

Local Assignment: Ethiopian or East African volunteer to be paired with virtual supporting American volunteer.

Potential volunteers from Ethiopia or East Africa should email haile.dolango@crs.org and lidia.retta@crs.org to express interest.

American volunteers wishing to support virtually should email maria.figueroa@crs.org

Summary Information	
Assignment code	ET226
Country	Ethiopia
Country Project	Crops
Host Organization	Metemamen Microfinance Institute (MFI)
Assignment Title	MFI Leadership and Management Skills
Assignment Preferred Dates	Flexible
Assignment Objectives	To improve leadership, management knowledge and skills of senior staff of the MFI
Desired Volunteer' Skill/Expertise	Leadership experience especially in MFI management and leadership, small financial institutions and preferably knowledge and experience in adult training methodologies
Type of Volunteer Assistance	Organizational Development
Type of Value Chain Activity	Information and Input Support Services (S)
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 Ethiopia to address host identified technical needs in selected agricultural value chains. F2F volunteers are pooled from abroad 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 organizations. F2F program introduces innovation and develops local organizations capacity for more productive, profitable, sustainable and equitable agricultural systems while providing an opportunity for people- to-

people interactions within the agricultural sector. In Ethiopia, F2F program focuses technical interventions in the livestock and grain value chains.

The development of microfinance institutions in Ethiopia is a recent phenomenon. The proclamation, which provides for the establishment of microfinance institutions, was issued in July 1996. Since then, various microfinance institutions have legally been registered and started delivering microfinance services. The number of micro finance institutions as well as the number of clients is increasing from time to time. The existing political and economic condition of the country contributes a lot for the development of the microfinance industry. The licensing and Supervision of Microfinance Institution Proclamation of the government encouraged the spread of Microfinance Institutions (MFIs) in both rural and urban areas as it authorized them, among other things, to legally accept deposits from the public (hence diversify sources of funds), to draw and accept drafts, and to manage funds for the micro financing business.

Most microfinance programs in Ethiopia are small and vulnerable to resource constraints. They operate in a few locations and serve specific clusters of clients, so they are exposed to the systematic risks of undiversified loan portfolios. Most MFIs mobilize few savings and not financially self-sufficient, so they are dependent on the whims of donors and government for their existence. Microfinance institutions face financial problems which affect their performance. When the customer of the institutions increases the required capital for loan disbursement also increases. On the other hand, when the operational areas of the institutions are limited (less outreach), it is difficult to be profitable.

Metemamen Microfinance Institution is a growing MFI established with the financial and technical support of CRS/Ethiopia and Ethiopian Catholic Church Social and Development Commission (ECC-SADCO). It was founded on April 10, 2001 as a share company and secured its operating license under the licensing and supervision of MFIs proclamation No. 40/ 1996 from the National Bank of Ethiopia in 2002. The institution obtained its operational license to conduct micro financing business and started actual operations on April 24, 2002. It was established mainly to address the financial need of the active poor population both in urban and rural areas and with a focus mainly on women. The institution is currently providing micro financing services in the form of small loans and conducting saving mobilizations to enable its target clients to involve in income generating activities to help themselves and their families and further to reinvest in more productive ventures. Metemamen MFI partners with CRS/Ethiopia by providing small loans to poor rural households and supports their engagement in the crop and livestock value chains.

Leadership skills are required to design and execute strategies with potential to deal with challenges in the business environment and exploits internal capacity to achieve the overall goal of the organization.

B. ISSUE DESCRIPTION

Many studies have depicted that Ethiopian microfinance institutions are faced with numerous problems and challenges such as poor leadership, low outreach/coverage, limited skilled man power fund shortage, limited product diversification, limited research and innovation and weak internal control system. Metemamen MFI like any other small MFIs in Ethiopia is faced with more or less similar challenges.

Lack of skilled personnel in leadership and management is the major problem for Metemamen MFI. High turnover of experienced staffs has exacerbated the problem. The new hires including some of the old folks have low level of leadership competencies. Improving the knowledge and skills of the MFI's management team enables the MFI to work effectively towards realization of its mission and goals. The key aspect of Metemamen MFI's mission is to make meaningful contributions o the reduction of poverty and creation of jobs, However weak leadership. Lack of effective leadership competencies limits its ability to grow and respond to the demands of its customers well. Given the likely open up and liberalization for the financial sector of the country, Metemamen needs problem solving, resulted oriented and visionary leaders than ever before.

Low level of leadership knowledge and skills affect the quality of decision making and day-to-day running of critical organizational activities. The ability of management team members to provide guidance to their staff and communicating effectively are dependent on their leadership qualities.

The F2F technical support is therefore, needed to facilitate the capacity building for enhancing the skills of the Metemamen MFI leadership team members.

C. OBJECTIVES OF THE ASSIGNMENT

The overall objective of the volunteer assignment is to enhance leadership knowledge and skills of management team members.

The specific objectives of the assignment, therefore, includes providing training and advice to the host in the following areas and MFI's client groups:

- Leadership and qualities of a good leaders
- MFI leadership and management skills
- Qualities of problem solving and visionary leadership
- Leadership and communication
- Informed decision-making processes and skills
- Conducting productive meetings
- Managing differences among teams (Conflict resolution)
- Value-based leadership
 - Application of organizational values, principles and regulations
- Strategies to enhance women's leadership

The volunteer is expected to provide training in the topics as outlined above, however, the volunteer can add relevant more topics as appropriate. The target audience for the training are leadership team members of the Metemamen MFI.

D. ANTICIPATED RESULTS FROM THE ASSIGNMENT

Because of the volunteer’s technical assistance, the MFI leaders will be able to play their leadership roles effectively, improve their knowledge and skills and enhance their capabilities. The assignment will contribute the improvement in performance of the leadership team and their staff. It also anticipated that the leaders’ commitment to the organization will increase as a result of the assignment.

E. HOST CONTRIBUTION

The host has committed to mobilize the staff to receive the volunteer’s technical assistance. The host will also avail key personnel to work closely with the volunteer, assisting her/him during training sessions, ensuring translation to the local language and advising on the culture of the area. CRS will cover lodging costs against receipts and other related costs. In coordination with the host and the volunteer, CRS will also arrange and pay for transport services for daily use to and from the assignment place.

F. ASSIGNMENT DELIVERABLES

The major anticipated outputs of this assignment include, but not limited to:

- Leadership guidelines or manual developed (training content) before the actual training
- 40 MFI staff trained in leadership and management, branch managers and better performing client groups
- Work plan and training materials in appropriate formats in collaboration with the host and training participants
- Training lists with people trained and subject areas as per the training reporting formats
- Volunteer end of assignment report with recommendations to the host organization action plan and recommendations to CRS
- A bibliography or a list of key resources in the subject matter
- Conduct a final debriefing (PowerPoint presentation) with the host organization (plus key stakeholders) and CRS/USAID
- Conduct outreach events upon return to the US

G. SCHEDULE OF VOLUNTEER ACTIVITIES IN ETHIOPIA

Day	Activity
Day 1	Arrival in Addis at Bole Airport. The volunteer will be met by CRS’s client hotel Eliana Hotel (https://www.booking.com/hotel/et/eliana .; Phone: +25111 126 2600). The volunteer will locate the hotel kiosk and use pre-arranged shuttle
Day 2	Rest Day (Sunday)
Day 3	<ul style="list-style-type: none">• Take hotel shuttle to come to CRS office (CRS working days are Monday to Friday from 8:00AM to 5:00 PM East Africa Time)• Welcoming by CRS, and briefing meeting on security, general orientation, MEAL (attendance sheet, reporting and PPT templates), and logistic.

Day	Activity
	<ul style="list-style-type: none"> • Discuss anticipated outcomes and work plan • S/he will be introduced to the host • General orientation with the host, first-hand briefing on the main objectives and modality of the assignment and adjustment of the agenda for the coming days (work planning session).
Day 4	<ul style="list-style-type: none"> • Conduct further assessment of skills and knowledge gaps with training participants • Based on information gathered and gaps identified, enrich the prepared training materials incorporating hands-on practices. • Develop 10 days (2 weeks training) curriculum covering key knowledge and skills Gaps
Day 5-19	Train participants on among other topics
Day 20	Briefing / exit meeting with the host in the presence of CRS staff
Day 21	<ul style="list-style-type: none"> • Debriefing with CRS staff and/or USAID Mission • Finalize reimbursement expenditures and liquidations (if any) with finance. • Submit volunteer reports, training attendance sheet, assignment report, PPT presentation and any reference materials to CRS F2F team. • Depart for USA
TBD	Outreach event when back in the USA

H. DESIRABLE VOLUNTEER SKILLS

The volunteer will have the following skills, qualifications and competencies:

- Extensive knowledge and experience in leadership and management
- Formal qualifications in leadership/management studies are desirable.
- Extensive experience conducting leadership training for adults
- Good communicator and interpersonal skills
- Willingness and flexibility to train and technically assist staff whenever required
- Respect for the cultural and religious norms of the rural people.

I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

- Before travelling to the assignment place, the volunteer will stay in Addis Ababa at one of the CRS's client hotels, Eliana or another hotel that will be booked and confirmed before the volunteer arrival date. The hotel will have 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 provided to the volunteer. CRS Ethiopia will provide the volunteer with a laptop computer (if s/he needs), local internet dongle and mobile phone with a 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 provide a vehicle and accompany the volunteer to the place of assignment.
- During the assignment period, the volunteer will stay at Eliana Hotel Addis Ababa
- CRS Ethiopia will arrange hotel accommodations and cover the lodging bills against receipts.
- CRS HQ will provide the volunteer with a per-diem advance to cater meals and incidentals.
- CRS Ethiopia will also reimburse the volunteer with laundry costs against receipts.
- For more information, please refer to country information that will be provided.

J. 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.
- Although the assignment place Addis Ababa is a highland where malaria may not be a problem, 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 the assignment, the volunteer is advised to prepare necessary training and demonstration aids and written handouts. Softcopies 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 the assignment.
- 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.

K. KEY CONTACTS

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