



To express interest in this assignment, contact mireille.ngokion@crs.org

Farmer to Farmer Rwanda

Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW207
Country	Rwanda
Country Project	Maize
Host Organization	KIMUYANZA Cooperative
Type of Volunteer Assistance	Organizational Development(O)
Type of Value Chain Activity	Information and Input Support Services (areas as extension services, input supplies) (S)
Assignment Title	Capacity building on Cooperative governance and management
Assignment preferred dates	May, 2019
Objectives of the assignment	The objective of this assignment is to build capacity of Kimuyanza Farmers' Cooperative members , and its staff with governance and management skills.
Desired volunteer skill/expertise	A suitable volunteer for this assignment must have relevant experience working with agricultural cooperatives. The candidate shall have a degree in Business management and Development Studies, Social sciences, Business Administration. at least 10 years of working experience in rural economic institutions, at least five years working with cooperatives. He/she must be knowledgeable about adult training approaches, be prepared to work in remote, physically-demanding varied environments (Hilly terrain under hot tropical sun) and passionate working with the developing communities.

A. Background information.

According to Rwanda Cooperative Agency (RCA) the cooperative sector in Rwanda is large and diverse. It consists of savings and credit cooperatives, banking cooperatives, agricultural cooperatives, small processing and marketing cooperatives, fishery cooperatives, Consumers, workers, handicraft and artisanal cooperatives.

A cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise, according to internationally recognized co-operative values and principles". What makes a co-operative different from a conventional business is:

- It fulfils a social or environmental objective, or is formed to fulfil its members" needs
- It is democratic ownership and control
- It is way of working
- It is legal structure



KIMUYANZA (Koperative icyerekezo MUYANZA), is a farmer's cooperative located in Ryzovu Village, Taba Cell, Burega Sector, Rulindo District, Northern Province. The cooperative was established in 2016, and acquired its registration certificate no. RCA / 0024/2016 from Rwanda Cooperative Agency (RCA). The cooperative has 130 members (45 men and 85 women). Like other Cooperatives in Rwanda, KIMUYANZA has a General Assembly, an executive Board which is made of Board of Directors who supervise the Cooperative Business, and Employees. General Assembly takes the overall decisions and the executive board oversees the cooperative business and manage staff. The main economic activity for the cooperative is maize production on 170 Ha. and marketing.

Apart from maize farming business, the cooperative is also operating as Agro-dealer through the selling of agriculture inputs (Fertilizers, pesticide, and improved maize seeds) to their members but also to other farmers. KIMUYANZA cooperative has a contract with the national agricultural inputs supplier namely the Agro Processing Trust Cooperation Ltd (APTC) under the Government subsidy scheme.

The cooperative maintains good working relationship with four financial institutions namely: Banque Populaire du Rwanda (BPR), Sacco Mbaduko-Burega and Sacco Girubukire-Buyoga, Banque of Kigali/Nyirangarama branch. In addition, the cooperative market for its maize produce and signed a farming contract with one big buyer namely Africa Improved Foods (AIF) which is also an Agro-processing plant that will buy 15 MT of maize.

Issue Description:

Even though Kimuyanza cooperative aims to improve its governance and management, the Board and its members have limited knowledge and skills related to management and governance aspects of the cooperative. They lack capacity to operate efficiently, because of lack of management and governance skills. Also, there is no clear understanding of duties, and responsibilities of the Board of Directors, Supervisory committee etc. The cooperative does not have good accountability practices that ensure transparency and good management. In addition, some members side-sell their maize produce to middlemen at low prices whenever they need money, which affects the business and its cash flow. Side selling is mainly caused by the fact that cooperative leaders are unable to effectively mobilize farmers (members) to aggregate their maize and market collectively. Resulting from this, the cooperative can for example collect only 15 tons of maize, yet they have potential to collect more. The above challenges require urgent intervention to ensure that cooperative business is managed professionally. Leaders and members need to build their skills on cooperative management and governance to effectively manage their cooperative business better and meet their targets. This Scope of Work seeks the services of the F2F Volunteer to build the capacity of Kimuyanza Cooperative board and members on cooperative management and governance.

B. Objectives of the Assignment

The overall objective of this F2F volunteer scope of work is to build capacity of the cooperative board, members and staff on cooperative management and governance.

More specifically,

- Develop training guide for the trainer and trainees
- Develop the training methodology/approach
- Conduct the training for the cooperative board, members and staff on cooperative management and governance.
- Organize a half -day presentation to share the training experience , outcomes and recommendations.



C. Host Contribution

To conduct this assignment, KIMUYANZA cooperative is expected to meet the following requirements:

- Mobilize and facilitate cooperative members and staff to attend all the training sessions.
- Provide venue for the training sessions and any other logistics
- Commit to implement all the recommendations provided by the volunteer (s) after the completion of the assignments.

D. Anticipated results from the Assignment:

Following the completion of this assignment, the outcomes below will be anticipated:

- Cooperative members (farmers) and staff have a good understanding of good cooperative management practices and governance; cooperative structure, roles and responsibilities for members and board; the need for good human Resources management practices, the different types of member services that can be provided by the cooperative, the benefits of good communication in a cooperative; and the importance of social inclusion in the cooperative.
- A final report explaining how the assignment was conducted, it should include recommendations to be implemented by the cooperative.

E. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
May 4	Arrival in country, pick up and check – in at LA Posh Hotel
May 5	Weekend(Sunday)
May 6	Meet the CRS Country Representative (CR), Head of Programs (HoP) and USAID for introductions (Morning) Meet with the CRS Operations Manager for Security briefing (Afternoon)
May 6	Leave for Rulindo District to meet with the District Authority, the host KIMUYANZA Cooperative Management, board members and employees for introduction and review of the Scope of work. Check in the hotel (To be determined ahead of time before volunteer arrival).
May 7-14	Share the training plan with the cooperative members and staff Start the rollout of agreed work plan and conduct the training



May 10- 14	the rollout of agreed work plan and conduct the training
May 15-16	Organize and conduct the workshop to share achievements and recommendations.
May 16	Prepare a report on the assignment
May 17	Conduct debrief session with CRS Country team and perhaps USAID mission on the completed assignment Fill out all necessary M&E forms and submit to F2F Program Director
May 18	Depart from Rwanda

This is a draft schedule, a final itinerary will be discussed and agreed upon arrival by all parties

Additional requirements: A volunteer should be:

- Proactive, results-oriented and service-oriented;
- Have very good interpersonal skills, and
- Flexible to work in rural settings.

F. Accommodation and other in -Country Logistics

In Kigali, the volunteer will stay at La Posh Hotel/ KN 84 St, Nyarugenge/ Kigali, phone +250 784119855, <http://laposhhotel.rw/>.

In Rulindo District, the volunteer will stay at the hotel that will be determined by CRS country program/ Supply chain and logistics unit. This process will be concluded before volunteer arrival and He/she will be communicated in advance about the exact hotel that will be approved.

Volunteer transportation within Rwanda, accommodation and meals will be taken care of by the F2F Program. Additionally, a local telephone (handset and SIM card) and internet will be provided to the volunteer at his or her arrival in Rwanda.

In general, Rwanda has very good weather patterns. In particular, in Rulindo District, Temperatures vary from 20°C to 30°C degrees. It's mostly hot during the day and cool at night. In Rwanda, from February up to end April is usually a rainy season. Appropriate dressing is recommended for the volunteer.

G. Recommended assignment preparations

• **Training Materials:**

The volunteer should prepare training materials for hand out which can be printed at CRS office in Rwanda. Regarding Flip charts, markers, and a projector if needed, can be obtained at CRS Rwanda office.

• **Working Environment**

The training will be conducted at the training venue provided by KIMUYANZA cooperative whose office is in Rulindo District, Burega sector, Taba Cell, Northern province of Rwanda. The volunteer will work closely with cooperative Board of directors, and in country F2F Field team as well.

• **Recommended Reading**

Rwanda F2F program recommends that the volunteer familiarizes with this scope of work and to take his or her time to read about the maize value chain sub-sector in Rwanda, but also the cooperative movement in Rwanda by visiting Rwanda Cooperative Agency website: <http://www.rca.gov.rw/>



H. Key Contacts

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