

To express interest in this assignment, email: Maria Figueroa at maria.figueroa@crs.org



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

Summary Information	
Assignment Code	UG217
Country	Uganda
Country Project	Agribusiness Country Project
Host Organization	Jakana Foods Limited (JFL)
Assignment Title	Market analysis of the fruits subsector
Assignment preferred dates	June - July, 2019
Objectives of the assignment	Using JFL as a case study; this assignment will focus on analysis of the production, processing and marketing of fruits to inform the development of a transformative model for engaging Ugandan fruit producers for improved productivity, raw material quality, reliability of supply, and business viability for producers and American fruit processing companies.
Desired volunteer skill/expertise	Agribusiness Marketing Specialist
Type of Volunteer Assistance	Business/Enterprise Development (E)
Type of Value Chain Activity	Marketing (M)
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.

Horticultural production is one of Uganda's promising agricultural sub-sectors with a growth rate of 20% per year (NDP, 2009). Fruits contribute to a big share of Uganda's non-traditional agricultural exports and to the foreign exchange earnings. The major fruits produced include: Passion fruit, Papaya, Jackfruit, Citrus, Pineapple, Mango, Avocado, Apple banana, Bogoya, Chili pepper (Cavendish), Watermelon, Guava, Grape, Strawberry, Melon and Tree tomato. The sub-sector is characterized by smallholder farmers as producers, and the main markets of Uganda's fresh fruits and vegetable including solar dried fruits to a lesser extent are: European Union (EU), COMESA, EAC and domestic markets. Despite its growth potential and contribution to the economy, the horticulture subsector is faced with numerous challenges ranging from low production volumes and poor-quality produce, high post-harvest losses, food safety issues, failure to meet mandatory and/or voluntary label market requirements, etc. The level of agro-processing is still very low fetching low incomes for the producers due to selling of fresh produce given their highly perishable nature. The few agro-processors such as Jakana Foods Limited who have invested in the fruits sector have been disappointed by the low production volumes, poor quality, seasonality issues specifically for desired fruit varieties to meet final product requirements as demanded by consumers.

Potential solutions to these challenges include: improved knowledge base for producers to sustain whole year-round production and increase production and productivity, investments under enabling policies on food safety and traceability can enhance access to premium markets hence creating more jobs, improved incomes, sector growth, increased foreign exchange earnings thus increased income and improved livelihoods. Consequentially, the government through ASSP 2016-2020 has planned to boost production

and exports of fruits and vegetables through; provision of quality seedlings; improving grading standards, packaging and handling of fruits and vegetables; registration of exporters; support to quality assurance; plant quarantine restrictions; pests and disease control; and support to processing of fresh fruits through PPP arrangements particularly to promote value addition activities.

B. ISSUE DESCRIPTION

Through the Farmer to Farmer program, CRS is partnering with Jakana Foods to address the critical needs of American companies operating in Ugandan agricultural sector by developing a transformative model of engaging farmer cooperatives/out growers that increases the production, quality, reliability, and business viability of Ugandan agricultural products as inputs for American processing companies. As a result, a durable and data driven model will be developed, tested, improved, and scaled in the Ugandan agricultural economy. This will allow Ugandan farmers to increase their sales, business profitability and overall family well- being. To develop this model, CRS and Jakana Foods Limited need to conduct a detailed market analysis of the fruit sector from production, processing and marketing (focusing on export markets), hence the need for F2F technical assistance.

Jakana Foods Ltd (JFL), a privately-operated company engaged in processing and packaging of all-natural food products. The company's goal is to process high quality all natural and gourmet food products made from local raw materials sourced in Uganda with sales to local consumers, large scale missions in the region and gourmet markets internationally. JFL has two product lines: the dried fruits line focused on; pineapple, 4 types of sweet bananas, mango, papaya, and jackfruit, and all-natural fruit juices- Banana, orange, mango, pineapple, tropical punch, passion fruits. The products are branded "natural Organic" since no additives/preservatives nor sugars are added to the juices or dried fruits. The company sources 100% Ugandan fruits for its processing activities. These raw materials are provided by small holder farmers across the districts of Luweero, Kayunga, Kangulumira, Nakaseke, Masaka, Soroti and Ntungamo. Jakana Foods through different partnerships such as: African Development Foundation (ADF), UN-Habitat, and Makerere University School of Food science & Technology is spearheading the processing of natural food products in Uganda and Africa at large. Given the merge level of agro-processing in the country, JFL is playing a significant role as a private sector actor in this subsector, hence providing a ready market for locally grown fruits and reducing on level of post-harvest losses while creating employment opportunities at the different levels of engagement in the value chain.

Given the level of investment and size of operations, Jakana foods is still operating below the desired capacity or efficiency, this is attributed largely to the low or inadequate supply of raw materials from the producers. The company has designated districts within the country where it can source the desired raw materials to meet the desired products to meet market requirements, however, the supply is always low coupled with quality issues (farmers delivering poor quality raw materials which if processed will compromise final product quality). Like any business entity, JFL is faced by competitors who may procure the few raw materials from the same producers hence reducing volumes further, and this applies both to the raw material supply and final products demand. This low raw material supply in quantity and quality

further jeopardizes the commitment to final consumers particularly on the international market which makes the company lose credibility and potential market loss. The issues of low raw material supply and substandard quality is attributed in part due to farmers lack of knowledge and skills on GAPs to increase production volumes, lack of organic certification for fruits to produce per export market requirements, farmers lack of a business mindset to leverage opportunities/harness opportunities for growth within the sector. On Jakana side, the company lacks concrete understanding of value chain activities specific to pineapple, mango, banana particularly information pertaining to assessment of production volumes of these fruits domestically and globally, the demand potential/market trends, who are the existing competitors (domestically and globally) for the raw materials and final products based on the target market segments, what do the price trends look like globally, and information on constraints on the production and demand side. The challenges mentioned above are faced by similar American processing companies operating in Uganda.

Jakana Food Ltd therefore is seeking for F2F volunteer technical expertise in conducting a detailed market analysis of the fruits sector in line with Jakana operations, which will serve as the key case study for the development of a transformative model for engaging Ugandan fruit producers to increase production, improve quality and reliability of raw materials for American companies requiring fruit inputs beyond Jakana Foods Limited. Target fruits for this analysis are: Pineapple, apple banana, mango, and jackfruit.

C. OBJECTIVES OF THE ASSIGNMENT

Using JFL as a case study; the main objective of this assignment will focus on analysis of the production, processing and export marketing of fruits to inform the development of a transformative model for engaging Ugandan fruit producers for improved productivity, raw material quality, reliability of supply, and business viability of producers and American fruit processing companies (Creating a win-win situation for companies and producers).

This analysis will entail but not limited to;

- assessment of current production volumes and projected supply of pineapple, mango, apple bananas, and Jack fruit
- assessment of the demand/market trends for targeted fruits
- assessment of the constraints/opportunities on both supply (raw material) and demand (raw material and final products)
- Assess the potential for climate smart agriculture including irrigation to cater for all year-round production.
- Assess potential of credit facility to safeguard farmers and enhance contract farming
- assess the global competition in terms of production and price for target fruits in relation to the two product lines of JFL. For-example understanding why Uganda loses market of dried fruit to

Ghana, Sri Lanka, Thailand, Burkina Faso, and Costa Rica. Is it a question of production volumes, processing efficiency and quality or other issues?

Target audience: The volunteer will work closely with JFL to identify key value chain actors within the fruits subsector: those currently partnering with JFL, and those deemed by the volunteer as key in engagement during the market assessment exercise for information generation. Working with JFL staff to visit areas of production and discuss with farmers. The volunteer will also look identify opportunities for irrigation and for credit facilities in areas of production.

In addition, the volunteer will work closely with key Jakana staff throughout the assessment period an opportunity for staff to obtain skills on conducting market analyses for the future and for continued engagements with new/ potential partners for business growth.

D. ANTICIPATED RESULTS FROM THE ASSIGNMENT

Conducting a market analysis is an integral component of the business development process; done correctly and at the right time in the development process can prevent major project failures through identification of critical investment or growth opportunities, and strategic allocation of company resources. Therefore, information gathered through this assessment exercise will guide F2F and JFL in the development of a transformative business model of engaging farmer associations to increase the production, quality, reliability, and business viability of Ugandan agricultural products as inputs for American fruit processing companies. With a successful model, the critical needs of American companies will be solved particularly the availability of a quality, sustained and reliable supply of raw materials hence improving farmer incomes and increase Ugandan export revenues. The model will be scaled up for wider coverage beyond Jakana foods and the 200 fruit producers.

E. HOST CONTRIBUTION

JFL has committed to mobilize its key staff to work closely with the volunteer. One to two key personnel will be availed to work closely with the volunteer during assignment preparations, arranging meeting appointments as needed, and ensure that the volunteer accesses relevant information needed for the assignment.

F. DELIVERABLES

1. Volunteer assignment final report due BEFORE departure
2. A detailed market analysis report compiled by the end of the assignment
3. Group presentation with local stakeholders at the end of the assignment
4. Training attendance lists for people interacted with during the assignment
5. Volunteer debrief with CRS team and USAID
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 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 and expectations and anticipated outcomes. Hand-outs will be prepared at CRS offices.
Day 4	Travel to host site commence the assignment. Discuss the scope of work with the host for a clearer understanding of host needs.
Day 5	The volunteer familiarisation with host activities and relationships with key partners (who are the host partners and their different roles. Partners internal and external to the organisation, competitors, etc. Together with the host, the volunteer develops a schedule of activities/meetings to kick start market analysis exercise.
Day 6-8	Field Visits/meetings by volunteer to different partners/fruits value chain actors: Farmer visits should be included in the schedule. Other places to visit will be discussed with the volunteer and organised by JFL accordingly.
Day 9- 10	Discussions with JFL management team field observations, data/information gathered and start putting together the market analysis report. Conduct a one-day training session for JFL staff as desired on how to conduct a market feasibility study.
Days 11-13	Support JFL team to design a concept note for potential funding to address some of the challenges/bottle necks to growing the fruits processing subsector. What some of the priority areas that can be addressed with this funding particularly to design or build off of a successful business model that can be piloted and scaled up by Jakana foods beyond their area of operation or beyond the fruits subsector.
Day 14	Review the analysis report and discuss findings/ recommendations with JFL, and CRS teams.
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 in the US

H. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS

In Kampala, the volunteer will stay at Fairway Hotel & Spa (www.fairwayhotel.co.ug) for the entire assignment duration. However, for field travels that go beyond CRS policy on Travel time, the volunteer will be accommodated at a CRS contracted hotel based on the field activity location.

CRS will pay for hotel accommodation and provide the volunteer with per diems to cater for meals and other incidentals. 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 horticulture sector and, the agribusiness country project. 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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Meg Hilbert

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