

Terms of Reference

Title:	Cooperative Assessment of MAMCU Ltd
Project number:	18at - 7404
Mission number:	AS. 10647
Period:	October 2018
Business advisor (BA):	Mikidadi Waziri

Introduction cooperative

MAMCU Ltd is a Union of agricultural and marketing cooperative societies (AMCOS). MAMCU Ltd was formed after portioning of the former union called MARCU Ltd, which served all districts of Mtwara region i.e Mtwara urban, rural, Newala and Masasi.

MAMCU's main crop is cashew, but there are also members that produce sesame & groundnuts. Currently, MAMCU serves 6 districts, Mtwara municipal, Mtwara Rural, Nanyamba, Masasi urban, Masasi Rural and Nanyumbu.

Background of the mission

In February 2017, Agriterra in the person of Ibrahimu Harry Mwankanye & Mikidadi Waziri, Business Advisors of Agriterra in Tanzania, performed a scoping mission at the cooperative. During this scoping, they met and talked with the manager and board members. Based on the discussion of their growth plans, assessment of their financial statements and opinion of their capacity, a Cooperative assessment was recommended. Due to unavoidable circumstances in 2017, the cooperative assessment was not performed. In July this year (2018) MAMCU invited Agriterra to do a rescoping and now they are ready for an assessment.

Main objective

To achieve an in-depth understanding of the practice and performance of MAMCU LTD

Expected results

- Draft a Cooperative assessment report including a tentative action plan. If the assessment gives enough confidence to continue, objectives are:
- To jointly improve and agree upon an action plan/strategy for Agriterra Agribusiness team's support to MAMCU LTD.

Mission details

- Composition of the Agriterra mission team:
 - Agripooler
 - Mikidadi Waziri.....Agriterra business advisor
 - Translator
- Duration of the mission: The time frame of the mission will be 8 days (including international travel,) in the period of 20 – 27 October, and excluding 1 day for preparation and 1 day for reporting.
- Arrangements: Agriterra will arrange and cater for flight, hotel, transportation, programme for the Agriterra mission team.

Tentative programme

Day	Date	Programme	Available
Saturday	20 th October	Flight to Dar es salaam	Agripooler
Sunday	21 st October	AM: Morning flight to Mtwara PM: Briefing Agripoolers - Discussion on objectives and working methods - Preparatory meeting Assessment team: discuss & agree TOR, tools, programmer, team-roles, tasks and responsibilities, time-management (full program and efficient use of time).	Agripooler/BA
Monday	22 nd October	AM: <ul style="list-style-type: none"> • Meeting with MAMCU LTD: introduction Agriterra, introduction MAMCU LTD, objective comp assessment, discuss timetable of the week + logistics • Review Scoping Assessment report PM: <ul style="list-style-type: none"> • Start business case: general achievements, challenges and plans of MAMCU LTD? • Business case analysis (members & market) 	Agripooler/BA/ Cooperative
Tuesday	23 rd October	AM: <ul style="list-style-type: none"> • Financial health check <ul style="list-style-type: none"> - Governance and controls - Planning & budgeting - Accounting policies & procedures - Reporting & monitoring - Accounting resources - Financial sustainability PM Financial indicators (indicators from balance sheet + profit & loss statement and cash flow, income & expenditure)	Agripooler/BA/ Cooperative
Wednesday	24 th October	AM: Governance check & management check PM: <ul style="list-style-type: none"> • Meetings in Mtwara with: <ul style="list-style-type: none"> - CRDB - NMB - COASCO - Farm inputs provider - +CBT 	Agripooler/BA/ Cooperative/ Others (if required)
Thursday	25 th October	AM & PM: Continue CA Member Commitment at MAMCU <ul style="list-style-type: none"> • Visit Union's facilities (Storage facilities, ...) • Visit member's associations (2 AMCOS) • Discussion with leaders & members: Member's commitment check Evening: Cooperative assessment Team discuss & prepare Findings, feedback session & eventually Action plan	Agripooler/BA/ Cooperative
Friday	26 th October	AM: MAMCU LTD: <ul style="list-style-type: none"> • Feedback Session: present & discuss findings & draft Action Plan (if it's a "go") Evening: Writing & finalizing report of MAMCU LTD	Agripooler/BA/ Cooperative
Saturday	27 th October	Morning: <ul style="list-style-type: none"> • Flight to DSM by Precision Air • Dayroom at hotel - sleepway Hotel Night: Travel Dar-AMS (KLM night flight)	Agripooler/BA
Sunday	28 th October	Arrival	Agripooler

BA = Mikidadi Waziri, Agriterra Business Advisor
 Agripooler = [Name]

Expected results

- A feedback session at MAMCU LTD for presenting the findings & recommendations
- Cooperative Assessment report (for MAMCU LTD) in English, with a clear description of the business case.
- "go" or "no-go": advice whether to start collaboration with each one or both
- If a partnership is advised ("go"), a draft action plan for each one will be part of its Cooperative assessment report.

Annexes

1. Cooperative Assessment report
2. Other relevant annexes (previous mission reports, sector studies, etc.)

Agriterra, for cooperatives



Agriterra provides high quality, and hands-on advice, training and exchange services, to cooperatives and farmer organisations with maximum impact for socio-economically strong and productive rural areas. In 2018, with 117 employees, Agriterra advises 208 cooperatives in 17 countries. With our programme we reach more than 500.000 farmers. In the last two years we have already mobilised more than 20 million euro made available through policy changes. More than 40 cooperatives are linked to banks with a mobilised loan for working capital and investments of more than 15 million euro, while 33 clients have a processing facility with increased production.

Through professionalising and strengthening cooperatives in Latin America, Africa and Asia, Agriterra contributes to positive economic development and better income distribution. Farmers organised in strong, competitive and trustworthy cooperatives are indispensable for a vibrant rural economy, fostering agricultural development and off-farm employment in rural areas.

Agriterra draws on a century of cooperative knowledge in the Netherlands disclosed via its extensive network in the Dutch agri-food sector. These experts and Agripool experts from farmers organisations all over the world, work together with business advisors from the Netherlands and national business advisors in the countries where Agriterra staff is based.