

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Assignment Summary** |
| **Assignment Code** | **UG52** |
| Country | Uganda |
| Country Project | Maize country project |
| Host Organization | Integrated Disabled People’s Activities (IDIWA)(Iganga Disabled People’s SACCO Ltd) |
| Assignment Title | Cooperative Leadership and Management |
| Type of Volunteer Assistance: | Organizational Development (O) |
| Type of Value Chain Activity: | Information and Input Services (S) |
| Assignment objectives | Orientation of the new SACCO board in cooperative leadership and management |
| Desired skills | Formal qualifications in leadership/management studies and extensive knowledge and experience in cooperative development, administration and management |
| Assignment preferred dates | July-August, 2015 |

1. **Background**

Iganga Disabled People’s Cooperative Savings and Credit cooperative Society was established in 2003 (Reg. No 6638) to provide financial services to People with Disabilities in Iganga District. This was inspired by the fact that People with Disabilities (PWDs) face extreme conditions of poverty, do not have social capital which would enable them access credit for investment. They are also discriminated by commercial financial service providers who always equate disability to inability to perform, hence financial services were previously out of reach to PWDs. The SACCO has since then been able to mobilize 319 members. The SACCO currently has five active saving groups each comprising five people. Groups have received training in savings, credit and loan management.

Much as the loan portfolio is still small, it has grown steadily through the disbursement of business and agricultural loans to its members. However, few agricultural loans have been given out due to the fact that the SACCO has concentrated mainly on other businesses because agricultural loans have a grace period of three months and are considered to be higher risk portfolios. There is a need to devise mitigation strategies for reducing the risk by equipping the management staff with skills and knowledge in portfolio and delinquency management.

1. **Issue Description**

Weak leadership and management within a cooperative will often be manifested in the form of poor communication, lack of problem-solving and decision-making skills, occasional conflicts among members, unclear roles and responsibilities (for members, board and management), the inability to plan, implement and monitor activities. For sustainability and growth, organizations such as IDP SACCO must have effective leadership and management systems in order to meet membership expectations and achieve set goals and objectives.

The membership of IDP SACCO is steadily growing. This growth comes along with new demands and challenges in the areas of leading and managing the organization. The board and management must be able to guide the cooperative to meet its strategic objectives and develop new ones as the cooperative grows or as members’ needs change in response to the changing environment. The board and management need to have good planning and decision making skills, financial management knowledge as well as effective communication skills. In addition, the leaders should have the capacity to monitor and evaluate the organization’s activities to ensure that set objectives are met and services are delivered to the members. Furthermore, policies and procedures should provide an enabling environment in which the organization can grow both in membership and relevance.

The SACCO has an executive committee comprised of five members: Chairperson, Vice Chairperson, Secretary, Treasurer and one member. The executive committee was elected in October 2014 during the Annual General Assembly together with the Supervisory and Loans Committee members. They have not undergone any training, hence the need for training on leadership and management on roles and responsibilities.

For these reasons, Iganga Disabled People’s SACCO requests technical assistance in strengthening its organizational leadership and management.

1. **Objectives of the Assignment**

The objective of this assignment is to provide a road map for Namubuka Grains ACE to address leadership and management challenges and transfer necessary skills and systems to the SACCO management committees and members of IDIWA.

Specific objectives are as follows:

1. Empower the Executive Committee and staff with leadership and management skills
2. Streamline the roles and responsibilities of the board and management
3. Review and improve policies and management documents for day to day operations
4. Review human resource and administrative policies
5. **Anticipated Results from the Assignment**
6. Streamlining policies and procedures of IDP SACCO.

The SACCO will provide a strategic link between the company's vision and its day-to-day operations. The board will understand its roles and responsibilities within predefined limits and help management to guide operations without constant intervention. A proper governance structure will ensure that set policies and procedures are followed and provide for corrective action in cases where the rules have been ignored or misconstrued.

1. F2F technical support will enhance the board’s capacity to play its oversight role in representing members’ interests. The board and management will gain skills control the strategic direction and performance of the cooperative and ensure that tactical decisions are implemented.

**The anticipated deliverables include:**

1. Training guidelines/manuals developed on leadership and management skills, and Portfolio and delinquency management
2. Eight IDP-SACCO Executive Committee and Staff members trained on leadership and management skills
3. Roles and responsibilities of Executive and staff members clarified
4. **Schedule of Volunteer Activities in Uganda**

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| Day | Activity |
| Day 1 | Travel from home to US international airport |
| Day 2 | Arrival at Uganda Entebbe Airport, picked by Airport shuttle to Kampala and check in at Hotel. |
| Day 3 | At 9.00 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 Iganga district to commence the assignment.  |
| Day 5 | In the morning CRS introduces the volunteer to IDP SACCO board & management 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. In the afternoon, visit some of the SACCO clientele- the VSALs in particular. |
| Days 6-7 | Volunteer reviews SACCO’s leadership documents if any.  |
| Days 8-16 | SACCO board and management training in objectives 1-4 |
| Day 17 | Wrap up with discussions of the recommendations and the final report with the host management and staff.  |
| Day 18 | Travel back to Kampala |
| Day 19 | Debriefing at CRS office with USAID Mission and CRS staff.Volunteer will finalize his/her reporting at CRS office.  |
| Day 20 | Depart for USA |
| TBD | Outreach event in the US |

1. **Desired Volunteer Qualifications**
* Demonstrated qualifications in leadership/management studies.
* 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.
1. **Accomodation and Other In-Country Logistics**

In Kampala, the volunteer will stay at Fairway hotel, www.fairwayhotel.co.ug. While at the host in Iganga, the volunteer will stay at Hotel Continental. The hotel has all the basic facilities such as running water, electricity and internet.

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 Uganda. For more information, please refer to country information that will be provided.

**Host contribution** – IDP- SACCO has committed to mobilize its Executive Committee and staff, members to attend the trainings to be conducted by the volunteer. Personnel from the SACCO staff will be allocated to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained and will continue training other staff and members even after the assignment is completed.

1. **Recommended Assignment Preparation**
* The volunteer should prepare materials for hand out which can be printed at CRS office in Kampala 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. 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 crops country project description prior to arrival in the country as well as country information that will be provided.
1. **Key Contacts**

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