



To express interest in this assignment please email [maria.figueroa@crs.org](mailto: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 HR (HR) Management
Assignment preferred dates	September-October
Objectives of the assignment	<ul style="list-style-type: none"> <li>• Audit of N'Dali Diocese HR management</li> <li>• Identify good practices and areas of improvement of the Diocese in HR management,</li> <li>• Help the Diocese of N'Dali to identify the suitable HR management system for their context</li> </ul>
Desired volunteer skill/expertise	<ul style="list-style-type: none"> <li>• Have practical experiences in HR management</li> <li>• Have practical experiences in HR management staff training and coaching</li> <li>• Have conducted HR management audit and be used to relevant aspects of HR or social audit</li> <li>• Be opened to sharing knowledge and it experiences</li> <li>• Having experiences working with some catholic structures will be an asset</li> </ul>
Type of Volunteer Assistance	Organizational Development (O)
Type of Value Chain Activity	Information and Input support services (S)
PERSUAP Classification <sup>1</sup>	Type 3

<sup>1</sup> 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 is one of the 10 dioceses of Benin with its head office located in N'Dali. It is operating since 1999 and to achieve its social and community development missions, the diocese has put in place different functional structures which develop economic activities or support rural actors for development. The Diocese of N'Dali covers six communes (municipalities) of the department of Borgou which are N'Dali, Péréré, Nikki, Kalalé, Bembéréké and Sinendé, and it has fourteen parishes. Under the Bishop, two different categories of staff (women and men), work with the host. They are, on the one hand, religious staff, and on the other hand, employees recruited under various contracts and volunteers. The Diocese of N'Dali has several functional social development structures, with a diversity of staff, namely: CARITAS-Diocesan, ECONOMAT, CHANCELLERY, DDEC (Diocesan Direction of Education), DHR (HR Direction) and PARISHES. As part of its strategy, the diocese develops several projects and activities including the promotion of a cashew farm and other agricultural sector development projects such as support to youth in establish an agricultural project and promotion of nutritive crops production for vulnerable people it serves.

## 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 HR is key for the organizational performance in delivering better services, identifying and addressing all issues faced by the diocese to align with rules and regulations in the area becomes relevant.

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

- Most of the diocese employees don't have a formal contract
- There is a lack of qualified staffs at in certain structures of the diocese
- The diocese does not have a staff capacity building plan
- There is a lack of a system for evaluating staff performance
- There is a 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 HR audit mission is required and is planned for the various structures of the organization and most importantly at the head office level which ensure the implementation of projects and also serves as implementing partner development project.

### **C. OBJECTIVES OF THE ASSIGNMENT**

The main objective of this HR audit is to help the Diocese of N'Dali to integrate the HR standards in force (standards, Labor Code, etc.) and to establish an environment of trust between the teams of all the diocese's structures, namely: CARITAS, ECONOMAT, CHANCELLERY, DDEC, DHR and PARISHES. This HR audit will also allow the host to:

- Anticipate situations and know the proper 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 HR 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 HR management
- Clear solutions or ways of improvement to a fluid organization based on a clear architecture/organigram and clear assignment of activities and tasks
- Effective performance evaluation principles and systems that allow easy activities control and easy individual performance assessment,
- An action plan for reforms on legal aspects, HR 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, and as a result, its whole performance will be improved.

**F. DELIVERABLES**

Deliverables for this assignment:

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 HR 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 HR 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
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## H. DESIRABLE VOLUNTEERS SKILLS

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

- Have practical experiences in HR management
- Have practical experiences in HR 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 HR 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, volunteer should consider previous work carried out during previous missions, the diagnosis on HR and the results of the holistic assessment instrument of the organizational capacity of CRS Benin. called HOCAI.

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 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 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 HR 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](mailto: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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