

VOLUNTEER REPORT FORMAT

To be submitted to CRS at the end of volunteer assignment and shared with the Host

1.1 Assignment information

- a) Volunteer Name: Joseph F. Duffy
- b) State of Origin: New Jersey, USA
- c) Host Organization: Karagwe District Cooperative Union (KDCU)
- d) Assignment: TZ97 Strengthening the Governance, Management, & Organizational Capacity of KDCU
- e) Dates of Assignment: 31/10/2016 to 21/11/2016
- f) Number of days worked: 22 including travel

1.2.1 Objective 1 in your SOW – Assessment of organizational capacity of KDCU board members and management staff.

- a) Progress with the objective – Confirmed expectations from SOW document, pre-trip communications with CRS and LWR project staff, as well as onsite interviews and observations upon arrival in Karagwe. Identified specific gaps and needs and responded with observations, resource development and training. Topics covered include Mission Statement revision, bylaws, table of organization, development of job descriptions and performance review process and strategic planning.
- b) Expected impacts/results.- Board and management staff will have understanding of the complimentary yet distinct roles and be able to avoid role conflict or handle it when it occurs.
- c) Recommendations¹ - Complete work begun on Table of Organization, bylaws, Mission Statement and Strategic Plan and fully implement the agreed upon Job Description format and evaluation form.

1.2.2 Objective 2 in your SOW – Use results of Objective 1 assessment to develop a training plan and modules.

- a) Progress with the objective – Two day training on Board Governance, roles vis a vis administration, Mission statement, Table of Org, Strategic Planning GM performance review and Bylaws presented. Agreement on Mission statement reached. Agreement on contents of a board member manual reached. Much but not total agreement on Table of Org, bylaws and Strategic Plan reached and good seeds planted for progress post F2F assignment.
- b) Expected impacts/results - Stronger Board and stronger Administration with both parties having a better understanding of roles and all staff and board begin to become educate in Mission and use that to guide decision making going forward.
- c) Recommendations - Work between Board and GM to finalize work begun at Board training on bylaws, strategic plan, table of organization and communicate progress timely to members and all staff.

¹**Note:** Only make not more than 6 recommendations. The most useful recommendations for hosts are ones that they can implement themselves with minimal expense. For example, a cooperative might change its financial reporting procedures or hold more regular meetings of its board. Broad recommendations on tax or credit reform, changes in government policy, or investment in large-scale equipment, are usually not within the host organization's reach.

1.2.3 Objective 3 in your SOW –Actually there were four objectives in the SOW. I combined objective 2 and 3 response into objective 2 response above and will now address objective 4. Objective 4 was to facilitate board and management to clearly understand and implement the existing plan. This is problematic. The plan is now two years old. I found no evidence it was ever approved adopted by the Board. The current board and GM and management staff have not used it, board members never saw it. The current Board is all new, less than six months on the board and GM has been here only 4 months. Not only is there no awareness of the Plan, there is no buy-in to it. The goals, activities identified are presented with no timelines for addressing them and no persons assigned responsibility for them. Much of the ability to implement the plan is tied to two other consultant driven documents, an important one being a finance budget plan, also out of date. The economic environment today is quite different from when these plans were written with less financial resources available.

- a)Progress with the objective – Board members took the Strategic Plan with them and for homework read it and came the next day to discuss. N day one we conducted a brief SWOT analysis. On day two we utilized the SWOT analysis in the Plan to amplify our discussion. We were also guided in this discussion by the revised Mission Statement. The GM lead a board brainstorming session that identified priority matters to be addressed over the next three to five years. Many items are consistent with the plan. As such this work lays the groundwork for the board agreeing to its Plan and taking ownership for it.
- b) Expected impacts/results – Board will agree on the direction, goals and objectives it seeks and either amend the current or develop a new plan. This document will then help board and management to focus on it and focus on advancing the Mission of the KDCU.
- c)Recommendations – Consider further consultation from F2F or other source to support KDCU efforts on this Strategic plan Objective to assure the Plan (revised or new) is fully developed with timelines, measurable objectives and clear delineation of responsibility for various actors in its roll out

1.3 Recommended future volunteer assignment – Provide KDCU services of an efficiency expert that can work with Host to review staffing across organization to be sure the right people are in the right positions and in the right numbers for each position to assure a lean, efficient yet effective organization. Another possibility is to provide expert in strategic planning to follow up on their efforts starting now and if appropriate amend or replace existing plan. Provide expert with factory operations to assess the factory and warehouse operation and make recommendations for improving said operations and replacement plan for aging factory equipment.

1.4 Action Plan

Recommendation	Specific Action	Responsible person	By when
1.Implement Job Descriptions and Performance Review Forms	Complete filling out of JDs. Start to complete JD based performance review forms	HR Manager working with Department Heads	JDs complete and approved, copy to employee and copy in HR file by November 30.

			Complete one personalized performance review form daily till done.
2. Publicize Mission	Mission to be sent hard copy and electronically to all constituents and discussed at Departmental Level	Overall GM but delegate responsibilities to department heads and secretarial staff	Initial posting and circulation by 22/11/2016. Add to literature as reprinting occurs, effort ongoing.
3. Finalize bylaws, table of Organization.	Complete board discussion and agree on final product for presentation to registrar	GM and Board Chairperson.	Follow-up discussion at 21/11/2016 Board meeting and possible adoption then. If not GM and Board will set a date for further discussion
4. Finalize and communicate Main Thing by department	Once approved the GM will assure all departments have copy of it and use for decision making	Project Manager CR will compile and circulate list. Department Heads will post and in-service staff.	Circulated by November 26.
5. Develop board manual	Contents of approved Board Member manual will be printed, assembled and distributed to all Board members	Ass. Secretary Personal	Distributed by November 30
6. Agree on a tentative Strategic Plan	Board and management will continue effort began at 15/11/2016 Board Training of reviewing strategic priorities, settle on them, and then set timeframes and identify responsible persons for those priorities	GM and Board Chair	Have in place the agreed upon strategic priorities by November 30 with assigned responsible persons. Explore external help in working with board and staff to amend or replace the current plan. Identify possible resources and request such help by January 15, 2017

1.5 Number of people Assisted

- a) Through formal training (Classroom setup) 14
- b) Through direct hands on practical assistance (Do not double count) 20
- c) Out of these above, number of host staffs 20
- d) Training/assistance by field

Category	Total	Males	Females
Members/ owners	8	6	2
Employees	16	11	5
Clients/ Suppliers			
Family Members			
Total	24	17	7

1.6 Gender

- a) What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How? The membership in KDCU is 70% male, 30% female. The board makeup is close to that and so represents the community served. That is 2 of 8 board members are female. Gender was not a part of my assignment. I did notice over the two board training days that neither female board member spoke up in front of the board though one would occasionally speak to the man next to her. I questioned host about this and he said it is that they are shy and nothing about cultural roles. I will make some suggestions to the GM on how to draw them into conversations. There is only one woman in a senior position and that is the chief internal auditor.
- b) How might CRS or the host organization improve opportunities for the women in this host or host community? I do not have an opinion on this.

1.6 Value of volunteer contribution in \$7,969.95

- a. Hours volunteer spent preparing for assignment. Spent about 3.0 hours per day for thirty days prior to commencing the assignment for 90 hours. Spent on average 3 hours per day planning and prepping for 16 days while actively working on the project totaling 48 hours. Combined my prep time totaled 138 hours. While in Karagwe I averaged a 9 hour work day each day starting at 8:00 a.m. and seldom leaving before 5 pm. On my assigned work days I also worked on one and did extra prep work on the other so I would add 11 more prep hours for a total of 149 prep hours valued at **\$8,753.75**.
- b. Estimated value of all material contributions volunteer contributed to host during assignment Count pages and value at 10 cents a page. 296 pages of USDA resources on coops, history, purpose, functions and roles of members, directors, GM, and other staff totaling **\$29.60**, 46 pages of handouts used including 5 power point presentations and a one pager on Mission driven board decision making valued at **\$4.60**, one 8 GB Emtec thumb drive with electronic copies of multiple resources for management and board use, forms and Power point presentations valued at **\$9.00**. Total value of material contributions is **\$43.20**

1.7 Value of hosts' contribution in \$2,894.63

- a) Meals \$58.24

- b) Transportation \$978.12
- c) Lodging \$183.44
- d) Translation in-kind
- e) Other-Training Cost \$1,674.83

1.8 Host Profile Data:

Did you obtain any data that supplements or corrects the data in the existing host information as detailed in the SOW? Please list it. I think the info provided in the SOW was accurate and helpful.

1.9 Recommendations for CRS:

- Look to eliminate redundancy in pre-trip materials
- Balance of orientation information – heavier on Dar es Salaam than Karagwe
- Use of phone and modem great. More training on use and care would help
- Question – How much is host told about F2F
- Develop an evaluation form for Host Agency to provide feedback

1.10 Press Release

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FOR IMMEDIATE RELEASE

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West Milford retired Executive and Board Member Works with Counterparts in Tanzania

Farmer-to-Farmer program promotes economic growth and agricultural development in East Africa

- a) **West Milford, NJ, October 31 through November 21, 2016---** **Joseph F. Duffy**, retired CEO of Catholic Charities with 45 years experience in senior management and as many years experience as a board member of for profit, nonprofit, elected and appointed boards, from **West Milford, NJ** travelled to **Tanzania** for **three** weeks to share **his** technical skills and expertise with local farmers. Strengthening the Governance, Management, & Organizational Capacity of the Karagwe District Cooperative Union (a coffee cooperative), Duffy's assignment is part of Catholic Relief Services' Farmer-to-Farmer program that promotes economic growth, enhanced nutrition through access to healthy food, and agricultural development in East Africa.

Duffy was invited to provide an assessment and training for both the Board members (who are also cooperative members) and Administrative staff of the Coffee Cooperative which consists of over 22,000 members. The entire board is new with no prior board experience and the CEO and other senior staff are on the job less than six months.

Farmer-to-Farmer matches the technical expertise of U.S. farmers and professionals in agribusinesses, farming cooperatives, and universities with farmers in developing countries to assist them in improving agricultural productivity, accessing new markets, and increasing their incomes. Farmer-to-Farmer is funded by the U.S. Agency for International Development (USAID).

In a world where 80% of food is produced by farmers working on small farms or fisheries, the movement to share proven farming and business skills can improve the quality and quantity of the world's food supply. For communities in the developing world who often struggle to produce enough food, this can improve access to a reliable source of food and better nutrition. For the farmers, it can strengthen their path to prosperity.

The goal of **Duffy's** assignment was to **provide training to board and management on the roles of board members and management and to provide training to management staff aimed at increasing management's capacity to manage programs and staff efficiently and effectively.** He worked with the entire board and 18 senior and mid level and support staff **on such topics as developing a revised Mission Statement, table of organization, job descriptions for board**



and staff, performance review and communication. While staff and board members spoke English a translator was used too in order to better assure comprehension. Staff and Board members were highly motivated to learn, making my job much easier , said Duffy. Most of Duffy's time was spent in the Karagwe District in the Northwest part of Tanzania near Lake Victoria where the KDCU offices are located. Board members and staff expressed thanks for the training indicating they felt better prepared to support and advance the Mission of the KDCU which is to enhance the economic and social welfare of its members.

This is Duffy's first volunteer assignment with Farmer-to-Farmer and is one of nearly 500 assignments that focus on improving approaches to local agriculture practices, expanding production of quality food crops and nutrition in Ethiopia, Tanzania, Kenya and Uganda. The program, funded by the U.S. government has been running for nearly 30 years.

CRS is partnering with five U.S. institutions to tap into the rich diversity of the U.S. agriculture community: the National Catholic Rural Life Conference, Foods Resource Bank, National Association of Agricultural Educators, American Agri-Women, and the University of Illinois' College of Agricultural, Consumer and Environmental Sciences.

The volunteers travel to East Africa for anywhere from one to six weeks.

"We are certain that this program will be beneficial not just to the farmers in East Africa but also to the volunteers from America," said Bruce White, CRS' director for the program. "It's going to make the world a little bit smaller and a whole lot better for everyone involved."

For more information, visit farmertofarmer.crs.org

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***Catholic Relief Services** is the official international humanitarian agency of the Catholic community in the United States. The agency alleviates suffering and provides assistance to people in need in more than 100 countries, without regard to race, religion or nationality. CRS' relief and development work is accomplished through programs of emergency response, HIV, health, agriculture, education, microfinance and peacebuilding. For more information, visit www.crs.org or www.crsespanol.org and follow Catholic Relief Services on social media: [Facebook](#), Twitter at [@CatholicRelief](#), [@CRSnews](#) and [@CRSnoticias](#), [Instagram](#), [Pinterest](#) and [YouTube](#).*