



MIRUKU'S EXPERIENCE AND TECHNICAL TEAM

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MIRUKU EXPERIENCE (Track Record)

MIRUKU COOP, based in Nampula, Mozambique, is a business cooperative providing business development services (BDS). Its intervention focuses on three areas of activity, namely:

- i. Training and technical assistance (advisory) in strengthening entrepreneurship initiatives to improve the competitiveness of SMEs, cooperatives, associations and emerging farmers.
- ii. Provide training and advisory services to development agencies, NGOs and public institutions in participatory methodology for the creation of associations and cooperatives. This methodology is based on the approach that encourages reflection environment in the communities, and is centered on the principles of adult learning, where the communities / groups are encouraged to take the lead in the development processes.
- iii. Studies, research in development; specifically in the design of development/investment projects and assistance in its implementation, monitoring and evaluation of investment and development projects and baseline studies.

MIRUKU consists of professionals with solid experience in project cycle management, promotion of Small and Medium Enterprises (SMEs), Organizational Development (OD), Local Economic Development Strategy (LED) and performing studies / research in the area of development.

Among the experiences that Miruku has, we highlight the following:

MIRUKU COOP WORK EXPERIENCE

Project/Portfolio	Activity carried out	Geographical coverage	Partners/ Contractor Institutions	Duration
Training of local partners of BFW / PPM in associations and value chains	<ul style="list-style-type: none"> - Train 24 technicians from 5 BfdW / PPM partner organizations in associations and value chains to better integrate producers and their organizations into their respective value chains. - Introduce the methodology of training of trainers to create and strengthen associations based on participatory methodologies within the adult learning approach, to create an environment of reflection that allows greater ownership of the members and leaders in the decision making process for their development, (mind set); 	Province of Kuanza Sul, Angola	Bread for the World (BfdW/PPM)	September 2016
Conservation Alternative Livelihood Analysis: identify potential value chains for alternative income generation in the Gorongosa and Lubombo conservation areas	<ul style="list-style-type: none"> - Field research in the Lubombo conservation area and Gongorosa Park to map the targeted value chains within and beyond the targeted conservation areas, provide an analysis of constraints and potential solutions, and findings related to vertical and horizontal relationships (e.g. level of cooperation or competition) in the prospective value chains as well as a summary of end market requirements (i.e. product or operational requirements) for each selected livelihood opportunity. - The analyses aimed to identified leverage points and potential activities to catalyze private sector stakeholders to collaborate and improve industry performance. The analysis included consideration of legal, administrative and other factors that exclude women from opportunities or enable their participation; and that the analysis reflects the end goal of increasing incomes of communities in the target regions 	Lubombo Conservancy Area: Moamba and Magude districts. Gongorosa Park: Gorongosa, Nhamatanda, Muanza, and Cheringoma districts.	ACDI/VOCA-USAID/Mozambique	January – February, 2016
Mid Term Review of the Zambezi Valley Development Agency “Support to inclusive and sustainable development in the	<ul style="list-style-type: none"> - Evaluate the progress hitherto against the objectives set out in the GPO and assess the likelihood of achieving the objectives set out in the GPO 2014-2016 by December 2016; - Learn lessons on what worked well and what didn’t work well during the implementation of the programme and suggest additional measures that are necessary to reach the stated objectives; 	Zambezi Valley covering the Provinces of Manica, Tete, Sofala and Zambezia	ECORYS Nederland B.V. Ecorys the Netherlands Watermanweg	February – March, 2016

Zambezi Valley, Mozambique”	- Provide input into the design of possible ZVDA Phase II, including scaling up.		44 3067 GG Rotterdam	
Final Evaluation of KUMOSI project in the Cacula Municipality, Province of Huila, Angola	- Designing of the questionnaires for data collection. - Interviews with beneficiaries, implementing partners and other stakeholders (data collection). - Data analysis. - Production of final report of the evaluation and delivery to the contractor.	Cacula Municipality, Province of Huila, Angola	Bread for the World (BfdW/PPM)	June – August, 2015
Provision of business development services (BDS) to Farmers’ associations, fora and Cooperatives in Nampula province	- Training and advising AMPCM project team on introducing coops business development models within fora, associations and coops using business planning methodologies based on local potentialities focusing on farming as a business. - Introduce methodology of revitalizing and strengthening the governance and operational structures of farmers’ organizations through training and advice on planning, establishment of cooperative act mechanism, leadership, decision-making and accountability. - Methodologies of transformation of associations into coops based on feasibility analysis and members’ performance and participation on economical and organizational activities.	Monapo, Mogovolas, Angoche districts in Nampula Province	AMPCM/ Norges Vel	April 2014 - December 2015
Provision of business development services (BDS) to Farmer Unions, Cooperatives and SMEs in Zambézia province	- Provide training and advisory in the area of business development services (BDS) for farmer unions and cooperatives using the methodology of business planning based on local potentialities. - Improve the competitiveness of agribusiness SMEs through the provision of business development services (BDS) focusing on the improvement of management skills, preparation of business plans and assistance in its implementation, establishment of market linkages, both financial and for purchase & sale of produce.	Mocuba and Maganja da Costa districts in Zambézia Province	Finish Consultant Group, through PRODEZA II	January 2014 - December 2015
2 nd Phase of Baseline Survey for the twenty (20) SMEs in Nampula	- Analysis of key issues affecting businesses and the industry in which the SMEs operate; - Evaluation of the potential development of enterprises, nature of	11 districts of Nampula province	IPEME/JICA	October, 2013

province	<p>products, marketing activities, organizational set-up and management skills, potential sales and production capacity;</p> <ul style="list-style-type: none"> - Identification and needs assessment of the target SMEs. 			
Baseline study and design project intervention for development of business cooperative at farmer's level along the Nacala corridor	<ul style="list-style-type: none"> - Survey of the basic information about the main constraints affecting the economic development of producer organizations members and non IKURU's members; - Definition of intervention strategy to introduce services to support the development of agribusiness for cooperatives and associations, especially to members and non IKURU's members along the Nacala Corridor. 	Nampula Province (along the Nacala corridor), Cabo Delgado and Zambézia	Norges Vel/AMPCM	June – August 2013
Providing 3 Years Business Development Services (BDS) to agri-business SMEs in Nacala and Beira corridors	<ul style="list-style-type: none"> - Providing (BDS) to about 80 SMEs focusing to: i) strengthen them in management capacity through improvement of their business skills; ii) facilitating SMEs access to funds from financial and micro-credit institutions and iii) establishing viable market links between SMEs and smallholder farmers to ensure a guaranteed supply and market of agricultural raw materials; - While the smallholder farmers supply basic raw materials, SMEs in this area become a primary market outlet and link with smallholder farmers in the value chains. Furthermore, SMEs create employment opportunities and generate equitable income along the value chains (based on the concept of Inclusive Business). 	Nacala and Beira Corridor	Alliance for a Green Revolution in Africa (AGRA)	August 2012 to July 2015
Technical assistance to PRODEZA I & II (Zambézia Rural Development Program) – contract for the implementation of decentralization and good governance component	<ul style="list-style-type: none"> - Advise and training on district planning, community participation in local governance through consultative local councils; - Training of Civil Society Organizations (CSOs), district governments, district technical teams on participatory methodologies for inclusive governance; - Support districts of Mocuba and Maganja da Costa in Zambézia Province in identifying the main development vectors, its integration in the respective value chains which are the base for the district strategic 	Districts of Mocuba and Maganja da Costa in Zambézia Province	<p>Phase I: NIRAS FINLAND, through PRODEZA</p> <p>Phase II: Finish Consultant Group,</p>	<p>2008 – 2010</p> <p>2012 – 2014</p>

	planning in the scope of Local Economic Development (LED). PRODEZA, Phase I and II		through PRODEZA II	
Development of 10 years strategy and 5-years IKURU Business Plan, 2012 - 2017).	<p>Development of National Producer Organizations and Specialized Business Units in Mozambique (strategy for the next 10 years and preparation of 5-year IKURU Business Plan).</p> <ul style="list-style-type: none"> - Estimate the potential and needed investment to establish a specialized business for high value commodities that will cater for equipment and technology needs; - Determine what seeds/supplementing products should be offered to farmers via IKURU and partner distribution organizations; - Review expected investments needs to assure IKURU efficiency and buildup of capacity and quality assurance mechanisms; - Develop the strategy that remain IKURU a viable and competitive company, and with good and viable business relationship with farmers members, and to increase the sense of ownership, confidence and enabling the cooperative business environment. 	Nampula, Zambézia and Niassa Provinces	NORGES VEL/ IKURU	April to June 2012
Training of BfdW/PPM partner organizations (ACM/KuanzaSul Angola, ADRA – Huila and FDC) in participatory approach to promote associativism and its integration in the value chain	<ul style="list-style-type: none"> - Introduction of a methodology of train of trainers (TOT) for creation and strengthening of associations based on participatory methodologies within the approach of adult learning, and to stimulate the mind set for local communities or groups to lead their development processes in the scope of local economic development (LED). - Introduction of the integration strategy of farmer organizations (associations and groups) in the value chains and LED strategy. 	Kuanza Sul Province, Angola	Bread for the World (BfdW/PPM)	December 2012
Study on the Support of Agricultural Development Master Plan for the Nacala	<ul style="list-style-type: none"> - Analysis of the present conditions of value-chains of agricultural products and supply-chains of agricultural inputs; - Identification of the major trade routes of agricultural products as well 	Nampula, Niassa and Zambézia	JICA/Oriental Consultant Co. Ltd.	April to July 2012

<p>Corridor in scope of ProSavana Program in 14 districts of 3 Provinces, namely Nampula, Niassa and Zambézia</p>	<p>as constraints at the stage of production, post-harvest, processing and manufacturing, along the Nacala Corridor;</p> <ul style="list-style-type: none"> - Preparation of the Inventory of farmer's organizations and identification of the present condition and constraints on their management as well as the development of each farmer's organizations. 			
<p>Monitoring the implementation of eleven projects funded by EU to support farmers' associations and its integration in value chains in Mozambique</p>	<ul style="list-style-type: none"> - Comparing inputs, outputs outcomes and timing of delivery with what was planned in the project proposals, using the Results-Oriented Monitoring (ROM) methodology/system; - Verify project implementation in terms of compliance with the EC rules and procedures for grant contracts; - Advise on best practices from other Farmers' Association Support programmes (in the context of a value chain approach) that could be incorporated in the planning and implementation of activities; - Suggest specific improvement measures with regard to the methodology, log frame and budgeting of the action; - Consolidate findings from individual monitoring missions and advise the Delegation on measures to improve the co-ordination at programme level, including the opportunity for thematic workshops for the Grant Beneficiaries. 	<p>11 projects implemented in 8 provinces (Maputo, Gaza, Manica, Sofala, Zambézia, Nampula and Niassa)</p>	<p>London Mills/TMS International</p>	<p>February 2010 to January 2012</p>
<p>Support designing and advise implementation of crops diversification project (PADZAM) implemented by SANAM (Cotton Company), funded by EU</p>	<ul style="list-style-type: none"> - Recruitment & selection of project staff; - Inception, training and mentoring the management team and follow up the field activities using demand driven approach to setup and strengthen farmers associations, fora and unions in Monapo and Meconta districts, Nampula province, funded by the EU through the National Cotton Institute. 	<p>Monapo and Meconta districts Nampula Province</p>	<p>SANAM (Sociedade Algodoeira de Namialo)</p>	<p>May 2008 to April 2012</p>

<p>To support Growth Oriented Women Entrepreneur (GOWEs) to set up a growth strategy</p>	<ul style="list-style-type: none"> - Conduction of a baseline forms that describe the nature of the business of the Growth Oriented Women Entrepreneurs (GOWEs); - Training of the Growth Oriented Women Entrepreneurs (GOWES) in the module of Expand Your Business (EYB) to set up the growth strategy system; - Setting up of a growth strategy plans for the women entrepreneurs trained; - Provision of individual counseling and follow-up from the trainers in an endeavour to implement the strategic growth plans. 	<p>Nampula Province</p>	<p>ILO - Project WEDGE</p>	<p>2011</p>
<p>Coordination of a cashew nut value chain development pilot project for fair trade market</p>	<ul style="list-style-type: none"> - Supporting farmer's organization members of Muecate union to fulfill FLO-Cert requirement for certification, quality management and traceability; - Link certified farmer's organization to fair trade market, - Recruit, contract and train 3 local service providers (local NGOs), and following up on training and field activities performance at associations, fora and union level, and linkage to buyers and processors. 	<p>Muecate, Meconta and Monapo district, Nampula Province</p>	<p>Fair Match Support (FMS) Holland</p>	<p>2008 a 2011</p>
<p>Assessment of local NGO (ACM/KS) and groups to identify gaps for capacity building in order to introduce a strategy suitable for the local communities needs</p>	<ul style="list-style-type: none"> - Assessment of the organizational performance of local development communities to identify a more appropriate approach to stimulate local economic development and organization performance itself; - Propose the training plan as follow up of the assessment findings. 	<p>Province of Kwanza Sul – Angola</p>	<p>Bread for the World (BfdW/PPM)</p>	<p>June 2008</p>

MIRUKU COOP is made up of permanent staff and collaborating consultants. This structure is a functional network, which provides services according to the needs and demand of the project and customers.

MIRUKU COOP MAIN TEAM

1. **Chissungue Haje António**, Master in Business Administration (MBA) and a B.Sc. (Honors) degree in management and accounting. He has 20 years of experience in supporting producers associations and development of farmer organizations (association, fora and unions) and business cooperatives, based on participatory methodologies. He has an expertise in Small Medium Enterprise (SMEs) development; focused on development of business plans, setup management system, and organizational development and market linkages. He also has experience in project design, implementation, monitoring & evaluation and is an expert in Result Oriented Methodology (ROM). He is trainer of trainers using demand driven approach to setup farmers associations, forum and business cooperative. He is also a business trainer of ILO training packages for business start-up, development & expands. And also has practical experience in microfinance products for community based projects and local economic development (LED).
2. **Abdul Cauio Sualehe** Holds a Masters in Business Administration (MBA) and a B.Sc. (Honors) degree in Agriculture. He has over 8 years of experience on the development of value chains, working with private sector, farmers associations, cooperatives and SMEs. He has knowledge in quality management according to ISO 9001:2008 and HACCP. He has skills to research and analyze markets and develop market linkages, pricing systems for international and local markets, management organizational change, and development of business plans based on participatory methodologies. He has practical knowledge in developing financial management and human resources systems, and participatory monitoring.

3. **Atumane Muquissirima**, graduate in Development Studies. He is an expert in market linkages, with 17 years experience in creation and consolidation of new markets for smallholders. Trainer of trainers on institutional development, management of farmer associations, group dynamics, conflict management, community animation and training facilitation.
4. **Carlos Lihubo Macande** is a Master in public health/Global Health and has a degree in social sciences (Development Studies) with over 20 years of professional experience. Has experience in rural development projects, work with community-based approaches, policy analysis, training, planning, implementation and monitoring of projects involving communities and resettlement in Mozambique.

Has experience in the area of operation and maintenance of water supply systems and sanitation of the environment and community mobilization including aspects related to gender. He worked with local artisans and private operators of water and sanitation systems. Has experience in facilitating dialogue with all stakeholders, including leadership in solving problems and compilation of reports. Well experienced in integration strategies in various problem-solving approaches based on community action plans.

5. **Rosario Matavele** has over 20 years of professional experience include a record of contribution for growth of agriculture sector through connecting actors at all levels of key agricultural value chains with appropriate business services to overcome constraints to growth. Rosario has worked as consultant for numerous bilateral and multilateral initiatives including (SIDA, Ministry of Foreign Affairs of Finland, UNDP, USAID, African Development Bank, European Union and Kellogg Foundation). He has deep knowledge on the SIDA, Ministry of Foreign Affairs of Finland, UNDP, EU and USAID procedures and regulations, as well as Mozambicans. He is experienced in team leading, team building and result-oriented planning process and has a great knowledge of the field challenges in Mozambique as well as regional development challenges. In addition, Mr. Matavele is a Master of Business Administration (MBA), BSc in Bio-Chemical Engineering (pulp and paper) and Specialist in the areas of Enterprise Development Through Value Chains and Business Development Service and Markets, and he is as well a Local Economic Development Specialist.