

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

**NOTE: THIS SCOPE OF WORK IS A DRAFT AWAITING EDITS.**

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| **Summary Information** |
| Assignment Code: | KE 49 |
| Country: | Kenya |
| Country Project: | Horticulture  |
| Host organization: | Elgeyo Markwet County Youth Bunge SACCO |
| Assignment Title: | Cooperative Leadership, Governance and Management Training  |
| Type of Volunteer Assistance: | Organizational Development (O)  |
| Type of Value Chain Activity: | Information and Input support services (S) |
| Preferred assignment dates: | May – July 2015 |
| Objective: | The overall objective is building the capacity of the Elgeyo Markwet youth Bunge SACCO management in cooperative leadership and management skills, the roles & responsibilities of the leaders at the different levels. group dynamics, effective communication, and conflict resolution  |
| Desirable Volunteer Knowledge and Skills:  | * Extensive knowledge and experience in cooperative management.
* Knowledge and experience working with micro-finance institutions or SACCOs.
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1. **BACKGROUND**

The Farmer-to-Farmer (F2F) East Africa program leverages US volunteer’s expertise to assist small holder farmers and small scale processors in East Africa to improve their business practices through volunteer assignments conducted with host organizations. Through F2F 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. As an important corollary result, through the program 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.

**ISSUE DESCRIPTION**

Elgeyo Marakwet County Youth Bunge Forum (EMYBF) is a Community Based Organization established in 2011 and duly registered with the Ministry of Gender and Social Services and Sports in 2012. In partnership with Mercy Corps, the organization is implementing the Yes Youth Can! Program funded by USAID. The organization formed a SACCO to facilitate youth in accessing financial services to establish small scale businesses and promote their living standards. The membership of the organization is open to all youth aged 18-35 years and is free from discrimination either by gender, race or religion. Out of the 18, 612 youth members reached, the SACCO has been able to recruit 557 members. The SACCO has issued loans worth Ksh3, 862, 000 ($41,978) to 72 members.

The organization is among few youth led and managed financial SACCOs in Kenya and although the management have the passion and will to offer services to their members, they lack adequate knowledge, experience and skills in SACCO leadership and management. The SACCO is engaged in a number of activities focused on proving credit access to the youth in Elgeyo Markwet County, a rare facility for most youth in Kenya. It provides different loan products namely agricultural loans, business loans and school fees loan. For the SACCO to serve its members effectively, it would require strong leadership and management team to carry the vision of the SACCO forward and satisfy the interests of their members. Each board and management member of the SACCO has to have duties and responsibilities clearly spelt out to avoid duplications, conflicts and improve efficiency. However, each will perform these duties and responsibilities in such a way that it complements the activities of other organs and lead to the achievement of the SACCO’s overall objectives. Therefore the organization has requested CRS for F2F technical expert in cooperative leadership and management skills. F2F volunteer intervention is very essential in strengthening the Elgeyo Markwet management team to successfully advance the goals and objectives of the SACCO.

**SPECIFIC OBJECTIVES OF THE ASSIGNMENT**

The overall objective is building the capacity of the Elgeyo Markwet County Youth Bunge SACCO management in cooperative leadership and management skills, the roles & responsibilities of the leaders at the different levels, group dynamics, effective communication, and conflict resolution. Technical skills in Elgeyo Markwet County Youth Bunge SACCO in cooperative governance and management will help set a new direction for the SACCO to follow. Through this training, the management of the SACCO will be able to plan on how best to serve members, effectively and efficiently allocate their limited resources appropriately, on addition to building more trust among members on the leadership. The F2F volunteer will therefore be expected to undertake the following task(s):

* Analysis of the status of Governance and management in the cooperatives, identify gaps, develop and put in place mechanisms to address them.
* Conduct training in management, Group Dynamics and Governance skills to the SACCO management
* Streamline the Roles, duties and responsibilities of leaders at different levels; board, Supervisory committee, loan committee and the staff of the SACCO
* In liaison with the leadership of the SACCO and Mercy Corps, review/develop and put in place a standard communication, conflict resolution, decision making and management reporting structure for The SACCO.
* Facilitate development of leadership and management manuals that will be used in training and or as references on good governance and management practices at the SACCO
* Decision making and time management
* Record keeping and basic financial procedures and management
* Identify F2F future volunteer training gaps

**Host contribution** – Elgeyo Markwet County Youth Bunge SACCO in collaboration with Mercy Corps has committed to mobilize the SACCO members to attend the training. The cooperative will also avail key personnel to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained and will continue training other members even after the assignment is completed. Mercy Corps will provide backstopping support during and after the assignment.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**
* Clear management structure with well-defined roles of various committees
* Improved service delivery to SACCO members
* Increased trust among members on the SACCO leadership

The anticipated deliverables include:

* Trainings conducted and people trained
* Assignment related photos
* Developed guidelines on governance, leadership and management for the SACCO
* PowerPoint presentation to Elgeyo Markwet County Youth SACCO stakeholders/MercyCorps/ Elgeyo Markwet county/CRS
* Debriefing with Mercy Corps in Eldoret
* Debriefing with USAID, CRS and Mercy Corps in Nairobi (PowerPoint presentation)
* Field trip report
* Outreach activity, press release or a media event back in US
1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN KENYA**

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| Day | Activity |
| Day 1 | Travel from home to US international airport |
| Day 2 | Arrival into Kenya. The volunteer shall be met by a cab driver, who will have a placard bearing **CRS logo**, and who will wait at the arrivals section with the placard displaying the volunteer name. The volunteer will be driven to **AACC guesthouse in the Westlands** suburbs of Nairobi City or any other hotel to be communicated prior to arrival |
| Day 3 | Introductions and briefing including; scope of work review, finalize with logistics, assignment expectations and anticipated outcomes. Any training material that the volunteer wishes to carry along to the field will be printed/photocopied at CRS offices. |
| Day 4 | Travel to Eldoret |
| Day 5 | In the morning CRS introduces the volunteer to MercyCorps Travel to Iten Meeting with Elgeyo Markwet Youth SACCO board and management for introduction, review of the scope of work and develop an action plan.  |
| Days 6 | Evaluation of cooperative society governance, leadership and management knowledge and skills and determination of relevant training needs |
| Day 7 | Rest day |
| Day 8 – 13 | Governance, leadership and management training  |
| Day 14  | Rest Day |
| Days 15 - 16 | Development of governance, leadership and management guidelines /manual  |
| Day 17 | Conducting an outreach activity with Elgeyo Markwet county government officials and other development partners working with Elgeyo Markwet SACCO  |
| Day 18 | 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 to SACCO membersDebriefing with Mercy Corps in Eldoret |
| Day 19 | Travel back to Nairobi  |
| Day 20 | Debriefing at CRS office with USAID Mission, Mercy Corps and CRS staff.Volunteer will finalize his/her reporting at CRS office and fill out all necessary M&E forms Travel back to the US |
| TBD | Outreach event back in the US. |

# F: DESIRABLE VOLUNTEER SKILLS

The volunteer will have the following qualifications and competencies:

* Extensive knowledge and experience in cooperative leadership and management.
* Knowledge and skills working with micro-finance institutions or SACCOs.
* Specific knowledge and experience in development of manuals.
* An excellent hands-on training skill to an adult audience is necessary.
* Good writing and analytical skill as well as good communication skill.

**G: ACCOMODATION AND OTHER IN-COUNTRY LOGISTICS**

While in Nairobi, the volunteer will stay at the AACC guest house is located along Wayaki Way, Westlands area of Nairobi. <http://aacc-guesthouse.com/> Tel: 254 20 4440224, 4442215 Mobile: 254 710 734728 or any other hotel identified by CRS and communicated to the volunteer prior to arrival. While in Elgeyo Markwet, the volunteer will stay at a hotel in Iten to be communicated prior to arrival.

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 liquidated before departing Kenya. For more information, please refer to country information that will be provided.

**H: RECOMMENDED ASSIGNMENT PREPARATION**

* The volunteer should prepare materials for hand-outs, 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 in case the volunteer wishes to make some illustrations. Depending on the training venue the volunteer may use a laptop and projector for power point presentations. However if the training venue is in the community, it will be difficult to use PowerPoint. In this case the volunteer will be expected to prepare training materials and have hand-outs printed at CRS offices for distribution to the participants.
* CRS strongly recommends that the volunteer becomes familiar with the maize country project description and the operation of rural financial institutions prior to arrival in the country as well as country information that will be provided.
1. **KEY CONTACTS**

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