

To express interest in this assignment, email: Maria Figueroa at [maria.figueroa@crs.org](mailto:maria.figueroa@crs.org)



**CRS Farmer to Farmer Program  
Volunteer Assignment Scope of Work**

<b>Summary Information</b>	
<b>Assignment Code</b>	<b>UG255</b>
Country	Uganda
Country Project	Agribusiness Country Project
Host Organization	Global Forum for Development (GLOFORD)
Assignment Title	Farmer group institutional development and strengthening.
Assignment preferred dates	February - March, 2021
Objectives of the assignment	To strengthen the existing farmer groups into strong operational institutions for effective group collective action, management, and sustainability.
Desired volunteer skill/expertise	<ul style="list-style-type: none"> <li>• Agricultural Extension with vast experience working with small holder farmers in developing countries.</li> <li>• Hands-on practical experience in training, extension, and emphasis on adult facilitation skills</li> <li>• Experience with farm institutional development</li> </ul>
Type of Volunteer Assistance	Organizational Development (O)
Type of Value Chain Activity	Information and Input Support Services (S)
PERSUAP Classification	Type III

## **A. Background**

CRS Farmer -to-Farmer program (F2F) is a USAID funded five-year (2019- 2023) program currently in its 2<sup>nd</sup> year of implementation with a primary goal of reducing hunger, malnutrition, and poverty across six countries: Benin, East Timor, Ethiopia, Nepal, Rwanda and Uganda. The program aims at achieving this goal through advancing inclusive and sustainable agriculture led growth aimed at generating sustainable, broad-based economic growth in the agricultural sector. The program's secondary goal is to increase US public understanding of international development issues and programs and share the knowledge back in the US. To achieve its goals, F2F program provides volunteer technical assistance to farmers and farmer groups (associations and cooperatives), private agribusinesses, agriculture education institutions in developing countries like Uganda to address host identified technical needs in selected agricultural value chains. F2F volunteers are pooled from a broad range of US agricultural expertise, from private farmers with varied experience, University professors, bankers/certified accountants, animal health and nutrition specialists, soil scientists, agronomists who support local host organizations. F2F program introduces innovation and develops local organizations capacity for more productive, profitable, sustainable and equitable agricultural systems while providing an opportunity for people- to-people interactions within the agricultural sector. In Uganda F2F program focuses its technical interventions in the livestock and agribusiness value chains

Poverty and food insecurity are endemic in rural Uganda. In what is still a largely rural economy (the population is around 16 per cent urban), agriculture accounts for two-thirds of Ugandan employment and a quarter of GDP (MAAIF 2011). Agriculture is dominated by small-scale production, so smallholder-driven agricultural growth is seen as key to inclusive growth. While subsistence still forms an important part of smallholder production, farmers are increasingly linked to the market. In 2005, 58 per cent of agricultural output and 46 per cent of food production in Uganda was marketed, and 77 per cent of farmers were selling part of their produce (IFAD 2011). For the drier Northern Region of Uganda, oilseeds are an important part of transformation of subsistence agriculture to market-oriented farming, and of post-conflict economic reconstruction. Oilseeds are particularly well suited for smallholder production, being short cycle crops (four months from sowing to marketing) and requiring few external inputs.

The Ugandan commercial oilseed sector dates back at least eight decades and has been identified by the Ugandan government as a focal area under the Plan for Modernization of Agriculture (PMA) (MAAIF 2010) and has attracted much donor and NGO interest. The Vegetable Oil Development Project (VODP phase I and II), a collaboration between the Ugandan government and the International Fund for Agricultural Development (IFAD), has been a major push for the sector, with the objective of increasing household income by increasing domestic vegetable oil production (palm oil in the south and oilseeds i.e. sunflower, ground nuts and soya beans in the north) in partnership with the private sector. The goal of VODP project was to increase domestic production of vegetable oils and its by-products which would

ultimately increase rural incomes for small holder producers and contribute to sustainable poverty reduction. Through these initiatives in partnership with the oil seed subsector Uganda platform (OSSUP) comprising of producer organizations, both emergent, semi/commercial small holders, and private sector players such as traders, aggregators and processors, the project had significant impact on the promotion of oil seed cultivation and processing resulting into the up-scaling of Lira in Northern Uganda to a modern agro-industrial hub for oilseeds. Despite the good progress, there are some areas where it has been less effective, including the timely release of improved open pollinated varieties (OPVs) of sunflower, linkages between research and extension, effective collaboration with private seed suppliers, and deepening extension provision (IFAD 2011). Several organizations like Global Forum for Development (GLOFORD) in Northern Uganda continue to mobilize formation of producer groups and linking them to markets to tap into the potential of the oil seed crops for poverty reduction at the grassroots level.

Global Forum for Development-GLOFORD Uganda is a youth serving not for profit transformative leadership, development and advocacy organization which was founded in 2009 and registered as Community Based Organization (CBO) with Lira District Local Government on 7th April 2010. Through its people led and centered approach, GLOFORD core work is focused on empowering communities particularly women, youth and children to shape their destiny through strengthening existing community structures and systems to operate effectively. The organization has a vision of “*an empowered and transformed humanity building for generations*” and a mission/mandate of “mentoring youth and leaders, empowering communities, collaborating for global change and leading sustainable development”. The core values of GLOFORD are: Leadership by example, stewardship, excellence, Accountability, Innovation and creativity, and mentorship.

Services or programs implemented by GLOFORD are guided by the organization’s four core program strategic areas which include: Youth development and leadership program, Human Rights Democracy and Good governance, poverty reduction program, Child development, protection and advocacy, and policy analysis, advocacy, and research. Under the partnership, CRS F2F program will build on GLOFORD’s existing work through its transforming rural households providing highly skilled technical expertise based on agreed upon technical areas.

GLOFORD offers the following services to its beneficiaries as part of rural household transformation:

- Farmer organization, group formation and facilitation of group registration
- Provision of agriculture extension information and support to VSLAs (Village Savings and Loan associations), financial literacy training, GAPs,
- Linkage to quality agricultural inputs and produce market linkage,

Current agriculture value chains promoted by GLOFORD are:

- Oil seed crops as cash crops: Soybeans, sunflower
- Sorghum – as a cash crop

Maize, beans and cassava – both for food and cash

## **B. Issue Description**

NAADS documents refer to farmer institutions and support to their development as the “foundation” or a major pillar for community growth (NAADS 2002; NAADS 2003a). Further, farmer groups are ‘core grassroots institutions to drive rural development and their effective participation and subsequent empowerment will be the principal determinant of success of development projects.

Despite their importance in spurring development, most groups are formed based on hands out; example free seeds distribution or financial token from politicians-creating dependency syndrome. Most groups have limited inclusion of women particularly in leadership and marketing roles, making women spectators in the group yet they are the engine of agricultural production. Majority of leadership position is seen to be taken up by male who have either put themselves in the leadership position as an initiator of the groups or contact person for the handout provider(s). Members do not have common values and democratic decision-making, chairman/chairperson virtually carried on all the roles and responsibilities. There are hardly any written records of group income and expenditure. The groups are not legally registered and lack written rules and regulations that could guide day to day group activities. This has made the groups invisible and with limited voice to lobby for public or private sector support.

GIZ, 2015 report of pro-poor growth and promotion of sustainable development of Small and Medium Enterprises (SMEs) emphasized that to ensure sustainability of farmer group growth and development, members of farmer groups must have common felt needs and problems and make use of the information available to them through a participatory planning and implementation process of group activities. To do this, the farmer groups need to be strengthened by providing them with enough opportunities to learn, practice and perform the different procedures involved in identifying and solving agricultural related problems and needs.

Therefore, the training aims to strengthen the existing groups of GLOFORD into an institution that can; play a part in the decision-making processes for their own development; demand goods and services that are based on informed choices and needs and influence policies related to agricultural service delivery.

### **C. Objectives of the Assignment**

The main objective of this volunteer assignment is to strengthen the existing farmer groups into strong operational institutions for enhanced institutional growth and sustainability.

Specific objectives include:

1. Facilitate farmer groups with knowledge and skills in group rules/bylaw formulation and operationalization - day to day governance and group objectives, democratic election, affirmative action, position/inclusion of women and youth,
2. Equip the group members with knowledge in group management and leadership skills; needs and problem identification, participatory decision making, group sustainability strategies, equal opportunity in group leadership, accountability and transparency participatory planning and implementation.

The requested volunteer technical assistance targets farmer groups who are beneficiaries of GLOFORD services.

The volunteer will provide training at two levels:

Level 1: Training of Trainers (TOT). Staff from GLOFORD will be selected to participate in the ToT training – receiving a more in-depth training and there after cascading them to groups not reached by the volunteer.

Level 2: A total of 300 individual group members from 10 selected groups will be trained in above mentioned topics to equip group management and sustainability skills. The farmer groups will be trained within their locality to avoid long distance travel to training ground.

The target audiences for this training will be drawn from both the host dairy farmers and local government lead farmers. The audience will mostly be comprised of illiterate to semi-illiterate farmers, the volunteer should design materials bearing that he/she will train through a local translator. The materials should be delivered using a participatory approach.

**Host contribution** – GLOFORD will mobilize farmer group dynamic individuals as ToTs and potential resource persons to the trainings to be conducted by the volunteer. The organization will also avail key personnel to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained to backstop TOTs who will continue training other members even after the assignment is completed.

Working relationship between US volunteer and local volunteer

Both the US and local volunteers review the scope of work and understand the assignment objectives. During the first connection call, the two volunteers are virtually introduced by a member from the Uganda F2F team, jointly they agree on modalities/approaches of executing the assignment, including the frequency of check in calls.

Next, the US volunteer pre-designs a step-by-step approach with appropriate tools/templates that are discussed and finalized with input from the Local volunteer. The Local volunteer executes each step, shares results, and together they determine how to execute the next step, adjusting the tools/templates as required. The Local volunteer should be willing to listen to and accept input/guidance from the US counterpart who is off site and share decision making.

On site, the local volunteer will capture a snapshot of the host situation on ground in line with the assignment and building on the scope of work information and share this with the US counterpart. The US volunteer reviews relevant data/observation/information collected by local volunteer, clarifies findings through email/skype/zoom or WhatsApp, together they determine appropriate/needed/doable intervention(s). US volunteer revises interventions steps accordingly and submits to local volunteer and the intervention plan is discussed and finalized. The assignment commences with local volunteer taking lead on ground following the agreed intervention plan and with an agreed periodic check-in for the entire duration of the assignment. Based on emerging ground situation, the local volunteer together with the US

volunteer will develop materials/tools/templates to address the host needs being careful not to divulge from the scope of work objectives and deliverables.

Whenever possible, the local volunteer should use the most suitable communication platform (Zoom/WhatsApp/Skype) with the US counterpart to directly engage with key members of the host organizations (Board and management/company owners) on assignment related discussion and evaluation of progress. This collaboration is expected to continue throughout the assignment period and update the host country and HQ recruiter of the progress.

Reporting is jointly done using the provided templates and submitted to CRS. Both US volunteer and local volunteer will be invited for a debrief meeting with USAID local mission. This will mark the end of the joint assignment. However, as always, both volunteers are encouraged to keep in touch with the host and where necessary post assignment. The field office or HQ office can offer any support for the follow up that may be needed.

#### **D. ANTICIPATED RESULTS FROM THE ASSIGNMENT**

By providing this assistance, benefiting farmer groups will; become fully member driven groups centered around working together for profitable income-generating/development activity; groups that are legally registered with members having common values and democratic decision-making; groups with capable and dedicated leaders with clear roles & responsibilities; groups with members of common interests and common social background; groups where all members actively participate in meetings and other activities; groups which have accurate and timely record keeping and effective management of resources.

As a result of the above, a strong forum for farmer to-farmer exchange of information, experiences and mutual help will be formed and sustained. Further, the groups will have strong voice and visibility thereby enabling its leaders to lobby and advocate for local government support – having high potential to link up with public and/or private sector service providers.

Thus, building the capacity of farmer groups into strong institution will facilitate improved access to information, participatory group planning and activity implementation with more effective and efficient usage of goods and services.

In addition, the Volunteer will develop Farmer groups institutional development training manual for both the farmer level- and organizational level – training.

The anticipated deliverables include:

- Trainings conducted and people trained.
- Training guidelines/manuals developed.
- Debriefing with USAID and in country group presentations after assignment
- Volunteer feedback

- Field trip report and expense report

### **E. Schedule of Volunteer Activities in Uganda**

<b>Activity</b>
<p>Day 1. Arrival at Uganda Entebbe Airport. Pick up by Fairway Hotel shuttle to Kampala and check in at Fairway Hotel. <b>NB:</b> In case the volunteer encounters any difficulty, please request for assistance from Airport Staff to call George on 0772 472103 or Robbinah on 0780130105.</p>
<p>Day 2. At 9.00 am, the volunteer is greeted at the hotel by CRS staff and thereafter proceed to CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Hand-outs will be prepared at CRS offices.</p> <p>In the afternoon: Travel to Lira district to commence the assignment.</p>
<p>Day 3. In the morning, F2F team introduces the volunteer to GLOFORD management team, together with CRS and key staff, the volunteer will review and finalise the action -plan. The action plan should include group presentations to be done after the assignment.</p> <p>This is followed by a brief overview of organizations activities and its mode of operation with specific emphasis on the poverty reduction program.</p> <p>In the afternoon, the volunteer together with the manager and extension coordinator will visit selected farms for an initial assessment and familiarization with existing on farm practices to help inform trainings. The volunteer will visit at least five farms (small, medium, and large-scale farms) with in close vicinities. This activity can be continued to day 2 for better understanding of farming practices to inform trainings.</p>
<p><u>Day 4 Commencement of the course:</u> Volunteer introduces the course (objectives, planned content, schedule) and gathers and discusses participants’ expectations with a view of harmonizing these with the initial plans. Agree with the participants on the final training program, venue and time as well as the code of conduct (rules and norms) for the course. Recap of the relevance of the assignment to the participants emphasizing the importance of attending the full course for full benefits from the package.</p>
<p>Days 5 - 7. Training of ToTs from selected farmer groups, the volunteer will spend 2- 3 days as appropriate to cover more in-depth trainings as these will be responsible for follow up with groups trained and reach groups not trained by the volunteer.</p>
<p>Days 8 – 12. Dive into the training addressing specific objectives 1- 2 above for each of the selected farmer groups. Trainings will be conducted for two half days for each of the selected farmer groups. The volunteer will reach at least five farmer groups based on the actual volunteer availability. There should be a strong emphasis on participatory and practical approaches during the training sessions.</p>

Day 13. Summing up the assignment and emphasize <u>take-home</u> practical tips; participants evaluate the training; volunteer solicits participants' input into assignment final report recommendations. Overview and handover of the training guide developed by the volunteer.
Day 14. GLOFORD management evaluates the assignment and together with the Volunteer discusses assignment final report recommendations and develop an action plan.
Day 15. Volunteer travels back to Kampala
Volunteer Debrief with USAID Mission and CRS staff
Submit the Trip Report (TR) and other deliverables and discuss any pending issues with relevant CRS staff.
Depart for USA

#### **F. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**

In Kampala, the volunteer will stay at Fairway Hotel & Spa ([www.fairwayhotel.co.ug](http://www.fairwayhotel.co.ug)). In Lira, the volunteer will stay at Pauline Hotel which is on the outskirts of Lira town. The volunteer will work accompanied by cooperative staff in rural areas where groups are located.

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

#### **G. RECOMMENDED ASSIGNMENT PREPARATIONS**

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 in case the volunteer wishes to make some illustrations.

CRS strongly recommends that the volunteer becomes familiar with Uganda's agriculture sector plans and priorities, the oil seeds subsector, production, and management systems in Uganda. Details on weather, security and appropriate clothing are included in the country visitor's information pack.

#### **H. KEY CONTACTS**

To express interest in this assignment, please email the CRS Baltimore contact listed below. To find out additional information about the host, issue description or field conditions, please email the country contact provided below, copying the CRS Baltimore contact.

<b>CRS Baltimore</b>
----------------------



<p><b>Maria Figueroa</b>  US Operations Manager/Uganda Recruiter  Farmer to Farmer Program  228 W. Lexington Street  Baltimore, MD 21201  410-951-7366  Email: <a href="mailto:maria.figueroa@crs.org">maria.figueroa@crs.org</a></p>	
<p><b>CRS Country Program</b></p>	
<p><b>George Ntibarikure</b>  Project Director  Farmer to Farmer Program  Uganda  Office Tel: +256 031 226 5658  Mobile cell phone +256 772 472 103  Email: <a href="mailto:george.ntibarikure@crs.org">george.ntibarikure@crs.org</a></p>	<p><b>Robbinah Hakiza</b>  Senior Project Coordinator  Farmer to Farmer Program  Uganda  Office Tel: +256 031 226 5658  Mobile cell phone +256 780130105  Email: <a href="mailto:robbinah.hakiza@crs.org">robbinah.hakiza@crs.org</a></p>
<p><b>Host Organization:</b></p>	
<p>Morris Chris Ongom (CEO)  CEO, GLOFORD  Phone: 0774016223  Email: <a href="mailto:ceo@gloford.org">ceo@gloford.org</a></p>	<p>Moses Opio  Program Officer  Phone: 0783405099  Email: <a href="mailto:porp@gloford.org">porp@gloford.org</a></p>