



## Farmer to Farmer Rwanda

### Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW233
Country	Rwanda
Country Project	Horticulture
Host Organization	The General Investment in Farming Technologies (GIFT) Rwanda Ltd
Type of Volunteer Assistance	Business/Enterprise Development (E)
Type of Value Chain Activity	Information and Input Support Services (S)
Assignment Title	Investment plan development for GIFT Rwanda Ltd
Assignment preferred dates	Flexible
Objectives of the assignment	The overall objective is to assist GIFT to develop a detailed investment plan to scale up operations and gradually grow to raise more capital.
Desired volunteer skill/expertise	<p>A suitable volunteer candidate for this assignment must have relevant experience working with agricultural Businesses .</p> <p>The candidate shall have a degree in Business and Finance background or related field; at least 5 years of experience working with SMEs and creating financial models and strategy for small enterprises.</p> <p><b>Knowledge and Skills:</b></p> <ul style="list-style-type: none"> <li>• Proven experience working with relatively young enterprises, supporting them Mapping out their growth strategy.</li> <li>• Ability to conduct business analysis and creating financial models</li> <li>• Organizational and leadership skills</li> <li>• Excellent communication and writing skills</li> <li>• Preferably experience creating fundraising plans including capital requirements.</li> </ul>

#### A. Background information

##### Company History

Plant tissue culture is a novel and innovative technique to grow high quality, disease free plants quickly and in large quantities by culturing and maintaining plant cells or organs like leaves, stem, root, branch shoot tip, petals, anther and pollen in sterile, nutritionally and environmentally supportive conditions in vitro. These techniques will enable the country to produce quality fruits and vegetables for both local and export market. GIFT Rwanda Ltd has pioneered in venturing out to produce planting material through the usage of Plant Biotechnology. The company will produce disease free- planting material of Banana, pineapple, Strawberry, Passion Fruit, Tamarillo, Cassava as edible crops, Bamboo and ornamentals as in-edible commercial crops. GIFT Business Model is in line with the National Agriculture Policy (NAP, July 2018) and its Fourth Strategies to Transform Agriculture (PSTA IV)



and other government set strategies. The company possesses numerous support letters from concerned Ministries and institutions including MOU with RAB. The seed sector is still undeveloped and hence on high demand. The company will produce virus free planting materials through Tissue Culture and test the plants through Virus Indexing laboratory before supplying to clients.

### **Strategy and Vision:**

#### **Vision**

To lead the tissue Culture industry in seedlings cultivation and large-scale production in order to overcome the insufficient horticulture seedlings and bamboo plantlets in the market

#### **Mission**

To produce virus free tissue culture seedlings with genetically stable and high-quality standards. Fulfil the demand of farmers to undertake world class research and development projects in biotechnology with an eye on utilization of bio-wealth of Rwanda thereby extending the technologies developed to the farmer's spread across the country.

#### **Company Objectives**

- 1) Setting up a Tissue Culture Laboratory, Modern propagation plant nursery and a virus indexing facility.
- 2) Setting up soil, water and leaf testing laboratories.
- 3) The company will provide paid consultancy services to advise farmers on crop selection, soil test-based fertilizer recommendation, total plant leaf analysis water test, best farm practices post-harvest value-addition options, making bankable projects, risk mitigation and crop insurance.
- 4) Selling required fertilizers to our clients and others who may be in need.
- 5) Planting out superior plant stock to use in other forms of propagation to scale up production capacity.
- 6) Growing disease resistant root stock.
- 7) Grafting, budding, and rooting cuttings from superior plants produced in the laboratory.
- 8) Exploitation of advanced biotechnological tools and techniques to enhance income in rural livelihood sector in Rwanda.
- 9) Job creation in rural and urban areas.
- 10) Uplift agriculture economy of Rwanda.

#### **Core Activities:**

GIFT Rwanda Ltd is a company whose specialty is seed processing for propagation. Having signed an International consultancy contract valid for three years with a company specialized in plant production through Tissue culture from Sri Lanka, GIFT has staged its activities through six components that follow:

- 1) Tissue Culture Lab,
- 2) Virus Indexing Lab,
- 3) Modern Propagation Plant Nursery,
- 4) Soil Lab,
- 5) Water Lab;
- 6) Leaf Testing Laboratory.

#### **Business goals:**



By the end of 2019 the company will be able to produce and commercialize 1,000,000 virus free plantlets of banana from tissue culture if funding is in place as scheduled. The following year a total of 2,000 000 plantlet will be produced.

**GIFT current status:**

- 1) The company possesses two fully equipped tissue culture laboratories in Rubona- Huye District with the capacity to produce 2,000,000 plants which are disease free, two greenhouses for propagation of 1,000sqm and 5 five hectares for produced plants demonstration activities.
- 2) It also possesses 5.6 hectares piece of land in Rwamagana District with well-equipped propagation facility of 6 greenhouses and irrigation system set. Also, the 4 hectares irrigations system is set to supply clean water for plants.
- 3) GIFT Rwanda Ltd has attained a former government facility that comprises 29 hectares of land , 10 buildings 5ha of forest at ZAZA sector Ngoma District (Former perpeterie du Rwanda)

**Management ownership**

- Board of Directors:
  - Chairman of the Board: GASANA Bigirumwami Aloys- Founder and Chief Executive Officer (CEO)
  - Vice Chairperson in- charge of International affairs: Mrs UWIBAMBE Eugenie
- Managers:
  - GASANA B. Aloys
  - Rwubahuka Jean Claude, MSc. Finance, MBA International Business: Director of Finance.
  - Manishimwe Henriette, Master's in Biotechnology (PhD Scholar): Tissue Culture (TC) Laboratory Manager,.)]
- Office and Administrative Personnel: At present the company counts on 7 Office and Administrative Staff who include;
  - the Chief Executive Officer (CEO),
  - the Director of Projects (DP),
  - the Director of Finance (DF),
  - the Administrative Assistant (ADM/ASST),
  - Human resource and legal personnel
  - Accountant,
  - Tea lady/Cleaner and
  - Company Attorney

**B. Issue Description:**

Gift Rwanda is one of the young Agribusiness enterprises trying to make impact in the Rwandan eco system. The enterprise is managed by an experienced entrepreneur in the field of tissue culture development and management. In FY19, the F2F Program supported Gift to develop a business plan with the objective of using it to mobilise finance for investment. Unfortunately, Gift hasn't secured financing for investment, this means that GIFT is still not able to start operations to realise its potential. The entrepreneur continues to search for financing opportunities and recently reached out to us to seek for more technical assistance which will help him grow his business. Thus the F2F Program wishes to continue supporting GIFT by preparing the company to attract investments. This scope of work seeks F2F volunteer technical assistance for GIFT to support the company to map their financing strategy, starting with their immediate needs to start operations and prove its business model. Once the enterprise is operational and actual results can be reported a second



round of financing should be analyzed and adjusted and so on. This will strengthen GIFT’s capacity and will allow them to grow slowly to scale their business successfully.

**C. Objectives of the Assignment**

The overall objective is to assist GIFT to develop a detailed investment plan to start operations and gradually grow to raise more capital. More specifically,

- An investment plan will allow the CEO to make a growth strategy that will align with market potential.
- Create a scenario that will allow the CEO to analyze the costs for operation and growth potential and their payment capacity.

**D. Host Contribution**

To conduct this assignment, GIFT Rwanda Ltd is expected to meet the following requirements:

- GIFT entrepreneur avails time to work with the volunteer, and provide all the necessary information to support the completion of the assignment .
- Provide venue for the volunteer assignment and any other logistics
- Commit to implement all feasible recommendations provided by the volunteer after the completion of the assignment.

**E. Anticipated results from the Assignment;**

Following the completion of this assignment, the outcomes below will be anticipated:

- Comprehensive investment plan including
  - Phases of operations
  - Detailed amounts of investment needs
  - Detailed activities
- List of potential customers and amount of sales (market analysis)
- Cash flow reflecting expected sales growth and possible loans and/or equity investment

**F. Schedule of Volunteer Activities in Country (Draft)**

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at LA Posh Hotel (or any other assigned hotel.)
Day 2	Weekend(Sunday)
Day 3	Meet the CRS Country Representative (CR), Head of Programs (HoP)for the introductions ( Morning). Meet with the CRS Operations Manager for Security briefing (Morning) Meet the Farmer to Farmer team to review the Scope of Wok, orientation on reporting requirements and briefing on assignment requirements and preparations.
Day 4	Meet with the host GIFT Rwanda Ltd Management for introduction and review of the Scope of work. Develop detailed Work Plan covering all activities required to effectively implement this scope of work
Day 5-7	Start the assignment as per the agreed work plan
Day 8-9	Weekend (Saturday and Sunday)
Day 10- 13	Continue the roll out of the work plan.



Day 14-15	Organize a workshop to share achievements and recommendations. Prepare a report on the assignment 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 Depart from Rwanda
TBD	Outreach in the US

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

**Additional requirements: A volunteer should be:**

- Proactive, results-oriented and service-oriented;
- Have very good interpersonal skills, and
- Good communication and writing skills.

**G. Accommodation , in -Country Logistics and Weather.**

In Kigali, the volunteer will stay at La Posh Hotel/ KN 84 St, Nyarugenge/ Kigali, phone +250 784119855, <http://laposhhotel.rw/>.

Volunteer transportation within 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.

Rwanda has very good weather patterns. In the heart of Africa, fractionally south of the equator, Rwanda's relatively high altitude provides it with a remarkably pleasant tropical highland climate, albeit also with plenty of rain. Temperatures vary considerably between locations depending on their altitude, but very little from month to month in the same place. In the capital where the volunteer will be staying, Kigali, the temperatures vary from 20°C to 30°C degrees.

From June to mid-September is the long dry season; during dry season, there is often light cloud cover. This helps to moderate the temperatures. It's mostly hot during the day and cool at night. Appropriate dressing is recommended for the volunteer.

**H. Recommended assignment preparations**

- **Assignment 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 GIFT Rwanda Ltd whose office is in Kimihurura Sector/Gasaba District, Kigali City. The volunteer will work closely with company chairman and CEO, and in country F2F Field team as well.
- **Recommended Reading**



- The volunteer should familiarize with this scope of work and to take his or her time to read about the horticulture value chain sub-sector in Rwanda.
- GIFT Strategic plan
- GIFT Business Plan

### I. Key Contacts

<b>CRS Baltimore</b>	<b>Rwanda</b>
<p><b>Ngokion, Mireille</b>  Volunteer Coordinator  Farmer-to-Farmer Program Coordinator, Overseas Operations  228 W. Lexington Street  Baltimore, MD 21201  410.951.7315  Email: mireille.ngokion@crs.org</p>	<p>Grace Gasana  CRS Farmer- to -Farmer Program Director for Rwanda  Tel: +250,788307254,  Email: <a href="mailto:grace.gasana@crs.org">grace.gasana@crs.org</a></p> <p>Or Yannick Ndoli  Farmer to Farmer Project Coordinator  <a href="tel:0788380064">Tel:0788380064</a>  Email: yannick.ndoli@crs.org</p>
<b>Host Organization:</b>	
<p><b>GASANA B. Aloys,</b>  Founder and Chief Executive Officer (CEO)  Tel: +250 784144366  <b>Email:</b> giftwandalimited@gmail.com;  galoy@gmail.com</p>	<p>UMULISA Benitha  Tel: +250781193143</p>