



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	RW273
Country	Rwanda
Country Project	Horticulture
Host Organization	KOTIBANYA (Koperative Twiyuzuze Isoko rya Bazirete Nyakiriliba)
Assignment Title	Capacity building on Cooperative governance and management
Assignment preferred dates	November, 2021
Objectives of the assignment	The objective of this assignment is to Build the Capacity of KOTIBANYA members with practical knowledge in Cooperative Governance, Structure, Basics and Principles.
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 in rural economic institutions and 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 ¹	III

A. BACKGROUND.

Current state of Horticulture sector in Rwanda: Rwanda’s horticulture sector is characterized by an ideal climate, fertile soil and an abundant, hardworking labor force. Rwanda’s horticulture exports increased from US\$5 million in 2005 to \$US25 million in 2018. The country has a strong competitive base that hinges on its comparative advantages such as fertile soils, abundant water resource, and abundant labor force that are used to produce quality and competitive horticulture products sold on the regional and international markets.

There are several types of horticultural products grown in Rwanda which include:

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.



Vegetables: Tomatoes, green pepper, French beans, chili pepper, carrots, hot paper, onions among others.

- Fruits: Avocados, mangoes, pineapples, passion fruit, bananas, and strawberry.
- Nuts: Macadamia and groundnuts.
- Spices: Parsley, chili, Lemongrass, ginger, garlic, processed pepper, mixed spices, and celery, among others.
- Flowers: Roses, Zantedeschia flowers, agapanthus, calla lilies, tuberose, alstroemeria and ornamental sunflowers.

Rwanda's horticultural exports are mostly exported to regional and European markets. This has become an important sector in the Rwandan economy and contributes about 50% of non-traditional exports to markets such as Burundi, Democratic Republic of Congo and South Sudan, as well as global destinations such as the European Union and the United States. The sector is bound to continue growing as the government continues operations under the plan for modernization of agriculture. Processed horticulture/value-added horticulture exports have been increasing as well over the years. These include pineapple juice, dried pineapple, mango juice, passion fruit juice, dried and canned vegetables, and pastes like tomato and strawberry jams.

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.

The KOTIBANYA (Koperative Twiyuzuze Isoko rya Bazirete Nyakiliba), is a farmer's cooperative involved in Horticulture farming and marketing. The cooperative is located 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 including carrots, cabbage, cauliflower, onions (red and white), leeks and beetroots on **23Ha**.

KOTIBANYA has its own infrastructures such as a collection and washing center and one cold room facility for post-harvest handling and conservation. Also, the cooperative constructed its own market facility whereby all its members sell their horticulture 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 MUSHYIKIRANO/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. The General Assembly makes the overall decisions and the executive board oversees the cooperative business and manages staff.

The cooperative has access to market for their produce. The primary market for its produce is its own constructed market facility located at Bazirete Village alongside Rubavu-Kigali road. The cooperative also has market outlets in Kigali city, Nyabugogo, and Kabuga. The third market is located at Kamembe Sector/Rusizi District, Western province, at the border of Rwanda & Bukavu in Democratic Republic of



Congo (DRC). The cooperative has also a contract farming agreement with one company called E&Foods Direct Ltd based in Kigali. On daily basis, the cooperative sales/**supplies 4 Metric tons of** vegetables across those markets. This means a total of **120 MT per month and 1,440 MTs yearly.**

B. ISSUE DESCRIPTION:

KOTIBANYA cooperative executive committee and its members have limited knowledge and skills related to management and governance aspects of the cooperative. This is because they are new and have no experience in leading cooperatives. They do not have clear understanding of their duties, and responsibilities, and they lack knowledge of services to be rendered to members. This affects the cooperative daily work on production, selling harvest and execute all decisions taken in the board meeting. The cooperative wants to overcome all the challenges they face, improve communication, maintain existing partnerships and create new ones with horticulture sector players. They are requesting technical assistance in capacity building on good governance and management for the entire 270 members. The promotion of good governance is essential and will facilitate this cooperative to grow in a sustainable manner. That is why this technical assistance would be of paramount importance for the entire cooperative.

C. OBJECTIVES OF THE ASSIGNMENT

The objective of this assignment is to build the capacity of KOTIBANYA members in practical knowledge in Cooperative's Governance, Structure, Basics and Principles.

More specifically,

- Develop training guide for the trainer and trainees on Cooperative Governance and Management
- Develop the training methodology/approach
- Conduct the training for the cooperative board, and members putting heavy emphasis on cooperative structure and leadership, vision and mission of the cooperative, human resource management in cooperative, services to be provided by cooperative to their members, communication in cooperative, and 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 for cooperative members, other stakeholders like local government, buyers, any other partners to share the training report and recommendations.

D. HOST CONTRIBUTION

To conduct this assignment, KOBITANYA 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 KOTIBANYA cooperative Management for introduction, review of the scope of work and agree on the training work plan
Day 2-8	. Start Training session
Day 9	Organize the workshop to share achievements, and recommendations at the host level
Day 10	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

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 in rural economic institutions and at least five years working with cooperatives. He/she must be knowledgeable about adult training approaches, and passionate working with the developing communities.

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 Rubavu District, the local volunteer will stay at UBUMWE HOTEL (<http://ubumwehotel.com-rwanda.com/>), located in Rubavu District.

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 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 KOTIBANYA cooperative whose office is at Bazirete Village, Nyarushyamba Cell, Nyakiliba Sector, Rubavu District, Western Province. The volunteer will work closely with KOTIBANYA 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.

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 maria.figueroa@crs.org. 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	
Maria Figueroa Volunteer Coordinator Farmer to Farmer Program 228 W. Lexington Street Baltimore, MD 21201 410-951-7366 Email: maria.figueroa@crs.org	
CRS Country Program	
Grace Gasana CRS Farmer- to -Farmer Program Director for Rwanda Tel: +250,788307254, Email: grace.gasana@crs.org	Or Musafiri Ndatsikira Farmer to Farmer Project Coordinator Tel:0788460167 Email: musafiri.ndatsikira@crs.org
Host Organization:	
HABUMUGISHA Jean d'Amour, The president of the KOTIBANYA Cooperative Tel: +250787502108	NYIRABAREKEZI Chantal The vice president of the KOTIBANYA Cooperative Tel: 0788947304