



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	RW225
Country	Rwanda
Country Project	Horticulture
Host Organization	Rwanda Organization for development initiatives (RODI)
Type of Volunteer Assistance	Organizational Development (O)
Type of Value Chain Activity	Information and Input Support Services (S)
Assignment Title	Strategic plan development
Assignment preferred dates	December - January 2019- 20
Objectives of the assignment	The objective of this assignment is to develop a five -year strategic plan for RODI.
Desired volunteer skill/expertise	A suitable volunteer for this assignment, should have a degree in strategic planning, Business management, agri-business management. In addition he or she should have strong writing and inter personal skills.

A. Background information

Rwanda Organization for Development Initiatives is a local nonprofit making Organization created in 2011 and legally registered by the Government of Rwanda through Rwanda Development Board (RGB). Its vision is to be a “leading Organization in Agribusiness and Business Development Services provision resulting in empowered communities in Rwanda and in the Region”. RODI’s mission is to “contribute to the formation of new generation of development agents and competitive small farmers in Rwanda”. Currently RODI is working with 26 farmer’s Cooperatives Organizations across the country mainly located in Ruhango, Karongi, Bugesera, Kamonyi, and Nyanza Districts.

RODI’s Strategic Objectives includes:

- Strengthen and support the institutional capacity of farmers and business communities,
- Educate, train men and women with business skills through capacity building and facilitating their market linkages,
- Promote and introduce viable agricultural commercialization and value chains development by developing and disseminating new methods and approaches,
- To promote modern agriculture among youth and women in rural areas as a way to promote self-employment,
- Environment protection and adoption of techniques for climate changes adaptation. Social protection,



- Food security and nutrition education with focus on children and women.

As an organization, RODI has a clear structure: They have a General assembly, Board of Directors which includes the Executive committee, conflict resolutions committee and administrative, finance & audit committee. Under the Executive committee, headed by the Executive Director who is responsible for all programme and staff management.

RODI's Core Programs include:

1. Agriculture and Technical Assistance Program
2. Promotion and Value Chains Development Program
3. Youth and Women Economic Empowerment Program
4. Climate change Adaptation & Environment Protection Program

Under Agriculture, RODI's main activities include:

- **Agriculture:**
 - Supporting small farmers and farmer's organizations in Business Development services (BDS) for the following Value Chains: Rice, Maize, Pineapples, Banana, Honey and Vegetables;
 - providing Training & Coaching in:
 - i. Rural entrepreneurship,
 - ii. Business planning,
 - iii. Farmers' Organization Assessment,
 - iv. Market information system, Financial Management and Auditing.
 - RODI is promoting SMART Agriculture by supporting farmers to cultivate using climate change adaptation technologies like Greenhouse farming.
 - Like mentioned earlier, RODI supports 26 farmer's Cooperatives Organizations across the country mainly in Ruhango, Karongi, Bugesera, Kamonyi, and Nyanza Districts.
 - Currently RODI is also supporting 9 coffee farmers cooperatives in Kamonyi and Ruhango Districts for improving their Governance, Management and Marketing aspects.
Main supports are resumed in the following:
 - i. Value chain Development;
 - ii. Rural entrepreneurship
 - iii. Business Planning
 - iv. Access to finance
 - v. Farmers organizations' assessment
 - vi. Financial Management and Auditing
 - vii. Governance
- **Youth Empowerment:**

RODI provides trainings to rural youth in Entrepreneurship and help them to start working in Cooperatives. For instance:

 - RODI worked with EDC Akazi kanoze program to train about 182 youth in Work Readiness Program and 108 youth trained in Mining extraction and Machinery,
 - Promotion of Youth Cooperatives and Saving Groups, 182 youth facilitated to transition to economic opportunities of though business and cooperatives.
 - Through its partnership with HUGUKA DUKORE Project, 350 Youth were trained in "be your own Boss"



- 350 youth trained in technical training (Quarry extraction, Tailoring, Agribusiness and Hairdressing)
- 605 Youth were organized into 30 SLICs Groups.

B. Issue Description:

As stated in the background, RODI has its strategic goals, objectives in place but unfortunately, RODI doesn't have a written strategic plan, articulating detailing steps (actions) to achieve their goals and objectives to achieve them. RODI lacks the focus needed to achieve corporate goals and develop plans that will move the organization forward. Lack of direction results in many problems because, as far as employees are concerned, the future is uncertain, unpredictable which affects performance and impacts productivity negatively. These risks can be mitigated by having a clear strategic plan articulating activity, timeline, monitoring mechanisms, budget and responsible individuals, leading to improved performance. The solicited strategic plan will serve as the vehicle:

- for answering the question, "How can RODI better align all resources to maximize impact?"
- as a tool for ensuring short- and long-term sustainability.

With the above background, RODI is seeking F2F volunteer to develop their organizational strategic plan.

C. Objectives of the Assignment

The overall objective of this assignment is to clearly develop a five years strategic plan for RODI. More specifically,

- Define all activities of the organization
- Conduct a SWOT;
- Define priorities and develop a timeline for each activity;
- Help to prepare a budget for all the required activities
- Help to design the monitoring and evaluation mechanisms of the strategic plan
- Finally develop a five-year strategic plan document
- Prepare the assignment report, detailing how the assignment was conducted, achievements, challenges, lessons, opportunities for future engagements and recommendations.
- Organize a half-day presentation to RODI, any other partner to share the assignment report and recommendations.

D. Host Contribution

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

- Avail RODI staff and identify member representatives to assist the volunteer during the strategic plan designing
- Provide venue for the assignment sessions and any other logistics
- Commit to implement all the recommendations provided by the volunteer (s) 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 five-year strategic plan developed,
- realistic plans of activities established that are in line with the vision and mission charted out for it.
- increased operational efficiency.
- A final report explaining how the assignment was conducted, it should include recommendations to be implemented by the cooperative.



F. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at 5 Swiss 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	Meet with the host RODI Management, and some members for introduction and review of the Scope of work. Develop detailed Work Plan covering all activities required to effectively implement this scope of work
Day 5-7	The rollout of activities as agreed in the work plan
Day 8-9	Weekend (Saturday and Sunday)
Day 10- 14	The rollout of activities as agreed in the work plan
Day 15-16	Weekend (Saturday and Sunday)
Day 17	Organize the workshop to share achievements and recommendations.
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
- Good communication and writing skills.

G. Accommodation and other in -Country Logistics (Transport, phone, and Internet):

- In Kigali, the volunteer will stay at 5 Swiss Hotel/ KN 25 Street 2, Kiyovu, Kigali, Rwanda/ phone: +250 (0)785511155/ Website: <http://www.5swisshotel.com>.
The hotel is located in the very heart of the city center – best known as Kiyovu. It is at the center of a multitude of international and local restaurants and is only a few steps away from the city business center.



- 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.

H. Weather

Rwanda has very good weather patterns. In the heart of Africa, fractionally south of the equator, Rwanda's relatively high altitude provides it with a remarkably pleasant tropical highland climate, albeit also with plenty of rain. Temperatures vary considerably between locations depending on their altitude, but very little from month to month in the same place. In the capital where the volunteer will be staying, Kigali, the temperatures vary from 20°C to 32°C degrees.

October to November is a shorter rainy season and it's followed by a short dry season from **December to February**. It's mostly hot during the day and cool at night. Appropriate dressing is recommended for the volunteer.

I. Recommended assignment preparations

Assignment Materials:

- Flip charts, markers, and a projector will be obtained from the CRS Office as well.

Additional reading resources:

- Rwanda F2F program team recommends that the volunteer familiarizes with this scope of work, and the Rwanda Horticulture value chain.

J. Key Contacts

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