



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	RW236
Country	Rwanda
Country Project	Horticulture
Host Organization	KOTIBANYA (Koperative Twiyuzuze Isoko rya Bazirete Nyakiriliba)
Type of Volunteer Assistance	Business/Enterprise Development(E)
Type of Value Chain Activity	Marketing (including branding, advertising, promotion, distribution, sales) = M
Assignment Title	Technical assistance on Business Planning Development for KOTIBANYA Cooperative
Assignment preferred dates	July-August 2020
Objectives of the assignment	To Develop a business plan that will help the cooperative to add value on their produce and buy a truck to transport the produce to different markets.
Desired volunteer skill/expertise	<p>A Volunteer for this assignment must have relevant experience in Business planning, Agro business, Investment planning as well as working with agricultural cooperatives.</p> <p>The following skills are required:</p> <ul style="list-style-type: none"> • Business planning, • Finance and accounting , • Cooperative Development, • Cooperative governance and management <p>Additionally, he/she must have</p> <ul style="list-style-type: none"> • Good communication skills, knowledgeable about adult training approaches, and; • Must be willing to working with rural communities.

A. Background

KOTIBANYA is a farmer’s cooperative involved in Horticulture farming and marketing. The cooperative is in Bazirete Village, Nyarushyamba Cell, Nyakiliba Sector, Rubavu District, Western province. The cooperative was established in 2013, and its registered with Rwanda Cooperative Agency with registration no RCA/277/2013 issued on March 25th, 2013. The cooperative has 152 members (**32 men and 120 women**) and cultivates six different horticulture crops: Carrots, cabbage, Cauliflower, onions (red and white), leeks and beetroots on **23 hectares of land**. KOTIBANYA has a collection and washing center, a cold room facility for post-harvest handling and storage of vegetables. The cooperative constructed its own market facility where the members sell their produce. This has helped members to address market related challenges.

In addition, KOTIBANYA has established good relationship with two financial institutions: Bank of Kigali/KORA Branch and SACCO MUSHYKIRANO/Nyakiliba Sector. Like other Cooperatives in Rwanda, KOTIBANYA has a General Assembly, an executive Board which is made of Board of Directors that supervise the Cooperative



Business, and Employees. General Assembly takes the overall decisions and the executive board oversees the cooperative business and manage staff.

The cooperative has access to market for their produce. The primary market for its produce is through the market facility located in Bazirete village alongside Rubavu-Kigali road. The cooperative also has other market outlets; two in Kigali city (Nyabugogo, and Kabuga) and one in Kamembe Sector/Rusizi District, Western province, on the border to Bukavu Democratic Republic of Congo (DRC). The cooperative has also a contract farming with E & Foods Direct Ltd based in Kigali. The cooperative supplies 4 Metric tons of vegetables to these markets daily, with estimated annual sales exceeding 1,400 Metric tons.

B. Issue Description

Being a big vegetable cooperative in the region, KOTIBANYA has strengthened its production by identifying strategic selling points to places where members/suppliers can access basic infrastructure such as shelter, water for washing cold room for storage of unsold vegetables. For this reason, the number of suppliers, especially non-members have increased their supplies which made the washing station, selling points and the storage facilities become overloaded. In 2019, the Farmer to Farmer program supported the cooperative to build its capacity in business management. After the assignment, the volunteer left 6 recommendations for the cooperative to implement. The recommendations included; hiring an accountant, set up two cash records, treating the savings & loan account function as separate entities of the cooperative, set up subsidiary records, separate record for each of three selling points (locations) showing all business translations, and initiate planning process by preparing written plan/budget for 2020. During the monitoring activity in February 2020, the cooperative had implemented 5 recommendations which is a good indication of the willingness of the Cooperative leaders to grow their business and income. The management also requested for more technical assistance on the business plan development. So, based on the progress made in the implementation of the first volunteer recommendations, the increase in production and competition in the region, the cooperative needs to revise their business model by improving and increasing their selling points. The cooperative needs to develop a business plan which they will use to acquire a loan to buy a truck to market their produce to other target markets.

C. Objectives of the Assignment

The overall objective of this scope of work is to develop a comprehensive business plan for KOTIBANYA that will help the cooperative to increase sales through improvement of their selling points and buying a truck to transport the produce to other target markets. Specific objectives include;

- Discuss with the cooperative on business plan elements and monitoring its implementation,
- Define the business objectives and goals,
- Explore and define cooperative potential markets,
- Analyze the cooperative sales and profitability
- Develop the business plan
- Design a simple M&E template to monitor the progress of the implementation of the volunteer recommendations

D. Host Contribution

The contribution to this assignment will include the following;

- Identify staff, board members and suppliers who will participate in the business planning process.
- Identify a translator to work with the volunteer (if possible)



- Commit to implement all the recommendations provided by the volunteers after the completion of the assignments.
- Provide assignment venue and logistics related to transport and meals for participants if required

E. Anticipated results from the Assignment

After the technical support, the following outcomes are anticipated:

- The company will start the process to apply for HACCP certificate;
- The quality and safety of processed food stuff will be improved;
- The management, staff and key partners trained have a good understanding on HACCP standards and procedures;
- Quality controls measures are introduced;
- A final report detailing major achievements recommendations, and future assignments;

Expectations from the Business Plan to be developed (In the long run)

- The cooperative will increase its market share by identifying new selling points, increasing distribution and sales
- The income of the cooperative and farmers (all suppliers – members and non-members) increased
- Customers will have better access to quality and fresh vegetables.
- Through the transportation and other value addition processes there will be job creation

F. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at the Hotel (La Posh Hotel, Kigali)
Day 2	Weekend (Sunday)
Day 3	<p>Meet the CRS Country Representative (CR), Head of Programs (HoP) and USAID for introductions (Morning)</p> <p>Meet CRS Operations Manager for the Security briefing (Morning)</p> <p>Meet the F2F country team for orientation on the scope of work and reporting requirements (morning)</p> <p>Leave for Rubavu District to meet with the host KOTIBANYA Cooperative Management, and staff and the District officials, for introduction and briefing.</p> <p>Check in the hotel (Best View Hotel, Musanze district or another convenient hotel).</p>



Day 4	Meet cooperative leaders , consult and review existing cooperative business records sales, expenses, assets, financial statements if any. Prepare and discuss with the host a detailed Work Plan covering all activities required to effectively implement this scope of work.
Day 5-16	Start the development of the business plan
Day 17-18	Prepare a report on the assignment, describing achievements, participants, challenges if any, recommendations and next assignments if any.
Day 19	Organize and conduct a meeting with KOTIBANYA Cooperative to share a report and recommendations.
Day 20	Conduct a debrief session on the completed assignment with CRS Country team and USAID representative. Fill out all necessary M&E forms to be reported under F2F Program Share Drive system
Day 21	Departure for USA

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

G. Desirable Volunteers Skills

- A volunteer for this assignment should have skills in one of the following fields: Agribusiness, Rural Development, Business planning, cooperative development, or a related field;
- Familiar with adult training approaches.

Additional requirements, a volunteer must:

- Be proactive, results-oriented and service-oriented;
- Have very good interpersonal skills, relationship management skills and the ability to work closely with local partners and community members;
- Be physical fit and must be passionate about working with developing communities;
- Commitment and ability to work and stay in rural areas in a given period.

H. Accommodation, Weather and in -Country Logistics

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, with plenty of rain in hilly regions. The Northern and Western regions where this assignment will take place are known to have heavy rainfalls and lower temperatures compared to other parts of the country. The volunteer might expect the temperature to vary from 18°C to 28°C degrees depending on the period. For this, appropriate dressing is recommended for the volunteer.

I. Recommended assignment preparations

- **Training Materials:**
The volunteer should prepare training materials for hand out which can be printed at CRS office in Rwanda. Flip charts, markers, and a projector if needed, can be obtained at CRS Rwanda office.



- Working Environment**
 The training will be conducted at the training venue provided by KOTIBANYA Cooperative whose office is in Rubavu District, Nyakiliba sector, Nyarushyamba Cell, Western province of Rwanda. The volunteer will work closely with KOTIBANYA Cooperative leaders, staff and key partners and in country F2F Staff team.
- Recommended Reading**
 F2F Rwanda program recommends that the volunteer takes his/her time to read about Cooperative movement, principals and laws in Rwanda on the website: www.rca.gov.rw

J. Key Contact

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