



**USAID**  
FROM THE AMERICAN PEOPLE



**Volunteer Name: Joseph F. Duffy**

**Country: USA**

**Country project: TZ97 Strengthening the  
Governance, Management and Organizational  
Capacity of the KDCU**

**Host: KDCU**

**Venue: Place: GM Office**

**Audience: GM and Department Heads**

**Number of people : TBD**

**Date: 21/11/2016**













# **1. Assignment Objectives as in SOW**

1. Organizational Capacity Assessment of board members and management
2. Design training plan/modules to address gaps/need found
3. Conduct trainings – Bd duties, manual board/mgt roles, T.O., bylaws, job descriptions, Mission review, evaluations
4. Review Strategic Plan & address planning

## **2. Achievement of the assignment objectives**

### **Objective One - Assess**

- Confirmed SOW content and pre-trip emails, confirmed on site plus more, Bd survey inst.
- Newness of board and GM
- Job descriptions, reviews, Mission & Main Thing, T.O., Bylaws, Bd 101, Bd manual, Bd JD
- Strategic plan

## **2. Achievement of the assignment objectives (cont)**

### Objective two

- Id'd gaps and needs enumerated last slide
- Developed Senior staff group and individual trainings
- Developed two day board trainings, used a pre-survey of board members. Used PP, group lecture and discussion, breakout groups and homework both days

## **2. Achievement of the assignment objectives (cont)**

### Objective three

- Conducted the trainings from previous slide
- With Board used a translator too
- Break-out on Mission and main thing
- G.M. led discussion on bylaws, T.O and Strategic Plan
- Great staff work on Mission, main thing & JD
- Great cooperation from HR on such

## **2. Achievement of the assignment objectives (cont)**

### **Objective Four -Challenges of Plan**

- Two years old and not followed up on
- New GM and entirely new Bd et al staff
- Environment changes over last 2 yrs
- Existing plan has no timeframes and no assigned responsibility
- Good background info and possible goals and activities

### **3. Recommendations to the host with regards to the assignment**

- Proceed on announcing educating Mission
- Provide all employees JDs and start Perf. Revs.
- Cascade the Main thing
- Complete bylaws, T.O, approval internally & ext.
- Provide Bd chair instruction on annual Gm review
- Complete and issue Board member manual
- Use Bd eval forms for bd member individual and for board as whole
- Proceed on Strategic Planning strategy

## **4. Anticipated Impact**

- KDCU will operate more efficiently and effectively
- All will know and focus on Mission & MT
- Board and staff will know their respective roles and be able to grow
- Board members be role models to members (users)
- On footing to grow, excited about future

## **5. Recommended future volunteer Assistance**

- Human resources efficiency expert to analyze or help staff analyze to be sure org is right sized for this time
- Strategic Planning expertise to assess current status and if need be formally revise or replace current plan
- Factory operations expertise to assess factory & warehouse equipment, operations, and replacement needs prioritized
- Possible follow-up to this engagement

## **6. Recommendations to other non-host stakeholders**

- CRS have more presence in area
- The Commission be utilized more for assistance with best practices, networking with other cooperatives and legal advocacy (the cooperative societies act)
- Financing institutions

# Action plan for host recommendations

Recommendation	Specific Action	Responsible person	By when
1.Implement Job Descriptions (JD) And Performance Review Forms	JD created for every position, copy to employee and copy in HR file. Copy of Performance review form to employee files	HR Manager assisted by Department Heads	JDs done by 23/11/2016. One Performance Review Form done daily until all done
2.Approve Mission and publicize promote it	Distribute widely to KDCU constituents, post internally and inform all staff	Project Manager, GM, and Department Heads	Initial posting by 22/11/2016 but effort ongoing
3.Finalize and adopt bylaws and T.O.	GM and Board continue discussion from 15/11/2016, adopt final documents,.	GM and Board Chairperson.	Follow up discussion at 21/11/2016 board meeting and adopt then or set date for follow-up meeting
4. Finalize and communicate Main thing by Department	Once approved by GM, compile all main thing Statements and circulate to Departments. Will use main Thing and Mission for decision making.	Project Manager CR to Departments and Department Heads will ins-service staff and post	26/11/2016

# Action plan for host recommendations

Recommendation	Specific Action	Responsible person	By when
5. Develop & Distribute Board Member Manual	Approve in initial contents. Print hard copy, assemble manuals and distribute them	GM assisted by Ass. Personal Secretary	30/11/2016
6. Agree on tentative Strategic Plan and course of Action	Board and management will continue effort began at 15/11/2016 Board Training to settle upon strategic priorities and then assign specific responsibilities for each	GM and Board Chairperson	Have in place the agreed upon Strategic Priorities by 30/11/2016 with assigned responsible persons. Explore further external assistance in working with Board and staff to amend or replace current plan. Identify possible resources and request such help by 15.01.2017

## **7. How can CRS improve future volunteer experience**

- Look to eliminate redundancy in pre-trip materials
- Use of phone and modem great. More training on use and care
- Develop an evaluation form for Host Agency to provide feedback

***Thank You!***

***Asante***

***Kwa heri***