



To express interest in this assignment please email maria.figueroa@crs.org
CRS Farmer to Farmer Program
Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW260
Country	Rwanda
Country Project	Maize
Host Organization	KOABIKA (Koperative y'Abahinzi b'ibigori ba Kazo)
Assignment Title	Capacity building on business planning, and entrepreneurship
Assignment preferred dates	July-September 2021
Objectives of the assignment	The objectives of this assignment are to train cooperative board, staff and members on how to generate a business idea, how to write the idea using a concise document "a business plan", how to write up the financials in a business plan, how to estimate the break-even point & the profit, key concepts of entrepreneurship and finally to develop the cooperative's business plan.
Desired volunteer skill/expertise	A suitable volunteer candidate for this assignment must have relevant experience working with agricultural cooperatives. The candidate should have a degree in Development Studies, Cooperative Development, Agricultural Economics, Agribusiness, Business Management; at least 8 years of working experience in rural economic institutions, at least five years working with cooperatives. He/she must be knowledgeable about adult training approaches, and passionate working with the developing communities.
Type of Volunteer Assistance	Business/Enterprise Development = E
Type of Value Chain Activity	Information and Input Support Services (S)
PERSUAP Classification ¹	Type III

A. BACKGROUND

Rwanda has 9,597 cooperatives with share capital of more than Rwf45 billion. All the cooperatives count over five million members (comprising over 2.69 million men, and over 2.14 million women) members countrywide. The country's cooperative movement is a strong vehicle for development and economic empowerment especially among the disadvantaged groups like women, youth and People with Disabilities (PWDs). The Government of Rwanda views cooperatives as a potential vehicle through which the cooperatives members could create employment and expand access to income-generating activities, develop their business potential, including entrepreneurial and managerial capacities through education and training; increase savings and investment, and

¹ USAID precisely classifies PERSUAP in four categories; **PERSUAP Type I** assignments directly related to pesticides recommendations, **Type II** as assignments with indirectly related with pesticides, **Type III** assignments related to curriculum review and designing, business plan development and strategies development and **Type IV** as assignments associated with other USAID projects and collaborators.



improve social well-being with special emphasis on gender equality, housing, education, health care and community development.

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.

A cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise, according to internationally recognized co-operative values and principles". What makes a co-operative different from a conventional business is:

- It fulfils a social or environmental objective, or is formed to fulfil its members" needs
- It is democratic ownership and control
- It is way of working
- It is legal structure

KOABIKA (Koperative y'Abahinzi b'ibigori ba Kazo), is a farmer's cooperative located in Kagarama village, Umukamba cell, Kazo Sector, Ngoma District, Eastern Province. The cooperative was established in 2009, and got its registration number in the same year issued by the Rwanda Cooperative Agency (RCA) in January 15th,2009. The cooperative is composed of 105 members (61 male and 44 female) and cultivate maize on 96 Ha.

KOABIKA cooperative has a good relationship with two financial institutions: SACCO KAZO and BPR/Ngoma Branch. Up to now, the cooperative does not have any outstanding loan from those banks. The cooperative self-finance its operations and activities. KOABIKA cooperative has a contract with one agricultural inputs supplier namely the TUBURA company.

Like other Cooperatives in Rwanda, KOABIKA has a General Assembly, an executive Board which is made of Board of Directors who 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 its maize produce and at the beginning of each growing season, the cooperative signs a farming contract with one or two big buyers in country.

B. ISSUE DESCRIPTION

Dramatic changes are taking place in farming worldwide as a result of globalization, liberalization, and rapid urbanization. Farmers are intensifying existing patterns of production and diversifying their farm enterprises in an attempt to improve their livelihoods. Technical know-how is not enough. In order to be competitive and take advantage of the new opportunities that are arising, farmers increasingly have to adapt their farm business to market changes and improve efficiency, profitability and income. KOABIKA cooperative has limited business mind which causes the cooperative to side selling by some of farmers at lower cost, the cooperative does not engage in business planning; the desire to increase income by taking advantage of market opportunities requires farmers to become better decision makers and better at competing in this new environment which is the important and necessary component that KOABIKA farmers miss.

To stimulate farmers to think entrepreneurially and view farming as a business, it of paramount importance to help farmers understand business ideas and identify the entrepreneurial capabilities needed to implement them successfully, to create awareness of the general business environment, market systems and the simplified maize



value chain. The capacity building on business planning, and entrepreneurship will certainly enhance performance of KAObika business.

C. OBJECTIVES OF THE ASSIGNMENT

The overall objective of this assignment is to build the capacity of KOABIKA board, staff and members on Business Planning, and entrepreneurship. The training aims at developing farmer's skills and competencies in business while improving their knowledge, changing their attitudes towards farming as a business and producing for the market.

The specific objectives are:

- Develop training guide for the trainer and trainees
- Develop the training methodology/approach
- Conduct the training for the cooperative board, members and staff on entrepreneurship concepts
- Conduct the training for the cooperative board, members and staff on entrepreneurship concepts, Business Planning, estimating the break-even point & the profit
- Prepare a training report, detailing how the trainings were conducted, achievements, challenges, lessons, opportunities for future engagements and recommendations.
- Organize a half -day presentation to cooperative members, other stakeholders like local government, buyers, any other partner to share the training report and recommendations.

D. HOST CONTRIBUTION

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

- Mobilize and facilitate cooperative members and staff to attend all the training sessions.
- Provide venue for the training sessions and any other logistics
- Commit to implement all the recommendations provided by the volunteer (s) after the completion of the assignments.

E. ANTICIPATED RESULTS FROM THE ASSIGNMENT

Following the completion of this assignment, the outcomes below will be anticipated:

- Cooperative members (farmers) and staff have a good understanding of key parts of a business plan, how to generate an idea and write it in a business plan, how to estimate a break-even point and a profit using different financials, and key concepts of entrepreneurship.
- A final report explaining how the assignment was conducted, it should include recommendations to be implemented by the cooperative.

F. DELIVERABLES

1. A final report and power point due BEFORE departure
2. Group presentation with local stakeholders at the end of the assignment in country
3. Volunteer outreach activities in the US and in country
4. A Training Manual (preferred in local language)



G. SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY

Days (not dates)	Activity
Day 1	Meet with F2F Team to review the scope of work and develop detailed Work Plan covering all activities required to effectively implement this scope of work
Day 2	Orientation meeting with the host KOABIKA Cooperative board committee and staff for introduction and review of the Scope of work.
Day 3 – Day 14	The rollout of activities as agreed in the work plan
Day 15	Organize the workshop to share achievements and recommendations
Day 16	Prepare a report on the assignment
Day 17	Conduct debrief session with CRS Country team and perhaps USAID mission on the completed assignment

H. DESIRABLE VOLUNTEERS SKILLS

- As described above, to address this need, the volunteer for this assignment should have degree in one of the following fields: Development Studies, Cooperative management, Agribusiness, Management, 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 community members;
- Be physically fit and must be passionate about working with developing communities.

I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

The Volunteer accommodation and transportation within Rwanda, and meals will be taken care of by the F2F Program. Additionally, internet will be provided to the volunteer if needed when conducting this assignment.

J. RECOMMENDED ASSIGNMENT PREPARATIONS

Training Materials:

The volunteer should prepare training materials for hand out which can be printed at CRS office in Rwanda. Regarding 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 KOABIKA cooperative whose office is in Ngoma District, Kazo sector, Umukamba cell, Kagarama village, Eastern province of Rwanda. The volunteer will work closely with KOABIKA Board of members, and employees and in country F2F Field team as well.

Recommended Reading

Rwanda F2F program recommends that the volunteer takes his or her time to read to read about the maize value chain sub sector in Rwanda, Rwanda cooperative movement and regulations through Rwanda Cooperative Agency website: www.rca.gov.rw and any other document thought to be relevant to this assignment.



K. REMOTE/LOCAL VOLUNTEER ROLES AND RESPONSIBILITIES

Both volunteers participate in a call to discuss objectives and collaboration approach at the start of the assignment. Collaboration platforms vary depending on the assignment and connectivity. The most frequently used platforms are MS Teams and WhatsApp. The volunteers are highly encouraged to visit [CRS’ F2F Digital Resource Library](#), and search for resources that they could use or customize for training. Upon completion of your assignment, volunteers are requested to send any resources they would like to contribute to the library (whether created or found) to farmertofarmer@crs.org.

The local volunteer is responsible for assignment design, preparation, training, developing assignment reports, conducting action planning with hosts and outreach in country, and achieving the assignment objectives. The local volunteer works directly with the host with assistance/input from the US volunteer. Assignments usually last up to 2 weeks; Sometimes extending beyond two weeks due to pending follow up visits, emails etc. Local Volunteers are asked to track assignment hours per day, to stay under 112 hours (14 days x 8 hours).

Virtual support from a paired US volunteer helps provide supplementary training resources, fill in the gaps for technical areas, and share creative ideas and solutions. Two specific responsibilities are to: (i) complete the outreach component of the assignment and (ii) support the in-country volunteer as needed. US Volunteers typically put in 4-8 hours per week, depending on the nature of the assignment and collaboration.

L. KEY CONTACTS

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