

**CRS Farmer to Farmer Program**

**Volunteer Assignment Scope of Work**

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| **Summary Information** | | |
| **Assignment Code** | | **UG209** |
| Country | Uganda | |
| Country Project | Agribusiness Country Project | |
| Host Organization | Caritas Arua | |
| Assignment Title | Leadership and Management training | |
| Assignment preferred dates | March – April, 2019 | |
| Objectives of the assignment | Provide a road map to address leadership challenges through hands-on training in leadership skills and group dynamics best practices. | |
| Desired volunteer skill/expertise | Formal qualifications in leadership/management studies and extensive knowledge and experience in groups, associations, cooperative’s development, administration and management. | |
| Type of Volunteer Assistance | Organizational Development (O) | |
| Type of Value Chain Activity | Information and Input Services (S) | |
| PERSUAP Classification | Type III | |

1. **Background**

In Arua diocese Caritas (the social services and development arm of Arua diocese) started in 1986 as a relief office after the return of refugees from Congo and Sudan. By that time Caritas’ main services were to give out food and tents but due to increased demand for food, Social Services Development (SSD) now Caritas turned its services into provision of farm tools and agricultural inputs. By 1994 SSD became a fully-fledged office of its own entrusted with the socio-economic ministry of the Catholic church in the West Nile Region. By its governance structure, Diocesan Caritas is headed by the Bishop under whom is the Caritas Board. The secretariat is headed by a Director who is appointed by the Bishop, who works with and oversees both the technical and support staff. Caritas structure goes down to parish, chapel, Small Christian communities up to household level.

Caritas’ core areas of engagement include but are not limited to; Community development, Good governance, Research and Advocacy, Capacity development Emergency and Relief response, Gender Equality, Environmental protection and Climate change. Some of Caritas Arua’s current projects are: Caritas Arua Relief and Emergency programme in Rhino Camp Refugee Settlement Area, Integrated Programme for Good Governance and Sustainable Livelihoods, Sustainable Hygiene and Sanitation for all Results Programme, Diversified Livelihoods Project (DLP), Emergence Response Project (ERP), Food Income and Livelihood program (FLIP) and Aquaculture Project**.** For example, Caritas Arua Relief and Emergency programme funded by Caritas Belgium started in March 2014 to date and promotes livelihoods through agriculture and vocational training. For easy coordination, a field office has been created in Yoro base camp. The programme targets both refugees and hosting communities in the clusters of Agulupi, Odobu 1and 2, Simbili, Siripi and Ungrua for Agriculture. Vocational training covers all the clusters in the refugee settlement area including Tika1 to 4 Ocea and Ariwa. The refugee hosting areas involved include parishes of Akino and Katiku in Uriama Sub County, Siripi and Simbili in Odupi Sub County and Oluojobo in Rigbo Sub County all located in Yumbe district. Overall the programme promotes self-reliance and addressing food insecurity among refugee and hosting households and developing the skills of youths both refugees and hosting communities by enrolling them in vocational courses being offered at Ocea training Centre Odobu 1 and Tika cluster. Caritas Arua works through farmer groups as entry points for any support and there is well over 1,000 groups in both host communities as well as refugee camps. The groups may be categorized as farmer groups, village saving and loan association groups (VSLAs), saving in internal lending communities (SILC), and vocational groups.

1. **Issue Description**

Caritas beneficiaries are subsistence farmers and Caritas has the objective of growing the beneficiaries from subsistence to commercial. The farmer groups lack capacity to manage collective production due to weak group leadership. The weak leadership and management within a group will often be manifested in the form of poor communication, lack of problem-solving and decision-making skills, poor linkages among farmers’ groups, occasional conflicts among members, unclear roles and responsibilities (for members, board and management), the inability to plan, implement and monitor activities. Coupled with this is limited advocacy and outreach activities. For sustainability and growth, the groups must have effective leadership and management systems to meet membership expectations and achieve set goals and objectives. Group leaders need to have good understanding of their roles and responsibilities, planning and decision-making skills, management knowledge as well as effective communication skills. In addition, the leaders should have the capacity to monitor and evaluate the group’s activities to ensure that set objectives are met and services are delivered to the members. The leaders of the different groups are unaware of their roles & responsibilities, conflicts among members are common and leaders cannot effectively help resolve them. The group leaders’ ability to provide guidance to the rest of the members, communicate and mobilize groups is rather weak. Group development goes through several stages. How quickly a group moves through each stage will depend on the team members, their individual skills, the work they are expected to do, and the type of leadership available to the team. Technical assistance that helps leaders understand the different stages of group development will help various farmer groups, SILC /VSLAs groups and vocational youth groups reach effectiveness more quickly. Leaders will be in position to develop the team through the different stages, and then to move on to other roles.

It’s against this background that the Caritas Arua requested for technical assistance of F2F program in building the capacity of group leaders through leadership and management training.

1. **Objectives of the Assignment**

The objective of this volunteer assignment is to provide a road map for Caritas to transform the various groups into high level of organizations like cooperatives and other forms of business entities. Caritas hopes to achieve this by first strengthening the groups in various aspects including leadership and management as a starting point. Effective leadership is anticipated to lead to build trust, efficiency and transparency services to members.

The volunteer will provide technical support in the areas of:

1. Leadership definition

2. Functions of a leader

3. Types of leaders/leadership

4. Qualities of a good leader

5. Conducting an effective meeting

The volunteer will further explain the following leadership skills for successful leadership and management to various groups:

* Interaction skills (ability to deal with subordinates and complications)
* Conflict resolution skills (ability to harness differences for a greater good)
* Skills in unstructured decision making (dealing with ambiguity)
* Effective communication, communication channels, communication characteristics and communication misconception

The volunteer will provide training at two levels:

Various group leaders: A total of 150 group leaders will be trained in above mentioned topics to help them improve their leadership skills. The leaders will be divided into manageable groups to allow easy learning and interaction.

Training of Trainers (TOT). Dynamic individuals from the teams already trained who can continue with the training to reach out to groups not reached by the volunteer. Caritas Arua and CRS teams will select a team of 30 from the pool of existing lead farmers and community-based facilitators (as ToTs) to be given intensive training in leadership and management by covering the topics above in detail to enable the leaders act as resource for subsequent training to other group leaders. A manual will be developed in further leadership training.

The target audiences for this training will be drawn from both the host and refugee communities involving farmer, SILC/VSLAs and vocational groups.

**Host contribution** – Caritas Arua and CRS will mobilize target group leader and potential resource person to the trainings to be conducted by the volunteer. Both Caritas and CRS will also avail key personnel to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained to backstop TOTs who will continue training other members even after the assignment is completed or as leaders’ term of office expires.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

Technical assistance that helps streamline roles and responsibilities of group leaders and group members, will help improve trust, respect, power relations and avoid conflict. The groups’ plans will be effectively implemented because a large percentage of members will actively take part in decision making. The group leaders will also be aware of the need for change, be in position to diagnose problems, plan for change, implement the plans, and evaluate results.

In addition to the above, the technical assistance provided to Caritas and groups will strengthen the leadership and management system due to:

* Clear policies, procedures and processes in place.
* Well defined leadership roles and responsibilities.
* Well planned & managed meetings with full member participation.
* Joint group decisions and plans.
* Coherent groups with reduced conflict.
* Well defined communication channels.
* Proper feedback mechanisms in place.

The anticipated deliverables include:

* Trainings conducted, and people trained
* Developed manual on leadership and management
* Debriefing with USAID and in country group presentations during or after assignment
* Field trip report and expense report

**Nature of training participants:**

The anticipated participants for this training are the group leaders, TOTs, Caritas staff and interested representatives from the different farmer groups ranging from semi-illiterate to completely illiterate. Members of various sub county local government leaders are also expected to attend the training, however, most of the board and management staff is literate, able to read & write without need for translation. Trainings are usually conducted in centralized venues which will be agreed upon by the host, putting in consideration reduced transport costs for the participants. The venues vary from host office, bulking store, class rooms, local church, and the town council hall or under the tree, depending on accessibility.

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. Pick up 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 proceed to CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Hand-outs will be prepared at CRS offices. |
| Day 4 | Travel to Yumbe district to commence the assignment. |
| Day 5 | In the morning CRS introduces the volunteer to Caritas Arua management team. Together with CRS and Caritas management, the volunteer will review and finalise the action -plan. The action plan should include group presentations to be done after the assignment. |
| Days 6-8 | **Group 1**: Training of Caritas staff and local government staff management teams |
| Days 9-10 | **Group 2**: Trainingrepresentatives from 4 farmer groups (members and leaders) |
| Day 11-12 | **Group 3**: Trainingrepresentatives from 4 SILC/VSLAs groups (members and leaders) |
| Day 13-14 | **Group 4**: Trainingrepresentatives from 4 VOCATIONAL groups (members and leaders) |
| Day 15-16 | **Group 5**: Trainingrepresentatives from 4 farmer groups (members and leaders) |
| Day 17-18 | **Group 6**: Training of ToTs (dynamic individuals from the teams already trained who can continue with the training to reach out to groups not reached by the volunteer) |
| Day 19-20 | Develop a training guide/ manual and guide the ToTs through the manual on how to use it to conduct an effective leadership training |
| Day 21 | Wrap up meetings, whilst emphasizing key concepts of the assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations.  End of assignment presentation. |
| Day 22 | Travel back to Kampala |
| Day 23 | Debriefing at CRS office with USAID Mission and CRS staff.  Volunteer finalizes his/her reporting at CRS office and fill out all necessary M&E forms as well as finalise liquidations with finance. |
| Day 24 | Depart for the US |
| TBD | Outreach event in the US |
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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 Yumbe, the volunteer will stay at Premier Hotel which is in the outskirts of Yumbe town. The volunteer will work accompanied by Caritas staff in rural areas where groups are located.

CRS will pay for hotel accommodation and provide the 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 Uganda country information that will be provided.

1. **RECOMMENDED ASSIGNMENT PREPARATIONS**

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 in case the volunteer wishes to make some illustrations.

CRS strongly recommends that the volunteer becomes familiar with Uganda’s agriculture sector plans and priorities, the agribusiness country project for Ugandan. Details on weather, security and appropriate clothing are included in the country visitor’s information pack.

1. **KEY CONTACTS**

**To express interest in this assignment, please email the CRS Baltimore contact listed below. To find out additional information about the host, issue description or field conditions, please email the country contact provided below, copying the CRS Baltimore contact**.

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