



Farmer to Farmer Rwanda

Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW231
Country	Rwanda
Country Project	Horticulture
Host Organization	GREEN HARVEST PRODUCTS Ltd
Type of Volunteer Assistance	Business/Enterprise Development(E)
Type of Value Chain Activity	Marketing (including branding, promotion, distribution, sales) = M
Assignment Title	Technical assistance on a Long-term Marketing Strategy Development Strategies including branding for The Green Harvest Products (Sauces such Chili sauce, Ketchup and Mayonnaises).
Assignment preferred dates	April – May 2020
Objectives of the assignment	To provide technical assistance on developing long term Marketing Strategy including branding for The Green Harvest Products and assist in identifying new market for both domestic and export markets of chilli sauces.
Desired volunteer skill/expertise	To address this need, the volunteer for this assignment should have a degree in one of the following fields: <ul style="list-style-type: none"> - Bachelor’s degree in Business Development and Management - Marketing or any related field. At least five years’ experience in facilitating the development of the marketing strategies, branding and new market identification. Having worked in products branding, promotion, distribution, sales, Export to Europe or USA is an added advantage

A. Background

Green Harvest Products (GHP) was found in 2009 by Mbarute Sraith, Rwandan businessman, with mission of growing fresh chilli, dry chilli for export purpose. From 2012 the mission has changed to process chilli sauces and other sauces, as finished product, demanded on domestic and International markets. Currently Green Harvest Products is processing fresh chillies to the chilli sauce and tomato to the ketchup sauces, among other raw materials; GHP is processing fresh Onions, Garlic, Ginger, Lemon and eggs. Those raw materials are outsourced from one farmer cooperative made up by 40 farmers and three individual aggregators.

Green Harvest Products is most popularly known by its hot sauce brand Sabana brand as well as newly developed and launched complimentary line of condiments of Mayonnaise and Sabana ketchup. With an established network of retail and wholesale distribution channels, relationships with farmers, and deep



understanding of the industry and customer base, Green Harvest Products is well known with the commercial success on both domestic and export market.

Expectations from Green Harvest Products (GHP).

1. Sabana brand visibility increased on both domestic and export markets
2. New markets identified (local and export)
3. Farmers who sell raw materials (chilli, tomatoes, ...) to the Company will increase their income
4. GHP will increase its annual revenue
5. Jobs will be created mainly for the youth

Tomatoes and Chilli sauces production, Market analysis and sales:

GHP is implementing farmer-oriented business model where all raw materials are resourced from contracted small farmers who received technical support and seeds –as a loan-from GHP and company guaranty to purchase all harvested fresh products from farmer. The company is using modern technology with a semi-automated processing plant. The GHP deals with wholesales of fresh products for other small quantity of fresh raw materials (ginger...).

Company's products "Sabana" are known for five different varieties of sauces which are Gold, Classic & Crystal (chilli sub products), ketch up and mayonnaise. GHP mostly sells its products on the domestic market using delivery of door to door to the costumer mostly the supermarkets (SIMBA, FRULEP), hotels, restaurant and Coffee Shops (Bourbon Coffee) in Kigali. For export market, the company is contracting the wholesale who takes in charge of distribution to his territory. Uganda, Kenya, Ghana, Ivory Coast and Canada are countries were GHP is officially represented with contracted wholesalers.

In 2019, the company had an annual turnover of RWF 58 million (i.e \$ 62,035 USD) from the sale of 700,000 bottles. Domestic buyers consumed 62 %, Export market purchased 38 % of total products.



Photos of different products processed by Green Harvest, photo taken in December 2020

Table to show GHP products and their percentage in the company sales:

No	Product	Cost/unit (piece)	Market
1	Gold	\$ 1,4	70 % of the total sales
2	Classic	\$ 1,2	20 % of the total sales
3	Crystal	\$ 1,8	5 % of the total sales
4	Ketch up and mayonnaise (new products on the market).	\$ 0.12	5 % of the total sales

On the certification side, GHP has secured “S Mark” for all the products, and there is a considerable step with HACCP.



Example equipment that GHP bought to improve its semi-automated processing plant

Issue Description:

GHP is operating on the markets where competition is high (key competitors available in Rwanda and in the region). In order to increase export and widely expand Sabana brand awareness on both domestic and export (Europe, USA...), GHP is looking to establish a marketing strategy in order to succeed on both domestic and the export in large quantity. A strong branding style is needed, with a competitive customer service practice, staff uniforms, business cards and the GHP premises. Farmer to Farmer volunteer is solicited to advise GHP marketing materials and advertising as well (integrated marketing communication, digital strategy...). F2F volunteer will also be requested to work with the farmer producers of the raw materials to help them understand their role in increasing quality control of the raw materials as part of insuring the relevance of the brand and making it more competitive (uniqueness of the products, maintaining quality/standards at the farm level, building good relations with their buyer...).

B. Objectives of the Assignment



The overall objective of this F2F volunteer scope of work is to support GHP to develop their marketing strategy (including their competitive and relevant branding) and identification of the new market potentials (both domestic and export).

Specific objectives include;

- Design a comprehensive marketing strategy including the competitive branding
- Identify new market potentials for export (USA or Europe).
- Create a wide range of different marketing materials including e-marketing strategy
- Design & recommend all marketing materials in line with marketing plans
- Conduct one on one coaching with the Management of the Company on the developed marketing strategy
- Advise/coach the farmers on their role in marketing/branding of the GHPs in producing quality raw materials that meet the requirements for the markets.

C. Host Contribution

GHP contribution to this assignment will include the following;

- Provide data on the current operation
- Avail a full time senior staff to work with the volunteer during the entire period of assignment
- Avail the farmers to discuss their role in increasing quality to facilitate the relevance and the competitiveness of GHP brand.
- Commit to implement all the recommendations provided by the volunteer after the completion of the assignments.
- Provide a work station to the volunteer during his/her stay.

D. Anticipated results from the Assignment

- A well-developed marketing strategy for GHP (including branding style).
- New markets potentials for export (USA or Europe) for future assignments are recommended.
- Guidelines on the standards needed for GHP to meet the requirements related to the new market opportunities, developed.
- All marketing materials in line with marketing plans are designed (on soft)
- Better understanding of the GHP Management, employees and producers of the raw materials on developed marketing strategy & the guidelines.

E. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Departure from USA
Day 2	Arrival in country, pick up and check – in at the Hotel (5 Swiss Hotel).
Day 3	Relax at Hotel, review of F2F documents review, CRS Rwanda country program documents
Day 4	Meet the CRS Country Representative (CR), Head of Programs (HoP) and other CP staff for introductions (Morning)



	Meet with the CRS Operations Manager for Security briefing (morning)
Day 5	Meeting with the host Green Harvest Management, and staff for introduction and briefing. Work with Green Harvest Management Team to develop detailed Work Plan covering all activities required to effectively implement this scope of work.
Day 6-15	Work with Green Harvest Management to design the company marketing strategy including branding. The strategy will also later guide in new markets identification on both local and export markets.
Day 16	Finalize the designed marketing strategy, recommendations on new market potentials that Green Harvest can explore in the future
Day 17 -18	Advise/coach the farmers on their role in marketing/branding of the GHPs in producing quality raw materials that meet the requirements for the markets.
Day 19	Organize and conduct a meeting with Green Harvest employees and management to share key components of the strategy, new potential markets to explore
Day 20	Conduct a debrief session on the completed assignment with CRS Country team and perhaps USAID mission. Fill out all necessary M&E forms and submit to F2F Program Director as well finalize advances and expenditures with finance
Day 21	Departure for USA

This is a draft schedule, a final itinerary will be discussed and agreed by volunteer upon arrival

F. Desirable Volunteers Skills

To address this need, the volunteer for this assignment should have degree in one of the following fields:

- Bachelor’s degree in Business Development and Management
- Marketing or any related field, including branding.
- Five years’ experience in facilitating the development of the marketing strategies including advising on the branding, new market identification. Having worked in Cross border Trade, Fair Trade certification and other relevant international certification processes/Quality Control needed in Export to Europe or The USA is an added value.

Additional requirements, a volunteer must:

- Have skills in products branding
- Have skills in E-marketing and social media
- Have Strong skills in sales and negotiations skills
- Have IT skills
- Experience in communication is needed

G. Accommodation, Weather and in -Country Logistics



Volunteer transportation to Rwanda, accommodation and meals will be taken care of by the CRS F2F Program. Additionally, a local telephone (handset and SIM card) As well as internet will be provided upon arrival in Rwanda. Rwanda has very good weather patterns. Temperatures vary from 19 to 30 C degrees. It's mostly warm during the day and cold at night. Appropriate dressing is recommended for the volunteer.

H. Recommended assignment preparations

- **Training Materials:**

The volunteer should prepare the Marketing Strategies for GHP to meet the requirements related to new markets potentials for both local and export markets, including the products branding. The volunteer may need to prepare talking points while addressing the farmers producers of the raw materials about their role marketing by producing quality products. Regarding Flip charts, markers, and a projector if needed, can be obtained at CRS Rwanda office.

- **Working Environment**

This assignment will be conducted at The Green Harvest. The company has a nice office which is enough to accommodate the volunteer and is willing to do so. Their offices are in Rulindo District, Masoro Sector, Northern Province of Rwanda, in about 20 Kms from the hotel and CRS office. The volunteer will work closely with GHP CEO, and its employees and in country F2F Field team as well. There is a free and good internet in the Hotel and sometimes the volunteer can work from CRS offices which is close to the hotel.

- **Recommended Reading**

Rwanda F2F program recommends that the volunteer takes his or her time to read about the Horticulture value chain in Rwanda (opportunities, challenge), National export strategy, ...

I. Key Contacts

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