

For clarification questions about this assignment please email mireille.ngokion@crs.org

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Summary Information	
Assignment Code	RW247
Country	Rwanda
Country Project	Horticulture
Host Organization	The Rwanda Horticulture interprofessional organization (RHIO)
Type of Volunteer Assistance	Business/Enterprise Development = E;
Type of Value Chain Activity	Information and Input Support Services (S)
Assignment Title	Development of a manual of administrative and financial procedures.
Assignment preferred dates	November-December, 2020
Objectives of the assignment	<p>The objective of this assignment is to develop a manual that combines financial and administrative procedures to guide the staff and finance team in their daily work according to accountable financial and administrative policies and procedures.</p> <p>The manual will help to establish financial controls within the organization that ensure accuracy, timeliness and completeness of financial data.</p>
Desired volunteer skill/expertise	<p>Qualifications and Experience:</p> <ul style="list-style-type: none"> • The volunteer for this assignment shall have a degree in finance, auditing, accounting or related field. • He/she shall possess a proven record of accomplishment of at least 5-10 years in auditing, finance as well as sound knowledge of the procedures and policies. • Demonstrated ability to work independently with limited supervision and as part of a team

A. Background information.

According to the Rwanda Agricultural Board, Horticulture sector is characterized by an ideal climate, fertile soil and an abundant, hardworking labor force. The potential to develop a vibrant Horticulture industry in Rwanda is undoubtedly on the move. Rwanda has a strong competitive base that hinges on its comparative advantages such as soil, abundant water resource, and abundant cheap 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, they include: Vegetables: Tomatoes, green pepper, French beans, chili pepper, carrots, hot paper, onion, etc. Fruits: major fruit export products include avocado, mangoes, pineapple, passion fruit, bananas, and strawberry. Nuts: macadamia nuts and ground nuts. Herbs

and Spices: these include lemon, parsley, spicy, grass, ginger, and garlic, and pyrethrum. 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. The sector is bound to continue growing as the government continues operations under the plan for modernization of agriculture. Being aware of this conducive environment, many farmers and value chain actors have picked interest to invest in the sector because of its potential. However, despite all the interest abundant challenges exist that hinder the exploitation of the potential of this value chain.

In order to address some of the challenges and explore opportunities, some actors in the sector, established the Rwanda Horticulture Interprofessional Organization" (RHIO) a private, independent organization in June 19 2009. RHIO serves as an instrument to mobilize all public and private effort in order to develop the horticulture sector. The organization has 84 members that include farmer cooperatives, companies and individuals involved in Horticulture value chain. The organization plans to facilitate members to access different opportunities available in horticulture sector especially market opportunities and information as well as access to finance information in order to achieve member objectives and goals.

Mission

The mission of RHIO is to organize, and intensify the development of the horticulture value chain, aiming at satisfying the national and international markets.

Objectives

- To promote the professionalism of its members to market expectations;
- Advocate for member interest and services
- Empower members on the use of best production and processing practices;
- Establish and promote networking among members, national and international partners.

Management of the Organization

The management of RHIO is made up of the General Assembly. All members have equal voting rights. The day to day management of RHIO is under the Executive Committee made of Chairperson, the Vice Chairman, the Secretary, Treasurer, and a team of advisors on different aspects of the horticulture value chain. Also, RHIO has an Executive Secretary and Administrative Accountant for the day to day management of the Office of RHIO.

B. Issue Description:

The crucial issue is that RHIO since its establishment runs without carefully created procedures that are centrally stored for everyone's reference which creates a culture of disorganization. This can be seen from the fact that:

- **Everyone in the management of RHIO has their own version of the truth:** When you lack documentation of procedures you open them up to interpretation. Unable to get a clear answer as to how or why something is done, they too make assumptions. This leads to inefficiencies and frustrations among staff and management.
- **They never know if there is a better way:** Businesses are dynamic, and things are always changing. New tools become available, vendor requirements change, and staffing matrixes are fluid. If they could have put in place procedures that are controlled and properly documented, they can quickly determine if something is outdated, or use it as a reference when needing to create fixes to internal problems.

- **Purchasing Mishaps:** Not having a documented procedure for making purchases is not only costly, but can also create negativity among staff, and management. People will either take liberties by making purchases without approval and expecting to be reimbursed, or they will simply go without a tool that would improve their job efficiency. Lacking clarity in their purchasing policy also means more work for their accounting department.

It is in the interest of RHIO to have in place adequate systems of internal control which will promote a high level of compliance with the Rwanda's policies and procedures; to have in place mechanisms to continuously mitigate risks and put in place controls to reduce its impact on operations of the organization; to continuously review the internal control systems to be able to meet the challenges of growth and globalization; to implement and maintain this system of control to assist RHIO to carry out its activities in an efficient and orderly manner; ensure adherence to management policies; safeguard of the organization assets, and secure the accuracy and reliability of its records.

It is evident that the assistance on the development of this regulatory framework will enable RHIO to promote operational efficiency.

Objectives of the Assignment

The overall purpose of this assignment is to clearly develop a manual of administrative and financial procedures.

More specifically,

- to assess the current situation in order to present a financial manual and procedure that includes both short-and long-term financial goals.
- Volunteer(s) involvement in preparing the financial manual include specific finance policies (e.g. budgeting, payroll, travel and subsistence, asset management), Key minimum standards, and Specific Finance Procedures (e.g. Procurement, banking, accounting routines), Chart of accounts.
- Volunteer(s) will make sure the procedures in the manual are understood by all staff, and RHIO management through a discussion with all of them.

The development will focus on, but will not be limited to the following:

- i. Accounting Policies and procedures Manual,
- ii. Standard Operating Procedures (SOPs) and,
- iii. Administrative Instructions (AIs).

Suggested content headings for a financial and admin procedures manual that cannot be missed out but not limited to them:

- Financial responsibilities.
- Controls on financial assets – for example,
 - who records cheques received and who banks them.
 - Cash Management and Investment, Petty Cash, Payables and receivables management, Prepayments and accruals management, management of donations (Both cash and in kind), accounting for Intangible Assets, Disbursement and payment processes, Revenue Management, Travel, Preparation of Budgets and chart of accounts.
- Exercising budgetary control
 - who can spend how much and on what, and what expenditure needs special permission.
 - Preparation of Budgets and chart of accounts.
- Controls on human resources

- who can recruit and for what roles, and what permissions are needed.
- Employee Benefits
- Controls on physical assets, for example,
 - who can authorize the sale and lease of buildings or equipment and campaigning material.
 - Regular Fixed assets and Inventory
- In addition to the above headings, the manual may also include key elements of external financial regulations. The Manual will include:
 - Specific policies: The Specific policies section describes policies. This might include policies on filing supporting documents, authorization limits, reporting requirements (for managers, beneficiaries and donors), reserves, other key controls (e.g. bank reconciliations), staffing requirements, developing budget, working with beneficiaries/members, responding to fraud, using vehicles and many others.
 - Key Minimum Standards: It can be useful to provide a one-page summary of the key minimum standards that the policies require from all staff. For Instance, this might include deadlines for preparing reports, authorizing expenditure, meetings between finance staff and program staff, reporting to beneficiaries, audits and other key controls.
 - Specific procedures: The specific procedures section describes how to put the policies into practice. For instance, it might describe how to: make payments, calculate salaries (and tax), record transactions, file supporting documents, handle cash, carry out bank reconciliations, prepare reports (for managers, beneficiaries and donors), monitor cash flow and restricted fund, support program staff, present reports to beneficiaries/members, handle an audit, handle fixed assets, respond to allegations of fraud and many others.
- Organize a half -day presentation to RHIO, any other partner to share the assignment report and recommendations.

C. Host Contribution

To conduct this assignment, RHIO is expected to meet the following requirements;

- Avail RHIO staff (if any) and identify member representatives to assist the volunteer during the assignment.
- Provide venue for conducting meetings and discussions during the assignment period.
- Commit to implement all the recommendations provided by the volunteer (s) after the completion of the assignment.

D. Anticipated results from the Assignment:

Following the completion of this assignment, the outcomes below are anticipated:

- The manual developed will serve as a methodological guide to the governance of RHIO activities. They will:
 - Streamline resource utilization and budget allocations;
 - Ensure the reliability of financial reports;
 - Establish job descriptions;
 - Ensure internal and external control of the actions performed;
 - Strengthen ethical management of RHIO;
 - Promote mutual trust within RHIO;
 - Ensure forms and formats related to this guideline are in place including an authorization matrix.
- It can serve as a reference document in the workplace.
- Prepare a report, detailing how the assignment was conducted, achievements, challenges, lessons, opportunities for future engagements and recommendations.

E. Schedule of Volunteer Activities in Country (Draft)

Day	Planned Activity
Day 1	Arrival in country, pick up and check – in at LA Posh Hotel
Day 2	Weekend(Sunday)
Day 3	Meet the CRS Country Representative (CR), Head of Programs (HoP) for introductions (Morning) Meet with the CRS Operations Manager for Security briefing (Morning) Meet with F2F Team to review the scope of work.
Day 4	Meet with the host RHIO Management, and members 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	The rollout of activities as agreed in the work plan
Day 8-9	Weekend (Saturday and Sunday)
Day 10-14	The rollout of activities as agreed in the work plan
Day 15-16	Weekend (Saturday and Sunday)
Day 17	Organize the workshop to share achievements and recommendations.
Day 18-19	Prepare a report on the assignment
Day 20	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
Day 21	Depart from Rwanda
TBD	Outreach event 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;
- Cultural awareness, with strong written and spoken communication and interpersonal skills;
- Flexible and adaptable to changing situations

F. Accommodation, telephone, internet, weather and other in -Country Logistics

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. At the moment, we don't anticipate any field activities but after meeting with the host, there might be a proposal to go to the field. once this is confirmed, planning will be made for field visits. Accommodation and transport will be planned accordingly.

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 32°C degrees. It's mostly hot during the day and cool at night. Appropriate dressing is recommended for the volunteer.

G. Recommended assignment preparations
Assignment Materials:

- Flip charts, markers, and a projector will be obtained from the CRS Office as well.

Additional reading resources: Rwanda F2F program team recommends that the volunteer familiarizes with this scope of work and read about the Rwanda Horticulture value chain.

H. Key Contacts

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