

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



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

| Summary Information | |
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| Assignment Code | UG238 |
| Country | Uganda |
| Country Project | Livestock Country Project |
| Host Organization | Namwendwa Dairy Farmers' Saving and Credit Cooperative Society Ltd |
| Type of Volunteer Assistance | Organizational Development (O) |
| Type of Value Chain Activity | Information and Input Support Services (S) |
| Assignment Title | 3-Year Strategic plan development |
| Assignment preferred dates | February - April, 2020 |
| Objectives of the assignment | Develop a strategic plan that provides a framework within which Namwendwa dairy cooperative can operate. |
| Desired volunteer skill/expertise | <ol style="list-style-type: none"> 1. Formal qualifications in agribusiness development, farm business management, agricultural development, or production economics. 2. Specialized expertise in strategic planning, business planning, enterprise development/market research and market analysis. <p>Other necessary skills include good writing and analytical skills, good interpersonal communication, basic knowledge of financial procedures, financial management, and resource mobilization.</p> |
| 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 and livestock systems while providing an opportunity for people- to-people interactions within the agricultural sector. In Uganda, F2F program focuses its technical interventions in the livestock and agribusiness value chains

Namwendwa dairy cooperative started in 1997 as a farmer group and transitioned into a cooperative in 2003. It has a growing membership that is currently at 559; categorized as 354 males and 205 females. The vision statement of sustainable and improved livelihoods and mission statement of bringing farmers together and change attitude of farming using local breeds to improved breeds through crossbreeding for increased milk production. Namwendwa has the following objectives:

- To promote food security
- To promote home hygiene and sanitation
- To fight malnutrition through good nutrition
- To improve household income

The cooperative offers the following services to members:

1. Milk outlet for members through collection and sale
2. Agro-vet supplies
3. Pass-on-scheme
4. Yoghurt processing
5. Lobby extension services for members from both the government and other development partners

In the future the cooperative plans to:

1. Acquire land for construction
2. Acquire cooler and generator to curb milk losses
3. Provision of seminars to farmers on new innovations.

Livestock rearing is one of the main economic activities for this cooperative with cattle taking the biggest percentage. The production system is characterized majorly by open grazing, some paddocking and some zero grazing units. Cattle are kept for dairying with at least 1 dairy cow per household on small farms averagely 1.5-3acres grazing on unimproved naturally growing pastures. Fodder crops are rarely grown. The host is currently dealing in collective bulking and chilling of members milk and collective marketing but on very small scale due to lack of cooling facilities. The host owns a small refrigerator but hopes to acquire a cooling facility of approximately 3000 liters to be used to chill members milk before collection by the buyer.

B. ISSUE DESCRIPTION

Namwendwa dairy cooperative has never had a strategic plan to guide the organization, planning is currently done but in a haphazard manner without clear documentation to guide and help review progress with organization goals. The board of trustees and management of the cooperative have the responsibility to originate and maintain a long-term perspective of where the organization is headed. It is anticipated that the development of the 3-year strategic plan will begin with an analysis of the strengths, weaknesses, opportunities and threats (SWOT analysis) associated with the cooperative's plan for growth. Based on this analysis, the plan should include realistic projections and what steps that will be required to reach those projections. The cooperative management would like to sustainably serve its clients' needs, however its necessary to understand the general changes that may be necessary in organizational and operational policies in order to achieve the mission and vision. In order to provide proper guidance and general direction to the organization, the cooperative board and management requested Farmer-to-Farmer technical assistance to develop a strategic plan. The proposed technical assistance will involve the board, management, and other relevant stakeholders.

The strategic plan will help to guide the cooperative management to work towards achieving a more targeted vision and how its strategies, goals and objectives will be accomplished. The assignment will analyze Namwendwa cooperative's capacity to determine how best to build on its strengths and avoid being trapped by weaknesses. The strategic plan will assist Namwendwa in being goal oriented, robust in resource mobilization and focused on specific measurable actions.

Specifically, the strategic plan will help Namwendwa to:

1. Clearly define the purpose of the organization and to establish realistic goals and objectives consistent with the mission and vision achievable within realistic timeframes
2. Communicate the goals and objectives to the organization's stakeholders
3. Ensure the most effective plan for resource mobilization by focusing on the key priority sources
4. Provide a base from which progress can be measured and establish a mechanism for informed change when needed
5. Obtain a clearer focus for the organization, thereby producing more efficiency and effectiveness

C. OBJECTIVES OF THE ASSIGNMENT

This assignment is intended to provide a road map for Namwendwa dairy cooperative to develop a more targeted vision of the cooperative's future through a 3- year strategy development, through facilitating the creation of realistic strategies/goals and objectives and establishing a mechanism for implementation. will be accomplished. The assignment will analyze Namwendwa's capacity to determine how best to build on their strengths and eliminate weaknesses. It will address the following specific objectives:

1. Facilitate the development of a 3-year strategic plan that provides a framework within which Namwendwa dairy cooperative can operate.
2. Train the management of Namwendwa in business development skills to improve their effectiveness and efficiency in service delivery
3. Spell out marketing strategies, business plans, and financial projections that the cooperative can work towards achieving.
4. Develop a roadmap for implementation of the strategic plan incorporating a monitoring and evaluation mechanism to measure progress and inform adjustments in planning as necessary.

It is anticipated that the development of the 3-year strategic plan will begin with an analysis of the strengths, weaknesses, opportunities and threats (SWOT analysis) associated with the cooperative plan for growth. Based on this analysis, the plan should include realistic projections of the cooperative, project members' production levels, cooling capacity and marketing potential for the next three years. The plan should outline realistic steps/procedures that will be required to reach those projections. The volunteer will provide training on the above-mentioned topics to the board and management staff.

HOST CONTRIBUTION

Namwendwa dairy cooperative has committed to mobilize both management and board members in the development of the plan. Namwendwa cooperative will also avail key personnel to work closely with the volunteer, during the preparations and actual development of the plan, to ensure that key management are trained.

D. ANTICIPATED RESULTS FROM THE ASSIGNMENT

The strategic plan developed with Farmer to Farmer's volunteer assistance will provide a clear picture of where Namwendwa cooperative is now, where it's going and how it can get there. It will also spell out Namwendwa cooperative's activities, marketing strategies, business plans, and income projections that the cooperative can work towards achieving. With improved marketing strategies, the cooperative will be able to access wider and better markets for their produce and value-added products. In turn, this will lead to increased incomes and better livelihoods for farmers.

With a strategic plan in place, Namwendwa cooperative will be able to access financial support from development partners and financial institutions in order to continue providing services such as farmer mobilization and training, access to milk cooling facilities which is central to the cooperative business, bulking, cooling and marketing of milk and processed yoghurt, all key to achieve organization success. .

The board, staff and members as well as external stakeholders will be provided with a road map to follow in order to realize cooperative's ultimate objective of improving farmers' productivity and incomes. Hence the volunteer technical assistance in developing a strategic plan will provide cooperative with a framework within which it can operate. In addition, the organization will be equipped to carry out proper planning and efficient resource allocation leading to improved service delivery and sustainability.

The anticipated deliverables include:

- Trainings conducted and people trained
- Strategic plan developed
- Debriefing with USAID and in country group presentations after assignment
- Field trip report and expense report
- Outreach activity, press release or a media event back in US

E. SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY (DRAFT)

| Day | Activity |
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| Day 1 | Travel from home to US international airport |
| Day 2 | Arrival at Uganda Entebbe Airport, the volunteer will be 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. Any materials for printing will be prepared at CRS offices. Travel to Kamuli to commence the assignment |
| Day 4 | In the morning, CRS introduces the volunteer to the Namwendwa dairy cooperative management team. Together with CRS and the management, the volunteer will review and finalise the work-plan. The action plan should include group presentations to be done after the assignment. Familiarise with cooperative activities such as milk bulking and marketing, yoghurt processing, input drug shop etc. to inform activities for the strategic planning process. |

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| Day 5-10 | Discussions with board members and management staff based on stated specific objectives |
| Day 11-13 | Draft the strategic plan. |
| Day 14-15 | Review the draft plan with Namwendwa cooperative board and management staff. Incorporate changes into the draft and develop a final strategic plan. . |
| Day 15 | Wrap up meeting and emphasize key aspects of the plan Carry out outreach activity at the subcounty / district head quarters |
| Day 16 | Volunteer travels back to Kampala |
| Day 17 | 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 18 | Depart for USA |
| 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 | |

F. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS

The volunteer will stay at Fairway hotel, www.fairwayhotel.co.ug. For the first one or two days on arrival. While in Kamuli, the volunteer will reside at the volunteer will stay at Century Hotels Ltd which is in located within Kamuli town.

The volunteer will be provided with a modem from the CRS field office for internet access and a mobile phone to facilitate in country communications.

CRS will pay for hotel accommodation and provide 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 country information that will be provided

G. RECOMMENDED ASSIGNMENT PREPARATIONS

i) Before leaving U.S.:

- 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
- Review relevant literature on strategic plans especially for struggling/beginning cooperatives in developing countries like Uganda
- CRS strongly recommends that the volunteer become familiar with CRS programs in Uganda, especially the livestock country project description and other information in the briefing pack before arrival to Uganda

ii) In-country activities/tasks

- Assess current resource levels.
- Together with management, undertake critical review on how to mobilize resources to support /implement the strategic plan
- 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.

H. KEY CONTACTS

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