 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** |
| Assignment code | ET-42 |
| Country | Ethiopia |
| Country Project | Horticulture Crops Production and Sector Support |
| Host Organization | Gidibo and Shecha Multipurpose Farmers’ Cooperative (GSMFC)  |
| Host partner-1  | Sidama Coffee Farmers’ Cooperative Union (SCFCU) |
| Host partner-2 | Aleta-Wondo District Cooperative Promotion Office |
| Assignment Title | Cooperative leadership and management skills training  |
| Assignment preferred dates | June – October 2015 |
| Assignment objectives | To improve leadership capacity of the cooperative’s leaders and members  |
| Desired volunteer skill/expertise | Leadership experience especially on cooperative management, preferably knowledge and experience in adult training |

1. **BACKGROUND**

The Farmer-to-Farmer (F2F) East Africa program is a program that leverages US volunteer’s expertise to assist smallholder farmers and small scale processors in East Africa to improve their business practices through volunteer assignments conducted with host organizations. Through F2F interventions, CRS will improve the livelihoods and nutritional status of significant numbers of low income households by: i) broadening their participation in established commodity value chains as producers and service providers; ii) strengthening community resilience to shocks such as droughts that adversely affect livelihoods; and iii) preserving/enhancing natural resources upon which most rural communities depend. CRS will also increase the American public’s understanding of international development programs and foster increased cross-cultural understanding between host countries and US volunteers.

Ethiopia is the largest coffee producer in Africa and the oldest coffee exporter in the world.[[1]](#footnote-1) Coffee production in Ethiopia has a longstanding tradition since its discovery in the forest ecosystem of the Kaffa province, known as the birthplace of coffee. *Coffea arabica,* the famous species of coffee crop, has a broad genetic diversity in Ethiopia. Coffee farming in Ethiopia has four different farming systems: forest coffee, semi-forest coffee, garden coffee and plantation coffee.[[2]](#footnote-2) About 98% of the coffee in Ethiopia is produced by peasant smallholder farmers.[[3]](#footnote-3) As one of Ethiopia’s most important commodities, coffee is a major source of cash for the smallholder farmers who grow it and accounts for a significant amount of export earnings of the country, generating about 60% of foreign income. In addition to its generation of foreign exchange and social value, the coffee sector is a major source of employment in most rural areas, especially for women. It is estimated that the livelihoods of more than 15 million people in Ethiopia are directly or indirectly engaged in the production, processing and trading of coffee.

Gidibo and Shecha Multipurpose Farmers’ Cooperative (GSMFC) is found in Aleta Wondo district, Sidama zone of Southern Nation and Nationality Peoples Region (SNPPR) which is one of the four Feed-the-Future (FtF) regions of USAID and Agricultural Growth Program (AGP) of the government of Ethiopia. This cooperative is a business organization owned and controlled by its members for their mutual benefit. The cooperative activities could play an effective role in supporting coffee farmers to take advantage of economies of scale and stabilize local markets by supplying the price information, capital, and transportation that small-scale farmers often lack. Additionally, the cooperative protects farmers from illegal domestic market actors and provides savings and credit services.

To organize the overall activities, leaders have multiple responsibilities including enabling its members to follow-up and monitor management, optimizing decision making, and mange disputes. Cooperative leaders play a paramount role in the progress of their cooperatives. Generally, GSMFC faces many problems both internally and externally, in seeking to adjust to national and global changes. In spite of this, the cooperative leaders lack strong corporate governance, and a modern cooperative leadership system. Therefore, the union requested an F2F volunteer who can provide leadership training to its leaders and some members.

1. **ISSUE DESCRIPTION**

Cooperatives play a critical role in advancing socioeconomic development. They serve as a jointly owned, democratically-managed structure for people to work together toward common goals, and in doing so, help reduce poverty levels and create jobs. However, Gidibo and Shecha cooperative lack leadership skill which limits their ability to grow and respond to demands of members and customers. In addition, both leaders and member farmers have low levels of education. As a result, leaders are executing decision and major activities without clearly knowing their exact roles in the day-to-day activities of the organization.

It is important that in a primary cooperative, leaders build trust and respect within the group. However, Gidibo and Shecha’s group leaders ability to provide guidance to the rest of the members, communicate and mobilize groups is rather weak. Capacity building in leadership and management skills will therefore help facilitate member participation and encourage free communication during discussions. The group leaders must be able to diagnose problems, plan for change, implement those plans and then evaluate the results. Technical skills in cooperative leadership and management will help set a new direction for the association that will direct individuals and resources in accordance with established principles and values.

Through realizing that strong leadership helps to improve efficiency and outreach of farmers’ cooperatives, the Gedibo and Shecha farmers’ cooperative still find it important to learn and gain knowledge on cooperative leadership and management skills whereby leaders and members can clearly understand their roles and responsibilities within the organization. Therefore, the host requested CRS for F2F volunteer technical assistance and skill transfer on modern cooperative leadership and management.

1. **OBJECTIVES OF THE ASSIGNMENT**

The objective of this skill transfer in leadership and management will help set a new direction or vision for the cooperative and members. This will properly direct people/resources in the cooperatives according to principles and values established. The technical support in the areas of leadership and management should therefore emphasize the following topics but not limited to:

* What of leadership and qualities of a good cooperative leaders
* Cooperative leadership and management skills
* Roles and responsibilities of cooperative leaders and members
* Improving decision making
* Conducting effective meetings
* Conflict resolution
* Group cohesion dynamics
* Core power structures and application of values, principles and purposes
* Strategies to enhance women’s leadership in the cooperative

The volunteer is expected to provide training in the topics as outlined above, however, this is a guideline so that the volunteer can complement as he/she feels necessary. The target audience for the training are leaders and members of Gidibo and Shecha cooperative and district government staff. The volunteer is expected to train about 70 people (60 from the cooperative and 10 from the union). The gender composition of these beneficiaries is expected to align with the 52% female target of the F2F program.

**Host Contribution:** - The host organization, Gidibo and Shecha Multipurpose Farmers’ Cooperative has committed to mobilize its members to attend the trainings conducted by the volunteer. The host will also avail key personnel to work closely with the volunteer at all times to assist the volunteer during training and visit programs and ensure translation to the local language. The host will also provide the volunteer with office space and furniture in Aleta Wondo town (340 km South of Addis Ababa). For field travel in the assignment area, the host will provide the volunteer with transport. The host will consult CRS if fuel cost can be covered in mode of fuel receipts, mileage or any convenient ways as per the financial/administrative regulation of CRS.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

As a result of the volunteer’s technical assistance, the cooperative leaders will clearly understand their role and responsibilities and hence, the leadership and management system will be improved. Finally the leadership guideline or manual developed, as well as any additional materials shared by the volunteer, will subsequently help in building the capacity of the members.

Generally from this volunteer assistance leaders will be able to express their organizational vision in a clear, compelling and effective manner, enabling others to engage the cooperative activities. Additionally, it is anticipated that the leaders’ commitment to the organization will increase.

Specific outputs from this assignment include, but are not limited to, the following:

* + Train 60 cooperative leaders and members and 10 district government staff on cooperative leadership and management.
	+ Ensure that cooperative leaders, members and government staff clearly understand leadership, functions of a leader and leadership types.
	+ Equip cooperative leaders, members and government staff with skills in effective communication, conflict resolution, motivation, empowerment and team-building.
	+ Enhance collective leadership and decision making.
	+ Undertake planned meetings with cooperative leaders and members with full participation.
	+ Enable cooperative leaders to provide inspiration, motivation and clear direction to their team members.
	+ Develop cooperative members’ trust in their leaders.

Deliverables by the volunteer includes:

* + Leadership and management training guidelines developed
	+ Initial presentation (outlines/list of activities, plan, approach, etc.),
	+ Training and direct assistance conducted,
	+ Field report with recommendation and guidelines submitted as per the templets
	+ Presentation to CRS staff and USAID
	+ Outreach events conducted in the US
1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN ETHIOPIA**

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| **Day** | **Activity** |
| Days 1  | Arrival to Ethiopia, Bole international Airport. The volunteer will be picked by Sor-Amba Hotel with a placard bearing “**CRS logo and volunteer name”**.  |
| Day 2 | * Introduction with CRS officials and briefing meeting (security and general orientation) at CRS office where s/he will be fully briefed on logistics and itinerary of trip. Discuss anticipated outcomes and work plan.
* Introduce the volunteer with leaders of Sidama Coffee Union in Addis Ababa
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| Days 3 | * Car travel to the assignment site (Aleta Wondo town (335 km South of Addis Ababa). S/he will be introduced to the host and accommodated in Aleta Wondo town.
* If time permits, general orientation with the host will be pursued. First hand briefing on the main objectives and modality of the assignment and adjustment of the agenda for the coming days (work planning session). Briefing with the field staff.
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| Days 4 | * Further identify skill and training gaps.
* Based on information gathered and gaps identified, enrich the prepared training materials incorporating hands-on practices.
* Firsthand information/data collection by volunteers as applicable.
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| Day 5-7 | * Conduct firsthand training and presentation to host staffs and cooperative leaders and members.
* Assess and refine the quality of trainings through feedback and observations.
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| **Day 8** | **Rest day.**  |
| Days 9-14 | Continuation of the trainings and technical assistance.  |
| **Day 15** | **Rest day.**  |
| Day 16 | * Wrap-up session with the host organization in the presence of CRS F2F
* Group debriefing presentation to the host in the presence of CRS.
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| Day 17 | Volunteer travels back to Addis Ababa. |
| Day 18 | * Finalize reimbursement expenditures and liquidations (if any) with finance.
* Volunteer also finalizes his/her reporting and submit training M&E forms to CRS F2F staff.
* Debriefing at CRS office with USAID Mission and CRS staff.
* Depart for USA in the evening
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| TBD | Outreach event when back in the US could include: presentation with a local group/organization, press release, media event and/or speaking tour. |

1. **DESIRABLE VOLUNTEER SKILLS**

The volunteer is expected to have the following qualifications and competencies:

* Experience in cooperative leadership and management.
* Specific knowledge and experience in administration and leadership skills.
* Formal qualifications in leadership/management studies are desirable.
* Extensive experience conducting leadership training for adults and struggling membership organizations.
1. **ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**
* Before travelling to the host at the assignment place, the volunteer will stay in Addis Ababa at one of the CRS’s client hotels, Sor-Amba Hotel ([www.sorambahoteladdis](http://www.sorambahoteladdis)) or another hotel that will be booked and confirmed before the arrival date.
* In Addis Ababa, the hotel usually has 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 will be provided to the volunteer. CRS Ethiopia will provide the volunteer with a laptop computer, local internet dongle (modem/EVDO) and mobile phone with 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 her/his assignment period, the volunteer will be booked in a hotel in Aleta Wondo town.
* CRS Ethiopia will arrange hotel accommodation and cover the lodging bills against receipts.
* CRS HQ will provide the volunteer with a per-diem advance to cater meals.
* CRS Ethiopia will also reimburse the volunteer with laundry costs against receipts. Before departing from Ethiopia, the volunteer will also liquidate if s/he received any advances in Ethiopia.
* For more information, please refer to country information that will be provided.
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 leadership skills transfer.
* Prior to travel, 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 use of simple training aids like flip charts, markers or tapes/he should make the request and collect from the CRS office in Addis Ababa prior to travel to the assignment place.
* Translation of handouts to local languages 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. **KEY CONTACTS**

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| **CRS Baltimore** | **CRS EARO** |
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| **Host Organization** |
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1. *Ethiopian Radio and Television broadcasting media, July 2014.*  [↑](#footnote-ref-1)
2. [*Sustainable Tree Crops Program. n.d. Ethiopia: Coffee History, Production, Economy facts. International Institute of Tropical Agriculture's (IITA) Humid Forest Eco regional Center: Yaoundé, Cameroon.*](http://www.treecrops.org/country/ethiopia_coffee.asp) [↑](#footnote-ref-2)
3. [*Cousin, Tracey L. (1997). Ethiopia Coffee and Trade.*](http://www.american.edu/TED/ethcoff.htm) [↑](#footnote-ref-3)