

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

**NOTE: SCOPE OF WORK AWAITING FINAL EDITS**

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| **Summary Information** | |
| Assignment Code | UG75 |
| Country: | Uganda |
| Country Project: | Oil seed crops Country Project |
| Host organization: | ACWEC OMIO Cooperative Society Ltd |
| Type of Volunteer Assistance: | Organisation Development (O) |
| Type of Value Chain Activity: | Information and Input Support Services (S) |
| Assignment Title | Project Planning and Management training |
| Preferred assignment dates: | May – June, 2016 |
| Assignment Objective: | Equipping the board and management of ACWEC OMIO with skills in project planning, implementation, monitoring & evaluation and Reporting |
| Desirable Volunteer Knowledge and Skills: | * Project Management Specialist * Wide experiencewithproducer organizations involved in providing a range of services to farmer clients (including input distribution, training/advisory and market linkages, produce bulking and marketing) in the context of commercializing smallholder agriculture in developing countries. * Good writing and analytical skills, including good interpersonal communication |

1. **BACKGROUND**

Acwec Omio women’s group was established in 1998 by 15 displaced women who came together with the purpose of bulking the produce and collective marketing to benefit from better prices*.* In 2009, the group agreed to form Acwec Omio cooperative society and allowed men to join the organization and later joined the Uganda Oil Seed Processors Association. From 1999 to 2008, the group grew from 15 members to 461 women members who then expanded the range of Agricultural enterprises to include; Soya beans, maize, sorghum, ground nuts and Simsim (sesame). Acwec Omio registered with registrar of cooperative societies on the 19th August, 2009 under certificate registration number 8965/RCS. From 2009 – 2012 there were 777 members of which 461 were women and 316 men. The cooperative is located in Aweeingwec Village, Acan pii parish, Loro sub county, Oyam District. Currently we have 4000 members comprising of 160 cluster groups and we have 25-30 members per cluster group. Out of these farmers 2600 are female and 1400 are male.

ACWEC OMIO was formed for the purpose of collective bulking and marketing of members’ produce to benefit from better prices especially in both oil seeds and food security crops. In recent years the cooperative has scaled up its activities all geared towards poverty reduction and sustainable development. The cooperative has a mission and vision statement:

**Mission statement:** To empower small scale producers in Lango, Acholi, Karamoja and Teso sub regions to upscale their agricultural production from subsistence farming to commercial production  through training, provision of modern agricultural inputs, crop finance, seed loan, post-harvest handling equipment, collective marketing and agricultural extension services**.**

**Vision statement:** Sustainable increase in its production by promoting use of improved inputs (seeds, fertilizers etc) and use of modern farming machinery and technology aimed at increase in agricultural production and productivity. Acwec Omio cooperative hopes to add value to their products through agro processing in order to increase farmers’ incomes.

**ISSUE DESCRIPTION**

Uganda’s agriculture growth is primarily driven by increases in area planted rather than in productivity. Although the sector’s share in total GDP has declined from 50 percent in early 1990s to 23.7 percent in 2008/09, it remains an important sector because the majority of Ugandans derive their livelihoods from it—approximately 75 percent of all households are engaged in agriculture, and nearly 70 percent of all households derive their livelihoods from subsistence agriculture. There are some large-scale commercial farmers but smallholder producers dominate Uganda’s agriculture sector, comprising an estimated 70 percent of marketed produce, using low input/low output systems. The government through the National Development and Investment Strategy is encouraging small holder farmers to form farmer groups, associations, and cooperatives for better service delivery such as in put access, mechanisation, value addition and collective market access.

Farmer cooperatives like development organisations manage their work through projects. Development organisations fund some of the activities and services provided by the cooperatives to their beneficiaries. The conditions set are usually that the management of these cooperatives should not only provide proper accountability for use of the funds but should also be able to report on evidence-based impact of the project on target beneficiaries. One of the pre-requisites for these farmer cooperatives is their ability to recruit qualified staff to implement projects. The cooperatives recruit project officers and extension field staff who form the project team to manage the projects. The project team in turn is expected to write proposals, develop project plans, implement project activities, monitor project progress, and evaluate project impact. Then most importantly the beneficiary communities who are the registered members of the cooperative invest their time, energy and resources in the projects. They trust that the projects will build upon their collective strengths, to reinforce their areas of comparative weakness, and to solve the challenges that may otherwise be considered to be out of their control. Acwec Omio works in collaboration with various development organisations and as such receives funding inform of loans and grants for implementation of projects.

Occasionally, development partners have stipulated project deliverables that need to be planned for, activities implemented; projects monitored, evaluated and report on impact. The organisation staff/project team is expected to implement project activities, monitor progress and track progress based on reporting indicators as stated by the funding source. The board on the other hand are expected to oversee / supervise the activities of the management/project team, to ensure efficiency and effective use of resources. Successful execution of these activities requires that the board and management of ACWEC OMIO are trained in the various aspects of project management- specifically focusing on planning, activity implementation in accordance with the work plan, monitoring and evaluation and reporting. The team also needs to recognise the participation of various stakeholders and their impact on project success, without underestimating the risks that may be associated with the project and how to manage them.

It is against this back ground that ACWEC OMIO approached CRS through its F2F program to offer technical support in the area of project planning and management to empower their board and staff with the necessary skills to better manage resources and serve the beneficiary communities more effectively.

**SPECIFIC OBJECTIVES OF THE ASSIGNMENT**

The overall objective of this assignment is to equip the board and management of ACWEC OMIO with skills in project planning, implementation, monitoring, evaluation and reporting. These skills will be very fundamental in assisting the team to understand the different aspects/ stages in a project life cycle and how each of the stages is crucial for achieving project deliverables. The volunteer will focus on some of the highlighted areas as stated below:

1. What is Project management in the context of farmer cooperatives
2. Stages in the project life cycle highlighting some of the critical activities involved at each of the stages i.e. proposal development, Project identification and design, project planning, Implementation, Monitoring and evaluation, End of project transition. The volunteer will go through each of these stages, with specific examples and scenarios.
3. The role of the management team and Board in execution of projects – these should be clearly stated and their contribution to achieving project goals
4. Project reporting as per donor requirements

The organisation has projects that are currently up and running, proposals/ existing project documents for such projects will be used by the volunteer to train on different concepts or scenarios of project management, tracking indicators and reporting.

**Host contribution**

ACWEC OMIO has committed to mobilize its management staff, board members and change agents to attend the trainings for the full duration of the assignment. The host will also avail one staff to work closely with the volunteer and render him or her any assistance during the assignment and ensure that key people are trained and can continue mentoring other staff after volunteer departure.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

As a result of volunteer assistance, the board and staff of ACWEC OMIO will be equipped with the language and mind set for planning and managing projects by properly setting project goals and objectives, and thus able to prioritize amongst project objectives. Participants will be more cognizant of considering project stakeholders' opinions, recognize the need and benefits from proper project planning, be aware of the different project lifecycle stages and the role each stage has in the evolution of a project, and will be capable of selecting the most appropriate project management methodology given the project objectives, the degrees of uncertainty, and the project constraints. This team will also have a clear understanding of project indicators and how they can be monitored and reported according to the requirements of the development partner.

**The anticipated deliverables include:**

* Trainings conducted and people trained
* Training guidelines/manuals, templates developed
* 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 Fairway Hotel shuttle to Kampala and check in at the 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 and other study materials prepared by the volunteer will be printed at CRS offices. |
| Day 4 | Travel to Lira district to commence the assignment. |
| Day 5 | In the morning CRS staff introduces the volunteer to ACWEC OMIO management team and the board. Together with CRS and the management, the volunteer will review and finalise the work-plan/action plan.  Later in the afternoon, the volunteer will review some of the existing project documents and get a clear understanding of the cooperatives activities and services. |
| Days 6 | Volunteer will start the training for board and management and gauge their level of understanding of project management concepts. The volunteer can then adjust the training content appropriately to fit the target audience |
| Days 7-10 | Volunteer continues training board and management team focusing on the aspects stated (a)- (c) above |
| Days11-12 | The volunteer will review some of the existing templates and review or develop new templates together with the participants. Such templates may include: Data collection forms/questionnaires, Indicator tracking forms, Monitoring and evaluation forms, Reporting templates |
| Days13-14 | Field work: The volunteer will go out with the participants to an agreed location to monitor some project activities, and pre-test all the templates earlier designed. The team will together review the forms and templates to capture desired information. |
| Days15-16 | The volunteer will train on Project reporting, Risk management and Stakeholder management |
| Day 17 | Wrap up the training with a review of assignment objectives. Discuss recommendations with participants to be included in the report |
| Day 18 | End of assignment presentation and Volunteer travels back to Kampala |
| Day 19 | 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 20 | Depart for USA |
| TBD | Outreach event in the US |

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

In Kampala, the volunteer will stay at Fairway Hotel and Spa Hotel; www.fairwayhotel.co.ug. In Lira, the volunteer will stay at Margaritha Palace Hotel. The hotel has the basic amenities of water and Electricity, Internet is available but in case of unreliability CRS will provide you with an internet modem.

CRS will pay for hotel accommodation, and provide volunteer with per diems to cater for meals and other incidentals. The volunteer will 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**

* 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. Flip charts, markers, masking tapes can be obtained at CRS offices. Depending on the training venue the volunteer may use a laptop and projector for power point presentations. But if the training venue is in the community, it will be difficult to use PowerPoint.
* CRS strongly recommends that the volunteer become familiar with CRS programs in Uganda, especially the oil seed crops country project description and other information in the briefing pack before arrival to Uganda

1. **KEY CONTACTS**

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| **CRS Baltimore** | **CRS EA Regional Office** |
| **Maria Figueroa**  Volunteer Support Coordinator  EA Farmer to Farmer Program  228 W. Lexington Street  Baltimore, MD 21201  410-951-7366  Email: maria.figueroa@crs.org | **Nyambura Theuri**  Deputy Project Director  EA Farmer to Farmer Program  P.O. Box 49675 – 00100  Nairobi, Kenya  St. Augustine Court Karuna Close Road  Email: nyambura.theuri@crs.org |
| CRS Uganda | |
| **George Ntibarikure**  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 | **Elizabeth Pfifer**  Country Representative  CRS Uganda  Office Tel: +256 031 226 5658  Mobile cell phone +256 772 724 796  Email: Elizabeth.pfifer@crs.org |

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