**Farmer-to-Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| Summary Information | |
| Assignment Code | SL 24 |
| Country | Sierra Leone |
| Country Project | Horticulture |
| Host Organization | TJAL ENTERPRISE |
| Assignment Title | Organizational Management and Market Expansion |
| Assignment Preferred Dates | December 2017 – March 2018 |
| Objectives of the Assignment | To review current organizational management structure of TJal Enterprise and provide technical support to allow their market to expand |
| Desired Volunteer Skill/Expertise | Formal qualification or qualifying experience in organization management, business administration and any other related qualifications and experience in market expansion, sales and distribution. |

# BACKGROUND

Catholic Relief Services Sierra Leone Country Program, in partnership with Fresh Salone and West Africa Rice Company is implementing USAID-funded Feed the Future Sierra Leone Entrepreneurial Agriculture for Improved Nutrition activity which is scheduled to end in 2018. The goal of this five-year initiative was to improve the agricultural and food security situation of Sierra Leone’s population by sustainably reducing rural poverty and improving nutrition through the integration of agriculture and nutrition interventions. This goal was supported by two Intermediate Results which fosters drivers of economic growth through value chain development and improved nutritional status of at least 30,000 farming households (180,000 people) across all the 11 Chiefdoms of Tonkolili District. The first Intermediate Result is IR 1: Increased incomes led by strategic value chain investments, and; the second Intermediate Result is IR2: Improved nutritional status, especially among women and children.

Now that the activity is ending in May 2018 instead of September 2021, the goals of FY18 is on one hand to ensure the return on investment made in satellite (rice and maize) and demo farms (horticulture) in FY17 is as high as possible and on the other hand to sustainably hand over as well as possible the demo farm operations to the Agri-Business Centers. During FY18 the activity will focus on IR1 and not on IR2.

IR1 is supported by two components: 1) improving agricultural productivity and post-harvest technologies of rice maize and horticulture crops and 2) expanding market access.

The Feed the Future activity consortium works very closely with other Feed the Future implementing partners, like Africa Lead (DAI), Feed the Future Sierra Leone Scaling up Aquaculture Production activity (World Fish), SPRING and with Peace Corps, Tonkolili District council; Ministry of Agriculture, Forestry and Food Security (MAFFS) and the Ministry of Health and Sanitation at national and district levels. The collaboration will result in capacity building of government officials and extension agents, Agri-Business Center staff and leadership.

**About the Host Organization –– TJAL ENTERPRISE**

TJal Enterprise is a fully registered agro inputs company with the appropriate authorities as a sole proprietorship, dealing in poultry products, agro-chemicals, vegetable seeds, fertilizer and agricultural equipment. The company is located at 2 Kingtom Bridge, Freetown in Sierra Leone with branches in Makeni in Northern Sierra Leone and with a branch outside of Sierra Leone in Conakry, Guinea.

Our core values are: integrity, honesty and dedication to the performance of any contract we enter with our varied clients.

* We provide reliable personnel in the execution of contracts;
* We provide high quality goods to our clients;
* We are customer friendly;
* We provide highly qualified personnel.

Over the years, we have undertaken a lot of contracts with NGO’s and INGO’s as well as Government Agencies all over the Sierra Leone. Our personnel are highly motivated, honest and reliable and can work under pressure to produce maximum results. In cases of breakdown, we have a twenty-four hour on standby staff who can answer your calls with speed and efficiency.

# ISSUE DESCRIPTION

TJAL, with support from projects like Sierra Leone Opportunities for Business Action (SOBA) and other sector growth facilities, has been implementing a number of reforms and improvements in business practices to grow their business, supported with a dynamic network of distributors/agents with the ability to reach more farmers across Sierra Leone with agriculture input. These reforms include

* introducing QuickBooks accounting system to generate periodic financial;
* introducing stock cards for inventory management and control as a means to improve their stock management;
* translating their packaging labels and information from French to English for Sierra Leone destined products;
* Improving storage for inputs to maintain quality over time such as pallets for fertilizers and AC/temperature control for seeds storage;
* Revamping customer service by conducting regular visits and making customer calls; now performing monthly inventory control and disseminated their newly-established product and price list to key distributors;
* Developing a product price list for wholesaler and retail clients; adopted new product lines that cater to the poultry sector; and adopted a new agent distribution model.

To sustain growth achieved in the past 3 years, TJal reviewed their business and identified six problem areas which need to be addressed by the company (see table below).

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| **TJal Organizational Management and Business challenges** | **How these challenges affect business performance.** |
| Lack of detail job description for staff to enhance performance and lack of structured organizational organogram for staff. | Low staff output, roles are conflicting one another. |
| Limited training capacity for key staff to enable them coached and mentored sale agents on networking with smallholder farmers. | Inability for sale agents to market TJAL product and hinders the capacity for TJAL to import better quality of Ag-input. |
| Limited knowledge in the development and presentation of materials and training for agents and clients and the development of appropriate training schedule that fits the agricultural calendar in Sierra Leone. | TJAL product will not be used by farmers due to the limited or no knowledge of product use and it safety. |
| Limited knowledge on market expansion using the agents or agro dealer model. | TJAL will definitely run out of business if stocked products are not getting out to the farmers. |
| Limited skills on forecasting and planning for the agricultural season, which normally resulted to shortage of supply of Ag-inputs. | Community agro dealers and agent will begin to develop trust issues with the farmers. |

Based on the above, it’s clear that organizational management technical support is needed which should at least address the following below:

* Develop a well-structured organogram that represent the objective of TJal Enterprise;
* Develop detailed job descriptions of staff and set up performance management system that will impact on the overall goal of TJal Enterprise and enhance staff overall performance;
* Develop appropriate market expansion strategies for medium to long term;
* Identify the training needs for staff and clients;
* Support the development of a holistic ag-input forecast plan.

# OBJECTIVES OF THE ASSIGNMENT

The objective of the assignment is to review current **organizational management structure** of TJal Enterprise and provide technical support in **upgrading the operational tasks** for quality performance and deliverables allowing their market to expand. Specifically, the volunteer will assist TJALL ENTERPRISE with:

* Develop a well-structured organogram that represent the objective of TJal Enterprise;
* Develop detail job description of staff that will impact on the overall goal of Tjal Enterprise and enhance staff overall performance;
* Develop appropriate market expansion strategies for medium to long term;
* Support the development of appropriate training needs for staff and client;
* Support the development of a holistic ag-input forecast plan.

# HOST CONTRIBUTION

During the duration of the volunteer assignment,

. TJALL ENTERPRISE will contribute the following:

* Development of the scope of work;
* Mobilizing relevant staff to work with the volunteer in the process of conducting the assignment;
* Providing prompt inputs as required during the assignment and comments /views as sought for the success of the exercise;
* Conduct field visit to Agents and TJALL outlet in the province
* Providing investments to implement the proposed plan and action points;
* Providing training venues for the entire duration of the assignment.

# ANTICIPATED RESULTS FROM THE ASSIGNMENT

below are expected results from this assignment

1. Well -structured organogram produced with and for TJAL ENTERPRISE that is embedded with the right personnel to move the objective of the enterprise forward;
2. Appropriate detailed job descriptions that guide staff on their roles and responsibilities;
3. Designed appropriate market expansion strategies for medium to long term that will enable TJAL ENTERPRISE to reach community agro dealers and agents in Tonkolili District;
4. Ag-input forecast plan produced that will enable TJAL ENTERPRISE to adequately cater for the farming population in Tonkolili District;
5. Identify appropriate training needs for staff that will impact the community agro dealers, agents and as well as the farming population.

# DELIVERABLES

A total of 15 participants (six TJAL Staff and its 10 Agrodealers) will be covered by this assignment

1. Training conducted on organizational scanning, job description and organigram finalized;
2. Training conducted on market and marketing opportunity for Ag-Input in Serra Leone and marketing plan drafted;
3. Photos taking during assignment;
4. Recommendation and action plan drafted;
5. Volunteer report with action plans;
6. Outreach activity in the US on the outcome of assignment;
7. Holistic strategies on market expansion for TJAL Enterprise.

# SCHEDULE OF VOLUNTEER ACTIVITIES IN SIERRA LEONE

Below is a Tentative Schedule.

* Travel from USA (2 days)
* Security Briefing (0.5 days)
* Training of TJal Enterprise (9 days)
* Debriefing (0.5 days)
* Departure to Airport and USA (2 days)
* Total in country days = 10 days; travel days = (4 days)

# DESIRABLE VOLUNTEERS SKILLS

* Formal qualification or qualifying experience in organization management, business administration and any other related qualifications and experience in market expansion, sales and distribution.
* Experience in training and building the capacity of agriculture input companies
* Facilitation, mobilization, and training skills within the context of adult learning; good interpersonal skills
* Ability to travel in Sierra Leone visiting TJAL sales agents

# ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS

If the volunteer arrives at the airport before 4 pm S/he will be taken by a CRS travelling agent from airport to seaport and to Freetown. A CRS driver will be waiting for the volunteer on the sea port of Freetown side. A driver will be waiting to welcome the volunteer and drive to a CRS booked hotel.

When the volunteer arrived after 5:00 pm, CRS will take the guest to the Lungi International Airport Hotel, E-mail: ([management.lungihotel@hotmail.com](mailto:management.lungihotel@hotmail.com)) for overnight. The volunteer will have a dinner and breakfast at this hotel. In the morning around 8, a CRS travelling agent from airport to seaport and to Freetown. A CRS driver will be waiting for the volunteer on the sea port of Freetown side. A driver will be waiting to welcome the volunteer and drive to a CRS booked hotel.

For this assignment, the volunteer will work with TJAL in Freetown, and may travel to a few of TJAL inputs shops outside Freetown. CRS will provide the volunteer with per diem in the form of advance which will have to be cleared before departing from Sierra Leone, to cater for meals and other incidentals during the stay. For more information, please refer to the country information that will be provided.

1. **RECOMMENDED ASSIGNMENT PREPARATIONS**

The volunteer should prepare materials for hand-outs in advance before travelling to Sierra Leone, which will be printed at CRS office before commencement of the assignment. Flip charts, markers, masking tapes can be obtained at CRS offices in case the volunteer wishes to make some illustrations, as all the trainings will be conducted in communities’ halls with no electricity. In this case the volunteer will be expected to prepare training materials and have hand-outs printed at CRS offices for distribution to the participants. CRS will also provide a laptop to the volunteer, if he/she does not have one.

CRS strongly recommends that the volunteer becomes familiar with the Sierra Leone Feed the Future Entrepreneurial Agriculture for Improved Nutrition Activity prior to arrival in the country as well as country information that will be provided.

1. **KEY CONTACTS**

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| **CRS Baltimore** | |
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| **CRS Country Program** | |
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