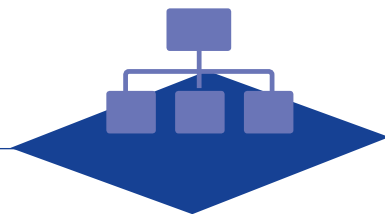


SCOPING TOOL

AGRITERRA TRAINING PROGRAMME



INTRODUCTION

The scoping tool provides an overview of all basic data and structure of a cooperative or a farmer's organisation, as well as an outline of current and future business cases. It does not provide any quantitative or qualitative advice, conclusions and recommendations for the cooperative. The tool is commonly used to quickly scan and evaluate the current situation of a cooperative or a farmer's organisation, and to assess

whether it is sufficiently strong to collaborate with Agriterra.

A scoping assessment is the first step that intends to provide a better understanding of the cooperative or the organisation. The scoping is carried out by Agriterra business advisors by making field visits and using the cooperative scoping tool for farmer-led organisations. A scoping visit will define whether a cooperative or

a farmer's organisation is an ambitious performer and aims to assess its potential for farmer-led business development. In case the scoping tool yields positive results for a partnership, next step is to perform a cooperative or an organisation assessment.



MAIN OBJECTIVE

The main objective of the scoping tool is to identify and screen the cooperative with business and development potential and to assess opportunities for a partnership in business development with Agriterra. At the end of the assessment visit, the scoping team will evaluate the results, will offer recommendations and will strive (depending on the outcome) to continue with a cooperative assessment.



SPECIFIC OBJECTIVES

The assessment aims to achieve an in-depth understanding of the practices and performances of the organisation. Specifically, the scoping tool works towards the following objectives:

- To get to know the board, staff, members and the organisation.
- Collect sufficient information about the cooperative profile, including the membership base, business track record, governance structure, general procedures, and Human Resources management.
- Clearly define a business case for the cooperative with clear risks and assumptions.
- Give recommendations whether a cooperative assessments should follow.

In order to meet these objectives, the Agriterra assessment team makes field visits, holds interviews with Board, management, staff, members and stakeholders during the scoping visit. The team also reviews formal documents (act of constitution, articles of association, minutes of last held Annual General Meeting, financial statements, audit reports, etc.)



The scoping tool is a quick scan of the current situation of a cooperative or a farmer's organisation.





REQUIREMENTS FOR PARTICIPATION

Agricultural cooperatives that collaborate with Agriterra have:

- at least 1,000 members
- a proven business track record
- realistic growth ambitions
- a need for financing (operating capital and loans)
- opportunities to invest in themselves
- a sincere wish to change



COSTS

Available on request.



WHAT'S IN IT FOR YOU?

The scoping assessment is executed using a standardised format by a team of Agriterra business advisors. The participants receive:

- A complete scoping report based on the Agriterra scoping tool for agricultural cooperatives; the report will indicate whether a next assessment, a cooperative or an organisation assessment will take place.



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Agriterra is an agri-agency founded by the Dutch agricultural sector that professionalises farmer organisations and cooperatives worldwide in order to better serve the needs and interests of their member farmers.

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