

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



CRS Farmer to Farmer program

Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	UG252
Country	Uganda
Country Project	Agribusiness Country Project
Host Organization	Reach out Nkokonjeru Parish HIV/AIDS Initiative (RONHAI)
Assignment Title	SACCO Leadership and Management
Assignment preferred dates	February – March, 2021
Objectives of the assignment	Provide a road map to address leadership challenges through hands-on training in leadership skills and group management best practices.
Desired volunteer skill/expertise	Formal qualifications in leadership/management studies and extensive knowledge and experience in financial /SACCO's development, administration, and management.
Type of Volunteer Assistance	Organizational Development (O)
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 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 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 technical interventions towards the livestock and agribusiness value chains.

The ministry of agriculture together with various stakeholders; donors, development partners, civil society organizations (CSOs), farmers and farmer organizations including umbrella organizations developed the Agricultural Sector Strategic Plan (ASSP) 2016 -2020, transitioning from the agriculture development strategy and investment plan (DSIP) 2010 as a guiding document for priorities and strategic interventions for development of the agriculture sector. Farmer organizations such as RONHAI play a critical role in the sector through the farmer groups' model which has been found to be efficient in driving agro-enterprise development. As such, the ministry through ASSP has highlighted the need to strengthen higher level farmer organizations for collective marketing, quality, and standards improvement. To achieve the desired growth, the ASSP in addition to strengthening the capacity of existing farmer groups and cooperatives, will emphasize that more farmers be mobilized to join or form new cooperative societies to enjoy the benefits of collectively working together. Part of organizational strengthening focuses on good leadership and management of farmer organizations or cooperatives, hence the need to train and mentor leaders in proper management, stewardship, planning, group cohesion and dynamics all founded in the seven cooperative principles. This volunteer technical assistance will therefore focus on building capacity of RONHAI in leadership and management targeting the executive leadership at various committees' levels and members.

B. ISSUE DESCRIPTION

Reach out Nkonkonjeru parish HIV/AIDS Initiative (RONHAI) is a non-government organization founded in 2008 as a CBO to provide HIV/AIDS prevention, Treatment, care services to persons living with HIV/AIDS (PHAs) and those affected by HIV/AIDS and poverty among the rural poor living within the service area of Buikwe district. In 2011 RONHAI was registered with ministry of internal affairs as NGO. The organization has **a vision** of "*a community that is enjoying a decent life in a green environment, free of hunger, poverty, and disease, where the most vulnerable are supported to attain self- sustainability*". And **a mission** "*to promote sustainable community*

livelihoods through income and food security, environmental conservation, good health, and vulnerable family support”.

RONAHI has been providing comprehensive services in Nkonkonjeru town council, Ssii and Ngogwe, Buikwe rural and Kawolo sub-countries using a community- based approach. RONAHI's values of serving the poor, the holistic nature of its services as well as the high prevalence of HIV in Buikwe district have inevitably had the major effect of seeing the client served grown remarkably and the services grown in scope without discrimination. RONHAI services have expanded beyond provision of care to PHAs to;

1. Provision of food support to its needy clients
2. Promoting client engagement in income generating activities such as: poultry, piggery, dairy and commercial crop production as a way of self-sustainability through provision of crop and animal husbandry practices.
3. Micro credit program through Reach out Nkonkonjeru Farmers' cooperative society ltd in partnership with other financial institutions currently serving 649 members to access loans for agribusiness investments.
4. Provision of school fees and scholastic materials for orphans and vulnerable children.
5. Training of secondary school students in computer skills.

The main challenge: RONHAI face weak leadership and management; this is particularly common among its savings and Credit cooperative (SACCO) committees. Committees lack basic leadership skills, awareness on roles and responsibilities. There is weak leadership and management at SACCO board and management teams, existing committees which include supervisory committee (3), Loan committee (3), Fundraising, development, and awareness committee (3).

For sustainability and growth, the groups must have effective leadership and management systems to meet membership expectations and achieve set goals and objectives. Group leaders need to have good understanding of their roles and responsibilities, planning and decision-making skills, management knowledge as well as effective communication skills. In addition, the leaders should have the capacity to monitor and evaluate the group's activities to ensure that set objectives are met and services are delivered to the members, hence the request for this volunteer technical assistance by the leadership of RONHAI to build capacity of leaders at the different levels. This volunteer technical assistance will therefore focus on building capacity of various committees in their areas of weakness. It is anticipated that once committees understand their roles and responsibilities and acquire leadership skills their performance will boost the SACCO operations for the benefit of member clientele.

C. OBJECTIVES OF THE ASSIGNMENT

The overall aim of this assignment is to train RONHAI beneficiaries (farmers and SACCO clientele) on planning and management of farm businesses to enable them to make informed production and financial decisions to maximize farm incomes and food secure households, and better loan repayments practices.

Specific objectives include:

1. Leadership- what it is, functions and qualities of a good leader
2. Roles and responsibilities of leaders at the different levels of the organization structure and inter-linkages
3. Conflict resolution skills (ability to harness differences for a greater good)
4. Group dynamics and how to build cohesion among groups
5. Meeting management – How to conduct effective meetings
6. Communication skills (Communications planning and feedback mechanisms)
7. Basic Project monitoring and evaluation (as part of responsibilities of good leaders)
8. Basics of managing a SACCO (a rural microfinance entity)- especially what kind of information is important for board review in its supervisory role, what kinds of SACCO records to review, roles and responsibilities of board and committee members, etc.
9. Basic financial management: focused on, basics of budgeting/planning and efficient/profitable use of loans and repayment schedules

Target audience: The trainings will primarily target SACCO committees and other RONHAI beneficiaries who are largely illiterate/semi-literate small holder farmers, the trainings should be delivered in a simplified and participatory manner to allow participant engagement and capture key concepts through a practical approach. The volunteer will also conduct a trainer of trainer (ToT) session with selected group representatives with participation of some RONHAI staff- these will be responsible for tailoring content to local context (providing examples that are relevant based on the context) and also cascade the trainings to other program participants not reached through the volunteer trainings.

Host contribution - RONHAI has committed to mobilize the staff and its beneficiaries to the trainings to be conducted by the volunteers. The host will also avail key personnel to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff and group representatives are trained and will continue training other farmers even after the assignment is completed.

Working relationship between US volunteer and local volunteer

Both the US and local volunteers review the scope of work and understand the assignment objectives. During the first connection call, the two volunteers are virtually introduced by a

member from the Uganda F2F team, jointly they agree on modalities/approaches of executing the assignment, including the frequency of check in calls.

Next, the US volunteer pre-designs a step-by-step approach with appropriate tools/templates that are discussed and finalized with input from the Local volunteer. The Local volunteer executes each step, shares results, and together they determine how to execute the next step, adjusting the tools/templates as required. The Local volunteer should be willing to listen to and accept input/guidance from the US counterpart who is off site and share decision making.

On site, the local volunteer will capture a snapshot of the host situation on ground in line with the assignment and building on the scope of work information and share this with the US counterpart. The US volunteer reviews relevant data/observation/information collected by local volunteer, clarifies findings through email/skype/zoom or WhatsApp, together they determine appropriate/needed/doable intervention(s). US volunteer revises interventions steps accordingly and submits to local volunteer and the intervention plan is discussed and finalized. The assignment commences with local volunteer taking lead on ground following the agreed intervention plan and with an agreed periodic check-in for the entire duration of the assignment. Based on emerging ground situation, the local volunteer together with the US volunteer will develop materials/tools/templates to address the host needs being careful not to divulge from the scope of work objectives and deliverables.

Whenever possible, the local volunteer should use the most suitable communication platform (Zoom/WhatsApp/Skype) with the US counterpart to directly engage with key members of the host organizations (Board and management/company owners) on assignment related discussion and evaluation of progress. This collaboration is expected to continue throughout the assignment period and update the host country and HQ recruiter of the progress.

Reporting is jointly done using the provided templates and submitted to CRS. Both US volunteer and local volunteer will be invited for a debrief meeting with USAID local mission. This will mark the end of the joint assignment. However, as always, both volunteers are encouraged to keep in touch with the host and where necessary post assignment. The field office or HQ office can offer any support for the follow up that may be needed.

D. ANTICIPATED RESULTS FROM THE ASSIGNMENT

At the end of the training session, the farmers will be able to plan effectively on the type of enterprises to invest in and determine their profitability. Farmers will be able to understand the kind of records to keep and using the information there in to determine production/ investment decisions. The farmers will be able to up-grade their business skills, be able to identify and engage in viable business ventures.

The anticipated deliverables include:

1. Volunteer assignment final report due BEFORE departure
2. Training guide on financial literacy /records templates /manual developed
3. Group presentation with local stakeholders at the end of the assignment
4. Training attendance lists
5. Volunteers debrief with CRS team, or USAID
6. Assignment related photos
7. Outreach activity, press release or a media event back in US

E. SCHEDULE OF VOLUNTEER ACTIVITIES

Day	Activity
One week before the assignment	Both local and US volunteers are virtually connected before the start of the assignment. Both get briefing from George/Robbinah and work out how the assignment will be accomplished and share resources.
Day1	The local volunteer arrives at CRS office, gets a briefing from Robbinah or George about the host and then discusses with the team the related logistics and anticipated outcomes. Volunteer may also prepare study materials while still at CRS Office. After briefing, travel to hosts as identified and scheduled to commence the assignment in the company of Robbinah/George. Travel to Nkokonjeru to commence the assignment.
Day 2	In the morning CRS introduces the volunteer to the RONHAI management team. Together with CRS and the management, the volunteer will review and finalize the work-plan. The action plan should include group presentation to be done after the assignment. In the afternoon,
Days 3-7	Supervisory committee, Loan committee, and Fundraising, development, and awareness committee training in (1-9) and make appropriate recommendations
Days 8-9	Farmer groups training in (1-9) and make appropriate recommendations
Days10-11	Farmer group training in (1-9) and make appropriate recommendations
Days12- 13	Farmer group training in (1-9) and make appropriate recommendations
Days 14- 16	RONHAI staff and selected group representatives training in (1-9) and make appropriate recommendations. These will form the ToTs for future trainings.
Day 17	Wrap up trainings and emphasize key concepts of assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations and complete the action plan. In the afternoon, the volunteer travels back to Kampala
Day 18	Debriefing at CRS office with CRS staff. Debrief with USAID to be arranged later.

	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 home
TBD	Outreach event when back in home and the US
<i>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</i>	

F. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS

In Kampala, the volunteer will stay at Fairway hotel, www.fairwayhotel.co.ug. While at the host, the volunteer will stay at guest house located in Nsuube primary school. The accommodation has basic facilities such as running water and electricity. The volunteer will be provided with an internet modem for internet access since the center does not have Wi-Fi.

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

- 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 and other information in the briefing pack before arrival to Uganda

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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