

ALWI MULTIPURPOSE COOPERATIVE SOCIETY LIMITED



BUSINESS PLAN (2024-2026)

Submitted to

Agency For Accelerated Regional
Development (AFARD)

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August 10, 2024

Summary of Information

Name	Alwi Multipurpose Co-operative Society Limited
Purpose	To support its members who are smallholder farmers transform their lives through market-oriented farming by providing quality desired services and employing Climate Smart Agricultural (CSA) Practices leading to increased production and productivity for increased household income and enhanced food security on sustainable basis.
Product (s)	High Quality Cassava Chips (HQCC) and High Quality Cassava (HQCF)
Type of Cooperative	Producer Cooperative
Registration Number	P.24356/RCS
Membership	160 (male 61, female 99)
Registration Date	29 th /05/2024
Registration Body	Ministry of Trade Industry and Cooperatives
Contact information	Ministry of Trade, Industry & Cooperatives +256-312 324 000 +256 312 324 268; mintrade@mtic.go.ug Plot 6/8, Parliamentary Avenue; P.O. Box 7103 Kampala
Physical Address	Atara Village, Ayila Parish, Alwi Sub County, Pakwach District
Postal Address	Alwi Multipurpose Cooperative Society Limited (AMCSL) , P.O. Box 64, Pakwach.
Phone Contacts	0785639862/0764876707

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EXECUTIVE SUMMARY

Name of the cooperative: Alwi Multipurpose Cooperative Society Limited, abbreviated as “AMCL”.

Location: The cooperative is in Alwi Sub County, Pakwach District, West Nile region.

Legal status: The cooperative is registered as a primary producer cooperative by the Registrar of Cooperative Societies in the Ministry of Trade Industry and Cooperatives on probation.

Contact details of chairperson: Bisekwa James, Alwi Multipurpose Cooperative Society Limited (AMCSL) , P.O. Box 64, Pakwach, 0785639862/0764876707.

Membership: Alwi Multipurpose Cooperative Society Limited has a total membership of 160 members (61 Males and 99 Females) who are actively involved in the production of cassava chips.

Purpose:

- The cooperative’s vision is “to be a major supplier of High-quality cassava (HQC) products in the market for better well-being of our members.”
- The mission is to strengthen members capacity to increase the production of cassava and other farm enterprises for increased incomes through access to productivity enhancement opportunities such as extension services, processing for value addition, and better marketing services.
- The goal is to realize UGX 616,133,540 of revenue by December 2026.

Production capacity: In the three years, the cooperative expects to produce 345,600 Kgs (yr 1), 567,000 Kgs (yr 2) and 756,000 Kgs (Yr3) of high-quality cassava products.

Customers: The cooperative will serve produce buyers, hotels, restaurants, food vendors and educational institutions in West Nile and Northern Uganda with processed cassava products biannually throughout the year.

Human Resources/ Management: To run the cooperative effectively and efficiently, a nine-member Board /Committee and 8 sub-committees have been instituted by the General Assembly. The Board and the committees will be supported by key technical /management team that will be responsible for the day-to-day operations of the cooperative business.

Financial Projections: The cooperative requires Ugandan shillings 408,146,967 and it will generate Uganda shillings 1,400,000 only from member’s contributions in the three years. This will leave a gap of Uganda shillings 406,746,967 to be financed through retained earnings and external loan. The total revenue of Uganda shillings 1,270,080,000 less expenses of Uganda shillings 653,946,460 giving the cooperative annual profits of Uganda shillings 616,133,540 in year 1 and 2 respectively.

1 BUSINESS DESCRIPTION AND HISTORY

1.1 Background

Alwi Multipurpose Co-operative Society Limited (AMCSL) is a Primary Producer and a Multipurpose Cooperative formed in August 2023 by seven (7) smallholder Farmer Groups (FGs) which include Lonyo ni Kwer, Tic Kabu Can, Dikere en Etego, Can Giriemu ku Tic A, Mungu Timo, Kwer Riemo Can and Mugisa tiye i Kwer in Ayila parish, Alwi sub-county in Pakwach district. Each group comprises 25 members engaged in the production of cassava as the core enterprise and sorghum, banana, and sweet potatoes as additional enterprises. The cooperative has been in operation for 1 year only and has been registered and received a probationary 2 years certificate of registration number P.24356/RCS with the Registrar of Cooperative Societies in the Ministry of Trade, Industry, and Cooperatives-(MTIC). The Cooperative has 160 members currently cultivating 1 acre with a total acreage under cassava of 160 acres and an estimated collective annual output of 576 MT of fresh cassava. The goal of the cooperative is to *realize Uganda shillings 616,133,540 of total revenue by December 2026 from total member's acreage of 300 acres and estimated output of 756 MT of cassava products*. To achieve this the cooperative will facilitate access to improved cassava variety planting materials, mechanization and post-harvest management and improve our market engagement through forward or buyer contracting arrangements.

1.1.2 Location and Directions

The Cooperative is situated in Alwi Sub- County, approximately 20 Km along Pakwach-Nebbi highway in Pakwach District. The majority of the farmers are located in the low-lying areas of the district suitable for mechanization of the farm operation. Below is a sketch map of the cooperative offices.

1.1.3 Sketch map



The offices contact:

Physical Address	Atara Village, Ayila Parish, Alwi Sub County, Pakwach District
Postal Address	Alwi Multipurpose Cooperative Society Limited (AMCSL) , P.O. Box 64, Pakwach.
Phone Contacts	0785639862/0764876707

1.2 Promoters and Management Aspects of The Cooperative

AMCSL was founded in 2023, the cooperative has 160 founding members organized in 23 producer groups. Each of the producer group has an elected executive committee from which the members elect representatives to the AGM of the cooperative. The AGM elected the interim board of the cooperative which is responsible for steering the affairs of the cooperative with a mandate to register the Cooperative and establish the secretariate and provide strategic direction toward the achievement of the cooperative's goals and objectives. The board charged with steering the affairs of the cooperative is summarized in Table 1.

1.2.1 The Interim Governing Board of AMCSL

Table 1: Interim Board Members

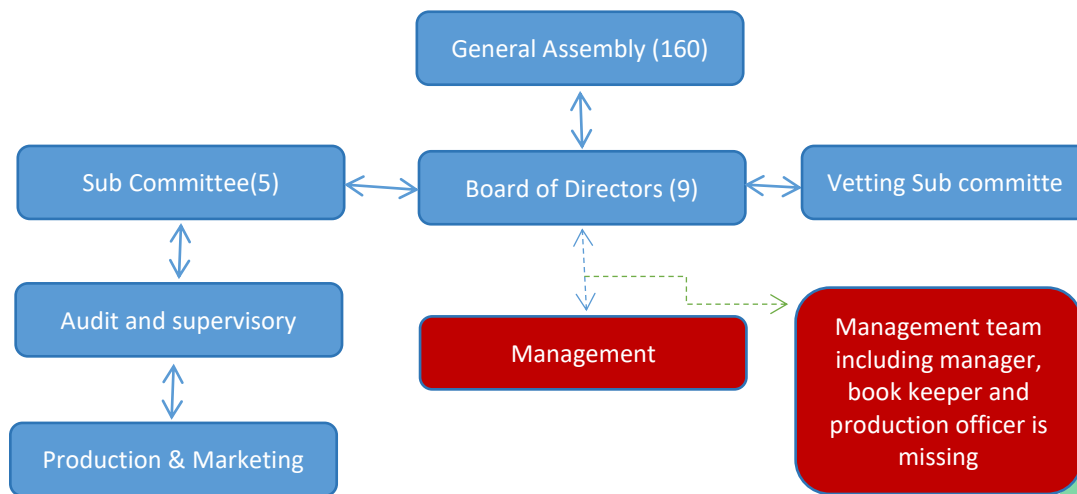
Name	Position	Experience
1. Bisekwa James	Chairperson	LC1 Secretary 4 years, PDC member 3 years, security supervisor 3 years, S.6 level
2. Akumu Juliet	Vice Chairperson	S.4 level , Primary teacher for two years, LC1 Vice chairperson
3. Munguriek Gerald	Secretary	Secondary teacher 1 year, S.4 level
4. Ocaki Vinansio	Treasurer	S.4 level
5. Amony Doreen	Member	S.4
6. Ongiera Walter	Member	P.7 level
7. Kisa Gladys	Member	NIL
8. Wathum Alfred	Member	P.7 Executive -defence LC2, Chairperson Atara Chapel
9. Adokorach Dorine	Member	NIL

1.2.2 Organizational and Governance /Management structure

Alwi multipurpose cooperative society limited is open membership and member owned cooperative, whose organizational structure is guided by the Cooperative Societies Amendment Act 2020 and the Byelaws. The supreme decision-making organ is the Annual General Assembly (AGM) that consists of delegates/fully paid-members members who meet annually to receive reports from the Board and give direction to the operations of the cooperative organization.

The cooperative is governed by a nine (9) member Board of Directors comprising four (4) Executive Members and five (5) board Sub-committees (Finance/planning, Advisory, Ad hoc committee, Vetting/membership and supervisory and audit). The sub committees are elected by the members in a AGM. The sub committees include Production, Marketing, Finance and Administration, Education/Training and Information including Savings and Loans respectively and all positions filled-up and functional.

The current governance structure



1.3 The Cooperative Vision, Mission and Goals

The cooperative's vision is "to be a major supplier of High-quality cassava (HQC) products in the market for better well-being of our members."

1.3.1 Mission

The mission is to strengthen members capacity to increase the production of cassava and other farm enterprises for increased incomes through access to productivity enhancement opportunities such as extension services, processing for value addition, and better marketing services.

1.3.2 Plan period objectives

The goal is to realize Uganda shillings 616,133,540 of revenue by December 2026.

The specific objectives to realize the goal include:

Production objective: To support our members to cultivate 2 acres of high yielding cassava varieties that can produce 15 tons of processed High Quality Cassava products to meet the needs of our customers.

Market Objective: To grow the cooperative market for HQC products to realize an annual turnover or sales tonnage of 756 MT in 2026

Finance Objective:

- To raise financial resources to finance cooperatives' investment through internal resource mobilization, grants from strategic partners, and commercial/market-based financing.
- To achieve UGX 616,133,540 of revenue annually by December 2026.

Socio-economic Objective

- a. To increase the household incomes from cassava business by 35 % to improve members' well-being.
- b. To contribute to the local government tax of UGX 20 million from produce trade and wage earnings.

1.4 Key Activities and Products of the Cooperative

AMSL is a multipurpose producer and marketing cooperative and is engaged in promoting the commercial production of cassava and other selected enterprises to improve members' well-being through increasing household incomes from farming. The key activities and products of the cooperative are summarized in Table 2.

Table 2: The key activities and products

Activity	Product	Target Customer
1. Promotion of production of cassava	<ul style="list-style-type: none"> ■ Cassava chips ■ Fresh cassava 	<ul style="list-style-type: none"> ■ General Public ■ Industrial buyers ■ Local traders
2. Processing of Cassava	<ul style="list-style-type: none"> ■ HQCF ■ Standard Cassava flour 	<ul style="list-style-type: none"> ■ Industrial buyers ■ General Public
3. Productivity & Extension services	<ul style="list-style-type: none"> ■ Input sourcing ■ Farmer training 	<ul style="list-style-type: none"> ■ Members ■ Local communities
4. Collective Marketing	<ul style="list-style-type: none"> ■ Bulking services Storage 	<ul style="list-style-type: none"> ■ Members

1.5 Key Success Factors

- a) Bulk procurement of agricultural inputs to reduce transaction costs for the members.
- b) Having timely and efficient internal management, transparency, participatory decision-making and excellent communication between members and management.
- c) Timely and regular training and extension services that can increase members' understanding and knowledge on cooperatives and their potentials.
- d) Strengthening the relationships between the cooperative's members and the board and management.
- e) Open-minded and accountable leadership with good communication skills.
- f) Building good relations with customer

1.6 Past Performance of the Cooperative in the last 5 years

Alwi Cooperative is a new entity that has just started business.

1.7 Current partnerships and collaborations

The project has benefited from the support of key development partners in areas of capacity building, from projects like the Climate Action Model Village (CAM) project funded by AWO International, a German development agency and implemented by the Agency For Accelerated Regional Development (AFARD). The project has strengthened the cooperatives capacity towards;

- a. Increasing agricultural production and productivity through intensification of production, technologies used and practices using improved agricultural inputs (seeds, livestock and ox teams) and training in climate-smart agricultural skills (using the resilience design approach) and value addition.

- b. Livelihood diversification for alternative income generation through the promotion of Village Savings and Loan Associations (VSLA), Income Generating Activities (IGA) – Selection, Planning and Management (SPM) and financial literacy training to target households to enable them to save, identify locally viable investment opportunities, take necessary loans and start/build businesses to generate alternative income for food security and health service utilization among others.
- c. Conserving the environment and biodiversity by creating awareness on the one hand and creating access to sustainable forest and non-timber products on the other, enabling communities to value an intact environment, take action against environmental degradation, green their villages and thus enhancing climate resilience.
- d. The CAM project will construct a cassava processing house with a produce store and office and also equip it with office furniture, wooden pallets, filling cabinets, a Tri-cycle motorcycle, cassava chippers, a cassava mill, a water harvesting facility, a solar system, and a 2-stance VIP latrine as part of the partnership support.

AMCSL interim executive is working with the support of our developed partner to register the cooperative.

1.8 The AMSL Business Model

The primary purpose of the cooperative is *to support its members who are smallholder farmers transform their lives through market-oriented farming by providing quality desired services and employing Climate Smart Agricultural (CSA) Practices leading to increased production and productivity of cassava, sorghum etc for increased household income and enhanced food security on sustainable basis.*

The cooperative will provide its customers with a variety of cassava products including cassava flour for local consumption (Kwen/Kwon, Enyasa, Kalo and Atapat), and High Quality Cassava Flour (HQCF) for industrial use in future. The products will be processed at the cooperative premise and supplied to customers who will be mainly wholesalers at their stores and at the cooperative store.

Besides offering the volumes of cassava products that meet the customers satisfaction, the cooperative will also assist its members to access credit from financial institutions and support them in keeping their production and marketing records. The services to individual farmers will be provided at a fee.

The cooperative business activities is financed by member's subscription, sale of shares to members, and retained profits from the sale of cassava products.

Profit from the sales of cassava products will be distributed among members based on the member's proportion of shares and subscription and member's liability will be limited to member's investment in the cooperative business.

2 SITUATIONAL ANALYSES

2.1 Alwi cooperative market overview

Alwi multipurpose cooperative is one of the three cassava products business units including Nyap Rac and Abongo Women in Pakwach district. The main cassava products is mostly targeted towards the schools, restaurants, hotels and produce traders, selling related products such as dry cassava chips and high quality cassava flour. The demand for dry cassava chips and high-quality cassava flour is expected to increase over the next three years. In the next three years to 2026 the number of cassava products customers will increase, which will increase demand for cassava flour and dry chips. However, the cassava product business is highly fragmented and characterized by high level of competition from similar enterprises. Alwi multipurpose cooperative society limited will use strong cassava product awareness strategy among its customers to gain the market share in the region.

2.2 The market trends and evolution

- a) Alwi multipurpose cooperative's current product advertising strategy of using its board and executive committee for increasing demand was through word of mouth and provides the good publicity.
- b) During the time of similar waterlogging and flood periods customers will be willing to pay a higher price for dry cassava chips and high-quality cassava flour because Alwi multipurpose cooperative have superior quality, delivery channel and reliability.
- c) Alwi multipurpose cooperative can generate higher revenue from its competitors because of its member's commitment to produce high volumes of fresh cassava and sell to the cooperative.
- d) It will also introduce online marketing using AFARD (FAMIS) and Palm Corps (I Know Farm) digital platform to benefit from the changes in technology trends.

2.3 Competitor's analysis

The main competitors of Alwi multipurpose cooperative are individual private buyers, other similar cooperatives and middlemen. They usually buy in small, medium and large quantities to supply local and regional markets, millers, processors and traders from South Sudan. Their product are not entirely different from Alwi multipurpose cooperative's products, as all the cassava products used for making local food ("kwen") and brewing local gin ('nguli'). They use cash to buy either fresh cassava direct from the garden and or go to farmers homes and local markets where they offer prices lower than the prevailing market.

However, Alwi multipurpose cooperative is having larger volumes, wider product range, superior quality products and distinctive competency in value addition and marketing. Alwi multipurpose cooperative is now creating customer product awareness and has strong relationship with development partners that will make it gain a better position in the market. Alwi multipurpose cooperative is having the number 1 seat in cassava product business in the district which cannot be replaced by its competitors so easily because of its big membership, development partner

relationship and their contribution to local cassava trade is recognizable for the members.

2.4 Competitive advantage

- *Production units:* Alwi multipurpose cooperative has 160 registered members and plans to expand the number to reach 200 in the next 3 years. Each individual member together with their other household members will produce large volumes of fresh cassava that will be supplied to the cooperative.
- *Equipment:* CAM project plans to support Alwi multipurpose cooperative with a tri-cycle motorcycle, cassava chippers, and cassava mills to boost their product processing capacity. This will make their cassava products more competitive as they will be able to maintain the quantity and quality of the products in the market.
- *Facility:* The construction of a processing house by CAM project will provide ample space for storage of fresh cassava and the processed products, and also office. This will give the cooperative advantage in terms of improving effectiveness and efficiency in operations.
- *Economies of scale:* With transportation, processing and storage facilities support and increased number of producers and regular training, Alwi multipurpose cooperative will have the Economies of scale through their efficiency in production i.e. they have continuous improvement in their production, processing and marketing by incurring low cost with increased level of production and revenue.

3 ENVIRONMENTAL ANALYSIS AND STRATEGY DESIGN

3.1 The SWOT Analysis of Alwi Multipurpose Cooperative Society Limited

	Mitigation/consolidation strategies
<p>Strengths (S)</p> <ol style="list-style-type: none"> 1) Increased volumes of cassava products. 2) Strong partnership with local and external partners and good relationship with customers. 3) Commitment of members and the availability of arable land and animal traction for cassava production. 4) The presence of oxen and ox-carts makes distribution good. 5) The growth in VSLA member's contribution increases access to credit. 	<ul style="list-style-type: none"> • Increasing average acreage under cassava and yield per acre of individual members. • Establishing small scale cassava storage and processing unit. • Expansion of market segments. • Optimizing marketing partners and finding new potential partners. • Optimizing marketing and promotional activities to get new customers.
<p>Weakness (W)</p> <ol style="list-style-type: none"> 1) Individual member's laziness, and inadequate knowledge and skills in improved cassava production. 2) The members have small subscription and share values leading to low working capital. 3) The absence of storage facility and value addition equipment. 4) The few partners, customers are not well segmented, and there are no reliable customers. 5) There is no promotion of the products. 	<ul style="list-style-type: none"> • Optimizing value addition and distribution of the different cassava products. • The cooperative to procure inputs in bulk for the members. • Establishing contract production arrangement with confectionery and brewery industries.
<p>Opportunities (O)</p> <ol style="list-style-type: none"> 1) The market for high quality cassava products is still wide open and there are many means of reaching to the customers 2) The acquisition of storage facility and cassava processing through loans and networking with partners. 3) Expansion of products range to include fresh, dried cassava chips and High-Quality Cassava Chips. 4) Building potential partners including the microfinance institutions, Business Development Service (BDS) providers, Local government, private sector and NGOs. 5) New cassava processing technologies that include peeling, pressing, grating, washing and pressing will improve AMCSL product quality and fetch better returns. 	<ul style="list-style-type: none"> • Training and education of members on cooperative, entrepreneurship and information technology. • Supervision, mentorship and coaching of the board, executive committee members and management. • The need to plan to procure and install modern cassava processing equipment that can expand into new products like starch
<p>Threats (T)</p> <ol style="list-style-type: none"> 1) Prices of inputs have increased, and economic conditions are worsening. 2) The number of similar businesses. 3) The main cooperative's income is only from local cassava flour sales. 4) Falling of cassava product prices and increased incidences of pests and diseases. 	<ul style="list-style-type: none"> • Optimizing governance and coordination among members, executive and the board. • Increase the cooperative's income through expansion of product numbers. • The need for Board and management to follow the local

<ul style="list-style-type: none"> 5) There can be risk of high interest rates charged by lending institutions for AMCSL's loans 6) Increasing material prices and labor cost in the West Nile region can affect AMCSL's product sales returns 7) The surroundings legal issues including UNBS and URA may affect AMCSL operations 8) There are worker rights and employee laws which may affect AMCSL's internal procedures 	<p>and national laws is important for the growth of the business</p>
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4 BUSINESS STRATEGY OF ALWI MULTIPURPOSE COOPERATIVE

4.1 AMCSL BUSINESS STRATEGY

This section defines the AMSL cooperative business strategy choices needed to achieve its goals and business objectives. The coops' strategic actions are informed by the situational analysis using the SWOT and the local environmental assessment. Key strategic options for the Co-op. are aligned to the following Coop. business objectives.

Production objective: *To support our members to cultivate 2 acres of high yielding cassava varieties that can produce 15 tons of processed High Quality Cassava products to meet the needs of our customers.*

Market Objective: *To grow the cooperative market for HQC products to realize an annual turnover or sales tonnage of 756 MT in 2026*

Finance Objective:

- a. *To raise financial resources to finance cooperatives' investment through internal resource mobilization, grants from strategic partners, and commercial/market-based financing.*
- b. *To achieve UGX 616,133,540 of revenue annually by December 2026.*

Socio-economic Objective

- a. *To increase the household incomes from cassava business by 35 % to improve members' well-being.*
- b. *To contribute to the local government tax of UGX 20 million from produce trade and wage earnings.*

The Co-op. strategic actions are aligned to the broad strategic options as summarized in table 3.

Table 3: Strategic actions

Strategic Option	Strategic Actions	Objective alignment
1. Market development	<ol style="list-style-type: none"> a. Organize and mobilize members to produce for the market b. Develop customer relations and enter trading arrangements with bulk buyers c. Facilitate access to timely, reliable access to quality in-puts. d. Build capacity for coordinated marketing of cassava and value-added cassava product through collective action. 	<ol style="list-style-type: none"> a. Production objective b. Market objective c. Financing objective
2. Concurrent Product development and Market Penetration	<ol style="list-style-type: none"> a. Build business linkages with strategic buyers and local dealers of cassava (Industrial, wholesale and retail) traders. Build a network of buyers in two key markets cassava (standards consumer and high quality) cassava products. b. Develop a market- based pricing plan to offer competitive and premium prices for respective. 	<ol style="list-style-type: none"> a. Market objective b. Finance objective c. Socio-economic objective.
3. Governance, Accountability and Transparency	<ol style="list-style-type: none"> a. Build and strengthen the cooperative governance and production structures to ensure coordination production, resource mobilization, collective marketing and accountability 	<ol style="list-style-type: none"> a. Production objectives b. Market objective c. Finance objective d. Socio-economic objective.

The delivery model for our business strategy is summarized in the business canvas in table 4

Key Partners	Key Activities	Value Proposition	Customer Relations	Customer Segments
<ul style="list-style-type: none"> • Farmers/members • Input suppliers • AFARD • PDLG • ALWI S/C LLG • Pakwach FM • Financial Institutions • NARO/Abi-ZARDI • MTIC • URA • UNBS • West Nile Local Seed Business Association • WENILOSEBA 	<p>Key Activities:</p> <ul style="list-style-type: none"> • Mobilization and Sensitization. • Provision of Quality Agro-inputs. • Training/Extension Services • Value Addition • Bulking and Marketing. • Transport • Provision of Marketing Information and Market Linkages • Conducting Board/ Committee Meetings. • Lobbying and Networking. <p>Key Resources:</p> <ul style="list-style-type: none"> • Skilled manpower/ Personnel • Working Capital • Transport • Land • Equipment • Committed Leadership. • Members' support • Storage facility. • Smart phones 	<p>1) To Farmers:</p> <ul style="list-style-type: none"> • Supplies of Quality affordable Agro-inputs (Cassava Cuttings) • Market Opportunities that are reliable and with better Prices • Provision of Stores, rented/owned which is Safe, well located and cost effective. • Provision of Extension Services/Training by Networking with other Development Partners/Local Government. <p>2) To Buyers:</p> <ul style="list-style-type: none"> • Supplies of High-Quality Cassava Chips and Flour. • Consistencies in Supplies of the target produce/volumes • Reliability in supplies and quantities demanded • Timeliness of Supplies. • Convenient Point for Collection/Transport. • Flexible/Negotiable Terms. 	<p>Customer Relations:</p> <ul style="list-style-type: none"> • Through regular phone calls. • By E-mails. • Exhibitions and Trade Fairs. • Sale Promotion on Market Days. • Radio Talk Shows. • Advertisements • Through Marketing Apps-FAMIS • Web site <p>Delivery Channel:</p> <ul style="list-style-type: none"> • Central Collection Point. • Use of Tricycle • Agents and Outlet Stores • Market day Sales 	<ul style="list-style-type: none"> • High Quality Cassava Chips-HQCC;- NBL, EABL, Norah Agro-industries Lira • High Quality Cassava Flour-HQCF;- Britania Biscuits, Super Markets • Ordinary Dry Cassava Chips and Flour;-ODCC/ ODCF;- Private Buyers/Millers, Hotels/Restaurants, Institutions/Schools
<p>Cost Structures:</p> <ul style="list-style-type: none"> • Staff Salaries • Purchase of inputs • Purchase of equipment and maintenance • Market dues/taxes • Office/Administrative Expenses • Transport of produce • Board/Committee Meetings, AGMs and Travels • Fuel costs and other Utilities • Marketing/Handling Costs • Audit fees 		<p>Income Streams:</p> <ul style="list-style-type: none"> • Membership Fees • Shares • Annual Subscriptions • Commissions from Sale of Produce (Cassava Products). • Retained Earnings • Sale of inputs • Donations/Grants 		

4.2 PRODUCTION STRATEGY

The Co-op. production strategy is built around the member production structure. Coordinated production through collective planning to develop a joint production plan to be followed by all members of the cooperative. The collective production plan will be anchored on three key pillars:

- a) Collective Input sources
- b) Co-op led extension services delivery
- c) Bulking and collective marketing
- d) Primary and secondary Value addition

The objective of the production strategy is to; 1) increase acreage, productivity and production output, 2) Ensure product quality and quality assurance standards are achieved, 3) Meet the Co-op. market and demand forecast.

4.2.1 The production plan and underlying assumptions

The key assumptions that inform the organization of the production plan include:

- The 160 registered members will all grow the same variety of cassava required by the market
- An average of 1 acre will be committed by each member to cassava each year by 2026
- Collective production planning will ensure timely planting, improved agronomic practices harvesting and processing operations.
- Members will join the collective marketing plan

Table 4: Production Forecast (2024-2026)

Production	2024	2025	2026
No. of farmers	160	180	200
Planned Acreage	160	270	300
Fresh Cassava Yield per acre	3,600	3,800	4,000
Total farm Output	576,000	1,026,000	1,200,000
Products			
High quality cassava Chips	864	1,260	1,512
High Quality Cassava flour	1,296	1,890	2,268
Total member output	2,160	3,510	3,780

Table 5: Projected output, market price and sales

Aspects	Projection Period						
	Fresh Cassava	Year 2024		Year 2025		Year 2026	
		HQCC	HQCF	HQCC	HQCF	HQCC	HQCF
No. of farmers		160			180		200
Acreage per farmer	1						
Yield per acre (Kg)	3,600	1,440	2,160	1,800	2,700	2,160	3,240
Aggregation plan (%)		60			70		70
Aggregation output (Kg)		864	1,296	1,260	1,890	1,512	2,268
Total aggregated output (Kg)		138,240	207,360	226,800	340,200	302,400	453,600

Note: The aggregation output percent has been estimated at 60% and 70% in the first, second and third years to take into consideration the losses due to food, side selling and Post Harvest Handling (PHH).

4.3 Cassava aggregation plan

The main objective of the aggregation plan is to increase cassava product supplies to target markets in West Nile and northern Uganda in order to improve the cooperative's ability to satisfy the demands of the buyers and increase benefits for the members through:

- The construction of a storage facility to increase the shelf-life of cassava products and reduce wastage thus building a reserve against supply shortages and high demands.
- Establishing a self-sustaining feedback mechanism to stabilize prices and boosts cassava product demands that will increase the attractiveness of the regional market to the cooperative and its members/aggregators.
- Increasing cassava product delivery and capture within the regional markets to increase benefits to the buyers.
- The design of an effective management system that will link aggregation to the storage facility to address the issues of product contamination and record keeping as well as procedures for allowing customers to access the storage facility.

The increase in targeted supply of aggregated cassava products will increase the volumes available in the market, as well as the returns of the cooperative and its members.

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5 MARKETING PLAN

5.1 Marketing Strategy

The following are the specific objectives of Alwi multipurpose cooperative marketing strategy:

1. To increase profitability of its products (dry cassava chips and high-quality cassava flour) by 10% every year through increasing sales growth by 10% annually.
2. To increase marketing communication tactics.
3. To produce large volumes of quality and low-cost cassava products.
4. To meet the demands and requirements of the target market (Dry cassava chips for millers and processors, high quality cassava flour for schools, restaurants and hotels, breweries and confectionery consumers).
5. To increase the market share for cassava products in West Nile and northern Uganda.

5.2 Market Segmentation, Targeting and Positioning

5.2.1 Market segmentation

Alwi multipurpose cooperative has the following segmentation to create customers groups to target:

- *Demographics segmentation:* Alwi multipurpose cooperative has segmented quantity and quality group that that will serve private buyers, breweries and confectionery industries with a range of their products.
- *Geographic segmentation:* Based on this, Alwi multipurpose cooperative has segmentation to serve its target customers in West Nile and northern Uganda. It will have major markets in Arua city, Gulu city, Pakwach town, Nebbi municipality but it has continuous objective to cater for new markets in other regions as well like Lira city, Kitgum town, and Kampala city and Soroti city.

5.2.2 Targeting

The following are the target strategies of Alwi multipurpose cooperative derived from the proposed Business Model Canvas:

- a) Have an aggressive marketing activity to make aware its target customers /buyers about its products.
- b) Having a sponsorship program for its products through football team and radio talk shows.
- c) Organizing visits for their prospective buyers at the processing plant which will be a way to make its target market satisfied.

5.2.3 Market Positioning

Alwi multipurpose cooperative has positioned itself in the mind of its target customers and development partners as a leader to be in cassava product development. It will make cassava products that will satisfy its niche market. Its positioning statement is

‘For every serious miller, processor, school, restaurant, hotel, brewery and confectionery industry Alwi multipurpose cooperative provides the perfect dry cassava chips and high-quality cassava flour that gives confidence for every food, confectionery and alcohol production’

The following are the positioning strategies:

- a) Sustainable supply in customers’ mind
- b) Large volumes that meet the customers’ needs
- c) Appealing quality level and variable products

5.2.4 Pricing strategy

Alwi multipurpose cooperative society will adopt a price leadership strategy that offers the customer with the price that customer will value so it has better prices for its products as it has niche market to serve with valuable products.

5.3 Marketing Mix strategy

Alwi multipurpose cooperative has a big role in the production and marketing of fresh cassava and cassava products, and a strong marketing mix. It offers a wide range of products including dry cassava chips and high-quality cassava flour. The first product Alwi multipurpose cooperative is starting with is dry cassava chips and later after acquiring cassava processing equipment it will introduce high quality cassava flour.

5.3.1 Pricing

Alwi multipurpose cooperative’s pricing strategy will be competitive than other produce traders. The pricing will be based on the basis of target customers as a premium segment and calculation of total cost of production and marketing including the taxes and the value of the products. As Alwi multipurpose cooperative’s cassava products become widely known, the customers will pay more shillings for their quality products. Hence, below is the Table showing projected sales and member payment prices across the products and years respectively.

Table 6: Projected sales and member payment prices

Aspects	Year1-2024	Year2-2025	Year3-2026
Sale Prices per Kg			
High Quality Cassava Chips (HQCC)	1200	1500	1800
High Quality Cassava Flour (HQCF)	1800	2200	2500
Ordinary Dry Cassava (Price Benchmark)	600	800	1000
Price margin per Kg			
High Quality Cassava Chips (HQCC)	600	700	800
High Quality Cassava Flour (HQCF)	1200	1400	1500

Table 7: Market Demand and Revenue Forecast

Demand (MT)	2025	2026	2027
High Quality Cassava Chips	138,240	226,800	302,400
High Quality cassava Flour	207,360	340,200	453,600
Pricing			
High Quality Cassava Chips	1200	1500	1800
High Quality cassava Flour	1800	2200	2500
Projected revenues			
High Quality Cassava Chips	69,120,000	136,080,000	226,800,000
High Quality cassava Flour	124,416,000	255,150,000	408,240,000
Total Revenue	205,200,000	391,230,000	635,040,000

The market forecast is based on the projected production capabilities of the coop.

5.3.2 Place/Distribution

Alwi multipurpose cooperative cassava products are considered superior by other produce stores and Alwi multipurpose cooperative stores in Pakwach district. It will sell its cassava products in about four regions in Uganda. Alwi multipurpose cooperative will have one operational unit in Alwi sub county in Pakwach district and also plans to establish customer service and distribution units in the four regions to reach its target customers and expand the number of buyers.

5.3.3 Promotion

The main objective is to attract new customers and keep the existing customers. Alwi multipurpose cooperative will use phone calls, email, exhibitions and trade fairs, sale promotion on market days, and radio talk shows as ways to make its target customer aware about its products offers. Besides, it plans to advertise its products using personal selling, direct marketing, sales promotions, public relations and social media including WhatsApp and phone messages.

Table 8: Summary of Market Mix Strategy

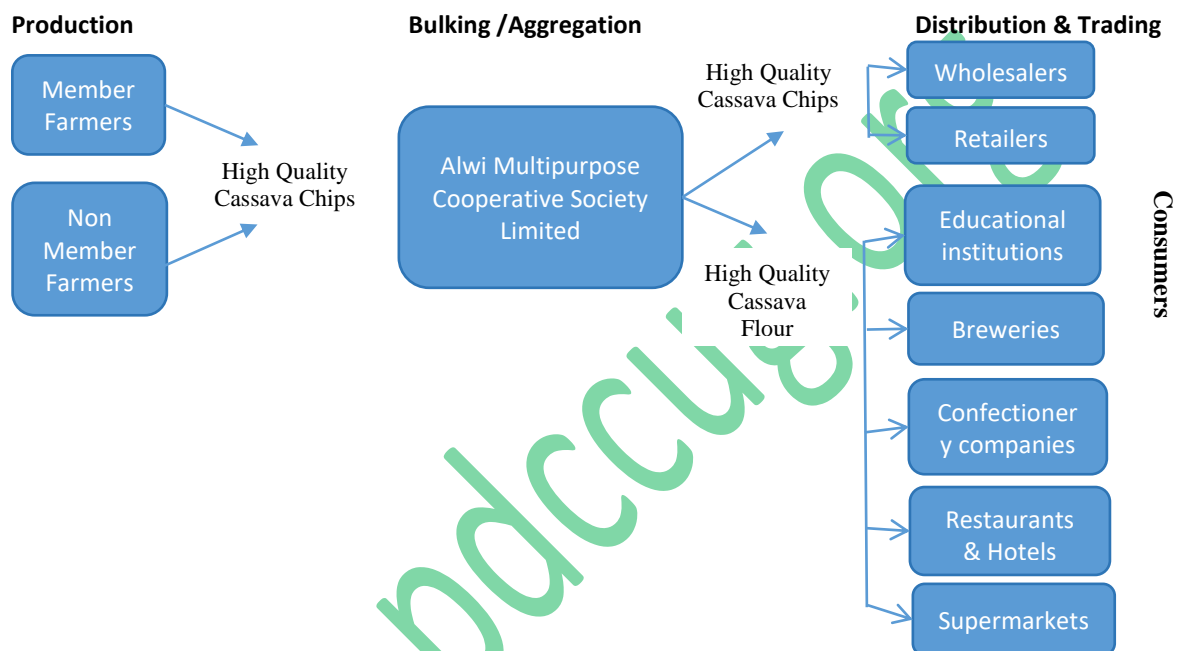
Marketing Mix Item	Market focus	Expected outputs
1.Product	<ul style="list-style-type: none"> Standards cassava chips and flours High value cassava chips and flours 	<ul style="list-style-type: none"> Clear market segments (demand) alignment.
2.Price	<ul style="list-style-type: none"> Differentiated pricing strategy 	<ul style="list-style-type: none"> Market based pricing for Standards products Premium pricing for HV/Q products
3.Promotion	<ul style="list-style-type: none"> Adopt direct and indirect Customer engagement channels. Build local communication channels to promote products e.g presence in trade events. Certifications 	<ul style="list-style-type: none"> Personal engagements with buyers and suppliers Public events Branding
4.Place	<ul style="list-style-type: none"> Local wholesale and retail channel Industrial and regional and cross boarder export channels 	<ul style="list-style-type: none"> Develop market relations (short & long-term supply arrangement) Build capacity for trade contract management.

5.4 Market expansion strategy

Alwi multipurpose cooperative has strategy to expand its distribution channels all over West Nile, northern and Eastern Uganda through having a wide delivery channels and constant improvement in cassava products lines.

5.5 Alwi Multipurpose Cooperative Trading Value Chain

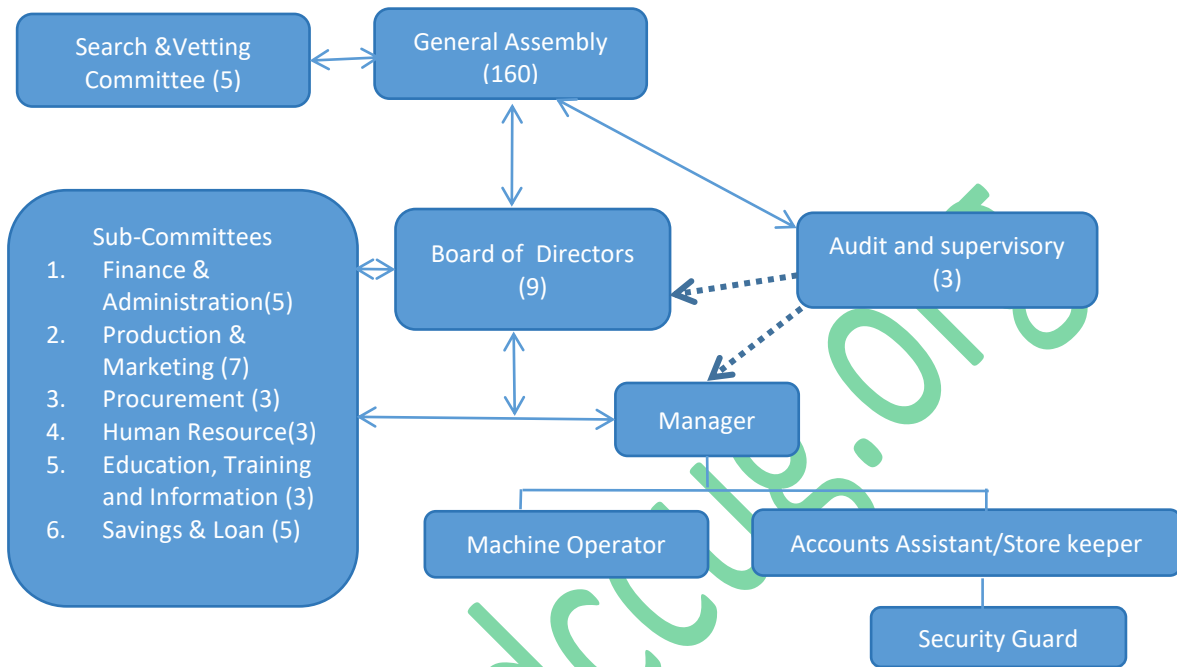
The figure below is the trading value chain of Alwi multipurpose cooperative society limited that will promote the involvement of its members and nonmembers in supplying the HQCC to the cooperative for increased cassava products aggregation outputs needed for high cooperative and individual member income.



6 MANAGEMENT ASPECTS AND HUMAN RESOURCE PLAN

To improve on the performance of the cooperative, the cooperative has planned to hire a lean management team comprising the manager, records/accounts assistant, storekeeper and machine operators to handle its business affairs.

6.1 Proposed organizational governance structure



To enable the management team to realize the vision of the cooperative, the board needs to help improve management productivity, interrelationship, business networking, and implementation of training programs, innovation, community concern, business relations and transactions, and the existence of members. To improve the performance of the cooperative the management team identified to drive the cooperative's values is explained in the personnel plan below.

Personnel Plan

Position	No. of staff	Project remuneration month	Total Monthly payroll cost
Manager	1	12	9,108,000
Accounts Assistant	1	12	7,590,000
Store keeper	1	12	6,072,000
Machine Operators	2	12	10,626,000
Total	5	48	33,396,000

6.2 Business and development partnership strategy

Besides, management will still link the members to the Sub-county and other development partners in Pakwach district for accessing services in best agronomic practices including Post-harvest Handling for quality produce and ensure that members improve on production and productivity.

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7 FINANCIAL PLAN

This section analyses and presents the financial requirements, implications and feasibility of the adopted business model and being a cooperative business, whose main motive is not profit maximization, but of members' returns. It contains a set of financials, including income and expenditure statements (i.e., profit and loss) and cash flow statement that provides a complete fiscal plan of what is expected to happen in the future business (i.e., cassava products to be sold, management team, materials, equipment, and services needed by the cooperative). These help to deliver the value proposition promised to members as the market is analyzed and sources of finances discussed and finally, the feasibility of the proposed business model which has an impact on sustainability of the cooperative business developed.

7.1 Financial Analysis/Assumptions of Alwi Multipurpose Cooperative Business Model

The following Assumptions have been made with respect to the financial projections:

- The business plan focuses on **two** major products of cassava from which it will earn commissions: HQCC and HQCF.
- Charge entrance fees for new members and new members' share capital contributions, encourage buying of more shares by old members as well as incomes from annual subscriptions from members.
- Financial year runs from January to December following the normal calendar year.
- The financial figures projected may not be the same with the actuals on the ground.
- Inflation rates have been factored in.
- All revenues from sales distributed to the farmers after deducting the management costs including salaries, direct and indirect costs.
- All monetary figures are presented in Uganda Shillings (UGX).

7.2 Other Income Options

The main source of revenue for the cooperative is the sale of two cassava products (HQCC and HQCF) and retained commission from the sale of the member's produce. Apart from the sale of cassava products, the cooperative also derives other revenues from membership fee, annual subscription fee, sale of shares to members and non-members. In the medium term, the cooperative will offer soft loans to its members through negotiation with microfinance institutions from which it shall earn interest and charge fees on new members joining the cooperative.

Besides, there may be grants from government and donations from development partners targeting the growth of small cooperatives and the vulnerable members of the cooperative including women, youth and persons with disability. This is to supplement the internal sources of revenue of the cooperative.

7.2.1 Capital Investment Plan for 2024-2026

ITEM	Year 2024	Year 2025	Year 2026
ASSETS			
Weighing scales	2,000,000		
Tarpaulins		800,000	800,000
Moisture meter	300,000		
Safe for money	500,000		
Land for demonstration	2,500,000		
TOTAL	5,300,000	800,000	800,000
PRODUCTION PLAN			
High Quality Cassava Chips (Kg)	138,240	226,800	302,400
High Quality Cassava Flour (Kg)	207,360	340,200	453,600
TOTAL SALES VOLUME	345,600	567,000	756,000
SALES REVENUE			
High Quality Cassava Chips (UGX)	138,240,000	272,160,000	453,600,000
High Quality Cassava Flour (UGX)	248,832,000	510,300,000	816,480,000
TOTAL SALES	387,072,000	387,072,000	1,270,080,000
INCOME STATEMENT			
Projected total sales	387,072,000	782,460,000	1,270,080,000
Projected cost of sales	511,971,669	582,955,620	653,946,460
GROSS REVENUE	(124,899,669)	199,504,380	616,133,540
OPERATING EXPENSES			
Administration	7,840,800	5,940,000	7,128,000
Management	21,600,000	23,760,000	27,324,000
Marketing costs and other expenses	220,000,000	276,120,000	340,800,000
TOTAL OPERATING EXPENSES	249,440,800	305,820,000	375,252,000

7.3 Business Expenses/Cost Structures

Alwi Multipurpose Cooperative has several costs it has to meet regularly so as to remain in business. These include: management costs, operational costs and direct enterprise handling costs including depreciation of machinery with time.

7.3.1 Operating Costs

These are business management costs, also referred to as operating expenses; it includes travel expenses, administrative expenses and other costs as per the Table below.

Admin/Operational Cost	Cost/Month	Month	Year 1	Year 2- 20%	Year 3-10%
Stationery	100,000	12	600,000	720,000	792,000
Mobilization/Sensitization	250,000	4	1,000,000	1,200,000	1,320,000
Bank charges	30,000	12	360,000	432,000	475,200
Store Management	200,000	12	1,200,000	1,440,000	1,584,000
Committee Subsistence	140,000	4	560,000	672,000	739,200
Committee Travels	105,000	4	420,000	504,000	554,400
Communication	50,000	12	600,000	720,000	792,000
Extension and Training	300,00		1,200,000	1,440,000	1,584,000
Total	5,940,000	7,128,000	7,840,800	5,940,000	7,128,000

7.3.2 Management Costs

These are human resource related costs/cost of staffing mainly consolidated salary/wages for the workers that will be engaged in the business as full-time staff, however security guards shall be hired during bulking and marketing period only to take charge of the safety of members' produce and shall form part of the marketing/direct costs.

Management Cost	Cost/Month	Month	Year 1-2024	Year 2-2025	Year 3-2026
Manager	600,000	12	7,200,000	7,920,000	9,108,000
Accounts Assistant/storekeeper	500,000	12	6,000,000	6,600,000	7,590,000
Machine Operators (2)	750,000	12	8,400,000	9,240,000	10,626,000
Total	1,850,000	12	21,600,000	23,760,000	27,324,000

7.3.4 Direct Costs

These are the costs that are directly related to handling of produce at the cooperative level and are a function of quantities traded, whereby most of the costs are directly borne by the farmers or the buyer but the main costs borne by the cooperative include the collection from the farmers, re-drying, grading, milling, weighing, acquisition of packaging bags, repacking and loading/off-loading.

7.3.5 The income and expenditure forecast statement (Profit and Loss)

7.3.5.1 The income and expenditure forecast statement (Profit and Loss) for half an acre

Revenue Items	Year 1-2024	Year 2-2025	Year 3-2026
Sale of cassava products- High Quality Cassava Chips	69,120,000	136,080,000	226,800,000
- High Quality Cassava Flour	124,416,000	255,150,000	408,240,000
Total Revenue (TR) in UGX	205,200,000	391,230,000	635,040,000
Expenditure Items			
(1) Variable Cost			
-Production and Marketing Cost	282,080,000	279,399,375	313,290,000
-Operational Cost	5,940,000	7,128,000	7,840,800
-Management Cost	21,600,000	23,760,000	27,324,000
Total Variable Cost (TVC) in UGX	309,620,000	310,287,375	348,454,800
(2) Fixed Cost			
Land for members (Hire per year)	8,000,000	9,000,000	10,000,000
Depreciation (House, machinery, solar, office furniture & water tank)	33,711,669	39,877,620	40,961,660
Total Fixed Cost (TFC)	41,711,669	48,877,620	50,961,660
TOTAL COST = TVC +TFC	351,331,669	359,164,995	399,416,460
Gross Margin (GM) = TR-TVC	(104,420,000)	80,942,625	286,585,200
Net Revenue (NR) =GM-TFC	(146,131,669)	32,065,005	235,623,540
Profit shared per member per year		178,139	1,178,118

8.3.5.2 The income and expenditure forecast statement (Profit and Loss) for an acre

Revenue Items	Year 1-2024	Year 2-2025	Year 3-2026
Sale of cassava products- High Quality Cassava Chips	138,240,000	272,160,000	453,600,000
- High Quality Cassava Flour	248,832,000	510,300,000	816,480,000
Total Revenue (TR) in UGX	387,072,000	782,460,000	1,270,080,000
Expenditure Items			
(1) Variable Cost			
-Production and Marketing Cost	434,720,000	494,190,000	557,820,000
-Operational Cost	5,940,000	7,128,000	7,840,800
-Management Cost	21,600,000	23,760,000	27,324,000
Total Variable Cost (TVC) in UGX	462,260,000	525,078,000	592,984,800
(2) Fixed Cost			
Land for members (Hire per year)	16,000,000	18,000,000	20,000,000
Depreciation (House, machinery, solar, office furniture & water tank)	33,711,669	39,877,620	40,961,660
Total Fixed Cost (TFC)	49,711,669	57,877,620	60,961,660
TOTAL COST = TVC +TFC	511,971,669	582,955,620	653,946,460
Gross Margin (GM) = TR-TVC	(51,860,000)	257,382,000	677,095,200
Net Revenue (NR) =GM-TFC	(101,571,669)	199,504,380	616,133,540
Cash shared per member per year		1,108,358	3,080,668

7.3.6 Forecasted Income statement

Period ending	31-Dec-24	31-Dec-25	31-Dec-26
Total aggregated output (Kg)	345,600	567,000	756,000
Total revenue (UGX)	387,072,000	782,460,000	1,270,080,000
Total cost (UGX)	511,971,669	582,955,620	653,946,460
Net income applicable to paid up members (UGX)	-124,899,669	199,504,380	616,133,540
Net income per Kg	-361	352	815
Cost per Kg	1,481	1,028	865

Note: The cost per Kg is reducing due to the increase in cassava product prices

The total sales or revenue of the cooperative will increase from UGX 386,072,000 in year 2024 to UGX 1,270,080,000 in 2026 respectively. Hence its net income will also increase from UGX -124,899,669 in 2024 to UGX 616,133,540 in 2026. From the increased revenue and income, it can be forecasted that the cooperative can increase its expenditure towards marketing to get increment in its market share and expand its business in other regions as well.

From the income statement, it is forecasted that there will be a 51% increase in total sales in 2025 and 38% increase in total sales in 2026 respectively. So, by looking to financials, the following is the forecasted capital investment plan for Alwi multipurpose cooperative for the year 2024, 2025 and 2026.

7.3.8 Projected Cash Flow Statements

This section summarizes the cash flow projection of the cooperative for the three year period presented separately for ease of reference. Hence, overall, the cooperative is expected to realize a positive cash flow but only if it's able to mobilize the initial working capital to kick start the produce bulking, maintaining the marketing arrangements for such good projected volumes, generate some supplementary incomes along the main trading activity and postpone any investments into the early part of second trading year of operation, it can invest in the milling business of cassava thus supplementing the commission earned and the animal traction hire services including any other income options that shall be recommended by the board with the technical guidance of the management staff.

Projected Cash flow for 3 Years

Cash inflows:	Unit Cost	Year 1 (2024)		Year 2 (2025)		Year 3(2026)	
		Quantity	Total Amount	Quantity	Total Amount	Quantity	Total Amount
Membership fees	5,000	160	800,000	30	150,000	20	100,000
Annual subscription	5,000	160	800,000	180	900,000	200	1,000,000
Share capital	20,000	160	3,200,000	30	600,000	20	400,000
Sales commission (10%)			38,707,200		78,246,000		127,008,000
Sales revenue		345,600	387,072,000	567,000	387,072,000	756,000	1,270,080,000
Interest on loans (12%)					2,520,000		2,520,000
Donations /Grants							
Total cash inflow			430,579,200		469,488,000		1,401,108,000
Cash outflows:							
Land hire (1 acre)	100,000	160	16,000,000	180	18,000,000	200	20,000,000
Oxen services	180,000	160	28,800,000	180	32,400,000	200	36,000,000
Cuttings	160,000	160	25,600,000	180	28,800,000	200	32,000,000
Labor	343,333	160	54,933,333	180	61,800,000	200	68,666,667
Transportation	131,000	160	20,960,000	180	23,580,000	200	26,200,000
Packaging materials/ bags	2,000	3,456	6,912,000	5,670	11,340,000	7,560	15,120,000
Peeling and chipping	5,000	120	600,000	180	900,000	200	1,000,000
Milling	200	345,600	69,120,000	567,000	113,400,000	756,000	151,200,000
Drying	1,000	3,456	3,456,000	5,670	5,670,000	7,560	7,560,000
Loading /offloading	500	3,457	1,728,500	5,671	2,835,500	7,561	3,780,500
Weighing and storage	500	3,458	1,729,000	5,672	2,836,000	7,562	3,781,000
Stationery	100,000		600,000		720,000		792,000
Mobilization/Sensitization	250,000		1,000,000		1,200,000		1,320,000
Bank charges	30,000		360,000		432,000		475,200
Store Management	200,000		1,200,000		1,440,000		1,584,000
Committee Subsistence	140,000		560,000		672,000		739,200
Committee Travels	105,000		420,000		504,000		554,400
Communication	50,000		600,000		720,000		792,000
Extension and Training	300,000		1,200,000		1,440,000		1,584,000

Manager	600,000		7,200,000		7,920,000		9,108,000
Accounts Ass	500,000		6,000,000		6,600,000		7,590,000
Storekeeper	400,000		4,800,000		5,280,000		6,072,000
Machine Operators	700,000		8,400,000		9,240,000		10,626,000
AGM expenses			1,000,000		1,500,000		1,500,000
Bank charges	8,500	8	68,000	12	102,000	12	102,000
Total cash outflows			263,246,833		339,331,500		408,146,967

ALWI MULTIPURPOSE COOPERATIVE CAPITAL BUDGET

Item	Quantity	Unit Cost	Total Amount	Comments
Weighing Scales	4	500,000	2,000,000	Member's contribution
Waiting Bench	3		450,000	Donation
Office table with three lockable drawers on one side	3	Lump sum	1500000	Donation
Office and guest chair	6	Lump sum	900,000	Donation
Wooden pallets	16	Lump sum	1,600,000	Donation
Armless plastic chair	200	Lump sum	5,000,000	Donation
Plastic table	2	Lump sum	150,000	Donation
Engravement of all furniture	-	Lump sum	1,070,000	Donation
Tri-cycle motorcycle	1	Lump sum	15,000,000	Donation
Filling cabinets	2	Lump sum	3,000,000	Donation
Notice board	1	Lump sum	185,000	Donation
Office chairs	3	Lump sum	750,000	Donation
Cassava chippers	15	Lump sum	2,500,000	Donation
Processing house	1	Lump sum	65,483,600	Donation
Cassava mills	1	Lump sum	35,000,000	Donation
Produce store, fenced, with office, water harvesting facility, solar system, 2-stance VIP latrine	1	Lump sum	127,420,000	Donation
Moisture Meters	1	300,000	300,000	Member's contribution
Total Asset Value			262,308,600	

8 IMPLEMENTATION AND CONTROL PLAN

8.1 Implementation of business plan

Alwi multipurpose cooperative limited will ensure its business plan is implemented as designed through controlling procedures of top management and with proper guidance to the board, management team and committees. The vision, mission and goal as well as objectives of Alwi multipurpose cooperative limited can be achieved by regular assessment of the cooperative's market share, net revenue, sales, budget and continuous analysis of all operations of company so that they match with the market targets.

8.2 Conclusion & Recommendations

From the production, market and organizational analysis it is clear that Alwi multipurpose cooperative limited has the potential to achieve its business objectives and can offer the two cassava products and meet its prospective customer's demand. This can be realized through the following:

1. Increasing its marketing communication channels by making use of social media and phone calls.
2. Collaborating with Pakwach district local government agriculture and commercial departments, microfinance institutions, AFARD and other development agencies in providing training, mentoring, technical support and credit facilities to its members.
3. Recruiting qualified and committed management team to organize its operations and improve business performance.
4. Develop a robust but simple operation policies for human resource, financial, asset, audit management, etc.

ANNEX I: ALWI MULTIPURPOSE COOPERATIVE SOCIETY LIMITED MULTIYEAR WORKPLAN

Activities	Outputs	Year 2024		Year 2025		Year 2026		Responsible person
		Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	Jan-Jun	Jul-Dec	
1. Mobilization and recruitment of new members	<ul style="list-style-type: none"> 30 new members registered with the cooperative and are actively participating in cooperative activities 							Chairperson vetting committee
2. The executive committee to work with the FGs to ensure members borrow the VSLA funds to enable them access oxen and cassava cuttings	<ul style="list-style-type: none"> Members accessed group loans, have opened 1 acre each, procured improved variety of cassava cuttings and able to pay for the labor 							Chairperson for production committee
3. Organizing training for board and executive committee members on governance and finance of cooperative	<ul style="list-style-type: none"> The board and executive members are able to perform their roles and responsibilities well 							Secretary for executive committee
4. Link with the District Agricultural Officer and DCO Pakwach DLG to provide technical support to the finance and production committees	<ul style="list-style-type: none"> The required books of accounts in place and accounts assistant entering information The production committee are providing peer-to-peer extension service to the members 							Chairperson board
5. Recruiting personnel for the required technical and operational positions	<ul style="list-style-type: none"> The manager and accounts assistant with atleast a diploma hired and are working 							Chairperson board
6. Reaching out to microfinance institutions to access agricultural loans for the cooperative	<ul style="list-style-type: none"> A good relationship created with the microfinance institutions to access credit 							Chairperson finance, production and marketing committee
7. Organize board meetings	<ul style="list-style-type: none"> A quarterly board meeting minutes in place 							Secretary to the board
8. Prepare and submit/file annual returns to the registrar of cooperatives	<ul style="list-style-type: none"> Annual returns submitted to the registrar of cooperatives and certificate of registration renewed annually 							Chairperson finance, production and marketing committee