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Farmer to Farmer

Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	UG261
Country	Uganda
Country Project	Agribusiness Country Project
Host Organization	Caritas Arua Diocese
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	April – May, 2021
Assignment objective	Provide a road map to address leadership challenges through hands-on training in leadership skills and group management best practices.
Desired volunteer skills/expertise	This assignment will be accomplished through pairing a US volunteer with a local volunteer both having: <ul style="list-style-type: none"> • Formal qualifications in leadership/management studies and extensive knowledge and experience in farmer institution/cooperative development, administration, and management.
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 on the livestock and agribusiness value chains.

In Arua diocese, Caritas (the social services and development arm of Arua diocese) was started in 1986 as a relief office after the return of refugees from Congo and Sudan. By that time Caritas' main services were to give out food and tents but due to increased demand for food, Social Services Development (SSD) now Caritas turned its services into provision of farm tools and agricultural inputs. By 1994 SSD became a fully-fledged office of its own entrusted with the socio-economic ministry of the Catholic church in the West Nile Region. By its governance structure, Diocesan Caritas is headed by the Bishop under whom is the Caritas Board. The secretariat is headed by a director who is appointed by the Bishop, who works with and oversees both the technical and support staff. Caritas structure goes down to parish, chapel, Small Christian communities up to household level. Caritas' core areas of engagement include but are not limited to: Community development, Good governance, Research and Advocacy, Capacity development Emergency and Relief response, Gender Equality, Environmental protection and Climate change. Some of Caritas Arua's current projects are: Caritas Arua Relief and Emergency programme in Rhino Camp Refugee Settlement Area, Integrated Programme for Good Governance and Sustainable Livelihoods, Sustainable Hygiene and Sanitation for all Results Programme, Diversified Livelihoods Project (DLP), Emergence Response Project (ERP), Food Income and Livelihood program (FLIP) and Aquaculture Project. For example, Caritas Arua Relief and Emergency programme funded by Caritas Belgium started in March 2014 to date and promotes livelihoods through agriculture and vocational training. For easy coordination, a field office has been created in Yoro base camp. The programme targets both refugees and hosting communities in the clusters of Agulupi, Odo bu 1 and 2, Simbili, Siripi and Ungrua for Agriculture. Vocational training covers all the clusters in the refugee settlement area including Tika 1 to 4 Ocea and Ariwa. The refugee hosting areas involved include parishes of Akino and Katiku in Uriama Sub County, Siripi and Simbili in Odupi Sub County and Olujobo in Rigbo Sub County all located in Yumbe district. Overall, the programme promotes self-reliance and addressing food insecurity among refugee and hosting households and developing the skills of youths both refugees and hosting communities by enrolling them in vocational courses being offered at Ocea training Centre Odo bu 1 and Tika cluster. Caritas Arua works through farmer groups as entry points for any support and there is well over 1,000 groups in both host communities as well as refugee camps. The groups may be categorized as farmer groups, village saving and loan association groups (VSLAs), saving in internal lending communities (SILC), and vocational groups.

Caritas Arua through its emergency and development projects reaches out to both host communities within the West Nile region and South Sudanese refugee communities in Yumbe district.

ISSUE DESCRIPTION

Weak leadership and management within a cooperative will manifest in the form of poor communication, lack of problem-solving and decision-making skills, occasional conflicts among members unclear roles and responsibilities (for members, and management), inability to plan, implement and monitor activities of the cooperative, lack of clear organizational policies and procedures, and poor accountability to members and other stakeholders. For sustainability and growth, organizations such as Caritas Arua must have effective leadership and management to meet members' expectations and achieve set goals and objectives.

Effective leaders are those that can communicate ideas effectively and diplomatically. Therefore, it is important that leaders are 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 essential to organizational effectiveness. Caritas Arua 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 several 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 Caritas 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 Caritas Arua, 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.

Considering these needs, Caritas Arua is requesting CRS's F2F for technical assistance. The volunteer will work directly with Caritas Arua leadership and management teams 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.

B. OBJECTIVES OF THE ASSIGNMENT

This volunteer technical assistance will focus on achieving one major objective; To build capacity of Caritas Arua leadership and management teams with hands-on best practices in cooperative governance, management principles, group cohesion, conflict resolution, leadership roles and responsibilities. To accomplish the above objective, the volunteer will focus on but not limited to the areas of:

1. Introduction and Opening Reflection
2. Who is a Leader & Why Does Leadership Matter? Leadership roles and responsibilities at the different levels of the organization structure and inter-linkages, from general members to elected committee members.
3. What are Qualities of a Good Leader?
4. Balancing Management and Leadership
5. Managing People
6. Managing Effective Meetings/ How to conduct effective meetings.
7. Managing Conflict & Building Cohesion (- how to build cohesion among groups/ ability to harness differences for a greater good.)
8. Managing Internal Communication & Feedback Mechanisms
9. Managing Results: Monitoring and Evaluation (Basic Project monitoring and evaluation (as part of responsibilities of good leaders)
10. Effective communication skills (Communications planning and feedback mechanisms)

11. Sensitize the management staff, farmer members on the benefits teamwork/ belonging to and working in a group/cooperative setting.
12. What power and authority mean in leadership and management of an organization
13. Effective and diplomatic relationship management. (Especially among groups/Staff and in the NGO world)
14. Effective and diplomatic negotiation as part of responsibilities of good leaders

In addition, the volunteer will develop guides for Training of Trainers on leadership and management skills; this will be used as refresher training for old and new leaders and at the farmer level, especially as the membership increases.

The F2F technical assistance request target Caritas staff leaders and farmers group leaders in both communities, equipping them with leadership skills.

Host contribution–

Caritas Arua management has committed to mobilize its staff, community-based leaders/facilitators (CBFs)/field agents, and farmer groups leaders in both refugee and host communities to participate in the trainings to be conducted by the volunteer. The host will also arrange for training venues. Translation services will be provided by the host.

Working relationship between US volunteer and local volunteer

The US volunteer pre-designs a step-by-step approach with appropriate tools/templates that are discussed and finalized with 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 to be willing to listen to and accept input/guidance from someone not on 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. The US volunteer reviews relevant data/observation/information collected by local volunteer, clarifies findings through email/skype, 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. Whenever possible, the local volunteer can use the communication platform with the US volunteer to show the participation of the US volunteer to the audience during assignment execution.

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, the field office or HQ office can offer any support for the follow up that may be needed.

ANTICIPATED RESULTS FROM THE ASSIGNMENT

With volunteer technical assistance, the farmer groups/ cooperatives will continue to function in a progressive manner, with reduced conflicts among members, better service delivery to its members due to clear and well understood leadership roles and responsibilities. The training will result in increasing membership due to the creation of trust by the cooperatives among the members and the benefits that are obtained because of working together, this will attract new members into joining the cooperative and increase incomes from creation of well managed enterprises at a cooperative level. At caritas level, the leaders will be able to grow the organization and improve service delivery.

The anticipated deliverables include:

- Field assignment report before departure to US
- Trainings conducted, and people trained
- Training guidelines/manual developed
- Debriefing with USAID and in country group presentations after assignment
- Outreach activity, press release or a media event back in US
- At the end of the training, participants will be issued with certificates

Nature of training participants:

The anticipated participants for this training are farmers from both host and refugee communities, CBFs/ Lead farmers who will act as TOTs, and Caritas staff. Trainings with farmer groups will be conducted through a local translator due to the high illiteracy levels. Trainings for caritas staff will be conducted in English, translation will not be necessary. 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, classrooms, local church, and the town council hall or under the tree, depending on accessibility. The host participants are semi-illiterate, and majority are illiterate- the volunteer should prepare less of written materials and concentrate more on field practical demonstrations, and pictorials.

C. SCHEDULE OF VOLUNTEER ACTIVITIES

Day	Activity
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One week before the assignment	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.
Day1	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 hosts as identified and scheduled to commence the assignment in the company of Robbinah/George. Travel to Arua to commence the assignment.
Day 2	In the morning CRS introduces the volunteer to the Caritas Arua management team. Together with CRS and the management, the volunteer will review and finalize the work-plan. The action plan should include group presentation to be done after the assignment. In the afternoon,
Days 3-10	Training to selected Caritas staff (1-11). Training core leadership teams from different Caritas Arua structures.
Days 10-11	Training farmers group 1 leaders in morning and Group 2 leaders in afternoon (1-11)
Days12-13	Training farmers group 1 leaders in morning and group 2 leaders in afternoon (1-11)
Days14- 15	Training Farmers group 3 leaders in morning and group 4 leaders in the afternoon
Days 16- 17	Training farmers group 3 leaders in the morning and group 4 leaders in the afternoon.
Day 17	Develop a training guide/ manual and guide the ToTs through the manual on how to use it to conduct an effective leadership training.
Day 18	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. Volunteer travels back to Kampala 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. Debriefing at CRS office with CRS staff. Debrief with USAID to be arranged later.
Day 19	Depart for home
TBD	Outreach event when back in home and 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 may stay at Hotel Interservice while in Arua the volunteer will stay at Desert Breeze/Borasus camp Hotel which is in the outskirts of Yumbe town. The volunteer will work accompanied by Caritas staff in rural areas where groups are located. In Yumbe, the volunteer will mostly work with refugee communities served by Caritas Arua.

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.

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 agribusiness country project description, refugee engagement in agriculture – what are existing challenges, 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.

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