

To express interest in this assignment, email: Maria Figueroa at [maria.figueroa@crs.org](mailto:maria.figueroa@crs.org)



### Farmer to Farmer

#### Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	UG233
Country	Uganda
Country Project	Agribusiness Country Project
Host Organization	Caritas Arua Diocese
Type of Volunteer Assistance:	<b>Financial Services (F)</b>
Type of Value Chain Activity:	<b>Information and Input Support Services (S)</b>
Assignment Title	Resource Mobilization and Proposal Writing skills
Assignment preferred dates	January – March, 2020
Assignment objective	<ul style="list-style-type: none"> <li>• Equip the board and management of Caritas Arua with resource mobilization and proposal writing skills</li> <li>• Develop a resource mobilization strategy that will be used as a framework by the organization to generate funds for the smooth implementation of its activities</li> </ul>
Desired volunteer skills/expertise	<ul style="list-style-type: none"> <li>• Specialized expertise in resource mobilization/grant writing and fundraising</li> <li>• Other required expertise may include knowledge in strategic planning, business plan development, monitoring and evaluation.</li> <li>• Formal qualifications in agribusiness development and management, management/agricultural economics or entrepreneurship.</li> <li>• Experience with development organizations involved in providing a range of services to small holder farmers (including input distribution, training/advisory and market linkages) in the context of commercializing smallholder</li> </ul>

	agriculture in developing countries. <ul style="list-style-type: none"> <li>• Good writing and analytical skills, including good interpersonal communication</li> </ul>
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 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 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 focuses its technical interventions on the livestock and agribusiness value chains

In Arua diocese, Caritas (the social services and development arm of Arua diocese) was 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, Odo bu 1 and 2, Simbili, Siripi and Ungrua for Agriculture. Vocational training covers all the clusters in the refugee settlement area including Tika 1 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 Olujobo 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 Odo bu 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.

Caritas Arua, through its emergency and development projects, reaches out to both host communities within the West Nile region and South Sudanese refugee communities in Yumbe district. The F2F technical assistance request will build the capacity of Caritas in mobilizing resources to deliver services to target beneficiaries in both communities.

## **B. ISSUE DESCRIPTION**

Uganda launched the second National Development Plan (NDP II) for the period 2015/16 – 2019/20 with a theme of “strengthening Uganda’s competitiveness for sustainable employment, wealth creation and inclusive growth”. The plan is prioritizing agriculture among other sectors as one of the sectors with the greatest multiplier effect on the country’s economy; focusing on commercialization of agriculture, increasing production and productivity along priority and strategic value chains. Increasing agricultural production could be achieved by expansion of cultivable areas, intensifying production through introduction of high yielding varieties and introduction of new technologies in agricultural production. However, with the increasing population growth, the government of Uganda is focusing on new technologies and new varieties through research and extension of the research results to the farming community since it’s becoming difficult to achieve land expansion.

For Community Based Organisations (CBOs) like Caritas, meeting the NDP II plan requires that such organizations access funds facilitate them in implementing community projects. Such funds will facilitate procurement of new agricultural technologies, improved seed varieties and provision of agricultural extension services to address needs of farming communities. Where organisations promote livelihood diversification strategies to spread the risks associated with agriculture production, funding is critical in ensuring that the right skills sets are transferred to the target beneficiaries such as vocational skills training for youth groups, micro-enterprise projects particularly for women, to allow for engagement in other productive activities besides agriculture. However, access to funds is still a big challenge given the lack of resource mobilization skills by these organizations to express interest in acquiring funds from the donor community.

Caritas Arua is no exception to the plight of other community-based organizations. With ever increasing levels of community needs, Caritas needs financial resources to provide services in order to sustainably address the needs of its beneficiaries majority of whom are farming communities. The purpose of this volunteer assistance is to equip Caritas team with techniques of resource mobilization and key concepts of proposal writing.

### **C. OBJECTIVES OF THE ASSIGNMENT**

The overall objective of this assignment is to equip the board and management of Caritas Arua with skills and techniques for effective resource mobilisation and proposal writing. This will enable the organisation to be better placed to submit proposals for grant requests from various donor sources. With successful funding opportunities, the Caritas will have the financial muscle to reach out to its wider communities and be able to offer livelihood services that boost market linkages and increase household incomes.

Key strategic objectives of the assignment include:

1. The board and management of Caritas Arua clearly understand the techniques/strategies of resource mobilization.

*Activities may include:* Develop a curriculum to help the team understand the concepts, strategies, discipline of defining problems, specifying solutions, drafting proposals, identifying funders, developing partnerships and political support. Together with the team, draft at least 1-2 proposals, the team participates in critical review and editing drafts; identify potential partnerships to be included in the proposal, etc.

2. Develop a resource mobilization strategy that will be used as a framework for generating resources to effectively run Caritas Arua activities.

*Activities may include:* Develop a strategy to be used as a framework for long-term plans, goals and milestones; identify clearly problems that could attract extracurricular funding; tabling issues that may be too ambiguous for grant proposals; consolidating equipment and personnel needs across proposals (e.g. motorcycles, extension personnel, grant

administration); establishing program partnerships and co-operators; exploring mixed revenue sources for project completion (business loan, royalty-based funding, grants); identification of projects to increase Caritas program efficiency (infrastructure development of information distribution (radio, cell phone and internet)).

As such, the volunteer will equip the board and management of Caritas Arua with skills in the areas of:

- Resource mobilisation strategies/techniques
- Developing a Resource mobilisation framework
- Proposal writing skills and draft proposal (s) with the management team
- Negotiating for funding and communication with donors
- Relationship building and how to identify potential donors

Target Audience: this will include management team at Caritas head office, sub-offices staff and board of Caritas.

**Host contribution:** Caritas Arua management has committed to mobilize its team of staff, managers and board to participate in the trainings to be conducted by the volunteer. Participants selected will be those with the capacity to contribute to resource mobilization.

#### **D. ANTICIPATED RESULTS FROM THE ASSIGNMENT**

As a result of volunteer assistance, Caritas management and board will have a clearer understanding of the resource mobilization techniques and the proposal writing skills. The different teams (board and management) will understand that these two activities require participatory approaches and consolidating information as per the donor or funding source requirements. With the resource mobilization strategy, the organization will be able to plan more appropriate and position themselves for possible funding opportunities, and hence access finances to implement activities and provide service to their members. The training participants will also gain skills on creating relationships for funding opportunities and how to negotiate for funding in a competitive manner.

All the above results are geared towards ensuring financial sustainability of Caritas and its activities for efficient service delivery to communities and expand its clientele base. For example, with improved and sustained service delivery, farmers will be able to realize increase crop production yields- both quantity and quality, create better market linkages, venture into agricultural commercialization for increased household incomes for improved livelihoods. All this contributes to the goal of the national development plan of sustainable growth, wealth creation and inclusive growth.

The anticipated deliverables include:

- Trainings conducted and people trained
- Resource mobilization strategy developed
- Draft request for funding document developed
- Training guidelines/manuals developed
- Debriefing with USAID and in country group presentations after assignment
- Field trip report and expense report

**E. SCHEDULE OF VOLUNTEER ACTIVITIES IN UGANDA**

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 the Hotel.
Day 3	At 9.00 am, the volunteer is greeted at the hotel by CRS staff (Maria or George) and thereafter go to CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Hand-outs and other study materials will be prepared at CRS offices.
Day 4	Travel to Arua district to commence the assignment.
Day 5	In the morning CRS staff introduces the volunteer to Caritas Arua management team and the board. Together with CRS and the management, the volunteer will review and finalise the work-plan/action plan. The volunteer will be oriented on Caritas Arua management structure, share past proposals that have been submitted for funding, the projects that are currently implement by the organisation in collaboration with other development partners. Later in the afternoon, visit 2 farmer groups to get a deeper familiarization with services and activities offered by the organisation.
Days 6-7	Training management staff and board on the different resource mobilisation techniques / principles and types of fundraisers
Days 8-9	Continue training on the strategies for resource mobilisation and networking through communication. Examine the impact of internal and external environment on resource mobilisation
Days 10-11	Train management and board on the available donor data sources and the techniques of successfully reaching potential sources for support. Building donor and other stakeholder relationships and positioning the organisation for the possible funding opportunities.

Day 12- 13	Train participants on proposal writing skills and facilitate the team to develop a draft proposal.
Day 14- 15	Train board and management on negotiation skills specifically for fundraising
Day 16-	Wrap up the training with a review of assignment objectives. Discuss recommendation with participants to be included in the report
Day 17	Volunteer travels back to Kampala
Day 18	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 19	Depart for USA
TBD	Outreach event in the US
	<b>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</b>

## F. ACCOMODATION 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 Arua, the volunteer will stay at Dessert Breeze hotel or any other CRS designated hotel in Arua town. The volunteer will travel accompanied by Caritas staff in rural areas where host and refugee communities 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.

## F. RECOMMENDED ASSIGNMENT PREPARATIONS

- CRS-F2F designs assignments with the assumption of some pre-departure preparation by the volunteer. Actual preparation time will vary based on the experience of the volunteer, as well as informational or training resources the volunteer has readily available. CRS relies on the volunteer to assess the tasks outlined in this SOW and to make his or her own judgment about how much and what kind of preparation is needed prior to arriving in Uganda
- 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.
- CRS strongly recommends that the volunteer become familiar with CRS programs in Uganda, especially the agribusiness country project description, refugee engagement in agriculture – what are existing challenges, and other information in the briefing pack before arrival to Uganda

## G. 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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