



Please email Mireille.Ngokion@crs.org to express interest in this scope of work.

Farmer to Farmer Rwanda

Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW230
Country	Rwanda
Country Project	Horticulture
Host Organization	Le Conseil Consultatif des Femmes (COCOF)
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	January - February 2020
Objectives of the assignment	The objective of this assignment is to develop a five -year strategic plan for COCOF.
Desired volunteer skill/expertise	A suitable volunteer for this assignment, should have a post graduate or bachelor's degree in strategic management, project management or business planning. In addition, he or she should have strong writing and inter personal skills and willing to work in rural setting.

A. Background information

1. Legal framework:

The Consultative Council of Women (COCOF) is a non-profit and non- Government organization(NGO) that is governed by Law No. 20/2000 of 26/7/2000. It was founded by a group of peasant women from the former municipality of Musambira in December 1994. COCOF was registered under RGB registration No 073/11 accredited by Ministerial Order of 12112/2002; Official Gazette No. 22 of Nov. 2003 and renewed on 11 October 2013 (with new law governing NGOs in Rwanda).

COCOF has 545 members who are exclusively female and 8,720 beneficiaries of its different interventions from whom 70% are female who, most of them, are grouped into cooperatives or groups. COCOF has a governance structure led by Board of Directors and 16 experienced staff with senior management team composed of experienced university graduates

- 1) Executive Secretary,



- 2) Program Manager, and M&E Specialist
- 3) Administrative and Financial Manager.

COCOF is an experienced and professional organization that works in partnership with different stakeholders as it can be testified by the current donors like Irish Aid/OXFAM and Dent/OXFAM, USAID through EDC. In the last 4 years, COCOF budget was RWF 179,891,829 (2015) ; RWF228,637,779(2016); RWF120,141,311(2017) and RWF137,492,300 (2018) respectively. In the last 5 years, the organization worked with the following donors; COMIC RELIEF/TROCAIRE, SCIAF/TROCAIRE, CIAT and WDA. Those donors supported COCOF with different interventions that were both short and long term , focusing on women economic empowerment and gender equality through agriculture value chain, climate change, youth employment, livelihoods, nutrition and food security.

Besides donor support, COCOF also has its own source of income from agriculture, member contribution and the soybean processing plant in Muhanga District.

COCOF is a member of PROFEMME TWESE HAMWE which is a network of women organizations and has initiated a local microfinance (currently merged with Umurenge Sacco Musambira) to link project beneficiaries to financial services. COCOF is also member of Radio "Huguka" which is an opportunity to share its best practices eg from the agriculture value chain.

COCOF has its headquarters in the Musambira sector, Kamonyi District, Southern Province. Its target audience is currently distributed in the administrative sectors of Musambira, Nyarubaka, Nyamiyaga, Gacuabwenge and Mugina.

2. Vision:

When it was created, COCOF dreamed of a Rwandan society where women are seen as complementary to men; where a woman enjoys the same rights as man and that she does not depend on him and where man sees the woman as a partner of the man, but able to reach her self-sufficiency, to satisfy her socio-economic and political needs and to fight for the respect of her rights.

3. Mission:

Since the creation of COCOF, its main mission has been to ensure the social, economic and political development of the women it represents so that they can have the capacity to meet their socio-economic needs and safeguard their rights.

This mission has three specific objectives, namely:

- to motivate the Rwandan woman not to put herself on the sidelines of her country's policy by issuing her opinions and opinions, and by actively participating in the conduct of public affairs;
- to encourage Rwandan women to free themselves from the inferiority complex by providing them with the means to support their own needs through cooperatives that develop income-generating activities;
- to develop the culture of peace, understanding and solidarity between Rwandans in general and Rwandan women in particular.

To achieve these objectives, COCOF's interventions are carried out through the main socio-economic development projects in the following areas:

- Agriculture and livestock
- Credit Savings Education
- The processing of agricultural products, in particular soya
- Safeguarding women's rights
- Adult literacy



COCOF provides the following services to its members:

- Provision of improved seeds (Soya beans, Maize, and pineapple) on credit
- Provision of Technical assistance and capacity building on good agricultural practices
- Market linkage(RAB)
- Access to finance (coaching on SILC) and linkage to financial institutions (CLECLAM, SACCO, KCB)
- Gender Justice
- Advocacy

B. Issue Description:

COCOF has expressed its need to have technical assistance for the preparation of the strategic plan for the next 5 years because at present this NGO strategic plan expired. The organization has difficulty pursuing new partners for the next 5 years because it lacks a strategic plan which articulates the organization goals and activities. The organization wants a strategic plan that will define priorities and how to achieve them. COCOF needs a strategic plan that will articulate strategies, budget and monitoring and evaluation plan for the next 5 years.

The solicited strategic plan will serve as the vehicle:

- for answering the question, “How can COCOF better align all resources to maximize impact?”
- as a tool for ensuring short- and long-term sustainability of the entire organization.

Objectives of the Assignment:

The overall objective of this assignment is to develop a 5-year strategic plan for COCOF.

More specifically, there is need to;

- define the mission and vision, goal and objectives,
- Conduct a swot for the organization
- To use the information above to help the organization define priorities and develop a timeline for each activity;
- To develop a five-year strategic plan document
- To help to prepare a budget for the activities
- To design the monitoring and evaluation plan

C. Host Contribution:

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

- Identify staff or member representatives who will participate in the strategic plan development process.
- Organize and facilitate meetings with potential stakeholders when it is needed by the volunteer.
- Provide all relevant information regarding COCOF as and when requested
- Provide venue for the assignment sessions and any other logistics to members
- Commit to implement all the recommendations provided by the volunteer (s) after the completion of the assignment.



D. Anticipated results from the Assignment:

Following the completion of this assignment, the outcomes below are anticipated:

- A five-year strategic plan developed,
- An action plan on how to implement the strategic plan.
- Prepare the assignment report, detailing how the assignment was conducted, achievements, challenges, lessons, opportunities for future engagements and recommendations
- A final report with recommendations to be implemented by COCOF.
- One day debrief and coaching, on the developed strategic plan to discuss its key components (all company key stakeholders to attend): discuss opportunities, key risks and the recommendations to mitigate those risks.
- New stakeholders/donors identified (for resources).

E. Schedule of Volunteer Activities in Country (Draft):

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at Laposh Hotel
Day 2	Week end (Sunday)
Day 3	Meet the CRS Country Representative (CR), Head of Programs (HoP) for introductions (Morning) Meet with the CRS Operations Manager for Security briefing (Morning) Meet F2F Team for orientation on the scope of work, review reporting templates and for collect and document profile of the volunteer (Morning) Meet COCOF for introduction and review of the Scope of work. Develop detailed Work Plan covering all activities required to effectively implement this scope of work (Afternoon)
Day 4-8	The rollout of activities as agreed in the work plan
Day 9-10	Weekend (Saturday and Sunday)
Day 11- 15	The rollout of activities as agreed in the work plan
Day 16-17	Weekend (Saturday and Sunday)
Day 18 -	Debrief with COCOF Management, one on one coaching on the developed strategic plan to discuss its key components (all organization key stakeholders to attend).
Day 19	Prepare a report on the assignment & Integrate inputs from the stakeholders
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;
- With ability to work in multicultural environment
- Have very good interpersonal skills, and
- Good communication and writing skills.



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

- Volunteer transportation to Rwanda, accommodation and meals will be taken care of by the CRS F2F Program.
In Kigali, the volunteer will stay at La Posh Hotel/ KN 84 St, Nyarugenge/ Kigali, phone +250 784119855, <http://laposhhotel.rw/>.
- Additionally, a local telephone (handset and SIM card) and internet will be provided to the volunteer at his or her arrival in Rwanda.

G. 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. **December to February** a short dry season . It's mostly hot during the day and cool at night. Appropriate dressing is recommended for the volunteer.

H. Recommended assignment preparations:

Assignment Materials:

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

Additional reading resources:

- Rwanda F2F program team recommends that the volunteer familiarizes with this scope of work.

I. Key Contacts:

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