



Farmer to Farmer Rwanda

Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW250
Country	Rwanda
Country Project	Horticulture
Host Organization	Cooperative des agriculteurs and transformateurs d’ananas de MUTENDERI (CATAM)
<i>Type of Volunteer Assistance</i>	Business/Enterprise Development (E)
<i>Type of Value Chain Activity</i>	Information and Input Support Services (S)
Assignment Title	Business plan development
Assignment preferred dates	November-December 2021
Objectives of the assignment	<p>The objectives of this assignment are:</p> <ul style="list-style-type: none"> • to train CATAM staff on Marketing skills; • to help the company with pricing of the product into different markets; • to provide valuable advice for selling and introducing products into new markets; • to help company with packaging ideas;
Desired volunteer skill/expertise	<p>A suitable volunteer candidate for this assignment must have relevant experience working with Agro-processing companies. The candidate shall have a degree in Marketing or a related field, at least three years working with Agro-processing plants.</p> <p>Knowledge and Skills:</p> <ul style="list-style-type: none"> • Proven experience in customer service or marketing field • Display positive, can-do attitude • Analytical mind with problem-solving aptitude • Ability to identify and summarize relevant trends from market. • Organizational and leadership skills • Excellent communication and writing skills <p>He/she must be prepared to work in remote area and passionate working with the developing communities.</p>

A. Background information

CATAM Cooperative (**Cooperative des agriculteurs and transformateurs d’ananas de MUTENDERI**), is a farmer’s cooperative located in Agatonde village, Mutenderi Cell, Mutenderi Sector, Ngoma District, Eastern Province. The cooperative was established in 2009, and its registration no. RCA / 1382/2009 issued on October 30th, 2009 from Rwanda Cooperative Agency (RCA). The cooperative has 270 members (187 male and 82 female) and cultivate pineapple on 37 Ha. Like other Cooperatives in Rwanda, CATAM cooperative is led by the 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.

Apart from growing pineapples, the Cooperative has a small factory producing wine from pineapple which got the S-Mark (Quality Standard mark) in December 28th, 2018 issued by the Rwanda Standard Board(RSB). The factory has the capacity of producing **3,000 Liters of wine per week** which means 12,000 Liters per month. The factory employs 14 staff (9 male and 5 female). Some members have jobs in the factory. Among permanent staff, 2 are members, and among 7 casual staff, 4 are children of cooperative members.

With the general assembly as the supreme power, members approve factory workplans, and provide advice when needed after receiving balance sheet, and annual income statement report of the factory.

Each member is allowed to visit at any time the factory and ask for clarification on the business operations. This is ownership power that they hold.

Sourcing for raw materials: for the processing plant to function well, the cooperative sources for raw materials like pineapples, packaging materials, sugar, honey, yeast and water.

- For pineapples, the cooperative buys from its members and non-members. In total the cooperative buys from 444 farmers
- For packaging materials (bottles), the cooperative buys it from Kigali
- It also buys sugar, honey, and yeast in country, through two contracted suppliers,
- and finally, the water is locally bought

The factory automates their operations/processing, except for cleaning and washer, and bottling.

The factory brought from March 2020 a new way of lending bottles to the clients. Before the factory was selling wine with the price of bottles. But since March 2020, is not the case, the clients have only to purchase the wine and go with bottles to be brought back to the factory. This change increases the numbers of clients/new markets.

Financial sources:

CATAM cooperative has a good relationship with two financial institutions. They include: Banque Populaire du Rwanda(BPR), and SACCO Mutenderi.

Market for the coop products:

The cooperative sales 428 Liters of wine per day, and its primary market for fresh pineapple to supply the wine factory is within the region: Mutenderi Sector, Kazo Sector, Murama Sector, Kibungo Sector, and Gashanda Sector. In brief, the market for the wine is within Ngoma District, Eastern province. They used to have only 2 markets, but since March 2020 it has increased to 5 markets (3 new markets)

Issue Description:

Even though CATAM produces and sells wine from pineapple, this cooperative lacks basic knowledge of how to market their products. CATAM has competitors in the same markets where they sell, but unfortunately, they have no tools to grab the markets and they do not know how to position itself as the best product in these different markets. On top of that they don't know how to enter a new market when there are many. They have the capacity to produce more wine, but unfortunately, they do not know how to attract more customers. They can also sell outside the country but they do not have sufficient knowledge to penetrate this export market. Their packaging



in itself is not attractive. Their current way of distribution does not promote the marketing of their product. In short, this cooperative has a clear goal of growing their business, but in reality, they do not know how to get there because they lack an important knowledge/asset which is marketing. A volunteer with all the necessary knowledge about marketing will be of paramount importance to assist this company to go ahead to see their business succeed as desired.

Objectives of the Assignment

The overall objective of this F2F volunteer scope of work is to help CATAM to increase their business productivity, and for the business to succeed through better marketing.

More specifically,

- to strengthen their marketing skills through training,
- to enable sustainable marketing of their product,
- to understand the four components of marketing: Product, Price, Distribution and Promotion,
- to evaluate how well the product meets the needs of customers,
- to determine the best price for the product,
- to select the best way to distribute the product,
- to create new ways to promote the business,
- to identify ways to expand the business, to solve the specific marketing problems that arise,
- to develop a marketing plan for a defined period of time,
- to prepare the assignment report, detailing how the assignment was conducted, highlighting some of achievements, challenges, lessons, and opportunities for future engagements and recommendations.
- organize a half day presentation to company members, to share the assignment report and recommendations.

B. Host Contribution

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

- Identify the members, board and staff who will participate in the training;
- Provide venue for the assignment and any other logistics
- Commit to implement all the recommendations provided by the volunteer after the completion of the assignment.

C. Anticipated results from the Assignment;

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

- Improved ways of marketing,
- Solved marketing problems,
- Increased sales,
- Increased net income/profit,
- Improved packaging,
- New markets,
- Submission of final assignment report,



D. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Meet with F2F Team to review the scope of work and for the orientation Meet with the host CATAM Management, and 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
Day 2-11	The rollout of activities as agreed in the work plan
Day 12	Organize the workshop to share achievements and recommendations.
Day 13	Prepare a report on the assignment
Day 14	Conduct debrief session with CRS Country team and perhaps USAID mission on the completed assignment

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

E. 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.

Additional requirements: A volunteer should be:

- Proactive, results-oriented and service-oriented;
- Have very good interpersonal skills, and
- Flexible to work in rural settings.

F. **Transport** Volunteer transportation within Rwanda, accommodation and meals will be taken care of by the F2F Program.

G. **Telephone and Internet** A local telephone (handset and SIM -Cell) and internet will be provided to the volunteer upon arrival in Rwanda.



H. **Weather pattern:** In general, Rwanda has very good weather patterns. In particular, Ngoma District has a tropical climate. The average annual temperature in Ngoma is 19.4 °C. About 1154 mm of precipitation falls annually. It’s mostly warm during the day and cool at night. In Rwanda, from September up to end November is usually a rainy season. Appropriate dressing is recommended for the volunteer.

I. **Recommended assignment preparations**

- **Training Materials:**

In case the volunteer prepares materials for hand out, 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 assignment will be conducted at the venue provided by CATAM cooperative whose office is in AGATONDE village, Mutenderi Cell, Mutenderi Sector, Ngoma District, Eastern province. The volunteer will work closely with CATAM Management 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. Additional reading materials will include cooperative Law, which will be shared with the volunteer, once identified.

J. **Key Contacts**

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