every member,</u> posted in office, well respected</i>	5

Regularly, criteria should be **updated by modifying formulation, weight, number..., deleting or adding others**. They have to be specific enough to be measurable, and to be understood in the same way by all participants. Some with too broad meanings were not easy to apply and check, but some others just needed experience to be really understood.

2.4. Link scoring results with adapted and available technical and financial supports

Analysis of results gives numerous and precious information: there is to report all scoring results into a specific database, in order to assess FO's real capacities and progresses for every family of criteria. Each FO should have their detailed scoring cards in order to know the evolution of their strengths and weaknesses, and they have to organize a meeting to clarify the link between weak points and following support. The best way is to include results in an annual work plan of capacity building.

Several types of support can be considered:

Strategic planning: This tool is first difficult but essential for FO capacity-building. It helps farmers to have a better vision of what they can or should plan to reach their goals.

Monitoring: Field staff stress its support (trainings, recommendations, follow-up) on weak points identified and that FO want to improve.

Members and FO networks: Members can organize meetings to find internal solutions and request to skill ones specific trainings. **Exchange visits** should also be supported, bringing farmers to see which solutions were found by other FO on specific issues. For example, leaders of a rice bank association weak on communication will visit a well-scored FO on this point, so that they can get relevant advices and have a demonstration of possibility.

It is worth noticing that advices from experienced farmers can at least be as useful as those from outsiders.

Finance: The method can also be used similarly to also score FO micro-project proposals, as the **scoring results can be used to determine the financial support to FO initiatives**. In Komrong Daikou, FO scored with less than 50 points could not get grants.

Starting from 50 points, they are supposed to have sufficient management capacities, but the grant still depends on their micro-project proposal's score. From 75 to 100 points, Komrong Daikou cofinanced between 0 and 500\$, up to 1000 \$ between 100 and 130 points, and more for the excellent one between 130 and 150 points.

Therefore, scoring committee is mobilized to evaluate the micro-project proposal through a group discussion, and complete FO global score.

FO's proposal presents a clear activity and a clear methodology to implement it	/14
<i>The proposal is not clear and confused, no methodology presented to assure a good implementation</i>	/0-5
<i>The activity defined is clear, but the methodology to be used is not enough precise or confused</i>	/6-10
<i>The activity and the methodology defined are clear with a clear action plan and responsibility given to members</i>	/11-14
The project is useful for all members and it answers to a real need (economic and social impact)	/10
...	/14
The financial contribution of the FO reach at least 25% of the Project cost	/12
Scoring for the Project proposal:	/50
Scoring from criteria +Scoring for Project:	/150

Nevertheless, scoring result should not be exclusively considered to allocate grants; it can exclude low-scored FO from access to funding while high scored-FOs might not always be the ones which mostly need grants. Thus, selection process also considers **commitment to improve criteria, progress** and transparency in their activities.

Inactivity of FO could be a disqualifying criteria for granting but it should be carefully evaluated and explained before making FO ineligible for grants. In Komrong Daikou, the "0-score" was unwisely put sometimes because members did not attend scoring session, although their capacities did improve. Inactivity should be measured and understood as it can be a temporary step in a FO.

3. POTENTIALS AND RECOMMANDATIONS

A great impact on Farmer Organization structuring

To sum it up², this method is very fruitful to apply. After one month building criteria, 6 months spreading them to farmers, and finally 3 years of yearly scoring session, the majority of FO supported by Komrong Daikou improved their scores and did appropriate the process.

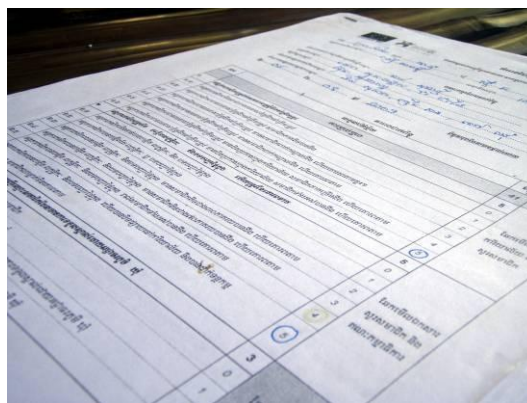
According to Sophany Phatt's (AVSF Cambodia) thesis on criteria method's impact, it really helped clarifying FO internal rules and improving their management, proposing and being financially supported for new activities.

Its adaptability helps to target and better support FO of every size and involved in any action, while its participative aspect strengthens farmers into handling their own development.

Potential uses of criteria results and evolution perspectives

The perspective is to involve local stakeholders of rural development in order to make independent and sustainable the strengthening process, through governmental or donors financial support or credits. It contributes to national recognition of FO by government, increased legitimacy and advocacy potential. In the frame of Komrong Daikou, the Federation of Cambodian Farmers for Development (FCFD) was established in order to take over the process after the project ended.

This method can thus be used as a “quality label”, a capacity-building guide and/or an argument to support an initiative from rural populations. Criteria definition, scoring and use are relevant as soon as there is a negotiation, involving farmers and any **other stakeholder, in order to reach a common agreement.**



Agronomes et Vétérinaires Sans Frontières is now sharing this method with stakeholders involved in FO consolidation and possibly providing assistance for its application.

² For more details, read GENNET C., 2010. IMPACT EVALUATION OF CRITERIA METHOD: RESULTS AND POTENTIALS. AVSF Cambodia.

ANNEXES

1. Result of the criteria process in the frame of Komrong Daikou

Management	41
Farmer organization (FO) needs to have a clear organizational structure	5
<i>FO doesn't have any existing organizational structure</i>	0
<i>FO have an organizational structure but few members know about, and it is not respected</i>	1
<i>FO have an organizational structure but few people knows about, and it is partly respected</i>	2
<i>FO have an organizational structure, most of the members knows about, and it is respected</i>	3
<i>FO have an organizational structure that is known by most of the members, that is posted in the</i>	4
<i>FO have a clear organizational structure that is clearly known by every members, posted in FO</i>	5
FO needs to have its own laws (statute and internal regulation) and abide by them strictly.	5
<i>FO doesn't have any existing statute and internal regulation</i>	0
<i>FO have statute and internal regulation but few people knows about, and it is not respected</i>	1
<i>FO have statute and internal regulation but few people knows about, and it is partly respected</i>	2
<i>FO have statute and internal regulation that most members know and respect</i>	3
<i>FO have statute and internal regulation that every members know and respect</i>	4
<i>FO have statute and internal regulation, posted in the office and apply a system of sanction</i>	5
FO needs to have lists of its members recognized by the village and commune authorities.	3
<i>FO doesn't have any clear list of its members</i>	0
<i>FO has an incomplete list of members and/or not recognized by village and commune</i>	1
<i>FO has a clear and complete list of members complete but not recognized by village and</i>	2
<i>FO has a clear and complete list of members recognized by village and commune authorities</i>	3
FO needs to create borrowing and repayment contracts	3
<i>FO doesn't have any borrowing and repayment contract for its members</i>	0
<i>FO has a list but informal and unsigned by the borrowers</i>	1
<i>FO has clear contract or list or borrowers but not strictly followed-up</i>	2
<i>FO has clear contracts for every borrowers and use to follow-up strictly</i>	3
Management Committee needs to develop clear management tools according to categories of	3
<i>FO doesn't have any clear management tools to follow-up activities</i>	0
<i>FO has management tools, but inadequate and not well filled</i>	1
<i>FO has adapted management tools , filled properly but not regularly updated and controlled</i>	2
<i>FO has its own tools to manage each activity and all of them are well filled, regularly updated</i>	3
FO needs to formulate small groups for its members to guarantee one another in borrowing and	3
<i>FO doesn't have any small groups to guarantee a strict repayment</i>	0
<i>FO has small groups of borrowing and repayment but informal and partly working</i>	1
<i>FO has groups when borrowing that guarantee an efficient repayment</i>	2
<i>FO has systematic and perfectly efficient groups that guarantee 100% repayment</i>	3
FO needs to hold annual general meetings to sum up the results achieved within the year with the	3
<i>FO doesn't organize any annual general meeting with members for several years</i>	0
<i>FO use to organize annual general meeting but with low participants, no relevant agencies and</i>	1
<i>FO organizes systematic annual general meeting with every members, but without the</i>	2
<i>FO organizes systematic annual general meeting with every members, relevant agencies and</i>	3
FO needs to keep records/documents as references	2
<i>FO doesn't have clear document as references</i>	0
<i>FO keeps only part of the document and they are incompletely filled</i>	1
<i>FO keeps in a safe place every important document (minute of meetings, contracts, statute...)</i>	2
FO needs to develop annual plan of actions	2
<i>FO doesn't have any annual plan of actions</i>	0
<i>FO use to define annual plan of actions but incomplete and not really fully implemented</i>	1
<i>FO use to define a clear annual plan of actions every year and to apply it</i>	2
FO needs to maintain materials/equipment and achievement provided by various development	2
<i>Materials or equipment provided by supporting agencies are not well maintained (lost, broken,</i>	0
<i>Part of the materials or equipment provided by supporting agencies is well maintained and used</i>	1
<i>Every material or equipment provided by supporting agencies are very well maintained and used</i>	2
FO members must have permanent residence in the locality	2
<i>Most members don't have permanent residence in the locality</i>	0
<i>Most members have permanent residence in the locality</i>	1

<i>Every members have permanent residence in the locality</i>	2
Management Committee must be qualified for managing FO	2
<i>Management Committee doesn't have any qualification, they cannot fill management tools and</i>	0
<i>Management Committee have few qualifications but they have a good willing to learn</i>	1
<i>Every Committee member gets qualification for managing FO, they understand management</i>	2
Management Committee needs to develop a clear plan before doing anything.	2
<i>Management Committee use to take significant decisions by themselves without plan and</i>	0
<i>Management Committee develops a plan and inform members only for part of the actions</i>	1
<i>Every significant action is discussed and planned by FO before being implemented</i>	2
FO needs to hold monthly or quarterly meetings to sum up results and to do planning	2
<i>FO never hold monthly or quarterly meetings and doesn't present report and planning to</i>	0
<i>FO organizes irregular meeting, planning and report are partly discussed</i>	1
<i>FO hold very regular meetings to sum up results and to do planning</i>	2
Management Committee needs to be highly committed, honest and transparent in their work	2
<i>Most management Committee is not transparent and honest (doesn't share information, bad</i>	0
<i>Only part of the Management Committee is committed, honest and transparent in their work</i>	1
<i>Every member of the Management Committee is committed, honest and transparent in their work</i>	2
Finance	18
FO needs to have its own capital to contribute to the inputs provided by supporting	3
<i>FO doesn't have any own capital and never contributes to the inputs provided by supporting</i>	0
<i>FO has its own capital but never use it to contribute to the inputs provided by supporting</i>	1
<i>FO has its own capital and use it to contribute partly to the inputs provided by supporting</i>	2
<i>FO has a strong and increasing own capital and use it to contribute to the inputs provided by</i>	3
Management Committee must report about incomes and expenses	3
<i>Management Committee doesn't have any clear report and follow-up about FO incomes and</i>	0
<i>Management Committee keep updated a financial follow-up about FO but never report to</i>	1-
<i>Management Committee keep updated and report regularly to members about FO incomes</i>	3
New FO members must pay their membership fees	2
<i>New FO members never payed their membership fees</i>	0
<i>Part of the members payed membership fees</i>	1
<i>Every member already payed their membership fees</i>	2
FO should use its capital wisely in the right way and in conformity with its own budget available	2
<i>FO uses its capital in a very bad way, nor transparency neither good impact for the FO</i>	0
<i>FO never use its capital or use it but not really in conformity with its goal and possibilities</i>	1
<i>FO uses wisely its capital and respect its possibilities (budget available)</i>	2
FO needs to reserve capital for use in the future just in case	2
<i>FO doesn't have or doesn't reserve any capital in the FO cash box</i>	0
<i>FO reserves a small amount of money in the FO cash box</i>	1
<i>FO reserves capital in the FO cash box in case of</i>	2
FO needs to have a cash box to keep money in safely	2
<i>FO doesn't have any cash box</i>	0
<i>FO has a cash box, but it's not safe and not clear to the members</i>	1
<i>FO has a cash box to keep money in safely and members are well informed about this</i>	2
FO should augment its capital by increasing its membership	2
<i>FO never augment its capital and its membership</i>	0
<i>FO increase irregularly its membership or capital</i>	1
<i>FO regularly increases its membership and its capital</i>	2
FO should develop a variety of activities for income generation	2
<i>FO doesn't have any activity for income generation</i>	0
<i>FO has few activities that provide punctual incomes to the FO</i>	1
<i>FO has developed a variety of activities that provide regular incomes to the FO</i>	2
Identity	17
FO must be located in an area and have (provisional) office with specific address	5
<i>FO doesn't have any clear area of intervention neither office</i>	0
<i>FO doesn't have office with specific adress, but has a clear area to work in</i>	1
<i>FO is located in a clear area, has a meeting place, but no specific office and adress</i>	2
<i>FO is located in a clear area, has a meeting place and adress, but no specific office</i>	3-
<i>FO is located in a clear area, has office with specific adress</i>	5
FO should have a logo of its own	4
<i>FO doesn't have any logo</i>	0
<i>FO has a logo but not of its own (ex: donor logo and panel)</i>	1

<i>FO is <u>drafting</u> a logo but not yet officially printed</i>	2
<i>FO is using its own logo but <u>doesn't</u> put it on a indicator panel</i>	3
<i>FO has its own logo using on official documentation and indicator panel</i>	4
FO should develop a clear slogan/statement	2
<i>FO <u>doesn't</u> have any slogan</i>	0
<i>FO has slogan but very few members know about it</i>	1
<i>FO has its own slogan and every member know about it</i>	2
FO must have at least three members of the Management Committee	3
<i>No clear management Committee at all, no clear given tasks</i>	0
<i>Incomplete official members in the Management committee (only 1 or 2)</i>	1
<i>FO has at least three committee members but not all of them are active</i>	2
<i>FO has three or more active Committee members</i>	3
FO must be recognized by the village and commune authorities in its locality	3
<i>FO is <u>not</u> known and not recognized by the village and commune authorities</i>	0
<i>FO is partly known in the village and in the commune but <u>didn't</u> receive official recognition from</i>	1-
<i>FO is well known and received an official recognition (letter) from the village and commune</i>	3
Communication	13
FO needs to keep contact with NGOs and other agencies to seek financial and technical	6
<i>FO <u>doesn't</u> have any contact with other agency</i>	0
<i>FO has <u>few</u> contact with at least one agency (send report, invitation for meetings or events...)</i>	1
<i>FO has regular contact with agencies and use to <u>receive technical support</u></i>	2-
<i>FO has contact with several agencies and use to <u>receive regular technical and financial support</u></i>	4-
<i>FO has contact with several agencies and use to <u>receive regular technical and financial support</u></i>	6
FO should have good relationships with outsiders in order to market its products	3
<i>FO <u>doesn't</u> have any contact with other agency to market its products</i>	0
<i>FO has <u>few</u> contact with outsiders but <u>didn't</u> yet start to market FO products</i>	1
<i>FO has contact with outsiders and <u>markets few products</u></i>	2
<i>FO has regular and official contact with outsiders to market FO or members products</i>	3
FO needs to approach the local authorities for its recognition and intervention	4
<i>FO <u>doesn't</u> have any contact with local authorities</i>	0
<i>FO has <u>very few</u> contact with local authorities but they don't get their recognition</i>	1
<i>FO has contact with local authorities and get their recognition</i>	2
<i>FO is recognized by local authorities and <u>may have their punctual intervention</u></i>	3
<i>FO is recognized by local authorities and has their <u>intervention whenever its needed</u></i>	4
Activities	11
FO must have at least two activities to implement	4
<i>FO has only <u>one</u> activity that's not running well or no activity at all</i>	0
<i>FO has only one activity but it's <u>running well</u></i>	1
<i>FO has <u>two</u> activities, and one at least is running well</i>	2
<i>FO has two activities or more, and <u>two</u> at least are running well</i>	3
<i>FO has several activities, and all of them are running well</i>	4
Management Committee should explain and disseminate information about the importance of	4
<i>Management Committee <u>never</u> explain to the members the necessity of an FO</i>	0
<i>Management Committee <u>partly</u> explain to the members the benefit of the FO</i>	1-
<i>Management Committee use to <u>share all information and explanation</u> but cannot convince</i>	3
<i>Management Committee share all information and <u>persuade every member</u> about the</i>	4
FO needs to develop cash saving activity	3
<i>FO <u>doesn't</u> have cash saving activity</i>	0
<i><u>Few</u> members contribute to the FO cash saving activity</i>	1
<i><u>Most</u> members contribute to the FO cash saving activity</i>	2
<i><u>Every</u> member contribute to the FO cash saving</i>	3
TOTAL:	10

2. Rules for financial support in Komrong Daikou project

Rules to be eligible to Komrong Daikou co-financial support	
Scoring	Kind of support provided by the Project
0-25	No support from the Project (or Special support for the poorest FO)
26-49	Training (capacity building, administration, typing printing, guidelines, advices, exchange visits Between 40 to 50: Try your chance by writing proposal
50-70	0-\$300
71-80	300-\$600
81-100	\$600 up

Bareme to analyse FO's proposals		
1	FO's proposal presents a clear activity and a clear methodology to implement it	/14
1,1	<i>The proposal is not clear and confused, no methodology presented to assure a good implementation</i>	/0-5
1,2	<i>The activity defined is clear, but the methodology to be used is not enough precise or confused</i>	/6-10
1,3	<i>The activity and methodology defined are clear with a clear action plan and responsibility given to members</i>	/11-14
2	The project is useful for all members and it answers to a real need (economic and social impact)	/10
2,1	<i>The Project provides benefits only for few members, and it is not a crucial need for the members</i>	/0-5
2,2	<i>The Project provides benefits to all the members and answers to a real need</i>	/5-10
3	Activity is sustainable after the project support	/14
3,1	<i>The activity may stop after the Project support if there is no more external funds</i>	/0-5
3,2	<i>the activity will still need a small external financial contribution after the Project support</i>	/6-9
3,3	<i>The Project can run by itself after the Project support</i>	/10-12
3,4	<i>The Project can run by itself after the Project support and the FO plan to develop new initiative from the first one (according the strategic planning and the FO situation)</i>	/12-14
4	The financial contribution of the FO reach at least 25% of the Project cost	/12
4,1	<i>FO contribution doesn't reach 25% of the total cost of the Project, the budget is not clear and unrealistic</i>	/0-4
4,2	<i>FO's contribution reach at least 25%, the budget is realistic</i>	/5-9
4,3	<i>FO 's contribution overpass 25%, and the budget is clear and realistic</i>	/10-12
Scoring for the Project proposal:		/50
Scoring from criteria+Scoring for Project:		/150

Scoring	Amount of co-financial support from Komrong Daikou
75-100	0-400\$
100-130	400-800\$
130-150	+ 800\$



Association française de solidarité internationale reconnue d'utilité publique, **Agronomes et Vétérinaires sans frontières** agit depuis plus de 30 ans avec les communautés paysannes des pays en développement pour résoudre la question alimentaire. L'association met à leur service les compétences de professionnels de l'agriculture, de l'élevage et de la santé animale : aide technique, financière, formation, accès aux marchés... Agronomes et Vétérinaires Sans Frontières mène plus de 80 programmes de coopération dans 20 pays d'Amérique Centrale et du Sud, d'Asie et d'Afrique, au côté des sociétés paysannes pour lesquelles l'activité agricole et d'élevage reste un élément fondamental de sécurisation alimentaire et de développement économique et social.

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