



To express interest in this assignment please email [maria.figueroa@crs.org](mailto:maria.figueroa@crs.org)  
**CRS Farmer to Farmer Program**  
**Volunteer Assignment Scope of Work**

Summary Information	
Assignment Code	RW271
Country	Rwanda
Country Project	Horticulture
Host Organization	Cooperative des agriculteurs and transformateurs d’ananas de MUTENDERI (CATAM)
Assignment Title	Capacity building on Cooperative governance and management
Assignment preferred dates	December, 2021
Objectives of the assignment	The objective of this assignment is to build capacity and equip CATAM members with practical knowledge in governance, cooperative structure, basics of the cooperative and cooperative principles, mission, vision and leadership in cooperative, services to be provided by cooperatives to their members, communication in cooperative, integration of gender, youth and people living with disabilities in the development of the cooperative.
Desired volunteer skill/expertise	A suitable volunteer candidate for this assignment must have relevant experience working with agricultural cooperatives. The candidate shall have a degree in Development Studies, Social sciences, Business Administration or Cooperative Development; at least 7 years of working experience with 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	Organizational Development(O)
Type of Value Chain Activity	Information and Input Support Services (S)
PERSUAP Classification <sup>1</sup>	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

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<sup>1</sup> 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.



training; increase savings and investment, and 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.

By definition, 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

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 30<sup>th</sup>, 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 28<sup>th</sup>, 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 also have got jobs in the factory. Among permanent staff, 2 are members, and among 7 casual staff, 4 are children of cooperative members.

The general assembly as the supreme organ approves 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 the factory and ask for clarification on the business operations. This is the ownership power that they hold.

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,
- While the water is locally bought

The factory automates their operations/processing. Except for cleaning and bottling.



### **Financial sources:**

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

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

### **B. ISSUE DESCRIPTION:**

Even though CATAM cooperative aims to improve its governance and management, the Board and its members have limited knowledge and skills related to management and governance aspects of the cooperative.

This cooperative is seeking for technical assistance in capacity building of members regarding good governance and management of their cooperative because their 270 members have no skills and knowledge related to good governance and management of cooperatives. The board of Directors, supervisory committee, and members do not have clear understanding of their duties, and responsibilities, and the cooperative lacks knowledge on services to be rendered to members.

CATAM cooperative wants to build skill of its members on how to govern and manage a cooperative business and provide services to member. The training will aim at providing skills so that they are able to minimize challenges faced by their cooperative and create an enabling environment to improve business performance and member services.

### **C. OBJECTIVES OF THE ASSIGNMENT**

The objective of this assignment is to build capacity and to equip the CATAM members with practical knowledge in governance, cooperative structure and leadership, services to be provided by cooperative to their members, communication in cooperative, integration of gender, youth and people living with disabilities in the development of the cooperative.

More specifically,

- Develop training guide for Training of Trainers (TOTs)
- Develop training methodology/approach
- Conduct the training for the cooperative board, and members putting heavy emphasize on governance, cooperative structure and leadership, human resource management, services to be provided by cooperative to their members, communication in cooperative, integration of gender, youth and people living with disabilities.
- 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 and any other partners to share the training report and recommendations.

### **D. HOST CONTRIBUTION**

To conduct this assignment, CATAM 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), board of Directors, and supervisory committee have a good understanding of good cooperative management practices and governance; cooperative structure, roles and responsibilities for members and board; the need for good human Resources management practices, the different types of member services that can be provided by the cooperative, the benefits of good communication in a cooperative; and the importance of social inclusion in the cooperative.
- A final report explaining how the assignment was conducted, it should include recommendations to be implemented by the cooperative.

**F. DELIVERABLES**

1. final report due one day BEFORE assignment completion
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. Training Manual

**G. SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY**

Day	Planned Activity
Day 1	Meet with the host CATAM cooperative Management for introduction and review of the Scope of work.
Day 2-7	Start the rollout of agreed work plan and conduct the training
Day 8-9	Organize the workshop to share achievements, and recommendations.  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

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

**H. DESIRABLE VOLUNTEERS SKILLS (Academic and hands on experience on subject matter)**

Additional requirements: A volunteer should be:

- Proactive, results-oriented and service-oriented
- Have very good interpersonal skills, and
- Flexibility.

**I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS**

In Ngoma District, the local volunteer will stay at the hotel Centre Saint Joseph (<https://www.centre-saint-joseph-kibungo.com/>)



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

**J. RECOMMENDED ASSIGNMENT PREPARATIONS**

• **Training Materials:**

In case the volunteer prepares materials to hand out, the materials can be printed at CRS office..

The program will also provide Flip charts, markers, and a projector if needed, will be provided.

• **Working Environment**

The assignment will be conducted at the venue provided by CATAM cooperative whose office 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, and cooperative movement in Rwanda.

**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](mailto: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 hrs).

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**

**To express interest in this assignment, please email the CRS Baltimore contact listed below. To find out additional information about the host, issue description or field conditions, please email the country contact provided below, copying the CRS Baltimore contact.**

CRS Baltimore	
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