



**To express interest in this assignment please email [Chi.Olisemeka@crs.org](mailto:Chi.Olisemeka@crs.org)  
**CRS Farmer to Farmer Program**  
**Volunteer Assignment Scope of Work****

<b>Summary Information</b>	
<b>Assignment Code</b>	<b>UG273</b>
Country	Uganda
Country Project	Agribusiness Country Project
Host Organization	Jakana Foods Limited
Assignment Title	Human Resource Management
Assignment preferred dates	November-December, 2021
Objectives of the assignment	Host staff are equipped with basic human resource management concepts and understand how their application contributes to an organization's capacity development.
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>• Specialized expertise in human resource management, staff growth and development, mentorship or coaching</li> <li>• Formal qualifications in Human Resource Management or related field</li> <li>• Practical knowledge on human resource policies and labor laws in Uganda, particularly working in the food processing sector</li> </ul>
Type of Volunteer Assistance	Organizational Development (O)
Type of Value Chain Activity	Information and Input Services (S)
PERSUAP Classification <sup>1</sup>	Type III

<sup>1</sup> USAID precisely classifies PERSUAP in four categories; **PERSUAP Type I** assignments directly related to pesticides recommendations, **Type II** as assignments with indirectly related with pesticides, **Type III** assignments related to curriculum review and designing, business plan development and strategies development and **Type IV** as assignments associated with other USAID projects and collaborators.

## **A. BACKGROUND**

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

Jakana Foods Ltd (JFL) is a privately-operated company engaged in processing and packaging of all-natural food products. The company's goal is to process high quality all natural and gourmet food products made from local raw materials sourced in Uganda with sales to local consumers, large scale missions in the region and gourmet markets internationally. JFL has two product lines: the dried fruits line focused on; pineapple, four types of sweet bananas, mangoes, papaya, and jackfruit, and all-natural fruit juices - banana, orange, mango, pineapple, tropical punch, passion fruits. The products are branded "natural Organic" since no additives/preservatives nor sugars are added to the juices or dried fruits.

The host has a fully operational processing facility with capacity to process 1,000 liters of juice per day and 1.5 metric tonnes of dried fruit per month. The facility is currently operating under capacity with one metric of dried fruit, 2,000 liters of juice per month, with quantities fluctuating depending on production seasons. In terms of services offered, JFL provides agriculture extension service to its partner farmers, while also ensuring that the farmers are organically certified to provide organic raw materials for the processing facility. The company equally provides guaranteed markets for farmers' produce. The host engages various suppliers for its activities. Currently Jakana has 75 contracted farmers as the raw material suppliers with an additional 125 farmers on the pipeline. These farmers are from the districts of Kayunga, Ntungamo, Mbale, Kaliro, Kayunga, and Luwero. Locally, Jakana mostly markets banana juice as a traditional brand, this is sold through small outlets and petrol stations. Dried fruit is mostly sold on international markets and tourists that come into Uganda. International markets are based in US, Europe, UK, & Turkey.

Previous F2F support to Jakana was on market feasibility where the volunteer supported assessment of current production volumes and projected supply of pineapple, mango, apple bananas, and Jackfruit, assessed of the demand/market trends for targeted fruits, assessment of the constraints/opportunities on both supply (raw material) and demand (raw material and final products) and assessment of the global competition in terms of production and price for target fruits in relation to the two product lines of JFL. With anticipated growth in sales, the host and the volunteer also discussed employee development plans where the hosts expressed that professional and business skills, especially critical thinking skills are lacking in the current team. The human resource manager needs to create a plan for employee development to build up our skill set. This formed basis of Jakana asking a follow up assignment in human resource management.

## **B. ISSUE DESCRIPTION**

Jakana Foods Limited has been in existence since 1995 and currently produces over 50 products for both local and international markets. To meet demand and quality specifications for these markets, there are standards that should be strictly adhered to, and this calls for commitment, dedication, and consistency among the employees to ensure that Jakana continuously delivers premium products to its clients. Jakana acknowledges that its employees are its best asset and therefore effective human resource management is necessary to create a unique workplace culture, emphasize rules, expectations, standards for the workplace and facilitate communication between human resource team and the employees.

There has been a gap in Jakana's human capital development, which has resulted in poor work attitudes among the employees such as poor lack of motivation, laxity and lack of commitment hence low performance. To counteract this and ensure that Jakana delivers on its promise to provide high quality organic products that meet the market standards, it is pertinent that the human resource team is well equipped to manage their employees and develop a staff development plan for continuous training of staff to address evolving needs of the agro-processing industry. Based on this, the management of Jakana Foods Limited has requested F2F program to support them with the skills of a human resource professional with expertise working for profit corporate companies to provide technical assistance. The volunteer will conduct an assessment to determine the existing gaps in each employee JD, JKL's performance metrics, incentives to employees and other aspects related to human resource development. Based on the findings, the volunteer will offer targeted intervention through training the management and human resource team in critical aspects of human resource management.

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

The main objective of this volunteer assignment is to equip the human resource team and other employees of Jakana Foods Limited with basic concepts and methods in human resource management and how their application builds an organization's capacity. It is hoped that after the assignment, the human resource team should be able to demonstrate knowledge on key human resource management concepts and principles for staff development planning, employee recruitment, orientation, and management.

To fulfil this assignment, the volunteer will provide technical support in the areas of:

1. Training the human resource team on fundamental components of human resource development.
2. Develop a training plan for each job description
3. Build capacity of employees in critical thinking, effective communication, problem solving, sales negotiation etc
4. Develop an action plan for improving human resource management and
5. Developing the company's staff recruitment, engagement, and retention strategy notably for long term employees

**D. HOST CONTRIBUTION**

Jakana has committed to mobilize its human resource team and its employees to participate in the trainings to be conducted by the volunteer. Jakana has 25 staff; 7 are permanent staff, 3 are employed on monthly contracts and 15 are casual workers. Jakana will also provide training venue and a focal person will be available to work closely with the volunteer for the entire duration of the assignment.

**E. DELIVERABLES**

1. Training conducted and people trained
2. Human resource management manual developed and shared with host
3. Field trip report and expense report
4. Group presentation with the local stakeholders at the end of the assignment
5. Training attendance lists
6. Assignment related photos
7. Debriefing with USAID and CRS

**F. Schedule of Volunteer Activities in Uganda**

Day	Activity
Days 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 and then check in at the hotel where the volunteer will stay for the duration of the assignment.
Day 2	In the morning, the volunteer will move with CRS team to Jakana office, and the CRS focal person will introduce the volunteer to the Jakana Foods Limited management team. A guided brief about Jakana Foods Limited will be done by the Jakana team In the afternoon, the volunteer together with CRS and Jakana management team will review and finalize the work-plan. The work plan should include group presentations to be done after the assignment.
Days 3- 12	Train the human resource team and employees of Jakana in the different aspects of human resource development and management for improved workplace productivity. A tailored training will be conducted for the HR team per specific objectives (1, 2, 4,5), followed by a training for the employees specifically on 3 and additional relevant components

Day 13	Wrap up the meetings with the Jakana management, discuss the report, final recommendations and draw action plan for implementation of recommendations
Day 14	Debriefing at CRS office and USAID Mission. 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 15	Travel back home

## **G. ACCOMMODATION AND OTHER FIELD LOGISTICS**

In case the local volunteer resides outside Kampala district, he/she will be accommodated at Interservice hotel located in Nsambya and commute to Jakana Food Ltd. 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 end of assignment. For more information, please reach out to the Farmer-to-Farmer team.

## **H. RECOMMENDED ASSIGNMENT PREPARATIONS**

### **Describe the targeted trainees in detail including level of education**

The anticipated participants for this training are the human resource team and other employees of Jakana Foods Limited. This consists of both literates and illiterates thus translation services will be offered by Jakana to cater for the illiterate group.

### **Training Materials**

These include flip charts, markers, computer, masking tapes, COVID-19 SOP materials and other stationery.

### **Electricity, internet, cellphone signal, key security, health issues**

Jakana has connection to national grid, good internet connectivity, good phone signal for all networks, very secure and easy access to medical services.

### **Working Environment and culture**

The work environment is a combination of both office and farm environment with people from all walks in Uganda.

### **Recommended Reading**

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.

CRS strongly recommends that the volunteer becomes familiar with CRS programs in Uganda, especially the livestock country project description and other information in the briefing pack before arrival to Uganda

#### ☐ **Weather Appropriate Clothing**

Uganda being a tropical country, the weather remains conducive and require light clothing save for evening where it may be cold and could be hot day time.

### **I. REMOTE/LOCAL VOLUNTEER ROLES AND RESPONSIBILITIES**

Both volunteers participate in a call to discuss objectives and collaboration approach at the start of the assignment. Collaboration platforms vary depending on the assignment and connectivity. The most frequently used platforms are MS Teams and WhatsApp. The volunteers are highly encouraged to visit CRS' F2F Digital Resource Library, and search for resources that they could use or customize for training. Upon completion of your assignment, volunteers are requested to send any resources they would like to contribute to the library (whether created or found) to [farmertofarmer@crs.org](mailto:farmertofarmer@crs.org).

The local volunteer is responsible for assignment design, preparation, training, developing assignment reports, conducting action planning with hosts and outreach in country, and achieving the assignment objectives. The local volunteer works directly with the host with assistance/input from the US volunteer. Assignments usually last up to 2 weeks; Sometimes extending beyond two weeks due to pending follow up visits, emails etc. Local Volunteers are asked to track assignment hours per day, to stay under 112 hours (14 days x 8 hrs).

Virtual support from a paired US volunteer helps provide supplementary training resources, fill in the gaps for technical areas, and share creative ideas and solutions. Two specific responsibilities are to: (i) complete the outreach component of the assignment and (ii) support the in-country volunteer as needed. US Volunteers typically put in 4-8 hours per week, depending on the nature of the assignment and collaboration.

### **J. 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 subsector, and the agribusiness country project.

### **K. 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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