

1. Recommendations to CRS (specific to Tayorgbo ABC and its constituent FBOs)
  - a. Provide conditional grants to FBOs and ABCs in return for good leadership management practices. Part of such grants should be used to purchase items that facilitate accountability - Loan agreement books, receipts, invoices, files etc. Also, these grants should be disbursed in tranches, based on ABC and FBOs adherence to good leadership and management practices (as certified by CRS). Grants can be combined with pre-buying of produce from FBOs and the ABC. Pre-buying (or firm commitment to buy a certain quantity) of produce should be based on adherence to good leadership practices.
  - b. Combine the Grant/Pre-buying program with a well-honed and comprehensive program for members' education on the importance of working together in FBOs (potentially using trained CRS Field Agents).
  - c. Assessment of the appropriateness of machines currently in the possession of the ABC. Ensure a better match between local needs and machinery available at the ABC. Assess the feasibility of ABC providing farm machinery services to surrounding communities.
  - d. Technical capacity building that focuses on all levels of the value chain. A starting point could be the training of ABC mill operators on how to use machines in the Milling Centre. In order to aid succession planning, it is important to also train other identified members of the community on how to operate some of the machines in the Mill. The auditors should also be trained.
  - e. Strengthening of the capital base of the FBO and ABC, and facilitating access to loans and financing. This phase should be implemented after CRS is confident that the leadership and management structures are working efficiently, as per agreement between CRS and the organizations.
  - f. Inclusion of Ministry of Agriculture, Forestry, and Food Security (MAFFS) Extension agents and CRS Field Agents in the capacity building sessions facilitated by volunteers, given that these agents will be in frequent contact with the farmers.
  - g. Recommend to MAFFS to consider lowering the requirement for 30 members in an FBO. It is not clear whether this is a number set in stone by regulations, however, this requirement appears to hinder collective action, as many of the groups have people who are potential "free riders" but cannot be expelled because of the requirement for 30 people in FBOs.
  - h. Promote policies that encourage the participation of women and people with physical disability in FBOs. Grants and other forms of support for FBOs with a certain percentage of their members being from marginalised groups (women and physically disabled).
  - i. Consider repeat use of volunteers with the same ABCs and FBOs - due to pre-existing understanding of the cultural, logistics, and socio-economic context.

**Commented [GS1]:** This should keep the momentum generated by the F2F sessions. Firm promise of purchase of produce from FBOs would increase participation- Planting season is fast approaching. These tools could be used to ensure byelaws are enforced, and organizational structures remain active.

**Commented [GS2]:** The first two recommendations target leadership and management best practices and maintaining and enhancing collective action

## 2. Action Plan

Recommendation	Specific Action	Responsible person	By when
1. Establishment of committees to oversee key activities of the FBOs and ABC	1. It was recommended to the Board of Directors of the ABC and the executives of the FBOs, that they establish key committees to oversee Purchasing, marketing, loan disbursement activities, byelaws enforcement, Operations of the Milling Centre, and the periodic conduct of elections.	FBO executives ABC Board	These recommendations were ratified and approved by members of these organizations
2. Take practical steps to encourage and facilitate access by women and the physically disabled into decision-making positions in FBOs and ABC.	<p>1. Without compromising efficiency and competence, practical steps should be taken to encourage and facilitate access by women into decision-making positions in FBOs and ABC. Membership and leadership of key executive committees by women is recommended as a starting point.</p> <p>Other practical steps could include; changing current practices that impede the participation of women in leadership positions (for example, meeting times can be changed to suit married women, If women cannot go on a capacity building workshops out of town, then someone else in the committee or organization can go in her place (or NGO partners can pay for husbands to accompany wives)</p>	ABC and FBO leadership, CRS and partners	Immediately

	2. Provision of support to FBO's and ABCs with a certain percentage of marginalized groups (women and physically disabled) in could serve as an incentive for inclusiveness.		
3. Conditional grants for good leadership and management practices. Pre-buying (firm commitment to buy produce) from groups could be a way to motivate collective action.	Provide grants to ABCs and FBOs that implement good leadership and management practices (as certified by CRS). Pre-buying (firm commitment to buy produce) could be combined with the grants.	CRS and others	As soon as possible
4. Assessment of the appropriateness of machines provided to the ABC.	a. Conduct a technical assessment of all the machines in the ABC to ensure a better match between local need and machinery available at the ABC. Assess feasibility of ABC providing farm machinery services to surrounding communities.	CRS and Partners	
5. Capacity building focusing on all levels of the value chain	Start with training of Mill Operators. Ensure that key people are trained on how to operate the machines in the Milling Centre. Training of auditors also important.	CRS and Partners	As soon as training is available
6. Annual evaluation of the performance of the Board members, committees and ABC Centre Manager	In order to ensure continuous improvement in the performance of the board and the Milling Centre Manager, it is recommended that a performance evaluation is carried out at the end of the year. The evaluation is done against	ABC Board	Annually (December)

	targets set at the start of the year.		
7. Strengthening of the capital base of the FBO and ABC, and facilitating access to loans and financing	Strengthen the capital base of the ABC and FBOs. The aim of this phase is to develop new ways to increase access to funding and eliminating their financing problems.	CRS and partners	Once CRS is confident that the organizational structures are holding up. Results of the grants should play a role in the timelines.
8. Provide capacity building training for professional management of the organizations	As the activities of the organizations grow, there may be a need to train leaders on more complex management issues. Internal auditing processes should be further strengthened	CRS and partners	Once evidence of growth is visible in these organizations