

## Terms of Reference

<b>Title</b>	<b>: Development of a strategic business plan</b>
<b>Client</b>	<b>: KNC</b>
<b>Country</b>	<b>: Vietnam</b>
<b>Project number</b>	<b>: 23HDAR-9607</b>
<b>Assignment number</b>	<b>: ADV.</b>
<b>Period</b>	<b>: Sep 2024</b>
<b>Cooperative advisor (CA)</b>	<b>: Thai Hong Lam</b>

### Introduction cooperative

KNC Cooperative is an aquaculture cooperative established in 2019, its main business is producing and processing products from Notopterus/Cá Thát lát (accounting for more than 80% of revenue). The cooperative has its brand on the market with key products: boneless lat fish with pepper flavor, lemongrass and chili, tamarind sauce, lemongrass sauce, fish cakes and many products made from fish... The cooperative also provides seeds, aquatic feed and medicine for members; Processing and supplying products from vegetables, fruits and other aquatic products. KNC has 26 official members. The number of full-time staff is over 29 people. Total revenue in 2023 is over 16.5 billion VND.

Not only does Hau Giang's Notopterus fish yield high, but the quality of its meat is also better and more typical than in other regions. Therefore, fish has become one of the specialties that create a brand for Hau Giang province. Notopterus is one of the two main types of aquatic products of the province to focus on developing to meet domestic and export market requirements.

KNC's products have been distributed to food agents, specialty stores nationwide and in the Co.opMart and Mega supermarket systems. The cooperative has the ambition to mobilize resources to invest in facilities, quality control, safe processing processes and expand domestic and international markets. The Director and Chairman of the BOD is a dedicated and reputable person with members and partners.

### Background of the assignment

The Hau Giang province planned to promote the expansion of agriculture with high competitive advantages, linking production along the value chain and towards high-tech agriculture, safe agriculture in markets to increase the value of agricultural products. At the same time, strengthen the direction of production transformation associated with digital transformation to create breakthroughs in productivity, quality, efficiency and competitiveness in agriculture in compliance with sustainable agriculture and climate change adaptation.

The KNC cooperative is a good business case with a high potential for adding value and scaling up in the future. The cooperative is aiming to expand its area, access loans to expand animal feed supply services and expand production area associated with domestic

fish processing and trading associated with tourism and export. KNC Cooperative as well as the Federation of Seafood Cooperatives are planning to receive support from the government to build offices and processing warehouses with a cost of about 25 billion VND.

However, the cooperative is facing difficulties due to the lack of highly qualified management personnel to develop production and expand the market; Lack of investment capital to expand production and business. Access to loans is still limited so it cannot meet demand. Cooperative is ready to receive new knowledge and skills from external organizations such as Agriterra in formulating a strategic business strategy for 5 years.

**Main objective**

The assignment is to deliver a Business Development Strategy that provides guidelines for KNC cooperative to visualize their business ambition and targets, realistic action plan, access to finance and to bring on new business partners and members. Having the business plan in place will also help investors/grantees/business partners/members feel confident that they will see a return on their investment when working with the cooperative.

**Specific objectives**

- Analyze the current business situation of the cooperative (member needs, capacity of the cooperative, business performance, internal and external factors affecting business activities, SWOT analysis...)
- Determine market challenges and opportunities.
- Determine the mission, vision, core values and strategic goals, specific objectives, KPIs, of the cooperative in the next 5 years;
- Marketing and sales plan
- Develop annual business plan for 2024-2025
- Financial Plan & Projection
- Risks and mitigation plan
- Conclusion and recommendations

**Expected results**

A sound strategic business plan and detailed business development plan enabling KNC Co-op to develop its Notopterus business in target markets in the next 5 years.

**Assignment details**

- Composition of the Agriterra assignment team including 02 Agriterra CAs and the consultant.
- Duration of the assignment: The time frame of fieldwork of the assignment will be in Sep 2024, excluding preparation and reporting time.
- Arrangements: Agriterra will arrange and cater for flight, hotel, transportation, and programme for the Agriterra assignment team once the field trip can be conducted safely.

**Tentative agenda for field trip**

Day	Programme	Available		
		CAs	Consultants	The Co-op

Day 1	Preparation (TOR, AIN...)	x		
Day 2	Desk research and agree on the plan	x	x	
Day 3	Flight to Vi Thanh. Briefing on the objectives and agenda of developing the strategic business plan Discussion on objectives and working methods	x	x	
Days 4-7	Working with the cooperative to collect information and local insights	x	x	x
Days 8-9	Conduct market research for Notopterus products (conduct desk study and field trip in target markets)	x	x	x
Days 10-15	Writing business development strategy and an annual business plan.	x	x	
Days 15-16	Translate BDP to Vietnamese, consult and coach the Co-op	x		x
	<b>Total</b>	15	15	

#### The duties of an external consultant:

- Develop technical and financial proposals for the assignment.
- In charge of parts SBP: External analysis, market survey, marketing and sales, financial planning and projection, knowledge and insights about the Notopterus sector, Notopterus value chain assessment (including financial analysis), efficient business model and annual business plan for the co-op)
- Sharing practical experiences and insights in agri-business, especially the Notopterus sector.
- Participate in field trips in the cooperative to collect information, information and as the assigned parts.
- Conduct a market survey in Hau Giang, Can Tho and HCM city.
- Analyze, synthesize and write SBP for the above sections.
- Interaction with CA in the whole planning, collecting information and reporting process.
- Deliver the outcomes and deliverables as the assignment in the TOR.

#### Required qualifications for consultant

- Previous experience creating business development planning for aquaculture/ fishery co-ops
- Good knowledge, experience and skill in market survey, marketing, branding, distribution, sales and business models for co-ops.
- Good knowledge and skill in financial planning and projection
- Practical experience in agri-business, especially Notopterus sector
- Good knowledge and networking of Notopterus, especially the Notopterus industry in the Mekong river delta.
- Understanding of the cooperative sector
- Good report-writing skills (English)
- Good team player
- Verbal presentation/communication skills
- Reasonableness of cost

## Proposal submission

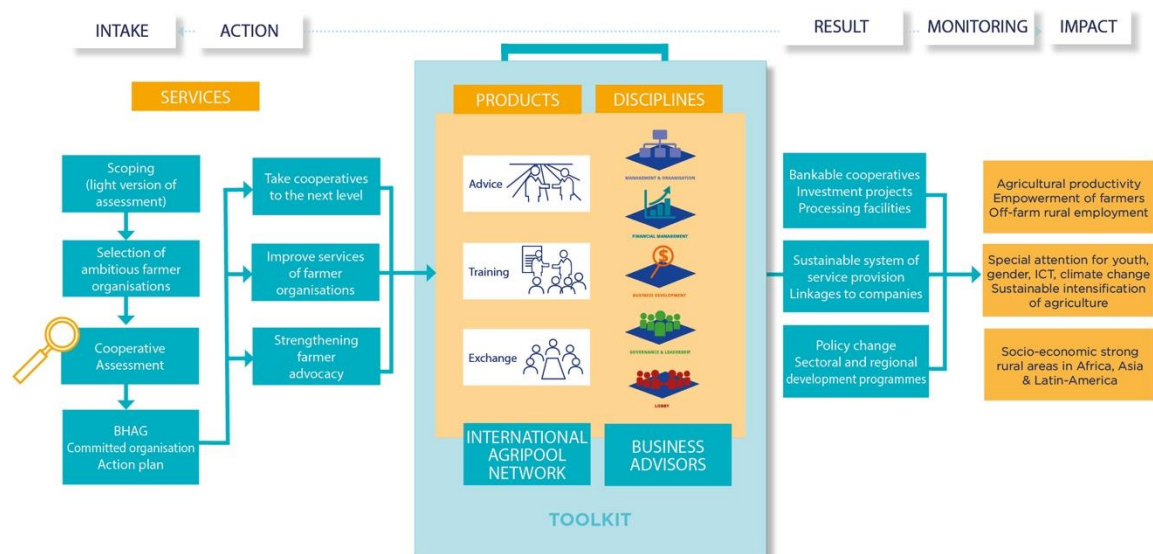
The proposal should include:

- CV of the consultant with related background and experiences.
- A short technical and budget proposal of the consultant in achieving all expected objectives and results as mentioned in the TOR.
- An application, technical and proposal should be submitted in English by email with the subject mentioning "Technical and financial proposal to formulate SBP for KNC cooperative" to [vietnam@agriterra.org](mailto:vietnam@agriterra.org) and copy to [lam@agriterra.org](mailto:lam@agriterra.org)

**The closing date for application: 17.00pm, 16, Sep 2024**

## Agriterra, for cooperatives

### HOW DOES AGRITERRA WORK



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 2019, with 163 employees, Agriterra advises 291 cooperatives in 21 countries. With our programme we reach more than 850.000 farmers. Over the past few years, we have already mobilised more than 50 million euro made available through policy changes. More than 129 cooperatives are linked to banks with a mobilised loan for working capital and investments of more than 75 million euros, while 51 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.