

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** | |
| Assignment Code | UG78 |
| Country: | Uganda |
| Country Project: | Maize Country Project |
| Host organization: | Bukawa Area Cooperative Enterprise |
| Assignment Title | Farm business records keeping |
| Preferred assignment dates: | April, 2016 |
| Objective: | Enable farmers to assess the profitability of their farm business operations and improve in their “farming as a business” |
| Desirable Volunteer Knowledge and Skills: | Formal qualifications in agribusiness, farm business management and production economics are desirable. |

1. **Background**

Bukawa area cooperative enterprise is a cooperative registered by the registrar of cooperatives in Uganda in 2004. It is a secondary cooperative composed of 8 Rural Producer Organization (RPOs) with membership of between 30- 200 farmers in each RPO, and operates in 2 sub counties of Nakiigo and Gombe. This is a member owned organization operating on cooperative principles. The board is comprised of 9 members who are elected at the AGM with term limit of two years according to the by-laws. The management staff comprised of 5 members- manager, accountant, agricultural extension staff, store keeper and rice mill operator. These are responsible for the day-to-day operational activities of the organization. The major aim of the cooperative is to increase the quantity and quality of cereal crops and oilseed crops, in order to increase rural household incomes for the members.

The cooperative is involved in activities like; farmer mobilization, enterprise selection, training of members in good agronomic practices, post-harvest handling techniques, bulking and marketing of farmers’ produce, analysis and dissemination of market information. The cooperative is engaged in the production of; maize, rice, ground nuts, soy bean and coffee.

Services offered include; community based bulking and marketing, farmer advisory services, bulk purchase of agro-inputs and rice milling.

This technical assistance will focus on record keeping, as a component of ‘farming as a business’. Rural farmers generally lack knowledge in enterprise selection, enterprise budgeting, farm business planning and record keeping.

1. **Issue Description**

Improving on-farm income earnings from agriculture enterprises is considered a key strategy of addressing poverty and transitioning of Uganda’s agriculture from subsistence to commercial farming. Majority of rural farmers lack the appropriate skills to operate their farms as profitable enterprises. The average Ugandan rural farmer has historically carried out farming primarily to meet household food requirements, selling the excess, and often at a loss because production factors are not factored into the pricing primarily because farmers do not keep records. Therefore, to improve the livelihoods of rural farmers, it is critical for them to start viewing farming as a business.

A major challenge with many of Bukawa ACE members is that they do not keep farm records, and are therefore not in position to determine the profitability of their agro enterprises. The failure to keep records is limited knowledge in farm business record keeping and lack of appreciation of its significance to improving incomes and therefore livelihoods. In order to be competitive and to take advantage of the new market opportunities that are arising, farmers have to increasingly adapt practices that enable them conduct farming as a business. Discussions between CRS and Bukawa ACE revealed that much as the farmers lack records, even RPOs, need to streamline their records to reflect the RPO business activities.

Related challenges are that farmers generally lack knowledge in enterprise selection, enterprise budgeting, farm business planning, improved input usage (such as use of improved seeds and complementary inputs) in profit maximization, importance of functional linkages (such as input and output markets, credit and extension services) in sustaining the farm business, business performance assessment, risk management, and how various farming or business enterprises interact with each other to enhance production.

1. **Specific Objectives of the Assignment**

Bukawa ACE has requested for a F2F volunteer to assist the organization in streamlining record keeping amongst its RPOs members and empower the farmers to approach their maize farming, and other enterprises, as a business. This is in line with the Government of Uganda aspirations to transform Uganda’s agriculture from subsistence to commercial, as outlined in the Agriculture sector Development Strategy and Investment Plan (DSIP), which the USAID Feed the Future subscribes to.

The specific topics for the volunteer to provide technical support in are:

1. Production records
2. Labour records
3. Cash inflow and outflow records/sales records
4. Profit and Loss records
5. Cost Benefit Analysis

In addition, the Volunteer will prepare training guides for Training of Trainers on the above mentioned topics.

The Bukawa ACE leadership will select trainees from each RPO, to receive direct technical assistance from the Volunteer. These will then be tasked Training of Trainers (ToTs) to train the rest of the RPOs’ members. The ToTs will act as facilitators during the sessions with RPOs members. In this way, the ToTs will sharpen and perfect the skills acquired and the volunteer will have a chance to critique ToTs them. The training of the farmers will be conducted for at least 6 Rural Producer Organisation (RPO) (constituent group of the ACE). The volunteer will train six groups of about 15-20 members each. The volunteer will give each group two days for the hands-on training and evaluation, at venues to be determined by the ACE.

1. **Anticipated Results from the Assignment**

With the volunteer’s technical assistance, Nkoma ACE farmers should be in position to make production decisions based on cost benefit analyses and use records to make informed decisions. Good management decisions will help reduce farmers’ production costs and risks, and improve efficiency of farm production and marketing. In addition to the training, the volunteer will be required to develop a training guides on ‘Records Keeping’, which will be used for future reference and training. It is further anticipated that once farmers begin keeping records and approaching farming from a business perspective, their incomes will increase and overall their livelihoods will be improved. In addition, Bukawa ACE is part of the wider Bukawa parish, which has a wider farming populace, that can eventually also benefit from this technical assistance, especially after the Training of Trainers (ToT) by the volunteer.

Additionally, at the end of assignment, a group presentation and the training materials developed by the Volunteer will be shared to ensure a wider audience and initiate the process of knowledge trickle down to the wider community.

The anticipated deliverables include:

* 160 members from the Rural Producer Organizations trained on farm records keeping
* Training manuals/guidelines on farm record keeping developed
* Debriefing with USAID and in country group presentations after assignment
* Volunteer feedback
* Field trip report and expense report

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

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| Day | Activity |
| Day 1 | Arrival at Uganda Entebbe Airport, picked by Airport shuttle to Kampala and check in at Hotel. |
| Day 2 | At 9.00 am, the volunteer is greeted at the hotel by CRS staff and thereafter taken 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. Travel to Iganga district to commence the assignment |
| Day 3 | In the morning CRS introduces the volunteer to the Bukawa ACE management team and the District authorities.  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. In the afternoon, visit some of the Bukawa ACE members. |
| Days 4 and 5 | Training representatives from each RPO as ToTs on farm business record keeping and make appropriate recommendations (24 beneficiaries) |
| Day 6 and 7 | Training 1st RPO members on farm business record keeping and make appropriate recommendations (20 beneficiaries) |
| Days 8 and 9 | Training 2nd RPO members on farm business record keeping and make appropriate recommendations (20 beneficiaries) |
| Days 10 and 11 | Training 3rd RPO members on farm business record keeping and make appropriate recommendations (20 beneficiaries) |
| Days 12 and 13 | Finalize training 4th RPO members on farm business record keeping and make appropriate recommendations (20 beneficiaries) |
| Days 14 and 15 | Training 4th RPO members on farm business record keeping and make appropriate recommendations (20 beneficiaries) |
| Days 16 and 17 | Training 5th RPO members on farm business record keeping and make appropriate recommendations (20 beneficiaries) |
| Days 18 and 19 | Training 6th RPO members on farm business record keeping and make appropriate recommendations (20 beneficiaries) |
| Days 20 | 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 21 | Develop a training manual on Farming business Records Keeping |
| Day 22 | 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. In the evening depart for the US |
| TBD | Outreach event when back in the US could include: presentation with a local group/organization, press release, media event and/or speaking tour. |

1. **Desired Volunteer Skills and Qualifications**

* Formal qualifications in agribusiness, farm business management and production economics are desirable
* Good knowledge on smallholder subsistence and semi-commercial agriculture in developing tropical countries
* Experience with set up and management of agro processing facility, along with strategic planning for such a facility
* Experience in working with smallholder grain farmers and farmers’ organisations.
* Good writing and analytical skills, interpersonal communication and presentation skills (adult education skills).

1. **Accomodation and Other In-Country Logistics**

In Kampala, the volunteer will stay at Fairway Hotel & Spa ([www.fairwayhotel.co.ug](http://www.fairwayhotel.co.ug)) and while in Iganga s/he will be accommodated at Hotel Continental (www.hotelcontinental.co.ug).

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

**Host contribution** - Bukawa ACE has committed to do translation and to mobilize the members for the training sessions. Bukawa ACE 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-outs, 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 maize country project description prior to arrival in the country as well as country information that will be provided.
* Knowledge on Records keeping, in particular, and FaaB and agribusiness in rural settings of developing countries, in general, is also advised.

1. **Key Contacts**

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