

**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  | UG88 |
| Country | Uganda |
| Country Project | Oil Seed Crops Sesame, peanut, sunflower and soybean) country project |
| Host Organization | Alito Joint Farmers Multipurpose Cooperative Society (AJOFMUCOS) |
| Type of Volunteer Assistance: | **Organizational Development (O)**  |
| Type of Value Chain Activity: | **Information and Input support services (S)** |
| Assignment Title | Leadership and Management training |
| Assignment preferred dates | May – August, 2016 |
| Assignment objective | Provide a road map for AJOFMUCOS to address leadership challenges through hands-on training in leadership skills and group dynamics best practices. |
| Desired volunteer skills/ expertise | Formal qualifications in leadership/management studies and extensive knowledge and experience in cooperative development, administration and management. |

1. **BACKGROUND**

Alito Joint Christian Farmers’ Group (AJCFG) started in 1998 with only five members who had a vision of taking farming as a business through bulk marketing of soya beans, sunflower, simsim and groundnuts alongside with food security crops such as maize, cassava, pegeon pea and beans. It was legally registered as CBO/NGO in 2004 having 58 founder members, 42 men and 16 women.

Objectives:

1. Taking farming as a Business in the production oil seed crops and Bulking together for better market.
2. Increase household income to improve standard of living mitigate poverty and improved livelihood.
3. Guide and counsel HIV positive farmers to be productive and avoid stigma.

Currently the Organization had been registered as Farmer Owned Cooperative with a new name called Alito Joint Farmers Multipurpose Cooperative Society Ltd with a total of 10,815 organized in 161 subgroups covering Lango Sub Region and part of Acholi

The activities include:

* Input supply- In 2004 the Cooperative bought a total of 380 kgs of soya and to 433 farmers and in turn a total of 12.4 tons was harvested and sold as seed at 1800/= per kg earning a total of 22,320,000 shillings.
* Provision of Agricultural loan a total of sh 369,500,000 was borrowed from UDBL and given out to farms as production loan where they were Charged interest at 13.5% and Gross a profit of 12.932,500/- was earned.
* Marketing services: In 2015, the cooperative managed to bulk a total of 46 tons of soya beans earning them commission of shillings 920,000. The cooperative has sold 686 shares totaling to 6,860,000 shillings. Dividends is being retained to support expand the business.
* The cooperative gives soft loans to farmers to support them in paying fees and cater for other Health integration in Agriculture.
* The cooperative also offers counselling services to HIV victims. Also, the cooperative pays fees for the orphans in secondary school and technical schools.

The membership is organized into 161 sub-groups, each comprised of 30 individuals, on average. The group is involved in the production of oil seeds, particularly sunflower, sesame and soybeans. AJCFG carries out a number of other activities that include; mobilization of farmers into enterprise production units, training members on various aspects of agricultural practices, provision of agricultural extension services, distribution of agro inputs to members, processing of sunflower into oil, bulking, and marketing of farmers’ produce

The various roles played by Alito Joint Farmers Multipurpose Cooperative Society Ltd from production to marketing make the organization influential in regards to the dynamics of the local sunflower, sesame and soybean markets.

1. **ISSUE DESCRIPTION**

Effective leaders are those that are able to communicate ideas effectively and diplomatically. Therefore it is important that leaders are well aware of 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, communication channels, communication characteristics and communication misconception among others will go a long way in building capacity of leaders to manage the association more effectively. Effective feedback is absolutely essential to organizational effectiveness. AJOFMUCOS leaders should be assisted to give constructive feedback because it is important that members know where they are and where next they are moving to in terms of expectations and goals, both their own and the associations’. Therefore it is important that leaders maintain a high degree of feedback throughout the communication process.

Group development goes 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 AJOFMUCOS reach effectiveness more quickly. Leaders will 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 and group members understand people's 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 sometimes inevitable, as group members have varying interests, beliefs and goals. Although conflict has caused frustration within AJOFMUCOS, there is a possibility that positive outcomes may result if conflicts allow group members to express their emotions and reduce tension peacefully. Organizational or structural problems within a group may also be identified and if a group procedure is causing conflict, a possible strategy to allow the group members to improve the procedure and resolve the problem would eliminate future conflict and improve efficiency. Completely eliminating conflict within the association might be impossible, but technical assistance in conflict resolution may help improve group members’ responses to conflict. Group leaders will be able to use effective conflict management strategies to resolve conflict and move the association towards a solution.

In light of these needs, AJOFMUCOS is requesting CRS’s F2F for technical assistance. The volunteer will work directly with AJOFMUCOS, as well as subgroup leaders 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. **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 in 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 of leaders of association 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(ability to harness differences for a greater good)
* Effective communication skills (Communications planning and feedback mechanisms)
* Conducting an effective meeting

The volunteer will further explain the following leadership skills for successful leadership and management of AJOFMUCOS:

* Interaction skills (ability to deal with subordinates and complications)
* Skills in unstructured decision making (dealing with ambiguity)
* Resource allocation skills (allocation of resources to achieve the best end result)

The volunteer will provide training on the above mentioned topics to both AJOFMUCOS management as well as subgroup farmer leaders. Host contribution – AJOFMUCOS has committed to mobilize the board and sub group leaders to the trainings to be conducted by the volunteer. AJOFMUCOS 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 RESULTS FROM THE ASSIGNMENT**

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. The group leaders will also be aware of the need for change, be in position to diagnose problems, plan for change, implement the plans, and evaluate results.

In addition to the above, the technical assistance provided to AJOFMUCOS will strengthen the leadership and management system due to:

• Clear policies, procedures and processes in place.

• Well defined leadership roles and responsibilities.

• Well planned & managed meetings with full member participation.

• Joint group decisions and plans.

• Coherent groups with reduced conflict.

• Well defined communication channels.

• Proper feedback mechanisms in place.

The anticipated deliverables include:

• Trainings conducted and people trained

• Developed manual on leadership and management

• Debriefing with USAID and in country group presentations during or 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 committees, as well as representatives from the 161 sub-groups farmer leaders range from semi-illiterate to completely illiterate. Members of AJOFMUCOS as well as 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 centralized 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 Airport shuttle to Kampala and check in at Fairway 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 | At 8:30am, Travel to Lira to commence the assignment |
| Days 5 | In the morning CRS introduces the volunteer to the AJOFMUCOS management team. Together with CRS and the management, the volunteer will review work-plan and be finalized. The work plan should include group presentation to be done after the assignment. In the afternoon, visit some of the AJOFMUCOS sub-groups in Lira for acquaintance. |
| Days 6- 21 | Trainings and Discussions with board members, management staff and sub group leaders. |
| Day 22 | Wrap up meetings with AJOFMUCOS staff and emphasize key follow up steps. Carry out outreach activity at the district headquarters. |
| Day 23 | Travel back to Kampala |
| Day 24 | Debriefing at CRS office and USAID Mission.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. |

1. **ACCOMMODATION 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 Margarita 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.

**G. RECOMMENDED ASSIGNMENT PREPARATIONS**

* 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.
* 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**
2. **KEY CONTACTS**

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