

2019

Organizational Structure of NUCAFE

Griffin Garner

Emily Petermann

Beshoy Eskarous



Miller Center
for Social Entrepreneurship



NUCAFE

Organizational Structure of NUCAFE



Griffin Garner, Emily Petermann, & Beshoy Eskarous

EXECUTIVE SUMMARY

NUCAFE's Farmer Ownership Model (FOM) envisions a global farming community where farmers profitably own their agricultural products for their sustainable livelihoods, customer satisfaction and societal transformation. NUCAFE enables farmers to own their product higher up on the value chain by organizing them into Cooperatives and Associations. The enterprise provides farmers with the capability to pay a Cooperative fee in order to bulk their coffee and receive the payment for the final graded coffee versus the significantly less profitable *kiboko* stage. NUCAFE aspires to scale its impact and help other organizations adopt the FOM through consulting. To enable other organizations to take up NUCAFE's structure they need to fully understand NUCAFE's organizational structure and the roles within the organization. NUCAFE lacks a clear manual that effectively communicates the structure and positions in the organization. The lack of organizational materials of NUCAFE hinders other organizations ability to replicate NUCAFE.

We observed and interviewed key management positions of NUCAFE in both the head quarter office and factory to capture core responsibilities and overall job descriptions. While in the field we conducted group interviews with head managers, board members, and lead farmers at 3 Cooperatives to gain insight into the structure, qualifications, and positions needed to form a Cooperative and Association. NUCAFE needs an organizational structure of NUCAFE that illustrates these key job descriptions and structural framework to guide potential consulting clients and organizations. This will help effectively communicate to an outsider the key positions and organization that needs to be adopted to replicate NUCAFE's model. We created an organizational structure of NUCAFE based on our observations and interviews. It is broken up into three parts, displaying the key positions needed in management, a standard Cooperative, and a standard Association.

We recommend giving this Organizational structure of NUCAFE to potential clients and organization looking to copy NUCAFE's FOM. It may be used to reference the positions they need to fill and the general tasks that are required for the positions. The structure of NUCAFE should also be an assistance to outside consultants and potential investors wanting to better understand the organizational structure of NUCAFE. The structure of NUCAFE should be used to help the hiring and recruiting process to fulfill positions needed, as well as for new employees to gain a better understanding of their tasks and the organizational structure as a whole.

Prepared by:



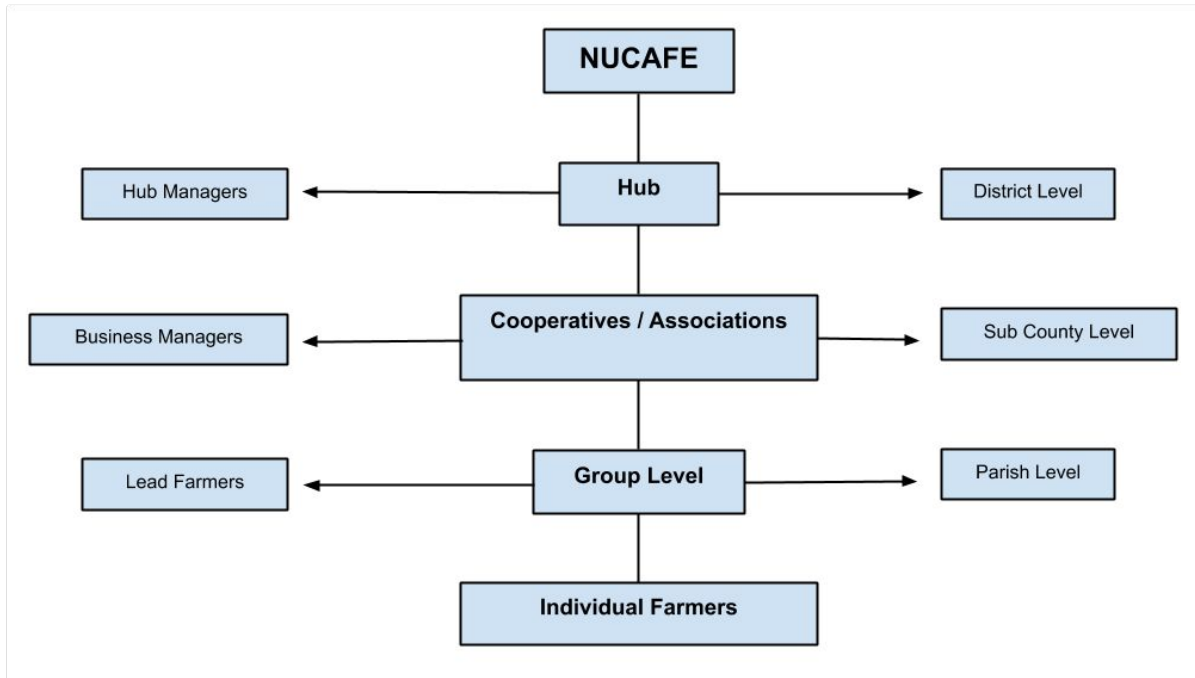
Table of Contents

Executive Summary	2
Umbrella Structure of NUCAFE	4
Key Management Structure	5
Key Management Positions	6-10
Cooperative Structure	11
Key Cooperative Positions	12-19
Association Structure	20
Key Association Positions	21-22

Prepared by:



Umbrella Structure of NUCAFE



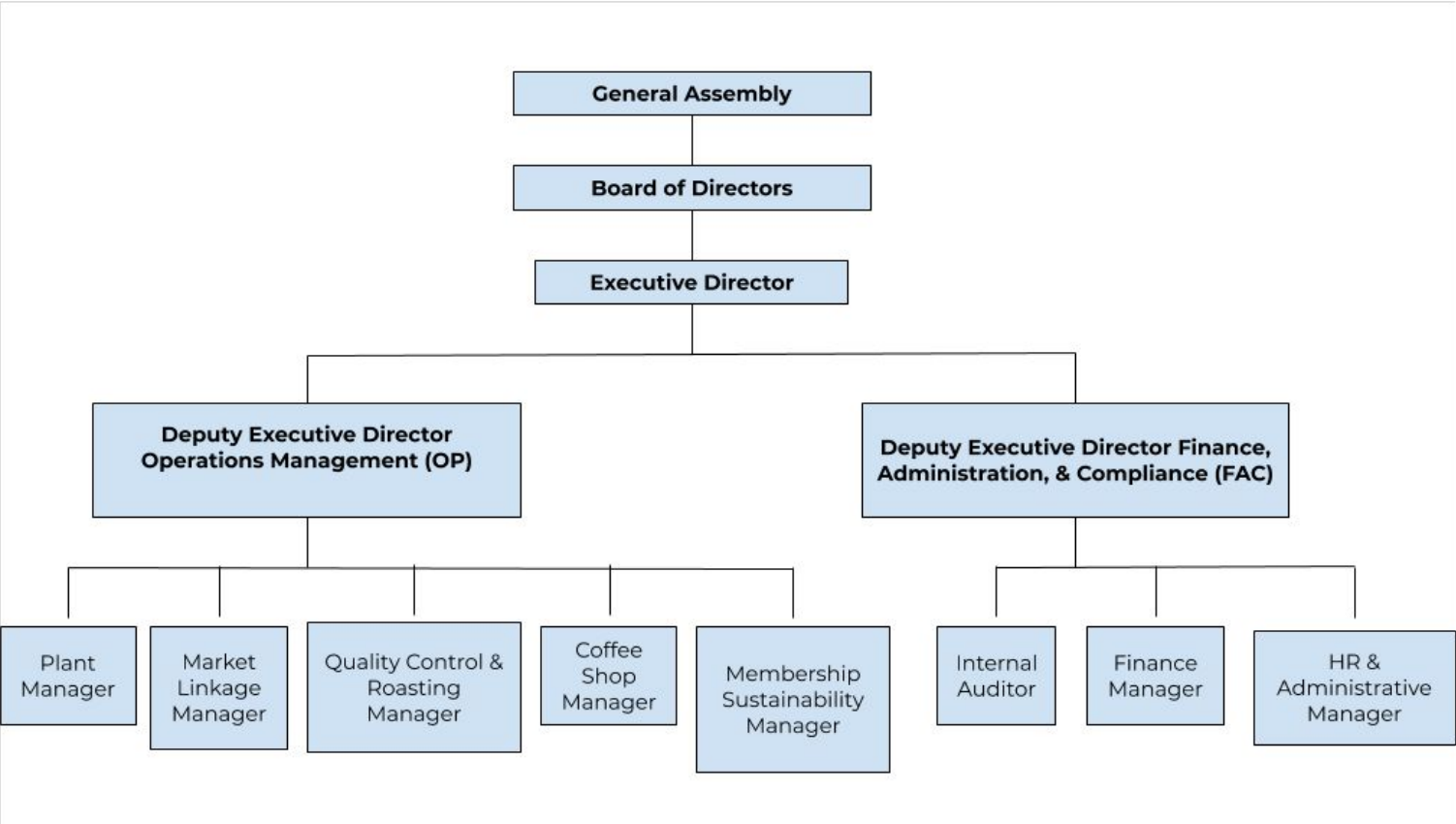
Cooperative vs Association

A Cooperative generally stems from an association that either grew its member base or joined with another association to form one group. Cooperatives tend to be more advanced and sophisticated. They are independent of hubs and have a management team.

An association is made up of a smaller member base, and is often new to joining NUCAFE. Associations are grouped together based on district and run by the respective hub in that district. The hub manager helps organize and ensuring the association as are communicating and working together.

Prepared by:

Key Management Structure



Prepared by:



Key Management Positions

Executive Director	
Overview	Lead NUCAFE in developing and implementing strategic and operational plans to achieve organizational objectives.
Responsibilities	Provide strategic direction and implement the strategic plan for the organization. Work closely with the Board on annual work plans and budgets. Ensure the company is meeting all of its objectives. Help with advocacy, obtaining financial resources, and employment.
Criteria	Bachelor's and Master's degree in Agriculture/Agricultural Economics/Agribusiness or related field. Minimum of 7 years in a senior management position. Exhibit exemplary financial, business, communication and leadership skills.

Deputy Executive Director of Operations Management (OP)	
Overview	Oversee the organization's operational performance to ensure the production of the highest quality, sustainable, and cost-effective goods and services.
Responsibilities	Ensure effective implementation of the Farmer Ownership Model in operations and involvement in all aspects of operational targets. Lead operational plans for all organizational activities. Help manage budgets and expenses with the Finance department. Oversee the development and implementation of the organization's marketing strategy. Take the initiative to learn and train management and staff to understand the organization's performance expectations. Oversee the organization's performance targets and operational targets. Manage membership, quality assurance, procurement, and exportation processes. Develop and maintain all operational activities.
Criteria	Bachelor's and Master's degree in Business Administration or a related field. A certificate or diploma in operations management or a related field from an accredited institution. Minimum of five years working in management. Exhibit exceptional communication and leadership skills.

Prepared by:



Key Management Positions

Deputy Executive Director of Finance, Administration & Compliance (FAC)	
Overview	Manage the overall daily financial, administrative, and compliance processes of the organization.
Responsibilities	Ensure timely management of account preparation, finances, human resources, contracts, and administrative staff. Help improve and implement conformance and compliance processes and policies.
Criteria	A Master's degree in Finance Management, Procurement, Human Resource Management or a related field. A level 3 professional certificate in Accounting. Exhibit exceptional management leadership skills and hands on approach skills. Proficient knowledge of all nationally recognized labor laws as well as international and national coffee laws and policies.

Plant Manager	
Overview	Lead and motivate employees working in the facility. Drive management, data analysis, goal setting, and clear communication to all employees. Ensure production is done in a safe, efficient manner that is aligned with the quality and cost control objectives of the organization.
Responsibilities	Develop and implement production plans. Manage the budget, employment recruiting, and reviews for the facility. Handle coffee processes including but not limited to machine maintenance, quality standards, and monitoring day to day operations.
Criteria	Bachelor's degree required, Master's degree preferred in Agribusiness Management/ Business Administration or a related field. Minimum of 3 years working with farmer organizations and the coffee sector.

Prepared by:



Key Management Positions

Market Linkage Manager	
Overview	Lead and create marketing strategies for the organization.
Responsibilities	Implement the development and delivery of the market strategy for the organization. Head market analysis and identify different market opportunities. Help connect the market to the members of the organization. Responsible for contracts, and negotiating prices with both international and local buyers.
Criteria	Bachelor's degree required, Master's degree preferred in Agribusiness Management, Marketing or a related field. Certificate in clearing and forwarding/logistics management and in coffee export and amp; price risk management.

Quality Control and Roasting Manager	
Overview	Manage all operations within the coffee lab and roasting facility. Ensure that all coffee quality regulations and standards both international and national are met.
Responsibilities	Work with the membership sustainability unit to ensure quality is being met at the farm and hub level. Manage the quality at all levels in the factory and supervise the quality roasting machinery. Manage the product development and distribution of the product, to ensure product satisfaction. Develop and manage the plan and budget for the quality and roasting unit, and employment.
Criteria	Bachelor's degree required, Master's degree preferred in Food Science and Technology or a related field. A certificate in R, and amp; Q grading from Uganda Coffee Development Authority or another accredited institution.

Prepared by:



Key Management Positions

Membership Sustainability Manager	
Overview	Manage and boost membership growth in addition to coffee production and productivity.
Responsibilities	Develop and implement membership strategies. Conduct trainings and education to the member base. Manage the communication with the hub managers, business managers, animators within the organization for timely product delivery. Help plan, manage, and market projects at the Hub and Cooperative level in the membership base. Lead certification and registration for the Cooperatives and Associations a part of the organization. Promote sustainable production within the membership base.
Criteria	Bachelor's degree required, Masters degree preferred in Agribusiness Management and Development Studies or a related field. A minimum of 3 years working with farmer organizations and the coffee sector.

Finance Manager	
Overview	Ensure best practices in financial management and accounting within the organization to maximize efficiency, secure long term sustainability, and support growth.
Responsibilities	Provide financial planning, budgeting, and reporting. Manage treasury functions. Manage and evaluate the finance team. Ensure the organization complies with tax obligations. Provide asset management and review financial documents and records.
Criteria	Master's and Bachelor's degree in Accounting and Financial Management. Has an ACCA level 3/ CPA level 4. Minimum of 8 years of experience in a corporate accounting environment.

Prepared by:



Key Management Positions

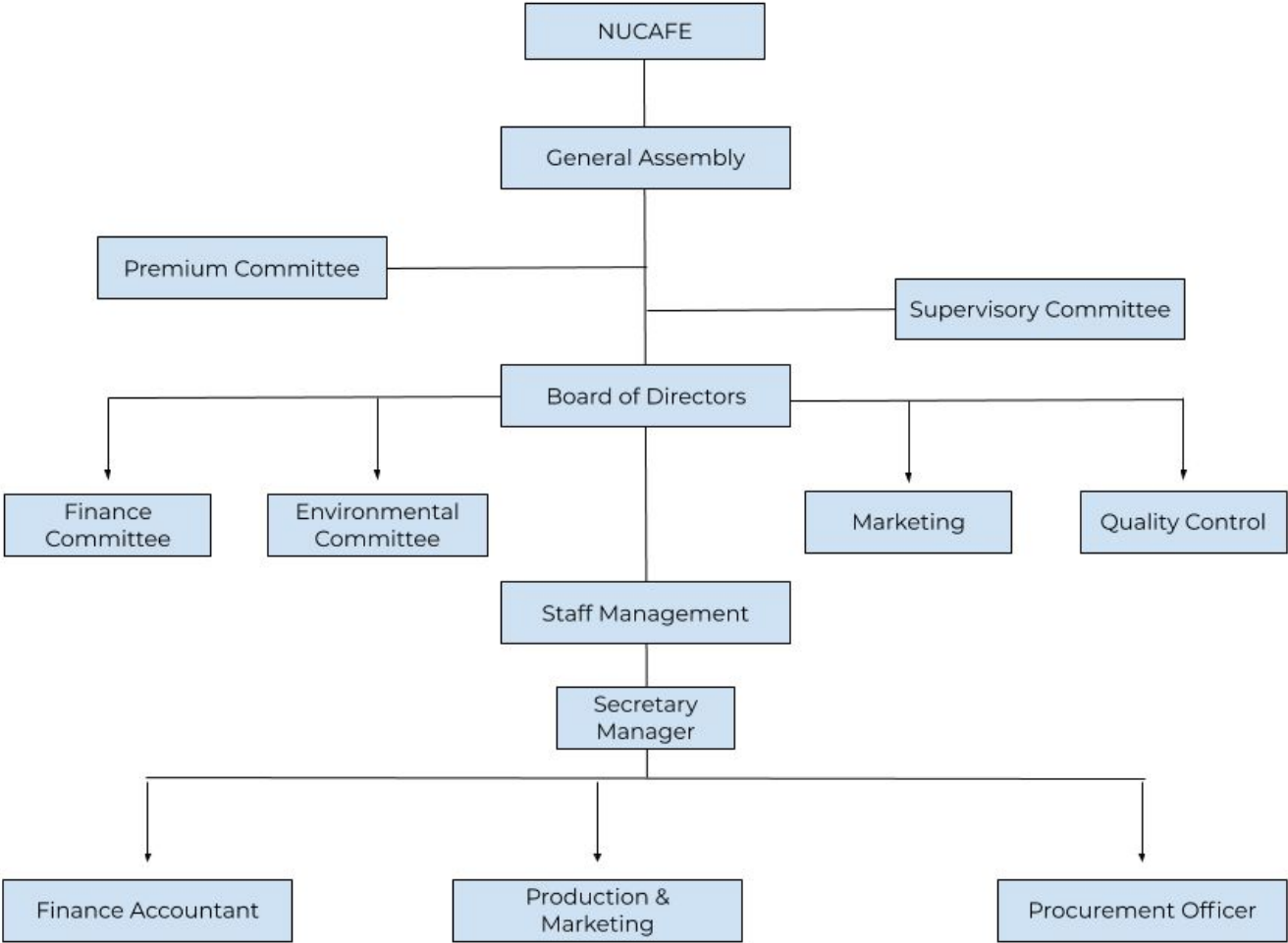
Internal Auditor	
Overview	Evaluate the company's operations.
Responsibilities	Ensure operational procedures and business processes are running efficiently and effectively. Review the organization's overall performance and track its progress on respective goal objectives.
Criteria	Bachelor's degree required, Masters degree preferred in Agribusiness Management and Development Studies or a related field. A minimum of 3 years working with farmer organizations and the coffee sector

HR and Administration Manager	
Overview	Ensure healthy company culture and ethical values.
Responsibilities	Hire and recruit staff, manage payroll, train new hires, and develop company culture. Ensure the company is keeping in line with their ethical values and help mediate conflict.
Criteria	Bachelor's degree required, Master's degree preferred in Business Administration or a related field. A minimum of 3 years working within business administration and human resources.

Prepared by:



Cooperative Structure



Prepared by:



Key Cooperative Positions

General Assembly: Annual Meeting

Responsibilities	Amend and adopt the constitution in accordance with the provisions herein. Elect the members of the executive committee. Conduct business and implement policies for the Association. Determine fees for membership and annual description.
------------------	---

Board of Directors

Overview	The board consists of a chairperson, secretary, treasurer, and two members. Positions are elected by the Annual General Assembly Meeting.
Responsibilities	Oversee plans and management for the Cooperative. Represent farmers and their needs. Ensure that meetings are held, management is paid and effective, and trainings are carried through.
Criteria	Elected by the General Assembly and is a well-respected model farmer in the Cooperative. Highly literate and has completed secondary school. Competent administration and communication skills.

Prepared by:



Key Cooperative Positions

Positions within Board of Directors

Chairperson	
Overview	Help plan and monitor decisions, programs, activities, and implement rules.
Responsibilities	An authority figure in all meetings and assemblies. Ensure rules and regulations of the Cooperative are being carried out. Represent the farmers of the Cooperative honestly. Help implement and plan activities for the Cooperative. Handle books and records.
Criteria	Completed secondary school and has high literacy, leadership, administration, and communication skills. A highly respected member of the community and Cooperative. Exudes trustworthiness and high moral integrity.

Vice-Chairperson	
Overview	Help the chairperson with their duties and responsibilities. Second in command to the Board of Directors
Responsibilities	Organize executive and general meetings. Perform all activities assigned by the chairperson
Criteria	Completed secondary school and has highly literate, administration, and communication skills. A highly respected member of the community and cooperative. Exhibit trustworthiness and high moral integrity.

Prepared by:



Key Cooperative Positions

Treasurer	
Overview	Oversee financial activities and records.
Responsibilities	Ensure proper financial affairs and maintain records. Lead all assets, finances, and banking activities for the Cooperative. Lead book and record keeping as well as banking activities for the Cooperative.
Criteria	Completed secondary school and highly literate. Preferred to have a bachelor's degree in finance, accounting, business, or a related field. Exhibit exemplary business skills.

General Secretary	
Overview	Handle record keeping and communicate Cooperative meetings.
Responsibilities	Record keep the net worth of the Cooperative daily. Attend all meetings and seminars. Communicate the agenda and write reports for the meetings. Responsible for books and records as well as banking activities for the Cooperative.
Criteria	Literate and exhibit excellent communication and administration skills. A highly respected member of the Cooperative and community.

Prepared by:



Key Cooperative Positions

Publicity Secretary	
Overview	Public Relations officer for the organization and associated network of farmers.
Responsibilities	Deputize the general secretary and handle all outside relations for the Cooperative or Association.
Criteria	Literate and possess exceptional communication skills.

Youth Representative	
Overview	Represent both male and female youth of the Cooperative.
Responsibilities	Listen and represent the youth needs. Present the challenges and opportunities for the youth in the group.
Criteria	Literate and must have completed secondary school. Registered member of the group and a coffee farmer. A respected member who can act as a model farmer for other youth in the group.

Prepared by:

Key Cooperative Positions

Representative for People with Disabilities (PWD's)	
Overview	Help PWD's with planning their finances and income.
Responsibilities	Encourage and be a mentor for PWD's financial activities. Train PWD's to acquire income and have sustainable jobs.
Criteria	Literate and must have completed secondary school. A registered member of the group and a coffee farmer. A respected member who is patient and possesses great communication skills.

Two Committee Members	
Overview	Represent the farmers and communicate their concerns with the rest of the board.
Responsibilities	Encourage farmers to bring all their coffee to the Cooperative. Mobilize farmers for meetings and trainings.
Criteria	Completed secondary school and literate. Exhibit openness, transparency, and is widely respected in the Cooperative.

Prepared by:



Key Cooperative Positions

Staff Management

Secretary Manager	
Overview	Carry out the everyday activities of running the Cooperative. Supervise fieldwork, purchasing, communication, marketing, and production for the Cooperative. Help train fieldworkers and farmers. Implement the activities and actions needed from the board of directors' plans.
Responsibilities	Report to the Board of Directors.
Criteria	A Bachelor's degree in Agribusiness Management/ Business Administration or a related field. A highly respected member of the Cooperative.

Accountant	
Overview	Provide fiscal oversight for the Cooperative and maintain the books and records.
Responsibilities	Carry out record keeping, budgeting, and financial management for the Cooperative. Responsible for deciding where to allocate resources and acquire loans.
Criteria	A Bachelor's degree in Finance or Business. A highly respected member of the Cooperative.

Prepared by:



Key Cooperative Positions

Production and Marketing	
Overview	Oversee the Cooperative's coffee production and market linkage.
Responsibilities	Handle logistics regarding transportation of coffee, primary and secondary production, and exportation of coffee to national and international markets.
Criteria	Literate and must have completed secondary school. A proficient understanding of how international coffee markets operate and how coffee prices are determined.

Procurement Officer	
Overview	Lead and manage the sourcing of procurement for operations.
Responsibilities	Help establish and arrange for services needed. Ensure proper management and purchasing of all supplies and equipment needed for operations.
Criteria	Highly educated and has excellent management and administration skills. Is a well-respected member of the cooperative.

Prepared by:



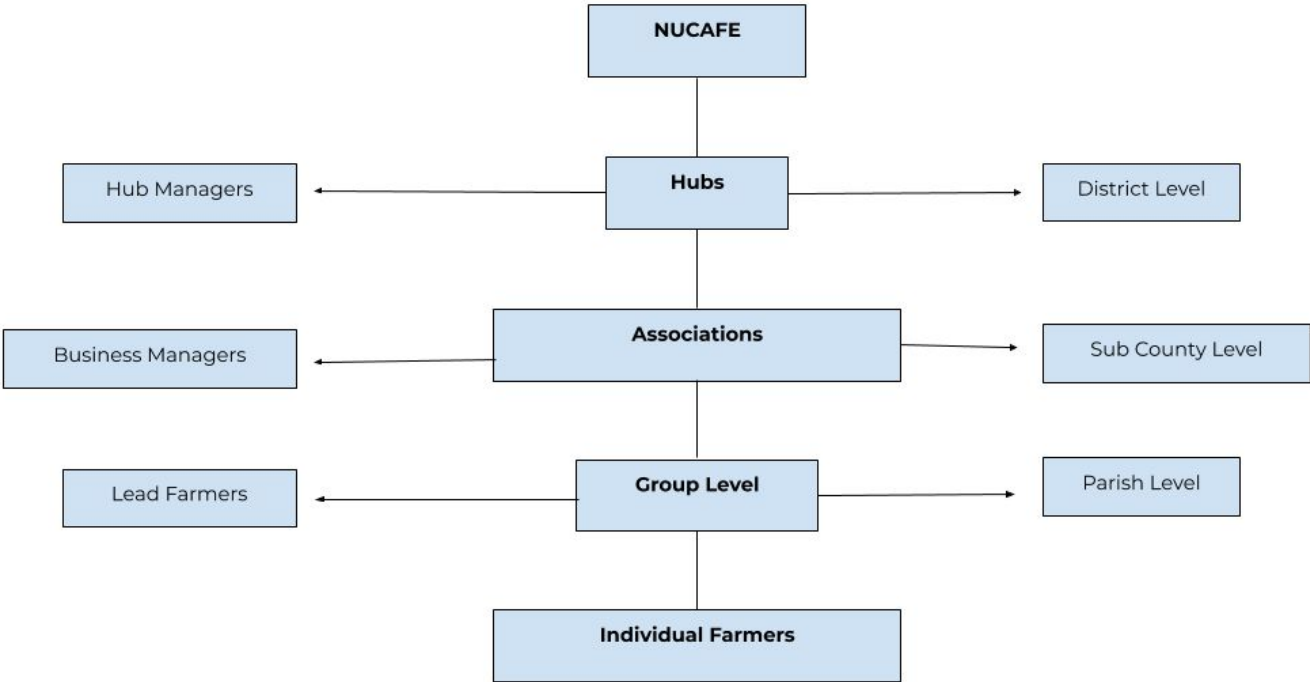
Key Cooperative Positions

Field workers/ TOTs (Trainees of Trainers)	
Overview	Lead and manage the training of farmers.
Responsibilities	In charge of on farm practical trainings and addressing farmers agronomically issues. Helps relay messages from the manager to the farmers.
Criteria	Needs to be literate, preferably has completed secondary school

Prepared by:



Association Structure



Prepared by:



Key Association Positions

Hub Managers	
Overview	Manage multiple Associations within their region. Ensure effective communication and collaboration between the Associations.
Responsibilities	Lead all Associations within the respective region. Communicate and work closely with the Business Managers and Membership Sustainability Manager to ensure product quality, delivery, and projects within the Associations are being carried out.
Criteria	A Bachelor's degree in Agribusiness or a related field. Excellent communication, writing, and reading skills. An organized and skilled multitasker. Able to communicate in both the local language and English.

Business Managers	
Overview	Managing all product and membership activities at the Association level.
Responsibilities	In charge of warehouse management, capacity building, coffee quality management, and maintenance for the Association.
Criteria	A Bachelor's degree in Agribusiness or a related field. Excellent communication, writing, and reading skills. Able to communicate in both the local language and English.

Prepared by:



Key Association Positions

Lead Farmers	
Overview	Help and teach farmers proper agricultural practices within their Association.
Responsibilities	Provide daily check ins on farmers within their Association. Available to help and answer farming questions. Communicate and work closely with the Business Manager to discuss issues and problems within the Association.
Criteria	Literate and must have completed secondary school. A registered member of the group and an exemplary coffee farmer. A respected member of the community.

Prepared by:

