



## Farmer to Farmer Rwanda

### Volunteer Assignment Scope of Work

Summary Information	
Assignment Code	RW253
Country	Rwanda
Country Project	Maize
Host Organization	University of Rwanda - College of Agriculture Animal Science and Veterinary Medicine (UR -CAVM)
Type of Volunteer Assistance	Organizational Development
Type of Value Chain Activity	Information and Input Support Services (S)
Assignment Title	Capacity building on leadership and management for staff of University of Rwanda from the University of Rwanda - College of Agriculture Animal Science and Veterinary Medicine (UR -CAVM)
Assignment preferred dates	May-June 2021
Objectives of the assignment	The objective of this assignment is to train University of Rwanda Staff from the College of Agriculture Animal Science and Veterinary Medicine (UR- CAVM) on effective leadership and management.
Desired volunteer skill/expertise	<p>A suitable volunteer for this assignment should have a Degree in Business Management, Business Administration, Project Management or a related field. He or she should have at least 5 years of working experience in Education institution.</p> <p><b>Knowledge and Skills:</b></p> <ul style="list-style-type: none"> <li>• Proven experience as Business Management and project management.</li> <li>• Excellent communication and writing skills</li> <li>• He/she must be knowledgeable about adult training approaches,</li> </ul>

#### A. Background information

##### Background on the College of Agriculture, Animal Sciences and Veterinary Medicine (CAVM)

The College of Agriculture, Animal Sciences and Veterinary Medicine (CAVM) is one of the 6 Colleges of the University of Rwanda (UR), the only Rwandan Public University created in September 2013 after the merger of former HLI. The College inherited programs from former:

- Higher Institute of Agriculture and Animal Husbandry (“Institut Supérieur d’Agriculture et d’Elevage-ISAIE Busogo), created in 1989,
- Faculty of Agriculture of the former National University of Rwanda (NUR) created in 1963,
- Faculties of Agriculture & Veterinary Medicine of the former UP created in 2004 and
- Food Science and Technology Department from former Kigali Institute of Science and Technology (KIST) created in 1997.



### **Vision, Mission and core values for CAVM.**

According to the Campus website, the UR-CAVM has the following mission:

- UR-CAVM Contributes to the ongoing poverty reduction, economic development and food security programs in the country through increased agricultural production as a result of agricultural training, research and transfer of technology.
- To impact education in various branches of agriculture and animal husbandry at “AO” Degree Level to a sufficient number of technician’s engineers and provide them with adequate skills to meet the requirements of their duties.
- To contribute to the ongoing poverty reduction, economic development and food security programs in the country through increased agricultural production as a result of agricultural training, research and transfer of technology.

The following are prioritized for this mission to be achieved

- UR-CAVM ensures that its staff is highly qualified and promotes research in the fields of agriculture, animal husbandry, agroforestry, environment, rural economy and animal sciences;
- UR-CAVM spreads rural technologies throughout Rwanda by providing training and refresher courses to the farming community, and by coordinating and sensitizing them within the framework of enhancing their skills and technical know-how;
- UR-CAVM supports activities carried out by farmers throughout the country by disseminating research findings and educating them through seminars, technical support, conferences, publications or any other communication tools available.
- UR-CAVM promotes agriculture and animal husbandry through existing linkages and cooperation between UR-CAVM and other institutions of higher learning, scientific research institutions inside Rwanda and in foreign countries.

### **VISION**

UR-CAVM is committed to becoming a center of high standards and influence in education, research, technology transfer in agriculture, animal husbandry, veterinary medicine, agricultural products development and processing and to becoming a major player in rural economic transformation. Fundamental values This vision is based on the following values: Science and Conscience, Patriotism, - Efficiency, Integrity, and - Equity. These moral and professional values insure the institution’s success.

Strategic Plan of UR-CAVM is grounded on the general national policy especially the vision 2020 and sets the basis of the Institutional contribution to the Economic Development and Poverty Reduction Strategy (EDPRS) of the country considering specific policies from various line ministries.

### **UR-CAVM has the following strategies:**

- To become an important university exchange platform in the region, this will be achieved through a highly qualified research team, an efficient teaching process, diverse and high-quality training programs, a varied level of international cooperation and;
- To strengthen its own “know how”. This peculiarity of higher learning is mainly focused on lively research. The primary objective being to get well acquainted with training needs of students and to gear training towards satisfying the demand in the labor market.
- Because of the aforesaid, UR-CAVM will be able to maintain and benefit from its geographical location and the stability it enjoys in the region.



- With that vision in perspective, UR-CAVM personnel are inviting each and every one to join them in steering the Institute towards realization of its goals.

#### **B. Issue Description:**

Organizations, and Universities as well today expect a lot of leaders. They have to be adept at solving problems, inspire and motivate employees with vision, foresee and manage big changes, understand the intricacies of the business, the industry, the market, etc. With all the pressures that leaders and managers deal with, it's no wonder that we often see shortcomings in their performance.

In a rapidly changing world, UR-CAVM education institution with 141 staff and a well leadership structure in place faces also challenges to address regarding reporting, weak monitoring and evaluation of implemented activities, challenges in staffing, in accountability i.e who is accountable to whom to ensure effective and efficient resource management and utilization. The most significant challenges centered around the need for strategic leadership, flexibility, creativity and change-capability; responding to competing tensions and remaining relevant; maintaining academic quality; and managing fiscal and people resources.

It is in that regard; the university needs to be effective in its management and in its leadership which is at the service of students and staff in order to continue producing the level of skills and talent required to grow our economy. The aim is to help them become effective leaders, managing others fairly and effectively and increasing levels of engagement, commitment, motivation and performance.

#### **C. Objectives of the Assignment**

The overall objective of this F2F volunteer scope of work is to train UR – CAVM staff on leadership and management. The leadership and management training aims to teach how to develop strategies, build processes, use best practices and groom the workforce to get results.

More specifically;

- To provide a more in depth look at the role of head of departments, and top leaders of UR-CAVM,
- To explore the skills, knowledge and behaviors required to be as effective as they can be in their roles,
- To learn how to improve employee/staff performance, identify motivators and how to bridge departmental silos to implement change.

#### **D. Host Contribution**

To conduct this assignment successfully, UR management is expected to meet the following requirements:

- Identify, inform and facilitate the targeted staff, head of department, top leaders to attend the training;
- Identify the training venue for the assignment and any other logistics including their meals
- to
- Commit to implement all the recommendations provided by the volunteer after the completion of the assignment.

#### **E. Anticipated results from the Assignment;**

On successfully completion of this assignment, the outcomes below will be anticipated:

- Develop the abilities to critically assess and evaluate the impact of leadership and management on the performance of University.
- Leadership and management training bolsters the university's ability to prepare for and address problems head on.



- It also builds trust among individual contributors, managers, and leadership teams – when employees see that their leaders are invested in improving their ability to manage and steer the university, they can trust that their livelihoods are in good hands.

**F. Schedule of Volunteer Activities in Country (Draft)**

Day	Planned Activity
Day 1	Meet with F2F Team to review the scope of work and for the orientation Meet with the host UR-CAVM Management, and members for introduction and review of the Scope of work. Develop detailed Work Plan covering all activities required to effectively implement this scope of work
Day 2-11	The rollout of activities as agreed in the work plan
Day 12	Organize the workshop to share achievements and recommendations.
Day 13	Prepare a report on the assignment
Day 14	Conduct debrief session with CRS Country team and perhaps USAID mission on the completed assignment

*This is a draft schedule, a final itinerary will be discussed and agreed upon arrival by all parties*

**Additional requirements: A volunteer should be:**

- Proactive, results-oriented and service-oriented;
- Have very good interpersonal skills, and

**G. Accommodation and other in -Country Logistics**

Feld accommodation will be taken care of by CRS. Additionally; Volunteer transport, local telephone (handset and SIM card) and internet will also be provided by CRS.

**H. Weather pattern:** Generally; Rwanda has very good weather patterns. Temperatures vary considerably between locations depending on their altitude, but very little from month to month in the same place. It’s mostly hot during the day and cool at night. Appropriate dressing is recommended for the volunteer.

**I. Recommended assignment preparations**

- The volunteer should prepare training materials and handouts. The training materials should focus on the training objectives highlighted above.
- Training materials will be printed at CRS office in Rwanda
- Flip charts, markers, and a projector will be obtained from the CRS Office.

**J. 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 hours).

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.

**K. Recommended Reading**

Rwanda F2F program recommends that the volunteer familiarizes with this scope of work.

**L. Key Contacts**

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<p><b>Host Organization:</b></p>	
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