

Terms of Reference

Title: (cooperative) marketing strategy and financial calculation of implementation
Client: **Twezimbe ACE**
Project number: 17at-86XX
Period: September 2017
Duration: one week

Introduction client

Twezimbe ACE is an agricultural cooperative working farmers at the grass root to improve their standards of living.

Vision

A leading farmer owned cooperative institute providing access to better market and market alternatives for farmers in rural farming communities.

Mission

Bring farmers together to carry out collective marketing and value addition through bulking of high quality produce with a purpose of gaining access to better markets , food security and improved incomes.

Main objective:

Enhance farmers' ability to make meaningful decisions that render their farming profitable and sustainable.

The Cooperative has a governance structure with seven Board members three members of the supervisory committee. It currently has nine staff. Its main value chain is maize and core business bulking. It now has a grains store with the capacity of 600 metric tons and expecting a maize milling equipment for value addition. The cooperative plans to produce poultry feeds from the maize bran though the market is still being scanned. Its membership are the Rural Producer Organizations who are located across Kyankwanzi District. The RPOs are 22 each with an average membership of 150 farmers also in smaller groups called Producer Organizations. The Cooperative has had a relationship with Agriterra since 2014 supporting governance and member commitment.



Objectives assignment

- assessment of the marketing environment and how TACE can engage more profitably in the business of grains and maize flour
- coming up with financial projections and or alternative marketing options.

Composition of the assignment:

1. agripooler with experience in marketing food products
2. agripooler with experience in making financial projections
3. agripooler with experience in making plans with small scale farmers.

Profile expert / agripooler:

- international exposure to agricultural marketing of both grains and maize flour
- excellent report writing skills
- excellent command of English.

Expected results

1. a mission report using the Agriterra mission report template
2. marketing plan
3. concrete recommendations for improvement in the business basing on the existing business plan

Draft programme

Day	Date	Program	Who
Sunday	September	Flight to Entebbe, Uganda Travel to Kampala, Silver Springs Hotel	
Monday	September	Introduction	
Tuesday	September		
Wednesday	September		
Thursday	September		
Friday	September	Final presentation conclusions and recommendations and action plan	
Saturday	September	Travel to Entebbe; return to Amsterdam	
Sunday	September	Arrival Amsterdam	

About Agriterra

Agriterra is a network organisation of Dutch agri-employers' organisations and Companies. It has a vision that farmers' associations and cooperatives can have a positive influence on development through speeding up the process, and ensuring a more equal distribution of income and an enhancement of democratic decision-making and relations. This vision has become almost undisputed, the mechanisms are understood, and the mission derived from it - the strengthening of farmers' organisations - is the only logical one.

Agriterra mobilises hands-on experience from the Dutch agricultural sector via the so-called Agripool. Experience-based knowledge is increasingly important to fulfil the demands of private enterprise wishing to connect with smallholders, so we are developing a new business strategy to reflect the changing business environment.

The aim of Agriterra is making cooperatives bankable. By focusing on few clients within a limited number of countries, Agriterra is able to target those cooperatives or other farmer owned enterprises, who are ambitious, have good management, have been economically active, have more than 1,000 members and who have plans to invest in order to expand their business. Agriterra's support is especially based on technical support from experts from the Dutch agricultural and cooperative sector combined with limited project funding. The advisory services can be applied to all aspects of the business planning process, access to finance trajectory or the implementation phase