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## 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: Mary Edwards
- b) Host Organization: INADES Formation Kenya & Mwala Farmers Association
- c) Assignment: KE19 - Train Mwala farmers' association leadership and selected TOTs on management and administrative skills and facilitate the association in the development of their internal management policies
- d) Dates of Assignment: 09/08/2014 – 09/25/2014
- e) Number of days worked: 15 days

### 1.2.1 (a) Objective 1 in your SOW

#### Improving farmer cohesion in the FA

- The importance of a clear Vision and mission statement for the FA
- Communication basics, the importance of an effective and efficient communication system.
- Roles definition/separation of duties – train on the roles of management, board of directors and members.
- Record keeping for the management team and the board
- Basic Human resources (HR) management principles

#### *Progress with the objective:*

**Vision & Mission:** Time did not permit addressing this piece of objective

**Communication Basics & Effective/Efficient Communication:** Basic elements of providing effective/efficient communication skills were addressed as follows:

- Importance of keeping accurate records available to organization members
- Importance of identifying attending members, location of meeting, time of meeting, date of meeting, and promptness of attendance
- Importance of promptness at meetings
- Importance of developing agenda prior to meetings & sharing agenda with members of Board & organization members.
- Importance of developing agenda prior to Annual Meeting and sharing with organization members.
- Importance of developing minutes to follow the Agenda of each meeting. (Minutes of meeting reflects items listed on Agenda; all decisions noted in minutes; minutes to be shared with organization members)
- I provided Examples of agenda & minutes to attending members
- We (participating members) developed agenda for next board meeting to be held in October, 2014 (date, location, time, items to be discussed)
- Discussion of process of making agenda available to board members & organization members.



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**Roles definition/separation of duties:** Information was given to Board members and the importance of each board member's role and separation of duties addressed as follows:

- **Organization Members should be told the following information:**
- **Duties of Board Officers**
- **Duties of Committee Chairperson (3 Committees – Executive, Marketing, Production)**
- **Process of delegation within committees**
- **Responsibilities of Committee members**
- **Elements of Conducting a Meeting**

**Record keeping for the management team and the board:** Information was given to Board/Committee Members regarding the critical need for keeping accurate and complete records which will lead to organization members "trust" of Board as follows:

- **Importance of Keeping Accurate Records creating Evidence**
  - Financial (Income & Expenses)
  - Minutes of meetings of each committee & Annual Meeting
- **Elements of Agenda**
- **How to Develop Agenda**
- **Importance of Agenda being prepared PRIOR to meeting creating Evidence**
- **Importance of Sharing Agenda of Committees with membership**
- **Elements of Minutes**
- **How to Develop Minutes to follow Agenda**
- **Importance of Minutes creating Evidence**
- **Importance of Sharing Committee Minutes & Annual Meeting Minutes with organization members**
- **Importance of allowing organization members to attend committee meetings.**

**Basic Human resources (HR) management principles:** Time did not permit addressing this piece of objective.

b) **Expected impacts/results:** Because I saw no evidence of any record keeping by board, committees, or groups, I stressed the importance of accurate record keeping by developing a process to: develop an agenda PRIOR to the meeting, develop minutes of the meeting to follow the agenda items; elements of an agenda & minutes; importance of sharing Agenda PRIOR to meeting & sharing minutes with organization members AFTER each meeting is held.

There is a critical need for Organization members to be knowledgeable about the activities of the 3 committees and to get information which will ultimately create a level of trust between organization members & board.

c) **Recommendations:**

1. President of Exec. Comm. to explain to organization members the following:
  - Importance of keeping accurate records (provides evidence)
  - Board members' roles and responsibilities



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- Committees' responsibilities
  - How organization members can provide information to committees
  - Importance of agendas & availability to membership
  - Importance of minutes & availability to membership
2. Develop Agenda for meetings that will be shared with board members and organization members PRIOR to meeting.
  3. Development of Minutes of Meeting to be shared with board and organization members
  4. Development of Annual Meeting Agenda to be shared with organization members PRIOR to Annual Meeting
  5. Development of Minutes of Annual Meeting & shared with organization members
  6. Development of Reports (financial (income & expenses), marketing, production) to be shared with organization members

### 1.2.2 Objective 2 in your SOW:

#### *Development of a simple internal control system and policies:*

- Assist the leadership to formulate clear Vision and mission statements.
- Facilitate and guide the leadership (Management & Board of directors) of Mwala FA in the development of a clear communication policy.
- Work with the management to document the various roles and develop a clear organogram for the organization.
- Facilitate and guide the leadership (Management & Board of directors) of Mwala FA in the development of a simple reporting system
- Assist in the development of a simple HR policy

#### a) Progress with the objective:

Assist the leadership to formulate clear Vision and mission statements. Time did not permit addressing this piece of objective.

Facilitate and guide the leadership (Management & Board of directors) of Mwala FA in the development of a clear communication policy.

The following items were conveyed to Board members of the Mwala FA.

- Importance of keeping accurate records that will be available to members
- Importance of developing agenda prior to meetings & sharing agenda with members of Board & organization members.
- Importance of developing agenda prior to Annual Meeting and sharing with organization members.
- Importance of developing minutes that follow the Agenda of each meeting.
- Examples provided of agenda & minutes to group
- Group developed agenda for next board meeting to be held in October, 2014
- Discussion of process of making agenda available to board members & organization members.



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**Work with the management to document the various roles and develop a clear organogram for the organization.**

I provided information about the importance of creating an “Organizational Chart” which illustrates the 3 Committees, their activities and reasons for sharing the Chart with members. I also provided information why President of Exec. Committee needs to “explain the roles and responsibilities of each board member” to the organization members. Organization members will receive documentation/evidence of a Chart and activities of each board member & committee members which will lead to increased membership participation and ultimately trust. The following were accomplished:

- **Importance of Organization Chart**
  - **Elements of Organization Chart**
  - **Distribution of Organization Chart will be conducted by the President of Executive Committee**
  - **Duties of Board Officers**
  - **Duties of Committee Chairperson (3 Committees – Executive, Marketing, Production)**
  - **Process of delegation**
  - **Responsibilities of Committee members**
- **Facilitate and guide the leadership (Management & Board of directors) of Mwala FA in the development of a simple reporting system**

I provided information regarding the reasons to keep records. The following items were stressed as important so the leadership can develop a simple reporting system:

- **Importance of keeping accurate records**
- **Advantages for keeping accurate records**
- **Types of records to keep**
- **Sharing accurate records with organization members**
- **Challenges: Person to keep records; where to store records; how frequently to keep records; what records to keep;**

Assist in the development of a simple HR policy – Time did not allow addressing this piece of the objective.

- b) **Expected impacts/results:** If the Board implements the recommendations, I expect trust to develop between organization members and Board members. This will take a considerable period of time, as the membership needs to see evidence of consistent implementation. Currently, the organization’s membership does not have access to information; does not understand what board members discuss at their meetings; does not know which topics are discussed at committee meetings; does not know what will be discussed at the Annual Meeting, does not receive copies of minutes of Committee meetings & the Annual Meeting and does not have access to agendas for any committee meetings and the Annual Meeting. Therefore, the organization’s membership does not participate in activities.



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When the membership receives an Agenda PRIOR to Committee Meetings & Annual Meeting, they will be made aware of what the committees' will address in their meetings; when the membership receives a copy of the Minutes of the Committee & copies of the Annual Meeting, they will be knowledgeable.

The board wants more participation of organization membership in activities, and improved attendance at the annual meeting. *To improve attendance at meetings, members must feel they are "important to the organization."* Members must be aware of topics to be discussed at the annual meeting. Information to members about items to be discussed will increase member participation.

Information about advantages of accurate record keeping and the sharing of accurate information to organization's members will increase the "trust and participation" of members in all activities.

In summary, the organization membership needs to understand the importance of keeping **accurate records**. The membership needs to see how they "fit" into the Organization and the Committees. An **Organization Chart** will provide this information. Members need information about what activities & topics to be discussed in the 3 committees' meetings and at the Annual Meeting. An **Agenda** shared with membership will provide this information. The membership also needs information about what Reports and topics were discussed in the 3 committees' meetings, and the Annual Meeting. Copies of **Minutes** that includes **Reports** of Committees shared with membership will provide this information. It is critical that an Agenda & Minutes of the Annual Meeting be shared with membership.

By providing membership with an Organization Chart, an Agenda, and Minutes of Meetings to include Reports, the membership will feel valued, will become participating members, and trust will develop. The importance of having evidence should be stressed to organization membership.

c) **Recommendations:**

1. Develop Organization Chart (share with organization's members)
2. Develop process for developing Agenda for 3 Committees & Annual Meeting
3. Improve process for developing Minutes of Committee Meetings & Annual Meeting to follow Agenda
4. Develop process for sharing Committees' Agenda, Minutes, Annual Meeting Minutes, Financial Reports, Committee Reports, and other information with Organization's Members.

1.3 **Number of people Assisted:**

- a) Through formal training: 32
- b) Through direct technical assistance (Do not double count) 10
- c) Out of these above, number of host staffs: 1 from INADES
- d) Training/assistance by field

Topic/field	Total	Males	Females
Record Keeping	10	4	6

Agenda & Minutes	10	4	6
Organization Chart	10	4	6
Communication to Membership	10	4	6
<b>Total Contacts</b>	<b>40</b>	<b>16</b>	<b>24</b>

#### 1.4 Gender

- a) **What gender roles did you recognize in your host community?** I learned that women are an integral part of any farmer operation. Women were most vocal, they were able to “think” through solutions to problems; men understood the importance of keeping accurate records; of providing organization’s members with information on a consistent basis. Women and men keep records.

**Did these roles play a part in your assignment? How?** Women appear to be committed to their various roles as committee members, committee chairpersons and see themselves as integral to the organization’s development.

- b) **How might CRS or the host organization improve opportunities for the women in this host or host community?** From my observations, I believe women are very involved in the organization, the farm production, and clearly understand the importance of establishing “structure” in the organization.

#### 1.6 Value of volunteer contribution in \$

- Hours volunteer spent preparing for assignment: 12 hours
- Estimated value of all material contributions volunteer contributed to host during assignment: Total: \$179.00 - see Volunteer Report (Richard Edwards) KE13 for itemization.

#### 1.7 Value of hosts’ contribution in \$ (Please consult the host as well)

- Meals
- Transportation
- Lodging
- Translation
- Other (Specify)

#### 1.9 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.