

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



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

Summary Information	
Assignment Code	UG220
Country	Uganda
Country Project	Agribusiness Country project
Host Organization	Mahyoro Area Cooperative Enterprise (MACE)
Assignment Title	5-year strategic plan development
Assignment preferred dates	July – August, 2019
Objectives of the assignment	Facilitate MACE in the development of a 5-year strategic plan for the cooperative to guide its operations, resource mobilization and efficient resource allocation.
Desired volunteer skill/expertise	Agribusiness development experience in developing countries with expertise in in strategic planning, business planning, enterprise development/market research and market analysis. Good adult facilitation and interpersonal skills
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 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.

The Global Food Security Strategy (GFSS) for Uganda, 2018 highlights the need to invest in vulnerable and poor populations who do not have access to adequate assets, skills and capabilities to fully invest and participate in market systems¹. Such populations will need to be supported in terms of developing their capacity over time to participate in value chains so that they can become livelihood options for them. As part of realizing the needed support, GoU through its ASSP 2016-2020 has planned to strengthen the capacity of higher-level farmer organisations for collective marketing, bulking, quality and standards improvement using the farmer groups methodology as a driver for agro-enterprise development². Planned interventions include support to farmer groups in formulating and implementing technical, managerial and marketing strategies as well as developing feasible business plans for new investments and financing opportunities.

Mahyoro ACE is a member owned farmer cooperative registered as a secondary cooperative with a membership of 1,296 farmers located within Mahyoro subcounty, Kamwenge district. ACE members are organized under three Rural Producer Organizations (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.

¹ Global Food Security Strategy (GFSS), 2018.

² Agriculture Sector Strategic Plan (ASSP), 2016 -2020.

B. ISSUE DESCRIPTION

Strategic planning becomes critical in realizing the desired goals and it involves the development of long-term strategies (3, 5, 10 years) to increase the profitability and competitiveness of any farm business. Strategic plans for farmer cooperatives will help streamline business goals and act as a guiding document for the leadership of the organization to work towards achieving these goals. Mahyoro ACE as a second-tier farmer cooperative is desiring to grow the organization in terms of membership and operation activities to achieve its mission of improving the livelihoods of its members through production, processing and marketing of their produce and related services for sustainable development

Since its inception, Mahyoro ACE recently changed its board leadership, comprising of 7 members who are new in the cooperative management roles. The ACE has not had a strategic plan before. The new board has a very pro-active chairperson who together with the team has plans and strategies for growing the organisation. All these plans however, have not been documented into a strategic plan to allow for prioritization and allocation of its resources. This lack of a strategic plan is attributed to a lack of expertise in developing one, and neither does the ACE have resources to hire a consultant to support this process. Hence the request for F2F technical assistance in the development of a 5-year strategic plan.

C. OBJECTIVES OF THE ASSIGNMENT

The main objective of this assignment is to facilitate and guide MACE board and staff in the development of a 5- year strategic plan that will provide a strategic direction for the organization towards achieving its mission and vision.

Specific assignment objectives include but are not limited to:

- Conduct an organization self-assessment through a SWOT analysis to have a clear understanding of the current state of cooperative
- Train MACE board and staff in the development of a strategic business plan
- Together with the team, start developing the plan, incorporating a work plan and framework for evaluating and monitoring implementation progress
- Develop a road map for implementation of the strategic plan

Target audience:

Target audience for this volunteer assignment are the ACE board members and staff (MACE has 7 board members and 3 extension staff). These are all literate and the volunteer will work directly with them for the duration of the assignment. All communication will be conducted in English. Please note that the ACE premises do not have electricity, the volunteer will rely on flipchart paper rather than power point presentations.

D. HOST CONTRIBUTION

Mahyoro ACE has committed to carry out all translations as necessary where the volunteer needs to interact with farmers, otherwise all trainings will be conducted in English. One staff will be designated to and to mobilize target audience for the training sessions and work closely with the volunteer, during preparations and actual trainings, to ensure that the extension staff and key leaders are available as desired.

ANTICIPATED RESULTS FROM THE ASSIGNMENT

Strategic planning involves developing the plan for a cooperative business, implementing and evaluating the plan. The plan should target development of long-term strategies aimed at increasing the profitability and competitiveness of the business. This volunteer assignment will therefore go beyond just developing the plan, to developing an implementation plan together with MACE board and staff. With the planning, strategic management becomes key in the implementation of the plan. Its therefore anticipated that this assignment will foster forward thinking, proactiveness and focus of the board leadership to understand at what level the cooperative is at, where its going and how to get there. This will also help improve cooperative effectiveness through efficient resource allocation as well as serving as a resource mobilization tool.

E. DELIVERABLES

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

F. SCHEDULE OF VOLUNTEER ACTIVITIES IN UGANDA

The volunteer will be expected to spend at least 2.5 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 Airport shuttle to Kampala and check in at Fairway 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. Any materials for printing will be prepared at CRS offices.

Day 4	At 8:00am, Travel to Kamwenge to commence the assignment
Days 5	In the morning CRS introduces the volunteer to Mahyoro ACE board and staff. Together with CRS and ACE team, the volunteer will review work-plan and be finalized. The action plan should include group presentation to be done after the assignment. In the afternoon, visit some of the afternoon visit with one RPO to familiarize with the link between RPOs and the cooperative.
Days 6- 11	Discussions with board members, management staff, including training sessions
Day12- 14	Draft the strategic plan.
Day 15-16	Discussion of the draft plan with MACE management staff. Wrap up meetings with staff and emphasize key aspects of the plan.
Day 17	Carry out outreach activity at the subcounty/district head quarters
Day 18	Travel back to Kampala
Day 19	Debriefing at CRS office and USAID Mission. 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.

G. 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.

H. 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.

I. 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.

CRS Baltimore	
Maria Figueroa US Operations Manager/Uganda Recruiter Farmer to Farmer Program 228 W. Lexington Street Baltimore, MD 21201 410-951-7366 Email: maria.figueroa@crs.org	
CRS Country Program	
George Ntibarikure Project Director Farmer to Farmer Program Uganda Office Tel: +256 031 226 5658 Mobile cell phone +256 772 472 103 Email: george.ntibarikure@crs.org	Maria Nakayiza Senior Project Coordinator Farmer to Farmer Program Uganda Office Tel: +256 031 226 5658 Mobile cell phone +256 783922882 Email: maria.nakayiza@crs.org
Host Organization:	
Ntamusobora Emmanuel Chairperson ACE Board Mahyoro Area Cooperative Enterprise Kamwenge, Western Uganda Cell phone: +256 772949733/+256 756 192637 Email: mahyorocooperative@gmail.com	