

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

**NOTE: THIS SCOPE OF WORK AWAITING FINAL EDITS**

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| **Assignment Summary** | |
| Assignment Code | KE101 |
| Country | Kenya |
| Country Project | Livestock Country Project |
| Host Organization | Jenga Kenya CBO |
| Assignment Title | Leadership and Management Capacity Enhancement |
| Assignment preferred dates | October 2016 - February, 2017 |
| Type of Volunteer Assistance: | Organizational Development (O) |
| Type of Value Chain Activity: | Information and Input Services (S) |
| Assignment objectives | * Equip new Leaders appointed in Jenga Kenya to steer the institution to growth. * Develop a leadership program to reinforce equipping of newly appointed leaders. |
| Desired skills | Qualifications in leadership/management.  Experience in Financial institution leadership |

1. **Background**

Jenga Kenya Community Based Organization was established in 2005 as a small, indigenous microfinance institution working within the Meru region in Eastern Province. Jenga Kenya now has fourteen full time employees headed by the general manager who has considerable experience in the micro-finance industry. It has a head office in Meru town and two field offices from where all operations are coordinated to serve over 3,700 clients out which over 2,500 are women spread over Meru, Isiolo, Laikipia and Tharaka Nithi counties. About 80% of these clients are small scale farmers who live in their farms in the remote areas of Meru and Tharaka Nithi Counties.

Jenga Kenya has experienced growth in client numbers over the last few years and appointed four most promising staff members to assist the General Manager in leadership. The institution divided the loan officers into two teams headed by a Team-leader and also created the accounts department and an IT department each with a leader. The four leaders jointly with the general Manager comprise the Management team.

Besides the new appointments, there has still been leadership gaps noted and the anticipated growth not achieved. The new leaders have been struggling to fit the roles and lead their teams to their identified team goals. Jenga Kenya seeks to fill these gaps to spur growth and create a program for development of future leaders. Therefore, the main aim of this assignment is to equip Jenga Kenya leadership team with skills to lead and facilitate development of a roadmap that Jenga Kenya will follow to equip new leaders in future.

1. **Issue Description**

As an institution grows, leaders play a great role in guiding growth and likewise leadership demands grow as an institution grows. Jenga Kenya being an organically grown institution lacks deep pockets to compete in the market place for seasoned leaders and thus seeks among her staff those who show leadership qualities and appoint them into leadership position and offering training to support them as they lead.

Failure to meet expected performance is usually a sign of weak leadership. Jenga Kenya has been on a steady growth and expected to jump to a new productivity level by increasing workforce and appointing leadership under a new structure which had the new leaders supervising few employees. The new leaders were expected to build their teams and new members would be added as the output increases and the leader’s capacity expands. This has however not happened as expected and the leadership has not lived to the expectation. The said teams achieved about 40% of the half year targets by June 2016 besides that there was consensus that the targets were within the capacity of the teams to attain illustrating the skills gap.

Among the gaps identified include skills in planning, staff motivation, inspiration, effective communication, decision making, strategy, team coordination and monitoring and evaluation.

1. **Objectives of the Assignment**

The volunteer technical assistance will focus on achieving the following objectives:

1. Mentor Jenga Kenya leadership team to create a well-equipped and responsive team.
2. Create a leadership development program for Jenga Kenya to be followed in equipping new leaders.

To achieve the above objectives, the volunteer assignment will mainly focus on the following;

* Introduction and Leadership Roles
* Goals identification, Planning
* Leading execution, Supervision, delegation
* Leading and handling people. Coaching, Disciplining staff, team dynamics
* communication, inspiring staff
* managing performance
* Strategy
* Change Management
* Decision making

Towards the end of the assignment, the volunteer will develop a training guide and coach the ToTs on how to use it to conduct an effective leadership training.

**Host contribution**

Jenga Kenya has committed to mobilize the General Manager and the four other leaders and avail them for the intensive training and to work alongside the mentor. Jenga Kenya shall also avail other staff for training to activate the ‘leader in them’

The current leaders will also take up the role of training future leadership appointees according to the developed program.

1. **Anticipated Assignment Results**

With this volunteer technical assistance, the leaders will have potent to lead their teams to achieve their team targets. This will directly impact on career growth of the team members, staff turnover, Jenga Kenya’s profitability and customer satisfaction. With volunteer technical assistance, the association will continue to function in a progressive manner, with improved leadership and management system, improved group activities and communication skills offering better service delivery to its members due to clear and well understood leadership roles and responsibilities. Technical assistance that helps streamline roles and responsibilities of group leaders, the board and group members, will help improve power relations and avoid conflict. The organization’s plans will be effectively implemented because a large percentage of members now actively take part in decision making. Both the association and group leaders will also be aware of the need for conducting effective advocacy and strengthening linkages be

The anticipated deliverables include:

* Trainings conducted and people trained
* Training guidelines/manuals developed on leadership skills
* Debriefing with USAID and in country group PowerPoint presentations after assignment
* Assignment related photos
* Field trip report

**Nature of training participants:**

All Jenga Kenya staff are fluent in English all have college education. Those in leadership have all served in the organization for not less than 3 years except the leader in IT department who has served for one year.

If the volunteer would like to engage the trainees before arriving or give literature to study before contact, Jenga Kenya will provide a platform for this engagement.

1. **Schedule of Volunteer Activities in Kenya**

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| Day | Activity |
| Day 1 | Travel from home to US international airport |
| Day 2 | Upon arrival, you will be picked by a cab driver from Europcar company. The driver will have a placard bearing **your name** and will drive you to The **Zehneria Portico** 10 Karuna Road, Westlands | P.O. Box 66249-0800 | Nairobi | Visit us at: [www. zehneriahotel.com](http://zehneriahotel.com/); Telephone: +254 731617469/264 | Mobile: +254 733988813 | Email:[reservation@zehneriahotel.com](mailto:reservations@zehneriahotel.com) |
| Day 3 | At 10.00 am, the volunteer is greeted at the hotel by CRS staff and thereafter proceed to CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Hand-outs will be prepared at CRS offices. |
| Day 4 | Travel to Meru to commence the assignment. |
| Day 5 | In the morning CRS introduces the volunteer to Jenga Kenya team. Together with CRS and the management, the volunteer will review and finalise the action -plan. The action plan should include group presentations to be done after the assignment. |
| Days 6 | Visit ‘trainee’ leaders at their work to understand their environment |
| Days 7 | Rest day |
| Day 8 | Training – Introduction and Leadership Roles |
| Day 9 | Training and related activities – Goals identification, Planning |
| Day 10 | Training and related activities – Leading execution, Supervision, delegation |
| Day 11 | Training and related activities – Leading and handling people. Coaching, Disciplining staff, team dynamics |
| Day 12 | Training and related activities – communication, inspiring staff and managing performance |
| Day 13 | Training and related activities – Strategy, Change Management and decision making |
| Day 14 | Rest day |
| Day 15-16 | Develop a training guide/ manual and guide the ToTs through the guideline on how to use it to conduct an effective leadership training |
| Day 17 | Wrap up meetings, whilst emphasizing key concepts of the assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations.  End of assignment presentation. |
| Day 18 | Travel back to Nairobi |
| Day 19 | Debriefing at CRS office with USAID Mission and CRS staff.  Volunteer finalizes his/her reporting at CRS office and fill out all necessary M&E forms as well as finalise liquidations with finance.  Depart for the US |
| TBD | Outreach event in the US |

1. **Desired Volunteer Qualifications**

* Demonstrated qualifications in leadership/management studies.
* Experience in Leadership
* Financial management skills
* Monitoring and evaluation skills
* Good writing and analytical skills, including good interpersonal and communication skills.
* Other necessary skills include knowledge in group dynamics and experience working in developing countries.

1. **Accommodation and Other In-Country Logistics**

While in Nairobi, the volunteer will stay at The **Zehneria Portico** 10 Karuna Road, Westlands | P.O. Box 66249-0800 | Nairobi |Website: [www. zehneriahotel.com](http://zehneriahotel.com/); Telephone: +254 731617469/264 | Mobile: +254 733988813 | Email:[reservation@zehneriahotel.com](mailto:reservations@zehneriahotel.com) or any other hotel identified by CRS and communicated to the volunteer prior to arrival

In Meru, the volunteer will stay at the **Three Steers Hotel**. This hotel has self-contained rooms with hot water, electricity and internet connection. Internet is also accessible in the many internet cafes in town. Meru town lies in the heart of eastern province, on the north-eastern slopes of Mt. Kenya. It is situated at 5000 feet above sea level, only five miles north of the equator. The population is 1,356,301 according to the 2009 population census. Meru town is a business, agricultural and education centre for north-eastern Kenya, and has reliable banking facilities. Nakumatt Stores is a hyper supermarket, which has most commodities the volunteer may require, and is situated along the main highway, close to the assignment site and hotels.

CRS will pay for hotel accommodation, and provide volunteer with per diems to cater for meals and other incidentals. The volunteer may get an advance which has to be cleared before departing Kenya. For more information, please refer to country information that will be provided.

1. **Recommended Assignment Preparation**

* CRS-F2F designs assignments with the assumption of some pre-departure preparation by the volunteer. Actual preparation time will vary based on the experience of the volunteer, as well as informational or training resources the volunteer has readily available. CRS relies on the volunteer to assess the tasks outlined in this SOW and to make his or her own judgment about how much and what kind of preparation is needed prior to arriving in Kenya.
* The volunteer should prepare materials for hand out which can be printed at CRS office in Nairobi before commencement of the assignment. Flip charts, markers, masking tapes can be obtained at CRS offices. Depending on the training venue the volunteer may use a laptop and projector for power point presentations. But if the training venue is in the community, it will be difficult to use PowerPoint.
* CRS strongly recommends that the volunteer become familiar with CRS programs in Kenya, the livestock project description, other information in the briefing pack before arrival to Kenya

1. **Key Contacts**

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**Host**

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