

For clarification questions about this assignment, please email mireille.ngokion@crs.org.

Please indicate your availability for this assignment in your resume or upload an additional document.

| Summary Information | |
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| Assignment Code | RW248 |
| Country | Rwanda |
| Country Project | Horticulture |
| Host Organization | KOGIMUIN (Koperative Girisuku Muhinzi w'imboga n'imbuto Nyabihu) |
| Type of Volunteer Assistance | Business/Enterprise Development (E) |
| Type of Value Chain Activity | Information and Input Support Services (S) |
| Assignment Title | Business management training |
| Assignment preferred dates | January-February, 2021 |
| Objectives of the assignment | <p>The objectives of this assignment are:</p> <ul style="list-style-type: none"> To train cooperative staff and members on business management. to equip cooperative staff and members with the knowledge, skills and attitude that they need for effective business management to support the profitable commercialization of their carrots and agricultural inputs like seedlings and packaging bags. |
| Desired volunteer skill/expertise | <p>The Volunteer for this assignment shall have a degree in Business Administration, Marketing, Finance or a related field; at least 8 years of working experience Agriculture SMEs such as Cooperatives.</p> <p>Desired Skills:</p> <ul style="list-style-type: none"> Business finance and accounting skills Experience in facilitating training and capacity development in business development Excellent communication and writing skills |

A. Background information

According to Rwanda Cooperative Agency (RCA) the cooperative sector in Rwanda is large and diverse. It consists of savings and credit cooperatives, banking cooperatives, agricultural cooperatives, small processing and marketing cooperatives, fishery cooperatives, Consumers, workers, handicraft and artisanal cooperatives.

Koperative Girisuku Muhinzi w'imboga n'imbuto Nyabihu (KOGIMUIN), is a farmer's cooperative involved in Horticulture cultivation and marketing of carrots, cabbage, cauliflower, broccoli, green pepper, onions (red and white). The cooperative is located in Kazibake Village, Rugeshi Cell, Mukamira Sector, Nyabihu District, Western province. The cooperative was established in 2017, and its registration no number is **RCA / 0103/2017** issued in February 2017 by the Rwanda Cooperative Agency (RCA). The cooperative is composed of **150** members (84 men and 66 women). Like other

Cooperatives in Rwanda, KOGIMUIN has a General Assembly (GA), an Executive and employees. The GA makes the overall decisions and the executive board oversees the cooperative business and manage staff.

The cooperative is mostly known for high and huge carrots production, the rest of the other crops are just for crop rotation and are not cultivated in large quantity. KOGIMUIN has large land for carrots farming, which is about **200 Ha** scattered within Nyabihu District. The cooperative also has a collection center but its not sufficient to serve all members.

KOGIMUIN has a good working relationship with two financial institutions: BK/KORA Branch, Bank Populaire Rwanda (BPR) /MUKAMIRA Branch. The cooperative has access to market for its produce. The primary market for the cooperative is in Kigali where the cooperative has contracts with buyers like KODUKA Cooperative based in Nyabugogo /Kigali. The cooperative also had regional markets in Uganda and Democratic Republic of Congo.

The cooperative sales 18 Metric tons of carrots in Kigali market on a daily basis and occasionally sales 36 MT per day to Uganda. This means, for Kigali market alone, the cooperative sales a total of 540 MT per month and 6,480,000 MTs yearly. The cooperative also markets total of 288 MTs yearly to Uganda.

B. Issue Description:

Even though, KOGIMUIN cooperative sales huge quantity of carrots as mentioned, the cooperative lacks financial and accounting skills. This is clearly observed by;

- lack of proper financial records:
- unbalanced management experience among cooperative executive members composed by five persons (President, Vice President, secretary, and two advisors), and staff. Most of them lack managerial experience. They lack the training and the knowledge to effectively manage people.
- lack of financial forecasts for sales, expenses or profitability.
- missing the mark on pricing products and services. To beat out the competition, cooperative may be pricing seedlings and packaging bags or service like carrots washing station far lower than similar offerings, with the intent to entice new customers. While the strategy is successful in some cases, businesses that end up closing their doors are those that keep the price of a product or service too low for too long. When the costs of production, marketing, and delivery outweigh the revenue generated from new sales, small businesses have little choice but to close down. Or
- financial statements

From these few problems mentioned above, it is very clear that this technical assistance for capacity building is of necessary for this cooperative because it will equip KOGIMUIN with essential business skills and knowledge. It will improve cooperative's ability to analyze data, improve financial decisions ,keep financial records, prepare financial statements and make better forecasts about the future. It will help KOGIMUIN to gain in-depth knowledge and understanding of the core elements of business and management.

C. Objectives of the Assignment

The overall objective of this F2F volunteer scope of work is through a training, improve the managerial and business capability of KOGIMUIN cooperative, and to equip cooperative staff and members with the knowledge, skills and attitude that they need for effective business management to support the profitable commercialization of their carrots and agricultural inputs like seedlings and packaging bags.

More specifically,

- to design cooperative business management and governance capacity building training content;
- to analyze the cooperative sales and profitability;
- to provide knowledge on best business management practices;
- to provide cooperative staff and members with knowledge for increased revenue while reducing expenses;
- to enable cooperative to keep proper records;
- to build the capacity of cooperative to ensure good financial management;
- to empower cooperative to practice best practices for marketing;
- to provide knowledge to cooperative for increasing capital and investments such as attracting new members by improving credit worthiness, members services, and cash flow;
- to improve communication skills and customer care services;
- to provide knowledge and information to cooperative to create and manage business networks.
- to organize a half -day presentation to cooperative members, other stakeholders like local government, buyers, any other partner to share the assignment report and recommendations.

D. Host Contribution

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

- Invite and facilitate all required key cooperative members, or staff who will be involved in the business management training.
- Provide venue for the assignment 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:

- Cooperative members and staff will have a skill set to respond to challenges and current developments in business and society, giving them the ability to make informed managerial decisions that consider ethical, economic and social implications.
- The cooperative will demonstrate an ability to apply general Management know-how in practical business situations.
- The cooperative will be able to know its cash flows and financial stand.
- Submission of final assignment report

F. Schedule of Volunteer Activities in Country (Draft)

| Day | Planned Activity |
|------------|---|
| Day 1 | Arrival in country, pick up and check – in at LA Posh Hotel (or any other assigned hotel.) |
| Day 2 | Morning: Briefing with CRS Country staff for introduction and security briefing. Afternoon: Discuss logistics of the assignment and background information about the host. Go through the tentative itinerary and discuss the specific objectives of the assignment |

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| Day 3 | Leave for Nyabihu District to meet with the District Authority, the host KOGIMUIN Cooperative 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 Check in the hotel. |
| Day 4-7 | conducting assignment as agreed in the work plan |
| Day 8-9 | Weekend (Saturday and Sunday) |
| Day 10- 14 | conducting assignment 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
- Have very good interpersonal skills, and
- Flexible to work in rural settings.

G. Accommodation and other in -Country Logistics

In Kigali, the volunteer will stay at La Posh Hotel/ KN 84 St, Nyarugenge/ Kigali, phone +250 784119855, <http://laposhhotel.rw/>.

In Nyabihu District, the volunteer will stay at the hotel that will be determined by CRS country program/ Supply chain and logistics unit.

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.

In general, Rwanda has very good weather patterns. In particular, in Nyabihu District, Temperatures vary from 18°C to 30°C degrees. It's mostly warm, and humid during the day and cold at night. In Rwanda, from February up to end April is usually a rainy season. Appropriate dressing is recommended for the volunteer.

H. Recommended assignment preparations

- **Reading Materials:**

A prior reading about the business planning process and access to cooperative assessment results.

Rwanda F2F program recommends that the volunteer familiarizes with this scope of work and to take his or her time to read about the horticulture value chain sub-sector in Rwanda, but also the cooperative movement in Rwanda by visiting Rwanda Cooperative Agency website: <http://www.rca.gov.rw/>. Regarding Flip charts, markers, and a projector if needed, can be obtained at CRS Rwanda office.

- **Working Environment**

The assignment will be conducted at the venue provided by KOGIMUIN cooperative whose office is in Kazibake Village, Rugeshi Cell, Mukamira Sector, Nyabihu District, Western province. The volunteer will work closely with cooperative Executive Board, and in country F2F Field team as well.

- **Recommended Reading**

Rwanda F2F program recommends that the volunteer familiarizes with this scope of work and to take his or her time to read about the horticulture value chain sub-sector in Rwanda, but also the cooperative movement in Rwanda by visiting Rwanda Cooperative Agency website: <http://www.rca.gov.rw/>

I. Key Contacts

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