

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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

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| **Assignment Summary** |
| **Assignment Code** | **UG91** |
| Country | Uganda |
| Country Project | Flex Assignment |
| Host Organization | Balimi Cooperative Society Ltd |
| Assignment Title | Leadership and Management training |
| Type of Volunteer Assistance: | Organizational Development (O) |
| Type of Value Chain Activity: | Information and Input Services (S) |
| Assignment objectives | Provide a road map for Balimi cooperative society and other primary societies under Rwenzori Farmers’ Cooperative Union (RFCU) to address leadership challenges and succession planning through hands-on training in leadership skills and group dynamics best practices. |
| Desired skills | Formal qualifications in leadership/management studies and extensive knowledge and experience in cooperative development, administration and management. |
| Assignment preferred dates | September, 2016 |

1. **Background**

Balimi Cooperative Society is part of the 14 primary cooperative societies making up the Rwenzori Cooperative Union (RFCU). Balimi initially developed from Bahati Estate and started in 2010 to become a cooperative.

 The cooperative has 9 board members who are responsible for planning and policy implementation activities. A manager and treasurer form the management team which is responsible for the day-to day operations. The board secretary is in charge of records keeping and all necessary documentation for the cooperative. The cooperative members are engaged in a number of enterprises including: vanilla, coffee, cocoa and grow maize and beans as well. However, the main activity as a cooperative is commercial production of vanilla with support from Ben &Jerry through CRS.

Based on the rapid needs assessment conducted on three primary cooperative societies that are part of RFCU, two major capacity strengthening gaps were identified that include leadership and record keeping. For the purpose of this assignment, the focus will be on strengthening the primary cooperative societies in leadership and 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 Balimi cooperative society must have effective leadership and management systems in order to meet membership expectations and achieve set goals and objectives.

The membership of Balimi cooperative expressed the desire for the board and management to 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.

Both the board and members have not undergone relevant training, hence the need for training on leadership and management. It is against this background that Balimi cooperative society on behalf of other primary cooperatives under RFCU is requesting for F2F technical assistance.

1. **Objectives of the Assignment**

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

1. Streamline the leadership and management for the cooperatives with emphasis on roles and responsibilities of leaders and cooperative members.

2. Train farmer cooperatives in conflict resolution, group dynamics and group cohesion.

3. Create awareness about the importance of collectively working together.

Leadership and management skills should therefore emphasize the following topics, among others:

• Leadership- what it is, functions and qualities of a good leader

• Leadership roles and responsibilities of leaders of cooperative at the different levels of the organization structure

* Delegating authorities and responsibilities

• Roles and responsibilities of members.

• Conflict resolution and group dynamics and how to build cohesion among groups (ability to harness differences for a greater good) and talk about succession planning as well.

• Effective communication skills (Communications planning and feedback mechanisms)

• Conducting an effective meeting

The volunteer will further explain the following leadership skills for successful leadership and management of the primary cooperative societies:

• Interaction skills (ability to deal with subordinates and complications)

• Skills in unstructured decision making (dealing with ambiguity)

• Resource allocation skills (allocation of resources to achieve the best end result)

The specificities of the activities will be discussed with CRS staff and the primary societies upon volunteer’s arrival and activities adjustment can be made in agreement with the host, but the deliverables and results will remain.

The volunteer will provide training on the above mentioned topics to 120 management and farmer members of the 7 primary cooperative societies (PCS). It is anticipated that training at PCS will be based on two categories as grower societies and SACCOS.

Ben & Jerry vanilla project staff and host cooperatives havecommitted to mobilize the PCS members to the trainings to be conducted by the volunteer. The cooperatives 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 especially as leaders’ term of office expires.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

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. The group leaders will also be aware of the need for change, be in position to diagnose problems, plan for change, implement the plans, and evaluate results.

In addition to the above, the technical assistance provided to Nyabbani ACE will strengthen the leadership and management system due to:

* Well defined leadership roles and responsibilities.
* Well planned & managed meetings with full member participation.
* Joint group decisions and plans.
* Coherent groups with reduced conflict.
* Well defined communication chart and channels.
* Proper feedback mechanisms in place.

The anticipated deliverables include:

* Trainings conducted and people trained
* Developed manual on leadership and management
* Debriefing with USAID and in country group presentations during or after assignment
* Field trip report and expense report

**Nature of training participants:**

The anticipated participants for this training are the board, management and farmers from the different primary cooperative societies. The literacy levels range from semi-illiterate to completely illiterate. However, most of the board and management staff are literate, able to read and write without need for translation. Trainings are usually conducted in centralised venues which will be agreed upon by the host, putting in consideration reduced transport costs for the participants. The venues vary from host office, bulking store, class rooms, local church, and the town council hall or under the tree, depending on accessibility.

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

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| Day | Activity |
| Day 1 | Arrival in Uganda at Entebbe Airport, picked by Fairway Hotel shuttle to Kampala and check in at Hotel. |
| Day 2 | 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 3-4 | Travel to Kamwenge and visit with the past host and then proceed to Kasese.  |
| Day 5 | In the morning CRS introduces the volunteer to RFCU, district and sub county local government, and later to the Balimi primary cooperative society 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.  |
| Days 6-7 | Training representative from Primary Cooperative Society (PCS) 1  |
| Days 8-9 | Training representative from Primary Cooperative Society (PCS) 2 |
| Day 10-11 | Training representative from Primary Cooperative Society (PCS) 3 |
| Day 12-13 | Training representative from Primary Cooperative Society (PCS) 4 |
| Day 14-15 | Training representative from Primary Cooperative Society (PCS) 5 |
| Day 16-17 | Training representative from Primary Cooperative Society (PCS) 6 |
| Day 18-19 | Develop a training guide/ manual and guide the ToTs through the manual on how to use it to conduct effective leadership training. |
| Day 20-21 | 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 22 | Travel back to Kampala  |
| Day 23 | 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. |
| Day 24 | Depart for the US |
| TBD | Outreach event in the US |
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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. **Accommodation and Other In-Country Logistics**

In Kampala, the volunteer will stay at Fairway Hotel & Spa (www.fairwayhotel.co.ug).In Kasese, the volunteer will stay at Santon Hotel.

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.

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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| **CRS Baltimore** | **CRS EA Regional Office** |
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