

To express interest in this assignment please email: maria.figueroa@crs.org



**Farmer to Farmer
Volunteer Assignment Scope of Work**

Summary Information	
Assignment Code	UG215
Country	Uganda
Country Project	Agribusiness Country project
Host Organization	Mahyoro Area Cooperative Enterprise (ACE)
Assignment Title	Cooperative Leadership and Management
Assignment preferred dates	June – July, 2019
Objectives of the assignment	To equip the leaders of Mahyoro ACE at cooperative and RPO levels in leadership and management in accordance to cooperative principles
Desired volunteer skill/expertise	<ul style="list-style-type: none"> • Cooperative leadership and management experience, specifically for agricultural farmer cooperatives in developing countries. • Excellent adult facilitation and communication skills • Cooperative experience is an advantage
Type of Volunteer Assistance	Organizational Development (O)
Type of Value Chain Activity	Information and Input support services (S)
PERSUAP Classification	Type III

A. 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 a broad 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 organizations. 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 focuses technical interventions in the livestock and agribusiness value chains.

The ministry of agriculture together with various stakeholders; donors, development partners, civil society organisations (CSOs), farmers and farmer organisations including umbrella organisations developed the Agricultural Sector Strategic Plan (ASSP) 2016 -2020, transitioning from the agriculture development strategy and investment plan (DSIP) 2010 as a guiding document for priorities and strategic interventions for development of the agriculture sector. Farmer organisations play a critical role in the sector through the farmer groups' model which has been found to be efficient in driving agro-enterprise development. As such, the ministry through ASSP has highlighted the need to strengthen higher level farmer organisations for collective marketing, quality and standards improvement. To achieve the desired growth, the ASSP in addition to strengthening the capacity of existing farmer groups and cooperatives, will emphasize that more farmers be mobilized to join or form new cooperative societies to enjoy the benefits of collectively working together. Part of organizational strengthening focuses on good leadership and management of farmer organisations or cooperatives, hence the need to train and mentor leaders in proper management, stewardship, planning, group cohesion and dynamics all founded in the seven cooperative principles. This volunteer technical assistance will therefore focus on building capacity of Mahyoro ACE in leadership and management targeting the executive leadership at ACE and Rural Producer Organization (RPO) levels and members.

B. ISSUE DESCRIPTION

Mahyoro ACE is a member owned farmer cooperative registered at primary level with a membership of 1,296 farmers located within Mahyoro subcounty, Kamwenge district. ACE members are organized under three Rural Producer Organisations (RPOs) and 40 farmer groups. Mahyoro ACE promotes maize and rice as the core enterprises for collective bulking and marketing majorly and value addition to a small

extent. The organization started 4 years ago with the registration process almost completed for district level recognition. Since its inception, the cooperative has recently changed its board leadership, comprising of 7 members who are new in the cooperative management roles. The **main challenge** here is, the leaders have no understanding of the cooperative principles, their roles and responsibilities. The newly elected leaders lack skills in cooperative governance, conflict resolution and group management. Equally, the leadership at the RPO levels has not been oriented or mentored in the positions they hold and therefore they still encounter challenges in managing large numbers of farmers at the grassroots levels. The elected leaders have not had any formal training in leadership nor on job experience. These challenges in **effect** lead to mistrust, conflicts, and failure for some members to cooperate. In addition, the cooperative leadership is continuously mobilizing for new members to join, hence the need to educate leaders on cooperative principles to bring harmony among the expanding membership. To achieve and sustain this growth, proper organizational leadership and management is fundamental to build trust among members and development partners who would be interested to support the organization, hence the request for this volunteer technical assistance by the leadership of Mahyoro ACE.

C. OBJECTIVES OF THE ASSIGNMENT

The overall objective of this volunteer assignment is to empower the new board and RPOs leaders with cooperative principles, streamlining leadership roles and responsibilities for the leaders of Mahyoro ACE at cooperative and RPO levels. This will enable the executive leaders at the different levels to serve members more efficiently and effectively in accordance to the cooperative principles.

The technical support areas will among others emphasize the following topics:

- Cooperative principles
- Roles and responsibilities of leaders at the different levels of the organization structure and their linkages
- Group dynamics and how to build cohesion among groups
- Meeting management – How to conduct effective meetings
- Leadership- what it is, functions and qualities of a good leader
- Communication skills (Communications planning and feedback mechanisms)

Target audience:

Target audience for this volunteer assignment are the executive leaders at ACE and RPO levels, including member representatives from the different farmer groups. A large percentage of these are semi-illiterate to illiterate farmers with few elites, the volunteer should therefore design training content bearing this in mind and he/she will train through a translator from the host. The chairperson and extension staff who manage day to day operations of the cooperative are literate, these will work closely with the volunteer.

D. HOST CONTRIBUTION

Mahyoro ACE has committed to carry out all translations as necessary and to mobilize target audience

for the training sessions. The ACE will assign one personnel to work closely with the volunteer, during preparations and actual trainings, to ensure that the extension staff and key leaders are trained and will continue training other members/leaders even after the assignment is completed.

E. ANTICIPATED RESULTS FROM THE ASSIGNMENT

With this volunteer technical assistance, the ACE should be able to realize improvements in the leadership and management styles at the different levels due to:

1. Increased board and RPO/group leadership understanding of their leadership roles and responsibilities.
2. Better and effective communication, conflict resolution, motivation and empowerment skills among leaders and members.
3. A clearer understanding of the importance of team building and team development, and the ways of approaching tasks and problems as a team. (Group dynamics and building group cohesion in the different farmer groups)
4. Streamlined roles and responsibilities of leaders at different levels; board, Supervisory committees, ACE management & Staff and the general assembly who are the owners of the cooperative.

All the above changes are anticipated to result into efficient and better service delivery to members, increased trust and transparency among leaders and members, increased cooperative membership and overall reaping the benefits of working in a cooperative setting.

F. DELIVERABLES

1. Volunteer assignment final report due BEFORE departure
2. A compilation of training materials used during the trainings
3. Group presentation with local stakeholders at the end of the assignment
4. Training attendance lists
5. Debriefing at CRS office
6. Assignment related photos

G. SCHEDULE OF VOLUNTEER ACTIVITIES IN UGANDA

The volunteer will be expected to spend 2-3.5 weeks in country, with a strong preference for the longer duration

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 Fairway Hotel.
Day 3	At 8.30 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 at CRS offices before travel to the field.
Day 4	Travel to Kamwenge district to commence the assignment.

Day 5	In the morning CRS introduces the volunteer to Mahyoro ACE board and staff Together with CRS and the management, the volunteer will review the SOW and develop the action plan. In the afternoon, Visit at least one RPO.
Days 6- 7	Group 1: Training the board and management team
Days 8-9	Group 2: Training representatives from FGs in RPO 1 (Members and RPO leaders)
Days 10-11	Group 2: Training representatives from FGs in RPO 2 (Members and RPO leaders)
Days 12-13	Group 3: Training representatives from FGs in RPO 3 (Members and RPO leaders)
Days 14- 15	Group 4: Training core leadership teams from Board and RPO leaders
Day 16	Develop a training guide/ manual and guide the ToTs through the manual on how to use it to conduct an effective leadership training
Day 17	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 18	Travel back to Kampala
Day 19	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. Late evening: Depart for the US
TBD	Outreach event in the US
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	

H. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS

In Kampala, the volunteer will stay at Fairway Hotel & Spa (www.fairwayhotel.co.ug). In Kamwenge, the volunteer will stay at Club Afreka which is located with in Kamwenge town.

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.

I. 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, Uganda cooperative guidelines. Details on weather, security and appropriate clothing are included in the country visitor’s information pack.

J. 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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