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FARMER TO FARMER
The USAID John Ogonowski and Doug Bereuter Farmer-to-Farmer Program



CRS Farmer-to-Farmer Program Assignment Scope of Work

To express interest in this assignment please email chi.olisemeka@crs.org

Summary Information				
Assignment SOW Code	UG-301			
Country:	Uganda			
Country Project:	Nutrition			
Host Organization:	Jakana Foods Limited (JFL)			
Partner:	American Chamber of Commerce, African Development Foundation, Makerere University			
Assignment Title:	Business Growth Strategy			
Objectives of the assignment:	To support a business growth strategy that transforms business from a \$500K business enterprise to a \$5 million business enterprise.			
Assignment preferred dates:	1 June 2024			
Desired volunteer expertise:	Experience in business growth strategy development			
Type of Volunteer Assistance:	E Business/Enterprise Development			
Type of CSA Activity	N Not applicable			
PERSUAP Classification ¹ :	III			
Approx. Number of people to be trained:	Men	Women	Male Youth	Female Youth
	5	6	4	4

Host Information	
Date of completion of baseline & capacity development plan data collection:	March 12, 2024
Date of host agreement signing:	March 12, 2024
No. of previous assignments:	Three volunteer assignments were done during the <u>previous round</u> of F2F: market analysis, human resource development and induction of human resource operations manager.
Recommendations given (Total):	12
Recommendations applied (Total):	12

¹ USAID precisely classifies PERSUAP in four categories; PERSUAP Type I assignments directly related to pesticides recommendations, Type II as assignments with indirectly related with pesticides, Type III assignments related to curriculum review and designing, business plan development and strategies development and Type IV as assignments associated with other USAID projects and collaborators.

Name of ToT trainee (if already identified)	Not Yet.
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Gender, youth and climate considerations			
Gender Sensitivity:	Yes	No	If yes, how? If no, why not?
1. Does the assignment take into account gender dynamics (i.e. decision-making power, roles and responsibilities, cultural norms) in the implementation area?	Y		The training participants include a female Managing Director (MD) who is the focal point for the business growth at JFL, another woman part of senior leadership, and a male Chief Executive Officer (CEO) who has an overall oversight role. During the meeting, views will be collected from all team members.
2.1 Does the assignment contribute to increasing the capacities of men?	Y		The six-member senior leadership team includes the CEO, an HR manager, an agronomist, and three production managers, who are males. Through this assignment their oversight role, especially in business growth, will be enhanced.
2.2 Does the assignment contribute to increasing the capacities of women?	Y		The MD is a female and through this assignment, her role in business growth will be enhanced along with other senior women staff.
3.1 Does the assignment address the constraints of women?		N	The assignment is about business growth and so to a small extent will improve the skills of women on business growth strategy but will not address constraints of women per say.
3.2 Does the assignment address the constraints of men?		N	The assignment is about business growth and so to a small extent will improve skills of men on business growth strategy but will not address constraints of men per say.
4.1 Does the assignment consider how to mobilize women to participate?	Y		The assignment on business growth will also consider how to mobilize women.

4.2 Does the assignment consider how to mobilize men to participate?	Y		The assignment on business growth will consider how to mobilize men.
5.1 Have the assignment logistics been organized in a way that facilitates men’s participation?	Y		JFL has its own office and working space for all its employee
5.2 Have the assignment logistics been organized in a way that facilitates women’s participation?	Y		JFL has its own office and working space for all its employee
Youth Empowerment:	Yes	No	If yes, how? If no, why not?
1.1 Does the assignment contribute to increasing the capacities of male youth?		N	The business growth assignment will be looking at how to grow the business without focusing on youth.
1.2 Does the assignment contribute to increasing the capacities of female youth?		N	Same as 1.1
2. Are there particular barriers to male youth and female youth’s participation in the value chain? Has the assignment taken those into account?		N	The assignment will not investigate barriers to youth participation in the value chain.
3.1 Does the assignment address the particular constraints of the male youth?		N	The assignment will not address constraints of youth.
3.2 Does the assignment address the particular constraints of the female youth?		N	Same as 3.1
Climate Change	Yes	No	If yes, how? If no, why not?
Will the assignment address climate change? (Yes/No) If yes, please include this in the issues description.	No, the assignment is about JFL agro-processing business growth.		

A. BACKGROUND

1. Farmer-to-Farmer Program (F2F)

The CRS Farmer-to-Farmer program (F2F) is a five-year (2023-2028) USAID funded program which provides technical assistance to farmers, farm groups, agribusinesses, and other agriculture sector institutions in developing and transitional countries to promote sustainable improvements in food security and agricultural processing, production, and marketing. The main goal of the program is to generate sustainable, broad-based economic growth in the agricultural sector through voluntary technical assistance. A secondary goal is to increase the U.S. public’s understanding of international development issues and programs and international understanding of the U.S. and U.S. development programs.

F2F volunteers are pooled from a broad range of US agricultural expertise including private farmers, university professors, bankers/certified accountants, animal health and nutrition specialists, soil scientists and agronomists who can provide technical assistance to the local host organizations. The program introduces new innovations and skills to develop local organizations’ capacity to participate in more productive, profitable, sustainable, and equitable agricultural systems while providing an opportunity for people-to-people exchange within the agricultural sector.

When the COVID-19 global pandemic broke out, CRS F2F introduced a paired remote volunteer (PRV) model whereby a US volunteer who does not travel provides remote support to a local/national volunteer who carries out the assignment in-person. This model is still used for up to 10% of assignments.

For the 2023-2028 round of F2F, CRS is taking a gender-sensitive approach to programming, which includes conducting a gender assessment of each host prior to initiating assignments. CRS is also asking each host to identify at least one person to be a key trainee (under a Training of Trainer [ToT] model) for each assignment in the hope that this person will be able to replicate the training in the future. This isn't a deal-breaker but we are strongly encouraging it. Therefore, the volunteer report format will ask you to name the trainee (if there was one) and comment on their level of engagement.

The CRS F2F program in Uganda has identified agribusiness and nutrition as the topics of its assignments. These are known within F2F as 'Country F2F Projects.' The agribusiness country project includes developing sustainable and resilient production systems (improved seed and other essential inputs, postharvest losses and value addition, climate change adaptation), and building the capacity of agribusinesses and cooperatives (business planning and management, market information, linkages, private sector engagement, entrepreneurship, organizational constraints). CRS has identified enterprises such as crops, livestock, poultry, apiary, and aquaculture as commodities to be supported under the agribusiness development project. The nutrition country project includes nutrition awareness, nutrition sensitive agriculture, product diversification, recipe preparation, safer uses and application of pesticides, food processing and preservation techniques and organizational constraints. CRS F2F's working geographic zones are Buganda region, Acholi region, Ankole region, Busoga region and Bugisu region. Requests from other locations and outside country projects are sometimes considered but are seen as exceptions.

2. About the host organization

[Jakana Food Limited](#) (JFL), located in the Kawempe division of Kampala district was established in 1994. The company's main objective is to process high quality natural and gourmet food products made from local raw materials sourced in Uganda. Their products cater to local consumers, as well as large scale markets within the region, and gourmet markets internationally. JFL has two product lines: a dried fruits line focused on pineapple, 4 types of sweet bananas, mango, papaya, and jackfruit; and an all-natural fruit juices line focused on banana, orange, mango, pineapple, tropical punch, and passion fruit. The products are branded "natural organic" since no additives/preservatives or sugars are added to the juices or dried fruits. JFL is a privately-operated company comprised of 33 staff (33% women) with eight senior leadership positions including a Chief Executive Officer and Managing Director. The company produces dried mango, jack fruit, bananas and pineapples, juices, and jam, as well as spices such as dried cinnamon leaves, chili peppers, banana fibers, and solar dryers to local and export markets. They also offer services, including market services/market linkages, packaging services, educational school tours on organic farming, new product development training or contract manufacturing to food processing companies, development training for young entrepreneurs and farming communities, and education tours to students and school educators.

CRS F2F sees JFL's direct trade model prioritizing fairness and environmental responsibility throughout their value chain. Through their fair-trade program, buyers are encouraged to collaborate with JFL to support community

development efforts. Fair trade premiums directly benefit the communities they work with, creating a positive impact on the local economy and society. Today, brand Jakana, is a well-recognized and popular brand among Ugandan consumers.

B. ISSUE DESCRIPTION

JFL produces the aforementioned products with a business revenue of \$500K but aspires to transform their business from \$500K to a \$5 million enterprise. However, they face several challenges in pursuit of their business growth goals. These challenges include limitations regarding strategic vision, market analysis and industry knowledge, financial acumen, operational excellence, sales and marketing strategies, risk management and client-centric approaches. JFL is thus unable to establish a clear road map towards achieving its desired business growth.

Currently, JFL lacks the necessary skills and knowledge for its growth initiative. In aiming for a long-term business growth path, JFL needs to undertake the following:

- a market analysis to identify opportunities and threats
- analysis of the current financials including identification of the key financial drivers of income and expense
- development of realistic financial projections for scaling the business
- optimization of business operations and streamlining of processes for efficiency
- development of risk mitigation strategies
- empowerment of production and marketing teams to adapt to evolving market trends and technologies

To achieve its business growth goals, JFL is seeking Farmer-to-Farmer technical assistance from a volunteer with expertise in developing and implementing successful business growth strategies.

C. OBJECTIVES OF THE ASSIGNMENT

The general objective of this assignment will be to establish a road map for the business growth from \$500K to \$5 million business. The specific objectives are as follows:

- To conduct a thorough market analysis to identify opportunities and threats.
- To analyze current financials, identify key financial drivers, and develop realistic financial projections for scaling the business.
- To support the development of a business growth strategy with risk mitigation strategies.
- To train staff on conducting assessments for business growth.

D. HOST CONTRIBUTION

JFL will share 50 percent of the volunteer transportation costs to take the volunteer to and from the target group for assessments. In addition, JFL will mobilize target members and surrounding communities to attend the assessments to be conducted by the volunteer. JFL will also assign at least one key personnel to work closely with the volunteer during preparations for the assessments and in the implementation of the assessments

themselves to ensure that the key staff can train other members of the organization after the assignment has been completed.

E. ANTICIPATED RESULTS FROM THE ASSIGNMENT

- JFL will be able to compete favorably by tapping into the existing markets and establish new relationships with a diversified pool of buyers both local and regional, have a better understanding of the market product requirements in terms of quality and volumes and work to improve the business, maintain profitable and long-term relationships with buyers, and better bargaining power for better prices resulting into increased business.

F. DELIVERABLES

The anticipated deliverables accomplished by the volunteer include:

1. Volunteer’s final report with recommendations due before departure from Uganda
2. Group presentation with local stakeholders at the end of the assignment in-country
3. A minimum of 3 volunteer outreach activities in the US and in-country using appropriate media (print, radio, TV, group presentations, social media etc.)
4. Training manuals, strategic plans, business and marketing plans, related to the assignment

G. DRAFT SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY

Days (not dates)	Activity
Day 1	<ul style="list-style-type: none"> • Arrival at Uganda Airport; pick-up by Fairway hotel driver • Check-in at Fairway hotel. <p>NB: In case the volunteer encounters /experiences any difficulty, please request assistance from Airport Staff to call George Ntibarikure on (WhatsApp or phone) at 0772472103 or Robbinah Hakiza 0772490897</p>
Day 2	Rest day in Kampala city, Uganda
Day 3	<ul style="list-style-type: none"> • At 8:00am, the volunteer will be picked up at the hotel by George Ntibarikure and taken to the CRS Office for introductions and briefings. • Volunteer will be briefed by the F2F team about the host and discuss with the team the related logistics and anticipated outcomes. • Volunteer may also prepare study materials while at the CRS Office. • After the briefing, the volunteer will travel to JFL in Kampala to commence the assignment in the company of F2F team members. • Introduction to the host and working environment.
Day 4-14	<ul style="list-style-type: none"> • Carry out the assignment and provide orientation to the host staff.
Day 15	<ul style="list-style-type: none"> • Debrief/exit meeting with the host in the presence of CRS staff.
Day 16	<ul style="list-style-type: none"> • Facilitate an in-country/virtual debrief with CRS staff and/or USAID Mission. • Finalize reimbursement of expenditures and liquidations (if any) with the finance department, as required.

	<ul style="list-style-type: none"> • Submit volunteer reports, training attendance sheet, assignment report, PPT presentation and any reference materials to CRS F2F team. • Depart for the USA.
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H. DESIRABLE VOLUNTEERS SKILLS

- Formal educational qualifications in business growth studies.
- Proven experience in business growth strategies.
- Extensive knowledge and experience in strategic visioning, market analysis, financial analysis, operational skills, and sales and marketing.
- Good interpersonal and communication skills.

I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

- The volunteer will stay in Kampala city at one of CRS's client hotels, Fairway Hotel www.fairwayhotel.co.ug. The hotel will be booked and confirmed before the volunteer's arrival. The hotel includes services such as airport pickup and drop-off, breakfast, wireless internet, etc.
- All required materials will be prepared ahead of time and will be provided to the volunteer. CRS Uganda will provide the volunteer with a laptop computer (if s/he needs one), local internet dongle (modem/EVDO) and mobile phone with charged local SIM-card. Any other required logistics and facilities can also be requested by the volunteer during her/his stay. CRS will provide a vehicle and accompany the volunteer to the place of the assignment.
- CRS Uganda will cover the costs of lodging. CRS HQ will provide the volunteer with a per diem advance to cover meals and incidentals.
- Security information will be provided by the CRS Uganda security focal person at the CRS Kampala office.

J. RECOMMENDED ASSIGNMENT PREPARATIONS

Training and materials

- The SOW provides only a framework but is flexible for the volunteer to add or subtract based on his/her professional qualifications to successfully carry out this assignment.
- Prior to the assignment, the volunteer is advised to prepare the necessary training and assessment tools. Soft copies of the handouts and any other paper materials can be printed for immediate use at the CRS office in Kampala on request by the volunteer.
- If the volunteer requires simple training aids like flip charts, markers, or tape s/he should make the request and obtain the materials from the CRS office in Kampala.
- Translation to the local language during the assignment can be done in the locality of the assignment, if required.
- Depending on the training locations and availability of electric power and LCD projector, the volunteer may use a laptop and projector for PowerPoint presentations.

• **Training Participant Demographics**

Senior leadership (25% women, 62% youth) will participate.

Communication and Security

- The host is in Kampala city and as a result electricity, internet, cell phone signal are available in the area.
- There are no major security issues in the town; however, we ask volunteers to maintain vigilant and scan their surroundings. Traveling before 8:00am and after 5:00pm is not advisable. Aim to conclude daily activities within the time interval of 8:00 am and 5:00 pm.

Health facilities

- There are many available hospitals and clinics nearby; if needed, we request that volunteers follow the CRS F2F guide on accessing medical care while on assignment.

Working environment and Culture

- Ugandan business and culture in general value trust and meaningful relationships. It is recommended, if invited, that you participate in some informal events such as having lunch with the team, attending wedding parties, etc. Aim to build personal relationships with your host staff.
- Ugandans take a flexible approach to adhering to schedules and deadlines. When working with people, it's advisable to reinforce the importance of the agreed-upon deadlines and how that may affect the rest of the assignment.

Recommended reading

- CRS advises that the volunteers become familiar with [CRS programs in Uganda](#), and the agribusiness country project description (the latter will be provided via email).

Weather-appropriate clothing

- The average annual temperature of Kampala ranges from 20°C to 26°C. The wet summer season of March, April and May is when you can expect heavy rainfall, and we recommend you pack a lightweight waterproof jacket and an umbrella. Casual and comfortable clothes are the key when travelling in Uganda.

K. 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

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