 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

**NOTE: THIS SCOPE OF WORK AWAITING FINAL EDITS**

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| **Summary Information** |
| Assignment code | ET112 |
| Country | Ethiopia |
| Country Project | Horticulture Production and Sector Support |
| Host Organization | Rainbow4Children  |
| Assignment Title | Strategic planning and leadership training for management team and teaching staff |
| Assignment preferred dates | Flexible |
| Assignment objectives | Leadership training for management team and teaching staff |
| Desired volunteer skill/expertise | Leadership experience especially on cooperative management, preferably knowledge and experience in adult training |

1. **BACKGROUND**

The Farmer-to-Farmer (F2F) East Africa program is a program that leverages US volunteer’s expertise to assist smallholder farmers and small scale processors in East Africa to improve their business practices through volunteer assignments conducted with host organizations. Through F2F interventions, CRS will improve the livelihoods and nutritional status of significant numbers of low income households by: i) broadening their participation in established commodity value chains as producers and service providers; ii) strengthening community resilience to shocks such as droughts that adversely affect livelihoods; and iii) preserving/enhancing natural resources upon which most rural communities depend. CRS will also increase the American public’s understanding of international development programs and foster increased cross-cultural understanding between host countries and US volunteers.

The host organization Rainbows4Children/Nicolas Robinson School already has a reputation for its best in class quality teaching and leadership in school in the area. The host has seen that many skills are being lost in the community as the skills and knowledge from rural areas are not being transported to the towns. They are anxious that these skills are taught and the value of the knowledge gained is seen for its value to serve the community.

Strategic management skills are essential for the long-term success of organizations especially for that possess human resources with exceptional skills have a long-term focus and are more likely to use their skills to take advantage of emerging opportunities. To organize the overall activities, leaders have multiple responsibilities including enabling its members to follow-up and monitor management, optimizing decision making, and manage disputes. Organizational leaders play a paramount role in the progress of their cooperatives. Generally, GSMFC faces many problems both internally and externally, in seeking to adjust to national and global changes. In spite of this, the leaders lack strong governance, and a modern school campus wide leadership system. Therefore, Rainbow4children requested an F2F volunteer who can provide leadership training to its leaders and some members.

1. **ISSUE DESCRIPTION**

Rainbow4Children plays a critical role in advancing socioeconomic development in the city of Mekelle. They serve as an educational hub for kindergarten, elementary and high school level students. The school provides the families’ of war veteran’s education and aims to help reduce poverty levels and create jobs. In addition, both leaders and member farmers have low levels of education. As a result, leaders are executing decision and major activities without clearly knowing their exact roles in the day-to-day activities of the organization.

There is a gap to lead the organization in a comprehensive plan, therefore the Rainbow4Children would like to change this to a structured way of implementing business which has a strategic plan that is shared timely to the employees of the organization.

Through realizing that strong leadership helps to improve efficiency and outreach to the wider community. As the Rainbow4children school plans to expand the lead staff still find it important to learn and gain knowledge on leadership and management skills whereby staff and members can clearly understand their roles and responsibilities within the organization. Therefore, the host requested CRS for F2F volunteer technical assistance and skill transfer on modern cooperative leadership and management.

1. **OBJECTIVES OF THE ASSIGNMENT**

The objective of this skill transfer in leadership and management is to help the host to set a new direction or vision for the School and members. This will properly direct people/resources in the organization according to principles and values established. The technical support in the areas of strategic planning and leadership and management should therefore emphasize the following topics but not limited to:

* External Analysis and Internal Analysis
* Strategy Formulation, Execution and Control
* What of leadership and qualities of an effective manager or teacher
* Leaderships skills development and decision making
* Personal goal setting
* Communication skills
* Conflict resolution
* Group cohesion dynamics

The volunteer is expected to provide training in the topics as outlined above, however, this is a guideline so that the volunteer can complement as he/she feels necessary. The target audience for the training are leaders and staff members of Rainbow Four Children and district government staff. The volunteer is expected to train about 35 people (25 from the school and 10 from the government offices).

**Host Contribution:** - The host organization, rainbow for children has committed to mobilize its members to attend the trainings conducted by the volunteer. The host will also avail key personnel to work closely with the volunteer at all times to assist the volunteer during training and visit programs and ensure translation to the local language. The host will also provide the volunteer with office space and furniture in the assignment area. The host or hotel will provide the volunteer with transport. The host will consult CRS if fuel cost can be covered in mode of fuel receipts, mileage or any convenient ways as per the financial/administrative regulation of CRS.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

As a result of the volunteer’s technical assistance, the cooperative leaders will clearly understand their role and responsibilities and hence, the leadership and management system will be improved. Finally the leadership guideline or manual developed, as well as any additional materials shared by the volunteer, will subsequently help in building the capacity of the members.

Generally from this volunteer assistance leaders will be able to express their organizational vision in a clear, compelling and effective manner, enabling others to engage the cooperative activities. Additionally, it is anticipated that the leaders’ commitment to the organization will increase.

Specific outputs from this assignment include, but are not limited to, the following:

* Developed 3-5 years (medium term) strategic plan that provides a framework within which the organization can operate
	+ Train school leaders and members and possibly district government staff on strategic planning and leadership and management.
	+ Ensure that leaders, members and government staff clearly understand leadership, functions of a leader and leadership types.
	+ Equip school leaders, members and government staff with skills in effective communication, conflict resolution, motivation, empowerment and team-building.

Deliverables by the volunteer includes:

* + Strategic plan of the host revised
	+ Leadership and management training guidelines developed
	+ Initial presentation (outlines/list of activities, plan, approach, etc.),
	+ Field report with recommendation and guidelines submitted as per the templets
	+ Presentation to CRS staff and USAID
	+ Outreach events conducted in the US
1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN ETHIOPIA**

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| **Day** | **Activity** |
| Days 1  | Arrival to Ethiopia, Bole international Airport. The volunteer will find the Churchill kiosk outside of customs.  |
| Day 2 | * Introduction with CRS officials and briefing meeting (security and general orientation) at CRS office where s/he will be fully briefed on logistics and itinerary of trip. Discuss anticipated outcomes and work plan.
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| Days 3 | * Air flight to Mekele and car travel to Nicolas Robinson School in Mekele town.
* Briefing on the main objectives of the assignment and work planning session (adjust the agenda for the coming days) with the host in the presence of ADCS, the University and CRS.
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| Days 4 | * Further identify skill and training gaps.
* Based on information gathered and gaps identified, enrich the prepared training materials incorporating hands-on practices.
* Firsthand information/data collection by volunteers as applicable.
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| Day 5-7 | * Conduct firsthand training and presentation to host staffs and cooperative leaders and members.
* Assess and refine the quality of trainings through feedback and observations.
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| **Day 8** | **Rest day.**  |
| Days 9-14 | Continuation of the trainings and technical assistance.  |
| **Day 15** | **Rest day.**  |
| Day 16 | * Wrap-up session with the host organization in the presence of CRS F2F
* Group debriefing presentation to the host in the presence of CRS.
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| Day 17 | Volunteer travels back to Addis Ababa. |
| Day 18 | * Finalize reimbursement expenditures and liquidations (if any) with finance.
* Volunteer also finalizes his/her reporting and submit training M&E forms to CRS F2F staff.
* Debriefing at CRS office and/or with USAID Mission
* Depart for USA in the evening
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| TBD | Outreach event when back in the US could include: presentation with a local group/organization, press release, media event and/or speaking tour. |

1. **DESIRABLE VOLUNTEER SKILLS**

The volunteer is expected to have the following qualifications and competencies:

* Experience in cooperative leadership and management.
* Specific knowledge and experience in administration and leadership skills.
* Formal qualifications in leadership/management studies are desirable.
* Extensive experience conducting leadership training for adults and struggling membership organizations.
1. **ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**
* Before travelling to Mekele town (about 700 km north of Addis Ababa), the volunteer will stay in Addis Ababa at one of CRS’s client hotels, the Churchill Hotel (churchillhotel@ethionet.et / info@churchillhoteladdis; phone # 0111111212) or another client hotel that will be communicated prior to volunteer.
* In Addis Ababa, the hotel usually has rooms that include services such as airport pickup and drop-off, breakfast, wireless internet, etc.
* The hotel or CRS will arrange a vehicle for short travel from the hotel to CRS and vice versa while in Addis Ababa.
* All required materials will be prepared ahead of time and will be provided to the volunteer. CRS Ethiopia will provide the volunteer with a laptop computer, 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 in Addis Ababa.
* CRS will arrange transport service and accompany the volunteer to the place of assignment.
* During her/his assignment period, the volunteer will be booked and stay in a hotel found in Mekele town.
* CRS Ethiopia will cover the lodging bills against receipts.
* CRS HQ will provide the volunteer with a per-diem advance to cater meals.
* CRS Ethiopia will also reimburse the volunteer with laundry costs against receipts. Before departing from Ethiopia, the volunteer will also liquidate if s/he received any advances in Ethiopia.
* For more information, please refer to country information that will be provided.
1. **RECOMMENDED ASSIGNMENT PREPARATIONS**
* Although CRS F2F has developed such hinting SOW, the volunteer can fine-tune through her/his professional qualifications to successfully carry out this assignment.
* Generally, Ethiopia is under the tropical zone, where malaria may be a problem. Therefore, the volunteer is advised to take pills or vaccination for malaria and (maybe also for cholera) as per medical recommendations by her/his doctors/health professionals in US before departing from US.
* Prior to travel, the volunteer is advised to prepare necessary training and demonstration aids and written handouts. Electronic copies of the handouts and any other paper materials can be printed for immediate use at the CRS office in Addis Ababa 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 collect from the CRS office in Addis Ababa prior to travel to the assignment place.
* Translation of handouts to the local language can be done in the locality of the assignment, if required.
* Depending on the meeting places and availability of electric power and LCD projector, the volunteer may use a laptop and projector for power point presentations.
1. **KEY CONTACTS**

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| **CRS Baltimore** | **CRS EARO** |
| **Maria Figueroa**Recruitment ManagerEA Farmer to Farmer Program228 W. Lexington StreetBaltimore, MD 21201410-951-7366Email: maria.figueroa@crs.org | Nyambura Theuri, Deputy Project DirectorEA Farmer-to-Farmer ProgramP.O. Box 49675 – 00100Nairobi, KenyaSt. Augustine Court Karuna Close RoadEmail: nyambura.theuri@crs.org |
| **CRS Ethiopia:** |
| **Biruk Tesfaye, F2F program manager**CRS Ethiopia Office, P. O. Box 6592, Addis Ababa, EthiopiaPhones: +251-112 788800, +251-911-101381;Email: biruk.tesfaye@crs.org |  |
| **Host Organization** |
| **Kathryn Robinson**Rainbows4Children FoundationEmail: kwrlachen27@gmail.comTel: +251-912-964 966 **Max Robinson**Rainbows4Children FoundationEmail: rmrlachen27@gmail.comTel: +251-922-410 621  | **Tesfagabir Tamru**Nicolas Robinson School (Head of school)Email: Tesfagabir.nrs@gmail.comVice President for Academic and ResearchTel: +251-914-751 688 |