

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** |
| Assignment Code  | UG134 |
| Country | Uganda |
| Country Project | Grains (maize) country project |
| Host Organization | Twezimbe Area Cooperative Enterprise (TACE)  |
| Type of Volunteer Assistance: | **Technology Transfer (T)**  |
| Type of Value Chain Activity: | **Information and Input support services (S)** |
| Assignment Title | Building Youth Entrepreneur Skills through Farming as Business in a Cooperative Business. |
| Assignment preferred dates | November 27– December 17, 2017 |
| Assignment objective | Build the capacity of youth in cooperative business through farming as business |
| Desired volunteer skills/ expertise | • Formal qualifications in agri-business management, entrepreneurship, or cooperative business.• Experience in enterprise development and marketing. • Wide experience with private agribusinesses involved in providing a range of services to farmers and clients including input distribution, training, advisory services, and market linkages in the context of commercializing smallholder agriculture. • Other necessary skills include hands-on experience in training of trainers, record keeping, cost/benefit analysis and budgeting |

1. **BACKGROUND**

Twezimbe Area Cooperative Enterprise Limited started in 2008 as a small producer organization known as Kyeyitabya PO with support from USAID LEAD project. In 2010 the members decided to join with other POs to form an umbrella organization that is presently referred to as Twezimbe Area Cooperative Enterprise. The company is registered with the registrar of companies and a member organization under the Uganda Cooperative Alliance (UCA) and registered in the Ministry of Trade Industry and Cooperatives. Since then, Twezimbe ACE membership has steadily grown to a membership of 3,679 farmers with 2,039 male and 1,640 female spread across 23 Rural Producer Organizations within Kyankwanzi District. The ACE is a farmer owned and controlled organization with a democratically elected board of directors to govern on behalf of the members. The cooperative has 11 directors who make the Board of Directors. There are currently 9 management staffs (2 women and 7 male) and employs 4 seasonal works. These manage the ACE activities. Under the management team, there is, a general manager who manages the day to day activities of the ACE, accountant, quality controller, book keeper and 4 mobile money cash officer. The directors represent the owners of the organization who are the members and make company decision in consultation with the members. There is a chairman, vice chairman, secretary and treasurer at RPO level.

The mission of the ACE is to ***bring farmers together to carry out collective marketing and value addition through bulking of high quality produce with a purpose of gaining access to better markets for food security and improved******income.***The ACE has a vision of ***becoming a leading farmer owned cooperative institution providing access to better markets and market alternatives for farmers in rural farming communities***.

The company is involved in capacity building of farmers including maize production and collective marketing. The ACE also improves farmer’s access to finance through loans from the bank acquired by ACE and lend to farmers. Others services include training and demonstration of various aspects of the maize value chain. The company procures inputs together through selected FtF project inputs suppliers. The ACE has started on maize processing and packaging with funds from United States Agricultural Development Fund (USADF).

As part of its strategic objectives, Twezimbe ACE looking into expanding its business model to the RPOs and is desirous to encourage the RPOs with their membership to operate as sustainable business entities with the ultimate goal of bulking and selling through the cooperative. This will guarantee a sustained supply of produce of required quality and quantity to the ACE which will in turn be able to satisfy the needs of its clientele

The youth contribute 35% of the total membership of Twezimbe ACE, however their participation in farming and cooperative business is still not felt much because the quantities of produce bulked and marketed from them are quite below their supply potential. This is majorly because most of them do agriculture as a last option for survival; may be because they failed to acquire better education, better job placements and other factors. However, there is emphasis needed to show the youth that agriculture means more than just producing food for survival but it can be pursued as a business entity for profit making that guarantee better living standards.

1. **ISSUE DESCRIPTION**

Changes are taking place in farming worldwide as a result of globalization, liberalization of economies, and rapid urbanization. Farmers are intensifying existing patterns of production and diversifying their farm enterprises in an attempt to improve their livelihoods. Improving rural livelihoods and poverty reduction through agricultural commercialization is the main objective of Uganda’s Plan for Modernization of Agriculture (PMA). The PMA is aimed at modernizing the agricultural sector through the promotion of a “profitable, competitive, sustainable and dynamic agro-industrial sector.” This is expected to contribute towards the improvement of incomes through increasing farm productivity, increasing the share of marketed agricultural production, and creating more employment opportunities.

Uganda’s agricultural output primarily comes from smallholder subsistence farmers who compose about 85% of the total farming population. The agricultural sector generates about 90 percent of total export earnings and, contributes about 23.7 percent of total Gross Domestic Product (GDP). In spite of this contribution, the incomes of rural smallholder farmers are still meager due to low agricultural production, limited access to competitive markets, and lack of business knowledge/attitude among farmers. Business acumen is particularly important considering the pressures of the modern agricultural sector, thus farmers need to adapt to the market vagaries and changing consumer habits/demands if they are to sustainably earn income from their efforts. Hence running a farm enterprise successfully in this dynamic setting not only requires substantial tangible resources but also intangible ones such as entrepreneurial and business management skills to assist in doing farming as a business especially to the youth farmers who have had negative attitude about agriculture as a whole.

Farming has not had a history of entrepreneurial activity having occupied an economic stratum, which has hitherto not necessitated competitive activity. To be competitive, seek out and take advantage of arising opportunities, youth farmers have to be more entrepreneurial and develop new skills and functional capabilities through a process of learning and practice. Farm business management skills are important for youth farmers to effectively respond to present day farming challenges and be able to make plans to meet set mission and objectives. Farm management and entrepreneurial skills help youth farmers to make the right choice between enterprises according to individual levels of resources and at their level of risk adversity. Building youth farmers’ capacity in farming as a business will enable them to improve their knowledge, change their attitudes, and be creative and innovative as they strive to earn a meaningful living from farming. It is in line with this, that Twezimbe ACE seeks technical assistance from CRS to equip youth farmers with skills in agro entrepreneurship and agro business management.

Twezimbe ACE has in the past received volunteer assistance in the areas of Cooperative principles of leadership and managements and strategic business plan development. The host has been keen to implement volunteer recommendations which have resulted in positive changes within the cooperative. However, to meet its mission of bringing farmers together,arry out collective marketing through bulking of high quality produce and gain access to better markets,,Twezinbe ACE lacks capacity to impart skills toits youthful farmers in entrepreneurial and business management aspects. Based on this, youth participation and involvement in cooperative business has been low. Therefore, Twezimbe ACE is requesting technical assistance from CRS’s Farmer-to-Farmer program.

1. **OBJECTIVES OF THE ASSIGNMENT**

The objective of this volunteer assignment is to build the capacity of youth farmers of Twezimbe ACE to interest and engage in farming as business;

The volunteer will provide technical support through:

1. Training youth farmers in farm business management (business planning, enterprise selection, SWOT analysis, review of cost-benefit analysis concepts, and business skills).
2. Increasing participants’ understanding of the advantages of record keeping in relation to agro business management.
3. Increase the numbers of youth involved in cooperative business and this will in turn increase the quantities of produce bulked and marketed for increased sales and profits.

**Host contribution** – Twezimbe ACE has committed to mobilize its youth members, some staff and the farmer group leaders to the trainings to be conducted by the volunteer. Twezimbe ACE will also avail one key personnel to work closely with the volunteer during the preparations and actual trainings, to ensure that key staff are trained and will continue training other farmers even after the assignment is completed.

**ANTICIPATED RESULTS FROM THE ASSIGNMENT**

The technical training will help unlock youth farmers' entrepreneurial competencies by helping them assess and develop their personal enterprising behavior which is a critical factor in running the farm as an income generating enterprise. Farmers will also be helped to understand why a farm must be viewed as a business, learn how to identify and take advantage of business opportunities (identify, screen and select business opportunities/projects, that can augment farm income), carry out SWOT analysis of farm businesses, goal setting, farm business planning, and other entrepreneurship and business management skills that will help create a difference in the livelihoods of smallholder farmers.

Twezimbe ACE anticipates that by developing agro business capabilities of youth farmers, there is going to be increased productivity of farms, diversified agribusinesses, improved vertical and/or horizontal agribusinesses linkages and produce for the market. Farmers will be empowered to make production and financial decisions that will enable them to explore new farm business ventures and increase their profit margins. With these skills, it is anticipated that youth farmers’ incomes will increase and will take on farming as business for improved livelihoods. The technical assistance will not only help Twezimbe ACE generate greater returns and develop new business ventures, but it will also help identify future goals of the cooperative since the youth are the strong hope for the future existence of the cooperative.

**The anticipated deliverables include:**

* Trainings conducted and people trained
* Assignment related photographs
* Training guidelines/manual developed(e.g. entrepreneurship skills development guidelines)
* 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**

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| Day | Activity |
| Day 1 | Travel from home to US international airport |
| Day 2 | Arrival at Uganda Entebbe Airport, picked by Fairway Hotel shuttle to Kampala and check in at Hotel. |
| Day 3 | At 9.00 am, the volunteer is greeted at the hotel by CRS staff and thereafter go to CRS office for introductions and briefings including host brief, logistics, expectations and anticipated outcomes. Handouts will be prepared at CRS offices. Travel to Kyankwanzi, Central Uganda to commence the assignment.  |
| Day 4 | In the morning CRS introduces the volunteer to the Twezimbe ACE management team. Together with CRS and the management, the volunteer will review and finalize with the action-plan. The action plan should include group presentation to be done after the assignment. |
| Days 5-12 | Training youth farmers in farming as a business and make appropriate recommendations |
| Day 13 | Wrap up trainings and emphasize key concepts of assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations. |
| Day 14 | Volunteer travels back to Kampala |
| Day 15 | Debriefing at CRS office with USAID Mission and CRS staff.Volunteer will finalize his/her reporting at CRS office and fill out all necessary M&E forms as well finalize advances and expenditures with finance. |
| Day 16 | Depart for USA |
| TBD | Outreach event when back in the US |

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 Kyankwanzi executing assignment roles; the volunteer will stay at Kiboga Resort Hotel.

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

**G. 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 maize country project description and other information in the briefing pack before arrival to Uganda
1. **KEY CONTACTS**

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