



To express interest in this assignment, email [mireille.ngokion@crs.org](mailto:mireille.ngokion@crs.org)

**Farmer to Farmer Benin  
Volunteer Assignment Scope of Work**

Summary Information	
Assignment Code	<b>BJ208</b>
Country	Benin
Country Project	Cashew subsector
Host Organization	Tolaro factory
Type of Volunteer Assistance	<b>Organizational Development (O)</b>
Type of Value Chain Activity	<b>Information and Input support services (S)</b>
Assignment Title	Human resources management audit and training
Assignment preferred dates	June-July, 2019
Objectives of the assignment	<ul style="list-style-type: none"> <li>• Audit the current human resources management manual, policies and procedures of the factory and their implementation</li> <li>• Define the relevant weaknesses and the capacity building needs of the staff</li> <li>• Train the human resources management staff on the required topics to reinforce their capacity</li> </ul>
Desired volunteer skill/expertise	<ul style="list-style-type: none"> <li>• Expert in human resources management audit,</li> <li>• Practical experiences in human resources management</li> <li>• Practical experiences in human resources management staff training and coaching</li> <li>• Experiences in an agricultural processing plant is an asset</li> </ul>

**A. BACKGROUND**

Tolaro is an American plant and one of the most important factories of cashew nuts processing in Benin and one of the most important stakeholders in the cashew subsector in the country. Tolaro is a cashew processing facility settled in Tourou at 15km from Parakou, the biggest city in the north. This plant has been operating in the country for seven years now. This year, the factory intends to process 6,000 MT of Raw Cashew Nuts (RCN). For its activities, Tolaro is currently employing around 600 workers and the responsible of the plant intends to extend the number of workers to around 1500 in 2023 horizon. In addition, they are working with about 7,000 cashew farmers in the field.

## **B. ISSUE DESCRIPTION**

As stated above, Tolaro is a very important employer in the cashew subsector mainly in the RCN processing activities. Indeed, they have a human resources management manual and a human resources management staff composed of 5 persons. But, many complaints come from the workers and sometimes difficult to handle. In addition, the implementation of the manual's procedures is still unclear and doesn't look efficient.

## **C. OBJECTIVES OF THE ASSIGNMENT**

The main objective of this assignment is to help to audit the Tolaro plant's human resources management system. Especially, it intends to:

- Audit the current human resources management manual, policies and procedures of the factory and their implementation
- Define the relevant weaknesses and the capacity building needs of the human resources management staff
- Train the human resources management staff on the required topics to reinforce their capacity

## **D. HOST CONTRIBUTION**

For this assignment, Tolaro will mobilize the staff concerned by this activity and the feeding fees of the participants to the training sessions. In addition, they will provide a conference room for the training sessions. Finally, they promise to take in charge the roundtrip commuting of the volunteer from his or her hotel in Parakou to Tourou where the plant is established every day as well as providing a translator.

## **E. ANTICIPATED RESULTS FROM THE ASSIGNMENT**

With the volunteer technical assistance, all the human resources management system of Tolaro plant and its decision-making process will be greatly improved. It will also help to set up some clear and more efficient human resources management policies and procedures as well as updating their existing manual. In addition, the technical assistance of the HRM staff will also be more efficient in their work and the complains of the employees will be handled in a better way.

## F. DELIVERABLES

The deliverables expected from this assignment are the following:

- Audit the current human resources management system of the Tolaro plant,
- Define the required capacity building needs of the human resources management team,
- Train and coach the human resources management team on the relevant themes,
- Debrief with USAID and in country group after assignment
- Provide activity report

## G. SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY (DRAFT)

Day	Activity
Day 1	Travel from home to US international airport
Day 2	Arrival at Benin Bishop Bernadin Gantin International Airport, picked up and check in at Livingstone Hotel
Day 3	At 9.00 am, the volunteer is greeted at the hotel by CRS staff and thereafter go to CRS office for introductions and orientations (briefings including host brief), logistics and expectations and anticipated outcomes. Any necessary hand-outs will be prepared at CRS offices and Travel to Parakou and check in Soleil d’Afrique Hotel
Day 4	CRS Benin F2F team introduces the volunteer to Tolaro plant staff. Together with F2F staff and Tolaro management team, the volunteer will review and finalize the work-plan. The action plan should include group presentations to be done after the assignment.
Day 5-6-7	Make an audit of the human resources management system of Tolaro plant
Days 8-9	Share the audit results and define the required needs of training and coaching of the HRM staff
Day 10	Report elaboration and training materials preparing
Day 11-12-13	Train and coach the HRM staff on the required themes to reinforce their capacity
Day 14	Wrap up the meetings and debriefing with Tolaro responsible and CRS Benin F2F staff, actions plan and recommendations review and travel back to Cotonou
Day 15	Debriefing at CRS office with USAID Mission and CRS staff.

	Volunteer will finalize his/her reporting at CRS office and fill out all necessary M&E forms as well finalize advances and expenditures with finance and depart for USA
TBD	Outreach event in the US

**H. DESIRABLE VOLUNTEERS SKILLS**

As described above, the volunteer we are looking for this assignment must have relevant professional skills and practical experiences in Human Resources Management and Audit, he or she must be:

- Expert in human resources management audit,
- Practical experiences in human resources management
- Practical experiences in human resources management staff training and coaching
- Experiences in an agricultural processing plant is an asset
- Be used to adult training
- Opened to sharing knowledge and it experiences

**I. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**

In Cotonou, the volunteer will stay at Livingstone Hotel, whereas in Parakou, the volunteer will stay at Soleil d’Afrique Hotel. In Benin, CRS will pay for hotel accommodation. In addition, a local network SIM card will be provided to the volunteer at his or her arrival in Cotonou. In Parakou, Tolaro will hire a local translator for the volunteer’s work and will contribute to the volunteer’s commuting as well as mobilizing and supporting its staff for training sessions. The Tolaro Executive Director and the Director of human resources management will work closely with the volunteer, during the audit and the training sessions, to ensure that key persons are trained and that the assignments goal well are achieved.

**J. RECOMMENDED ASSIGNMENT PREPARATIONS**

**1. Training Materials**

The volunteer should prepare materials for hand out which can be printed at CRS office in Benin before his arrival. Flip charts, markers, masking tapes can be obtained at Tolaro office in case the volunteer wishes to make some illustrations. If possible for the assignment, the volunteer could bring a laptop with him, but a spare computer can be obtained locally. For the presentations, Tolaro can provide a projector for PowerPoint presentations.

**2. Working Environment**

Parakou is in the North of Benin from about 450 km of Cotonou. But Tolaro is headquartered in Tourou at 15km from Parakou. Most of the sessions will take place at Tolaro office. In the field, the volunteer will work mainly with Tolaro leading staff. Both in Tourou and Parakou, the volunteer will meet both Muslims and Christians and the main languages are dendi, bariba and fon. People are open to collaborate with foreigners.

**3. Recommended Reading**

We strongly recommend that the volunteer becomes familiar to this SOW prior to arrival in the country as well as country information that will be provided. The volunteer can read some documents or reports on Cashew subsector in Benin. Anyway, some orientations will be given to him or her before his departure to the field.

**4. Weather Appropriate Clothing**

The weather appropriate clothing is light and not dark clothes. In the North of Benin, the weather is a bit hot and dry with some temperatures varying between 25 to 42 Celsius degree. It is also a sunny weather with some rains fall from May.

**K. KEY CONTACTS**

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