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

Summary Information	
Assignment Code	UG228
Country	Uganda
Country Project	Livestock Country Project
Host Organization	Kamwenge District Dairy Farmers Cooperative Society
Assignment Title	Farm Record Keeping
Assignment preferred dates	December 2019 – February, 2020
Objectives of the assignment	<p>Provide framework for farm business as a basis for transiting from subsistence farming to commercial farming:</p> <ul style="list-style-type: none"> • Farm record keeping across all enterprises of farmers (including dairy, crops) including basic aspects of farm planning • Reviewing organization records and streamline them • Enable farmers to assess the profitability of their farm business operations and improve in their business skills
Desired volunteer skill/expertise	<ul style="list-style-type: none"> • Formal qualifications in agribusiness, farm business management and production economics are desirable • Good knowledge on smallholder subsistence and semi-commercial agriculture in developing tropical countries • Good knowledge of both animal and crop husbandry farm records
Type of Volunteer Assistance	Business /Enterprise Development (E)
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 organizations 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

Kamwenge District Dairy Farmers' Cooperative (KDDFC) is in southwestern Uganda and has a total member of 340 farmers. The average herd size is three dairy animals mostly cross breeds with average milk production five liters /animal. The cooperative has office premises that also doubles as milk collection center with cooling facilities. On average the cooperatives bulks 2400liters /2.5 days. The milk is sold to Jesa farm-a large milk processor based in Kampala, producing a wide range of dairy products like yoghurt, pasteurized milk, cheese, butter and UHT milk. The cooperative was started with a help from Samaritan Parse International in 2005. Samaritan Parse started by donating 160 dairy cows and introduced the pass-on scheme which to-date is still operational. The pass-on scheme is a scheme where a farmer is given a young heifer and looks after it and when it delivers, the first calf is passed on to another farmer and the cycle continues. On average, Kamwenge dairy cooperative gives out 10 heifers every year to new members.

Kamwenge dairy cooperative society is involved in the bulking and marketing of raw milk from members. The cooperative offers services aimed at building the capacity of its farmer members in areas such as animal breeding and health, pasture management, milk handling, access and use of drugs and animal feeding. The dairy cooperative members also grow crops such as maize, sorghum, millet, groundnuts, bananas, beans and coffee as food or cash crops. Under the operations/activities of the cooperative is a saving and loan scheme that provides savings and credit services to its members.

B. Issue Description

Improving on-farm income earnings from agriculture enterprises is considered a key strategy of addressing poverty and transitioning of Uganda's agriculture from subsistence to commercial farming. Majority of

rural farmers lack the appropriate skills to operate their farms as profitable enterprises. The average Ugandan rural farmer has historically carried out farming primarily to meet household food requirements, selling the excess, and often at a loss because production factors are not factored into the pricing primarily because farmers do not keep records. Therefore, to improve the livelihoods of rural farmers, it is critical for them to start viewing farming as a business.

A major challenge with many of KDDFC members is that they do not keep records, making determination of profitability a gross estimate, at best. In order to be competitive and take advantage of the new opportunities that are arising, farmers increasingly must adapt their farm business to market changes and improve efficiency, profitability and income. As a first and necessary step, therefore, the farmers must keep records of their expenses and incomes, short of which farming will remain largely a subsistence undertaking. With good record keeping, they will be in position to make business/investment decisions from informed positions. Proper farm record is also important to accessing any farm credit facility. It is upon proper record that assessors depend on to pre-qualify credit grants. This is also always associated with poor farm planning such as assessing the land size and allocating it appropriately to manage the various business operations whether livestock or crop. This results into poor land management practices and in the long run lead to land degradation is not addressed.

The failure to keep records is due to rural farmers' lack of relevant skills necessary to operate farm enterprises on business principles. Therefore, they are not able to maximize the benefits of their investments and remain poor despite all their hard work. Farmers generally lack knowledge in enterprise selection, enterprise budgeting, farm business planning, importance of record keeping and the different types of records, the role of appropriate technology (such as use of improved seeds and complementary inputs) in profit maximization, importance of functional linkages (such as input and output markets, credit and extension services) in sustaining the farm business, business performance assessment, risk management, and how various farming or business enterprises interact with each other to enhance production.

The management of KDDFC requested for CRS' Farmer to Farmer technical assistance to train its members in farm records keeping skills and be able to negotiate for better milk prices, select more profitable enterprises for investment and make better & informed production and marketing decisions for both dairy and crop operations.

C. Objectives of the Assignment

KDDC has requested for a F2F volunteer to assist the organization in introducing the concept of farm records keeping among the targeting members at farmers' level and a review of records at organization level. Record keeping will help farmers understand the profitability, cost of production, break even points and hence make better, informed investment decisions.

The specific topics for the volunteer to provide technical support in are:

1. Importance of keeping farm records

2. Types of farm records (Production records & labor records)
3. Cash inflow and outflow records/sales records
4. Preparation of simple income statements and balance sheets
5. Profit and Loss calculations
6. Cost Benefit Analysis for major dairy/crop enterprises
7. Basics of farm business planning

In addition, the volunteer will make produce a manual/a guide for Training of Trainers for both the farmer level- and organizational level – training.

The volunteer will work towards attaining the objectives at two levels: at the grassroots level, directly with farmers, s/he will train the farmers in keeping basic farm records. At the level of the organization, the volunteer will train the management and board members strategic business skills in addition.

The specificities of the activities will be discussed with CRS staff and KDDFC upon volunteer's arrival and adjustment to the activities can be made in agreement with the host, but the deliverables and results shall remain as indicated.

Host contribution – KDDFC will mobilize target dairy members and staff to the trainings to be conducted by the volunteer. The dairy cooperative will also avail key personnel to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained as a backstop to continue training other members even after the assignment is completed.

D. ANTICIPATED RESULTS FROM THE ASSIGNMENT

Technical assistance that helps improve farm business management skills will help improve dairy productivity, incomes, and overall wellbeing of the farmers.

The anticipated deliverables include:

- Trainings conducted, and people trained
- Developed manual on farm record keeping
- 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 dairy farmers, TOTs, and interested representatives from the different dairy farmer groups. Members of various sub county local government staff 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 ranging, others that are semi-illiterate to completely illiterate will need 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, cooling center, classrooms, local church, and the town council hall or under the tree, depending on accessibility.

E. Schedule of Volunteer Activities in Uganda

Day	Activity
Day 1	Arrival at Uganda Entebbe Airport picked by Fairway Hotel Airport shuttle to Kampala and check in at Fairway Hotel. NB: In case the volunteer encounters /experiences any difficulty, please request for assistance from Airport Staff to call George on 0772 472103 or Maria on 0783922882.
Day 2	At 9.00 am, the volunteer is greeted at the hotel by Maria or George and thereafter go to CRS Office for introductions and briefings. Volunteer gets a briefing from Maria or George about the host and then discusses with the team the related logistics and anticipated outcomes. Volunteer may also prepare study materials while still at CRS Office. After briefing, travel to Kamwenge to commence the assignment in the company of Maria/George.
Day 3	<p>In the morning, Maria/George o introduces the volunteer to the Kamwenge dairy cooperative management. Later in the day, the management (including representatives of Board of Directors) convenes a meeting for the volunteer to meet the entire core staff to discuss the objectives of the assignment and sketch out a work/action plan.</p> <p>In the afternoon, the volunteer will have a familiarization tour of Kamwenge cooperative premises, facilities, and discuss about existing market outlets/strategies.</p> <p>The volunteer will offer trainings at 4 sites, spending 2 days at each site.</p>
Day 4-12	<u>Commencement of the course:</u> Volunteer introduces the course (objectives, planned content, schedule) and gathers and discusses participants' expectations with a view of harmonizing these with the initial plans. Agree with the participants on the final training program, venue and time as well as the code of conduct (rules and norms) for the course. Recap of the relevance of the assignment to the participants emphasizing the importance of attending the full course for full benefits from the package.
	<p>Overview of the principles and practices of farm record keeping (dairy/crop).</p> <p>Volunteer will endeavour to make this <i>an experience sharing session</i> during which both the volunteer and the participants share experiences. Detailed discussion on record keeping best practices – types and applications</p>

	<p>In discussing these topics, volunteer will endeavour to use appropriate/familiar examples of records (dairy/crops) practices within small holder dairy production systems.</p> <p>Relevant practical activities in relation to the topics discussed. These activities should focus on in-depth analysis and understanding of the current practices aimed at identifying the bottlenecks to be addressed and opportunities to be strengthened.</p>
Day 13	Summing up the assignment and emphasize <u>take-home</u> practical tips; participants evaluate the training; volunteer solicits participants' input into assignment final report recommendations and develop an action plan.
Day 14	Volunteer travels back to Kampala
Day 16	Submit the Trip Report (TR) and other deliverables and discuss any pending issues with relevant CRS staff. If possible, the volunteer and CRS team attend a debrief at USAID Mission
Day 17	Depart for USA

F.

A. 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 within the town. The volunteer will work accompanied by cooperative 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.

B. 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.

C. KEY CONTACTS

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