

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Assignment Summary** | |
| **Assignment Code** | **UG68** |
| Country | Uganda |
| Country Project | Maize country project |
| Host Organization | Kapchorwa District Farmers Association KADFA |
| Assignment Title | Leadership and Management training |
| Type of Volunteer Assistance: | Organizational Development (O) |
| Type of Value Chain Activity: | Information and Input Services (S) |
| Assignment objectives | Provide a road map for KADFA to address leadership challenges through hands-on training in leadership skills and group dynamics best practices. |
| Desired skills | Formal qualifications in leadership/management studies and extensive knowledge and experience in cooperative development, administration and management. |
| Assignment preferred dates | Mid January – Early February 2016 |

1. **Background**

Kapchorwa district Farmers Association (KADFA) is a farmer’s organization based in Kapchorwa with a regional operational outlook covering the districts of Kapchorwa, Kween and Bukwo.

It is a member owned and founded in 1993 and since then, KADFA has brought women, youth, individual farmers and associations under one umbrella organization to champion the interests of the rural poor within Kapchorwa District. Empowering farmers with advisory services, training’s in high values crops, income generating activities such as bee keeping, fish farming, tree planting and sunflower growing among others.

Since her inception in 1993, KADFA has now a membership of over 2000,male and female farmers with farmers council consisting of delegates from sub-county farmers organizations, A District executive committee of thirteen members who are elected by the district farmers council and elected after every 3 years as policy makers. It has a secretariat of 8 employees who run the day to day activities of the organization with the coordinator as overall technical head and administrator.

From creation of KADFA in 1993 DANIDA has been funding all programmes that include staff salaries, farmers training’s and study tours, however, this support ended in 2002. KADFA has since been operating with support from donor organizations such as ABi Trust, membership and subscription fees from members and Contracts and programme support from government departments such as NAADS, the district local government etc.

KADFA has a vision to alleviate poverty through use of sustainable improved agriculture farming technologies and mission to have a well-mobilized farming community practicing improved farming methods through mobilization, training, strategic market information good networking, effective monitoring and evaluation.

Major Objectives:

1. To unite and harness all farmers organizations and all individuals and entities engaged in Agro related industry together under one Apex organization of Kapchorwa District Farmers Association

2. To establish one common front and forum of all Agro-related association and organizations and to promote, encourage, co-ordinate and safe guard their activities and interests within and outside Kapchorwa and to offer and act as a single representative body or organ for their needs requirements and proposals amongst themselves with the Government departments and other bodies or Organizations whether locally or inter-district based.

KADFA has a well streamlined management structure with the district farmers’ council as the apex body. This is formed from various farmer representatives at all levels (Village, parish, Sub County). From the council- a district executive committee is democratically elected to supervise and oversee the operations of the farmers’ association. The board has a three-year term of office as stipulated in the by-laws, they hold quarterly meetings to review, amend or formulate polices and the operations of the association. KADFA has a management structure with the coordinator as the team leader- he supervises the agricultural advisor and the accountant. The association has employed three extension staff with agriculture, animal production and agro-forestry knowledge back grounds, they report to the agricultural advisor. The management team sits monthly and bi-weekly as need arises.

1. **Issue Description**

Weak leadership and management within a cooperative will often be manifested in the form of poor communication, lack of problem-solving and decision-making skills, poor linkages among farmers’ groups, occasional conflicts among members, unclear roles and responsibilities (for members, board and management), the inability to plan, implement and monitor activities. Coupled with this is limited advocacy and outreach activities. For sustainability and growth, organizations such as KADFA must have effective leadership and management systems in order to meet membership expectations and achieve set goals and objectives.

The membership of KADFA has new demands and challenges in the areas of leading and managing the organization. The board and management must be able to guide the association to meet its strategic objectives and develop new ones as the association or as members’ needs change in response to the changing environment. The board and management, farmer group leaders need to have good understanding of their roles and responsibilities, planning and decision making skills, financial management knowledge as well as effective communication skills. In addition, the leaders should have the capacity to monitor and evaluate the organization’s activities to ensure that set objectives are met and services are delivered to the members. Furthermore, the vision, mission and objectives need to be reviewed in the context of changing environment since inception.

In light of these needs, KADFA is requesting CRS’s F2F for technical assistance. The volunteer will work directly with both KADFA leaders and membership to impart leadership and management skills for a successful farmer association. It is anticipated that the technical assistance will strengthen communication, group cohesion, improve both association and farmer groups’ outreach/advocacy activities.

1. **Objectives of the Assignment**

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

1. Streamline the leadership and management of KADFA and farmer group leaders with emphasis on roles and responsibilities of leaders and association members, effective communication skills, qualities and functions of a good leader, among other concepts
2. Train farmer groups’ conflict resolution, group dynamics and group cohesion.
3. Create awareness about the importance of collectively working together.
4. Review the vision, mission and objectives of KADFA

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 association level – both the board and management teams to review the vision, mission and objectives of KADFA. KADFA core trainer staff will be involved in all the training sessions such that they can continue backstopping the association with CRS support even after the volunteer assignment.

The volunteer will offer technical assistance by providing training on the above mentioned topics to at least 160 management and farmer members category.

**Host contribution** – KADFA has committed to mobilize the board , staff and farmer group leaders to the trainings to be conducted by the volunteer. KADFA will also avail key personnel to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained and will continue training other members even after the assignment is completed especially as leaders’ term of office expires.

1. **Anticipated Assignment Results**

With volunteer technical assistance, the association will continue to function in a progressive manner, with improved leadership and management system, improved group activities and communication skills offering better service delivery to its members due to clear and well understood leadership roles and responsibilities. Technical assistance that helps streamline roles and responsibilities of group leaders, the board and group members, will help improve power relations and avoid conflict. The organization’s plans will be effectively implemented because a large percentage of members now actively take part in decision making. Both the association and group leaders will also be aware of the need for conducting effective advocacy and strengthening linkages between association leadership and farmer groups.

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

**Nature of training participants:**

The anticipated participants for this training are the board, management and representatives from the different sub country committees, as well as the different farmer groups’ leaders ranging from semi-illiterate to completely illiterate. Members of KADFA at sub county local government leaders are also expected to attend the training, however, most of the board and management staff is literate, able to read & write without need for translation. Trainings are usually conducted in centralised venues which will be agreed upon by the host, putting in consideration reduced transport costs for the participants. The venues vary from host office, bulking store, class rooms, local church, and the town council hall or under the tree, depending on accessibility.

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 Fairway Hotel 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 proceed 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 Kapchorwa district to commence the assignment. |
| Day 5 | In the morning CRS introduces the volunteer to KDFA board & management team. Together with CRS and the management, the volunteer will review and finalise the action -plan. The action plan should include group presentations to be done after the assignment. |
| Days 6-7 | **Group 1**:Training the board and management team |
| Days 8-9 | **Group 2**:Trainingrepresentatives from Sub County 1 (group leaders and some members) |
| Day 10-11 | **Group 3**: Trainingrepresentatives from Sub County 2 (group leaders and some members) |
| Day 12-13 | **Group 4**: Trainingrepresentatives from Sub County 3 (group leaders and some members) |
| Day 14-15 | **Group 5**: Trainingrepresentatives from Sub County 4 (group leaders and some members) |
| Day 16-17 | **Group 6**: Training of ToTs ( Dynamic individuals from the teams already trained who can continue with the training to reach out to groups not reached by the volunteer such as farmer extension lead farmers) |
| Day 18-19 | Develop a training guide/ manual and guide the ToTs through the manual on how to use it to conduct an effective leadership training |
| Day 20-21 | Wrap up meetings, whilst emphasizing key concepts of the assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations.  End of assignment presentation. |
| Day 22 | Travel back to Kampala |
| Day 23 | Debriefing at CRS office with USAID Mission and CRS staff.  Volunteer finalizes his/her reporting at CRS office and fill out all necessary M&E forms as well as finalise liquidations with finance. |
| Day 24 | Depart for the US |
| TBD | Outreach event in the US |
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1. **Desired Volunteer Qualifications**

* Demonstrated qualifications in leadership/management studies.
* Extensive knowledge in cooperative development, administration and management.
* Financial management skills
* Monitoring and evaluation skills
* Good writing and analytical skills, including good interpersonal and communication skills.
* Other necessary skills include knowledge in group dynamics and experience working in developing countries.

1. **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 Kapchorwa, the volunteer will stay at Noah’s Ark Hotel.

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.

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. 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 Maize country project description prior to arrival in the country as well as country information that will be provided.

1. **Key Contacts**

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| **CRS Baltimore** | **CRS EA Regional Office** |
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