**To express interest in this assignment please email:** **emily.keast@crs.org**

**CRS Farmer to Farmer Program**

**Volunteer Assignment Scope of Work**

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| **Summary Information** |
| **Assignment Code** | **RW2121** |
| Country: | Rwanda |
| Country Project: | Horticulture |
| Host Organization: | Cooperative des Agriculteurs and Transformateurs d’Ananas de Mutenderi (CATAM) – Ngoma. |
| Partner: | Ngoma District Office |
| Date of baseline data collection: | 6/11/20219 |
| Date of host agreement signing: | 10/18/2019 |
| Number of previous volunteer assignments: Note, if this is the first/new host, please discuss with Peter before you proceed | 4 |
| Volunteer recommendations given (Total): | 16 | Volunteer recommendations applied (Total): | 10 |
| Assignment Title: | Five Years Strategic Plan Development for CATAM |
| Objectives of the assignment: | The objective of this assignment is to develop a five -year strategic plan for CATAM. |
| Assignment preferred dates: | April 2023 |
| Desired volunteer skill/expertise | Qualifications and Experience: A suitable volunteer for this assignment, should have a postgraduate or doctoral degree in strategic management, project management or business planning. In addition, he or she should have strong writing and interpersonal skills. |
| Type of Volunteer Assistance | Technology Transfer (T) |
| Type of Value Chain Activity | Information and Input Support Services (S) |
| PERSUAP Classification[[1]](#footnote-1) | III |
| Number of people to be trained | Men | Women  | Youths |
| 25 | 17 | 10 |
| Will the assignment address gender gaps? (Yes/No)If yes, please include these in the issues description | Yes |
| Will the assignment address climate change? (Yes/No)If yes, please include this in the issues description | Yes |

1. **BACKGROUND**

CRS Farmer -to-Farmer program (F2F) is a USAID funded program that is being implemented for five years (2019- 2023) with a primary goal of reducing hunger, malnutrition, and poverty across six countries: Benin, East Timor, Ethiopia, Nepal, Rwanda, and Uganda. The program aims at achieving this goal through advancing inclusive and sustainable agriculture led growth aimed at generating sustainable, broad-based economic growth in the agricultural sector. The program’s secondary goal is to increase US public understanding of international development issues and programs and share the knowledge back in the US. To achieve its goals, F2F program provides volunteer technical assistance to farmers and farmer groups (associations and cooperatives), private agribusinesses, agriculture education institutions in developing countries to address host identified technical needs in selected agricultural value chains. F2F volunteers are pooled from abroad range of US agricultural expertise, from private farmers with varied experience, University professors, bankers/certified accountants, animal health and nutrition specialists, soil scientists, agronomists who support local host organizations. F2F program introduces innovation and develops local organizations capacity for more productive, profitable, sustainable, and equitable agricultural systems while providing an opportunity for people- to people interactions within the agricultural sector.

*About the host*

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 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.

1. **ISSUE DESCRIPTION**

CATAM promotes the smart Agriculture of pineapple by supporting its farmers to use climate friendly practices in their activites and supply pineapple to the factory that process pineaple wine into the cooperative premises. This factory belongs to the cooperative but managed by a private contractor that buys all pineapples production from cooperative farmers.

To satisfy the factory need, CATAM wants to expand production of pineapple in terms of quantity which will require strategies to get support from different sources. Supplying the factory with quantity needed will make the cooperative to earn more and give dividend to its members. The cooperative has another goal of increasing number of women and youth in the cooperative.

The main sources of finance targeted are contribution from cooperative members, funders, investors, finance service providers etc. Clear objectives and activities are needed to be presented to all stakeholders to get funded. All objectives and activities will require budget and teamworking, but cooperative management does not have a capacity to put all expecations in one book, which can be presented to donors, investors or any one interested in the cooperative business for five years to come.

CATAM requested Farmer-to-Farmer support of develo a strategic plan for 5 years to come. Having strategic plan will allow farmers to get enough resources and encrease earnings.

1. **OBJECTIVES OF THE ASSIGNMENT**

The objective of this assignment is to develop a five -year strategic plan for CATAM.

The specific objectives are:

* Update and shape CATAM’s mission and vision,
* Explore and define the cooperative’s strategic objectives in the future.
* Conduct a SWOT analysis for CATAM.
* Develop a five-year strategic plan document for CATAM (mission/vision, core values for the cooperative, long terms/strategic goals, and short-term objectives to reach the long-term goals).
* To use the information above to help CATAM to define priorities and develop a timeline for each activity.
* Help to design monitoring and evaluation mechanisms.
* Help prepare a budget for all required activities today and in the future.
* Prepare and submit detailed report on the completed assignment, giving recommendations to be implemented by CATAM.
* Organize a half-day presentation to CATAM board members, executive committee, and ordinary members to share assignment achievements and recommendations.
* Develop and share training report and recommendations to CRS and conduct debrief with CRS and USAID.
1. **HOST CONTRIBUTION**

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

* Mobilize and facilitate members and staff to participate in all the assignment sessions.
* Provide a venue for the training sessions and manage any other logistics related to the development of the document such as provision of the access to office and soft materials.
* Commit to implement all the recommendations provided by the volunteer(s) after the completion of the assignment(s).
1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

After completion of this assignment, the following outcomes are anticipated:

* CATAM board members, executive committee and ordinary members have got knowledge on strategic plan content.
* The strategic plan document is developed.
* A final report explaining how the assignment was conducted, including recommendations to be implemented by the cooperative and CRS.
1. **DELIVERABLES**
2. Volunteer’s final report due BEFORE departure
3. Group presentation with local stakeholders at the end of the assignment in-country
4. Volunteer outreach activities in the US and in-country
5. Training manuals, strategic plan and any other document that has been used or developed by the volunteer.
6. **SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY**

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| **Days** | **Planned Activity** |
| Day 1  | * Meet with F2F team CRS Team for CRS introduction and security debrief.
* Orientation meeting with the host CATAM board members, executive committee and staff for introduction and review of the Scope of work and develop detailed work plan covering all activities required to effectively implement this scope of work.
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| Day 2 – 14 | * The rollout of activities as agreed in the work plan.
* Organize the host debrief to share achievements and recommendations
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| Day 15 | 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.*

1. **DESIRABLE VOLUNTEERS SKILLS**

A suitable volunteer for this assignment, should have a postgraduate or doctoral degree in strategic management, project management or business planning. In addition, he or she should have strong writing and interpersonal skills.

Additional requirements: A volunteer should:

* Be proactive, results-oriented, and service-oriented.
* Have very good interpersonal skills.
* Be flexible.
1. **ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS**

During the assignment, the volunteer will be accommodated in the Eastern Province, Ngoma district at Eastern Gate Hotel <https://www.tripadvisor.com/Hotel_Review-g1602395-d23452353-Reviews-East_Gate_Hotel-Kibungo_Eastern_Province.html>.

The distance between the hotel and the assignment site is about 18 Km, 3m minutes on vehicle. The volunteer’s transportation within Rwanda, accommodation and meals will be taken care of by the F2F program during the assignment period. Additionally, the computer, internet and other communication needs will be provided to the volunteer if needed when conducting his assignment.

1. **RECOMMENDED ASSIGNMENT PREPARATIONS**
* **Targeted trainees:** The cooperative is formed of farmers members and will be available during the agreed time to help them continue their daily work. All of them are not English literate and the volunteer will be having a translator during this assignment.
* **Training Materials:**

The volunteer should prepare training materials which can be printed at the CRS office in Rwanda. Flip charts, markers and a projector can be obtained if needed from the CRS Rwanda office.

* **Working Environment**

The training will be conducted at the training venue provided by CATAM office in Mutenderi Sector.

There is electricity power, water, and other basic needs such as washroom. The volunteer is advised to have set all his personal calls/communication to avoid any inconvenience for missed calls especially during training session. CATAM will provide some materials: chairs, table, and CRS will provide others: flip charts, flip chart stand, markers, and tape.

* **Recommended Reading**

Rwanda F2F program recommends that the volunteer takes his or her time to familiarizes with this scope of work.

* **Weather appropriate clothing:** The weather in the training site is a bit cold around 20oC and raining. The volunteer is advised to always carry standard clothing. Raincoat and boots are advised as well. Inside the hotel room there is an air conditioner.
1. **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.

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| CRS Baltimore |  |
| **Emily Keast** Operations SpecialistFarmer-to-Farmer Program228 W. Lexington StreetBaltimore, MD 21201410-951-7366Email: emily.keast@crs.org |  |
| **CRS Country Program** |
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| **Host Organization:** |  |
| **MUHIRWA Deogratias** The president of the CATAM cooperativeTel: +250783329944 | **Mudaheranwa Francois** The managing Director of CATAM factoryTel: +250786143175 |

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. [↑](#footnote-ref-1)