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

Summary Information	
Assignment Code	UG239
Country	Uganda
Country Project	Livestock Country Project
Host Organization	Bihanga Dairy Farmers' Cooperative Society Ltd
Type of Volunteer Assistance	Organizational development (O)
Type of Value Chain Activity	Information and Input Support Services (S)
Assignment Title	Cooperative leadership and management
Assignment preferred dates	February - March, 2020
Objectives of the assignment	<p>To build capacity of Bihanga dairy cooperative leadership and management teams with hands-on best practices in:</p> <ul style="list-style-type: none"> • cooperative governance, • management principles, • roles and responsibilities of leaders, • group cohesion and conflict resolution <p>in a manner that will ensure that it meets its purpose of serving the members according to its mandate.</p>
Desired volunteer skill/expertise	<ul style="list-style-type: none"> • Specific knowledge and experience in leadership and management/administrative skills for cooperatives. • Formal qualifications in leadership/management studies are desirable. • Wide experiences in conducting cooperative leadership and management training for young and promising organizations.
PERSUAP classification	Type III

A. BACKGROUND

CRS Farmer -to-Farmer program (F2F) is a five-year (2019- 2023) USAID funded program currently in its second year of implementation 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 focuses its technical interventions in both the livestock and agribusiness value chains.

Bihanga Dairy Farmers' Cooperative Society Ltd is a member owned organization started in 2015, it's legally registered at national level, guided by the Uganda cooperative act of 2006, and a member of the Uganda Crane Creameries Cooperative Union (UCCCU). The main product of the cooperative is raw cow milk. The cooperative has a vision "*to exploit the dairy potential of Bihanga community*" and a mission "*to empower society members to gainfully use the dairy potential to enhance household income and quality of life*". The membership can be categorized as subscribed membership (44) and affiliated membership (189) belonging to 2 primary cooperatives.

The host has defined objectives which include:

- To satisfy the dairy needs of the cooperative members
- To profitably market milk and milk products of the cooperative
- To improve quality and quantity of milk and milk products by adding value
- Improve pasture and control dairy farm losses.

The vision, mission and objectives have all been translated into the local language for the better understanding by the illiterate members of the cooperative. The host has established core values to guide its operations which include commitment, hard work, honesty & accountability, transparency & credibility, cooperation & supportiveness. In terms of governance and cooperative leadership and management; the host has a well detailed organization structure with a general assembly as the supreme body comprised of delegates representatives of members, an executive board of 7 board members who are elected from the delegates and serve on a termly basis. Three committees have been created out of the executive; finance committee, supervisory committee, and a human resource committee, a technical team reports to the HR committee while the manager and other staff report to the technical team.

The livestock rearing is the main economic activity and important in this system with cattle taking the biggest percentage. The production system is characterized by open grazing, paddocking and zero grazing units. Cattle are

kept for dairying and are kept on large farms where grazing is done 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. The host owns a cooling facility of approximately 3000 liters which is used to chill members milk before collection by the buyer. The host organization also provides transportation services for members' milk from individual farms to the cooling center. The average land acreage is 15 acres while on average there is at least 3 dairy cows per household.

B. ISSUE DESCRIPTION

Weak leadership and management within a cooperative will manifest in the form of poor communication, lack of problem-solving and decision-making skills, occasional conflicts among members unclear roles and responsibilities (for members, board and management), inability to plan, implement and monitor activities of the cooperative, lack of clear organizational policies and procedures, and poor accountability to members and other stakeholders. For sustainability and growth, organizations such as Bihanga dairy cooperative must have effective leadership and management in order to meet members' expectations and achieve set goals and objectives.

Effective leaders are those that can communicate ideas effectively and diplomatically. Therefore, it is important that leaders are aware of different forms of communication. The art and technique of using words effectively to convey information or ideas is important in ensuring effective leadership. Poor communication results in poor performance and undesirable outcomes including errors, a decline in productivity, distress, low morale, confusion, absenteeism and general dissatisfaction. Technical assistance that focuses on the importance of effective communication, communication channels, communication characteristics and communication misconception among others will go a long way in building capacity of leaders to manage the association more effectively. Effective feedback is essential to organizational effectiveness. Bihanga dairy cooperative leaders should be assisted to give constructive feedback because it is important that members know where they are and where next they are moving to in terms of expectations and goals, both their own and the associations'. Therefore, it is important that leaders maintain a high degree of feedback throughout the communication process.

Group development goes through several stages. How quickly a group moves through each stage will depend on the team members, their individual skills, the work they are expected to do, and the type of leadership available to the team. Technical assistance that helps leaders understand the different stages of group development will help Bihanga dairy cooperative reach effectiveness more quickly. Leaders will be in position to develop the team through the different stages, and then to move on to other roles.

To become effective change agents, leaders' understanding of group dynamics is important. Human beings exhibit some characteristic behavioral patterns in groups. Therefore, it is important that people involved in managing groups and group members understand people's behavior in groups and group dynamics. Established social support helps people to take positive risks. However, when there are negative relations with others, people are inclined to adopt defensive or aggressive postures and do not facilitate many

growth opportunities. Technical assistance that helps streamline roles and responsibilities of group leaders, the board and group members, will help improve power relations and avoid conflict.

Conflict within the organization is sometimes inevitable, as group members have varying interests, beliefs and goals. Although conflict has caused frustration within Bihanga dairy cooperative, there is a possibility that positive outcomes may result if conflicts allow group members to express their emotions and reduce tension peacefully. Organizational or structural problems within a group may also be identified and if a group procedure is causing conflict, a possible strategy to allow the group members to improve the procedure and resolve the problem would eliminate future conflict and improve efficiency. Completely eliminating conflict within the association might be impossible, but technical assistance in conflict resolution may help improve group members' responses to conflict. Group leaders will be able to use effective conflict management strategies to resolve conflict and move the association towards a solution.

Considering these needs, Bihanga dairy cooperative is requesting CRS' F2F for technical assistance. The volunteer will work directly with Bihanga dairy cooperative leadership and management teams to impart leadership and management skills to its leaders for successful operation of groups. It is anticipated that the technical assistance will strengthen group cohesion, improve group/association performance and enhance sustainability.

C. OBJECTIVES OF THE ASSIGNMENT

This volunteer technical assistance will focus on achieving one major objective; To build capacity of Bihanga dairy cooperative leadership and management teams with hands-on best practices in cooperative governance, management principles, group cohesion, conflict resolution, leadership roles and responsibilities. In order to accomplish the above objective, the volunteer will focus on but not limited to the areas of:

- Cooperative governance and its functionality
- Leadership – characteristics of a good leader and what it takes to become a good leader etc
- Conflict resolution and group dynamics- how to build cohesion among groups
- Leadership roles and responsibilities at the different levels of the organization structure, from general members to elected committee members
- Effective communication skills (Communications planning and feedback mechanisms)
- Sensitize the cooperative members on the benefits of belonging to and working in a cooperative setting

The volunteer will expand this technical support to other primary cooperatives surrounding Bihanga dairy cooperative: the cooperative ill include: Bwitankanja and Bishozi dairy farmers' cooperatives.

In addition, the volunteer will develop guides for Training of Trainers on cooperative leadership, management skills; this will be used at the cooperative level as refresher training for old and new leaders and at the farmer level, especially as the membership increases.

HOST CONTRIBUTION

Bihanga dairy farmers' cooperative has committed to mobilize both management and board members, and members of the cooperative to participate in the volunteer trainings. The cooperative will also avail one key personnel to work closely with the volunteer, during the preparations and actual training and to ensure that key management and members are trained who will later cascade trainings to other groups not reached by the volunteer.

D. ANTICIPATED RESULTS FROM THE ASSIGNMENT DELIVERABLES

With volunteer technical assistance, the cooperatives will continue to function in a progressive manner, with reduced conflicts among members, better service delivery to its members due to clear and well understood leadership roles and responsibilities. The training will result in increasing membership due to the creation of trust by the cooperatives among the members and the benefits that are obtained as a result of working together, this will attract new members into joining the cooperative. The leaders will be able to grow the cooperative fund from the creation of well managed enterprises at a cooperative level.

The anticipated deliverables include:

- Trainings conducted and number of people trained and directly assisted
- Training guidelines developed on leadership and management
- Debriefing with USAID and in country group presentations after assignment
- Field trip report and expense report

E. SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY (DRAFT)

Day	Activity
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 Kamwenge to commence the assignment
Day 4	In the morning, CRS introduces the volunteer to the Bihanga 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 management and operations s– understand current practices and challenges to inform interventions in leadership and management practices.
Day 5-10	Trainings and Discussions at Bihanga dairy cooperative with a) management board members, b) farmers members.
Day 11-12	Trainings and Discussions with Bishozi affiliate group 1 (management staff and other interested cooperative members).
Day 13-14	Trainings and Discussions with Bwitankanja affiliate group 2 (management staff and other interested cooperative members).
Day 15	Develop the manual/ guide Wrap up trainings and emphasize key concepts of assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations.
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 Kamwenge, the volunteer will reside at Club Afreka for the entire duration of the assignment. 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

- 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
- Knowledge on the status of the cooperatives- their leadership and management in rural settings of developing countries is also advised.
- Knowledge of business management and operations for a farmer cooperative

ii) In-country activities/tasks

- 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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