**Remote Paired Volunteer Assignment: Ethiopian or East African volunteer to be paired with remote supporting American volunteer**

**To express interest in this assignment, Ethiopian and East African volunteers please email** **haile.deressa@crs.org****,** **assefa.degefu@crs.org** **or** **lidia.retta@crs.org****. Interested American volunteers for remote support please email** **chi.olisemeka@crs.org****.**

**CRS Farmer to Farmer Program**

**Volunteer Assignment Scope of Work**

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| --- |
| **Summary Information** |
| **Assignment Code** | ET2101 |
| Country: | Ethiopia |
| Country Project: | Crops |
| Host Organization: | Selam Hawassa Business Group/Technical and Vocational Training Collage |
| Partner: | N/A |
| Date of baseline data collection: | 02/11/2019 |
| Date of host agreement signing: | 06/02/2019 |
| Number of previous volunteer assignments: Note, if this is the first/new host, please discuss with Peter & Nyambura  | 01 |
| Volunteer recommendations given (Total): | 3 | Volunteer recommendations applied (Total): | 3 |
| Assignment Title: | Leadership training for management team |
| Objectives of the assignment: | * To train the management team of Selam Hawassa Business Group on principles of leadership and management, and how it can be applied in a dynamic context.
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| Assignment preferred dates: | January, 2022 |
| Desired volunteer skill/expertise | * Qualification and experience in leadership and management.
* Previous hands-on experience (training) provided to senior and management staffs of other organization(s).
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| Type of Volunteer Assistance | Organizational Development (O) |
| Type of Value Chain Activity | Information and Input Support Services (S) |
| PERSUAP Classification[[1]](#footnote-1)[1] | III |
| Number of people to be trained | Men | Women  | Youths |
| 20 | 12 | 10 |
| Will the assignment address gender gaps? (Yes/No)If yes, please include these in the issues description | No |
| Will the assignment address climate change? (Yes/No)If yes, please include this in the issues description | No  |
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1. **BACKGROUND**

The CRS Farmer-to-Farmer program (F2F) is a five-year (2019-2023) USAID funded program implemented with the primary goal of reducing hunger, malnutrition, and poverty across six countries: Benin, Timor-Leste, Ethiopia, Nepal, Rwanda, and Uganda. The program aims to achieve this goal through advancing inclusive and sustainable agriculture led growth aimed at generating sustainable and broad-based economic growth in the agricultural sector. The program’s secondary goal is to increase US public’s understanding of international development issues and programs and share the knowledge back in the US. To achieve these goals, F2F provides volunteer technical assistance to farmers and farmer groups (associations and cooperatives), private agribusinesses and agricultural education institutions to address key technical and institutional issues identified by the hosts in selected agricultural value chains. F2F volunteers are pooled from a broad range of US agricultural expertise including private farmers, university professors, bankers/certified accountants, animal health and nutrition specialists, soil scientists and agronomists who can provide technical assistance to the local host organizations. The program introduces new innovations and skills to develop local organizations’ capacity to participate in more productive, profitable, sustainable, and equitable agricultural systems while providing an opportunity for people-to-people exchange within the agricultural sector.

Leadership and Management are important for the delivery of excellent services. Although the two are concepts are similar, they may involve different types of outlooks, skills, and behaviors. Good managers should strive to be good leaders and good leaders need management skills to be effective. Leaders should have a vision of what can be achieved, communicate the vision to others, and develop strategies for realizing the vision. They motivate people and can negotiate for resources and other support to achieve their goals.

Leadership and management entail a unique set of activities or functions. Leaders and managers share some similarities because they both influence others by using specific powers to achieve certain goals, there are also some prominent differences (Northouse, 2007). While managers maintain a smoothly functioning workplace, leaders test the current position and encourage new functions, so they are looking for long-term goals (Yukl, 1989). In today’s vigorous workplace, organizations need both effective management, and effective leadership for optimal success (Kotterman, 2006).

According to David Barron, 2016 in his “Comprehensive Guide to Become a Successful Leader in Every Area of Your Life” leadership is dependent on the perspectives, personalities, philosophies, values, and professions of those who define it. In its most basic form, leadership is defined as the art of moving others to want to struggle for shared aspirations. Therefore, a leader is an individual who possesses the ability to encourage, motivate and/or influence others. Because of the multitude of venues in which leaders are found, what constitutes leadership varies a great deal.

Selam Hawassa business group/Technical and Vocational Training College was established in 2007 by the group of three young Ethiopians and Mr. David Röschli, the founder of SELAM DAVID ROESCLI TVET. The college’s objective is to create a competent, and innovative Ethiopian workforce that will contribute to poverty reduction and transform the socio-economic standards of its citizens. This will be done by facilitating demand-driven, high quality technical and vocational training. The business group/college has two business lines from which it generates revenue. The first business line is the provision of trainings on general metal fabrication and assembly level III, building electrical installation level IV, hotel kitchen operation in level III and the second business line is producing and selling of high quality appropriate agricultural technologies like threshers and maize shelters. Selam Hawassa Business Group strongly believes and works tirelessly on the production of appropriate technologies utilizing renewable energy in favor of intensive farming, to improve livelihoods and protect the environment, working on food security by providing and introducing different farming technology for the farmers and working with Ethiopian Institute of Agricultural Research and Melkasa Agricultural Research Center by experience sharing and introducing different pre-harvesting and post-harvesting technologies. The company also manufactures different types of pre-harvesting equipment, post-harvesting machinery, construction machineries, renewable energy equipment such as biogas appliances, wood saving moulds, water lifting device, different pumps, bee keeping equipment, diary equipment, and different machining services. Selam TVET is a certified and experienced college located in Hawassa city and provide straining for disadvantaged youth and members of communities in the area. The College is fully accredited by the South Nations Nationalities and Peoples Regional State.

The website of the company provides additional information: [http://www.selamchildrenvillage.org/TVET/](http://www.selamchildrenvillage.org/TVET/.%20The)

1. **ISSUE DESCRIPTION**

Selam Hawassa business group/Technical and Vocational Training (TVET) faces high staff turnover, weak cross-sectional, hierarchal integration, and alignment of operational activities. The organization believes that it requires strong leadership and management to enhance the capacity and performance of its staff while improving staff retention rates and service delivery to its customers. However, the senior staff and management team of the organization have limited leadership and management skills to properly to steer human resource functions, operation, and service delivery activities under the constantly changing contexts such as customers interests, pandemic, and conflicts. At times, the group fails to deliver services within the required timeline and resources due to limitations in managing its human resources.

Selam Hawassa business group is committed to improving its quality-of-service delivery to ensure benefits of the farm communities and other customers. However, it has become challenging to meet the quality service with the existing leadership and management skills.

The staff that lead the different operations of the business group staffs were recruited as entry level staff. While they have technical skills, they lack leadership training andr experience; but they are expected to eventually grow to be mangers. This necessitated professional leadership development for the host. Hence, the host has requested for Farmer-to-Farmer volunteer to provide leadership and management training and advice to enhance operational and service delivery capacities of the organization.

1. **OBJECTIVES OF THE ASSIGNMENT**

The main objective of this volunteer assignment is to enhance leadership and management capacities of the senior and management teams of Selam Hawassa Business Group/ Technical and Vocational Training Collage/.

The specific objectives are:

* To train senior staff and management teams of the organization on principles of leadership and management focusing on context-based and proactive decision making, effective communication, change management, continuous development, etc.
* To train and advice the host on human resource management and development mechanisms
1. **HOST CONTRIBUTION**

The host also is committed to mobilize its staff and communities to attend the trainings to be conducted by the volunteer. The host will avail key personnel to always work closely with the volunteer to ensure translation to the local language and to assist the volunteer during trainings and practical demonstration sessions. CRS will cover lodging and other related costs of the volunteer against receipts. In coordination with the host and the volunteer, CRS will also arrange and pay for transport services for daily use to and from the office.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

It is anticipated that the assessment will lead to:

* Improved knowledge and skills of senior and management teams on leadership and management to be applied under dynamic systems.
* Enhanced knowledge and skill of senior and management staffs in human resource management and development, and communication (internal and external),
1. **DELIVERABLES**

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

* Volunteer end of assignment report with recommendations to the host organization action plan and recommendations to CRS
* Final debriefing (PowerPoint presentation) with the host organization (plus key stakeholders) and CRS/USAID
* Develop host dynamic leadership training manuals for TOT for senior management team.
* Training lists with people trained and photo captured
* Conduct a final debriefing (PowerPoint presentation) with the host organization (plus key stakeholders) and CRS/USAID
* Conduct in-country outreach events in Ethiopia using social media (for local volunteers)
* Conduct outreach activities about the assignment in USA (US volunteer) using appropriate medias (print, radio, TV, group presentation, social etc.)
1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN ETHIOPIA**

| **Day** | **Activity** |
| --- | --- |
| Day 1 | * Receive security and general orientation
* Travel to the host Selam Hawassa Business group located at Hawassa town with CRS staff and meet the host staffs
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| Day 2 | * Discuss and clarify SOW, anticipated outcomes, and work plan
* 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)
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| Day 3 | * Conduct further assessment on the assignment
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| Day 4-14 | * Carry out the assignment and provide orientation to the host staff
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| Day 15 | * Briefing / exit meeting with the host in the presence of CRS staff
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| Day 16 | * Facilitate in country/virtual debriefing with CRS staff and/or USAID Mission
* Finalize reimbursement of expenditures and liquidations (if any) with finance as required
* Submit volunteer reports, training attendance sheet, assignment report, PPT presentation and any reference materials to CRS F2F team
* Depart for his/her place
 |

1. **DESIRABLE VOLUNTEERS SKILLS**

The volunteer needs to have the following skills, qualifications, and competencies:

* Extensive knowledge and experience in program leadership and management and leadership
* Extensive knowledge and handoff experience in staff management, communication, and reporting.
* Formal qualifications in leadership/management studies are desirable.
* Extensive experience conducting leadership training for adults
* Experience and skills in adult training methodologies
* Strong communication and interpersonal skills
* Willingness and flexibility to train and technically assist the staff whenever required
* Respect for the cultural and religious norms of the rural people
1. **ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS**
* The volunteer will stay in a hotel near to the assignment place booked and confirmed before the volunteer the assignment star date. The hotel will have rooms that include services such as breakfast and wireless internet etc.
* CRS will provide a vehicle and accompany the volunteer to the place of assignment.
* 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.
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.
* 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
1. **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](https://f2flibrary.crs.org/Presto/home/home.aspx?_ga=2.141716784.32617302.1616765386-2022794543.1567520784), 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.

1. **KEY CONTACTS**

**1. CRS Baltimore**

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**3. Host Organization**

**Mr. Temesge Nigusie**

Selam Hawassa Business Groups/ Technical and Vocational Training Collage/.

Hawassa, Ethiopia

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1. [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.  [↑](#footnote-ref-1)