



African Cashew initiative, Mozambique | Outcome Sheet



Establishment of internal processes in AICAJU

AICAJU members show confidence through financial commitment.

Objectives and results

Despite its existence for some years already, the Association of Cashew Industrials (AICAJU) had never established internal processes which ensure the continuous functioning of an organization regardless possible changes in the Board of Directors or membership structure. One of the main objectives of ACi's support to AICAJU is to initialize all relevant internal processes and to train AICAJU's staff as well as its Board of Directors to apply these processes efficiently. Internal processes include a periodic strategic planning and monitoring system, as well as installation of management tools for financial management, knowledge and information management and general office management.



Members of AICAJU develop the vision of AICAJU and the annual action plan, the first step towards an efficiently working association in late 2010.

Since ACi began working with AICAJU in October 2010, an annual action plan was formulated and is monitored and updated every 3-4 months.

Internal regulations - defining various necessary management processes - were written and are now being implemented. The bank account in Maputo has been reactivated and an additional one in Nampula was opened. With the assistance of ACi, a management software for financial as well as activity monitoring was introduced and AICAJU staff is capacitated to work with the system.

Functioning internal processes monitored by the permanent staff of AICAJU form the basis for AICAJU's engagement in policy dialogues and private sector advocacy.

Success story: Financial commitment of AICAJU members increases by 43% in first half of 2011!

AICAJU had not been very active in the last years. The list of members had not been updated; and only sporadically, a few members contributed financially to certain AICAJU activities.

ACi advised the new Board of Directors to redefine membership fees according to each members processing capacity and to start enforcing the payment of fees for 2010 and 2011, waiving all fees prior to 2009 for a fresh start. The AICAJU plenary accepted this proposal in January 2011.

In the last six months, the functionaries of AICAJU updated the list of members and started collecting the fees. By the end of July 2011, 43.75% of the outstanding fees for 2010 and 2011 had already been paid in cash (see table). In addition, some members also contributed in kind to the

Collection of membership fees (in cash)		
Year	fees for 2010	fees for 2011
Percentage of fee payment in June 2010	0 %	0 %
Percentage of fee payment in July 2011	48.7 %	38.8 %

association, for example through a complete renovation of the office in Nampula. This commitment shows that AICAJU's members regain confidence in their association.

The accumulated money enabled AICAJU to start the process of ensuring its pre-emption right of purchasing the Maputo office from the Mozambican State. Furthermore, a permanent secretary for the Nampula office can now be employed.