



To indicate interest in this assignment, please email [Mireille.Ngokion@crs.org](mailto:Mireille.Ngokion@crs.org).

**Farmer to Farmer Rwanda**

**Volunteer Assignment Scope of Work**

Summary Information	
Assignment Code	RW226
Country	Rwanda
Country Project	Maize
Host Organization	SOSOMA Industries Ltd
Type of Volunteer Assistance	Business/Enterprise Development = E
Type of Value Chain Activity	Marketing (including branding, advertising, promotion, distribution, sales) = M.
Assignment Title	A long-term marketing strategy development
Assignment preferred dates	December 2019-January, 2020
Objectives of the assignment	The objective of this assignment is to develop a five years marketing strategy
Desired volunteer skill/expertise	The candidate shall have a degree in marketing or in any other related field of study. A suitable volunteer for this assignment must have relevant experience and skills in marketing strategy development, strategy and business planning. In addition to strong writing and verbal communication skills, he/she should be possessing strong organizational and decision-making skills.

**A. Background information**

SOSOMA Industries Ltd is a limited company established November 1, 2008 with a capital of "two hundred twenty-six million nine hundred thousand Rwanda francs (RWF 226, 900 ,000) divided into 2, 269 shares of Rwf 100 ,000 each. The company started its business by manufacturing the following products; SOSOMA1, SOSOMA2, FORTIFIED SOSOMA2, SUPER MAIZE MEAL, ROASTED SOYA FLOUR, Red and White, SORGHUM FLOURs originally produced by the SOSOMA Production Unit of DUHAMIC-ADRI. Asbl, the main shareholder. SOSOMA Industries Ltd has a certificate of domestic company registration n° 101767471 and Investor certificate N°C/658/2009.

SOSOMA Industries Ltd products have contributed to improving not only the quality of human diet but also it has helped to fight against malnutrition. The company has been closely partnering with Ministry of Health, Partners in Health, World Food Program, CARITAS, Imbuto Foundation, Care International, Compassion International and other organizations to improve the quality and access to food for children, women, sick people and vulnerable groups. Indeed, SOSOMA Industries is one of the solutions for Rwanda to meet three (3) of the Sustainable Development Goals of eradicating extreme poverty and hunger, reduce child mortality and improve maternal health.



## B. Issue Description:

Even though SOSOMA Industries is a big industry producing good products to reduce malnutrition in Rwanda. However, the company has market challenges that must be overcome. Basically, Sosoma's market problem is getting smaller and smaller because, three years ago another factory was established in the country called Africa Improved Food Ltd (AIF) which also produces products similar to those of SOSOMA. This has caused a serious competition. SOSOMA's production has started to decline as well as the quantity of tons sold on the market because several markets that SOSOMA had monopolized are now taken by the competitor.

To address the competition and other market related challenges, SOSOMA needs to develop a marketing strategy to address the challenges which if not addressed can affect the growth and future operations of the company. With the above background, SOSOMA is seeking the support of F2F volunteer expertise volunteer to develop a long-term marketing strategy that will help to:

- Define SOSOMA Industries marketing goal and objectives;
- Focus the goals on increasing SOSOMA brand visibility,
- Identify other potential markets, and define strategies to explore those market,
- Define marketing strategies that will help achieve their goals.
- Outline what activities that can be undertaken to implement the strategy . *There are many activities they can use but figure out which ones make sense for their target audience and will work for them in terms of resources.*
- Develop a budget needed to implement the strategy.

Resulting from the new marketing strategy, SOSOMA Industries Ltd will be able to increase visibility of their brand, identify new markets , strategies for exploring new markets and manage current customers.

## C. Objectives of the Assignment

The overall objective of this assignment is to develop a five- year marketing strategy for Sosoma.

More specifically,

- Conduct a SWOT for SOSOMA,
- Help to define marketing goals and objectives;
- Define strategies that will help achieve their goals and goals.
- Prepare an action plan for all the required activities to be carried out
- Define strategies to increase sales and/or Revenue
- Help to prepare a budget for all the required activities
- Help to design the monitoring and evaluation mechanisms of the marketing strategic plan
- Finally develop a five-year marketing strategic plan document
- Organize a one-day coaching on the content of the developed marketing strategy.
- 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 SOSOMA Industries Ltd, any other partner to share the assignment report and recommendations.



**D. Host Contribution**

To conduct this assignment, the SOSOMA Industries Ltd is expected to meet the following requirements:

- Avail staff and identify board member representative to assist the volunteer during the marketing 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-years marketing strategic plan developed,
- realistic action plan of activities established that are in line with the vision and mission charted out for it.
- increased operational efficiency.
- Increased number of clients (new market) and income
- 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) Meet with the CRS Operations Manager for Security briefing
Day 4	Meet with the host SOSOMA Ltd 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.

**From December to February** is a short dry season. 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 to visit SOSOMA Industries website for more information at <https://www.sosoma.rw/>.

**J. Key Contacts**

<b>CRS Baltimore</b>	<b>Rwanda</b>
<b>Ngokion, Mireille</b> Volunteer Coordinator Farmer-to-Farmer Program Coordinator, Overseas Operations 228 W. Lexington Street Baltimore, MD 21201 410.951.7315 Email: mireille.ngokion@crs.org	Grace Gasana CRS Farmer- to -Farmer Program Director for Rwanda Tel: +250,788307254, Email: <a href="mailto:grace.gasana@crs.org">grace.gasana@crs.org</a>  Or Yannick Ndoli Farmer to Farmer Project Coordinator <a href="tel:0788380064">Tel:0788380064</a> Email: <a href="mailto:yannick.ndoli@crs.org">yannick.ndoli@crs.org</a>
<b>Host Organization:</b>	
<b>Diane NDAGIJIMANA,</b> Managing Director, Email: <a href="mailto:ndagijimana.diane@sosoma.rw">ndagijimana.diane@sosoma.rw</a>	<b>Diogene NGEZAHAYO</b> Tel: +250788381189



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Tel: +250784524680/+250788384189	
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