

## Assignment information

Volunteer Name:	Laila Salimi
Host Organization:	Caritas - Catholic Diocese of Njombe
State of origin:	Washington DC
Assignment:	Strengthening the Organizational and Management Capacity of the Caritas Diocese <del>Njombe Development Office</del>
Dates of Assignment:	June 17 – July 1, 2016
Number of days worked:	9

## Objectives

Note: given this was an initial assignment with host the language around objectives was a little ambiguous – particularly since there was a lot to be done. The objectives were general and the SOW said that since I probably wouldn't get to all, I could advise remainder for future volunteers. I used some of the language from the SOW **but we can re word to 2 objectives if you prefer: 1) develop new org structure and 2) build strategic plan to address inefficiencies and gaps in the organization.**

Objective in your SOW	Prioritize the problem areas and create a plan to address them
Progress with the objective:	Caritas was very disorganized and one of the first issues that needed to be addressed was to restructure the organization in order to create an environment that would enable good management via the building of systems and processes, as well as management training. As a result, we worked with the entire organization, not just NDO to address these issues from the top down. Some of the other issues included lack of unity amongst departments (due to illogical structure), lack of standardization and transparency across departments, need for better distribution of resources and use of talent, need to address threats such as legal issues and financial instability. We developed a new organizational structure and a plan to address other issues via the next objective.
Expected impacts/results	If we get buy in from enough leaders of the organization (The Bishop, head of Caritas, is conceptually aligned), we should be able to implement the organizational structure, which is a key component of our strategic plan for the coming year. This should, combined with other elements of the plan should eventually alleviate most of the critical issues facing Caritas and as a result NDO.
Recommendations	It is my recommendation that Caritas as a whole transitions to the proposed organizational structure or a logical alternative to its current design in order

	to operate efficiently (eg currently people are doing the same thing in various parts of the organization without sharing best practices, creating templates or documenting processes), appropriately distribute resources, have transparency across the organization and implement policies and procedures to mitigate financial and legal risks.
<b>Objective in your SOW</b>	<b>Revisiting and updating Caritas strategic plan</b>
Progress with the objective:	They did not have a strategic plan so we developed one around the goal of bringing structure and stability to the organization. We then created objectives from that goal and broke them down into activities and assigned timelines.
Expected impacts/results	If we get buy in from enough leaders of the organization (The Bishop, head of Caritas, is conceptually aligned), we should be able to implement the strategic plan over the course of the next year. This should eventually alleviate most of the critical issues facing Caritas and as a result NDO.
Recommendations	It is my recommendation that they implement the strategic plan we designed and make sure they assign capable project managers to oversee implementation, who will stay in close communication throughout the process in order to manage dependencies.
<b>Objective in your SOW</b>	<b>Looking at the any existing procedures for procurement/inventory, finance, and human resources; and revising and adding as needed to increase transparency and efficiency</b>
Progress with the objective:	Given the first objective, it was more critical to start creating plans for the new departments before building process that would not be able to function under the existing structure of the organization. The organization is lacking policies and procedures for procurement, finance/accounting (across the organization, though NDO is doing a reasonable job). It also needs to build a function to handle legal/compliance issues related to permits, contracts, and anticipate/respond to changing government policies.
Expected impacts/results	If the strategic plan is implemented and our objectives are achieved, Caritas should have basic policies and procedures in place across the organization within a year.
Recommendations	It is my recommendation that the organization adheres to the strategic plan, which includes a way to manage financial risk until the transition is complete.
<b>Objective in your SOW</b>	<b>Management training</b>

Progress with the objective:	<p>Given the size of the issues (organization wide vs just the department) we didn't focus explicitly on management, but we talked about it throughout various steps while creating a proposal for a new organizational structure. Among the issues that necessitated re-structuring, they were hoping to relieve the burden of management caused by inefficiency. While designing the new structure we discussed the importance of having good reporting lines and how we can avoid bottle necking at the top by having strong department managers who manage the day to day activities of the department and report up. We also discussed how that should be done at all levels; when managers have good designs and the right people in the right roles, they can have transparency into how responsibilities are being achieved and manage effectively without micromanaging or managing too distantly. When discussing the need for better human resource management, we touched on the employee life cycle and the need for managers to hire, onboard/train, develop, evaluate and off board employees effectively. We touched on the need for having clarity around expectations in order to compare outcomes during evaluations. We also learned about project management while developing our strategic plan in detail including the importance of breaking down goals into micro steps and assigning deadlines, responsible parties, visualizing meetings/approvals and other milestones such as roll out/change management.</p>
Expected impacts/results	<p>Members of the training have already demonstrated understanding of the necessity of having detailed plans (resources, deadlines etc) in order to effectively manage projects. They have also realized the concept of leverage/not everything needs to be done by you, you can assign/delegate responsibilities.</p>
Recommendations	<p>It is my recommendation that they continue to practice using the new project management skills acquired and potentially get further training to reinforce the concepts. I also think further training on good people management is needed upon transition to new departments for all employees with direct reports.</p>

## Action Plan – see attached slide

Step	Responsible Party	Leverage	Date
Name responsible parties for overall plan management (including updating the master	Father Camillo	Father Nestor	July 8

documents, ensuring relevant communication for stakeholders) each objective of the plan and define how they will work together			
Meet with Bishop to review finalized plan with responsible parties	Father Camillo	Father Nestor	Week of July 11
Implement Plan	Father Camillo	Father Nestor	July 18

## Number of people Assisted

Total	55
Through formal training	
Through direct technical assistance (Do not double count)	
Out of these above, number of host staffs	55

## Training/assistance by field

Category	Total	Males	Females
Members/ owners			
Employees		37	18
Clients/ Suppliers			
Family Members			
Total		37	18

## Gender

What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How?	Women do work but in terms of gender roles at home, women are expected to handle domestic responsibilities. Gender roles had little effect on my assignment, however, since it is a Catholic organization most of the leadership is male dominated and it seems as though women will not occupy top management roles even if the organization is restructured.
How might CRS or the host organization improve opportunities for the women in this host or host community?	I'm not able to comment on this because I think a change would need to be culturally appropriate/shouldn't be forced or move too quickly.

## Value of volunteer contribution in \$

Hours volunteer spent preparing for assignment	25
Estimated value of all material contributions volunteer contributed to host during assignment	
Hours spent during assignment	~8 * 9 days= 72 hours
Total	72 + 25 = 97 (240/8) = 2910

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

Meals	They provided lunch for everyone in training They also provided water and occasionally treated me to dinner eg one welcome and one social.
Transportation	They picked me up from Mbeya and drove me to Njombe and back at the start and end of my assignment They gave me rides the first 1-2 days but after that I insisted on walking to/from our meeting place because it was very close and I wanted to walk
Lodging	They paid for hotel
Translation	N/A
Other (Specify)	

## 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.	See information provided in objectives, action plan and gender as applicable.
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## Recommendations for CRS:

More effort should be put into making sure the objective of the assignment is clear. This should be done through the SOW and contact leading up to the assignment. I understand how the program works so I know this can be tricky, but I think it's critical for the implanting organization to be in close communication with the host to ensure objectives are achieved. The more the volunteer knows before traveling the better and all parties should be aligned on the plan. Perhaps the SOWs should be written by the host with guidance from CRS. Again, I realize the SOWs are one piece of
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many things the program has to manage but its critical to set the assignment up for success and they are a bit sloppy/lacking clarity.

Orientation was a little informal; unless it's more thorough volunteers can probably skip Dar if their assignment is elsewhere. (After jet lag and 24 hours of travel I had 1 day in Dar and then had to wake up at 4:30 AM the following day to travel again for several hours.) I was expecting to learn more about my assignment and it would have been helpful to walk through templates. I was sent the templates following the meeting after I requested them but with spotty internet and all steps volunteers are taking to prepare for the unknown, there should be a conversation about the trip report (eg questions about gender, how to capture numbers of people trained, reminder to get attendance – I know these things but new volunteers don't ).

Lack of coordination on part of field staff regarding logistics of my assignment. Host handled most and there was messiness around my debrief/departure on part of field staff – see relevant email exchange.

## Future Volunteers:

I think future volunteers should focus on helping them implement their strategic plan and ensuring it's well managed. Some potential volunteers could include:

- Someone with change management/transformation experience
- More Project management training
- People (vs project) management training



*Note: you can send to DC based publications and approach some in Davis, CA (Enrolled in UC Davis for Masters)*

## **FOR IMMEDIATE RELEASE**

### **VOLUNTEER CONTACT:**

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## **[Washington DC] Area Volunteer Travels to [Tanzania] to Share Skills with Local Farmers**

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

[Laila Salimi], a [Consultant] from [Washington DC] travelled to [Tanzania] for [2.5] weeks to share his/her technical skills and expertise with local farmers. [Name]'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.

**“[My hosts were extremely welcoming and their open mindedness and effort helped make the assignment very productive],” said Salimi.**

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 [Tanzania], [Laila] worked with leaders and members of [Caritas - Catholic Diocese of Njombe] to enable them to [create a plan to re structure the organization, develop policies and procedures and build capacity in project planning and management]. Up to [Number of beneficiaries] beneficiaries were reached. [Other details are optional]

[Name]'s volunteer assignment is one of nearly 500 assignments that focus on agriculture, food security and nutrition in 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).*