



WEST NILE AGRICULTURE IMPROVEMENT AND CONSERVATION PROJECT (WENAGIC)



Co-operative Business  
Management Training Programme

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CO-OP. ENTERPRISE DEVELOPMENT

# TRAINING MANUAL

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Designed by CEDIL Uganda with Funding from AFARD



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CO-OPERATIVE ENTERPRISE  
**TRAINING MANUAL**

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# COOP Enterprise

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COOP Enterprise has been developed as a low-cost, easy to use training tool for those interested in starting and launching a cooperative in a participatory and efficient manner. It draws on technical content from existing materials in different ILO cooperative training tools and peer-to-peer, activity-based learning methodology from the ILO's Community-Based Enterprise Development (C-BED) programme. The COOP Enterprise training tool has been divided into four modules that correspond to each phase of the cooperative formation process to give you time to reflect on the importance of what you are doing at a given time and to see how it fits into the big picture.

The focus of the COOP Enterprise modules is on the decisions to be made at each step with a view to increasing chances of success.

At the end of the training you will be able to:

- Identify the core members of your cooperative
- Define your business idea
- Research the feasibility of your business idea
- Prepare your business plan
- Decide on the organizational set-up of your cooperative

## Acknowledgements

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COOP Enterprise was developed collaboratively by the CEDIL Uganda and AFARD Livelihoods Team . The text was drafted by Innocent Lawoko Muno.

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# MESSAGE TO THE GROUP

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Starting a cooperative is like setting up any business, but what makes a cooperative different from other business models is that it is shaped through collective effort and group decision-making as well as a set of cooperative principles that help to guide the business. The COOP Enterprise modules will walk you through the process of starting and launching a cooperative in a participatory and efficient manner.

Throughout the COOP Enterprise training, you will be playing the role of potential owner-members or the core group who will be leading the set-up of the cooperative. You will carry out the exercises based on the business idea you will define in Module 1. In many cases, the outputs in the various exercises form the basis or inputs for the activities in the next modules. As you go through the exercises or activities, try to think and act as the potential owner-members. It is highly recommended that all individuals who may be involved in the actual set-up of your cooperative undergo the COOP Enterprise training.

Module 1 will help you in identifying the right people to join in the formation of the cooperative. You will then learn how to identify opportunities for collective action through an analysis of the common problems or opportunities faced by the group. At the end of this module, it is expected that you would have defined a business idea for the feasibility assessment in Module 2.

The style of this training is different from traditional approaches. You will work together as a team to follow the simple step-by-step instructions for discussions and activities in the training guide. A facilitator will be around to assist with any questions on the training content and exercises.

Because there is no group leader, all group members should take a turn reading the information and instructions out loud to the group, and all group members share responsibility for monitoring time. In this new style of training, you will learn from each other by sharing ideas and opinions, skills, knowledge and experience. For this to work, all group members must participate in discussions.

Before and after the training, you will be asked to complete a survey to help understand the impact of the training. This information will be kept confidential and will be used to improve the training materials and organization of future programmes. It will also be helpful for identifying other training on cooperatives that can be subsequently introduced to participants. Some trainees may also be contacted by the training organizers in the future after 3, 6 or 12 months for another survey to learn about the implementation of their action plans.

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**MODULE 1:**  
**IDENTIFYING CORE MEMBERS AND**  
**BUSINESS IDEA**

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## COOP ENTERPRISE MODULES

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MODULE 1	Identifying Core Members and Business Idea
MODULE 2	Researching the Feasibility of the Business Idea
MODULE 3	Preparing the Business Plan
MODULE 4	Organizational Set-up

## Follow the Signs

The instructions in the training guide are easy to follow and the suggested timeframe for each step is provided. Look out for these signs:

Signs and their Meaning			
			
<p><i>This sign indicates the suggested time for the activity</i></p>	<p><i>This sign indicates background information to be read to the group</i></p>	<p><i>This sign indicates group discussion</i></p>	<p><i>This sign indicates that the activity is beginning and that step-by-step instructions need to be read out loud to the group and followed sequentially</i></p>

## Getting Started

Before you begin the training, follow the simple steps below to get organized:

- Fill out the pre-training survey. Ask the organizers if you do not have a copy or have not already filled it in.
- Organize into small groups of 5 to 7 people. The organizers will guide you in how best to do this.
- Identify one group member to volunteer to start the training as “Group Reader”. The role of the “Group Reader” is to read the information and activity instructions out loud to the group. Any group member with basic literacy can be the “Group Reader” and you should aim to share this role among group members throughout the training.

All group members are responsible for monitoring time, but one group member should be nominated for each session to remind the group when the suggested time for an activity/step has been reached. You do not strictly need to follow the suggested timing, but you will need to manage your time for the total training. If one activity lasts longer than the suggested timing, try to save time in other activities to keep the balance.

All group members will receive the same training guide. Individual work as well as group work can be completed in these guides.

## Learning Process

SESSION	TIME
 <b>SESSION 1: FINDING THE RIGHT PEOPLE TO START THE COOPERATIVE WITH</b>	 <b>80 MINUTES</b>
<b>SESSION 2: DEFINING THE BUSINESS IDEA</b>	 <b>200 MINUTES</b>

## SESSION 1 : FINDING THE RIGHT PEOPLE TO START THE COOPERATIVE WITH

### Session Overview



5 minutes

The first task in establishing a cooperative is to form a core group of potential member-owners which should consist of people who have similar ideas and interests and a mutual need or problem to address. The successful establishment of a cooperative depends largely on the people that comprise the organizing group. Their commitment and skills and how well they work together are as important as the business idea. As soon as the cooperative has been established, the core group of people usually becomes the “founding members”.



Getting the commitment from peers to work together to build the coop

In this session, you will get to know each other, become familiar with the style of this training, and you will gain insights on how to select people to join you in organizing the cooperative. There will be no teacher so you should help each other by sharing your ideas and experiences, and you should ask questions to the group if you do not understand a concept or activity.

### Activity 1A: Building on your differences and similarities



45 minutes

Before deciding to work together, it is important for people to learn about and understand each other. The identification of synergies among potential member-owners is crucial to the successful establishment and, ultimately, operations of the cooperative. Central to the success of a cooperative is the relationship between the member-owners. Generally, members with similar backgrounds are more likely to trust each other, work together, and accept joint responsibility for their activities.

Sometimes, however, people with other backgrounds may bring relevant knowledge or contacts to the group. They can be members of the cooperative as long as they are willing to participate equally. Oftentimes, it is also important that members live or work relatively close together since they need to meet regularly for group activities.

Now, get to know each other, identify your differences and similarities, and assess how these can drive you to work together to start your cooperative. You can also use this exercise in drawing up the long list of potential member-owners. For this activity, you will perform the steps as they are read. You will be using **Worksheet 1A on page 3**.

## Steps

### STEP 1

In the small circle with the label “This is Me”, write down the following: (5 minutes)

- Your name
- Your livelihood
- Your reason(s) for wanting to form a cooperative
- What you can offer to the cooperative

### STEP 2

Next, share with the group what you have written. Each member is given 2 minutes to introduce himself/herself. As each person introduces himself or herself, you will write down the information he/she has shared in a circle labelled “Member #”. (10 minutes)

### STEP 3

Based on what has been shared by each of the members, in the big circle, write a list of every- thing that all team members have in common. (5 minutes)

### STEP 4

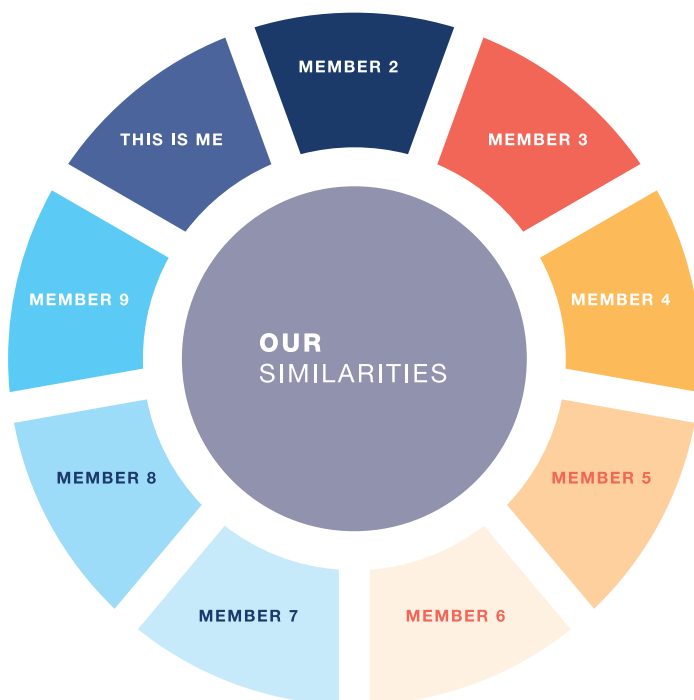
At the bottom of the drawing, answer the following questions: (10 minutes)

- How can your similarities draw you closer together to help build the cooperative?
- How can your differences hinder and/or draw you closer together to help build the cooperative?

### STEP 5

Read aloud the similarities you have identified and share your answers to the questions with the group. (10 minutes)

### Worksheet 1A



*How can your similarities draw you closer together to help build the cooperative?*

.....

.....

.....

.....

*How can your differences hinder and/or draw you closer together to help build the cooperative?*

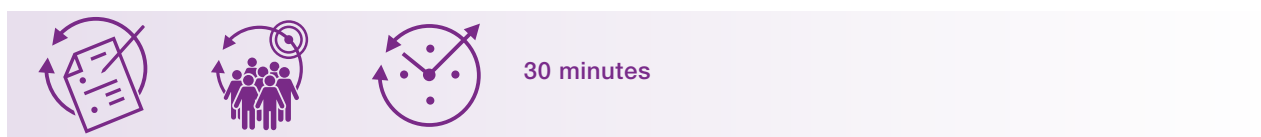
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## Activity 1B: Competencies and qualities needed during the formation stage



Before The core members are expected to participate in the setting up of the cooperative in the following ways:1

- a) Ensure that the process of setting up the cooperative adheres to the cooperative values of equity, self-help, self-responsibility, solidarity, equality, and democracy.

### Cooperative Values

	<b>EQUITY:</b> <i>The cooperative provides disadvantaged groups and unprivileged people with fair accommodation and treatment according to their needs in order to put them on equivalent ground.</i>		<b>SOLIDARITY:</b> <i>Members support each other and those in other cooperatives.</i>
	<b>SELF-HELP:</b> <i>The cooperative provides the platform for individuals and groups to improve their lives and communities through their own work and effort.</i>		<b>EQUALITY:</b> <i>Each member is entitled to one vote regardless of the number of shares he/she has in the cooperative. Members have equal rights and benefits.</i>
	<b>SELF-RESPONSIBILITY:</b> <i>All members are in charge of the cooperative; so individuals must be accountable for their actions, responsibilities, and duties.</i>		<b>DEMOCRACY:</b> <i>A cooperatives is controlled, managed and operated by its members. Every voice or opinion is honored and heard.</i>

*Photo Source: Barefoot Guide  
Adapted from [http://cultivate.coop/wiki/Cooperative\\_Values](http://cultivate.coop/wiki/Cooperative_Values)*

- b) Contribute financially to the cooperative by buying shares.
- c) Allocate time for cooperative work and activities.
- d) Participate in the preparation of the business plan, organizational chart, and other documentation requirements.

It is important for the core group members to be realistic about their capacities and competencies to perform the above responsibilities so that at an early stage they can seek external support or recruit members who can provide the resources and skills they lack. The questions in the table below can help you assess your competencies as well as identify your limitations. It is important to be honest with yourselves about whether you meet the requirements and, if not, whether you can acquire the required skills. For this activity, you should perform the steps as they are read aloud.

## Steps

### STEP 1

Read the questions carefully and individually place a check in the column that corresponds to your answer. (15 minutes)

Skills/Quality/ Knowledge	Yes	No
Are you committed to working democratically and for the good of all the members rather than purely for personal gain?		
Are you willing to share risks and rewards with other members?		
Do you have a good understanding of the cooperative values and principles?		
Do you commit to adhere to the cooperative values and principles?		
Are you willing to devote some of your time for cooperative work?		
Are you willing to contribute resources to help finance the set-up of the cooperative?		
Do you have good communication skills to promote your cooperative business?		
Do you have good decision-making skills?		
Do you have the ability to organize and mobilize resources?		
Are you willing to work with others to achieve a common goal?		
Do you have the courage to try new things?		
Do you have previous business management experience?		
Do you have financial management skills and experience?		

### STEP 2

Share with the group the questions where you answered “No”. As a group, identify the questions to which most of you answered “No” and discuss how you can address these knowledge/skill gaps. (10 minutes)

## SESSION 2 : DEFINING THE BUSINESS IDEA

### Session Overview



5 minutes

Two interlinked elements must be present to initiate the formation of a cooperative. First, the potential member-owners must feel a strong need to solve a common problem or take advantage of a common business opportunity. Second, the problem faced by the potential member-owners is something that is difficult to address on their own and thus, there is a need for a collaborative solution. In this session, you will look into the needs of the potential member-owners and identify one compelling need that can be the basis for the formation of the cooperative. You will then build a picture of how the cooperative will serve your group's needs in the years to come. The outputs in this session can be used as your initial offer to other potential member-owners. Do not forget though that all potential member-owners should agree on the identified need and the cooperative vision.

### Activity 2A: Identifying a common need



120 minutes

### Steps

#### STEP 1

Look at the pictures below. Write a sentence or phrase below each set of pictures to describe the problem. (10 minutes)

#### Problem identification set 1

*I lost 50% of my harvest due to mould since I was not able to dry it properly before storing.*



*Cats and dogs, please come back another day to play. I need to dry my chips while the sun is shining and my buyer is very strict on food safety.*



*I could have earned more if I was able to achieve the 12% moisture content required by my buyer*





Problems: .....

.....

.....

*I was not able to earn enough money today to pay for the tuition of my kid tomorrow. I hope there is an organization who can help daily workers like us in times of need.*



*I broke my leg and could not work for the next two weeks. As you know, my family depends on the money that I earn from*



Problems: .....

.....

.....

- 
- STEP 2** Share your answers with the group. If there are differences in your answers, try to come to an agreement. One of the important characteristics of successful cooperatives is for members to resolve differences of opinions and still retain the trust of each other. (10 minutes)
- 
- STEP 3** Now that you have seen examples of what is meant by common problems, let's now look into your own needs. **Use Worksheet 2A** on page 9. In the box with the label "My Key Concerns", write your top two problems related to your work or livelihood. (10 minutes)
- 
- STEP 4** Each member of the group takes a turn in reading their problems. As each member speaks, write down his/her main concerns in the boxes. Please look at the example after Step 9. (3 minutes per member)
- 
- STEP 5** Look at all the problems mentioned by your peers. In the first column of the **Ranking and Prioritization Table** (page 10), list all the problems as a group. Similar problems should only be listed once. Make sure that all group members listed the problems in the same order. Please look at the example after Step 9. (15 minutes)
- 
- STEP 6** Rank and prioritize the problems. In the column marked "My Ranking", rank the problems in terms of their importance to you. Place 1 on the most important, 2 on the second most important, and so on, until 5 (less important). Please look at the example after Step 9. (10 minutes)
- 
- STEP 7** Now read aloud the rankings. As each member reads his/her ranking, write it down. One column corresponds to one member. Please look at the example after Step 9. (10 minutes)
- 
- STEP 8** When all the members have given their ranking, add the scores for each problem and place the sum in the column "Sum". Then, in the column marked "Average", divide the sum by the number of members to get the Average. Please look at the example after Step 9. (15 minutes)
- 
- STEP 9** As soon as you fill in the "Average" column, identify the problem with the lowest score. This is the priority problem of the group. Discuss briefly if group members agree with the result. (5 minutes)

To help the group in doing steps 3 to 9, please look at the example below. You can use a calculator to complete these steps. (15 minutes)

### Example: Group of Cassava Farmers - 5 farmers

#### Problems:

MY KEY CONCERNS	FARMER 2	FARMER 3	FARMER 4	FARMER 5
High incidence of pests and diseases Deterioration of quality of cassava	High cost of transportation from farm to market High incidence of pests and disease	Lack of capital to expand farm Deterioration of quality of cassava	High cost of inputs High incidence of pests and diseases	Lack of capital to expand farm High cost of transportation from farm to market

$$1 + 3 + 1 + 4 + 3 = 12$$

$$12 \text{ divided by } 5 = 2.40$$

Problem	Ranking					Sum	Average
	ME	FARMER 2	FARMER 3	FARMER 4	FARMER 5		
High incidence of pests and diseases	2	1	5	1	5	14	2.80
Deterioration of quality of cassava	1	3	1	4	3	12	2.40
High cost of transportation from farm to market	3	2	4	3	1	13	2.60
Lack of capital to expand farm	4	4	2	5	2	17	3.40
High cost of inputs	5	5	3	2	4	19	3.80

Priority Problem: Low quality of cassava

**Note:** This is a simple way to prioritize problems. You should, however, always ask if the majority of the participants agree with the results.

<b>MY KEY CONCERNS</b> <i>Problems:</i>	<b>MEMBER 2</b>	<b>MEMBER 3</b>
<b>MEMBER 4</b>	<b>MEMBER 5</b>	<b>MEMBER 6</b>
<b>MEMBER 7</b>	<b>MEMBER 8</b>	<b>MEMBER 9</b>

**Note:** Please add more boxes if there are more than 9 members in your group. Also use the blank space for your notes.

## Ranking and Prioritization Table

[illegible]

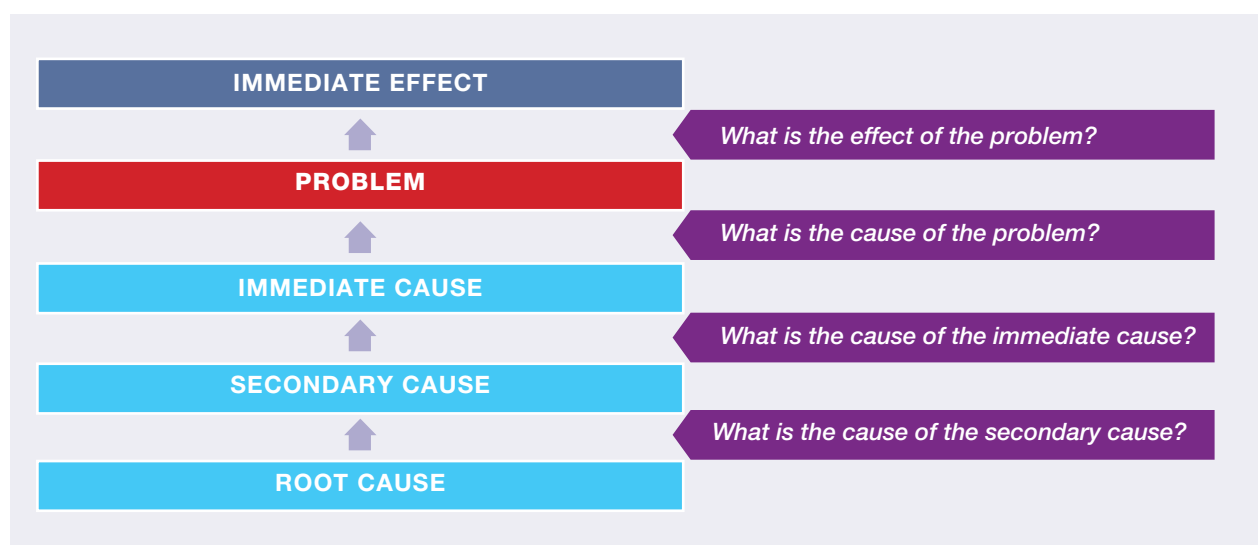
## Activity 2B: Identifying root causes and effects



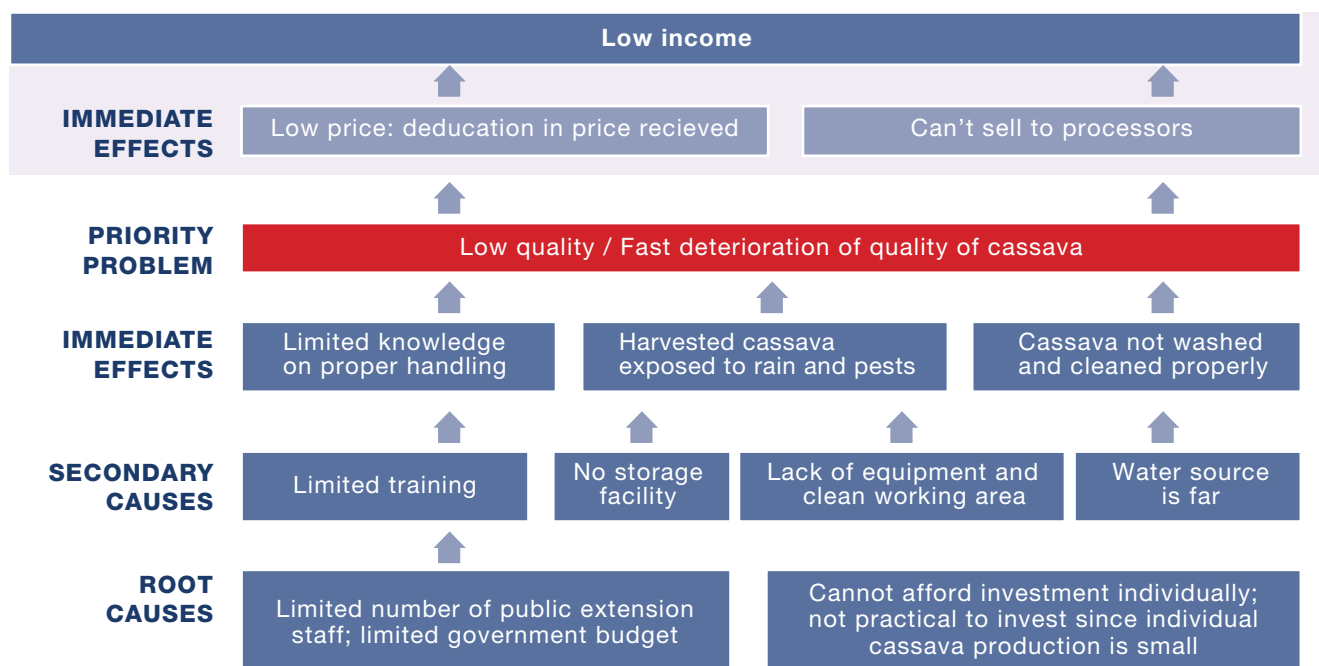
30 minutes

In this session, you will look into why the problem exists. This activity involves asking “what are the causes of the problem?” in order to uncover underlying factors that must be addressed in order to minimize or altogether eliminate the effects of the problem that you commonly share. Root cause analysis is situation specific.

### Identifying Cause/s and Effect/s



To familiarize yourself with the process of identifying root causes and effects, let's go back to your earlier example involving the cassava farmers whose main problem is the deterioration of the quality of their cassava after harvest. Because of the fast deterioration of the quality of their cassava after harvest, farmers are forced to immediately sell their harvest even at a low price. In most cases, they receive 70% to 80% of the prevailing farm gate price because, according to the buyers, their tubers are full of soil and blemishes.



Farmers are only able to deliver low quality cassava because they have limited knowledge on proper handling since they have not received any training. They are not able to attend training because it is very seldom that government extension officers are able to visit their areas due to lack of personnel and budget. The blemishes and spoilage are also caused by exposure to rain and pests because they have no storage facility. Farmers are also unable to clean their cassava properly because they do not have adequate equipment and the water source is far from their homes. The average size of cassava plots of the farmers is only about 0.25 hectares. Aside from the fact that they cannot afford the investment, it is also not practical for them to invest in water system and facilities individually since their production volumes are very low.

Now let's analyze the root causes and effects of the top problem we have identified in Activity 2A. You will perform each of the steps outlined below as a group. It is important that each member participates actively in answering the questions and that an agreement is reached on each of the causes and effects.

<b>STEP 1</b>	What are the positive or negative effects of the problem? (5 minutes)		
<b>STEP 2</b>	What are the positive or negative effects of the problem? (5 minutes)		
<b>STEP 3</b>	Write the Priority Problem identified in Activity 2A. (5 minutes)		
<b>STEP 4</b>	Identify the cause(s) of the problem you have identified. (5 minutes)		
<b>STEP 5</b>	What are the causes of the problems in Step 2? (5 minutes)		
<b>STEP 6</b>	What are the causes of the problems in Step 3? (5 minutes)		

*In case you need more space for your analysis, the next page has intentionally been left blank.*

A large, light purple rectangular area with rounded corners, occupying most of the page. It contains numerous horizontal lines, spaced evenly, for writing. The lines are a slightly darker shade of purple than the background.

## Activity 2C: Defining the business idea

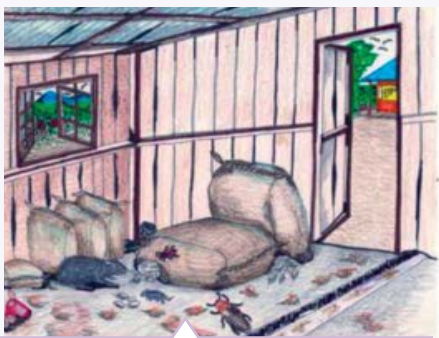


45 minutes

The business idea is derived from or is a response to the shared problem or opportunity. Improving the situation as a group provides the context for a cooperative business project. For example, a group of porters in a vegetable trading Centre may want to establish a cooperative in order to: raise resources to buy trolleys to reduce the need to manually carry the baskets of vegetables; access social security benefits; and set up credit services for members instead of relying on usurers. To the extent possible, the business concept should address the root causes and not just the immediate cause(s). When you have a broken wrist, for example, painkillers will take away the pain but you need a different treatment to heal the bones properly.

To give you an idea on how to define a business idea, let's look at how the cassava farmers addressed their quality issues.

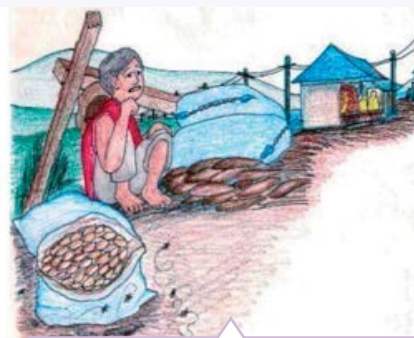
### Root causes



*I do not have a proper place to store my cassava tubers after harvest. I also do not know how to extend the shelf life. The extension staff rarely visits our place.*



*I am happy that I have a good harvest. But I cannot clean my tubers as it would take more than 30 minutes' walk to bring these down to the nearest river.*



*I cannot afford to invest in a storage facility and water system. I will also not be able to get back my investment as I only have a small plot.*

### Business solution to address root causes of problem



*Let's set up a postharvest facility owned and operated by cassava farmers in our village. Let us contribute for the installation of a water system for the facility and even for our homes. We can also go into production of cassava chips which we can sell to feed companies. We can ask for assistance from the Department of Agriculture, development programmes, and our local government as well as approach banks and microfinance institutions to augment our resources.*



## Products and services of proposed cooperative



*Washing and storage facilities  
Water system for the homes*



*Production of chips for feed companies  
Collective marketing of produce*



*Training for members  
Social security benefits for member-workers*

## Expected results and benefits to members



*Access to bigger and more lucrative markets*



*Less rejects; higher price for products*



*Increase in income  
Access to water  
Access to social security*

From the example, you have seen how the cassava farmers transformed their shared constraints into a business opportunity where each and every member could potentially benefit. Let’s now define your own business solution to the problem we have identified. Perform the steps as a group in the sequence outlined below.

<div>STEP 1</div> <div>Write down up to three root causes of your problem. (10 minutes)</div>	
<div>STEP 1</div> <div>Brainstorm on how you can address the above root causes in the form of a group business. Write in the box the idea(s) agreed upon by all members. (10 minutes)</div>	
<div>STEP 1</div> <div>What will be the key services and/or products of your proposed cooperative? Please make sure that the service(s) and/or product(s) address the root causes of your problem. (10 minutes)</div>	
<div>STEP 1</div> <div>What are the expected results and benefits to your members? Review the effects of your problem and see if the expected results and benefits offer a better situation for all members. (10 minutes)</div>	

# Congratulations!

*You have just defined your business concept. Learn how to assess the feasibility of your idea in COOP Enterprise*  
**MODULE 2, Session 3.**



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## **MODULE 2:**

### **RESEARCHING THE FEASIBILITY OF THE BUSINESS IDEA**

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## COOP ENTERPRISE MODULES

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### MODULE 1

Identifying Core Members and Business Idea

### MODULE 2

Researching the Feasibility of the Business Idea

### MODULE 3

Preparing the Business Plan

### MODULE 4

Organizational Set-up

## Follow the Signs

The instructions in the training guide are easy to follow and the suggested timeframe for each step is provided. Look out for these signs:

Signs and their Meaning			
	<i>This sign indicates the suggested time for the activity</i>		<i>This sign indicates background information to be read to the group</i>
			<i>This sign indicates group discussion</i>
			<i>This sign indicates that the activity is beginning and that step-by-step instructions need to be read out loud to the group and followed sequentially</i>

## Learning Process

SESSION	TIME
<b>SESSION 1: RESEARCHING YOUR POTENTIAL MEMBERS</b>	 45 MINUTES
<b>SESSION 2: CONDUCTING A MARKET ANALYSIS</b>	 145 MINUTES
<b>SESSION 3: ASSESSING TECHNICAL FEASIBILITY OF YOUR BUSINESS IDEA</b>	 80 MINUTES
<b>SESSION 4: ASSESSING FINANCIAL FEASIBILITY</b>	 90 MINUTES
<b>SESSION 5: SHOULD YOU PURSUE THIS BUSINESS?</b>	 30 MINUTES
<b>SESSION 6: ACTION PLANNING</b>	 45 MINUTES

## SESSION 2 : RESEARCHING YOUR POTENTIAL MEMBERS

### Session Overview



5 minutes

To know more about your potential members, you need to talk to them. You can do this by conducting a survey and/or holding small meetings. The objective of talking to potential members is to determine their interest in the potential business. This will also help to clarify the products and services which the cooperative might offer. It will provide you some insights on how your peers perceive the importance of the proposed products or services.

### Activity 1A: How many members are expected to join?



10 minutes

The cooperative must be assured that there are sufficient numbers of individuals who will participate in its activities. A producers' cooperative, for example, must ensure that it has enough members to provide the stocks. It is important also to consult the government agency in your country in charge of cooperatives to learn about the minimum number of members required to register a cooperative and other requirement for setting up a cooperative.

#### How many members can we expect to join?

*In my village, I think I can recruit 5 farmers to join us.*

*We need to identify farmers who can join our cooperative.*

*I have talked to my neighbour and she said she is interested to join us.*





Let's answer the questions as a group. After each question is read, discuss and write down the answer that everyone agreed to. For those questions that you do not know the answer to, mark with a check (❖) the next action to be taken which could be either "for research" or "external assistance" and add an idea of what should be done (external assistance needed to answer question). Use the idea for the cooperative outlined in the COOP Enterprise module 1 as a basis for your responses.

Questions	Your Answer	For Research	External Assistance
How many people do you know would benefit from your proposed services and/or products?			<b>Example:</b> ❖ get information from agriculture extension officer
Of the estimated number of people above, how many would most likely join the cooperative during the first year?  This will give you an idea of whether you would have the critical mass to launch your business.			<b>Example:</b> ❖ seek advice from cooperative extension officer
Where are the potential members located?  Possible answers: <ul style="list-style-type: none"> <li>• Same village</li> <li>• Same workplace</li> <li>• Far from each other</li> </ul> If potential members are far from each other, it may pose problems in coordination, use of service of cooperative, etc.			<b>Example:</b> ❖ consult with village leader

## Activity 1B: How much are members willing to invest in the cooperative?



10 minutes

The cooperative must have sufficient financial commitment from its potential members to organize (start-up costs) and successfully operate (initial operating costs). Investment from members may be in cash or in kind (value equivalent to agreed contribution).

**Are the members willing to invest in the cooperative? How much are they willing to invest?**

US\$ 10 is okay.  
I can give it in  
2 installments.

US\$ 10 may be too  
high for farmers  
in our village

I can invest  
US\$ 10



Photo Source: Business Group Formation, ILO, 2008

Now, let's answer the questions below. Follow the same process as in Activity 1A.

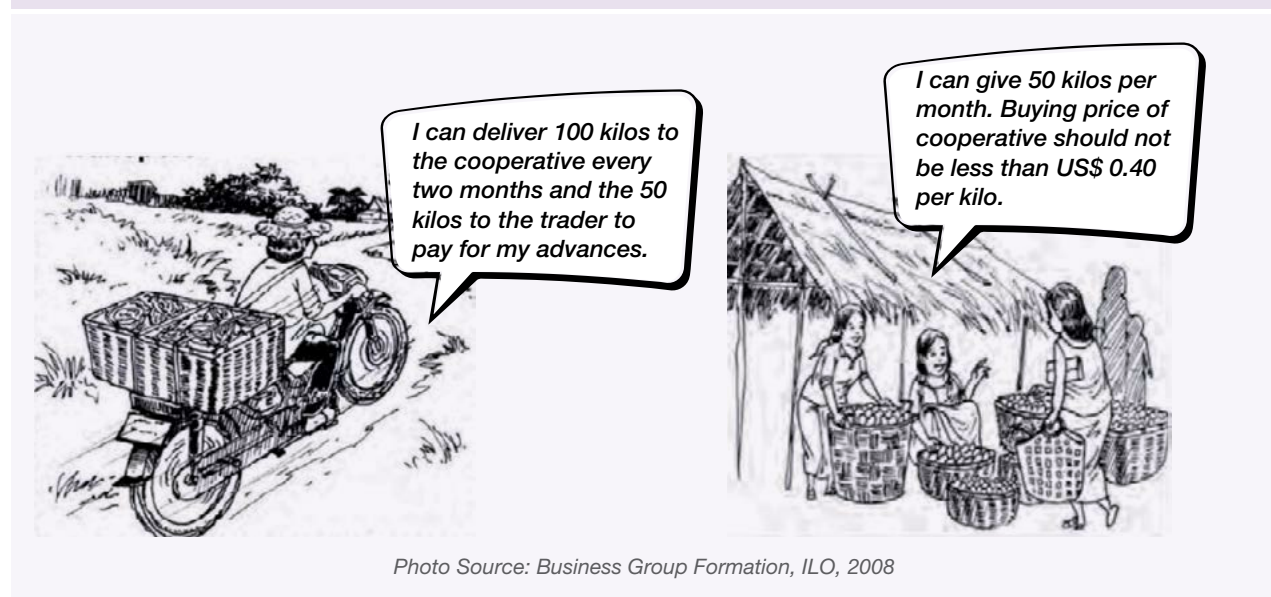
Questions	Your Answer	For Research	External Assistance
How much are the potential members willing to invest especially during the start-up phase?			<b>Example:</b> ❖ seek advice from existing cooperatives
Will potential members be able to give their investment at one time at the establishment of the cooperative or will it be spread out over a period of 6 to 12 months?			
How much is the total start-up investment that the cooperative can expect from members?  Amount per member multiplied by number of members: US\$ 10/ member x 50 members = US\$ 500 start-up capital			

## Activity 1C: What is the anticipated business volume from the members?



The cooperative must have some assurance of sufficient volume to operate as a business. Knowledge of anticipated business volume from members will also help core members to plan for facilities and needed equipment and resources.

### What is the anticipated business volume from the members?



For marketing and producers' cooperatives, this refers to the volume of products that the members will supply to the cooperative for further processing or collective marketing. It is important to remember that in many cases producers may have previous commitments (e.g. farmer has debt from a trader and is, therefore, obliged to give a portion of the harvest as payment) and, as such, cannot deliver all their production to the cooperative. Emerging good practices also indicate that allowing producers to sell a portion of their production to buyers other than the cooperative will reduce the incidence of side selling (e.g. 60% of production to coop; 40% to buyers of their own choice).

For credit cooperatives, anticipated business volume would be the amount and frequency that members expect to borrow from the coop.

Follow the same process as in Activity 1B. Only answer those questions that are relevant to your proposed products or services.

Questions	Your Answer	For Research	External Assistance
How much is the expected average loan per member in a year?			<b>Example:</b> ❖ seek advice from existing cooperatives
What is the average interest rate that members are willing to pay?			

Questions	Your Answer	For Research	External Assistance
<b>FOR COOPERATIVE THAT WILL BE ENGAGED IN BULK PROCUREMENT OF INPUTS</b>			
What is the average value that members will buy from the cooperative in a year?			<b>Example:</b> ❖ get info from input suppliers
What is the mark-up from purchase price that members are willing to pay?  Example: Cooperative bought fertilizer for US\$ 5 per kilo. Members are willing to pay additional US\$ 1 per kilo to cover costs incurred by coop and for profit. Mark-up is: $(\text{US\$ } 1 \text{ divided by US\$ } 5) \times 100\% = 20\%$			
<b>FOR COOPERATIVE THAT WILL BE ENGAGED IN MARKETING PRODUCTS OR SERVICES</b>			
What is the average volume that members can commit to the cooperative in a year?  Example: Each cassava farmer commits to supply 10 metric tons (MT) of cassava per year.  A porter commits to deliver 200 person-days equivalent of services under the cooperative			<b>Example:</b> ❖ seek assistance of village leader to call meeting of potential members
How much commission are the members willing to pay the cooperative?  Commission should be expressed as % of selling price of the cooperative.  Example: Cooperative sold cassava at US\$ 0.60 per kilo.  Farmers agreed that cooperative will get US\$ 0.06 per kilo or a 10% commission.			
<b>FOR COOPERATIVE THAT WILL BE ENGAGED IN FURTHER PROCESSING OF PRODUCTS OF MEMBERS</b>			
What is the average volume that members can commit to the cooperative in a year?			<b>Example:</b> ❖ seek funding from development program to conduct survey
At what price are the members willing to sell their product to the cooperative?  Possible answers:  At prevailing market price  At least ____% higher than pre- Vailing market price (indicate percentage)			

## SESSION 2: CONDUCTING A MARKET ANALYSIS

### Session Overview



5 minutes

Conducting a market analysis involves talking to potential customers and understanding what they need and want. Market analysis helps you determine whether you have the right products for your targeted market, identify what prices are acceptable to the market, and estimate the potential share of the market that you can get.

### Activity 2A: Who are your target customers?



20 minutes

It is worthwhile to produce a product if there is someone willing to pay for it. A product or service can only be sold if it has a customer. Knowing where to sell your product is, therefore, critical to the success of your proposed cooperative. As a group, let's perform each of the steps as they are read.

### Steps

#### STEP 1

Look at the drawing. Identify the products/services and target markets in each of the examples.  
(10 minutes)

#### Final products and buyers of cassava cooperative



Feeds Company



Clean tubers

Cassava chips or pellets

Final Products sold by cooperative to buyers



Supermarket

Buyers of the products of the cooperative

Products/Services of Cooperative:

Markets of Cooperative:

### Cooperative comprised of informal workers

*Fruit and Vegetable Haulers and Porters Cooperative*



Hauling Services



*Clients: Market Vendors, Wholesalers, Processors, etc.*



Products/Services of Cooperative:

Markets of Cooperative:

### Cooperative comprised of informal workers

*Savings and Credit Cooperative*



*Photo Source: Business Group Formation, ILO, 2008*

Savings and credit Services



*Clients: the members themselves*



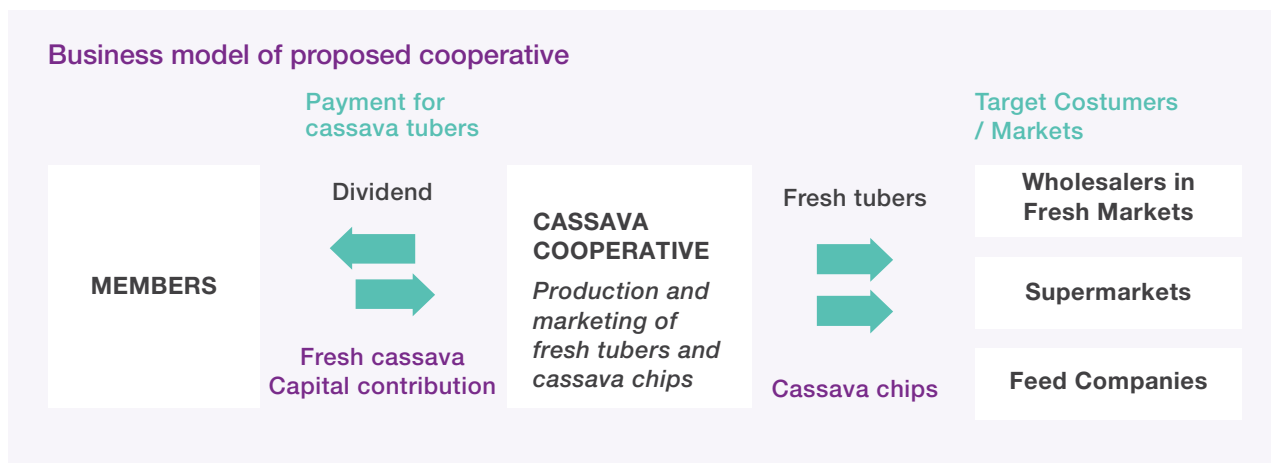
Products/Services of Cooperative:

Markets of Cooperative:



**STEP 2**

Using the example below as your reference, draw the business model of your proposed cooperative. Identify the products and/or services and the corresponding target markets. (15 minutes)



Draw the diagram here

## Activity 2B: Assessing your target customers or market



30 minutes

As a group, read each question and discuss your answers. Then write down the answers that the group has agreed on. The answers to the questions are the basic information you need to determine whether there is sufficient market or customers for the proposed business and the requirements that you need to meet to sell to the customers that you have targeted. Remember, however, that research is needed to gather the information required to answer the questions. As such, for questions that you do not know the answers to or where you lack information, mark with a check (✓) the next action to be taken which could be either “for research” or “external assistance” and add an idea of what should be done.

As a group, let's perform each of the steps as they are read.

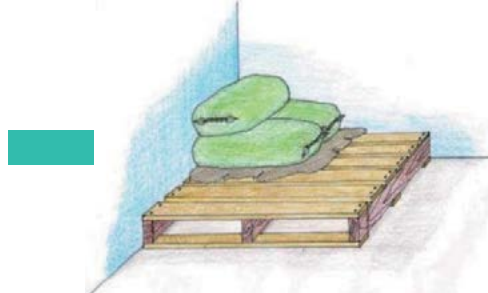
### Steps

#### STEP 1 (15 minutes)

What is the estimated unmet demand for the product or service?



**Market demand:**  
*volume of the product that customers are willing and able to buy.*



**Market supply:**  
*volume that producers are able to take to the market for selling*



**Unmet demand:**  
*volume required by customers that is not met by existing supply*



Question	Your Answer	For Research	External Assistance
Who are the major buyers of your product(s)?			
How many buyers can you potentially sell to?			
What is the estimated total demand or volume needed by target buyers?			
What is the estimated volume that target buyers are currently able to source?			
<p>What is the estimated unmet demand?</p> <p>Unmet demand = Total demand minus supply</p>			
<p>When do the buyers have the highest demand for the product?</p> <p>Indicate months</p>			
<p>What is the demand trend for this product?</p> <p>Choose from the following answers: stable, rising, falling</p>			
Will they still want to buy your product or service in the next five years?			

**STEP 2**

(10 minutes)

What characteristics (e.g. types, quality) do customers require from the goods or services?

We only buy fresh bananas that meets the following specifications:

- **Variety:** Cardava
- **Maturity:** Unripe
- **Colour:** Green
- **Size: 3.0 inches and above Appearance:** Free from bruises
- **Pesticide residue:** Free from heavy metal residues; lab test analysis
- Preference given to organic certified bananas No child labour in the farms
- Delivery should not be less than 150 kilos

**ABC BANANA CHIPS COMPANY**


Question	Your Answer	For Research	External Assistance
What are the quality requirements (Variety, maturity, colour, size, packaging, etc.) of target buyers?			
Aside from above, what other requirements (organic certification, no child labour, etc.) would the group need to comply with to sell to target buyers?			
What is the smallest volume that the target buyers will buy from suppliers?			
How often will target buyers need to buy the product? Choose from the following: Every day Weekly Monthly No schedule Other..... (specify)			
How can your cooperative become the preferred supplier?  <i>Being your buyer's preferred supplier means that your buyer prefers to buy from you rather than from your competitors. Preferred suppliers are perceived to add value to the buyer's business. Achieving preferred supplier status is one of the best strategies for ensuring a long-term relationship with your key buyers which can guarantee the cooperative's income</i>			

## Activity 2C: Assessing your competitors



25 minutes

In this activity, you will look at your competitors and the way they do business. The information that you gather will help you determine if the proposed cooperative can be a competitive player in the market. It will also help you identify the necessary capacity and ability that the cooperative needs in order to be competitive in the market. For those questions that you do not know the answer to, mark with a check (✓) the next action to be taken which could be either “for research” or “external assistance” and add an idea of what should be done. As a group, let’s perform each of the steps as they are read.

As a group, let’s perform each of the steps as they are read.

### Steps

#### STEP 1 (10 minutes)

##### Who are your competitors?



*Competitors are enterprises producing the same products that you plan to make and selling to the same buyers that you would want to sell to.*

Question	Your Answer	For Research	External Assistance
Where do your target buyers currently buy their products?			
What are the similarities between your planned business and that of your competitors?			
If other businesses sell similar product(s)/service(s), why might a customer buy from you instead? How can you be different?			

**STEP 2**

(10 minutes)



Question	Your Answer	For Research	External Assistance
Is it easy or hard for you to enter the market?			
What are the key features of the products of your main competitors that buyers like very much?			
What are the strengths of your competitors?			
What are the weaknesses of your competitors?			
What can you learn from your competitors to improve your products or services?			

## Activity 2D: Understanding price trends



55 minutes

A price is how much customers are charged for goods or services. A successful business is one that sells something customers need or want at a price they are willing to pay while ensuring that this price is higher than the costs to provide the product.<sup>1</sup> In this activity, you will look at how much customers are paying for products similar to what you plan to produce and the factors influencing prices.

After you finish reading each step and the associated questions, discuss your answers and then write these downs in the column labelled “Your Answer.” For those questions that you do not know the answer to, mark with a check ( ) the next action to be taken which could be either “for research” or “external assistance” and add an idea of what should be done.

### Steps

#### STEP 1 (10 minutes)

At what price do existing businesses sell the product or service?



Question	Your Answer	For Research	External Assistance
At what price (per unit) do your competitors sell their product or service?			
What is the basis of the price? <i>Possible answers: Quality</i> <i>Skills Volume</i> <i>Other ..... (specify)</i>			

## STEP 2

(10 minutes)

### How is the price set?



I try to sell to the buyer who offers the highest price. I call fish dealers to ask their buying price. But there are times when I have to sell even if the price is low since I cannot keep my fish for more than a day.



Great!!! US \$ 0.25 is a fair floor price.

If you can deliver at least 500 kilos of class A bananas every two months, our company can commit to pay you not less than US\$ 0.25 per kilo. This means that you will always be able to cover your production cost.

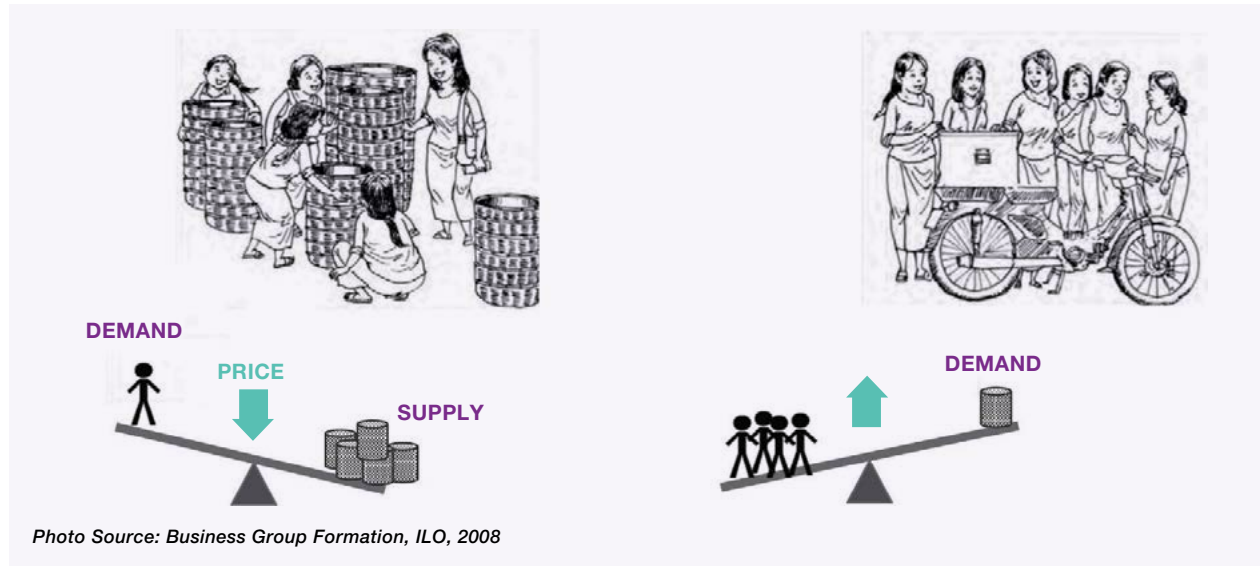
Question	Your Answer	For Research	External Assistance
<p>What are the common practices in setting the price of products similar to yours?</p> <p><i>Possible answers: Buyers set the price Sellers set the price Buyer and seller agree on the price at the time purchase takes place Buyer and seller have marketing agreement which includes predetermined price and terms of payment Government sets price</i></p> <p><i>Other ..... (please specify)</i></p> <p>It may be possible to have multiple answers.</p>			
<p>Is price the main reason for customers to determine who they buy from?</p>			

### STEP 3

(10 minutes)

How do prices vary within the year?

What are the factors explaining the rise and fall of prices?



Question	Your Answer	For Research	External Assistance
Does the price of the product vary within the year?			
<p>What are the factors explaining these patterns?</p> <p><i>Examples:</i></p> <p><i>During peak harvest season, the price of tomatoes goes down.</i></p> <p><i>During off-season, the price increases significantly.</i></p> <p><i>The price of native bananas decreases during vacation time. Street food vendors cook less banana snacks since there are no school children who will buy from them.</i></p>			



# STEP 4

(10 minutes)

## Are there clear seasonal patterns?



How to calculate the average price per year:

1. Add all the prices during the period being considered

$$0.45+0.45+0.45+0.20+0.20+$$

$$0.25+0.30+0.45+0.45+0.45+$$

$$0.40+0.50 = 4.55$$

2. Divide the sum by the number of months

$$4.55 \text{ divided by } 12 \text{ months} = 0.38$$

Question	Your Answer	For Research	External Assistance
Does the increase and decrease of the price follow a specific pattern?			
In which months of the year is price at a high level?			
What is the average price today? What was the average price last year? Two years ago? Three years ago?	Today: Last year: Two years ago: Three years ago:		
During the past five years, are prices generally rising, declining, or at the same level?			



**STEP 5**

(10 minutes)

Is there a scope to get better prices based on product quality or specific characteristics of the product?



Question	Your Answer	For Research	External Assistance
Is the pricing system based on quality?			
Do buyers pay more for suppliers who can deliver large volume?			
<p>Are there specific features or characteristics that buyers are looking for and for which they are willing to pay a higher price? If yes, please list features or characteristics.</p> <p><i>Example:</i>  <i>Customers may be willing to pay 5% more for Vegetables produced without using chemical inputs; or for Vegetables they can buy close to their homes.</i></p>			
Which types of customers are most likely to pay higher prices?			

## SESSION 3: ASSESSING TECHNICAL FEASIBILITY OF YOUR BUSINESS IDEA

### Session Overview



5 minutes

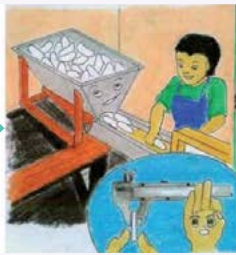
Now that you already have some ideas about your target markets, it is time to think about how the products will be made or how the services will be delivered. You will need to identify the human, time, and equipment resources as well as the raw materials and utilities needed. You should also think about your strengths and weaknesses in relation to these.

**What are the skills and resources that the cooperative would need to make the product or deliver the service?**

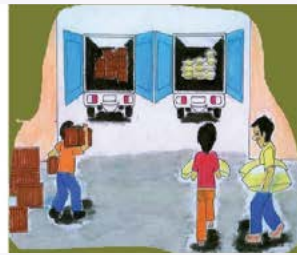
#### Example: Banana Chips Cooperative



Sourcing of bananas



Processing into banana chips



Packing and transport of products

### Activity 3A: Mapping the activities and resources needed to produce the product or service



75 minutes

Now let's define the step-by-step flow of work that you need to carry out to serve the customer. You will also identify the critical skills, equipment, and other resources needed to perform the activity.

An example is provided for each step to serve as your guide and reference. Perform the steps as a group. First, look at the example in each step before filling in the table based on your own proposed business.

### Steps

#### STEP 1 (30 minutes)

Identify the key activities in the production of the final products. For each activity, identify the factors critical to meeting buyers' requirements and complying with standards and regulations.

### Example: Banana Chips Cooperative

Activity	Critical success factor
Sourcing of banana and coconut oil	<ul style="list-style-type: none"> <li>• Cooperative has assured supply of banana and coconut oil.</li> <li>• Suppliers understand quality requirements and have capacity to comply.</li> </ul>
Inspection of deliveries from suppliers	<ul style="list-style-type: none"> <li>• Quality inspection and control based on agreed standards. Fair and transparent assessment.</li> </ul>
Are there specific features or characteristics that Weighing, washing, and peeling of bananas	<ul style="list-style-type: none"> <li>• First in, first out policy is observed. Use of clean water for washing.</li> <li>• Use of pre-sanitized stainless peelers and crates.</li> <li>• Use of properly designed and maintained knives and peelers.</li> <li>• Seating area available for washers to rest for 15 minutes every four hours. Peelers in comfortable sitting position.</li> <li>• Lifting of very heavy loads are reduced to the extent possible.</li> </ul>
Slicing of peeled bananas	<ul style="list-style-type: none"> <li>• Size of chips is uniform and per specification. Slicer is calibrated before and after production. Use of properly designed and maintained slicers.</li> </ul>
Frying of banana chips	<ul style="list-style-type: none"> <li>• Coconut oil to chips ratio is observed.</li> <li>• Use of well-designed, clean, and safe cooking utensils. Workers use personal protective equipment.</li> </ul>
Sweetening of banana chips	<ul style="list-style-type: none"> <li>• Use of clean water.</li> <li>• Sugar or syrup is free from dirt and other contaminants. Workers observe proper hygiene.</li> </ul>
Packing, labelling, and storage	<ul style="list-style-type: none"> <li>• Chips free from dirt, metal, and other contaminants. Correct packing and weights.</li> <li>• Chips are properly stored. Workers observe proper hygiene.</li> <li>• Well ventilated and lighted working area.</li> </ul>
Delivery to buyer	<ul style="list-style-type: none"> <li>• On time delivery.</li> <li>• Chips are as per specifications required by buyer. Proper handling of chips.</li> <li>• Chips are packed and loaded in such a way that heavy lifting is minimized.</li> </ul>

**Using the above example as reference, now identify your own key activities and critical success factors. If you do not know the critical success factors, place a check mark (❖) in the column “for research”. You may also request the facilitator to help you in defining the major steps or activities to produce your product or deliver the service.**

Activity	Critical success factor	For research

**STEP 2** (15 minutes)

Based on the activities and critical factors identified above, identify the people and corresponding skills and knowledge needed to make the product or deliver the service. You will also assess whether the knowledge and skills already exist within your potential members and possible workers within your area of operation. An example is provided below to serve as your reference.

**Example: Banana Chips Cooperative**

Activity	People needed to produce the product	Critical skills and knowledge needed	Is skill or knowledge available among members or potential workers?		
			Yes	No	Don't Know
Sourcing of banana and coconut oil	Banana farmers	Knowledge in Good Agricultural Practices (GAP)	❖		
Inspection of deliveries from suppliers	Inspector/Receiver	Skill in determining acceptable grades of banana for processing	❖		
		Can read, write, and perform basic calculations	❖		
Weighing, washing, and peeling of bananas	Sorters	Can read, write, and perform basic calculations	❖		
	Washers	Knowledge in Good Manufacturing Practices (GMP)		❖	
	Peelers	Skilled and fast in peeling banana	❖		
		GMP knowledge		❖	
Slicing of peeled banana	Slicer Machine Operators	Experience in operation of mechanized equipment especially slicer machine		❖	
		GMP knowledge		❖	
		Knowledge reading calliper measurements for chip diameter and thickness	❖		
		Background in machinery maintenance and basic troubleshooting		❖	
Frying of banana chips	Cook/Fryer	Experience in banana chip production	❖		
		GMP knowledge			❖
		Can read, write, and perform basic calculations	❖		
Sweetening of banana chips	Oven operator	Experience in operating rice hull burner			❖
Packing, labelling, and storage	Packers and haulers	Knowledge in GMP		❖	
		Can read, write, and perform basic calculations	❖		
Marketing	Marketing staff	Good interpersonal and negotiation skills	❖		
		Can read, write, and perform basic calculations	❖		
		Knowledge on banana chips markets/marketing	❖		
Supervision and management	Manager	Experience in managing a processing plant	❖		
		Leadership and interpersonal skills			❖

*Now identify the human resources you need for your own proposed cooperative.*

[illegible]

**STEP 3**

(15 minutes)

Identify the equipment and facilities you would need to make your product or deliver your service. Copy the activities you identified in Step 1 and identify the equipment and facilities needed for each activity. Also identify whether you will be able to access these resources on your own or not.

**Example: Banana Chips Cooperative**

Activity	Equipment and Facilities Needed	Can you access it on your own?	
		Yes	No
Sourcing of banana and coconut oil	Truck for picking up banana and rice hull		❖
	Plastic crates	❖	
	Weighing machine	❖	
Inspection of deliveries from suppliers	Receiving area – about 30 square meters	❖	
Weighing, washing, and peeling of bananas	Weighing machine	❖	
	Washing area – about 30 square meters	❖	
	Water/Water system		❖
	Peeling area – about 50 square meters		❖
	Plastic crates	❖	
	Waste recycling facility (banana peels)		❖
	Chairs	❖	
Slicing of peeled banana	Slicing machine		❖
	Work area – around 20 square meters		❖
	Power/electricity	❖	
Frying of banana chips	Large vats	❖	
	Oven with rice hull burner		❖
	Work area – around 40 square meters		❖
Sweetening of banana chips	Stainless tables	❖	
	Work area – around 30 square meters		❖
Packing, labelling, and storage	Metal detector		❖
	Weighing machine	❖	
	Pallets	❖	
	Work and storage areas – around 30 square meters		❖
Delivery to buyer	Trolleys	❖	
	Truck		❖

*Now, as a group, define the equipment and facilities needed to run your proposed business.*

[illegible]



**STEP 4**

(10 minutes)

List the key inputs or materials that you need in your business. In the second column, identify the sources of these materials. You should also indicate whether it is easy or not to source the material.

**Example: Banana Chips Cooperative**

Material	Source/s	Is it easy to source?		
		Yes	No	Do not Know
	Farmers – members and non-members	❖		
Coconut Oil	Coconut oil company in the town; minimum volume for coop to buy directly		❖	
Rice hull	Rice mills within the village	❖		
Sugar	Grocery	❖		
Food grade plastic or sack	Packaging company			❖

*Using the above example as your reference, discuss and write the materials that you would need for your proposed product or service.*

Material	Source/s	Is it easy to source?		
		Yes	No	Do not Know

## SESSION 4: ASSESSING FINANCIAL FEASIBILITY

### Session Overview



5 minutes

A cooperative must produce income to survive. A financial feasibility study looks at how much money is needed to start and run the business before cooperative starts earning income, where the money will come from, and the projected production cost and profit. This will also provide you with some idea of the volume of business needed to make your cooperative a successful venture. In finalizing your financial feasibility study, it is recommended that you consult an accountant to review your work.

### Activity 4A: Calculating start-up costs



60 minutes

Now let's define the step-by-step flow of work that you need to carry out to serve the customer. You will also identify the critical skills, equipment, and other resources needed to perform the activity.

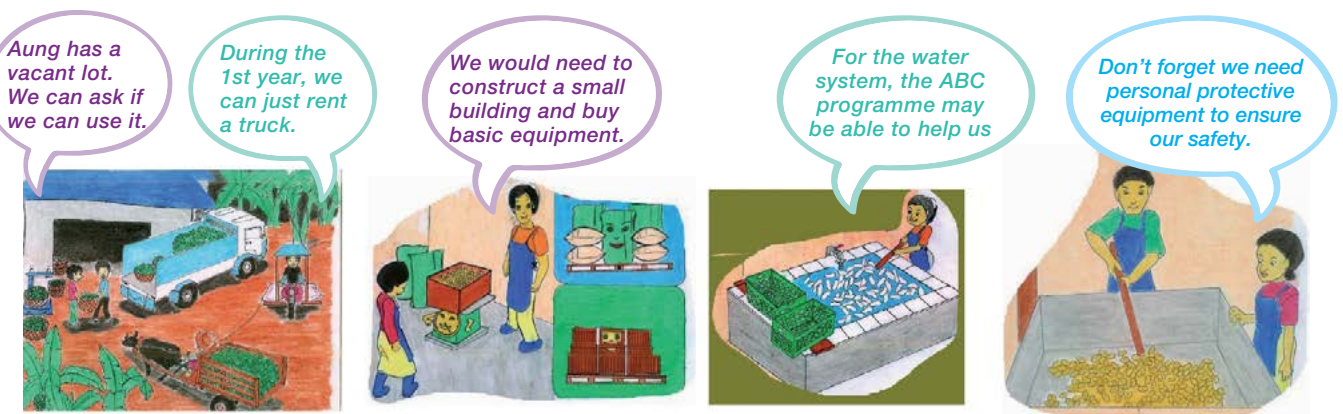
An example is provided for each step to serve as your guide and reference. Perform the steps as a group. First, look at the example in each step before filling in the table based on your own proposed business.

### Steps

#### STEP 1 (10 minutes)

*How much would it cost for the proposed cooperative business to acquire the basic equipment and facilities needed to produce the product or deliver the service?*

To start a business, we would need...



In Activity 3A, you identified the equipment and facilities you need. Now, let's look into the possible ways to access these facilities and equipment. It may be possible that there are financial support programmes or development programmes in your area that can help you with some of the investments needed. Likewise, one of your potential members may have a vacant property or land that you can rent for your working area. It is recommended that you explore all possible means to lower your investment costs. To get some ideas on how to perform this step, take a look at the example below.

Equipment/Facility	Unit	No. of Units	How will you acquire it?	How much will it cost? (in US\$)
Land	Square meter	250	Member will allow coop to use her land	2,000
Building	Square meter	150	Grant from local government	4,000
Slicing Machine	unit	2	Grant from development programme	3,000
Chairs	unit	10	Purchase	100
Weighing scale	unit	2	Purchase	400
Stainless table	unit	3	Purchase	600
Water system	unit	1	Grant from development programme	10,000
Cooking vat and other utensils	sets	2	Purchase	2,000
Personal protective equipment	sets	10	Purchase	500
Total Costs				22,600
Less: Donation/Grant				19,000
Total money that cooperative has to raise				3,600

Now, perform this step with information on your cooperative. First, copy the lists of equipment and facilities you have identified in Activity 3A. This also provides an opportunity to review your list.

Estimate the number of units that you will need, indicate how these would be acquired, and provide the corresponding costs. Do not worry if most of your answers are estimates. What is important here is that you learn how to do it. When you make your action plan later, you will include the validation and verification as part of your tasks. You can use a calculator to complete this step.

Equipment/Facility	Unit	No. of Units	How will you acquire it?	How much will it cost?
(1) Total Costs (Add all the costs in the last column)				
(2) Less: Costs of equipment and facilities that you will acquire via grants or donation				
Total money needed by cooperative to start business (1) – (2)				

**STEP 2**

(20 minutes)

**Production cost****Costs of Raw Materials****Wages****Packaging and Transportation costs**

*Salaries of manager, office staff, and others not directly involved in production  
Utilities/rental Taxes*



*Costs change depending on production volume  
Water and electricity costs may also be classified as variable costs if costs change significantly depending on production volume*

*Costs that remain relatively the same no matter the level of production*

Every business incurs costs before it generates a profit. The money required to cover initial operational expenses is called working capital. This is the capital needed to start and keep the business running until it generates sufficient income to cover all costs. It is necessary to estimate your production or operational cost and then determine the period or the number of cycles before the cooperative will start to earn income. Let's read the example.

**Example: Banana Chips Production**

Target Production Volume: 15 metric tons of banana chips per month

The production volume is based on:

- (i) volume required by target buyers;
- (ii) raw material supply

Period before cooperative starts to earn income: Cooperative will start to earn income after one month or after production of the first 15 MT of banana chips. In short, the cooperative would need working capital for one-month of operations.

**Assumptions:**

- One kilo of banana chips = 4 kilos of fresh bananas
- To produce 15 metric tons (15,000 kilograms) of banana chips, the cooperative will need 60,000 kilograms of fresh bananas
- Cooking oil consumption: 10% of weight of fresh banana; 10% of 60,000 kilograms of fresh banana = 6,000 kilograms of cooking oil
- Sugar: 4.5% of weight of fresh bananas; 4.5% of 60,000 kilograms of fresh bananas = 2,700 kilograms of sugar
- Bulk packaging – banana chips will be sold to exporters
- Peelers: to be paid per kilo
- Operator (2)/Fryer (3)/Sorter and Packer (3): daily rate

### Production cost for one cycle prior to earning income

Item	Unit	No. of Units	Unit Cost (in US\$)	Amount (in US\$)
<b>Materials</b>				<b>18,660</b>
Banana	kilo	60,000	0.16	9,600
Cooking oil	kilo	6,000	0.90	5,400
Sugar	kilo	2,700	0.80	2,160
Master carton	pieces	3,000	0.40	1,200
Liners	pieces	3,000	0.06	180
Packaging tape	rolls	150	0.80	120
Direct Labour				3,020
Peeler	kilo	60,000	0.03	1,800
Operator of slicing machine	person day	40	8.00	320
Fryer	person day	60	8.00	480
Sorter/packer	person day	60	7.00	420
<b>Transportation</b>				<b>150</b>
Rental of delivery truck + haulers	trip	1	150.00	150
<b>Fixed Costs</b>				<b>900</b>
Manager	month	1	300.00	300
Bookkeeper	month	1	200.00	200
Office staff	month	1	150.00	150
Janitor	month	1	100.00	100
Electricity	month	1	20.00	20
Water	month	1	30.00	30
Other expenses	month	1	100.00	100
<b>Total Estimated Expenses</b>				<b>22,730</b>

Now, compute the costs involved in the production of your product or service following the example above.

- What is your target volume per month based on the estimated demand of buyer(s) and the capacity of the cooperative?
- How many months after the start of operation will the cooperative begin to earn income?
- What are the key assumptions for your start-up production (e.g., volume of materials or inputs needed for xxx months of production before cooperative begins to earn income, number of workers to produce xxx volume of products, output per worker, how worker will be paid – piece rate, daily rate, monthly, etc.)?

Now, complete the table below. At this time, you may not have all the information on materials, labour, and fixed costs. What is important, though, is that you learn the process of calculating your start-up production costs. You may ask for guidance from the facilitator. You can use a calculator to complete this step.

Item	Unit	No. of Units	Unit Cost	Amount Unit cost x No. of Units
<b>Total Material Costs</b>				
<b>Total Direct Labour Costs (wages of workers producing the product or delivering the service)</b>				
<b>Total Transportation Costs</b>				
<b>Total Fixed Costs (costs that cooperative will incur regardless of the level of production – salaries of manager, marketing staff, cashier, and other staff not directly involved in production, utilities, rental of land and building, etc.)</b>				
<b>Total Estimated Expenses</b>				

**STEP 3**

(10 minutes)

**Total start-up costs***Costs of Equipment and Facilities**Production/Operation Expenses  
(while coop has no income or not  
enough income yet)**Other expenses: licenses,  
registration, marketing campaign,  
market research, etc.*

To determine the total amount of money you need to establish the cooperative and start its operations, add costs of equipment and facilities (Step 1), production and operation expenses (Step 2), and other expenses that were not yet included in Steps 1 and 2.

**Example: Banana Chips Cooperative**

Item	Estimated Costs (in US\$)
Equipment and facilities	22,600
Production/operating expenses for 1 month	22,730
Other expenses	600
Registration	100
Licenses	100
Marketing campaign	200
Research and other expenses	200
<b>Total Start-up Costs</b>	<b>45,930</b>

Now, calculate the total start-up costs for your own cooperative. You can use a calculator to complete this step.

Item	Estimated Costs
Equipment and facilities	
Production/operating expenses for 1 month	
Other expenses	
<b>Total Start-up Costs</b>	

## STEP 4

(15 minutes)

### How can we raise the money for our start-up capital?



Uh ... That is a lot of money. I think we have to forget it.

Relax ... This is precisely the reason why we are doing it as a coop. Individually, we can- not do it but through collective efforts we can.

**Start-up Costs: US\$ 45,930**

If you sign a marketing agreement with us, our company can give you 30% advance payment.

Each member can give 1,000 kilos of banana; 50% for processing and 50% for selling to traders. The sales can form part of the working capital.

We can give you a grant, but we would need to review your feasibility study and business plan.

Many of you may be asking yourselves now how you can possibly raise the money needed to start your cooperative business. Indeed, if you do it individually, it could take your whole life and beyond to raise the capital. But if you work together you can do it. Below is an example of how the banana farmers raised the money to set up their cooperative

#### Example: Banana Chips Cooperative

Source	Description	Amount (in US\$)
Members	2000 kilos of bananas (about 20% of harvest) / member * 50 members	9,600
	15,000 - stock for processing 15,000 - sold to traders	10,000
Buyer	30% advance payment	9,000
Government/Development Programme	Grants	20,000
<b>Estimated money that cooperative can raise</b>		<b>48,600</b>
<b>Estimated money needed to establish cooperative</b>		<b>45,930</b>
<b>Balance for contingency expenses</b>		<b>2,670</b>

As a group, discuss how you can raise the money that you need. Be innovative and resourceful. You can use a calculator to complete this step.

Source	Description	Amount
Estimated money that cooperative can raise		
Estimated money needed to establish cooperative		
Balance for contingency expenses		



## Activity 4B: Assessing price competitiveness and profitability



25 minutes

To be competitive in the market, you must be able to offer your products at more or less the same price as your competitors. Likewise, you must also check whether the price you are likely to receive for your product or service will enable you to cover your costs and earn a profit. Calculating the breakeven price helps the company determine the price it will need to charge for its products.

As a group, perform the steps as they are read.

### Steps

#### STEP 1 (10 minutes)

How does your breakeven price compare to the prevailing market price?

**US\$ 1.52**

*Breakeven Price:*  
*Total Production Cost*  
*Total Output*

*Example:*  
*Production Cost: US\$ 22,730*  
*Total Output: 15,000 kg banana*  
*chips Breakeven Price: US\$ 1.52*



*Breakeven Price:*  
*just enough to cover*  
*cost of production at*  
*given level of output*  
*or production volume*



**US\$ 2.20**

*Market price must be higher*  
*than breakeven price for*  
*business to be profitable*

Let us now compute the breakeven price for your product or service. You can use a calculator to complete this step.

Question	Your Answer
What is the total production cost? Copy from Activity 4A Step 2	
For the production cost above, how many outputs do you expect?	
What is the breakeven price? Divide total production cost by total output.	
How much is the average price that your target buyers are willing to pay?	
Is your breakeven price lower than the price your buyers are willing to pay?	

**STEP 2**

(10 minutes)



Every business generates income by selling goods or services. The income is the total amount of money paid by the customers for the product or service. The income generated by a business activity depends on the quantity of goods or services sold and the price they were sold for. The money that comes from sales should provide a reasonable profit so that the cooperative can invest in business growth. Profit is obtained by subtracting total expenses from the total sales. An example is provided below. In the example, it is assumed that the cooperative expects more or less the same level of income every month.

**Example: Banana Chips Cooperative**

<b>Income</b>	
Price at which product will be sold	US\$ 2.00
Estimated volume of product that will be sold in one year	15,000 x 12 = 180,000 kilos
Total Sales or Income	180,000 x 2 = 360,000
<b>Expenses</b>	
Cost to produce per unit	US\$ 1.52
Annual operating expenses	1.52 x 180,000 = 272,760
<b>Profit</b>	
Gross Profit	360,000 – 272,760 = 87,240
Gross Profit Margin	87,240/360,000 = 24%

Now estimate the profit that your cooperative can potentially earn. Please follow the instructions. Do this as a group.

Question	Your Answer
<b>Income</b>	
How much will you sell your product for? <i>Refer to your breakeven price in Step 1 and the prevailing market price. The price that you set should be higher than breakeven but not more than what the market is willing to pay for.</i>	
How many units do you expect to sell in a year? <i>This should be based on market demand, available supply, and capacity of your cooperative.</i>	
Total Sales or Income <i>Selling price x number of units, you expect to sell</i>	
<b>Expenses</b>	
How much is the unit cost per product? <i>Copy breakeven price in Step 1</i>	
Annual Operating Expenses <i>Number of units you expect to sell x unit cost per product</i>	
<b>Profit</b>	
Gross Profit <i>Total Sales – Annual Operating Expenses</i>	
Profit Margin <i>Gross Profit divided by Total Sales</i>	

## SESSION 5: SHOULD YOU PURSUE THIS BUSINESS?

### Session Overview



5 minutes

This session will help you decide whether to pursue the business idea based on results of your feasibility study (Sessions 1 to 4). It will also help you identify information that you may still need to gather to make good decisions.

### Activity 5A: Business feasibility assessment checklist



25 minutes

The checklist summarizes the key factors that should be looked at when analyzing a business idea. Perform the steps as they are read.

### Steps

#### STEP 1 (10 minutes)

Answer the questions individually. Place a check (✓) in the column that best represents your answer. It may be necessary to review your outputs in Sessions 1 to 4 as you answer each question.

Question	Yes	No	Do not Know
Is there sufficient interest in and commitment to starting a cooperative? (Session 1)			
Are the core group and potential members willing to provide the capital to start and operate the business? (Session 1)			
Do the members of the core group and potential members have enough free time to dedicate to the cooperative? (Session 1)			
Is there a strong motivation among potential members to operate the business? (Session 1)			
Would the business have a steady, reliable market for its products or services? (Session 2)			
Would the cooperative be able to compete with the existing competitors? (Session 2)			

Question	Yes	No	Do not Know
Would the cooperative be able to offer a price that is competitive in the market? (Session 2)			
Will target customers buy your product or service rather than those of your competitors? (Session 2)			
Are there members in the core group with the ability to produce the product or service? (Session 3)			
Are there members in the core group with the management skills to operate the business? (Session 3)			
Are there programmes or providers that can assist the cooperative in building its capacity to produce the product or service as per standards required by buyers and legal regulations? (Session 3)			
Would the cooperative be able to secure the necessary financial resources to start the business and generate desired levels of income? (Session 4)			
Can the cooperative find suitable premises to work in? (Session 3)			
Is the proposed location for the business accessible by 4-wheel drive vehicle? (Session 3)			
Can the cooperative obtain the tools, equipment, and technology it needs? (Sessions 3 and 4)			
Are the necessary raw materials available for the cooperative to buy on a regular basis? (Session 3)			
If the business requires water and electricity, can the cooperative access these utilities? (Sessions 3 and 4)			
Would the cooperative generate sufficient profits to recover start-up costs and provide money for expansion and growth? (Session 4)			

If you are not able to answer “yes” to most of the feasibility questions, you should reconsider your proposed business idea. For all questions that you answered, “Do not Know”, you should gather the needed information.

## STEP 2 (10 minutes)

Share and discuss your answers with the group. Come to a consensus on whether the group should pursue the business idea.

***Should the group pursue the business idea? ..... Yes ..... No***



***After confirming the feasibility of your business idea, COOP Enterprise MODULE 3 will guide you in the preparation of your business plan.***

## SESSION 6: ACTION PLANNING

### Session Overview



5 minutes

In this session, you will make your action plan to complete the Group Formation and Business Concept Development Phase of starting a cooperative.

### Activity 6A: Review of activities from group formation to feasibility assessment



10 minutes

The pictures below show the different activities that must be done in order to reach a decision on whether your business idea is feasible. As a group, identify the order in which the activities should be performed. Place 1 on the first activity to be performed, 2 for the second activity, and so on.

NO

Identify common problem or need



NO

Identify potential owners-members



NO

Find out if there is a market for the product



NO

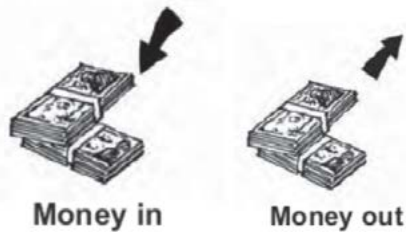
Assess support and commitment of members on proposed business idea



Photos Source: *Business Group Formation*, ILO, 2008

NO ☐

Assess financial viability



NO ☐

Define business solution that can be done by the group to address top problem



NO ☐

Assess your competitors



NO ☐

Assess prices



NO ☐

Assess technical viability



Photos Source: *Business Group Formation*, ILO, 2008

*Answers are on page 44.*

## Activity 6B: Preparing your action plan



30 minutes

As a group, look at your worksheets and identify those items for which you lacked information. Identify what you need to do to complete all the activities indicated in Activity 6A.

What activities you need to do	When you will do it	Who will do it	External Assistance Needed
<b>1. Identify potential owner-members</b>			
<i>Example:</i> Survey farmers in your village	1st week January 2018	Core group with Aung as lead	
<b>2. Identify common problem or need</b>			
<i>Example:</i> Call for meeting with potential members	3rd week of January 2018	Core group with Thein as lead	
<b>3. Define business solution that can be done by the group to address top problem</b>			
<i>Example:</i> Call for meeting with potential members	3rd week of January 2018	Core group with Thein as lead	
<b>4. Assess support and commitment of members on proposed business idea</b>			
<i>Example:</i> Ask potential members to sign commitment form	3rd week of January 2018	Core group with Thiri as lead	
<b>5. Find out if there is a market for the product</b>			
<i>Example:</i> Meet with processing companies	4th week of January 2018	Chea and Jorani	



<b>6. Assess your competitors</b>			
<i>Example:</i> Interview existing process- ing companies	4th week of January 2018	Darranni	❖ Ask local government for referrals
<b>7. Assess prices</b>			
<i>Example:</i> Analyse data gathered	1st week of February 2018	Kannitha and Khean with core group members	❖ Request extension officer to review analysis
<b>8 .Assess technical viability</b>			
<i>Example:</i> List key activities and skills needed	2nd week of February 2018	Core group members with Kesor as lead	❖ Request development program officer to provide technical inputs
<b>9. Assess financial viability</b>			
<i>Example:</i> Finalize start-up costs	3rd week of February 2018	Kannitha and Khean with core group members	❖ Request development program officer to provide technical inputs
<b>10. Finding out about the regulatory framework on setting up a cooperative</b>			
<i>Example:</i> Get information from cooperative development agency	3rd week of February 2018	Core group with Their as lead	❖ Request coop extension officer to conduct an orientation
<b>11. Decide whether to pursue business idea</b>			
<i>Example:</i> Present results of feasibility study and go over checklist	4th week of February 2018	Core group with Their as lead	

## Answers: Activity 6A

Identify common problem or need: 2 Identify potential owner-members:

***1 Find out if there is a market for the product: 5 Assess support and commitment of members on proposed business idea: 4 Assess financial viability: 9 Define business solutions: 3 Assess your competitors: 6 Assess prices: 7 Assess technical viability: 8***

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## **MODULE 3:**

### **PREPARING THE BUSINESS PLAN**

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## COOP ENTERPRISE MODULES

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MODULE 1	Identifying Core Members and Business Idea
MODULE 2	Researching the Feasibility of the Business Idea
MODULE 3	Preparing the Business Plan
MODULE 4	Organizational Set-up

In Module 2 you undertook a feasibility study, it is time to proceed to the preparation of the business plan. The feasibility studies answer the question “will this work”. A business plan answers the question “how will this work”. This module focuses on the preparation of a basic business plan aimed at providing guidance on how to run the business during the early stages of its operation.

At some point in the process of developing your business plan, you may need some external assistance. What is important, however, is that the ideas and content of the business plan should come from the core group or potential members of the cooperative. It is, therefore, important that you learn the process of preparing the business plan. At the end of this module, it is expected that you will have the draft outline of your business plan.

The style of this training is different from traditional approaches. You will work together as a team to follow the simple step-by-step instructions for discussions and activities in the training guide. A facilitator will be around to assist with any questions on the training content and exercises. Because there is no group leader, all group members should take a turn reading the information and instructions out loud to the group, and all group members share responsibility for monitoring time. In this new style of training, you will learn from each other by sharing ideas and opinions, skills, knowledge and experience. For this to work, all group members must participate in discussions.

Before and after the training, you will be asked to complete a survey to help understand the impact of the training. This information will be kept confidential and will be used to improve the training materials and organization of future programmes. It will also be helpful for identifying other training on cooperatives that can be subsequently introduced to participants. Some trainees may also be contacted by the training organizers in the future after 3, 6 or 12 months for another survey to learn about the implementation of their action plans.

## Follow the Signs

The instructions in the training guide are easy to follow and the suggested timeframe for each step is provided. Look out for these signs:

Signs and their Meaning			
	<i>This sign indicates the suggested time for the activity</i>		<i>This sign indicates background information to be read to the group</i>
	<i>This sign indicates group discussion</i>		<i>This sign indicates that the activity is beginning and that step-by-step instructions need to be read out loud to the group and followed sequentially</i>

## Getting Started


Before you begin the training, follow the simple steps below to get organized:

- Fill out the pre-training survey. Ask the organizers if you do not have a copy or have not already filled it in.
- Organize into small groups of 5 to 7 people. The organizers will guide you in how best to do this.
- Identify one group member to volunteer to start the training as “Group Reader”. The role of the “Group Reader” is to read the information and activity instructions out loud to the group. Any group member with basic literacy can be the “Group Reader” and you should aim to share this role among group members throughout the training.

All group members are responsible for monitoring time, but one group member should be nominated for each session to remind the group when the suggested time for an activity/step has been reached. You do not strictly need to follow the suggested timing, but you will need to manage your time for the total training. If one activity lasts longer than the suggested timing, try to save time in other activities to keep the balance.

All group members will receive the same training guide. Individual work as well as group work can be completed in these guides.

Learning Process

SESSION	TIME
SESSION 1: WHAT IS THE BUSINESS PLAN	 20 MINUTES
SESSION 2: BUSINESS PROFILE	 30 MINUTES
SESSION 3: MAERKETING PLAN	 110 MINUTES
SESSION 4: OPERATION PLAN	 75 MINUTES
SESSION 5: MANAGEMENT PLAN	 40 MINUTES
SESSION 6: FINANCIAL PLAN	 110 MINUTES
SESSION 7: EXECUTIVE SUMMARY	 40 MINUTES

## SESSION 1: WHAT IS A BUSINESS PLAN?

### Session Overview



5 minutes



#### YOUR BUSINESS PLAN

##### SESSION 1: BUSINESS PLAN

1A. Structure of a basic business plan

##### SESSION 2: BUSINESS PROFILE

2A. Writing your business profile

##### SESSION 3: MARKETING PLAN

3A. Product and/or service description

3B: Market description

3C: Marketing strategy

##### SESSION 4: OPERATIONS PLAN

4A: Physical resources: facilities and equipment

4B. Work process and system

##### SESSION 5: MANAGEMENT PLAN

5A: Preparing the organization chart

5B: Job description

##### SESSION 6: FINANCIAL PLAN

6A: Preparing the income statement

6B. Preparing your cash flow projection

6C: Preparing your balance sheet

##### SESSION 7: EXECUTIVE SUMMARY

7A: Writing the executive summary



The business plan is a roadmap that details where the cooperative is going and how to get there. It explains what the business is and how it will be operated. Having a good business plan will help cooperatives minimize risks of failure.

It can also be used by cooperatives in applying for support from development programmes.

A business plan should be reviewed and updated regularly to reflect changes in the business environment and status of the cooperative. In this session, you will familiarize yourselves with the structure of the business plan.

### Activity 1A: Structure of a basic business plan



10 minutes

The following are the different sections of the business plan:

- Executive Summary
- Business Profile
- Marketing Plan
- Operations Plan
- Management Plan
- Financial Plan

Although the executive summary is the first section of the business plan, it is written after all of the other sections have been prepared. The reason for this is that it will draw from and synthesize all the important information from the succeeding sections.

Most likely, you are already familiar with the titles of the other sections as these were the areas that you investigated when you conducted your feasibility study. As a review, let's look at the pictures below and identify which section of the business plan it represents (excluding the Executive Summary). For example, Picture 1 shows information that should be included under the Business Profile section.



Share and discuss your answers with your group

Picture 1

*Our cooperative is composed of workers in the aquaculture. We provide a wide range of services from pond preparation to harvest and post-harvest. Through the coop, we hope to have access to social security services and get better wages.*



**Answer:** *Business Profile*

Picture 2

*The cooperative expects to earn US\$ 6,000 per month with a profit margin of 15%.*



**Answer:**

Picture 3

*We will send out flyers to all fish cage owners to inform them about our services. We will charge US\$ 100 per harvest. We target to serve 60% of the fish cages in our region.*



**Answer:**

Picture 4

*Fish cage owners will book services via the coop. The manager will assemble a pool of harvesters to handle the assignment. Harvesting rafts including safety gear will be provided by the coop.*



**Answer:**



Picture 5

*In Year 1, we will hire a manager who will also be responsible for job placements. All members will take turns in cleaning tools and facilities*

**Answer:**

*Answers can be found on page 36.*

# SESSION 2: BUSINESS PROFILE

## Session Overview



5 minutes



**YOUR BUSINESS PLAN**

SESSION 1: BUSINESS PLAN  
1A. Structure of a basic business plan  
**SESSION 2: BUSINESS PROFILE**  
2A. Writing your business profile






SESSION 3: MARKETING PLAN  
3A. Product and/or service description  
3B: Market description  
3C: Marketing strategy  
SESSION 4: OPERATIONS PLAN  
4A: Physical resources: facilities and equipment

4B. Work process and system  
SESSION 5: MANAGEMENT PLAN  
5A: Preparing the organization chart  
5B: Job description  
SESSION 6: FINANCIAL PLAN  
6A: Preparing the income statement  
6B. Preparing your cash flow projection  
6C: Preparing your balance sheet  
SESSION 7: EXECUTIVE SUMMARY  
7A: Writing the executive summary

The business profile typically comes after the executive summary. This section outlines vital details about your cooperative such as where it is located, whom to contact, how large the cooperative is, what it does and what you hope to accomplish.

## Activity 2A: Writing your business profile



20 minutes

As a group, complete the business profile of your cooperative by answering the questions listed below. The second column provides an example to guide you. Answer the question as it is read. Write your answer in column 3. Many of the answers to the questions can be found in your feasibility study outputs

Column 1: Question	Column 2: Example	Column 3: Your Answer
<b>Background Information</b>		
Name of Cooperative	<i>XYZ Cassava Farmers Cooperative</i>	
Address	<i>Banga, South Cotabato SOCKSARGEN, Philippines</i>	
Contact Details	<i>Manuel de la Cruz, Manager Cellphone No. +63 9175324017</i>	
Number and type of members	<i>200 farmers in South Cotabato</i>	
<b>Purpose/Objective of Cooperative</b>		
What are the objectives of forming the cooperative?  <i>Tip: Review outputs in Coop. Enterprise Module 1</i>	<i>To reduce postharvest losses and engage in value addition activities through production of cassava chips using improved technologies and under hygienic and safe working conditions.</i>	
What would the group like to achieve by coming together?	<ul style="list-style-type: none"> <li>• <i>Increase in income</i></li> <li>• <i>Access to bigger and more lucrative markets</i></li> <li>• <i>Stable jobs for household members including access to social security</i></li> <li>• <i>Access to water system</i></li> </ul>	
<b>Products and/or Services</b>		
Type of Cooperative Tick as applicable ❖	❖ Production Marketing Service Others (specify)	Production Marketing Service Others ..... (specify)
What product/service is the business going to provide?	<i>Production of cassava chips</i>	
Why will customers buy your products or use your services?	<ul style="list-style-type: none"> <li>• <i>We can deliver regular supplies of high quality cassava chips at a competitive price. Our chips will be produced under safe and hygienic conditions.</i></li> <li>• <i>The cooperative will also advocate for decent and safe working conditions not only in its processing plant but also among its suppliers.</i></li> </ul>	
<b>Markets</b>		
Who will be your customers?	<i>The cassava chips will be sold to feed companies located within the region. To minimize risk, we will forge a supply agreement with two to three feed companies.</i>	

## SESSION 3: MARKETING PLAN

### Session Overview



5 minutes



#### YOUR BUSINESS PLAN

SESSION 1: BUSINESS PLAN

1A. Structure of a basic business plan

SESSION 2: BUSINESS PROFILE

2A. Writing your business profile

**SESSION 3: MARKETING PLAN**

3A. Product and/or service description

3B: Market description

3C: Marketing strategy

SESSION 4: OPERATIONS PLAN

4A: Physical resources: facilities and equipment

4B. Work process and system

SESSION 5: MANAGEMENT PLAN

5A: Preparing the organization chart

5B: Job description

SESSION 6: FINANCIAL PLAN

6A: Preparing the income statement

6B. Preparing your cash flow projection

6C: Preparing your balance sheet

SESSION 7: EXECUTIVE SUMMARY

7A: Writing the executive summary



This section of the plan provides the description of the products and/or services with emphasis on the value that you would be providing to your customers. It also presents a summary of the results of your market analysis (conducted as part of your feasibility study) with a focus on the market opportunities for your products and/or services. You will then describe your strategies on how you will reach your target customers and differentiate your business from competitors.

### Activity 3A: Product and/or service description



30 minutes

The product and service description describe the features of your product or service, the unique selling points offered by your product or service, and how your product or service satisfies client needs and expectations.

This is a group activity. An example is provided in each step to guide you. Perform each step as it is read.

### Steps

#### STEP 1

(20 minutes)

## OUR PRODUCTS



*Unpeeled Cassava Chips*

## PRODUCTS SPECIFICATION



*We only use 10-12-month-old cassava tubers. The tubers are processed not more than 24 hours after delivery to avoid contamination.*

## PRODUCT DESCRIPTION



*Chips are ¼ inch thick for quick drying.*



*Peeled Cassava Chips*



*Moisture content of 12% to 14%*



*Packed in clean 50 kg sack*

### Example: XYZ Cassava Farmers' Cooperative

You will produce high quality peeled and unpeeled cassava chips. The peeled cassava chips will only be offered during the 2nd year to give the cooperative time to raise money for a mechanical peeler. Key features of your cassava chips are described below.

Parameter	Description
Raw Material: Fresh Cassava Tubers	
Maturity	10 to 12-month production
Freshness	Newly harvested; not more than 1 year old
Appearance	No evidence of pest infestation No rotten or damaged parts
Cassava Chips	
Moisture Content	12% to 14% - tested via a tester
Appearance and colour	Cream to light brown No evidence of pest infestation No rotten or damaged parts No soil or mud
Chip size	Not more than ¼ inch thick
Odour	No fermented odour or bad smell
Texture	Brittle and easily cracks when crushed
Packaging	50-kilogram sack; clean sack – not used for ingredients that could affect food safety
Production Volume	1,800 MT per year
Product Uses	Ingredient for all types of livestock and farmed fish feed

## Description of Your Product and/or Service

Use the guiding questions to help you describe your product and/or service. If you have several products or services, describe only one during the activity. You will complete the description of your other products or services when you meet again to finalize your business plan.

a) *What is the product or service of your cooperative?*

.....

.....

b) *What are the key features of your product or service?*

.....

.....

c) *How much do you target to produce in a month or year?*

.....

.....

d) *What are the main uses of your product or service?*

.....

.....

### STEP 2 (10 minutes)

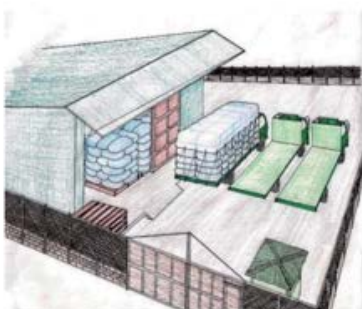
Answer the questions individually. Place a check (✓) in the column that best represents your answer. It may be necessary to review your outputs in Sessions 1 to 4 as you answer each question.

## What makes our product better than what is already available in the market?

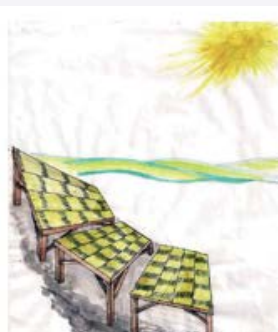
### Example: Cassava Farmers Cooperative



*Fresh and chemical free tubers: Tubers are grown in farms compliant with Good Agricultural Practices and near the processing plant.*



*High quality chips at competitive prices: Semi-mechanized production under strict quality control system.*



*Clean and safe chips: Our chips will be dried in raised platforms*



*Safe work, happy and productive workers: Coop will ensure safety at every step of our operations.*

When you answer the question below, imagine that you are in a meeting with a prospective buyer and would want to convince him/her to buy from your cooperative.

What makes your product or service better than what is already available in the market?



## Activity 3B: Market description



30 minutes

The market description explains who your target customers are and why you chose this market. You should also clearly state why your target customers need the product or service you are planning to sell. An analysis of your competitors should also be presented.

To facilitate the writing of the market description, as a group answer the guide questions in Column 1. Sample answers are provided in Column 2 for your reference. You can also refer to your outputs in the Market Analysis session of Module 2.

Column 1: Guide Question	Column 2: Example: Cassava Farmers Coop	Column 3: Your Answer
<p>Who are the possible customers?</p> <p><b>Indicate the different types of customers or users of your product or service</b></p>	<ul style="list-style-type: none"> <li>• Feed mills: about 1,730 nationwide</li> <li>• Bioethanol companies:</li> <li>• 2 companies; start-up phase</li> <li>• Brewery: only 1 company so far using cassava chips</li> <li>• Flour companies: only small portion of production devoted to cassava flour</li> <li>• Snack food processors: generally micro companies</li> <li>• Export market with China as the largest importer</li> </ul>	
<p>Among all the possible customers you have identified, which type of customers or segment will your cooperative focus on?</p>	<ul style="list-style-type: none"> <li>• Feed mills</li> </ul>	
<p>Why did you choose to focus on this market segment?</p>	<ul style="list-style-type: none"> <li>• The top 5 feed mills have facilities in the region which are accessible to the cooperative</li> <li>• There is a guaranteed market and floor price via supply agreement</li> <li>• Companies also offer advance payment and provide assistance to suppliers</li> </ul>	
<p>Why do your target customers need your product or service?</p>	<ul style="list-style-type: none"> <li>• There is a lack of supply of cassava chips. Feed mills currently operating at 60% of production capacity</li> </ul>	
<p>What specific need in your target market will the product or service address?</p>	<ul style="list-style-type: none"> <li>• Quality of existing supply of chips is of inconsistent quality - high moisture content and not compliant with food safety standards</li> <li>• We will also be able to cater to demand for cassava chips produced from chemical free tubers. Feed companies are expanding their production of natural feed to cater to growing demand from livestock raisers</li> </ul>	



Column 1: Guide Question	Column 2: Example: Cassava Farmers Coop	Column 3: Your Answer
Who are your competitors?	Direct competitors are the assemblers who collect tubers from their own farms and from farmers. They process the tubers into cassava chips	
How can you compete with your competitors?	<p>We grow, process, and sell the product. We are, thus, our own suppliers. Although assemblers have their own farms, they depend on farmers who are willing to sell to them. Most of their suppliers only harvest once a year.</p> <p>In our proposed production system, we will promote modular plots and natural farming among our members so that we will have a year-round supply and chemical free tubers</p> <p>Assemblers do not invest in technology and upgrading. Their chips are generally Class B and Class C. We will produce Class A chips</p>	
What is the estimated demand for your product or service?	In the region, total demand is about 200,000 MT per year. The supply gap is about 50,000 MT annually	
What percentage of the market do you hope to penetrate?	<p>Projected annual production volume of cooperative: 1,800 MT</p> <p>This is about 1% of total demand. The cooperative will fill up about 4% of current supply gap</p>	
How can you increase your market share over time?	<p>Members have to increase farm productivity. Current yield is only about 70% of optimum yield</p> <p>We need to improve both farm and processing productivity so as to be competitive with imported cassava chips</p> <p>We also have to increase our production capacity for chips</p>	
Is your market likely to grow? How much?	The market for cassava chips especially for feed mill is expected to grow due to an increase in livestock population. The market is expected to grow by 5% per year based on interviews with feed mills within our region	

## Activity 3C: Marketing strategy



40 minutes

You have identified your markets and products or services. It is clear that the markets and products or services you have chosen can help to address your common objectives. In this activity, you will define how you are going to get your customers to buy your products and/or use your services.

This is a group activity. Everybody should share their ideas and listen to each other.

### Steps

#### STEP 1 (15 minutes)

**Promotion strategy: How your target customers will know about your product or service**



*Visit to prospective buyers*



*Text messages/social media*



*Trade fair participation*



*Advertisement*

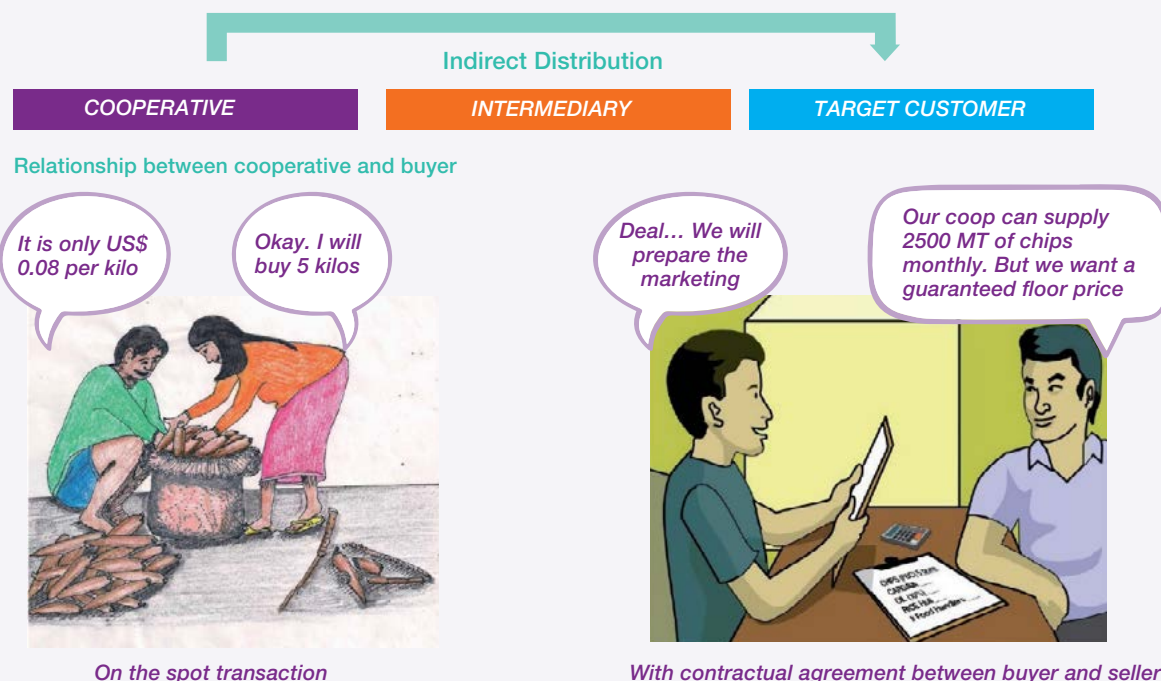
The development of a promotion strategy involves thinking about how you can inform your customers about your products or services and influence them to buy from you. Read the question (Column 1) and the example (Column 2), share ideas, and write your answer (Column 3).

Column 1 Guide Question	Column 2 Example: Cassava Farmers Coop	Column 3 Your Answer
How will you inform your target customers about your product or service and cooperative?	We will meet with our potential customers and provide them with samples and our profile. We will invite them to visit the cassava farms of our members and our processing plant in order to gain their trust.	
What will be the main message(s) that you will communicate in your promotional activities?	<p>Use of our cassava chips will help feed mills make better quality feeds.</p> <p>We can help feed mills penetrate the natural feed market with our chemical free tubers.</p> <p>With a membership base of 200 cassava farmers adopting the modular farming, our buyers are assured of a year-round supply of chips.</p>	

## STEP 2

(10 minutes)

Distribution strategy: How you will get your product to your target customers



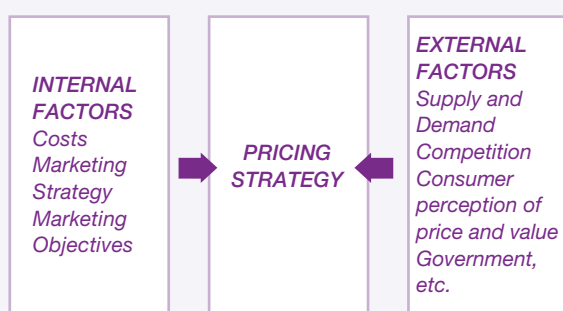
In this step, describe how you will make your product or service available to your target customers by answering the guide questions in Column 1. Read through the example in Column 2 to have some ideas on how to answer the question. Write your answers in Column 3.

Column 1 Guide Question	Column 2 Example: Cassava Farmers Coop	Column 3 Your Answer
How is your product or service going to get to the customer? <i>Describe how your produce will be sold – whether directly to your target customers, Via intermediaries, etc.</i>	The cooperative will sell directly to the three feed mills in the region. The three feed mills are less than 30 miles from the proposed location of our processing plant. We will rent a truck to deliver the chips.	
What is the contractual relationship between you and your target customers?	The cooperative will sign a non-exclusive marketing contract with the three feed mills. The contracts provide a guaranteed floor price and an advance payment of 20% to 30% of agreed volume for delivery. We will deliver the chips every month.	

### STEP 3

(15 minutes)

#### Pricing strategy



Pricing strategy involves determining how you will price your product or service. Work together to answer the guide questions.

Column 1 Guide Question	Column 2 Example: Cassava Farmers Coop	Column 3 Your Answer
How will you set the price of your product or service?	<p>We will negotiate with our buyers for a guaranteed floor price that will cover all costs and a mark-up of at least 15%. If prevailing market price at the time of delivery is higher than floor price, the coop will receive the higher price.</p> <p>Feed mills set the price of cassava chips based on quality and volume. Chips with moisture content higher than 14% receive a deduction in buying price. To get the optimum value for our products, the cooperative will work towards increasing production volume so as to be eligible for incentives given by feed mills that are able to deliver large quantities of chips per month. We will also ensure that we deliver only Class A chips.</p>	
How does the pricing of your product or service compare to the market price of similar products or services?	<p>This is not applicable to us. Feed mills set the price based on available supply of cassava and alternative materials such as corn. For our cooperative to remain viable though, we will invest in continuous productivity improvement to keep our production costs low for both cassava and chips.</p>	

## SESSION 4: OPERATIONS PLAN

### Session Overview



5 minutes



#### YOUR BUSINESS PLAN

##### SESSION 1: BUSINESS PLAN

1A. Structure of a basic business plan

##### SESSION 2: BUSINESS PROFILE

2A. Writing your business profile

##### SESSION 3: MARKETING PLAN

3A. Product and/or service description

3B: Market description

3C: Marketing strategy

##### SESSION 4: OPERATIONS PLAN

4A: Physical resources: facilities and equipment

4B. Work process and system

##### SESSION 5: MANAGEMENT PLAN

5A: Preparing the organization chart

5B: Job description

##### SESSION 6: FINANCIAL PLAN

6A: Preparing the income statement

6B. Preparing your cash flow projection

6C: Preparing your balance sheet

##### SESSION 7: EXECUTIVE SUMMARY

7A: Writing the executive summary



The operations plan describes how you will make your product or carry out the service. It also provides details on the physical location, facilities, and equipment that would be needed to produce the product or deliver the service. Last but not least, the operations plan presents how the business will ensure product or service quality and productivity and safety of the whole operations. Most of the information that you will need in completing your operations plan can be found in your outputs in Module 2.

### Activity 4A: Physical resources: facilities and equipment



25 minutes

Physical resources include land, building and other structures, machinery, and equipment. These are the tangible assets that the cooperative will use to produce the product or deliver the service.

Do the steps together. Listen to all the ideas of your group members.

### Steps

#### STEP 1

(10 minutes)



## Location: Where the business will be located



### Basic considerations in choice of location



Electricity/Power Supply



Water Supply



Communication Facility



Accessible Near buyers and suppliers



Allowed by ordinance or law

Read the guiding questions in Column 1 and the examples in Column 2, and write down your answer in Column 3.

Column 1 Guide Question	Column 2 Example: Cassava Farmers Coop	Column 3 Your Answer
Where will the business be located?	It will be located in South Cotabato, which is the top producer of cassava in the country.	
What are the advantages and disadvantages of the location?	<p>The proposed location is near the cassava farms and the potential buyers. It is also accessible by 4-wheel drive vehicles. The area is connected to the power grid. A clean water supply is also abundant. The proposed location is not prone to floods.</p> <p>The area, though, does not have landline phone or internet connection. However, it can be reached via cell phone.</p>	

## STEP 2 (15 minutes)

### Physical resources: Facilities and equipment needed to produce product or provide service



We need an open working area for the manual chipping. The cyanide that is released during the cutting is harmful.

Ok. I will ask the carpenters to give a quotation for both the shed and storage area.



You will identify the equipment and facilities that the cooperative will need and how the group plans to acquire these. By now, the group should have already validated whether the planned mode of acquisition identified during the feasibility study is feasible. Remember, you can also make use of existing assets and facilities of members to lower investment cost.

#### Example: Cassava Farmers Cooperative

Equipment/Facility	Description	How Coop will Acquire
Land	250 square meters	Member will allow coop to use her land
Building	150 square meters; design and layout will be compliant with Good Manufacturing Practices	Grant from local government
Open working area	About 50 square meters; for manual chipping	To be constructed; materials will be donated by members
Slicing machine	2 units	Purchase
Weighing machine	2 units	Purchase
Moisture tester	1 unit	Purchase
Raised platforms	For drying of chips	Construction; materials will be donated by members
Stainless washing vats	2 units	Purchase
Truck	For delivery of chips	Rental

Complete the table below for your own cooperative.

Equipment/Facility	Description	How Coop will Acquire

## Activity 4B: Work process and system



40 minutes

This part of the Operations Plan will describe how the business will be operated from sourcing of inputs to after sales services. The process will vary depending on your business. You will also need to show how you will ensure product or service quality and the health and safety of workers.

Work together to complete each of the steps outlined below. Use the examples and illustrations as your guide in answering the questions.

### Steps

#### STEP 1 (15 minutes)

#### Procurement of inputs/raw materials needed to produce product or service



Promotional campaign to recruit suppliers  
Training of suppliers



Receiving, quality inspection, and sorting



Weighing and payment

Column 1 Guide Question	Column 2 Example: Cassava Farmers Coop	Column 3 Your Answer
What are the key inputs/ raw materials needed to produce the product or service? How many do you need per month?	Fresh cassava tubers - 375 MT per month	
From whom will you source these inputs?	Members and non-members	
How will you ensure that you will have an adequate supply of raw materials?	Members will be required to allocate at least 60% of their harvest for the cooperative Cooperative will regularly conduct promotional campaigns to attract cassava farmers to supply to the plant and eventually become members We will promote modular farming. We will also conduct training to help farmers improve productivity and comply with quality standards.	



Column 1 Guide Question	Column 2 Example: Cassava Farmers Coop	Column 3 Your Answer
What are the key requirements to become a supplier?	<ul style="list-style-type: none"> <li>• Zero to very minimal use of chemical inputs; cassava with zero chemical inputs should be appropriately labelled</li> <li>• No child labour in their farms Basic work safety is observed.</li> </ul>	
What are the terms of payment?	<ul style="list-style-type: none"> <li>• Members enjoy guaranteed price of US\$ 0.05 per kilo. If market price is higher than US\$ 0.05 at the time of delivery, members will get the higher price</li> <li>• Non-members will be paid based on prevailing market price</li> <li>• Price discount of 10% will be applied to immature tubers</li> <li>• Cash on delivery</li> </ul>	

## STEP 2 (25 minutes)

### Production /work process



*Cleaning and washing of tubers*



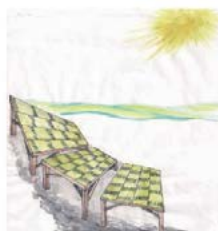
*Moisture content testing*



*Packing and storage of chips*



*Manual chipping*



*Drying of chips*



*Delivery of chips*

### Measures to ensure quality and safety

- » Pallets arranged properly
- » Pallets cleaned regularly
- » Use of clean water
- » Workers wear protective clothing



In Column 1, list the key activities involved in making the product or delivering the service. In Column 2, identify the key measures to ensure product quality and workers' safety. In Column 3, identify the person or people responsible for performing the activity.

Activity	Measures to ensure quality and safety	Responsible
Cleaning and washing of tubers	Clean water will be used for washing	Washers
Chipping	<p>Thickness of chips will be about ¼ inch to ensure high granules recovery</p> <p>Chippers will only use sharp knives to avoid crushing the cassava, reduce physical strain (workers), and minimize risk of injury (workers)</p> <p>Prior to using a mechanical chipper, operator will ensure that: (i) blades and funnels are clean; (ii) blades are properly calibrated to desired thickness; and (iii) motor is in good running condition. Checking and service maintenance of mechanical chipper will be done monthly. At all times, operator will wear personal protective equipment</p> <p>Chipping will be done in a clean and dry place that is protected from animals and pests</p> <p>Area for manual chipping will be well ventilated, shaded, and open to minimize risk of workers inhaling cyanide</p>	Chippers
Weighing of chips	Clean pails will be used to weigh chips. Content of pail will not be more than 15 kilograms to reduce physical strain on haulers	Chipper team leader/ chippers
Drying of chips	<p>Chips will be dried in clean platforms without soil and dust particles. Chips will be spread evenly at approximately 12 kg. per square meter</p> <p>Chips will be turned every two hours to have uniform drying Workers will be provided with appropriate sun protection</p>	Workers/Driers
Testing for moisture content	The thickest chip cut from among the dried chips will be tested for moisture content using a tester	Receiving staff
Packing of chips	<p>Only chips that pass the 12% - 14% moisture content will be packed</p> <p>Chips will be packed in clean sacks without holes and rips Sacks will be sealed via sewing to avoid entry of pests</p>	Workers/Driers
Weighing of chips	<p>Chips will be weighed using calibrated weighing scales. Each sack will contain 50 kg. of chips</p> <p>Weight and number of sacks including date of processing will be recorded in inventory logbook. Date processed will be indicated on the sacks</p>	Receiving staff
Storage of chips	<p>Chips will be stored in clean, well-lit storage areas. The sacks will be placed on top of pallets, off the floor and away from the walls</p> <p>Proper stacking will be observed to facilitate easy monitoring, minimize risk of falling off, and proper ventilation</p> <p>"First In, First Out" will be observed in the release of cassava chips</p>	Receiving staff
Hauling and delivery of chips	<p>The vehicle for delivery will be inspected for cleanliness. Vehicles used for the transport of animal manure, fertilizers and harmful pesticides will not be used for the delivery of cassava chips</p> <p>Trolleys will be used for the (un)loading of the sacks to protect both product and workers</p>	Warehouse staff

Complete a similar table for your cooperative. To facilitate the identification of measures to ensure quality and safety, let's first identify the quality and safety risks in each of the major activities.

Activity	Quality and safety risks	Measures to ensure quality and safety	Responsible

## SESSION 5: MANAGEMENT PLAN

### Session Overview




5 minutes



### YOUR BUSINESS PLAN

SESSION 1: BUSINESS PLAN  
1A. Structure of a basic business plan

SESSION 2: BUSINESS PROFILE  
2A. Writing your business profile

SESSION 3: MARKETING PLAN  
3A. Product and/or service description  
3B: Market description  
3C: Marketing strategy

SESSION 4: OPERATIONS PLAN  
4A: Physical resources: facilities and equipment

4B. Work process and system




**SESSION 5: MANAGEMENT PLAN**  
5A: Preparing the organization chart  
5B: Job description

SESSION 6: FINANCIAL PLAN  
6A: Preparing the income statement  
6B. Preparing your cash flow projection  
6C: Preparing your balance sheet

SESSION 7: EXECUTIVE SUMMARY  
7A: Writing the executive summary

The Management Plan section describes how the cooperative business will be structured. It also identifies the human resources and skills that the business will need to meet the demands of customers.

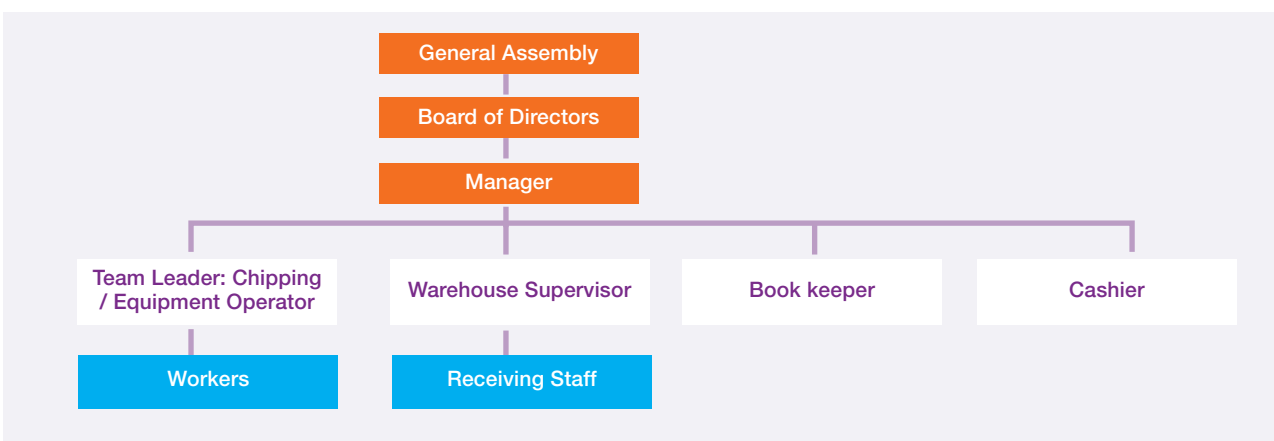
### Activity 5A: Preparing your organization chart

15 minutes

The organization chart is a diagram showing the structure of the business. It is drawn using boxes for the job titles or functions and vertical lines to demonstrate the reporting relationships of supervisors and their reporting staff. An example of an organization chart is shown below.

#### Example: Organization chart: cassava farmers' cooperative



Now draw together the organization chart of your own cooperative. A review of your production plan can help you identify the people that you need. As soon as you have identified the people that you need, then decide on who should report to whom.

#### Your organization chart

## Activity 5B: Job description



15 minutes

The organization chart is a diagram showing the structure of the business. It is drawn using boxes for the job titles or functions and vertical lines to demonstrate the reporting relationships of supervisors and their reporting staff. An example of an organization chart is shown below.

### Example: Cassava Farmers' Cooperative

Position	Job Description	Qualifications
Manager	<ul style="list-style-type: none"> <li>Manages operations in the processing facility Oversees financial operations</li> <li>Reports to Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>At least 3 years of experience in managing processing facility</li> <li>Familiar with cassava chips production (or similar)</li> <li>Good management and marketing skills</li> </ul>
Equipment Operator / Chipping - Team Leader	<ul style="list-style-type: none"> <li>Operation of machines</li> <li>Cleaning and maintenance of the machines</li> <li>Quality control</li> <li>Monitoring of output of workers</li> </ul>	<ul style="list-style-type: none"> <li>Knows how to operate the chipping machine</li> <li>With background in equipment maintenance and basic troubleshooting</li> <li>With 2 years of experience in production of banana chips</li> <li>Good leadership skills</li> </ul>
Warehouse Super - visor	<ul style="list-style-type: none"> <li>In-charge of warehouse and storage operations including ensuring cleanliness</li> <li>Responsible for procurement of supplies</li> <li>Records and monitors raw material stock and finished products</li> <li>Quality control</li> </ul>	<ul style="list-style-type: none"> <li>At least 2 years of experience in warehouse operations and cassava chip production</li> <li>Knows basic business math</li> </ul>
Receiving staff	<ul style="list-style-type: none"> <li>Grading and sorting of fresh cassava</li> <li>Records all incoming supplies and deliveries to buyers</li> <li>Maintains inventory record</li> </ul>	Familiar with cassava chip production Knows basic business math
Bookkeeper / Finance Clerk	<ul style="list-style-type: none"> <li>Recording of financial transactions</li> <li>Maintenance of relationships with suppliers</li> <li>Checking and processing of payment to suppliers</li> </ul>	Background in bookkeeping
Cashier	<ul style="list-style-type: none"> <li>Collection of payment from customers</li> <li>Release of payment to suppliers</li> <li>Safekeeping of cash/money of cooperative</li> </ul>	Has previous similar work experience
Chippers	<ul style="list-style-type: none"> <li>Manual chipping of cassava</li> <li>Hauling and weighing of cassava chips</li> </ul>	Has similar work experience
Washer	<ul style="list-style-type: none"> <li>Cleaning and washing of cassava chips</li> </ul>	Has similar work experience
Driers	<ul style="list-style-type: none"> <li>Drying of cassava chips</li> <li>Weighing and hauling of cassava chips</li> <li>Packing and stocking of cassava chips</li> <li>Loading of cassava chips</li> </ul>	Has similar work experience

Using the example as your guide, complete the table below for your cooperative.

Position	Job Description	Qualifications

## SESSION 6: FINANCIAL PLAN

### Session Overview



5 minutes



#### YOUR BUSINESS PLAN

##### SESSION 1: BUSINESS PLAN

1A. Structure of a basic business plan

##### SESSION 2: BUSINESS PROFILE

2A. Writing your business profile

##### SESSION 3: MARKETING PLAN

3A. Product and/or service description

3B: Market description

3C: Marketing strategy

##### SESSION 4: OPERATIONS PLAN

4A: Physical resources: facilities and equipment

4B. Work process and system

##### SESSION 5: MANAGEMENT PLAN

5A: Preparing the organization chart

5B: Job description

##### SESSION 6: FINANCIAL PLAN

6A: Preparing the income statement

6B. Preparing your cash flow projection

6C: Preparing your balance sheet

##### SESSION 7: EXECUTIVE SUMMARY

7A: Writing the executive summary



The Financial Plan section of the business plan provides details on how potentially profitable the business will be. You will also need to provide projections that would show that the business will survive on the start-up capital until it makes a profit. In short, you have to demonstrate in this section that the proposed business is a good investment.

You also need to present here the money that is needed to start the business and how you will raise the required funding. Since you have already studied this in Module 2, you can skip this today. It is recommended though that you review your start-up costs before finalizing your business plan.

### Activity 6A: Preparing your income statement



30 minutes

An income statement for a new business shows how much it will earn or lose during a given period of time. It shows the estimated amount of sales, cost of goods or services sold, expenses incurred in the running or operation of a business and the profits earned for a given period.

To prepare an income statement, you need to know how to compute profit and loss. You have already learned this in Activity 4B in Module 2. For this activity, you will need to review your previous outputs and write them in an income statement template.



## Steps

### STEP 1 (15 minutes)

Read example

Income Statement of Cassava Farmers Cooperative For the Period January to December 2018				
Particular	Unit	No. of Units	Unit Price	Amount (US\$)
<b>TOTAL INCOME</b> <i>Income: money paid for your services or products</i>				<b>360,000</b>
Sales from cassava chips	Metric ton	1,800	200	360,000
<b>TOTAL EXPENSES</b> <i>Expenses: money spent or cost incurred to generate income</i>				<b>281,100</b>
<b>Materials</b>				<b>226,200</b>
Fresh cassava	Metric ton	4,500	50	225,000
Sacks	Pieces	6,000	0.2	1,200
<b>Salaries/Wages</b>				<b>50,400</b>
Manual Chipper	Metric ton	1,500	4	6,000
Equipment Operator	Person month	12	375	4,500
Washer	Person month	12	200	2,400
Driers/Laborers (5 people)	Person month	60	200	12,000
Warehouse Supervisor	Person month	12	375	4,500
Receiving Clerk	Person month	12	200	2,400
Bookkeeper	Person month	12	200	2,400
Cashier	Person month	12	350	4,200
Manager	Person month	12	500	6,000
Social security benefits	Person month	12	500	6,000
<b>Utilities and Other Expenses</b>				<b>4,500</b>
Electricity	Month	12	50	600
Water	Month	12	25	300
Transportation	Trip	12	200	2,400
Other expenses	Month	12	100	1,200
<b>GROSS INCOME</b> Profit: Total Income - Total Expenses				<b>78,900</b>
Less: Taxes (depends on country)				6,312
<b>PROFIT/NET INCOME</b> Gross Income - Taxes				<b>72,588</b>

### STEP 1 Take out your output from Activity 4B in Module 2

### STEP 1 (20 minutes)




Fill out the Income Statement template based on data from your output in Activity 4B in Module 2. As you fill it out, review and decide whether there are changes you would want to make. You can use a calculator to complete this step.

**Income Statement of (Name of your Proposed Cooperative):**  
**For the Period (One year):**

Particular	Unit	No. of Units	Unit Price	Amount (US\$)
<b>TOTAL INCOME</b> <i>Income: money paid for your services or products</i>				
<b>TOTAL EXPENSES</b> <i>Expenses: money spent or cost incurred to generate income</i>				
<b>Materials</b>				
<b>Salaries/Wages</b>				
<b>Utilities and Other Expenses</b>				
<b>GROSS INCOME</b> <i>Profit: Total Income – Total Expenses</i>				
<b>Less: Taxes</b> <i>(If you do not know tax rates, please leave blank and include in your action plan)</i>				
<b>PROFIT/NET INCOME</b> <i>Gross Income – Taxes</i>				

Use this space for any calculations that you may need to make.









Activity 6B: Preparing your cash flow projection



40 minutes

The cash flow projection shows the amount of money that you expect to come into your business and money that will be going out of your business. The projection is useful to determine the viability of the cooperative, particularly its ability to pay for the expenses needed to produce the product or service and the overall operations of the business. The cash flow statement monitors the flow of cash over a period of time (a year, a quarter, a month) and shows you how much cash you have on hand during a given period. It also shows you whether your cash position has improved and by how much during a given period (e.g. start of business and after 12 months of operation).

Cash flow

CASH IN How does money come into your business?		CASH OUT How does money goes out of your business	
<p>By producing and selling goods</p> 	<p>By giving a service</p> 	<p>By purchasing raw materials</p> 	<p>By paying wages and salaries</p> 
<p>By getting a loan</p> 	<p>By getting a grant</p> 	<p>By paying for transportation and others</p> 	<p>By renting a stall</p> 

The steps can be found on the next page. This is a group activity. Perform the steps as they are read.

## Steps

### STEP 1 (10 minutes)

Study the example

Cassava Farmers' Cooperative Cash Flow Projection For the Period January to December 2018												
Particulars	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>BEGINNING CASH</b> <i>Copy the ending cash of previous month</i>		1,675	8,350	14,725	21,400	28,075	34,450	41,125	47,800	54,175	60,850	67,525
<b>Cash In</b>	20,000											
<i>List sources of cash</i>	Grants											
	Sales: Cassava Chips (refer to income in Income Statement)	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
<b>TOTAL CASH IN</b> <i>Add entries in Cash In</i>	35,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
<b>Cash Out</b>	18,850	18,850	18,850	18,850	18,850	18,850	18,850	18,850	18,850	18,850	18,850	18,850
<i>List projected expenses (refer to expenses in Income Statement)</i>	Materials											
	Salaries/Wages	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200
	Utilities	275	275	275	275	275	275	275	275	275	275	275
	Repair/Maintenance		300			300			300			
	Equipment /tools	6,000										
	Construction of facilities	4,000										
<b>TOTAL CASH OUT</b> <i>Add entries in Cash Out</i>	33,325	23,325	23,625	23,325	23,325	23,625	23,325	23,325	23,625	23,325	23,325	23,625
<b>NET CASH FLOW</b> <i>Cash In - Cash Out</i>	1,675	6,675	6,375	6,675	6,675	6,375	6,675	6,675	6,375	6,675	6,675	6,375
<b>ENDING CASH</b> <i>Beginning Cash + Net Cash Flow</i>	1,675	8,350	14,725	21,400	28,075	34,450	41,125	47,800	54,175	60,850	67,525	73,900

**STEP 2**

(30 minutes)

Complete the Cash Sales Projection table for your own cooperative. Work as a group. You may request assistance from the facilitator. You can use a calculator to complete this step.

Name of Cooperative: Cash Flow Projection Period:												
Particulars	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>BEGINNING CASH</b> <i>Copy the ending cash of previous month</i>												
<b>Cash In</b> <i>List sources of cash</i>												
<b>TOTAL CASH IN</b> <i>Add entries in Cash In</i>												
<b>Cash Out</b> <i>List projected expenses (refer to expenses in Income Statement)</i>												
<b>TOTAL CASH OUT</b> <i>Add entries in Cash Out</i>												
<b>NET CASH FLOW</b> <i>Cash In - Cash Out</i>												
<b>ENDING CASH</b> <i>Beginning Cash + Net Cash Flow</i>												

## Activity 6C: Preparing your balance sheet



30 minutes

While the income sheet shows what the cooperative is earning, the balance sheet shows the total worth of the cooperative. A balance sheet adds up everything the cooperative owns, subtracts everything the cooperative owes, and shows the difference as the net worth of the cooperative. The balance sheet reflects the financial position of the business at a given period (e.g. end of the year).

### Balance sheet

#### ASSETS

*Something of value that the business owns*



#### LIABILITIES

*Debts or amounts that the business owes to people or other business*



#### EQUITY

*Members/Owners' Share of Business*



*Cash on hand Money in the bank*



*Accounts receivable: payments you have yet to receive*



*Accounts payable: money owed by business*



*Beginning Capital: Contribution from members Grants*



*Stocks and raw materials on hand*



*Building, vehicle, equipment*



*Balance of bank loan*



*Net Profit*

## Steps

### STEP 1 (10 minutes)

Read and study the example

Cassava Farmers' Cooperative Balance Sheet as of 31 December 2018			
<b>ASSETS</b> <i>List all the things that the business will own and the corresponding value by 31 Dec 2018</i>		<b>LIABILITIES + OWNERS' EQUITY</b>	
	<b>LIABILITIES</b> List all the estimated debts and value by 31 Dec 2018		
Cash on hand	US\$ 73,900	Accounts Payable	US\$ 0
Equipment and facilities	US\$ 10,000	Loans	US\$ 0
Payment for Dec delivery	US\$ 30,000		
		<b>Total Liabilities</b> Add all entries	<b>US\$ 0</b>
		<b>OWNERS' EQUITY</b> How much capital will the business have by 31 Dec 2018?	
		<b>Beginning Capital</b> Contribution from members, grants, etc. refer to Cash Flow	US\$ 35,000
		<b>Net Profit</b> Refer to Income Statement	US\$ 78,900
		<b>Ending Capital</b> Add all entries under Owner's Equity	US\$ 113,900
<b>TOTAL ASSET</b> Add all entries under Assets	<b>US\$ 113,900</b>	<b>TOTAL LIABILITIES + OWNERS' EQUITY</b>	<b>US\$ 113,900</b>



**STEP 2**

(20 minutes)

Prepare the balance sheet for your own cooperative. You can use a calculator to complete this step.

Name of Cooperative: Balance Sheet as of (indicate date)			
<b>ASSETS</b> <i>List all the things that the business will own and the corresponding value by 31 Dec 2018</i>		<b>LIABILITIES + OWNERS' EQUITY</b>	
	<b>LIABILITIES</b> List all the estimated debts and value by date indicated above		
Cash on hand		Expenses incurred by coop that have not yet been paid	
Fixed Asset		Loans	
Payment for goods or services sold or delivered that coop has yet to collect			
		<b>Total Liabilities</b> Add all entries	
		<b>OWNERS' EQUITY</b> How much capital will the business have by date indicated above?	
		<b>Beginning Capital</b> Contribution from members, grants, etc. refer to Cash Flow	
		<b>Net Profit</b> Refer to Income Statement	
		<b>Ending Capital</b> Add all entries under Owner's Equity	
<b>TOTAL ASSET</b> Add all entries under Assets		<b>TOTAL LIABILITIES + OWNERS' EQUITY</b>	

## SESSION 7: EXECUTIVE SUMMARY

### Session Overview



5 minutes



#### YOUR BUSINESS PLAN

##### SESSION 1: BUSINESS PLAN

1A. *Structure of a basic business plan*

##### SESSION 2: BUSINESS PROFILE

2A. *Writing your business profile*

##### SESSION 3: MARKETING PLAN

3A. *Product and/or service description*

3B. *Market description*

3C. *Marketing strategy*

##### SESSION 4: OPERATIONS PLAN

4A. *Physical resources: facilities and equipment*

4B. *Work process and system*

##### SESSION 5: MANAGEMENT PLAN

5A. *Preparing the organization chart*

5B. *Job description*

##### SESSION 6: FINANCIAL PLAN

6A. *Preparing the income statement*

6B. *Preparing your cash flow projection*

6C. *Preparing your balance sheet*

##### SESSION 7: EXECUTIVE SUMMARY

7A. *Writing the executive summary*



This is a summary of each section of the business plan. As indicated in Session 1, this is the first section of the business plan, but you can only complete this after all the sections have been completed. It should provide a short, concise and optimistic overview of the cooperative business that captures the readers' attention and gives them an interest in learning more about it.

### Activity 7A: Writing the executive summary



25 minutes

The easiest way to write the executive summary is to review the business plan and make one or two sentences to summarize each section.

### Steps

#### STEP 1

(10 minutes)

Read and review the example

## Sample Executive Summary

### Name of Cooperative

Cassava Farmers Cooperative

### Location

Our cooperative is located in Banga – South Cotabato, the largest cassava producing area in the country.

### Members

About 200 cassava farmers have indicated interest in joining the cooperative. This represents about 40% of the total number of cassava farmers in the province. We expect that membership will grow by 5% each year.

### Product/service and uses

The cooperative will process the fresh cassava tubers from its members into high quality peeled and unpeeled cassava chips for feeds. The peeled cassava chips will only be offered during the 2nd year to give time to the cooperative to raise money for a mechanical peeler.

### Production capacity

For the first year, our target production volume is 1,800 MT of cassava chips. We plan to increase production volume by 5% per year.

### Production Process

We will promote modular plots and natural farming among our members so that we will have a year-round supply and chemical free tubers. Processing will be semi-mechanized. Our plant will be compliant with Good Manufacturing Practices. Safety of workers will be a top priority.

### Customers

The cooperative will sign a non-exclusive marketing contract with the three feed mills. In the region, total demand for cassava chips is about 200,000 MT per year. Supply gap is about 50,000 MT annually.

### Human Resources/Management

The Board of Directors will oversee the operations of the processing plant. We will hire a Manager to manage and supervise the daily operations. Our workers will be trained in Good Manufacturing Practices and workers' safety and health.

### Financial Projection

We will need US\$ 35,000 to start our business. Contribution from members is expected to reach US\$ 20,000. We hope to source the remaining US\$ 15,000 from grants. Annual income is estimated at US\$ 360,000 with total expenses at US\$ 281,100. Estimated annual profit is US\$ 78,900.

**STEP 1**

(20 minutes)

Prepare an executive summary for your own business plan. Please refer to your outputs in previous sections to fill in the guide below. Assign two to three members to work on each topic.

Sample Executive Summary
<b>Name of Cooperative</b>
<b>Location</b>
<b>Members</b>
<b>Product/service and uses</b>
<b>Production capacity</b>
<b>Production Process</b>
<b>Customers</b>
<b>Human Resources/Management</b>
<b>Financial Projection</b>

## Answers: Activity 1A

*Picture 1: Business Profile Picture 2: Financial Plan Picture 3: Marketing Plan Picture 4: Operations Plan  
Picture 5: Management Plan*



***Learn how to set-up your cooperative. Join the Coop.  
Enterprise **MODULE 4** training.***

*Use this space for your calculations and notes*



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## **MODULE 4:**

## **ORGANIZATIONAL SET-UP**

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## COOP ENTERPRISE MODULES

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### MODULE 1

Identifying Core Members and Business Idea

### MODULE 2

Researching the Feasibility of the Business Idea

### MODULE 3

Preparing the Business Plan

### MODULE 4

Organizational Set-up



## Follow the Signs

The instructions in the training guide are easy to follow and the suggested timeframe for each step is provided. Look out for these signs:

Signs and their Meaning			
			
<i>This sign indicates the suggested time for the activity</i>	<i>This sign indicates background information to be read to the group</i>	<i>This sign indicates group discussion</i>	<i>This sign indicates that the activity is beginning and that step-by-step instructions need to be read out loud to the group and followed sequentially</i>

## Getting Started








Before you begin the training, follow the simple steps below to get organized:

- Fill out the pre-training survey. Ask the organizers if you do not have a copy or have not already filled it in.
- Organize into small groups of 5 to 7 people. The organizers will guide you in how best to do this.
- Identify one group member to volunteer to start the training as “Group Reader”. The role of the “Group Reader” is to read the information and activity instructions out loud to the group. Any group member with basic literacy can be the “Group Reader” and you should aim to share this role among group members throughout the training.

All group members are responsible for monitoring time, but one group member should be nominated for each session to remind the group when the suggested time for an activity/step has been reached. You do not strictly need to follow the suggested timing, but you will need to manage your time for the total training. If one activity lasts longer than the suggested timing, try to save time in other activities to keep the balance.

All group members will receive the same training guide. Individual work as well as group work can be completed in these guides.

## Learning Process

SESSION		TIME
SESSION 1: BASIC STRUCTURE OF A COOPERATIVE		25 MINUTES
SESSION 2: MEMBERS AND GENERAL ASSEMBLY		65 MINUTES
SESSION 3: BOARD OF DIRECTORS		85 MINUTES
SESSION 4: THE MANAGER		35 MINUTES
SESSION 5: ARTICLES OF INCORPORATION		35 MINUTES
SESSION 6: BYLAWS OF THE COOPERATIVE		110 MINUTES
SESSION 7: ACTION PLANNING		40 MINUTES

## SESSION 1: BASIC STRUCTURE OF A COOPERATIVE

### Session Overview



5 minutes

The four groups of people needed to start the operations of a cooperative are the members, Board of Directors, manager, and employees. The organizational structure of a cooperative is based on democratic principles. As owners of the business, the members are the decision makers. Members control their cooperative through a Board of Directors that they elect from among themselves. The Board of Directors makes the policies subject to approval of the members through the General Assembly. The Board of Directors hires a Manager to supervise the daily operations of the cooperative.

### Activity 1A: The core bodies in a cooperative



15 minutes

Successful operation of a cooperative is based on the active cooperation of the members with the Board of Directors, manager, and employees. In this activity, fill in the boxes in the organizational chart with the name of the correct body. You will also label pictures by reading the description for hints. This is a group activity.

### Basic Organizational Chart of a Cooperative

Core bodies of a cooperative: **General Assembly, Board of Directors, Manager, and Employees**

**General Assembly**



#### Owners of the cooperative

- Support the cooperative through patronage and capital investment.
- The highest body of the cooperative and the final authority in the management and administration of the affairs of the cooperative

**Board of Directors,**



#### Elected from and by the members

- Make the operating policies of the cooperative
- Recruit and hire the manager
- Oversee budgeting and financial processes
- Direct the cooperative towards the overall objectives

**Manager**



#### Hired by the Board of Directors

- Responsible for daily operations of the cooperative
- Hires and supervises employees

**Employees**



#### Hired by the Manager

- Do the production and marketing of product or services of the cooperative

To help the Board of Directors and the officers in managing the cooperative, it is important to form various committees to handle the various affairs of the organization such as elections, audit, credit and collection, membership, finance, and education and training. Each committee will have a board member assigned to them as a liaison. You will learn more about how to form committees and their tasks if you participate in the Manage. COOP training after you have set up your cooperative.

## SESSION 2: MEMBERS AND GENERAL ASSEMBLY

### Session Overview



5 minutes

The four groups of people needed to start the operations of a cooperative are the members, Board of Directors, manager, and employees. The organizational structure of a cooperative is based on democratic principles. As owners of the business, the members are the decision makers. Members control their cooperative through a Board of Directors that they elect from among themselves. The Board of Directors makes the policies subject to approval of the members through the General Assembly. The Board of Directors hires a Manager to supervise the daily operations of the cooperative.

*Basic Organizational Chart of a Cooperative*

General Assembly

Board of Directors,

Manager

Employees

### Activity 2A: Rights of members



30 minutes

Rights are acquired on admission to membership. Rights of members refer to fundamental rules of what is allowed or due to members based on the bylaws of the cooperative. The rights are defined by members themselves and are also based on existing cooperative legislation in the country. In this activity, you will look into the basic rights of members so as to get some ideas on what you should include in your bylaws.

This is a group activity. Perform the steps as they are read.

### Steps

#### STEP 1 (15 minutes)

Identify the basic right illustrated in the pictures. Choose your answers from the list given below. Please just write the number corresponding to your answer.

Some of the Rights of Members

- 1) *Right to propose matters for discussions/participate in meetings*
- 2) *Right to be informed/access to information on affairs of cooperative*
- 3) *Right to vote*
- 4) *Right to voluntarily withdraw from the cooperative*
- 5) *Right to be elected to serve on the Board of Directors*
- 6) *Right to make use of facilities and services of the cooperative*
- 7) *Right to amend bylaws*
- 8) *Right to receive a patronage refund*

PICTURE 1

*I will propose during the meeting that we also sell to supermarkets to expand our market.*



PICTURE 2

*I have been nominated to run for a seat in the Board of Directors.*



PICTURE 3

*Aside from selling my bananas to the cooperative, I would also like to avail myself of the training services to improve quality of my bananas.*



PICTURE 4

*Let's review the financial reports of our cooperative to know whether we are making money*



PICTURE 5

*I am glad i came early to vote.*



PICTURE 6

*I am no longer happy with the coop. I think I will withdraw my membership.*



PICTURE 7

*The higher the volume I am able to deliver to the coop, the higher my patronage refund is.*



PICTURE 8

*All those who agree with the proposed changes in our bylaws, please raise your right hand.*



## STEP 2 (10 minutes)

Write down other rights of members that you would want to be considered when you prepare the bylaws of your cooperative.

## Activity 2B: Duties of members



25 minutes

Along with the rights, members also have duties and responsibilities. These duties and responsibilities are also outlined in the bylaws of the cooperative. In this activity, you will identify the main duties of members. This is a group activity.

### Steps

#### STEP 1 (10 minutes)

Identify the duty being described in each picture. Choose your answer from the list given below. Please just write the number corresponding to your answer.

Some of the duties of members

- 1) *Patronize the services or products of the cooperative*
- 2) *Pay agreed share of capital and other dues*
- 3) *Attend required coop training*
- 4) *Participate in evaluating and selecting members of the Board of Directors/Exercise the right to vote*
- 5) *Comply with production requirements and agreements (both quantity and quality)*

PICTURE 1

*I am now a part owner of a business. I have given the first installment of my share capital.*



PICTURE 2

*I am glad I attended the training. Now I know more about how I can support my coop.*



PICTURE 3

*Based on what I have read and heard, They would be a very good member of the Board.*



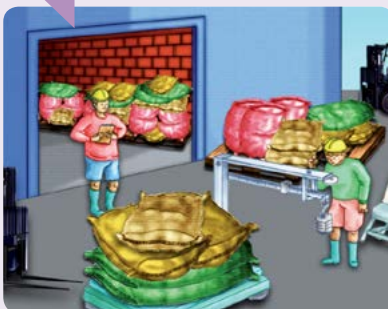
PICTURE 4

*I told Mr. Tan to contact the cooperative if he wants to avail himself of our services.*



PICTURE 5

*I am glad I attended the training. Now I know more about how I can support my coop.*



#### STEP 2 What other duties do you believe should be included in the bylaws of the cooperative? (10 minutes)

## SESSION 3: BOARD OF DIRECTORS

### Session Overview



5 minutes

The Board of Directors governs the operations of the cooperative on behalf of its members. They are the leaders of the cooperative. Members place their trust, their needs, and authority in a Board of Directors of their own choice. The members of the Board of Directors are elected from and by the members.

In this session, you will draft the duties and responsibilities of the Board of Directors and how they should be chosen and elected. The outputs of this session will also form the basis for the crafting of the bylaws or the internal rules of the cooperative

### Activity 3A: Responsibilities of the Board of Directors



25 minutes

Responsibilities are the specific tasks or duties that the Board of Directors is expected to do as a function of their role. The power to act on behalf of the cooperative is given to the Board of Directors as a body, not to individual directors. They are required to act in the best interest of the members. Clear definition of responsibilities is essential to the successful performance of the Board of Directors.

Let's work together to define the duties and responsibilities of the Board of Directors.

### Steps

#### STEP 1 (15 minutes)

The pictures illustrate the core responsibilities of the Board of Directors. Identify the responsibility that is being described. Choose your answer from the list of responsibilities.

***Please just write the number corresponding to your answer.***

Core Responsibilities of the Board of Directors

- 1) *Oversee preservation and management of cooperative assets*
- 2) *Inform members*
- 3) *Preserve the cooperative character of the organization*
- 4) *Establish cooperative policies*
- 5) *Hire and supervise manager/management team*
- 6) *Represent members*
- 7) *Assess the cooperative's performance*



PICTURE 1

*At the next board meeting, we will take up the issue of how the cooperative can support members in addressing the disease outbreak.*



Answer: .....

PICTURE 2

*I agree that we need to make a policy on workers' safety and submit this to the General Assembly for approval.*



Answer: .....

PICTURE 3

*Congratulations, the Board has selected you to be the manager of the cooperative.*



Answer: .....

PICTURE 4

*The cooperative earned a profit of US\$ 9,800 last month. But we can improve our performance if we regularly maintain our equipment to avoid downtime.*



Answer: .....

PICTURE 5

*Let's make sure that the policies we propose are consistent with the cooperative values and principles.*



Answer: .....

PICTURE 6

*Based on the survey that the cooperative conducted, the profit of member-vendors increased by 15% while the income of cooperative increased by 10%.*



Answer: .....

PICTURE 7

*It is my honor to present to the General Assembly the cooperative annual performance report. Your feedback will be greatly appreciated.*



Answer: .....

### STEP 1 (10 minutes)

List other duties that you think are very important and should be considered during the preparation of the bylaws.

## Activity 3B: Officers of the Board of Directors



15 minutes

Depending on the cooperative laws of the country and the cooperative's bylaws, officers of the Board may include a chairperson, vice chairperson, secretary, and treasurer. The chairperson and vice chairperson are usually elected from and by the members of the Board. The secretary, treasurer, and other positions that may be needed by the cooperative may be appointed or elected by the Board.

**Each officer has specific duties as detailed in the cooperative's bylaws.**

To develop a clear understanding of the duties of each of the core officers of the cooperative, answer the questions below. As each question is read, mark your answer individually and then share with the group. The group should come to a consensus on the answer before moving to the next question.

1. Who performs the duties of the chairperson if the chairperson is absent or unable to perform his/her duties?
  - ☐ Manager
  - ☐ Vice Chairperson
  - ☐ Secretary
  - ☐ Treasurer
2. Who keeps the complete list of members and the records of all meetings of the Board of Directors and the General Assembly?
  - ☐ Chairperson
  - ☐ Vice Chairperson
  - ☐ Secretary
  - ☐ Treasurer
3. Who pays all money transactions based on the recommendation of the manager or the Board of Directors, and certifies the correctness of the cash position of the cooperative in all financial statements and reports submitted to the Board of Directors?
  - ☐ Chairperson
  - ☐ Vice Chairperson
  - ☐ Secretary
  - ☐ Treasurer
4. Who prepares the notice and minutes of the meetings?
  - ☐ Chairperson
  - ☐ Vice Chairperson
  - ☐ Secretary
  - ☐ Treasurer
5. Who presides at meetings and makes sure that all the rules, policies and procedures are followed?
  - ☐ Chairperson
  - ☐ Vice Chairperson
  - ☐ Secretary
  - ☐ Treasurer
6. Who has the custody of all the money and other financial documents of the cooperative?
  - ☐ Chairperson
  - ☐ Vice Chairperson
  - ☐ Secretary
  - ☐ Treasurer
7. Who is the official custodian of the cooperative's bylaws, membership records, and other official documents?
  - ☐ Chairperson
  - ☐ Vice Chairperson
  - ☐ Secretary
  - ☐ Treasurer

## Activity 3C: Qualifications of the Board of Directors



35 minutes

The number of directors depends on the cooperative and incorporation laws of the country as well as the nature and scope of operations of the cooperative. As a general rule, an effective Board needs a minimum of five directors. It is advisable to have an odd number (such as 5, 7, 11, 13, 15) of directors to avoid tie votes. Election of directors usually involves the following process:

- Another member must nominate the person for the position.
- The person nominated must say he/she is willing to vie for the position.
- The General Assembly must elect the person to the position.

The success of a cooperative depends, to a significant extent, on the quality of its leaders. It is, therefore, very important that you carefully choose the members of the Board of Directors.

### Steps

#### STEP 1 (10 minutes)

Individually, study and review the qualifications listed in Column 1. Place a checkmark on the top 5 qualifications that you believe members should possess to be eligible for election to the Board of Directors of your cooperative.

Qualifications of Board Candidates	Place ✓ on your Top 5
Honest and fair	
Accepted by the members for having good judgment and business sense	
Loyal to the cooperative	
Community leader, capable of working with people	
Successful in his/her own business operation	
No conflict of interest	
Knowledgeable about cooperatives and the job of a director, including listening to members	
Willingness to attend regularly scheduled and special meetings of the board of directors, as well as any director training seminars	
Experience in the business of the cooperative	
Active participation in cooperative affairs as a member	
Experience on other boards, working with community-based organizations	
Knowledge and understanding of finance and ability to read financial statements	

#### STEP 2 (10 minutes)



List other qualifications not on the list above that you think are very important qualifications of board candidates.

#### STEP 1 (10 minutes)

Share and discuss your answers with the group. Come to a consensus on the qualifications that a prospective board member should meet.

# SESSION 4: THE MANAGER

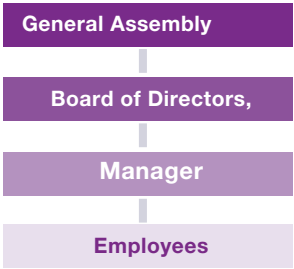
## Session Overview






5 minutes

The manager of the cooperative is selected by and accountable to the Board of Directors. The manager implements the policy set by the Board of Directors. He/she is in-charge of the overall operation of the cooperative as delegated by the Board. In many cases, the manager also participates in board meetings as an active, non-voting participant. The manager is hired to operate the business and ensure that members and customers are well-served. Often the manager is a non-member with sufficient qualifications.

*Basic Organizational Chart of a Cooperative*



## Activity 4A: Preparing a job description



30 minutes

When the cooperative decides to hire a manager, the Board of Directors must prepare a job description. A job description is a document that describes the general tasks and responsibilities of a position including the qualifications or skills needed by the person who is hired to do the job.

As a group, prepare an outline of the job description of the manager of your cooperative. Do the steps as they are read.

## Steps

STEP 1

(10 minutes)

Based on your proposed business, identify the tasks of the manager. Examples of tasks are listed in column 1.

Column 1: Examples of Tasks of Manager	Column 2: Your Answer
Examples of Tasks of Manager	
Approves deliveries from suppliers	
Supervises quality and output	
Prepares quotations	
Receives orders	
Prepares invoices	
Receives payment	
Selects and hires workers	
Monitors inventory of stocks	
Ensures that all equipment is in good and safe condition	
Conducts training on workers' safety and monitors adoption of safety procedures	
Participates in all board meetings	
Helps in recruitment of new members	

## STEP 2 (10 minutes)

Based on the tasks you have identified, identify the key skills or qualifications needed for a Manager.

## SESSION 5: ARTICLES OF INCORPORATION

### Session Overview



5 minutes

Most countries require cooperatives to file the Articles of Incorporation before it can operate as a legal entity. In some countries, this legal document is called the Articles of Cooperation. The document has to be notarized before it can be submitted to the agency in charge of registration of cooperatives.

### Activity 5A: Contents of the articles of incorporation



25 minutes

Most countries have their own prescribed template for the Articles of Incorporation. It is important to seek the assistance of the agency in charge of cooperative development and/or a lawyer when preparing the Articles of Incorporation. In this activity, you will learn the basic information that you need to provide to facilitate the preparation of the Articles of Incorporation.

Do the activity together and help each other in providing the information needed. An example is provided to guide you. If you do not yet have the information, just write “to be defined” and include in your Action Plan (Session 7).

Information Commonly Needed for the Articles of Incorporation	Example	Your Answer
Legal name of cooperative	XYZ Cassava Farmers Cooperative	
Purpose and scope of operations	To provide members access to common service facilities To collectively process and sell cassava chips	
Terms of existence <i>Number of years that the cooperative will exist. Check with the agency in charge of cooperatives if there is a law in regard to this.</i>	50 years	
Location	Banga – South Cotabato	
Incorporators (name, age, and address) <i>The incorporators include the members of the core group and Board of Directors. Check with cooperative law in your country for minimum and maximum number of incorporators.</i>	To be defined	
Common bond of membership <i>The thing that the members share in common - for example, all members are taxi drivers, members live in same village, etc.</i>	The members of the cooperative are all cassava farmers in South Cotabato	
List of names of Board of Directors	To be defined	
Amount of Share Capital and names and addresses of its contributors <i>List contribution of members</i>	To be defined	

## SESSION 6: BYLAWS OF THE COOPERATIVE

### Session Overview



5 minutes

The bylaws of the cooperative are rules that govern day-to-day procedures. These rules help the group avoid internal conflicts and make the responsibilities of each of the bodies clear. The bylaws should reflect the nature of the activities of the cooperative and should conform to the cooperative laws of your country. At some points in the preparation of the bylaws, it will be good to seek the assistance of the agency in charge of cooperatives in your area. This session aims to provide you with a general understanding of the contents of the bylaws so as to be able to make informed decisions on its contents.

### Activity 6A: The importance of the bylaws



40 minutes

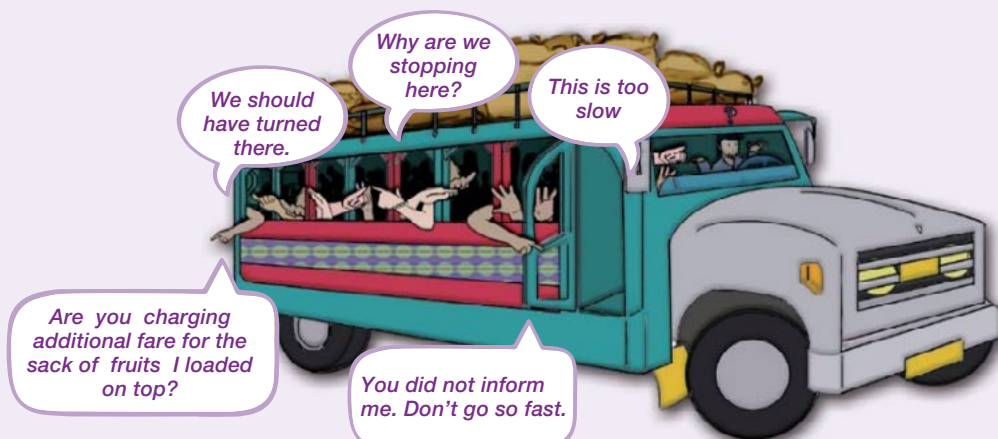
The bylaws should be understood, accepted and followed by all members of the cooperative. Even if you are the owners of the business, you need rules and regulations to guide you on the way you do things. To gain a better understanding of the importance of bylaws, perform the steps as they are read.

### Steps

#### STEP 1

(10 minutes)

Describe what you see in the picture. After writing your answer, share your answer with the group.





**STEP 1** (10 minutes)

Why do you think everybody on the bus wants to follow their own directions and personal agenda? Write your answer and share with the group.

**STEP 1** (10 minutes)

If such a situation happened in a cooperative, how would it affect the business? Write your answer and share with the group.

**STEP 1** (10 minutes)

How can having rules and regulations reduce the risk of conflict and dissatisfaction with the group? Write your answer and share with the group.

## Activity 6B: Preparing the outline of your bylaws



The bylaws are designed to protect the rights of members and, at the same time, define the responsibilities of each of the core bodies in the cooperative. It also defines the procedures that must be followed to ensure a transparent and democratic management of the group's business. It is, therefore, critical that members are involved in the development of the bylaws to ensure that the rules are understood and accepted by the members. It is also important that your rules and regulations support the achievement of your objectives. The bylaws should be officially approved by the General

Assembly. Depending on the cooperative laws in your country, a copy of the approved bylaws may be needed to register the cooperative.

Question	Your Answer
<b>1. What are objectives of the business?</b> <i>Refer to your business plan</i>	
<b>2. Who can become members of the cooperative?</b> <i>List qualifications (e.g., taxi drivers in Phnom Penh)</i>	
<b>3. How many people can become members of the cooperative?</b> <i>Some cooperatives would want to limit their cooperative to a specific number of people.</i>	
<b>4. How can an interested individual apply for membership?</b> <i>Example: Procedures for application</i> <ul style="list-style-type: none"> <li>• Fill in membership form</li> <li>• Interview with Board of Directors</li> <li>• Membership committee evaluates application</li> <li>• If approved, attend coop orientation</li> <li>• Pay membership fee</li> </ul>	
<b>5. Can non-members use the services of the cooperative? If yes, under what conditions?</b> <i>Example: Will non-member cassava farmers be accepted as suppliers?</i>	
<b>6. What are the rights of members?</b> <i>Refer to Activity 2A</i>	
<b>7. What are the duties of members?</b> <i>Refer to Activity 2B</i>	
<b>8. How much is the share capital, in what form can it be paid, and what is the schedule of payment?</b> <i>It may be possible that a coop will accept in kind (e.g. fresh cassava) contributions instead of cash as the share capital of members.</i>	
<b>9. Under what conditions can a member be removed or terminated from the cooperative?</b> <i>Examples:</i> <i>Member does not deliver cassava to the coop and prefers to sell all harvest to the town trader.</i> <i>Member does not attend meetings.</i>	
<b>10. What is the procedure for termination?</b> <i>Examples:</i> <i>Member will be given a warning. If member receives three warnings, he/she will be automatically terminated.</i> <i>Terminated members can withdraw their share capital less whatever they owe to the coop.</i>	

Question	Your Answer
<b>11. How often will the General Assembly meet?</b> <i>The General Assembly should meet at least once a year.</i>	
<b>12. How will members be informed about the meeting?</b> <i>Example:</i> <i>Letters will be sent to members; the meeting is also advertised in a local newspaper</i>	
<b>13. What is the number and percentage of membership which constitutes a quorum?</b> <i>This is important --- quorum is needed for a policy or resolution to be considered approved by the General Assembly.</i>	
<b>14. What are the qualifications to be eligible to be elected to the Board of Directors?</b> <i>See Activity 3C</i>	
<b>15. How many members should the Board of Directors have?</b> <i>Ideal number should be between 5 and 15; should be an odd number.</i>	
<b>16. What is the process of selecting and electing members of the Board of Directors?</b> <i>Example:</i> <ul style="list-style-type: none"> <li>• <i>Nominations should be made during the General Assembly</i></li> <li>• <i>Voting will be done after the list of nominated candidates is published</i></li> <li>• <i>Voting will be done through secret ballots</i></li> <li>• <i>Canvassing should be done during the General Assembly</i></li> </ul>	
<b>17. What are the positions in the Board of Directors and their duties?</b> <i>Refer to Activity 3B</i>	
<b>18. How will the officers of the Board of Directors be selected?</b> <i>Example:</i> <i>Members of the Board elect the officers themselves or the General Assembly can elect the Chairman from the members of the Board of Directors.</i>	
<b>19. What is the term of office of the Board of Directors?</b> <i>Term of office refers to number of years that they serve as members of the Board. Ideal is two to three years.</i>	
<b>20. How many consecutive terms can a director serve?</b> <i>For example, can a current director be elected again in the next election?</i>	

Question	Your Answer
<b>21. What are the causes for removal or suspension of the members of the Board of Directors?</b> <i>Examples: corrupt treasurer, conflict of interest</i>	
<b>22. What is the procedure for removal or suspension of the members of the Board of Directors?</b> <i>Example: The General Assembly schedules a special/ extraordinary meeting to vote on the removal of a member of the Board of Directors based on verified facts of the case. A board member can be removed by a two-thirds vote of the General Assembly.</i>	
<b>23. Will the members of the Board of Directors receive an honorarium? If yes, how much?</b> <i>Example: Board members will receive an honorarium of US\$ 100 at the end of the year provided that cooperative is in good financial standing.</i>	
<b>24. How will profit of the cooperative be used and distributed?</b> <i>Example: 30% of the cooperative's profit will be used for training of members; 40% for reserves/savings and capital expenditures; 30% for distribution to members as dividends.</i>	
<b>25. Other matters relating to the core activities of the cooperative</b> <i>Example: Set up of committees – education and training committee, election committee, audit committee, etc.</i>	



***Inquire from the nearest agency in charge of cooperative development in your area about the requirements to register your cooperative.***

## SESSION 7: ACTION PLANNING

### Session Overview



5 minutes

Congratulations to all of you. You have completed the whole set of the Coop. Enterprise modules.

The remaining things to do are to complete all the preparatory work and launch your business. As a culminating activity, you will prepare your action plan.

### Activity 7A: Writing of the action plan



30 minutes

Complete the action plan as a group. Key tasks have been listed in Column 1. If you have already completed the task, move on to the next row. In column 2, indicate when you will work on this task. In column 3, write the person assigned to take the lead in completing the task. Finally, in column 4, indicate the external assistance that you may need.

Tasks that have to be completed	When will you do it?	Who will do it?	External assistance you will need
Identify core group members			
Finalize business idea			
Complete feasibility study			
Complete business plan			
Prepare bylaws			
Open membership application			
Conduct 1st General Assembly			

Tasks that have to be completed	When will you do it?	Who will do it?	External assistance you will need
Elect Board of Directors			
Prepare Articles of Incorporation			
Prepare job description(s)			
Register the cooperative			
Start collection of contributions from members (share capital)			
Start sourcing of additional funds			
Start negotiations with buyers			
Start negotiation with suppliers			
Procurement of facilities and equipment/ Set-up of facilities			
Hiring of manager			
Hiring of workers			
Launching of business			



***Once you have set up your cooperative, participate in the Manage.COOP training to help you with the day-to-day running of your cooperative business!***

#### Answers: Activity 2A

Picture 1: 1  
Picture 2: 5  
Picture 3: 6  
Picture 4: 2  
Picture 5: 3  
Picture 6: 4  
Picture 7: 8  
Picture 8: 7

#### Answers: Activity 2B

Picture 1: 2  
Picture 2: 3  
Picture 3: 4  
Picture 4: 1  
Picture 5: 5

#### Answers: Activity 3A

Picture 1: 6  
Picture 2: 4  
Picture 3: 5  
Picture 4: 1  
Picture 5: 3  
Picture 6: 7  
Picture 7: 2

#### Answers: Activity 3B

1. Vice Chairperson  
2. Secretary  
3. Treasurer  
4. Secretary  
5. Chairperson  
6. Treasurer  
7. Secretary

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Use this space for your calculations and note

