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

Summary Information	
Assignment Code	UG240
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 business management
Assignment preferred dates	February - March, 2020
Objectives of the assignment	To build capacity of Bihanga dairy cooperative members with hands-on best practices in farm records management.
Desired volunteer skill/expertise	<ul style="list-style-type: none"> • Formal qualifications in agribusiness, farm business management and production economics are desirable. • Experience with set up and management of dairy cooperatives along with strategic planning for such a facility • Experience in working with smallholder livestock farmers and farmers' organizations. • Good writing and analytical skills, interpersonal communication and presentation skills (adult education skills).
PERSUAP classification	Type III

A. BACKGROUND

CRS Farmer -to-Farmer program (F2F) is a five-year (2019- 2023) USAID funded program currently in its 2nd 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 and 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 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

Enhancing farm incomes is considered a key strategy to address poverty and transition of Uganda's agriculture from subsistence to commercial. However, majority of rural farmers lack the appropriate skills to operate their farms as income generating businesses. This is understandable considering that the average Ugandan rural farmer has historically carried out farming primarily to meet household food requirements. Therefore, to improve the livelihoods of rural farmers, it is important for them to view farming as a business, and record keeping is very crucial among other business practices in dairy farming as business.

As part of its mission, Bihanga dairy cooperative is looking into expanding its business model to the individual farmers to invest money and improved practices to operate their dairy farms as business entities. If members can improve their farm activities, the cooperative will be able to achieve its vision and mission through collective milk bulking, cooling and selling, with increased milk volumes but also to engage in value addition for surplus milk. This will guarantee a sustained supply of milk of desired quality and quantity to the cooperative which will in turn be able to satisfy the needs of its clientele. However, the cooperative is still facing challenges of a poor record keeping culture at the farmer levels. Farming is still taken as a vocation rather than as an income generating activity. As such farm planning and proper financial management are also unheard at these levels. The cooperative has made relatively significant strides in the area of financial management and record keeping (maintaining up to date information) as far as the cooperative is concerned. The same energy and enthusiasm need to be introduced at the individual farmer levels if the goal of creating self-sustaining livestock farmers is to be achieved.

Therefore, it is necessary that individual livestock farmers operate as smaller business units that feed back into the larger cooperative operations-they must carry out record keeping activities from production inputs, milk yield, deliveries to the cooperative cooling facilities, prices offered, transport charges, postharvest losses etc.

The failure to operate as dairy farm business entities is due to rural farmers 'lack of relevant skills necessary to operate farm enterprises on business principles, some of such skills are basic business management skills such as poor planning, budgeting and overall financial management at farm level, but also at the base of this is the absence of farm records. Therefore, small holder dairy farmers 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

Considering these needs, Bihanga dairy cooperative is requesting CRS's F2F for technical assistance. The volunteer will work directly with Bihanga dairy cooperative leadership and management teams to impart record keeping skills to its members for successful operation of entire memberships. This volunteer technical assistance will also focus on training the farmers and management in farm record keeping, farm planning and basic skills of financial management as components of 'farming as a business'. Other affiliate primary cooperatives; Bishozi and Bwitankanja dairy farmers' cooperatives will also benefit from this technical volunteer expertise.

C. OBJECTIVES OF THE ASSIGNMENT

The overall aim of approaching farming as a business is to increase the incomes of the rural poor, or to put more money in the farmers' pockets and into the rural economy. This will enable them to improve their standards of living in terms of housing, food security and basic household needs. In seeking technical assistance in farming as a business, Bihanga dairy cooperative is in line with the government's aspirations to transform Uganda's agriculture from subsistence to commercial.

The specific objectives for the volunteer will be to provide technical support in the areas of: What, why and how

- i. What is good record-keeping for farmers?
- ii. Why should farmers keep records?
- iii. What kind of records could farmers keep?
- iv. What kind of records should farmers keep?
- v. What do all good records have?

In addition, the volunteer will help farmers and cooperative management in areas of:

1. Cost Benefit Analysis as a basis for enterprise selection
2. Basic business and financial management skills

The volunteer will work towards attaining the objectives at two levels: at the grassroots level, directly with farmers groups, s/he will train the farmers in keeping basic farm records. At the level of the cooperative, the volunteer will review what is being done and then train the management and board members based on the gaps in the view that the cooperative keeps records already.

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, farmers will be in position to make production decisions based on cost benefit analyses and use kept records to make informed decisions. Good management decisions will help reduce farmers’ production costs and risks and improve efficiency of farm production /productivity and marketing.

- Trainings conducted and people trained
- Training manuals/guidelines developed
- Debriefing with USAID, CRS and volunteer 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
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 – 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 records keeping and FaaB and agribusiness in rural settings of developing countries, in general, 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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