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**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 50 |
| Country: | Kenya |
| Country Project: | Horticulture  |
| Host organization: | Uasin Gishu Youth Bunge SACCO |
| Assignment Title: | Cooperative Leadership, Governance and Financial 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 Uasin Gishu Youth Bunge SACCO board and management in cooperative leadership, governance and financial management skills |
| Desirable Volunteer Knowledge and Skills:  | Extensive knowledge and experience in working with micro-finance institutions or SACCOs.  |

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.

Uasin Gishu Youth Bunge Forum (USYBF) 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 23,124 youth members reached, the SACCO has been able to recruit 335 members. The SACCO has issued loans worth Ksh3, 600,000 **($39,130**) to **72** members. The cooperative is being managed by young people who lack the necessary knowledge and experience in SACCO management. Therefore, the organization has requested CRS for F2F technical expert in cooperative leadership and management training.

**ISSUE DESCRIPTION**

Co-operatives are governed and managed by elected committees. These committees are entrusted with the management of societies on behalf of members and employ managers and staff to carry out the day-to-day functions of the societies. In such instances, the leadership provides the guidance and delegates the powers of implementation to the staff, leaving them to act as members’ agents. Since the cooperative agents are custodians, trustees and stewards of the societies, they are accountable and answerable to members, and are expected to be efficient, effective, responsible, responsive, honest, faithful, diligent and prudent. Uasin Gishu SACCO being relatively new and led by young people, the organization management lacks knowledge and experience to adequately advance the goals and objectives of the SACCO to meet the needs of the youth in the County.

Moreover, the organization is engaged in a number of activities focused on proving credit access to the youth in Uasin Gishu 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. Many cooperative leaders like Uasin Gishu SACCO management are not aware of what is entailed in leading a cooperative or the principles they should operate on. Often, the leaders of cooperatives also serve as managers. This leads to role confusion, and makes it hard to detect when things are going wrong, since there is no-one to supervise them. In the worst cases, this can lead to the collapse of the SACCO. Therefore, F2F volunteer training on Leadership, governance and financial management will improve the management of Uasin Gishu SACCO and thereby enhance its sustainability.

**SPECIFIC OBJECTIVES OF THE ASSIGNMENT**

The overall objective is building the capacity of the Uasin Gishu Youth Bunge SACCO board and management in cooperative leadership, governance and financial management skills. 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 be expected to undertake the following task(s):

* Analysis of the status of leadership, governance and management in Uasin Gishu Youth Bunge SACCO, identify gaps, develop and put in place mechanisms to address them.
* In liaison with the leadership of the SACCO and Mercy Corps, review/develop and put in place a standard communication, decision making and management reporting structure for The SACCO.
* Develop the relevant manuals that will be used in training and or as references on good governance and management practices at the SACCO.
* Conduct training in management, Group Dynamics and Governance skills to management team

The volunteer will provide training on the following

**Leadership**

* Roles, duties and responsibilities of leaders at different levels; board, Supervisory committee, loan committee and the staff of the SACCO
* Decision making and time management
* Conflict management, accountability and transparency
* Planning, organizing, controlling and delegating
* Mentoring and coaching

**Governance**

* importance of accountability, best accountability practices, and approaches for both youth members and leaders to achieve accountability
* Human resource management
* Articles, bylaws, resolution and policies
* Risk management

**Records and Financial management**

* Basic financial procedures and management

**Host contribution** – Uasin Gishu Youth Bunge SACCO in collaboration with Mercy Corps has committed to mobilize the board 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**

The anticipated deliverables include:

* Trainings conducted and SACCO members trained
* Assignment related photos
* Developed guidelines/manual on governance, leadership and management
* PowerPoint presentation to SACCO stakeholders/Mercy Corps/Uasin Gishu county/CRS
* Debriefing with Mercy Corps at Eldoret
* Debriefing with USAID, Mercy Corps and CRS in Nairobi
* 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 – Uasin Gishu County  |
| Day 5 | In the morning CRS introduces the volunteer to Mercy Corps and later to the SACCO board and management. Together with CRS and the management, the volunteer will review the scope of work and develop an action plan.  |
| Days 6 | Evaluation of cooperative society governance, leadership and management skills and determination of relevant training needs |
| Day 7 | Rest day |
| Day 8 – 13 | Governance, leadership and financial management training  |
| Day 14  | Rest Day |
| Days 15 - 16 | Development of governance, leadership and management guidelines  |
| Day 17 | Conducting an outreach activity with Uasin Gishu county government officials and other development partners working with Uasin Gishu 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 members,Debriefing with Mercy Corps & CRS staff at Eldoret  |
| Day 19 | Travel back to Nairobi  |
| Day 20 | Debriefing at CRS office with USAID Mission and Mercy Corps.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:

* Formal qualifications in leadership/management studies are desirable.
* Extensive knowledge in cooperative development, administration and management.
* 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.

**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 Uasin Gishu County, the volunteer will stay at the Wagon hotel located in Eldoret Town.

Contacts

Eldoret Wagon Hotel

P.O. Box 2408, Eldoret

Tel: +254 0727 504 364

Tel: +254 053 206 2270/1

Fax: +254 053 206 2400

Email: reservations@eldoretwagonhotel.co.ke

wagonhotel@africaonline.co.ke

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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