

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

**NOTE: THIS SCOPE OF WORK IS AWAITING FINAL EDITS**

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| **Summary Information** | |
| Assignment Code | UG 109 |
| Country | Uganda |
| Country Project | Oil Seed Crops country project |
| Host Organization | Alito Joint Farmers’ Multi-Purpose Cooperative Society Ltd (AJOFMC) |
| Type of Volunteer Assistance: | **Organizational Development (O)** |
| Type of Value Chain Activity: | **Information and Input support services (S)** |
| Assignment Title | 5-year Strategic plan development (2017 – 2021) |
| Assignment preferred dates | March – April, 2017 |
| Assignment objective | Training board and management teams of AJOFMC in skills for developing and facilitate the development of a 5-year strategic plan |
| Desired volunteer skills/ expertise | Agribusiness management experience in developing countries, experience working with farmer cooperatives  Good writing, analytical and communication skills  Adult facilitation skills |

1. **BACKGROUND**

Alito Joint Christian Farmers’ Group (AJCFG) started in 1998 with only five members who had a vision of taking farming as a business through bulk marketing of soya beans, sunflower, sesame and groundnuts alongside food security crops such as maize, cassava, pigeon peas and beans. It was legally registered as CBO/NGO in 2004 having 58 founder members, 42 men and 16 women. The organization is currently registered and operates as Alito Joint Farmers’ Multipurpose Cooperative Society Ltd (AJOFMCS) with a total membership of 10,815 farmers – 45% women representation, organized in 309 subgroups covering 10 districts within Lango and part of Acholi sub regions. The cooperative has a vision of becoming the leading promoter and producer of oil seed crops in Northern Region in a cooperative setting, and improving the livelihoods of the farmers through bulking and marketing of their produce.

In order to achieve its vision, AJOFMCS is engaged in a number of activities ranging from provision of agro-inputs- mainly seeds and fertilizers- through input loans to members, acquisition of basic post -harvest materials on behalf of members, produce bulking and marketing, cross cutting services such as guidance and counselling sessions for HIV infected farmers. The various roles played by Alito Joint Farmers Multipurpose Cooperative Society Ltd from production to marketing make the organization influential in regards to the dynamics of the local sunflower, sesame and soybean markets.

With its growing membership and business activities, the cooperative needs to have a strategic direction to guide its operations and work towards achieving its set objectives with the most efficient way of resource allocation. The organization previously had a strategic plan which expired 2016, most of the goals as had been established in the plan were implemented. This volunteer assistance will facilitate the development of a 5-year strategic plan and transfer of knowledge and skills through working with the organization board and management teams.

1. **ISSUE DESCRIPTION**

The agri-business activities Alito cooperative deals with require interaction with different actors along value chain such as public organizations, NGOs, input suppliers, processors, service providers (credit and transport) and consumers. However, the cooperative does not have a formally designed strategic plan to deal with all these actors and conduct all these business activities.

The organization has a strategic plan which was developed through F2F program, however this expired in 2015. AJOFMC has been able to implement most of the activities and objectives as had been set out in this plan. Since 2010, many changes have occurred in the organization, membership has increased, widened the area of geographical coverage and changing market trends. In order to remain competitive- the organization needs to have a strategic direction and allocate the few resources in the most efficient way. According to the organizational development index (ODI) result, the cooperative weakness is mainly in the areas of having an operational manual to conduct day to day activities of the cooperative. Therefore, the strategic plan will pave the road to develop such guidelines and improve the overall operation system of the organization.

In general, the cooperative needs a well-designed strategic plan because it is essential to set directions and priorities, simplify decision making, communicate easily and bring all work towards the same objective. It will also help the cooperative to analyze the external and internal environment and adjust its financial and technical, physical resources to fit with in this environment. The organization management desires to develop a strategic plan- however, it lacks the skills and guidance in having a good plan. “Failing to plan is planning to fail”- Alito does not what to be a victim to this slogan, hence the technical support requested for a volunteer to support them through this planning process with the overall objective of developing a plan covering the period 2017 -2021.

1. **OBJECTIVES OF THE ASSIGNMENT**

This assignment is intended to provide technical support in developing five-year strategic plan for the cooperative. The volunteer is also expected to transfer knowledge and skills on preparing a strategic plan for the board and management of the cooperative. The volunteer will be specifically engaged in

* Confirmation of existing mission and vision (review if necessary)
* Developing organizational values to support the mission and vision
* Analyzing internal and external environment
* Identifying strengths and weaknesses of existing and potential competitors
* Analyzing strengths, weaknesses, opportunities and threats of the cooperative
* Formulating strategic objectives and detailed strategies to meet the objectives
* Putting performance indicators for each strategy (establish a simple monitoring and evaluation tool)
* Provide recommendations to the cooperative on how to share the plan with relevant actors/stakeholders

The volunteer will also engage cooperative leaders and staffs in all the activities listed above to create ownership and better implementation of the strategy.

**Host contribution** – Alito Joint Farmers’ Multi-Purpose Cooperative Society Ltd has committed to avail all the necessary documents that help to get detail information about the cooperative. The cooperative will also take the lead in facilitating different assessments to be done by the volunteer may include arranging meetings with local stakeholders, calling members for meetings, collecting data from the field etc. Mobilizing the members and employees to the trainings to be conducted by the volunteers will also be facilitated by the cooperative.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

It is anticipated that the volunteer’s technical assistance to Alito Joint Farmers’ Multi-Purpose Cooperative Society Ltd in developing strategic plan will help the cooperative to have a clear direction where it is going, to know its internal and external environment clearly and ready for any circumstances, to manage the business strategically, understand who its competitors are and how to remain relevant in this environment as well as creating stronger relationships with stakeholders.

After having the strategic plan, developing and revising operational manuals, business plan and other guidelines will be simplified and the skills and knowledge acquired through the volunteer assistance will be essential for designing such documents. The strategic plan will also enable the cooperative to be proactive to upcoming situations. Having strategic plan is also a key to access resources from other organization such as loan providers therefore it will create another opportunity for the cooperative.

In general, the assignment will assist the cooperative to be well organized, well managed, coordinated, to do business systematically and be strategically linked with stakeholders. All this will contribute to the development of the cooperative and increases the benefits of member farmers from the cooperative.

The anticipated deliverables include:

* Trainings conducted and people trained
* Five-year strategic plan of the cooperative
* Training guidelines/manual developed
* Debriefing with USAID and in country group presentations after assignment
* Field trip report and expense report
* Outreach activity, press release or a media event back in US

1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN UGANDA**

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| Day | Activity |
| Day 1: | Travel from home to US international airport |
| Day 2 | Arrival at Uganda Entebbe Airport, picked by hotel shuttle to Kampala and check in at Fairway Hotel [www.fairwayhotel.co.ug](http://www.fairwayhotel.co.ug) |
| Day 3 | At 9.00 am the volunteer is greeted at the hotel by CRS staff and thereafter taken to CRS office for briefing and finalise with logistics. Any necessary training material will be prepared/printed at CRS offices before travel to the field. |
| Day 4 | Travel to Lira district to commence the assignment. |
| Day 5 | In the morning CRS introduces the volunteer to the Alito cooperative board and management teams.  Together with CRS and the management, the volunteer will review the SOW and develop the action plan. The host will give an update on previous volunteer assignment and progress with implementation of recommendations.  In the afternoon, Visit some of the activities of the coop. |
| Day 6 | Review cooperative working documents (bylaws, previous strategic plan, any other relevant/existing documents). Discuss achievement of previously set objectives with the board members and selected staff |
| Day 7-8 | Train members, management committees and employees on the concept of strategic planning and its importance |
| Days 9 | Prepare a check list to assess the existing situation, stakeholders and arrange for meetings as necessary |
| Days 10-13 | Conduct in-depth assessment/SWOT analysis to be included on the strategic plan |
| Days 14-15 | Prepare the draft strategic plan document |
| Days 16 | Review the document with the board and management teams, including other relevant stakeholders |
| Day 17 | Incorporate the feedback into the plan and prepare final document. Presentation of the final document to the cooperative and discuss implementation strategies.  Wrap up meeting with the Host while emphasising key recommendations. |
| Day 18 | Travel back to Kampala |
| Day 19 | Volunteer debrief meeting at CRS office, submitting assignment deliverables and complete expense report. |
| Day 20 | Depart for the US |
| TBD | Outreach event in the US |

Note: The board and management of Alito Cooperative will be fully engaged in ongoing activities and participate in information gathering for the strategic plan.

1. **DESIRABLE VOLUNTEER SKILLS**

The volunteer will have the following qualifications and competencies:

* Experience with advising on strategic plan development (preferably)
* Formal qualifications in agri-business management/ development is desirable.
* Cooperative/ farmer group business management skills is required
* Wide experience in working with subsistence farmers and knowledge on farming in developing countries.
* Good writing and analytical skills, including good interpersonal communication

1. **ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**

In Kampala, the volunteer will stay at Fairway Hotel & Spa ([www.fairwayhotel.co.ug](http://www.fairwayhotel.co.ug)). In Lira, the volunteer will stay at Margaritha Palace Hotel.

CRS will pay for hotel accommodation, and provide volunteer with per diems to cater for meals and other incidentals. The volunteer may get an advance which has to be cleared before departing Uganda. For more information, please refer to country information that will be provided

**H. RECOMMENDED ASSIGNMENT PREPARATIONS**

* CRS-F2F designs assignments with the assumption of some pre-departure preparation by the volunteer. Actual preparation time will vary based on the experience of the volunteer, as well as informational or training resources the volunteer has readily available. CRS relies on the volunteer to assess the tasks outlined in this SOW and to make his or her own judgment about how much and what kind of preparation is needed prior to arriving in Uganda
* The volunteer should prepare materials for hand out which can be printed at CRS office in Kampala before commencement of the assignment. Flip charts, markers, masking tapes can be obtained at CRS offices.
* CRS strongly recommends that the volunteer become familiar with CRS programs in Uganda, especially the Oil crops country project description and other information in the briefing pack before arrival to Uganda

1. **KEY CONTACTS**

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