



To express interest in this scope of work, please email Mireille.Ngokion@crs.org.

Farmer to Farmer Rwanda

Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW227
Country	Rwanda
Country Project	Horticulture
Host Organization	TUZAMURANE COOPERATIVE
Type of Volunteer Assistance	Business/Enterprise Development(E)
Type of Value Chain Activity	Marketing (Including branding, promotion, distribution, sales) = M
Assignment Title	Technical assistance on a Long-term Marketing Strategy Development Strategies for (certified organic & dried pineapple).
Assignment preferred dates	January - February, 2020
Objectives of the assignment	To provide technical assistance on developing long term Marketing strategy for Tuzamurane Cooperative and assist in identifying new market potentials for export of certified organic pineapple.
Desired volunteer skill/expertise	To address this need, the volunteer for this assignment should have a degree in one of the following fields: <ul style="list-style-type: none"> - Bachelor’s degree in Business Development and Management - Marketing or any related field. At least five years experience in facilitating the development of the marketing strategies, new market identification. Having worked in Cross border trade, Fair Trade Certification and other relevant International Certification processes needed in Export to Europe or USA is an added advantage

A. Background

“TUZAMURANE is a registered cooperative (registered by the Rwanda Cooperative Agency, a government agency in charge of cooperative registration and regulation). Tuzamurane coop was established in in 2005 and acquired legal status in 2009. The cooperative is located in Agatonde village ; Rubimba cell; Gahara Sector, Kirehe District, Eastern province. The cooperative is owned by 137 cooperative members, of which 57 (41.6%) are women and 80 (58.3%) are men . Tuzamurane works with 183 organic certified pineapple growers, who include 100 members from the cooperative and 83 non- members who supply their pineapple to the cooperative . The cooperative is specialized in fresh organic pineapples production for local markets (such as Inyange Industries in Kigali), and dried organic pineapples which is exported to Agro-Sourcing, an enterprise located in France). The Cooperative is led by a General Assembly (all members) and headed by the Chairperson, who is supported by an Executive Board , Supervisory committee and Staff . The cooperative employs 20 permanent staff, and 100



casual workers. Some of the staff include; Cooperative Manager, Heads of Departments like: Finance, Processing and Agri-culture), Training, communication and Human resource officer, Processing officer, Agronomist, an Accountant, an organic documentation officer, Purchase g personnel, farmer advisors, organic internal inspectors, storekeeper, etc. The management team also is supported by field officers working with zone managers collecting fresh pineapple from different zones of GAHARA sector. The staff members have been trained in various skills to enable them to perform effectively and efficiently on job.

Most of the farmers are small holders with an average land holding of 0.2 to 14 hectares. Typically, farmers have between 3,500 to 460,000 pineapples plants, which are inter-cropped with some other fruits such as bush mangoes. However, pineapples are the main sources of income for the communities from that Sector. Farmers can grow other crops such as bananas, yams, beans, peas, cassava, soya and sweet potatoes for home consumption. These crops are also inspected by the internal inspectors to ensure pineapples organic requirements are respected. Cultivation is done by hand, there is no mechanical cultivation. The farmers do not apply chemicals; they practice mulching and apply manures to their farms.

Tuzamurane buys pineapples directly from the farmers on to the buying sites. The pineapples are then stored in the organic store at the cooperative headquarter before being processed for export.

Expectations from Tuzamurane Cooperative

1. Farmers who sell dried organic pineapple to the Cooperative will increase their income
2. Tuzamurane Cooperative will increase its annual revenue
3. Farmers may be interested in becoming shareholders
4. Shareholders will benefit from the increased dividends and other facilitations provided by the cooperative
5. Jobs will be created mainly for the youth.

Dried organic Pineapple production, Market analysis and sales:

In January 2015, Tuzamurane succeeded in making the first ever Rwandan export of dried organic pineapples to a buyer in France (Agro-sourcing). Currently, the cooperative sells a 2 MT per month. The export market for dried pineapple is seen as a great opportunity for the cooperative (95% of the total quantity of the pineapple received by the Cooperative from the farmers, while Tuzamurane puts only 5% of its produced fresh pineapples on the local market). Inyange Industries is one of the potential buyers of the 5% that this cooperative sells to the local market., The export market is a very attractive, niche for the cooperative as it gives a higher value. For example, the price per 1 Kg of dried pineapple is USD 17 on the export market (*10 kg is required to produce 1 kg of dried pineapple*), the fresh pineapples are sold at USD 0.2 at the local market.

Tuzamurane has the capacity to produce the higher volume in order to maximize the profit, but they are constrained by the lack of new market identification of more markets specifically for export. Tuzamurane only has one reliable buyer for export (Agro – sourcing) and Inyange which is sometimes not reliable

Table No 1: Estimated annual revenue ((types of the products sold, quantity for each type, potential buyers, (2018)

#	Type of product	Qty/Kg per year	Production cost Rwf/Kg	Selling price (Kigali market) Rwf /Kg	Profit margin: Rwf/Kg	Estimated Annual incomes (RWF)	Potential buyers
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1	Dried organic pineapples	24,000	9,200	15,000	4,800	115,200,000	Agro-sourcing
2	Fresh organic pineapples	528,000	130	180	50	26,400,000	Inyange and any local buyers
Total						141,600,000	

Issue Description:

Even if Tuzamurane Cooperative is not new in the business it still needs of technical assistance around productivity, processing, quality management, certification, business management, and market research. During the recent visit to the cooperative by the F2F Staff, Tuzamurane highlighted some constraints as follows;

- Need for new market, TUZAMURANE Cooperative wishes to have new export markets in Europe or USA for the dried organic pineapple. This why the cooperative is seeking F2F support in terms of developing a marketing strategy and identification of new market identification .
- Need to be trained on good food quality practices, (HACCP) and certification on British Retail Consortium (BRC), a Global Standard for Food Safety.
- Need to increase productivity : Even though Tuzamurane certified farmers are producing pineapple on 188,8 ha, they highlighted that they are still lacking the technical skills in producing quality – organic pineapple , so the cooperative needs to increase its productivity.
- Training on cooperative management and governance. Tuzamurane Cooperative is also seeking F2F technical assistance on cooperative leadership, governance and management. The cooperative wants all members,(General assembly), the Board and staff to have good understanding of their roles and responsibilities.

B. Objectives of the Assignment

The overall objective of this F2F volunteer scope of work is to support TUZAMURANE Cooperative to develop their n marketing strategy and identification of the new market potentials for export. Specific objectives include;

- Design a comprehensive marketing strategy
- Identify new market potentials for export (USA or Europe).
- Advise/coach on the long-term standards needed for Tuzamurane Cooperative to meet the requirements for those potential new markets.
- Create a wide range of different marketing materials
- Design & recommend all marketing materials in line with marketing plans
- Conduct one on one coaching with the Management of the Cooperative on the developed marketing strategy

C. Host Contribution

Tuzamurane Cooperative contribution to this assignment will include the following;

- Provide data on the current operation
- Avail a full time senior staff to work with the volunteer during the entire period of assignment



- Commit to implement all the recommendations provided by the volunteer after the completion of the assignments.
- Provide a work station to the volunteer during his/her stay .

D. Anticipated results from the Assignment

- A well-developed marketing strategy for TUZAMURANE Cooperative
- New markets potentials for export (USA or Europe) for future assignments are identified.
- Guidelines on the standards needed for Tuzamurane Cooperative to meet the requirements related to the new market opportunities, developed.
- All marketing materials in line with marketing plans are designed (on soft)
- Better understanding of the members on developed marketing strategy & the guidelines.

E. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at the Hotel (5 Swiss Hotel or any other assigned hotel.
Day 2	Meet the CRS Country Representative (CR), Head of Programs (HoP) and other CP staff for introductions (Morning) Meet with the CRS Operations Manager for Security briefing (morning)
Day 3	Leave for Kirehe District to meet with the host Tuzamurane Cooperative Management, and staff and perhaps the District authority, for introduction and briefing. Check in the Hotel St Joseph in Ngoma District Work with Tuzamurane Management Team to develop detailed Work Plan covering all activities required to effectively implement this scope of work.
Day 4-16	Work with Tuzamurane Cooperative Management to design the cooperative marketing strategy that will later guide in new markets identification mainly for export. One on One coaching with the Cooperative Management & Board on the recommended marketing plans.
Day 17-18	Finalize the designed marketing strategy, recommendations on new market potentials for export that Tuzamurane can explore in the future
Day 19	Organize and conduct a meeting with Tuzamurane Cooperative to share key components of the strategy, new potential markets to explore and recommend them to the next volunteer who'll help in identification of those markets.
Day 20	Conduct a debrief session on the completed assignment 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 21	Departure for USA

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

F. Desirable Volunteers Skills

To address this need, the volunteer for this assignment should have degree in one of the following fields:

- Bachelor’s degree in business development and Management
- Marketing or any related field.
- Five years’ experience in facilitating the development of the marketing strategies, new market identification. Having worked in Cross border Trade, Fair Trade certification and other relevant international certification processes needed in Export to Europe or The USA is an added value.

Additional requirements, a volunteer must:

- Have skills in E-marketing and social media
- Have Strong skills in sales and negotiations skills
- Have IT skills
- Experience in communication is needed

G. Accommodation, Weather and in -Country Logistics

Volunteer transportation to Rwanda, accommodation and meals will be taken care of by the CRS F2F Program. Additionally, a local telephone (handset and SIM card) As well as internet will be provided upon arrival in Rwanda. 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.

H. Recommended assignment preparations

• **Training Materials:**

The volunteer should prepare Guidelines on the standards needed for Tuzamurane Cooperative to meet the requirements related to new markets potentials for export and organize one on one coaching to the Management of Tuzamurane Cooperative. Regarding Flip charts , markers, and a projector if needed, can be obtained at CRS Rwanda office.

• **Working Environment**

This assignment will be conducted at Tuzamurane Cooperative. They committed to provide a work station to the volunteer. Their offices are located in KireheDistrict, Gahara Sector, Rubimba Cell, Eastern province of Rwanda. The volunteer will work closely with Tuzamurane Cooperative, its Management Board of members, and employees and in country F2F Field team as well. There is a free and good internet in the Hotel as well.

• **Recommended Reading**

Rwanda F2F program recommends that the volunteer takes his or her time to read about the Horticulture value chain in Rwanda, opportunities, challenges,...



I. Key Contacts

CRS Baltimore	Country Director
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