



To express interest in this assignment, please email Mireille.Ngokion@crs.org

Farmer to Farmer Rwanda

Volunteer Assignment Scope of Work

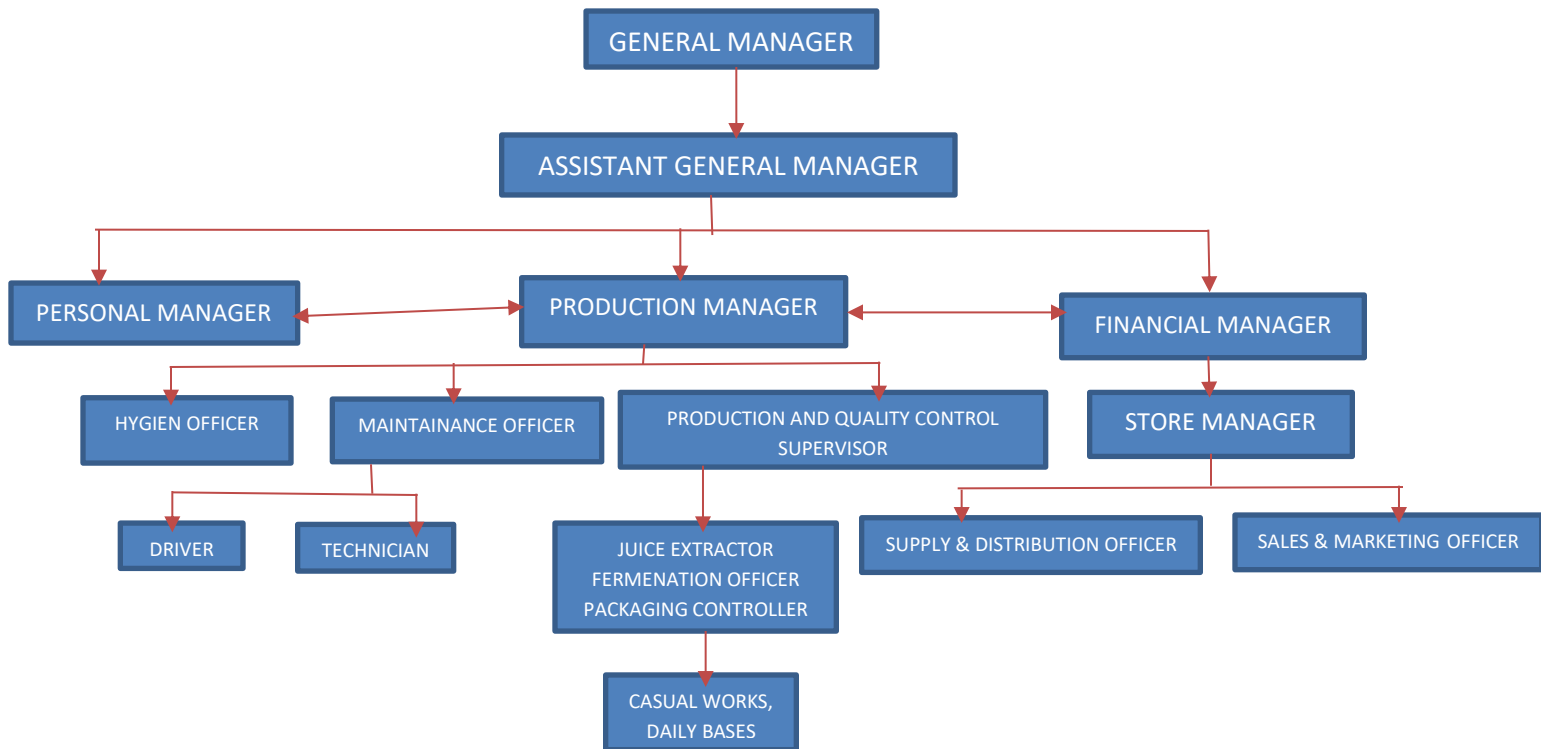
Summary Information	
Assignment Code	RW215
Country	Rwanda
Country Project	Horticulture
Host Organization	ABASENGA COMPANY Ltd
Type of Volunteer Assistance	Business/Enterprise Development (E)
Type of Value Chain Activity	Information and Input Support Services (S)
Assignment Title	Business plan development
Assignment preferred dates	October, 2019
Objectives of the assignment	<p>The objectives of this assignment are:</p> <ul style="list-style-type: none"> to develop a business plan for the ABASENGA Company Ltd, and as their business is in the growth phase, the business plan is useful for forecasting or raising additional capital for expansion. to clearly identify company goals and develop ways to achieve them for the business to succeed.
Desired volunteer skill/expertise	<p>The candidate shall have a degree in Business planning, Marketing, finance and or a related field;</p> <p>At least 5 years of working experience in; Business management, at least 3 years working with Agro-processing plants.</p> <ul style="list-style-type: none"> Proven experience as a Business Planner or Business Consultant Ability to conduct business and finance analysis. Analytical mind with problem-solving aptitude Ability to identify and summarize relevant trends from market. Organizational and leadership skills Excellent communication and writing skills <p>He/she must be prepared to work in a remote area and passionate working with the developing communities.</p> <p>Knowledge and Skills:</p> <ul style="list-style-type: none"> Proven experience as a Business Planner or Business Consultant Ability to conduct business analysis. Analytical mind with problem-solving aptitude Ability to identify and summarize relevant trends from market. Organizational and leadership skills Excellent communication and writing skills <p>He/she must be prepared to work in remote area and passionate working with the developing communities.</p>



A. Background information

ABASENGA Company Ltd was established in July 22nd, 2017 by the Catholic faith congregation namely “the little servants of Mary”. It is located in Ntarama Village, Nyange cell, Mugesera Sector, Ngoma District, Eastern province. The Company has a small factory producing wine from pineapple namely INTORANYWA (Kinyarwanda name) which got the S-Mark (Quality Standard mark) in November 14th, 2018 issued by the Rwanda Standard Board(RSB). The factory has the capacity of producing 5,000 Liters of wine per month with 10 staff on board working five days a week.

The organizational and management structure of the factory is as following:



The company buys some of its raw materials like pineapples from other farmers growing pineapples in addition to what the company harvest from its own pineapple farms. The packaging materials (bottles) come from Kenya company. The sugar is bought in country, in Kigali from wholesalers. The yeasts bought from Germany. The citric acid, and Potassium metabisulfite bought in country, in Kigali from wholesalers, and finally the water is locally bought in country.

The company has built a good working relationship with two financial institutions: RIM, and BPR. Currently, the company self-finance their activities, no bank loans borrowed so far. For its operations, the factory utilizes shareholders money.

The host’s primary market for its wine is within Ngoma District. The secondary markets are Kigali city, and neighbouring districts such as Kayonza and Kirehe.

B. Issue Description:



Even though, ABASENGA Company Ltd produces and sales wine from pineapple, the company does not have any written business plan around its wine production and sales. Lack of a such business plan leaves the management without any means to check out the theories on how to operate their business, proper planning and control over the activities for enhanced performance. The company does not have clear knowledge about its business strengths, weaknesses, opportunities and threats (SWOT), and as it is well known, without knowing those things, this company will possibly have nowhere to go. The required business plan will serve as the foundation of ABASENGA Company Ltd; without it, their business may fail. As every new business needs to follow a specific plan so that management can set goals and measure performance over time; it is obviously, and wisely to have a good business plan so that the management does have a reference with which it can have a healthy comparison of the actual result achieved. The business plan can be much helpful and instrumental in acquiring adequate business financing that banks may look for before lending any sort of finance to the ABASENGA company Ltd.

This is the main reason why ABASENGA Company needs assistance on developing a business plan for their wine production and sales that details the specific steps necessary to make their business ideas succeed, but it also helps them to achieve both their short-term and long-term objectives.

C. Objectives of the Assignment

The overall objective of this F2F volunteer scope of work is to develop a business plan for the wine production and sales, and to clearly identify Company goals and develop ways to achieve them for the business to succeed.

More specifically,

- Explore all the components and the activities of the company,
- Make an organizational and institutional diagnosis of the company
- Help to define the business objectives and goals,
- Develop a business plan appropriate for wine production and sales,
- Prepare the assignment report, detailing how the assignment was conducted, highlighting some of achievements, challenges, lessons, and opportunities for future engagements and recommendations.
- Organize a half day presentation to company members, to share the assignment report and recommendations.

D. Host Contribution

To conduct this assignment, the ABASENGA Company is expected to meet the following requirements:

- Invite and facilitate all required key staff who will be involved in the business plan designing process.
- Provide venue for the assignment and any other logistics
- Commit to implement all the recommendations provided by the volunteer after the completion of the assignment.

E. Anticipated results from the Assignment;

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

- A business plan will be developed.



- A time specific budget including revenues, expenses and a reasonable estimation of cash flow.
- A specific set of goals which detail specific systems, or support services, needed to be created and implemented to achieve the anticipated growth of the business.
- A summary of the strengths, weaknesses, opportunities and threats the business needs to address over the period of the business plan.

F. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at LA Posh Hotel
Day 2	Weekend(Sunday)
Day 3	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)
Day 4	Leave for Ngoma District to meet with the District Authority, the host ABASENGA Company Ltd Management for introduction and review of the Scope of work. Develop detailed Work Plan covering all activities required to effectively implement this scope of work Check in the hotel Centre Saint Joseph (https://www.centre-saint-joseph-kibungo.com/).
Day 5-7	conducting business plan development as agreed in the work plan
Day 8-9	Weekend (Saturday and Sunday)
Day 10- 14	conducting business plan development as agreed in the work plan
Day 15-16	Weekend (Saturday and Sunday)
Day 17	Organize the workshop to share achievements, and recommendations. Business plan validation
Day 18-19	Prepare a report on the assignment
Day 20	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 staff
Day 21	Depart from Rwanda
TBD	Outreach event in the US

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.

G. 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 Ngoma District, the volunteer will stay at the hotel Centre Saint Joseph (<https://www.centre-saint-joseph-kibungo.com/>)

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, Ngoma District has a tropical climate. In winter, there is much less rainfall than in summer. The average annual temperature in Ngoma is 19.4 °C. About 1154 mm of precipitation falls annually. It’s mostly warm during the day and cool at night. In Rwanda, from September up to end November is usually a rainy season. Appropriate dressing is recommended for the volunteer.

H. Recommended assignment preparations

• **Training Materials:**

In case the volunteer prepares materials for hand out, 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 assignment will be conducted at the venue provided by ABASENGA COMPANY Ltd whose office is in Ntarama Village, Nyange cell, Mugesera Sector, Ngoma District, Eastern province. The volunteer will work closely with ABASENGA COMPANY Ltd Management Board, 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 horticulture value chain sub-sector in Rwanda.

I. Key Contacts

CRS Baltimore	Rwanda
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