



Farmer to Farmer Rwanda

Volunteer Assignment Scope of Work

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

Summary Information	
Assignment Code	RW217
Country	Rwanda
Country Project	Horticulture
Host Organization	Cooperative des agriculteurs and transformateurs d’ananas de MUTENDERI (CATAM)
<i>Type of Volunteer Assistance</i>	Business/Enterprise Development (E)
<i>Type of Value Chain Activity</i>	Information and Input Support Services (S)
Assignment Title	Business plan development
Assignment preferred dates	October- November 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 CATAM, and as their business is in the growth phase, the business plan is useful for forecasting or raising additional capital for expansion. to identify and define factory goals, objectives, and strategies to achieve them for the business to succeed.
Desired volunteer skill/expertise	<p>The candidate shall have a degree in Business Administration, Marketing, Finance or a related field; A suitable volunteer candidate for this assignment must have relevant experience working with agricultural cooperatives, and/or Agro-processing industries;</p> <p>Additional desired skills include;</p> <ul style="list-style-type: none"> Proven experience developing Business Plans, strategic plans etc. Expert in finance and accounting fields; Organizational and leadership skills Excellent communication and writing skills <p>He/she must be prepared to work in remote areas and passionate working with the rural communities.</p>

A. Background information

CATAM Cooperative (**Cooperative des agriculteurs and transformateurs d’ananas de MUTENDERI**), is a farmer’s cooperative located in Agatonde village, Mutenderi Cell, Mutenderi Sector, Ngoma District, Eastern Province. The



cooperative was established in 2009, and its registration no. RCA / 1382/2009 issued on October 30th, 2009 from Rwanda Cooperative Agency (RCA). The cooperative has 270 members (187 male and 82 female) and cultivate pineapple on 37 Ha. Like other Cooperatives in Rwanda, CATAM cooperative is led by the 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.

Apart from growing pineapples, the Cooperative has a small factory producing wine from pineapple which got the S-Mark (Quality Standard mark) in December 28th, 2018 issued by the Rwanda Standard Board(RSB). The factory has the capacity of producing **2,000 Liters of wine per week** which means 8,000 Liters per month. The factory employs 14 staff (9 male and 5 female).

Sourcing for raw materials: for the processing plant to function well, the cooperative sources for raw materials like pineapples, packaging materials, sugar, honey, yeast and water.

- For pineapples, the cooperative buys from its members; and non-members so, in total the cooperative buys from 444 farmers;
- For packaging materials (bottles), the cooperative buys it from Kigali;
- It also buys sugar, Honey, and yeast in country; through two contracted suppliers,
- and finally, the water is locally bought

Financial sources:

CATAM cooperative has a good relationship with two financial institutions; they include ; Banque Populaire du Rwanda(BPR), and SACCO Mutenderi. Currently, the cooperative got a loan from SACCO Mutenderi of 5,000,000 Rwf (5,524 USD).

Market for the coop products: The cooperative sales 200 Liters of wine per day, and its primary market for fresh pineapple to the wine factory and for the pineapple wine, the market is within the region; like Mutenderi Sector, Kazo sector, Murama sector, Kibungo Sector, and Gashanda Sector. In Brief, the market for the wine is within Ngoma District, Eastern province.

Issue Description:

Even though, CATAM has been in existence for some time and produces and sales wine from their own primary products (pineapple), the cooperative does not have any written business plan for the business. Lack of a such business plan leaves the management without any means to grow or plan for the business, or measure success. The cooperative members or board can't articulate their business model, strengths, weaknesses, opportunities and threats (SWOT). To effectively manage and grow their business model, the cooperative members, board and employees need to be trained on business planning. The business plan training and development will help the cooperative to understand their business model better, plan better and evaluate their business performance. With this scope of work, F2F team in Rwanda, would like to identify an F2F volunteer with very good skills in business planning to support CATAM develop their business plan.

B. Objectives of the Assignment



The overall objective of this F2F volunteer scope of work is to develop a business plan for CATAM wine production Business, and identify factory goals , objectives, and develop strategies to achieve them.

More specifically,

- Help to define the business goals, objectives and strategies to grow the business.
- Develop a business plan appropriate for the cooperative wine production
- Prepare the assignment report, detailing how the assignment was conducted, highlighting some of achievements, challenges, lessons, and opportunities for future engagements as well as provide recommendations.
- Organize a half day presentation to cooperative management, and members, to share the assignment report and recommendations.

C. Host Contribution

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

- Identify the members, board and staff who will participate in the training and the business plan process;
- Invite and facilitate staff and members to participate 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.

D. Anticipated results from the Assignment;

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

- A business plan will be developed.
- A specific set of objectives, goals and strategies developed ,
- The cooperative members and staff will have a better understanding of their business model and will be able to make better decisions for their business growth.

E. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at LA Posh Hotel (arrival is likely to be on Saturday)
Day 2	Weekend(Sunday)
Day 3	Meet the CRS Country Representative (CR), Head of Programs (HoP) for introductions (Monday-Morning); Meet with the CRS Operations Manager for Security briefing (still morning), Meet F2F team to discuss the scope of work and orientation on reporting requirements.
Day 4	Leave for Ngoma District to meet with the District Authority, the host CATAM cooperative Ltd Management for introduction and review of the Scope of work (Morning); Develop detailed Work Plan covering all activities required to effectively implement this scope of work (afternoon);



Day 5-7	Start conducting business plan training / development as agreed in the work plan
Day 8-9	Weekend (Saturday and Sunday, the volunteer could stay in the field or return to Kigali)
Day 10- 14	Resume conducting business plan development as agreed in the work plan
Day 15-16	Weekend (Saturday and Sunday, again the volunteer could stay in the field or return to Kigali)
Day 17	Organize the workshop to debrief with the host – CATAM cooperative, share the assignment report, detailing the processes, achievements, and recommendations. After debriefing with the host- the volunteer will return to Kigali and check into Laposh Hotel
Day 18-19	Prepare the final report on the assignment
Day 20	Conduct debrief session with CRS Country team and perhaps USAID mission on the completed assignment (F2F Program Director will plan this event); Fill out all necessary M&E forms and submit to F2F Program staff
Day 21	Depart from Rwanda (Laposh Hotel will arrange transport to the airport)
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.

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

- G. **Transport** Volunteer transportation within Rwanda, accommodation and meals will be taken care of by the F2F Program.
- H. **Telephone and Internet** A local telephone (handset and SIM -Cell) and internet will be provided to the volunteer upon arrival in Rwanda.
- I. **Weather pattern:** In general, Rwanda has very good weather patterns. In particular, Ngoma District has a tropical climate. 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.

J. 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 CATAM cooperative whose office is in AGATONDE village, Mutenderi Cell, Mutenderi Sector, Ngoma District, Eastern province. The volunteer will work closely with CATAM 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. Additional reading materials will include cooperative Law, which will be shared with the volunteer, once identified.

K. Key Contacts

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