



To express interest in this assignment, please email [mireille.ngokion@crs.org](mailto:mireille.ngokion@crs.org)

### Farmer to Farmer Rwanda

#### Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW203
Country	Rwanda
Country Project	Maize
Host Organization	AMIZERO AKABUGA Cooperative
Type of Volunteer Assistance	Business /Enterprise Development (E)
Type of Value Chain Activity	Information and Input Support Services (areas as extension services, input supplies) (S)
Assignment Title	Capacity building on Cooperative governance and management
Assignment preferred dates	March, 2019
Objectives of the assignment	The objective of this assignment is to build capacity and to equip the AMIZERO AKABUGA Farmers' Cooperative, and its staff with practical knowledge in governance, cooperative structure and leadership business planning, human resource management, finance and accounting, record keeping, 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 10 years of working experience in rural economic institutions, at least five years working with cooperatives. He/she must be knowledgeable about adult training approaches, be prepared to work in remote, physically-demanding varied environments and passionate working with the developing communities.



## Context of Cooperative in Rwanda

Rwanda has about 9,300 cooperatives with over 3.6 million 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 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.

## Definition of a Cooperative

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

## Overview of AMIZERO AKABUGA Cooperative

Cooperative **AMIZERO AKABUGA** is located in Akabuga Cell, Kiramuruzi Sector, Gatsibo District. Amizero Cooperative was officially registered on March 30, 2009 by the Rwanda cooperative Agency with the following registration number RCA / 0674/2009. The cooperative has a membership of 25 members who include 13 men and 12 women.

The primary activity of this cooperative is to cultivate and market maize for members. The cooperative members cultivate Maize on 7.5 Ha. In the coming five years, AMIZERO AKABUGA cooperative plans to expand its production activities resulting in high yields. The cooperative has good working relationship with three financial institutions: KCB (Kenya Commercial Bank)/Kayonza branch, SACCO-Kiramuruzi and BK (Bank of Kigali)/Kiziguro Branch.

## AMIZERO AKABUGA Cooperative Organizational Structure:

Cooperative **AMIZERO AKABUGA** is made up of a General Assembly which is made up of all members, and an Executive Committee made up of Board of Directors, and Employees.

## Cooperative market:

Currently, AMIZERO AKABUGA Cooperative has access to market and signed a formal contract with one big buyer and a processing plant called Africa Improved Food (AIF) to supply 30 metric tons of maize in 2019 SEASON A.



### Issue Description:

Even though Cooperative **AMIZERO AKABUGA** aims to improve cooperative governance and management. Members(farmers) have limited knowledge and skills related to cooperative management and governance. They lack capacity to operate efficiently, they experience poor management and governance. They also have poor practices around financial management and accountability. Also, they have no clear understanding of the duties, and responsibilities of the Board of Directors, supervisory committee etc. In addition, some of the members side-sell their maize produce, which affects business operations and cash flow.

### Objectives of the Assignment

The overall objective of this F2F volunteer scope of work is to build capacity and to equip **AMIZERO AKABUGA** Cooperative members, and its staff with practical knowledge in cooperative management and governance, , cooperative structure and roles and responsibilities, business planning, strategic planning, finance and accounting, human resource management, member services, communication in cooperative, importance of integration of aspect of gender, youth and people living with disabilities for development of cooperatives.

- To develop training manuals for this assignment
- Develop training guide for trainer and trainees
- Develop the training methodology/approach
- Prepare a training report with clear description of how the assignment was conducted, achievements, high light 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 achievements and lessons.

### Host Contribution

The contribution of **AMIZERO AKABUGA** cooperative to this assignment will consist of:

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

### Anticipated results from the Assignment;

After the completion of this assignment, the following outcomes will be anticipated:

- Cooperative members (farmers) and staff have a good understanding of good cooperative management practices and governance; cooperative structure, roles and responsibilities; the need for good human Resources (Personnel) 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 gender integration and social inclusion.
- Business plan and strategic plans for the cooperatives developed.
- A final report explaining how the assignment was conducted, the report should include recommendations to be implemented by the cooperative.



### Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at the Hotel (Hill view or any other assigned hotel).
Day 2	Meet the CRS Country Representative (CR), Head of Programs (HoP) and USAID for introductions (Morning)  Meet with the CRS Operations Manager for Security briefing (Afternoon)
Day 3	Leave for Gatsibo District to meet with the host AMIZERO AKABUGA Cooperative Management, board members and employees for introduction and review of the Scope of work.  Check in the hotel (To be determined ahead of time before volunteer arrival).
Day 4	Share the training plan with the cooperative members and staff.
Day 5- 15	Start the rollout of agreed work plan and conduct the training
Day 16-19	Organize and conduct the workshop to share achievements and recommendations.
Day 20-21	Prepare a report on the assignment
Day 22	Conduct a debrief session on the completed scope of work with CRS Country team and perhaps USAID mission.  Fill out all necessary M&E forms and submit to F2F Program Director as well finalize advances and expenditures with finance
Day 23-30	Prepare a business plan and strategic plan (to be discussed and agree if we can split this can be done as second assignment)
Day 31	Depart for Rwanda for USA.

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

### Desirable Volunteers Skills

*PS: As described above, a suitable volunteer candidate for this assignment must have highly relevant experience for the above tasks. Also, we recognize this assignment might be too and might require more days to complete.*

### Additional requirements, a volunteer must;

- Be proactive, results-oriented and service-oriented;
- Have very good interpersonal skills, and have the ability to work closely with local communities;
- Flexible to work in rural settings.



## Accommodation and other in -Country Logistics

Volunteer transportation to 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.

## Recommended assignment preparations

### Training Materials:

The volunteer should prepare training materials as handouts.

Training materials will be printed at CRS office.

Flip charts, markers, and a projector (if the training venue has electricity) will be obtained from the CRS Office.

### Working Environment

The training will be conducted at the venue suggested/ provided by **AMIZERO AKABUGA** cooperative whose office is located at Akabuga Cell, Kiramuruzi Sector, Gatsibo District, Eastern province of Rwanda.

The volunteer will work closely with **BAVURIKI Hassan**, the President of **AMIZERO AKABUGA** cooperative and the F2F Field team as well.

### Recommended Reading

Rwanda F2F program team recommends that the volunteer takes his or her time to read and understand this SoW and any materials related to cooperative movement in Rwanda by visiting Rwanda Cooperative Agency website; <http://www.rca.gov.rw/>

### Weather Appropriate Clothing

Rwanda has very good weather patterns. Temperatures vary from 19 to 30 C degrees. It's mostly warm during the day and cold at night. Appropriate dressing is recommended for the volunteer.

## Key Contacts

CRS Baltimore	Country Director
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