 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** | |
| Assignment Code: | UG47 |
| Country: | Uganda |
| Country Project: | Oil Seed Crops Country Project |
| Host organization: | Apac-Sub County Agricultural Development Association (ASCADA) |
| Type of Volunteer Assistance: | **Organizational Development (O)**  ***leadership and Group dynamics*** |
| Type of Value Chain Activity: | **Information and Input Support Services (S)** |
| Preferred assignment dates: | May- June 2015 |
| Objectives: | 1. Streamline the leadership and management of the newly elected farmer group leaders with emphasis on roles and responsibilities of leaders and association members 2. Train farmer groups on conflict resolution, group dynamics and group cohesion. 3. Create awareness about the importance of working together- collective bulking and marketing. |
| Desirable Volunteer Knowledge and Skills: | * Experience in farmer /cooperative leadership and management. * Knowledge of group dynamics, group cohesion and conflict resolution and experience working in developing countries. * Good writing and analytical skills, including good interpersonal communication. * Skills in adult training. |

1. **BACKGROUND**

Apac Sub-County Agricultural Development Association (ASCADA) is a grass-roots development organization that is involved in the production and marketing of sunflower, sesame, groundnuts, sorghum and maize. ASCADA assists in the mobilization of farmers into groups and assists in the marketing of their produce through bulking for collective marketing -- an arrangement that gives farmers bargaining power on price negotiations. Another advantage for the members is that they can enjoy economies of scale such as reduced transportation costs and bulk input procurement. The association has also ventured into small-scale maize milling for the community.

ASCADA is comprised of 38 rural producer groups with about 15 members each, totalling to 503 members. Out of these, 304 are women. ASCADA members can register as individuals or as rural producer groups. Farmer groups a pay subscription fee of Ushs. 25,000 (approximately US$10) as share capital paid annually or UGS10,000 per season which amounts to Ushs.20, 000 for two seasons. Individuals pay Ushs.7, 000. ASCADA also earns income from maize milling. The revenue generated from the membership fees and the earnings from the maize milling activity is used to run the daily operations for the association.

Members form the general assembly, which serves as the supreme body. The annual general meeting, is used as a forum to discuss the achievements, challenges and plans for moving forward. During this time an executive board is elected through a democratic process. The board is comprised of 9 members who oversee the secretariat that keeps a register of members, records meeting minutes and is a signatory to the association’s bank account. The association does not have a hired management staff.

Farmer associations and cooperatives in Uganda face a number of constraints such as limited access to competitive markets, lack of access to finance, a lack of adequate knowledge in crop production and weak leadership and management. Weaknesses in organizational leadership and management are common to most cooperatives although the extent of the problem varies from one group to another.

The current ASCADA farmer group leaders have not received any training on leadership, and are therefore not well placed to carry out their functions in an effective manner, since they are not very clear of their roles and responsibilities within the organization. Conflicts among members are common and leaders cannot effectively help resolve these problems. The leadership’s ability to provide guidance to the members and mobilize groups is rather weak. Capacity building in leadership and management skills will help facilitate member participation and encourage free communication during discussions. To be effective, group leaders must be aware of the need for change, be in position to diagnose problems, plan for change, implement those plans and evaluate the results.

**ISSUE DESCRIPTION**

Effective leaders are those that are able to communicate ideas effectively and diplomatically. It is therefore important that leaders are well aware of different forms of communication. The art and technique of using words effectively to convey information or ideas is important in ensuring effective leadership. Poor communication results in poor performance and undesirable outcomes including errors, a decline in productivity, distress, low morale, confusion, absenteeism and general dissatisfaction. Technical assistance that focuses on the importance of effective communication will go a long way in building the capacity of leaders to manage the association more effectively. ASCADA leaders should be assisted to give constructive feedback so members know where they are and where they are moving to in terms of expectations and goals, both their own and the association’s.

Group development progresses through a number of stages. How quickly a group moves through each stage will depend on the team members, their individual skills, the work they are expected to do and the type of leadership available to the team. Technical assistance that helps leaders understand the different stages of group development will help ASCADA improve effectiveness more quickly. Leaders will therefore be in position to develop the team through the different stages, and then to move on to other roles.

To become effective change agents, leaders’ understanding of group dynamics is important. Human beings exhibit some characteristic behavioral patterns in groups.  Therefore, it is important that people involved in managing groups understand behavior in groups and group dynamics. Established social support helps people to take positive risks.  However, when there are negative relations with others, people are inclined to adopt defensive or aggressive postures and do not facilitate many growth opportunities. Technical assistance that helps streamline roles and responsibilities of group leaders, the board and group members will help improve power relations and avoid conflict.

Conflict within the organization is inevitable, as group members have varying interests, beliefs and goals. Although conflict has caused frustration within ASCADA, there is the possibility that conflicts may be turned into positive results. Problems within a group can be identified and a strategy resolution can be decided and put in place.

In light of these needs, ASCDA is requesting technical assistance. The F2F Volunteer will work directly with ASCADA to impart leadership and management skills to its leaders for successful operation of groups. It is anticipated that the technical assistance will strengthen group cohesion, improve group/association performance and enhance sustainability.

1. **SPECIFIC OBJECTIVES OF THE ASSIGNMENT**

The volunteer technical assistance will focus on achieving the following objectives:

1. Streamline the leadership and management for new farmer group leaders with emphasis on roles and responsibilities of leaders and association members
2. Train farmer groups conflict resolution, group dynamics and group cohesion.
3. Create awareness about the importance of collectively working together.

Leadership and management skills should therefore emphasize the following topics, among others:

* Leadership- what it is, functions and qualities of a good leader
* Leadership roles and responsibilities at the different levels of the organization structure
* Roles and responsibilities of members.
* Conflict resolution and group dynamics and how to build cohesion among groups
* Effective communication skills (communications planning and feedback mechanisms)
* Sensitize the association members on the benefits of belonging to and working in a group/association setting
* Contribution of association to community development.
* Constitution review.

In addition, the Volunteer will develop manuals/guides for Training of Trainers on leadership skills; this will be used at the association level as refresher training for old and new leaders and at the farmer level, especially as the membership increases.

The volunteer will work with the leadership and farmer representatives for at least six farmer groups separately to achieve the aforementioned objectives. However, the volunteer will also spend two days working with the leadership at the association level to review the constitution. ASCADA core trainer staff will be involved in all the training sessions so they can continue backstopping the association with CRS support even after the volunteer assignment.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

With volunteer technical assistance, the association will continue to function in a progressive manner, with improved leadership and management systems, improved group activities and communication skills offering better service delivery to its members due to clear and well understood leadership roles and responsibilities. The training will result in increasing membership through increased trust in leadership by members as well as benefits that are obtained as a result of members working together.

The anticipated deliverables include:

* Trainings conducted and people trained
* Training guidelines/manuals developed on leadership skills
* Debriefing with USAID and in country group presentations after assignment
* Field trip report and expense report

1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN UGANDA**

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| Day | Activity |
| Day 1 | Travel from home to US international airport |
| Day 2 | Arrival at Uganda Entebbe Airport, picked by Airport shuttle to Kampala and check in at Hotel. |
| Day 3 | At 9.00 am, the volunteer is greeted at the hotel by CRS staff and thereafter go to CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Hand-outs will be prepared at CRS offices. |
| Day 4 | Travel to Apac district to commence the assignment. |
| Day 5 | In the morning CRS introduces the volunteer to the ASCADA management 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 6-8 | Farmer group 1 training on objectives 1-3 |
| Day 9-11 | Farmer group 2 training on objectives 1-3 |
| Days 12-14 | Farmer group 3training on objectives 1-3 |
| Days 15-17 | Farmer group 4 training on objectives 1-3 |
| Days 18-20 | Farmer group 5 training on objectives 1-3 |
| Day 21-23 | Farmer group 6 training on objectives 1-3 |
| Day 24-25 | Hold training with ASCADA executive and representative leaders from each of the farmer groups on constitution review. |
| Day 26 | Wrap up trainings and emphasize key concepts of assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations. Conduct the outreach activity organised by NilePro Trust management |
| Day 27 | Volunteer travels back to Kampala |
| Day 28 | 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. |
| Day 29 | Depart for USA |
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1. **DESIRED VOLUNTEER QUALIFICATIONS**

* Qualifications in leadership/management studies are desirable.
* Knowledge and experience in farmer association development.
* Good writing and analytical skills, including good interpersonal communication.
* Other necessary skills include knowledge on group dynamics, building group cohesion and experience working in developing countries.
* Wide experiences in conducting leadership training for organizations struggling to survive economic pressures are desirable.

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

In Kampala, the volunteer will stay at Fairway hotel, www.fairwayhotel.co.ug. While with the host, the volunteer will stay at Mayov Hotel Ltdwith basic facilities such as running water and electricity, but has no internet services. The volunteer will be provided with a modem from the CRS field office for internet access. No credit cards are accepted at the hotel, the form of payment is on cash basis in the local currency.

CRS will pay for hotel accommodation, and provide 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 country information that will be provided.

**Host contribution** - ASCADA has committed to mobilize the farmer group leaders to attend the trainings to be conducted by the volunteer. ASCADA personnel will work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained and will continue training other farmers even after the assignment is completed.

1. **RECOMMENDED ASSIGNMENT PREPARATION**

* 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. Depending on the training venue the volunteer may use a laptop and projector for power point presentations. However if the training venue is in the community, it will be difficult to use PowerPoint. In this case the volunteer will be expected to prepare training materials and have hand-outs printed at CRS offices for distribution to the participants.
* CRS strongly recommends that the volunteer becomes familiar with the oil seed crops country project description prior to arrival in the country as well as country information that will be provided.
* Knowledge on the status of the cooperatives- their leadership and management in rural settings of developing countries is also advised.
* Knowledge of business management and operations for a farmer cooperative.

1. **KEY CONTACTS**

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