

**CRS Farmer to Farmer Program**

**Volunteer Assignment Scope of Work**

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| **Summary Information** |
| **Assignment Code** | **UG210** |
| Country | Uganda  |
| Country Project | Agribusiness Country Project  |
| Host Organization | Caritas Arua |
| Assignment Title | Business management skills training |
| Assignment preferred dates | April-May, 2019 |
| Objectives of the assignment | Build the capacity of host and refugees’ communities in understanding business management and entrepreneurial concepts in order to achieve competitive, profitable, dynamic and sustainable business livelihoods. |
| Desired volunteer skill/expertise | Formal qualifications in agri-business management, entrepreneurship, or small business administration.• Experience in enterprise development and marketing. • Specialized expertise in farming for profit • 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 |
| Type of Volunteer Assistance | Business/Enterprise Development (E) |
| Type of Value Chain Activity | Information and Input Services (S) |
| PERSUAP Classification | Type III |

1. **Background**

CRS Farmer -to-Farmer program (F2F) is a USAID funded program that will be implemented for five years (2019- 2023) with a primary goal of reducing hunger, malnutrition, and poverty across six countries: Benin, East Timor, Ethiopia, Nepal, Rwanda and Uganda. The program aims at achieving this goal through advancing inclusive and sustainable agriculture led growth aimed at generating sustainable, broad-based economic growth in the agricultural sector. The program’s secondary goal is to increase US public understanding of international development issues and programs and share the knowledge back in the US. To achieve its goals, F2F program provides volunteer technical assistance to farmers and farmer groups (associations and cooperatives), private agribusinesses, agriculture education institutions in developing countries like Uganda to address host identified technical needs in selected agricultural value chains. F2F volunteers are pooled from abroad range of US agricultural expertise, from private farmers with varied experience, University professors, bankers/certified accountants, animal health and nutrition specialists, soil scientists, agronomists who support local host organisations F2F program introduces innovation and develops local organisations capacity for more productive, profitable, sustainable and equitable agricultural systems while providing an opportunity for people- to-people interactions within the agricultural sector. In Uganda F2F program will focus its technical interventions in the livestock and agribusiness value chains

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 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) for those supported under the CRS LDS project, and vocational groups. Caritas beneficiaries are subsistence and Caritas has the objective of growing the beneficiaries from subsistence to commercial.

Fostering entrepreneurship and business skills among groups is crucial for the survival and integrated development of rural local economies. Entrepreneurship is one of the primary facets through which rural economic development can be achieved. For example, majority of smallholder farmers have traditionally not been entrepreneurial, as is the case with other businesses, mainly because 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, farmers must be more entrepreneurial and develop new skills and functional capabilities through a process of learning and practice. Farm business management skills are important for farmers to effectively respond to present day farming challenges and be able to make plans to meet set goals and objectives. Business management and entrepreneurial skills help farmers and others engaged in other income generating activities (IGAs) to make the right choice between enterprises according to individual levels of resources and at their level of risk adversity. Building capacity in entrepreneurial and management skills will enable farmers to improve their knowledge, change their attitudes, and be creative and innovative as they strive to earn a meaningful living from farming and other IGAs. The farmer groups, SILC/VSLAs and vocational groups lack entrepreneurship and business skills to manage income generating activities. It’s against this background that the Caritas Arua requested for technical assistance of F2F program in building the capacity of groups in entrepreneurship and business skills.

1. **Objectives of the Assignment**

The objective of this volunteer assignment is to support both Caritas and CRS supported host and refugee communities to acquire skills on small scale business identification and management.

The volunteer will provide technical support through:

1. Training selected members from farmers, SILC/VSLAS and vocational in business management (household planning, simple business skills such as planning for business startup, best practices to run the business, cost-benefit analysis concepts, enterprise selection, and record keeping).

2. Training on the process of identification of business ideas - where to look and how to develop business ideas - and distinction between business ideas and business opportunities

The volunteer will work towards attaining the objectives at two levels: at the grassroots level, directly working with farmer, SILC/VSLAs, and vocational groups, s/he will train the farmers in basic business management skills focusing on above.

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 entrepreneur and business skills 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**

The technical training will help unlock farmers' entrepreneurial competencies by helping them assess and develop their personal enterprising behavior which is a critical factor in running the farm and other income generating activities/enterprises. Groups will also be helped to understand why IGA 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 cost-benefit analysis of different IGA, household level, business planning, and other entrepreneurship and business management skills that will help create a difference in the livelihoods of smallholder farmers.

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

**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, management staff is literate. 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 Arua/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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| **Note**: ***This is a draft schedule that will be finalized based on volunteer actual dates of availability, Sundays are typical rest days and working on Saturday is, per the host’s request*** |

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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. 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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| **Host Organization:** |
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