

**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**

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| **Summary Information** | | | | | |
| **Assignment Code** | **UG2118** | | | | |
| Country: | Uganda | | | | |
| Country Project: | Agribusiness | | | | |
| Host Organization: | Mahyoro Area Cooperative Enterprise (MACE) | | | | |
| Partner: | GoU under the Agriculture Cluster Development Project (ACDP), The Columbia Project (TCP) global | | | | |
| Date of baseline data collection: | March 6, 2019 | | | | |
| Date of host agreement signing: | May 13, 2019 | | | | |
| Number of previous volunteer assignments:  Note, if this is the first/new host, please discuss with Peter before you proceed | | |  | | |
| Volunteer recommendations given (Total): | 34 | Volunteer recommendations applied (Total): | | | 31 |
| Assignment Title: | Marketing skills development for Mahyoro Farmers’ cooperative. | | | | |
| Objectives of the assignment: | Toconduct a detailed market analysis for processed maize grain and provide a road map for MACE to address existing marketing challenges and tap into the competitive milled maize market targeting neighboring districts in the SW region. | | | | |
| Assignment preferred dates: | January -February, 2023 | | | | |
| Desired volunteer skill/expertise | Marketing specialist with agribusiness experience in a developing country context  Adult literacy and facilitation skills  Excellent computer skills  Good communication and inter-personal skills | | | | |
| Type of Volunteer Assistance | Business/Enterprise development (E) | | | | |
| Type of Value Chain Activity | Marketing (M) | | | | |
| PERSUAP Classification[[1]](#footnote-1)[1] | III | | | | |
| Number of people to be trained | Men | | Women | Youths | |
| 14 | | 16 | 20 | |
| Will the assignment address gender gaps? (Yes/No)  If yes, please include these in the issues description | | | | No | |
| Will the assignment address climate change? (Yes/No)  If yes, please include this in the issues description | | | | No | |
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1. **BACKGROUND**

The CRS Farmer-to-Farmer program (F2F) is a five-year (2019-2023) USAID funded program implemented with the primary goal of reducing hunger, malnutrition, and poverty across six countries: Benin, Timor-Leste, Ethiopia, Nepal, Rwanda, and Uganda. The program aims to achieve this goal through advancing inclusive and sustainable agriculture led growth aimed at generating sustainable and broad-based economic growth in the agricultural sector. The program’s secondary goal is to increase US public’s understanding of international development issues and programs and share the knowledge back in the US. To achieve these goals, F2F provides volunteer technical assistance to farmers and farmer groups (associations and cooperatives), private agribusinesses and agricultural education institutions to address key technical and institutional issues identified by the hosts in selected agricultural value chains. F2F volunteers are pooled from a broad range of US agricultural expertise including private farmers, university professors, bankers/certified accountants, animal health and nutrition specialists, soil scientists and agronomists who can provide technical assistance to the local host organizations. The program introduces new innovations and skills to develop local organizations’ capacity to participate in more productive, profitable, sustainable, and equitable agricultural systems while providing an opportunity for people-to-people exchange within the agricultural sector. In Uganda, the F2F program focuses its technical interventions on the livestock and agribusiness value chains.

Farmer cooperatives play a significant role in a country’s economic development, especially in rural areas where absence of large spending power does not attract private investment to harness local skills and resources that can uplift the local economy living standards besides exporting produce to distant customer locations in cities. Farmers Cooperatives enable consolidation of fragmented land, investment in mechanization and irrigation, better bargaining power to buy seeds and fertilizers at subsidized prices, bulk larger produce volumes, arrange for proper common storage and greater bargaining power in selling farm produce to traders or direct processing which also makes banks comfortable in providing agricultural credit, thereby improving the productivity of agriculture, and improving the incomes of cooperative members. However, to achieve these good benefits, farmer cooperative must operate like profitable business entities, and this involves providing quality goods and services in a way that supports effective and efficient business operations. Achieving profitability of business operations requires developing robust marketing strategies through a well conducted market analysis and understanding of who existing competitors are, product quality specifications to meet changing consumer needs, and pre-requisites for accessing local and regional markets.

Mahyoro ACE is a member owned farmer cooperative registered as a secondary cooperative with a membership of 1,296 farmers. It is located within Mahyoro Town council, Kitagwenda district. ACE members are organized under three Rural Producer Organizations (RPOs) and 40 farmer groups. Mahyoro ACE promotes maize and rice as the core enterprises for collective bulking and marketing majorly and value addition to a small extent with current efforts on maize milling. Mahyoro Ace has greatly benefited from previous F2F technical assistance in areas of strategic plan development, financial management training, leadership and management and safer use and handling of agricultural chemicals through the knowledge and skills gained from volunteers in addition to adoption of volunteer recommendations. In September 2022, the cooperative benefitted from the installation and commissioning of a maize processing facility with 1MT per hour processing capacity donated by Government of Uganda (GoU) under the ACDP implemented by Ministry of Agriculture Animal Industries & Fisheries (MAAIF). As a new service added to the cooperative portfolio, the management is looking at avenues to improve its marketing skills to bolster the market development for maize products that will be processed from the milling plant.

1. **ISSUE DESCRIPTION**

Since installation, MACE has processed 2MTs of milled maize flour for human consumption, all sold within Rubirizi district with the plan to resume processing activities at the start of the 2022 second season harvest period. Given the competitive nature of the milled maize market (with already existing players), MACE as a new entrant that lacks marketing skills, would like to have an edge as they enter this market with a new perspective on how to market their product and potentially penetrate new markets regionally and equally compete favorably. The cooperative is targeting neighboring districts and secondary schools within the Southwestern region to avoid high expenditure on transportation costs. The need for marketing skills has necessitated MACE to request for F2F volunteer technical assistance in market development that will enable the cooperative to compete favorably in the existing processed maize market.

1. **OBJECTIVES OF THE ASSIGNMENT**

The main objectiveof this volunteer assignment is toconduct a detailed market analysis for processed maize grain and provide a road map for MACE to address existing marketing challenges and tap into the competitive milled maize market targeting neighboring districts in the SW region.

**Specific assignment objectives:**

* An assessment of the current players/competitors and their competitive advantage
* What are some of the potential markets (local and regional) that MACE can tap into – what are the specific requirements in terms product specifications, product branding and packaging for local/ and potential regional markets, certification requirements for MACE to better position itself.
* Train MACE board and management on how to develop a marketing strategy

Work with the MACE board and management team to develop a marketing strategy that promotes the penetration of its product (s) to existing and new markets and a road map for addressing marketing challenges, the how’s of discovering and maintaining sustainable and attractive market relationships

**ANTICIPATED RESULTS FROM THE ASSIGNMENT**

Through this volunteer assignment and the host adoption and implementation of the volunteer recommendations, its anticipated that the cooperative will be able to compete favourably by tapping into existing markets and establish new relationships with a diversified pool of buyers – local, and regional buyers, have a better understanding of market product requirements in terms of quality and volumes and work with its cooperative members to improve product quality, maintain profitable and long-term relationships with buyers, better bargaining power for better prices resulting into increased incomes at farmer level.

1. **DELIVERABLES**
2. Volunteer assignment final report due BEFORE departure
3. Group presentation with local stakeholders at the end of the assignment
4. A finalized marketing strategy for MACE
5. Training attendance lists
6. Debriefing at CRS office with CRS F2F Team, HOP and USAID
7. Assignment related photos
8. **SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY (DRAFT)**

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| **Day** | **Activity** |
| Day 1 | Arrival at Uganda Entebbe Airport picked by Fairway Hotel shuttle to Kampala and check in at hotel |
| Day 2 | Volunteer will be met at Fairway Hotel by CRS staff and there after travel to the CRS office in Kampala for briefing meeting with F2F team, and HOP. Any assignment preparations desired before field travel will be done then.  Travel to Ibanda |
| Day 3 | Meeting with MACE board and management in Kitagwenda to plan for the assignment and finalize with assignment schedule  In the afternoon, have an orientation of MACE maize bulking and processing activities, market linkages and market structures in place |
| Day 4- 5 | Volunteer interaction with some of the maize processors (if possible) and existing buyers and potential buyers with in Kamwenge/ Ibanda and Kitagwenda districts and potential cross-border trade opportunities. The volunteer will conduct a SWOT analysis for each to provide opportunities that can be tapped into by MACE |
| Days 6-8 | Training of MACE staff and board members on market analysis/assessment processes, and how to develop a marketing plan. The volunteer can tailor these sessions in a more appropriate manner to facilitate a participatory approach throughout the entire process |
| Day 9-10 | Volunteer work with key staff from MACE to start developing the marketing plan/strategy |
| Day 11 | Presentation of draft plan/strategy to board members and key staff for review/comments/feedback. |
| Day 12 | Volunteer finalizes with the final plan/strategy, including all key components as per host request. Discussion of the implementation plan and developing an action plan. Key participants: Board members and Management teams |
| Day 13 | Wrap up meeting with the host – volunteer presents together with the key staff to what has been accomplished and the team develops an action plan/next step for implementation of volunteer recommendations |
| Day 14 | Volunteer travels back to Kampala |
| Day 15 | Debriefing meeting with F2F team, HOP and USAID representative |
| TBD | Volunteer outreach 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*** | | |

1. **ACCOMODATION AND OTHER IN-COUNTRY LOGISTICS**

In Kampala, the volunteer may stay at Fairway Hotel & Spa ([www.fairwayhotel.co.ug](http://www.fairwayhotel.co.ug))

In Ibanda, the volunteer will stay at NBK hotel located within Ibanda town and he/she will be transported from Ibanda to MACE offices in Kitagwenda district for the duration of the assignment.

CRS will pay for hotel accommodation and provide the volunteer with per diems to cover meals and other incidentals. The volunteer may get an advance which has to be cleared before departing Uganda. For more information, please refer to the Uganda country information that will be provided.

**F. RECOMMENDED ASSIGNMENT PREPARATIONS**

* CRS-F2F designs assignments with the assumption of some pre-field departure preparation by both the US and local volunteers. CRS relies on the volunteers to assess the tasks outlined in this SOW and to make their own judgment about how much and what kind of preparation is needed prior to field travel.
* The volunteer should prepare materials which can be printed at the CRS office in Kampala before commencement of the assignment. Flip charts, markers, and masking tape can also be obtained at the CRS office.
* CRS strongly recommends that the volunteers become familiar with [CRS programs in Uganda](https://www.crs.org/our-work-overseas/where-we-work/uganda), especially the agribusiness country project description.

**REMOTE/LOCAL VOLUNTEER ROLES AND RESPONSIBILITIES (only if the assignment is by remote pair)**

Both volunteers participate in a call to discuss the assignment’s objectives and their approach to collaboration at the start of the assignment. Collaboration platforms vary depending on the type of assignment and degree of connectivity. The most frequently used platforms are MS Teams and WhatsApp. The volunteers are highly encouraged to visit [CRS’s F2F Digital Resource Library](https://f2flibrary.crs.org/Presto/home/home.aspx?_ga=2.141716784.32617302.1616765386-2022794543.1567520784) and search for resources that they can use or customize for training. Upon completion of the 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).

Remote 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 dedicate 4-8 hours per week, depending on the nature of the assignment and degree of collaboration.

**G. 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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| **CRS Country Program** | |
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| **Host Organization:** | |
| **Ntamusobora Emmanuel**  Chairperson ACE Board  Kyendangara Area Cooperative Enterprise  Kitagwenda, Western Uganda  Cell phone: +256 772949733/+256 756 192637  Email: [mahyorocooperative@gmail.com](mailto:mahyorocooperative@gmail.com) | |

1. [1] 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.  [↑](#footnote-ref-1)