

To express interest in this assignment, email: Maria Figueroa at maria.figueroa@crs.org



Farmer to Farmer

Volunteer Assignment Scope of Work

| Summary Information | |
|------------------------------------|--|
| Assignment Code | UG258 |
| Country | Uganda |
| Country Project | Agribusiness Country Project |
| Host Organization | Mahyoro Commercial Farmers Association (MACOFA) |
| Type of Volunteer Assistance: | Business/Enterprise Development (E) |
| Type of Value Chain Activity: | Information and Input Services (S) |
| Assignment Title | Farm Business Planning |
| Assignment preferred dates | April – May, 2021 |
| Assignment objective | Build the capacity of farmer groups in understanding business management and entrepreneurial concepts to achieve competitive, profitable, dynamic and sustainable farm business livelihoods. |
| Desired volunteer skills/expertise | <p>This assignment will be accomplished through pairing a US volunteer with a local volunteer both having: Formal qualifications in agribusiness management, entrepreneurship, or small business administration.</p> <ul style="list-style-type: none"> • Experience in enterprise development and marketing. • Specialized expertise in farming for profit • Wide experience with private agribusinesses involved in providing a range of services to farmers and clients including input distribution, training, advisory services, and market linkages in the context of commercializing smallholder agriculture. • Other necessary skills include hands-on experience in training of trainers, record keeping, cost/benefit analysis and budgeting |
| PERSUAP classification | Type III |

A. BACKGROUND

CRS Farmer -to-Farmer program (F2F) is a USAID funded program that will be implemented for five years (2019- 2023) 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 organisations. F2F program introduces innovation and develops local organisations 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

Mahyoro commercial farmers association (MACOFA) is a group of 30 core member farmers set up to address challenges that are experienced due to climate change. MACOFA has three community member groups that are its affiliates, comprising of 100 farmers. MACOFA has a vision of empowering farmers in agribusiness and production value chain and a mission of proper management best practices among others using farmer ownership model. MACOFA members are farmers engaged in production of various crops on individual basis. Member farmers grow crop trees as means of climate change mitigation including coffee, mangoes, oranges and forest cover trees for both sheds and woodlots. Food crops are also grown including maize, rice, beans and vegetables for food security and nutrition.

B. ISSUE DESCRIPTION

MACOFA has the objective of growing the beneficiaries from subsistence to commercial. Fostering entrepreneurship and business skills among groups is crucial for the survival and integrated development of rural local economies. Entrepreneurship is one of the primary facets through which rural economic development can be achieved. For example, majority of smallholder farmers have traditionally not been entrepreneurial, as is the case with other businesses, mainly because farming has not had a history of entrepreneurial activity having occupied an economic stratum, which has hitherto not necessitated competitive activity.

To be competitive, seek out and take advantage of arising opportunities, farmers must be more entrepreneurial and develop new skills and functional capabilities through a process of learning

and practice. Farm business management skills are important for farmers to effectively respond to present day farming challenges and be able to make plans to meet set goals and objectives. Business management and entrepreneurial skills help farmers and others engaged in other income generating activities (IGAs) to make the right choice between enterprises according to individual levels of resources and at their level of risk adversity. Building capacity in entrepreneurial and management skills will enable farmers to improve their knowledge, change their attitudes, and be creative and innovative as they strive to earn a meaningful living from farming and other IGAs. The farmer groups lack entrepreneurship and business skills to manage income generating activities. It is against this background that MACOFA requested for technical assistance of F2F program in building the capacity of groups in entrepreneurship and business skills.

C. OBJECTIVES OF THE ASSIGNMENT

The objective of this volunteer assignment is to support MACOFA communities to acquire skills on small scale farm business identification, plans and management.

The volunteer will provide technical support through:

1. Training selected members from farmers in business management (household planning, simple business skills such as planning for business start-ups, best practices to run the business, cost-benefit analysis concepts, enterprise selection, and record keeping).
2. Training on the process of identification of business ideas - where to look and how to develop business ideas - and distinction between business ideas and business opportunities

The volunteer will work towards attaining the objectives at two levels: at the grassroots level, directly working with farmer and s/he will train the farmers in basic business management skills focusing on above.

Training of Trainers (TOT). Dynamic individuals from the teams already trained who can continue with the training to reach out to groups not reached by the volunteer. Caritas Arua and CRS teams will select a team of 30 from the pool of existing lead farmers and community-based facilitators (as ToTs) to be given intensive training in entrepreneur and business skills by covering the topics above in detail to enable the leaders act as resource for subsequent training to other group leaders. A manual will be developed in further leadership training. The target audiences for this training will be drawn from farmer groups communities.

Host contribution–

MACOFA has committed to mobilize its staff, village agents and partner farmer cooperatives to the trainings to be conducted by the volunteer. Participants selected will be those with the capacity to share information with other groups rest not reached through the volunteer training. The host

will also arrange for training venues with close by fields for practical demonstrations. Translation services will be provided by the host.

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 organisations (Board and management/company owners) on assignment related discussion and evaluation of progress. This joint 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.

ANTICIPATED RESULTS FROM THE ASSIGNMENT

Through this volunteer technical assistance MACOFA farmers should be in position to make their own simple business plans for their various enterprises ranging from oranges, mangoes, maize, and coffee. The business plans will help inform the various farm activities decisions such as production, value addition and marketing according to the plans. The plans can also be used to source for funding or credit.

The anticipated deliverables include:

- Trainings conducted and people trained.
- Training guidelines/manual developed.
- Business farm plans developed.
- Debriefing with USAID and in country group presentations after assignment
- Field trip report and expense report
- Outreach activity, press release or a media event back in US

C. Schedule of Volunteer Activities in Uganda

The volunteer will be expected to spend 2-3.5 weeks in country, with a strong preference for the longer duration.

| Activity |
|---|
| Both local and US volunteers are virtually connected before the start of the assignment. Both get briefing from George/Robbinah and work out how the assignment will be accomplished and share resources. |
| The local volunteer arrives at CRS office, gets a briefing from Robbinah or George about the host and then discusses with the team the related logistics and anticipated outcomes. Volunteer may also prepare study materials while still at CRS Office. After briefing, travel to Kamwenge to commence the assignment in the company of Robbinah/George. |
| In the morning, Robbinah/George introduces the volunteer to the Kamwenge dairy cooperative management. Later in the day, the management (including representatives of Board of Directors) convenes a meeting for the volunteer to meet the entire core staff to discuss the objectives of the assignment and sketch out a work/action plan. In the afternoon, the volunteer will have a familiarization tour of MACOFA activities, facilities, and discuss about existing market outlets/strategies. The trainings venue will vary from classroom/church/halls or under tree. |
| |
| Group 1: Training of farmer group members |
| Group 2: Training of farmer group members |

| |
|--|
| Group 3: Training of farmer group members |
| Group 4: Training of farmer group members |
| Group 5: Training representatives from 4 farmer groups (members and leaders) |
| Group 6: Training of ToTs (dynamic individuals from the teams already trained who can continue with the training to reach out to groups not reached by the volunteer) |
| Develop a training guide/ manual and guide the ToTs through the manual on how to use it to conduct an effective leadership training |
| 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. |
| Travel back to Kampala |
| Debriefing at CRS office with USAID Mission and CRS staff. Volunteer finalizes his/her reporting at CRS office and fill out all necessary M&E forms as well as finalise liquidations with finance. |
| Depart for the US |
| Outreach event in the US |
| <i>Note: This is a draft schedule that will be finalized based on volunteer actual dates of availability, Sundays are typical rest days and working on Saturday is, per the host's request</i> |

D. ACCOMODATION AND OTHER IN-COUNTRY LOGISTICS

In Kampala, the volunteer will stay at Fairway Hotel & Spa (www.fairwayhotel.co.ug). While in Kamwenge, the volunteer will stay at Club Afreka- with the basic amenities such as water and electricity. CRS will pay for hotel accommodation and provide 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 country information that will be provided.

F. 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 maize country project description and other information in the briefing pack before arrival to Uganda

G. 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.

| | |
|---|--|
| CRS Baltimore | |
| Maria Figueroa US Operations Manager/Uganda Recruiter Farmer to Farmer Program 228 W. Lexington Street Baltimore, MD 21201 410-951-7366 Email: maria.figueroa@crs.org | |
| CRS Country Program | |
| George Ntibarikure Project Director Farmer to Farmer Program Uganda Office Tel: +256 031 226 5658 Mobile cell phone +256 772 472 103 Email: george.ntibarikure@crs.org | Robbinah Hakiza Senior Project Coordinator Farmer to Farmer Program Uganda Office Tel: +256 031 226 5658 Mobile cell phone +256 780130105 Email: robbinah.hakiza@crs.org |
| Host Organization: | |
| Nsaba Phelemon Mobilization Secretary MACOFA Kamwenge, Western Uganda Cell phone: +256 782 962922/0752962922 | |