



To express interest in this assignment please email maria.figueroa@crs.org
CRS Farmer to Farmer Program
Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	BJ270
Country	Benin
Country Project	Cashew subsector
Host Organization	Diocese of N'Dali
Assignment Title	Audit of human resources management
Assignment preferred dates	September-October
Objectives of the assignment	<ul style="list-style-type: none"> - Audit of N'Dali Diocese human resources management - Identify good practices and areas of improvement of the Diocese in HR management, - Help the Diocese of N'Dali to identify the suitable Human resources management system for their context -
Desired volunteer skill/expertise	<ul style="list-style-type: none"> - Have practical experiences in human resources management - Have practical experiences in human resources management staff training and coaching - Have conducted HR management audit and be used to relevant aspects of HR or social audit - Be opened to sharing knowledge and it experiences <p>Having experiences working with some catholic structures will be an asset</p>
Type of Volunteer Assistance	Organizational Development (O)
Type of Value Chain Activity	Information and Input support services (S)
PERSUAP Classification ¹	Type 3

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.



A. BACKGROUND

The "Farmer-to-Farmer" (F2F) program is an American initiative that provides technical assistance from highly qualified volunteers to farmers, farmer groups (cooperatives and associations), agribusinesses, research institutes and other organizations in the agricultural sector in developing countries and countries in transition. The supports are usually provided by American volunteers but due to the COVID-19 pandemic, currently, the missions are carried out by pairs of volunteers; a volunteer recruited locally and an American volunteer.

The F2F project has been implemented in Benin since September 2018 by CRS, to support the cashew and soybean value chains over 5 years, both approved by the USAID mission in Benin.

The Diocese of N'Dali was created on December 22, 1999 and has as its first Bishop His Excellency Mrg Martin ADJOU-MOUMOUNI, consecrated on June 10, 2000 in Parakou and enthroned on June 11, 2000 in N'Dali in his cathedral by his Eminence Bernardin Cardinal GANTIN. This year the Diocese of N'Dali begins its 21st year of life, therefore becomes major and continues to live its vocation of evangelization in an area strongly dominated by different religious confessions: traditional religions, Islam and new Christian confession religions. Catholicism is beginning to assert itself in all the villages where we can see the presence of the faithful who meet every day to pray together. More than two hundred (200) catechists trained for one year at the catechetical center of Gogounouare are the main actors who help priests in this work of evangelization. Since its creation, the Diocese of N'Dali covers six communes (municipalities) of the department of Borgou which are N'Dali, Péréré, Nikki, Kalalé, Bembéréké and Sinendé except the arrondissements of Gbégourou and Sirarou which are part of the Archdiocese of Parakou. Today the Diocese of N'Dali has fourteen (14) parishes divided into four sectors: The N'Dali Sector, the Péréré sector, the Nikki sector and the sector of Bembéréké.

Several missionaries made up of priests from different congregations and from Fidei Donum lend a hand to the local clergy, which has very limited diocesan priests.

In short, under the leadership of His Excellency Mgr Martin ADJOU-MOUMOUNI, two (02) different categories of staff including women and men, work in this vast field of the Lord. They are, on the one hand, pastoral agents which are priests, Religious men and women, catechists, intern and seminarians volunteer, and on the other hand, employees recruited under various contracts who work in the structures of the diocese. The Diocese of N'dali has several functional structures namely: OPM (Pontifical and Missionary Works), CARITAS, ECONOMAT, CHANCELLERY, DDEC (Diocesan Direction of Catholic Education), DRH (Human Resources Direction) and PARISHES



B. ISSUE DESCRIPTION

In the pursuit of the implementation of its 2018-2022 strategic plan, the Diocese of N'Dali has placed the improvement of its organizational performance in a secure working environment at the heart of its strategy. As human resource is key for the organizational performance, identifying and addressing all issues faces by the diocese to align with rules and regulations in the area becomes relevant.

The problems linked to the management of human resources in the diocese are numerous and cross-cutting. These include, among others:

- Most of the diocese employees don't have formal contract,
- Lack of qualified staffs at in certain structures of the diocese,
- the diocese does not have a staff capacity building plan
- lack of a system for evaluating staff performance
- Lack of a uniform salary range for the diocese in terms of employees' pay, and others.

To be able to achieve its objectives and improve organizational performance, a human resources audit mission is required and is planned for the various structures of the organization.

C. OBJECTIVES OF THE ASSIGNMENT

The main objective of this RH audit is to help the Diocese of N'Dali to integrate the HR standards in force (standards, Labor Code, etc.) and to establish a trust environment between the teams of all the diocese's structures. namely: OPM, CARITAS, ECONOMAT, CHANCELLERY, DDEC, DRH and PARISHES.

This RH audit will also allow to:

- Anticipate situations and know the reaction to adopt in the event of a problem;
- Identify the good practices of the diocese in terms of HR;
- Make significant savings by preventing professional and social risks (absenteeism, turnover, strikes or work accidents);
- Reduce the threat of conflicts and litigation;
- Put in place areas of improvement so that the diocese complies with the regulations in terms of human resources management

D. HOST CONTRIBUTION

For this assignment, the Diocese of N'Dali will mobilize its staff and the members involved in the activity and will pay their participations to the discussions and/or training sessions, feeding and accommodation fees, if any. In addition, they will provide conference room for group activities and training. The Diocese will also ensure the transportation of the volunteer from his/her hotel to its offices or working areas.



E. ANTICIPATED RESULTS FROM THE ASSIGNMENT

At the end of this assignment the Diocese of N’Dali will have:

- an inventory of the Diocese in terms of Human resources management
- clear solutions or ways of improvement to a fluid organization based on a clear architecture/organigram, a clear activities and tasks assignment,
- effective performance evaluation principles and systems that allow easy activities control and easy individual performance assessment,
- an action plan for reforms on legal aspects, human resources and change management.

Having and applying all these tools and key recommendations will help the diocese strengthen and improve its HR management practices and establish a trust environment for the diocese employees; as results its whole performance will be improved.

F. DELIVERABLES

As part of the deliverables for this assignment, there are:

1. Vol final report due BEFORE departure for the US volunteer and the assignment latest day for the local volunteer
2. Training manuals and/or evaluation and organizational diagnostic tools
3. N’Dali diocese HR management audit report
4. A document that gives the details of the HR management system identified
5. Group presentation with local stakeholders at the end of the assignment in country
6. Debriefing with CRS Benin and USAID local mission
7. Volunteer outreach activities in the US and in country

G. SCHEDULE OF VOLUNTEER ACTIVITIES IN BENIN

Days (not dates)	Activity
Day 1	Volunteer’s welcome and orientation at CRS office in Cotonou and signing of administrative documents Travel to N’Dali and checking at Hotel
Day 2	Introduction of the volunteer to the host organization and to the local police by CRS Benin F2F team. The volunteer will review and finalize the work-plan and discuss with them on any other arrangement for the work



Day 3	Make a quick diagnosis to better understand the issues faced by the Diocese and its structures
Day 4-7	Make an audit of the human resources management system of the Diocese by collecting data from different structures and staffs.
Day 8-9	Analyze data and prepare of the sharing of findings
Day 10-12	Develop a model of human resources management suitable for the diocese
Day 13	Share the audit results and define the required training needs of the HRM staff with the representatives of the Diocese
Day 14	Wrap up the meetings and debriefing with the Diocese's responsible and CRS Benin F2F staff, actions plan and recommendations review and travel back to Cotonou
Day 15	Debriefing at CRS office with USAID Mission and CRS staff. 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 and depart for USA

H. DESIRABLE VOLUNTEERS SKILLS

The desired volunteer for this assignment must have relevant professional skills and practical experiences in Human Resources Management. He or she must:

- Have practical experiences in human resources management
- Have practical experiences in human resources management staff training and coaching
- Have conducted HR management audit and be used to relevant aspects of HR or social audit
- Be opened to sharing knowledge and it experiences

Having experiences working with some catholic structures will be an asset.

I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

The Diocese of N'Dali is in N'Dli in the Department of Borgou. The volunteer will be accommodated in N'dali (click [here](#) to see N'dali on the map), at the Archbishopric (click [here](#)) where s/he will stay for the assignment period. For data collection activities the volunteer may go to different places where the Diocese's structures are, but will need to always come back to N'Dali at the end of the day. In Benin, N'Dali diocese will support hotel accommodation and CRS will provide the volunteer with communication credit. In the field, a local translator will be hired for the volunteer's work as needed and Diocese of N'Dali will contribute to the volunteer commuting as well as mobilizing and supporting its members for any assignment related activity. Father Vianney Zavinou, will work closely with the volunteer, during the preparations and the implementation, to ensure that key persons are involved and that the assignment's goals are achieved.



J. RECOMMENDED ASSIGNMENT PREPARATIONS

▪ Targeted trainees' Description

This assignment is to conduct an audit but it will also provide technical assistance/training to relevant staff as part of the competence transfer and capacity building action. The staff of the Diocese of N'Dali who will be involved in this RH management audit have sufficient level of education with years of experience and good knowledge of the activity to be able to contribute efficiently to the assignment and to master key trainings. They can understand and apply any orientations, guide or technical tool that will be provided by the volunteer.

▪ Training/work Materials

This assignment will be implemented through three steps: Preparation phases, implementation/data collection and analysis phase and restitution phase. The volunteer will design his/her own methodology and make suggestions if necessary. When preparing for the implementation phase, the volunteer should consider previous work carried out during previous missions, the diagnosis on human resources and the results of the holistic assessment instrument of the organizational capacity of CRS Benin, called HOCAL. The volunteer should prepare materials for hand out which can be printed at CRS office in Benin before his arrival, and any tools that will be used for the assignment. Flip charts, markers, masking tapes can be obtained at CRS offices in case the volunteer wishes to make some illustrations. If possible for the assignment, the volunteer could bring a laptop with him. However, a spare computer can be obtained locally. For PowerPoint presentations, the Diocese of N'Dali can provide a video projector.

▪ Electricity, internet, cellphone signal, key security, health issues

In general, electricity supply, internet connectivity and cellphone signal are stable in Benin's towns like N'Dali. The hotel has stable access to electricity and internet connectivity even though the internet may become weak sometimes. The cellphone reception is good for both mobile networks (MTN and Moov) available in the country.

About security, even though the security level in Benin and in N'dali is high, the volunteer will be instructed about security measures and safeguard before going to the host organization. It is advised that the volunteer take necessary precautions like coming along with their usual medicines, to prevent health issues.

▪ Working Environment and culture

The Commune of N'dali is in the department of Borgou in the northern part of Benin at about 475 km far from Cotonou, and about 62 km from Parakou (Mean town in the north). The main local languages in the area are Dendi and Bariba and most people are Muslims but the volunteer can also meet Christians and



many people understanding Nago or Yoruba languages. In the area people are very kind and respectful especially to foreigners; they are social and open to collaborate with foreigners.

- **Recommended Reading**

CRS strongly recommends that the volunteer becomes familiar with this SOW, read documents on how Diocese work and operate and specially the human resources management structure of the Dioceses in Benin.

- **Weather Appropriate Clothing**

The weather appropriate clothing is light and not dark clothes. There is a tropical climate in the north of Benin and the assignment will be conducted towards the end of the north rainy the season. The weather is a bit hot with average temperatures between 30 to 35 Celsius degree after September and may reach 40 Celsius sometimes.

K. REMOTE/LOCAL VOLUNTEER ROLES AND RESPONSIBILITIES

Both volunteers participate in a call to discuss objectives and collaboration approach at the start of the assignment. Collaboration platforms vary depending on the assignment and connectivity. The most frequently used platforms are MS Teams and WhatsApp. The volunteers are highly encouraged to visit [CRS' F2F Digital Resource Library](#), and search for resources that they could use or customize for training. Upon completion of your assignment, volunteers are requested to send any resources they would like to contribute to the library (whether created or found) to farmertofarmer@crs.org.

The local volunteer is responsible for assignment design, preparation, training, developing assignment reports, conducting action planning with hosts and outreach in country, and achieving the assignment objectives. The local volunteer works directly with the host with assistance/input from the US volunteer. Assignments usually last up to 2 weeks; Sometimes extending beyond two weeks due to pending follow up visits, emails etc. Local Volunteers are asked to track assignment hours per day, to stay under 112 hours (14 days x 8 hrs).

Virtual support from a paired US volunteer helps provide supplementary training resources, fill in the gaps for technical areas, and share creative ideas and solutions. Two specific responsibilities are to: (i) complete the outreach component of the assignment and (ii) support the in-country volunteer as needed. US Volunteers typically put in 4-8 hours per week, depending on the nature of the assignment and collaboration.

L. 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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