

To express interest in this assignment, email: Maria Figueroa at [maria.figueroa@crs.org](mailto:maria.figueroa@crs.org)



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

<b>Summary Information</b>	
<b>Assignment Code</b>	<b>UG260</b>
Country	Uganda
Country Project	Agribusiness Country project
Host Organization	Kyendangara Area Cooperative Enterprise (KACE)
Assignment Title	Streamlining Financial Records and management
Assignment preferred dates	April – May, 2021
Objectives of the assignment	Facilitate KACE to streamline financial management and record keeping at ACE and RPO levels to guide operations, resource mobilization, financial reporting, and efficient resource allocation.
Desired volunteer skill/expertise	This assignment will be accomplished through pairing a US volunteer with a local volunteer both having: <ul style="list-style-type: none"> <li>• Formal qualifications in financial management specialist, with experience in agro-enterprise development, administration, and management.</li> <li>• Or Agribusiness development experience in developing countries with expertise in financial management. Good adult facilitation and interpersonal skills</li> </ul>
Type of Volunteer Assistance	<b>Financial Services (F)</b>
Type of Value Chain Activity	<b>Information and Input support services (S)</b>
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 systems while providing an opportunity for people- to-people interactions within the agricultural sector. In Uganda F2F program will focus its technical interventions in the livestock and agribusiness value chains.

The Global Food Security Strategy (GFSS) for Uganda, 2018 highlights the need to invest in vulnerable and poor populations who do not have access to adequate assets, skills and capabilities to fully invest and participate in market systems<sup>1</sup>. Such populations will need to be supported in terms of developing their capacity over time to participate in value chains so that they can become livelihood options for them. As part of realizing the needed support, GoU through its ASSP 2016-2020 has planned to strengthen the capacity of higher-level farmer organisations for collective marketing, bulking, quality and standards improvement using the farmer groups methodology as a driver for agro-enterprise development<sup>2</sup>. Planned interventions include support to farmer groups in formulating and implementing technical, managerial and marketing strategies as well as developing feasible business plans for new investments and financing opportunities.

Kyendangara ACE is a member owned farmer cooperative registered as a secondary cooperative with a membership of 1,296 farmers located within Mahyoro Sub County, Kitagwenda district. ACE members are organized under three Rural Producer Organizations (RPOs) and 40 farmer groups. Kyendangara ACE promotes maize and rice as the core enterprises for collective bulking and marketing majorly and value addition to a small extent. The organization started four years ago with the registration process completed at national level.

---

<sup>1</sup> Global Food Security Strategy (GFSS), 2018.

<sup>2</sup> Agriculture Sector Strategic Plan (ASSP), 2016 -2020.

## **B. ISSUE DESCRIPTION**

Agriculture remains the backbone of Uganda's economy. In 2012/13, the sector accounted for 25.3 percent of the country's GDP from 24.7 percent in 2010/11. It employs about 72 percent of the total labour force (formal and informal), 77 percent of whom are women, and 63 per cent are youth, mostly residing in the rural areas. Over the NDPI (National Development Plan 1) period, the sector registered sluggish growth from 1.0 percent in 2010/11, to 1.33 percent during 2013/14. Farming is still dominated by smallholder farmers engaged in food and cash crops, horticulture, fishing and livestock farming. The sector's strength is leveraged through, among others, the National Agricultural Policy 2013 which sets a solid framework to guide investment and delivery of agricultural services. To achieve the middle-income status by 2040 as envisioned by NDP II, the country still needs to improve the agricultural extension system- support the farmers in the transition process from subsistence to commercial farming, realize increase in production and productivity. This ultimately means that farmers will start to view and perceive farming as a business rather than any other vocation or part of rural lifestyle.

Improving on-farm income earnings from agriculture enterprises is considered a key strategy of addressing poverty and transitioning of Uganda's agriculture from subsistence to commercial farming. Majority of rural farmers lack the appropriate skills to operate their farms as profitable enterprises. The average Ugandan rural farmer has historically carried out farming primarily to meet household food requirements, selling the excess, and often at a loss because production factors are not factored into the pricing couple with poor negotiation skills, this is primarily because farmers do not keep records. Therefore, to improve the livelihoods of rural farmers, it is critical for them to start viewing farming as a business. It is necessary that the ACE on one hand and RPOs operate as business units that feed back into the larger ACE operations- which coordinate activities among the POs- from production keeping a record of productive land, yield per acre, monitor progress in terms of crop harvests, sales/price trends etc.

This volunteer assignment will focus on training the managers and staff at ACE and RPO levels in finance management including standardized record keeping and reporting. There is need for developing farm record keeping templates at RPO level to manage the bulking activities and track production and sell volumes from the different producer organizations (POs). The ACE currently lacks information on total acreage under production and the yield per acre of either maize, beans or coffee. Through the templates developed, RPOs will be able to collect this data and report back to the ACE and later provide information regarding sales/revenues and expenses to various POs. At the RPO level, the volunteer will train the leaders in basic financial management, basic accounting rules, preparing income statements, balance sheets and cash inflow/out flow statements. The training will also be rolled out to the farmers to train on the importance of farm records, types of farm records to keep, profit and loss calculations, cost benefit analysis and practice on simple record keeping templates.

## **C. OBJECTIVES OF THE ASSIGNMENT**

KACE has requested for a F2F volunteer to assist the ACE and RPOs in streamlining the record keeping system and train the RPOs leadership on basic financial management. This assistance will also benefit grass root farmers as an eye opener into the importance of keeping records, types of records to keep, calculating the profit/loss from the crop enterprises and make informed decisions on the kind of enterprises to invest in based on profitability analysis. This is in line with the SDGs that are looking at ending poverty in all its forms and having resilient communities and which is in tandem with Uganda's NDPII aimed at the achieving middle income status by 2040 for sustainable wealth creation, employment and inclusive and sustained economic growth.

The specific topics for the volunteer to provide technical support in are:

1. Types of farm records (Production records, profit and loss, cash inflows and out flows, labor records) and the importance of keeping farm records
2. Calculation of Cash inflow and outflow records/sales records
3. Profit and Loss records
4. Cost Benefit Analysis –for gross profit analysis and enterprise selection
5. Farm planning- developing and use of a farm calendar to maximize resource allocation
6. Basics of farm financial management (definitions, basic accounting rules and records, preparing financial statements)
7. Develop financial report formats for activity reports, audit report, income statements, balance sheets etc.

The trainings will be conducted at two levels:

1. At the ACE level, working with the manager and staff (1- 7),
2. At RPO level covering topics 1- 7 above. The RPO leaders will act as trainers supporting and conducting follow up trainings with the farmers trained and reaching new groups. This will be accomplished with support from the management team of the ACE.

*Target audience:*

Target audience for this volunteer assignment are the ACE manager, board and staff and staff (KACE has 7 board members,3 extension staff, manager). These are all literate and the volunteer will work directly with them for the duration of the assignment. All communication will be conducted in English. Please note that the ACE premises do not have electricity, the volunteer will rely on flipchart paper rather than power point presentations.

#### **D. HOST CONTRIBUTION**

Kyendangara ACE has committed to carry out all translations as necessary where the volunteer needs to interact with farmers, otherwise all trainings will be conducted in English. One staff will be designated to and to mobilize target audience for the training sessions and work closely with the volunteer, during preparations and actual trainings, to ensure that the extension staff and key leaders are available as desired.

## **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.

## **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

With the volunteer's technical assistance, KACE and RPOs management should be in position to make production decisions based on cost benefit analyses and use records to make informed production, pricing, and marketing decisions. Good management decisions will help reduce farmers' production costs and risks and improve efficiency of farm production and marketing. The training will set precedence into

staring record keeping at RPO level- this information will be very important for ACE as far as production quantities, quality, active member participation and better negotiating power with prospective buyers. The RPOs will be in a better position to manage the records and finances from produce sales and other revenues and thus provide proper accountability to their members and prepare for audit reporting.

It is further anticipated that once farmers begin keeping records and approaching farming from a business perspective, their incomes will increase and overall, their livelihoods will be improved. In addition to the training, the volunteer will be required to develop a training guide on ‘Records Keeping’ and basic financial management, which will be used for future reference and training.

## **E. DELIVERABLES**

- Training attendance list for members from the ACE and RPOs trained
- Training manuals/guidelines/templates developed.
- Debriefing with USAID and in country group presentations after assignment
- Group presentation with local stakeholders at the end of the assignment
- A compilation of training materials used during the trainings.
- Field trip report and expense report

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

Day	Activity
Day 1	Travel from home to CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Any necessary hand-outs will be prepared at CRS offices.
Day 2	Travel to Kitagwenda district to commence the assignment. In the afternoon, CRS introduces the volunteer to KACE 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.
Day 3- 6	Training ACE manager and team (1-7)
Day 7-9	Training 1 <sup>st</sup> RPO members on (1-7)
Days 10-12	Training 2 <sup>nd</sup> RPO members 1-7
Days 13-15	Training 3 <sup>rd</sup> RPO members 1-7
Day 16	Training ACE & RPO representatives non basic financial management and accounting for RPO financial and non-financial records. These sessions will empower RPO leaders with skills that can improve their work as they consolidate different producer organisations.
Days 17	Wrap up meetings, whilst emphasizing key concepts of the assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations. Travel back to Kampala
Day 18	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. In the evening depart for the US
TBD	Outreach event when back in the US could include presentation with a local group/organization, press release, media event and/or speaking tour.

## 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 Kitagwenda, the volunteer will stay at Club Afreka which is located with in Kamwenge town.

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 agribusiness country project, Uganda cooperative guidelines. 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.

<b>CRS Baltimore</b>	
<b>Maria Figueroa</b> US Operations Manager/Uganda Recruiter Farmer to Farmer Program 228 W. Lexington Street Baltimore, MD 21201 410-951-7366 Email: <a href="mailto:maria.figueroa@crs.org">maria.figueroa@crs.org</a>	
<b>CRS Country Program</b>	

<p><b>George Ntibarikure</b>  Project Director  Farmer to Farmer Program  Uganda  Office Tel: +256 031 226 5658  Mobile cell phone +256 772 472 103  Email: george.ntibarikure@crs.org</p>	<p><b>Robbinah Hakiza</b>  Senior Project Coordinator  Farmer to Farmer Program  Uganda  Office Tel: +256 031 226 5658  Mobile cell phone +256 780130105  Email: robbinah.hakiza@crs.org</p>
<p><b>Host Organization:</b></p>	
<p><b>Ntamusobora Emmanuel</b>  Chairperson ACE Board  Kyendangara Area Cooperative Enterprise  Kitagwenda, Western Uganda  Cell phone: +256 772949733/+256 756 192637  Email: <a href="mailto:mahyorocooperative@gmail.com">mahyorocooperative@gmail.com</a></p>	