

**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 | UG87 |
| Country: | Uganda |
| Country Project: | Maize Country Project |
| Host organization: | Kiyuni United Farmers Limited Company |
| Assignment Title | Farm business Records Keeping |
| Preferred assignment dates: | November 2016 – January 2017 |
| 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**

KUFC was registered as company in May 2013. It had previously operated as Kiyuuni Farmers’ association since 1993. KUFC has 9 directors, and over 400 farmer who are members, all drawn from Kyakwanzi district. Over 50 percent of the members are women. The company has 7 directors each with 1 million Uganda shillings shareholding, a managing director, the secretary, the treasurer and other directors. The directors are the owners of the company and make company decision. One of the directors is also a manager overseeing the day to day activities of the company. There is a treasurer who oversees the company finances and a secretary who keeps records who are also board members. The directors meet four times a year.

The company is involved in maize production and marketing. The company procures inputs together through selected FtF project inputs suppliers. The company serves the community at large using demo plots. There are 50 farmers groups with about 20 to 30 farmers. Others include suppliers of seeds, fertilizers and herbicides. These currently benefit through training and demonstration and bulk purchase of inputs which reduces the cost of the pesticides. The company needs to improve capacity in business development to improve skills in farming as a business among the target beneficiary farmers.

As a limited company, KUFC major role is to link farmers to agro-inputs, market the farmers’ produce, and link the members to business and financial services. KUFC works through field agents, who receive training, and in turn train the farmers. Currently, KUFC has 20 field agents; 11 women, 3 youth representatives and 6 men. KUFC is one of the local grass-root organizations that is working with the Feed the Future initiative in Uganda, under Commodity Production and Marketing Activity (CPMA) project for improving productivity and profitability of maize value chain, coffee and beans.

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 the different types of records to keep.

1. **ISSUE DESCRIPTION**

There is increasing recognition that the livelihoods of smallholder farmers depend on much more than production of food staples alone. Enhancing incomes through market-oriented farming is considered a key strategy to address poverty. In the case of Uganda, for instance, agricultural and rural development strategies alike have increasingly promoted market- and/or commercial-oriented farming in an effort to integrate the subsistence farming activities of rural poor households with the market. This is reflected in the objectives, strategies and practices of the National Agricultural Advisory Services (NAADS) as is evident in its famous slogan of “farming as a business”. However, the past years of NAADS implementation also suggest that integrating the subsistence farming activities of the majority of the farmers with the market remains a key challenge. In addition to the institutional and infrastructure related constraints, farmers have yet to fully internalize the concept of market oriented farming.

This may be understandable considering that the average Ugandan rural farmer/household has historically used agriculture for the primary function of meeting basic food requirements. Moreover, in spite of the on-going efforts to improve the delivery of advisory and related services, farmers in many rural areas in the country have yet to acquire the necessary knowledge/skills to engage in this form of agricultural production. In addition, there is evidence that rural farming households have fewer options for income generation in non-farming activities. This implies a need for further efforts in supporting rural farming households to enhance their incomes through market-oriented farming.

A **major challenge** with many of Kiyuni farmer 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 Kiyuni showed that much as the farmers lack records, even Kiyuni Company, require streamlining their records and reflecting the business activities.

Related challenges are that farmers generally lack knowledge in enterprise selection, enterprise budgeting, farm business planning, low 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**

Kiyuni has requested for a F2F volunteer to assist the company in streamlining the keeping of its records and empower the farmers to approach their maize farming, and other agro 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 manuals/guides for Training of Trainers or village agents on the above mentioned topics.

Kiyuni directors will select trainees from each farmer groups to receive direct technical assistance from the Volunteer. These will then be tasked as village agents to train the rest of the farmer members. The village agents will act as facilitators during the sessions with farmers groups. In this way, the village agents will sharpen and perfect the skills acquired and the volunteer will have a chance to critique them. The training of the farmers will be conducted for at least 5 farmer groups. The volunteer will train 5 groups of about 30-40 members each. The volunteer will give each group two days for the hands-on training and evaluation, at venues to be determined by the Kiyuni management.

Host contribution - KUFC has committed to mobilize the village agents and farmers to the trainings to be conducted by the volunteers. KUFC 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 farmers even after the assignment is completed.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

With the volunteer’s technical assistance, Kiyuni 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 manual on ‘Records Keeping’, which will be used for future reference and training. It is anticipated that once farmers begin keeping records religiously, and approaching farming from a business perspective, their incomes will increase and overall their livelihoods will be improved.

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:

* Number of people 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**

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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. Handouts will be prepared at CRS offices. |
| Day 4 | Travel to Kiboga to commence the assignment. |
| Day 5 | In the morning CRS introduces the volunteer to the KUFC management team. Together with CRS and the management, the volunteer will review work-plan and be finalized. The action plan should include group presentation to be done after the assignment. In the afternoon, visit some of the KUFC groups in kyakwanzi district. |
| Days 6-7 | Training 1 Village agents and farmers and make appropriate recommendations |
| Days 8-9 | Training 2 Village agents and farmers and make appropriate recommendations |
| Days10-11 | Training 3 Village agents and farmers and make appropriate recommendations |
| Days 12-13 | Training 4 Village agents and farmers and make appropriate recommendations |
| Days 14-15 | Training 5 Village agents and farmers and make appropriate recommendations |
| Day 16 | Wrap up trainings and emphasize key concepts of assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations. |
| Day 17-18 | Develop a training manual on farm record keeping |
| Day 19 | Group presentation and Volunteer travels back to Kampala |
| Day 20 | 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 21 | Depart for USA |
| TBD | Outreach event when back in the US |

**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 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). While working with Kiyuni, the volunteer will stay at Gracious Motel in Kiboga or any other CRS approved hotel to be communicated. The hotel will have running water and electricity. An internet modem will be provided to the volunteer by CRS.

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 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-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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