



## 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: Bryce A. Malsbary
- b) Host Organization: Hanbit Agriculture Technology and Research Center
- c) Assignment: Strategic Plan Development
- d) Dates of Assignment: April 30 through May 14, 2016
- e) Number of days worked 10

1.2.1 Objective 1 in your SOW: Develop a mission statement, a vision statement, identify core values and conduct a SWOT analysis to help determine the best opportunities for HARTC to establish and achieve their growth goals.

- a) Progress with the objective: The mission, vision and core values were developed and are attached as a document to this report. A SWOT analysis was conducted and that is also attached to this report.
- b) Expected impacts/results: The development of the mission, vision and core values will be the foundation for the development of the strategic plan. The results of the SWOT analysis identifies the major weaknesses of the Hanbit center and provides an objective opportunity to improve on those weaknesses. As well the Center can focus on the opportunities identified and acknowledge the potential threats.
- c) Recommendations: HARTC should use the mission, vision and core values in all printed material and should develop their strategic plan to reflect and support their mission and vision.

1.2.2 Objective 2 in your SOW: Develop a business strategic plan which identifies the goals and objectives of the center and develops timelines for implementation and responsible person(s).

- a) Progress with the objective: This objective was partially completed. South Sudan is still in recovery mode from the conflict beginning in 2013. The new government is still in transition and progress is slow in accomplishing effective and efficient management of government agriculture departments. Government funding of different ministries is still strained and success of the Hanbit Center will largely depend on its ability to find sustainable financing. A preliminary draft of a strategic plan was developed for continued review and refinement by the Minister of Agriculture and his Director Generals.
- b) Expected impacts/results: Once the draft of the strategic plan is received by CRS and the Minister of Agriculture and disseminated to the appropriate staff for review a more final and relevant document will be developed for implementation.
- c) Recommendations: It is recommended that the draft strategic plan be distributed to appropriate staff for review and input. It is suggested that a multi-day retreat be scheduled to allow input and discussion from staff to collaborate and establish ownership by all the ministry staff.

1.2.3 Objective 3 in your SOW: Identify realistic revenue opportunities and develop strategies which will provide sustainable financing for future training programs and operating expenses of HARTC.

- a) Progress with the objective: During this assignment we did explore many alternative ways to generate revenue to sustain the centers educational programs and operating expenses. A list of possible means to provide financing for the center is attached.

- b) Expected impacts/results: If HATRC identifies and implements several of the recommendations to provided sustainable financing for the center I believe significant revenues will be generated.
- c) Recommendations: It is recommended that the Minister of Agriculture and the staff of HATRC determine which funding option(s) are most realistic and achievable and develop strategies for implementation.

### 1.3 Action Plan

Recommendation	Specific Action	Responsible person	By when
1. Identify and implement activities to create sustainable revenue sources to support the operating expenses of Hanbit.	Review the revenue opportunities discussed with the volunteer and select the most realistic ones and develop strategies for implementation.	Staff of Hanbit and the Minister of Agriculture	Immediate
2. In the development of future agriculture curriculum involve the ministry field agents and farmers and solicit their input to determine priority educational needs..	Schedule frequent meetings/interaction with the field agents and Farmers to be alert to their specific needs.	Hanbit staff, Ministry field agents and farmers	Ongoing
3. Improve the selection process of students who will receive the Hanbit basic agriculture education.	Review the selection criteria with the Korean Military so that each student meets the minimum qualifications to receive the training.	Hanbit staff and Korean Military	Ongoing
4. At the conclusion of each training class have each student complete a program/course evaluation.	Develop a program evaluation form and use the results of the evaluations to make necessary improvement or adjustments to the curriculum.	Hanbit staff	Immediate
5. Create a marketing brochure which can be used to recruit new students and inform the general public	Develop some text about the center which would include some pictures a	Hanbit staff and input from the Ministry staff	Immeidate

of the program and meeting facilities available at the center.	description of its mission, vision and core values and the programs it currently offers. Have printed locally.		
6. Create educational linkages/partnership with agriculture businesses and educational institutions to coordinate relationships which will foster the use of agriculture best practices.	Develop a list of agriculture organizations to contact and begin to create a collaborative network of agriculture expertise.	Hanbit Staff and the Minister of Agriculture	ongoing

#### 1.4 Number of people Assisted

- Through formal training 6
- Through direct technical assistance (Do not double count) 6
- Out of these above, number of host staffs 5
- Training/assistance by field 3

Category	Total	Males	Females
Members/ owners			
Employees	6	6	
Clients/ Suppliers			
Family Members			
Total	6	6	

#### 1.5 Gender

- What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How? The entire staff of HARTC was male so there was no opportunity to compare gender roles.
- How might CRS or the host organization improve opportunities for the women in this host or host community? CRS and the Agriculture Minister can recruit women instructors for the center as the program grows and there is sufficient funding available to hire more staff.

#### 1.6 Value of volunteer contribution in \$ \$150

- Hours volunteer spent preparing for assignment: 6 hours
- Estimated value of all material contributions volunteer contributed to host during assignment: \$50.00

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

- Meals: Provided by volunteer per diem
- Transportation: Provided by CRS



- c) Lodging: Provided by CRS
- d) Translation: Not necessary English was spoken
- e) Other (Specify) N/A

#### 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. None

1.9 Recommendations for CRS: One of the challenges experienced by this volunteer was the limited time I was able to spend with the host employees. Apparently no one realized that the staff of Hanbit only worked morning hours. It was not until the last day that we had significant time together and that was orchestrated by CRS staff. With the current financial restricts of the Ministry employees are paid as part-time staff and are not expected to work in the afternoons. Also my assignment was cut short by one day because of the limited flights available from Bor back to Juba.

If there is a follow up strategic planning assignment I would suggest that more coordination be done prior to the volunteer's arrival. This coordination should also include a commitment from all the Ministry staff to be available and participate in the strategic planning process. We were able to accomplish part of the objectives however the Ministry staff will need to facilitate and collaborate with the other departments within the Ministries to complete the strategic planning process.

#### 1.10 Press Release

### **FOR IMMEDIATE RELEASE**

**VOLUNTEER CONTACT:** Bryce A. Malsbary  
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## **Hendersonville N.C. Area Volunteer Travels to South Sudan to Share Skills with Local Farmers**

**Farmer to Farmer program promotes economic growth and  
Agricultural development in East Africa**

### **FOR IMMEDIATE RELEASE**

**CONTACT:** [Name]  
[Title]  
[Phone]  
[E-mail]



## **Hendersonville N.C. Area Volunteer Travels to South Sudan to Share Skills with Local Farmers**

### **Farmer to Farmer program promotes economic growth and Agricultural development in East Africa**

**Bryce Malsbary, a retired business executive**, from Hendersonville N.C. travelled to **South Sudan** for 2 weeks to share his business expertise with local farmers. Bryce's assignment is part of Catholic Relief Services' Farmer-to-Farmer (FTF) program that promotes economic growth, food security, and agricultural development in East Africa.

**"Malsbary said:** My assignment responsibility was to work with an Agriculture and Research education center and develop a strategic plan which would provide education to the agriculture community on improving farming practices in Bor, South Sudan. The country has experienced so much trauma and violence over the last several years that agriculture production has decreased. As civilian safety improves with the new government education needs to be available to the farmers to increase their production output which ultimately will improve food security nationwide.

Funded by the U.S. Agency for International Development (USAID), the five-year program matches the technical assistance of U.S. farmers, agribusinesses, cooperatives, and universities to help farmers in developing countries improve agricultural productivity, access new markets, and increase their incomes.

In South Sudan, Malsbary worked with Hanbit Agriculture Technology and Research Center in Strategic Planning training and giving technical assistance to the staff of the Agriculture Ministries to enable them to provide agriculture education, conduct research, facilitate outreach to local communities and become financially self-sustaining. Up to 12 beneficiaries were reached.

Malsbary's volunteer assignment is one of nearly 500 assignments that focus on agriculture, food security and nutrition in South Sudan, Ethiopia, Tanzania, Kenya and Uganda. This is the first time CRS has been involved in the 28-year-old Farmer-to-Farmer Program funded by the U.S. government.

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 U.S. volunteers will travel to East Africa for anywhere from one to six weeks, their expenses covered by USAID.



“One thing we are certain of is 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 for everyone involved.”

For more information, visit [farmertofarmer.crs.org](http://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 nearly 100 countries, without regard to race, religion or nationality. For more information, please visit [crs.org](http://crs.org) or [crsespanol.org](http://crsespanol.org).*