



Local Assignment: Ugandan or East African volunteer to be paired with virtual supporting American volunteer.

Potential volunteers from Uganda or East Africa should email [George.ntibarikure@crs.org](mailto:George.ntibarikure@crs.org) and [maria.nakayiza@crs.org](mailto:maria.nakayiza@crs.org) to express interest.

American volunteers wishing to support virtually should email [maria.figueroa@crs.org](mailto:maria.figueroa@crs.org)

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

Summary Information	
Assignment Code	UG245
Country	Uganda
Country Project	Agribusiness Country Project
Host Organization	Global Forum for Development (GLOFORD)
Assignment Title	On and off-farm Entrepreneurship
Assignment preferred dates	Flexible
Objectives of the assignment	To train farmers in on- and off-farm livelihood business skills as a basis for diversification options for the farming communities.
Desired volunteer skill/expertise	<ul style="list-style-type: none"> <li>Formal qualifications in agribusiness development, farm business management and production economics are desirable.</li> <li>Hands-on practical experience in training, extension and emphasis on adult facilitation skills</li> </ul>
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 five-year (2019- 2023) program currently in its 2<sup>nd</sup> 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 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 provides technical assistance /intervention through both livestock and agribusiness value chains.

Poverty and food insecurity are endemic in rural Uganda. In what is still a largely rural economy (the population is around 16 per cent urban), agriculture accounts for two-thirds of Ugandan employment and a quarter of GDP (NDP II 2015/16 – 2019/20 ). Agriculture is dominated by small-scale production, so smallholder-driven agricultural growth is seen as key to inclusive growth. While subsistence still forms an important part of smallholder production, farmers are increasingly being linked to the market. In 2005, 58 per cent of agricultural output and 46 per cent of food production in Uganda was marketed, and 77 per cent of farmers were selling part of their produce (IFAD 2011). For the drier Northern Region of Uganda, oilseeds are an important part of transformation of subsistence agriculture to market-oriented farming, and of post-conflict economic reconstruction. Oilseeds are particularly well suited for smallholder production, being short cycle crops (four months from sowing to marketing) and requiring few external inputs.

Uganda has the world's youngest population with over 78% of its people being below the age of 30 and about half are below 24 years of age. The participation of youth in the agricultural sector is minimal and is partially attributed to the migration of youth from rural to urban areas, to engage in small urban based income generating

activities like riding ‘*boda-boda*’ (motorcycles for hire), petty trade and service sector work. Engaging the youth in agriculture with focus on on-farm and off -farm activities with foster good progress towards poverty reduction as the youth work alongside the elderly to grow the agricultural sector. The youth prefer to participate in activities that offer quick and regular income with less risk and yet opportunities for them to cause change in rural communities with their increased involvement exist especially if they can perceive agriculture as a business while adopting commercially viable practices. As per the ASSP (Agricultural Sector Strategic Plan) 2016/20 MAAIF focus activities along these lines has been and continues to emphasize several activities which include; training the youth and other farmers in agro-enterprise development, training youth in farming as a business and linkage to agribusiness incubators and financing, promote participation in value addition. It’s important to note that this pla has not taken off as much as the government would wish, one of the bottlenecks being the limited knowledge among small holder farmers on what farming as a business means in the lay farmers language and what opportunities to expect from taking agriculture as a business. Several organizations like Global Forum for Development (GLOFORD) in Northern Uganda continue to mobilize formation of producer groups and linking them to markets to tap into the potential of the oil seed crops for poverty reduction at the grassroots level, however there is still need to change the farmers mindset towards viewing farming as a business, and start to think of other on- and off- farm livelihood options they can engage in as individual livelihoods or communities to increase their resilience to shocks.

Global Forum for Development-GLOFORD Uganda is a youth serving not for profit transformative leadership, development and advocacy organization which was founded in 2009 and registered as Community Based Organization (CBO) with Lira District Local Government on 7<sup>th</sup> April 2010. Through its people led and centered approach, GLOFORD core work is focused on empowering communities particularly women, youth and children to shape their destiny through strengthening existing community structures and systems to operate effectively. The organization has a vision of “*an empowered and transformed humanity building for generations*” and a mission/mandate of “mentoring youth and leaders, empowering communities, collaborating for global change and leading sustainable development”. The core values of GLOFORD are: Leadership by example, stewardship, excellence, Accountability, Innovation and creativity, and mentorship.

Services or programs implemented by GLOFORD are guided by the organization’s four core program strategic areas which include: Youth development and leadership program, Human Rights Democracy and Good governance, poverty reduction program, Child development, protection and advocacy, and policy analysis, advocacy and research. Under the CRS F2F partnership, the program will build on GLOFRORD’s existing work through its transforming Rural Households through the agribusiness program providing highly skilled technical expertise based on agreed upon areas.

Linked services offered to beneficiaries under agribusiness include:

- Farmer organization, group formation and facilitation of group registration
- Provision of agriculture extension information and support to VSLAs (Village Savings and Loan associations), financial literacy training, GAPs,
- Linkage to quality agricultural inputs and produce market linkage,

Current agriculture value chains promoted by GLOFORD are:

- Oil seed crops as cash crops: Soybeans, sunflower

- Sorghum – as a cash crop

Maize, beans and cassava – both for food and cash

## **B. Issue Description**

Improving on-and off-farm income earnings from agriculture enterprises is considered a key strategy to address poverty and transitioning of Uganda’s agriculture from subsistence to commercial. 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 critical for them to start viewing farming as a business and put consideration for other livelihood options that they can engage in particularly during the dry season and/or in case of total crop failure. This will ensure a sustained income source and ultimately increase the resilience of small holder farmers to life shocks.

However, GLOFORD beneficiaries are faced with poor farm business management practices, farmers manage farms with very little understanding of business concepts, the farmer groups are dominated with the elderly as the youth are disinterested in engaging in agriculture activities, most of them are migrating to urban towns for other employment options. Such challenges are attributed to lack of farm business skills- such as calculation of costs of production, determine produce prices to break even, lack of farm records (what and how), lack of enterprise selection basics to determine value chains /off-farm activities to engage in, lack of proper farm records, lack of Agri-enterprise development skills. Farmers are entirely viewing farming in a traditional manner with little consideration to changes in global trends, the emergence of cash crops such as soya beans that can boost incomes, and very little consideration to other livelihood opportunities that both the young and old can engage in to diversify and sustain income sources. Based on these challenges, GLOFORD management has requested for F2F technical expertise to equip its beneficiaries with agri-enterprise development skills, training farmers on different entrepreneurship opportunities that farming communities can be involved in as livelihood diversification options for improved community and household resilience.

## **C. Objectives of the Assignment**

The main objective of this volunteer assignment is to train farmers in farming as business skills with emphasis on- and off-farm livelihood diversification options for farming communities.

Specific objectives include:

1. Equip farmers to understand the dynamics of enterprise selection in undertaking profitable agro-enterprises. This will also entail training on cost benefit analysis to determine on which enterprise is more profitable than the other at any given season.
2. Using the information from farm records and available agricultural related information to discuss/brainstorm other on- or off-farm activities that households/ farmer groups can undertake in their localities.

### 3. Train on basic financial and business management skills for farm enterprises

The requested volunteer technical assistance targets the small holder farmers who are beneficiaries of GLOFORD services. The volunteer will provide training at two levels:

Level 1: Training of Trainers (TOT). Dynamic individuals from different farmer groups will be selected to participate in the ToT training – receiving a more in-depth training and there after cascading them to groups not reached by the volunteer. Subcounty staff will also be encouraged to participate in the training sessions.

Level 2: A total of 150 farmers will be trained in above mentioned topics to equip them with agri-entrepreneurial skills. The farmers will be divided into manageable groups to allow easy learning and interaction. Emphasis will be placed on ensuring a mixed group or separate groups of youth to interest them more into investing in agriculture activities both on- and off-farm.

The audience will mostly be comprised of illiterate to semi-illiterate farmers, the volunteer should design materials bearing that he/she will train through a local translator. The materials should be delivered using a participatory approach.

**Host contribution** –GLOFORD will mobilize farmers, dynamic individuals as ToTs and potential resource persons to the trainings to be conducted by the volunteer. The organization will also avail key personnel to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained to backstop TOTs who will continue training other members even after the assignment is completed.

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

As a result of this volunteer assignment, farmers will start to gradually change their mindsets and view farming as a business, but most of all start to think and undertake other on and off-farm livelihood opportunities to diversify their household incomes and avoid dependence on single crops/livestock as the only survival means. Ultimately, the results should yield more resilient and economically sustainable rural households hence directly contributing to achievement of SDG1 and 2 of ending all forms of poverty and freedom from hunger respectively.

The anticipated deliverables include:

- Trainings conducted and people trained
- Training guidelines/manuals developed plus any other materials developed or obtained during the assignment
- Volunteer trip report
- Debriefing with USAID and in country group presentations after assignment

### **E. Schedule of Volunteer Activities in Uganda**

The volunteer will be expected to spend 2.5- 3 weeks in country, with a strong preference for the longer duration.

<b>Activity</b>
Arrival at Uganda Entebbe Airport. Pick up by Fairway Hotel shuttle to Kampala and check in at Fairway Hotel. <b>NB:</b> In case the volunteer encounters any difficulty, please request for assistance from Airport Staff to call George on 0772 472103 or Maria on 0783922882.
At 9.00 am, the volunteer is greeted at the hotel by CRS staff and thereafter proceed to CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Hand-outs will be prepared at CRS offices. In the afternoon: Travel to Lira district to commence the assignment.
In the morning, F2F team introduces the volunteer to GLOFORD management. team Together with CRS and key staff, the volunteer will review and finalise the action -plan. The action plan should include group presentations to be done after the assignment  This is followed by a brief overview of organizational activities and its mode of operation with specific emphasis on the poverty reduction program.
<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.
Training of ToTs from selected farmer groups, the volunteer will spend 2- 3 days as appropriate to cover more in-depth trainings as these will be responsible for follow up with groups trained and reach groups not trained by the volunteer.
Dive into the training addressing specific objectives 1- 3 above for each of the selected farmer groups. Trainings will be conducted for two days (between 3- 4hrs) for each of the selected farmer groups. The volunteer will reach at least five farmer groups based on the actual volunteer availability. There should be a strong emphasis on participatory and practical approaches during the training sessions.
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. Overview and handover of the training guide developed by the volunteer.
GLOFORD management evaluates the assignment and together with the Volunteer discusses assignment final report recommendations and develop an action plan.
Volunteer travels back to Kampala

Volunteer Debrief with USAID Mission and CRS staff
Submit the Trip Report (TR) and other deliverables and discuss any pending issues with relevant CRS staff.
Depart for USA

**F. ACCOMMODATION 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 Lira, the volunteer will stay at Pauline Hotel which is on the outskirts of Lira 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.

**G. 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 oil seeds subsector, production and management systems in Uganda. Details on weather, security and appropriate clothing are included in the country visitor’s information pack.

**H. 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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