 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** |
| Assignment Code | UG95 |
| Country: | Uganda |
| Country Project: | Oil Seed crops Country Project |
| Host organization: | Dokolo Area Cooperative Enterprise |
| Type of Volunteer Assistance: | **Financial Services (F)** |
| Type of Value Chain Activity: | **Information and Input Support Services (S)** |
| Assignment Title | Resource Mobilisation and Proposal Writing skills |
| Preferred assignment dates: | September – October, 2016 |
| Assignment Objective: | 1. Equip the board and management of Dokolo ACE with resource mobilisation and proposal writing skills
2. Develop a resource mobilisation strategy that will be used as a framework by the organisation to generate funds for the smooth implementation of its activities
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| Desirable Volunteer Knowledge and Skills:  | * Specialized expertise in resource mobilization and fundraising
* Wide experiencewithproducer organizations involved in providing a range of services to small holder farmers (including input distribution, training/advisory and market linkages) in the context of commercializing smallholder agriculture in developing countries.
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1. **BACKGROUND**

Dokolo ACE is an apex body comprised of 259 POs (Producer Organizations); this body is governed by a General assembly composed of the farmers. The cooperative is governed by an executive board that is comprised of 10 members. The operation activities are implemented by a management team that is comprised of 7 members (manager, accountant, extension staff, store keeper, office attendant and secretary). The management team works alongside two coordinators per Sub- county who supervise the link farmers at parish level. The link farmers work directly with the farmers while the coordinators report back to the board and management teams. This is the same communication and feedback mechanism used by the organization for executing all its activities. An annual general meeting is held once every year to give accountability of ACE operations to the beneficiaries.

The cooperative members are engaged in production of maize, beans, rice, sorghum, soy bean and sunflower. However, the focus value chain for CRS’ farmer to farmer interventions is the oil seed crops value chains; soy bean and sunflower. Services offered by the cooperative include: collective bulking and marketing of farmers’ produce, linkages through partnerships that offer training to farmers in soil conservation, pest management and post-harvest handling among others. The ACE also encourages and facilitates group formation, with the new groups eventually registered with the cooperative. The ACES further creates linkages to agro input dealers and builds the capacity of VSLAs (Village Savings and Loan Associations) through financial literacy trainings.

1. **ISSUE DESCRIPTION**

Uganda launched the second National Development Plan (NDP II) covering the periods 2015/16 – 2019/20 with a theme of “strengthening Uganda’s competitiveness for sustainable employment, wealth creation and inclusive growth”. The plan is priotizing agriculture among other sectors as one of the sectors with the greatest multiplier effect on the country’s economy; focusing on commercialisation of agriculture, increasing production and productivity along value chains. It emphasizes agro processing and marketing as a launch path to industrialization. Investment in value addition to agricultural products can expand the GDP size, while improving the Country’s Balance of Payments Position (BOP).

Increasing agricultural production could be achieved by expansion of cultivable areas, intensifying production through introduction of high yielding varieties and introduction of new technologies in agricultural production. However with the increasing population growth, the government of Uganda is focusing on new technologies and new varieties through research and extension of the research results to the farming community since it’s becoming difficult to achieve land expansion. And meeting the NDP II plan requires that the farmer organisations access funds to procure new agricultural technologies, improved seed varieties and provision of agricultural extension services to the farmers. Access to funds is still a big challenge given the lack of skills by these organisations to express interest in acquiring funds from the donor community.

Dokolo ACE is no exception to the plight of other farmer organisations. The ACE is a farmer owned organisation that’s majorly engaged in collective bulking and marketing of members’ produce. However to ensure quality of produce and meet standard parameters; the organisation needs to invest heavily in agricultural extension for training farmers in good post-harvest practices, agronomic practices, soil conservation and provision of agro-inputs. With a membership of more than 7,000 members, the ACE needs financial resources to supplement the commissions earned from the sale of members’ produce in order to sustainably address the needs of its members. The ACE is working with development partners such as Feed the Future through its Commodity Production and Marketing Activity (CPMA), World Food Program through Soroti Rural Development Agency (SRDA) and Akorion to support some of the activities with in Dokolo ACE’s area of operation, however these funds received are not sufficient to meet the organisation needs and capability to support its members. The purpose of this volunteer assistance is to guide the team on the techniques of resource mobilisation and key concepts of proposal writing.

1. **SPECIFIC OBJECTIVES OF THE ASSIGNMENT**

The overall objective of this assignment is to equip the board and management of Dokolo ACE with skills and techniques for effective resource mobilisation and proposal writing. This will enable the organisation to be placed in better position to submit proposals for grants requests, source for funds from banks or other financial institutions and/ or donor sources. With successful funding opportunities, the ACE will have the financial muscle to reach out to its wider membership and further improve its capacity to introduce other services such as value addition to boost market linkages and increase household incomes.

The specific objectives for this assignment will entail the volunteer equipping the board and management of Dokolo ACE with technical support in the areas of:

* Resource mobilisation strategies/techniques
* Developing a Resource mobilisation framework
* Proposal writing skills and one draft proposal developed with the management team
* Negotiating for funding and communication with donors
* Relationship building and how to identify potential donors

Target audience will include the management team, sub-county coordinators and board of directors of Dokolo ACE.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

As a result of volunteer assistance, Dokolo ACE management and board will have a clearer understanding of the resource mobilisation strategies and the proposal writing skills. The different teams (board and management) will understand that these two activities require participatory approaches and consolidating information as per the donor or funding source requirements. With the resource mobilisation strategy, the organisation will be able to plan more appropriate and position themselves for possible funding opportunities, and hence access finances to implement activities and provide service to their members. The training participants will also gain skills on creating relationships for funding opportunities and how to negotiate for funding in a competitive manner.

The results are geared towards ensuring financial sustainability of Dokolo ACE and its activities for efficient service delivery for the farmers as well as expanding its clientele base. With improved and sustained service delivery, farmers are able to realise an increase in crop productivity from quantity and quality improvements, better market linkages and will competitively venture into agricultural commercialisation for increased household incomes and improved livelihoods. All this contributes to the goal of the national development plan of sustainable growth, wealth creation and inclusive growth for the nation.

**The anticipated deliverables include:**

* Trainings conducted and people trained
* Resource mobilisation strategy developed
* Draft request for funding document developed
* Training guidelines/manuals 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 (Maria or George) 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 will be prepared at CRS offices.  |
| Day 4 | Travel to Lira district to commence the assignment.  |
| Day 5 | In the morning CRS staff introduces the volunteer to Dokolo ACE management team and the board. Together with CRS and the management, the volunteer will review and finalise the work-plan/action plan. The volunteer will be oriented on Dokolo ACE management structure, share past proposals that have been submitted for funding, the projects that are currently implement by the organisation in collaboration with other development partners. Later in the afternoon, visit 2 farmer groups to get a deeper familiarization with services and activities offered by the organisation. |
| Days 6-7 | Training management staff and board on the different resource mobilisation techniques / principles and types of fundraisers |
| Days8-9 | Continue training on the strategies for resource mobilisation and networking through communication. Examine the impact of internal and external environment on resource mobilisation |
| Days10-11 | Train management and board on the available donor data sources and the techniques of successfully reaching potential sources for support. Building donor and other stakeholder relationships and positioning the organisation for the possible funding opportunities.  |
| Day 12- 13 | Train participants on proposal writing skills and facilitate the team to develop a draft proposal. |
| Day 14- 15 | Train board and management on negotiation skills specifically for fundraising |
| Day 16- | Wrap up the training with a review of assignment objectives. Discuss recommendation with participants to be included in the report |
| Day 17 | Volunteer travels back to Kampala |
| Day 18 | 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 19 | 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. The assignment location is Dokolo district; however the volunteer will be staying in Lira town at Margaritha Palace Hotel. The hotel will have running water and electricity and internet- best accessed from the hotel lobby and restaurant/ dinning. CRS will also provide you with an internet modem to ensure that you can access it despite the location.

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.

**Host contribution**

Dokolo ACE has committed to mobilize its management staff, board members and sub county coordinators to attend the trainings for the full duration of the assignment. The ACE will also delegate one person to work closely with the volunteer and render him or her any assistance before and during the assignment for successful completion of the assignment.

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 maize and oil seeds country project descriptions and other information in the briefing pack before arrival to Uganda
1. **KEY CONTACTS**

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