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**Volunteer Assignment Scope of Work**

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| **Summary Information** |
| **Assignment Code** | **SL29** |
| Country | Sierra Leone  |
| Country Project | Horticulture Project |
| Host Organization | Fresh Salone |
| Assignment Title | Input Supply Structure Capacity Building |
| Assignment Preferred Dates | Late January 2018 or ASAP |
| Objectives of the Assignment | To assist Fresh Salone in structuring an input supply distribution system |
| Desired Volunteer Skill/Expertise | Input Supply Distribution experience; experience with outgrowers |

# 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 – Fresh Salone**

Fresh Salone Ltd was established in 2013 to respond to the lack of improved agricultural inputs in Sierra Leone, and the low harvest yields of smallholder farmers. The modern agricultural technologies that Fresh Salone currently trains on produce higher yields on smaller spaces and add more harvests per season with early maturing high yielding varieties. Increased vegetable production encourages competition and innovation, decreases crop prices, and facilitates opportunities for value addition through post-harvest processing.

Fresh Salone works with Government Institutions, NGO’s, FAO, IFAD, companies and private farmers, consulting and implementing modern farms and projects to empower youth and women in agribusiness and improved technologies. The company specializes in horticulture vegetables, greenhouse crops, tree crops, nurseries, drip irrigation and water infrastructure, and farm planning. We believe that when the farmers of Sierra Leone learn to utilize improved agricultural inputs and treat their farming as a business and not as a means of subsistence, they will be able to yield more harvest and produce more profit, enabling them to expand in a more efficient and sustainable way.

Our training curriculum includes complete crop and agribusiness management with data recording and profitability calculations for yields per square meter for each crop, encouraging comparison and improvement after every harvest. All of our methods are based on GLOBAL-GAP standards, and all of our products are GLOBAL-GAP and EKO-TEK certified, which means crops can be consumed without any risk to health and are at export quality standard.

Fresh Salone also provides training in post-harvest practices and processing, to mitigate crop loss and create value addition for agricultural ventures, creating employment for many indirect businesses (e.g., trading, packaging, transport, food preparation, food processing, marketing, agro-input suppliers, manure production, and animal feed production).

# ISSUE DESCRIPTION

Fresh Salone has experienced several challenges to its ability to build a viable input supply pipeline to support the concentrated training that it provides on the FtF demo farms and elsewhere to other clients. In order for the improved technologies to be adopted by farmers, these inputs need to be available for purchase on a regular basis. However, as most of the inputs are imported from Kenya, shipments of such inputs must be made in bulk, and cost tens of thousands of dollars. The severely detrimental impact of the Ebola outbreak on Fresh Salone’s profitability and business growth, as well as the early closeout of the current FtF activity, have both posed unexpected challenges to Fresh Salone’s viability as an independent, private business, and its ability to support a reliable outgrower program that can serve as a pipeline for produce sales to private clients.

In addition to support with grant writing and financial/audit preparedness as outlined in our other proposed F2F scopes, Fresh Salone is requesting assistance in structuring the financial and logistical details behind a countrywide input supply distribution/outgrower scheme system. Technical support required includes: assessing the market and Fresh Salone’s potential market share, and projecting demand, to then inform the development of baskets of goods, assigning prices, establishing harvest/repayment structures, and estimating stock requirements to establish a business plan foundation to subsequently be managed by an input supply manager.

**OBJECTIVE OF ASSIGNMENT**

The objective of this assignment is to provide technical assistance and training to Fresh Salone to structure an input supply distribution system. Specifically, during this technical assistance assignment, the volunteer will execute the following training activities:

# Identify Sierra Leone’s current state for input supply (and demand), with a focus on Western Area and Tonkolili Districts, but a countrywide view of the actual availability of inputs and the companies involved;

# Assess Fresh Salone’s current (or their ideal) input supply distribution system;

1. Assess input supply distribution system cost benefit analysis;
2. Identify and develop input supply system projections;
3. Develop step by step action plan to establish the input supply distribution system;
4. Develop marketing and business plan that supports the development of the input supply distribution system.

# HOST CONTRIBUTION

Fresh Salone can contribute office space for the F2F volunteer to work and any materials they require to perform the assignment.

# ANTICIPATED RESULTS FROM THE ASSIGNMENT

1. A business plan for input supply distribution in the districts of Tonkolili and Western Area, including:
2. Establishing “baskets” of goods and associated costs, repayment terms and timelines, and promotions;
3. Implementation budget and comprehensive logistics review;
4. Timeline for implementation;
5. Required resources (in-kind, financial, and inputs);
6. Assistance with quantifying how to maintain sufficient stock, based on sales projections (and how to adjust such projections after implementation);
7. Identifying options for regionally-available, climate appropriate inputs (e.g., groundnut seed from Ghana, fertilizer from Guinea, rather than reliance on Kenyan supplies).

# DELIVERABLES

1. Detailed Scope of Work for duration of assignment provided by F2F volunteer;
2. Fresh Salone’s business plan for input supply distribution complete;
3. Local/regional input supply sources identified (if possible);
4. Volunteer presentation;
5. Volunteer report and press release;
6. Outreach event in US.

# SCHEDULE OF VOLUNTEER ACTIVITIES IN SIERRA LEONE

Below is the tentative schedule:

* Travel from USA (2 days)
* Daily trips to Ogoo Farm (Fresh Salone office) to work with Admin/Financial Head and Managing Director; FtF Project Manager for Fresh Salone will be available to provide background on FtF financials and current state (10 days)
* Travel to the USA (2 days)

# DESIRABLE VOLUNTEERS SKILLS

* Experience structuring and deploying input supply schemes
* Experience with West Africa-regional input suppliers and climate-appropriate agricultural inputs
* Similar volunteer assignments in Africa an added advantage
* Good writing and analytical skill as well as good communication skills

# ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS

Volunteers arriving at the airport will be taken to Freetown for accommodation. CRS will provide transport for the volunteer to Fresh Salone’ Office at Ogoo Farm.

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.

# RECOMMENDED ASSIGNMENT PREPARATIONS

The volunteer should prepare materials for hand-outs, which can be printed at CRS office in Freetown 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. 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 EAIN Program description prior to arrival in the country as well as country information that will be provided.

# KEY CONTACTS

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| **CRS Baltimore** |
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