 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

**NOTE: THIS SCOPE OF WORK IS A DRAFT AWAITING EDITS**

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| **Assignment Summary** | |
| Assignment Code | **TZ51** |
| Country | Tanzania |
| Country Project | Cereals |
| Host Organization | Kibaigwa Flour Supplies, Ltd. – Kibaigwa, Dodoma |
| Assignment Title | Maize flour (fortified and un-fortified), livestock feeds and sunflower oil marketing best practices for Kibaigwa Flour Supplies Ltd. (KFS Ltd.) |
| Assignment dates (preferred) | Starting from August 2015 |
| Assignment Objective | To support KFS Ltd. to optimize profits as it implements the state of the art marketing practices for grain milling and sunflower oil processing business |
| Desired Volunteer skill/expertise | Manufacturing/milling business management with a specialty on marketing |

1. **Background**

The Farmer-to-Farmer (F2F) East Africa program is a program that uses short-term US Volunteer expertise to assist small holder farmers and small scale processors in East Africa to improve their business practices conducted with host organizations. The goal of the F2F Cereals project is to increase incomes, improve access to and utilization of markets, credit and preservation, and enhance natural resources upon which target communities depend.

In Tanzania, one of Catholic Relief Services’ (CRS) F2F project objectives is to support cereals production along the entire value chain. F2F works on the entire spectrum: at the origin, with small scale producers, and higher up, with processors, millers, exporters, and the like.

Channeling technical assistance toward the cereals value chain is a main target for the CRS F2F project because corn and rice are key food staples for the majority of Tanzanians. Strategic interventions in these value chains also have great potential to contribute to USAID goals; in this case, the goal of sustainably reducing poverty and food insecurity by increasing productivity and profitability of maize, beans and rice crops. The key challenges experienced by many small and mid-sized agri-businesses, like grain millers, are management (of finances, staff, and materials), efficiency, planning, and marketing.

Our host for this assignment is KFS Ltd. a private company that was registered to deal with milling of maize flour and production of fortified food products. In 2011, the company began its association with multiple USAID programs to broaden and improve the supply of fortified maize flour. KFS Ltd. is based in the small town of Kibaigwa in the Dodoma region, which is located in central Tanzania midway between Morogoro and Dodoma cities. KFS has a total of 32 permanent employees, and three production centers within Kibaigwa town. Coordinating these production centers, their employees, and their materials is the capacity gap this scope of work is addressing.

KFS Ltd. also engages directly with maize farmers, who supply the raw maize for processing, in an attempt to increase harvests, encourage food safety, and ensure high quality maize. KFS Ltd. has a team of four extension agents, two agronomists, a monitoring and evaluation specialist, and the team coordinator. The team attempts to sustainably modernize maize production to ensure a dependable, constant supply of high quality raw materials. They do this in various ways: by encouraging farmers to form groups (thereby gaining access to credit markets and finance opportunities), providing higher quality seed, and training farmer groups to developing contracts to increase accountability and quality control.

KFS Ltd. aims to set standards that are high enough to be recognized nationally and internationally. As previously mentioned, KFS Ltd. has already collaborated with two other USAID Feed the Future Programs starting from 2011. The first program is called NAFAKA, (meaning “Grains,” which aims to increase maize production) and this partnership focused mainly on extension work to the farmers supplying grain to KFS Ltd. The second project is called Tuboresha Chakula, (meaning “Let’s Improve Food,” which aims to fortify common flour and oils with important vitamins and nutrients). Tuboresha Chakulal provided machinery to dehydrate process, mill, fortify and package maize flour injected with four fortificants which have been demonstrated to be deficient in many Tanzanians: Iron, Folic Acid, Vitamin A and Zinc. Both KFS Ltd. and the farmers who produce the maize have received training from these programs. KFS Ltd. staff has been trained in how to safely operate the new milling machines.

There are two machines at KFS Ltd. – one for milling and injecting the fortificants, and another for drying the maize. The milling machine is a model 6FYDT-50 and is capable of processing 50 metric tons/day. The drying machine is a Flat Bed Drier and can dehydrate 35 metric tons/day. They are currently producing approximately 850 metric tons of maize flour per month, which is far below their maximum capacity of 1,500 metric tons per month.

KFS Ltd. is a major player in cereals market in Dodoma region. Kibaigwa town is the location of International maize market, which is the largest market in the area. Strategically positioned in the exact center of Tanzania, the market provides maize to most of Tanzania’s neighbors, including Democratic Republic of the Congo and Kenya, when there is no shortage within Tanzania. Kibaigwa town is 100 kilometers from Dodoma and 200 kilometers from Morogoro cities. It embodies the Central Tanzania agro-ecological zone, with a semi-arid climate, warm days and cool nights. It is near the celebrated Great Rift Valley and has many scenic rock outcroppings and drylands flora and fauna.

**B: ISSUE DESCRIPTION**

Apart from the core businesses of maize flour (fortified and un-fortified) KFS Ltd. is in the process of producing other products for the market to include animal feeds (especially poultry feed) and sunflower oil all of which will require product launching and a good marketing strategy for good sales.

Currently KFC Ltd. sells their products to whole buyers/sellers in Dodoma region and nearby districts and also use a retail shop within Kibaigwa. The company does not have an efficient distribution system for its range of products. With the added products the company expressed the need to develop a clear marketing strategy and distribution system since it does not have agents for product distribution. They requested technical assistance from a F2F volunteer to accomplish this.

Currently KFC Ltd. sells approximately 200mt of maize flour per month in the local market, and is planning to sell between 100 to 150mt of poultry feed per month and 1000 to 2000L of sunflower oil per month with some monthly variations.

**C: OBJECTIVE OF THE ASSIGNMENT**

The purpose of this assignment is to support KFC Ltd. to come up with a clear marketing strategy and plan that it will use to sell its products. The marketing plan will insure to increase and retain the current customers by increasing the frequency of customers for buying the company products through offering both quality and competitive prices compared to its closest competitors but also through the use of a well- researched, clear marketing strategy.

KFC Ltd. will also require a clear strategy for introducing the new products of sunflower cooking oil and animal feeds into the market since these are not traditional products for the company. The company would also like to continue promoting its’ traditional products of maize flour with more vigor because of the stiff competition with other suppliers. The marketing strategy developed should include the following among other aspects:

* Assess competition levels and ways of coping herewith
* Establish the various products’ volume targets over a five year period including seasonality in sales volumes
* Advise on marketing information systems design and record keeping
* Do a sales channels overview –main branch sales outlet, agents etc.
* Advise on location for main branch sales outlet for all products – considering the target customer groups, good shop visibility/access (for customers and suppliers (trucks), number of vehicles/ pedestrians passing (potential customers), parking space availability.
* Establish pricing policy; price basis, volume discounts etc.
* Describe promotional activities (produce branding, advertisements, retail packaging etc.)
* Advise on effective management of the marketing strategy and proposed personnel skill to manage
* Propose the year budget for implementing the marketing strategy

**Host contribution**–

KFS Ltd has offered to cover the cost of lodging for the Volunteer, and provide required local transport. In case translation services are required, KFS Ltd. will cover that need as well. They have also offered to teach the Volunteer about Tanzanian cultural practices as well as the Tanzanian way of life.

**D: ANTICIPATED RESULTS FROM THE ASSIGNMENT**

The key output from this assignment is a comprehensive marketing strategy for the KFC Ltd’s various products complete with the management strategy of the marketing plan as detailed in the activities above. Other than this the volunteer will:

* Prepare and submit a volunteer report for the assignment
* Provide feed- back to CRS and USAID Mission in Tanzania
* Provide copies of all reports completed with the KFC

**E: SCHEDULE OF VOLUNTEER ACTIVITY IN TANZANIA**

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| **Day** | **Activity** |
| Day 1 | Travel from home to US international airport |
| Day 2 | Arrival at Tanzania Julius Nyerere International Airport picked by CRS vehicle and check in at Amariah Boutique Hotel at Mikocheni |
| Day 3 | At 09.00 am, the Volunteer picked from the by CRS driver to the CRS office for introductions and briefings including host brief, logistics and expectations and anticipated outcomes. Before the afternoon proceed to Kibaigwa where he/she will stay at a pre-booked guest house at Kibaigwa town |
| Day 4 | Visit with KFC for familiarization, briefing and schedule overview |
| Day 5- 6 | Study the current operations and marketing practices and consult with management for a clear understanding of the current situation |
| **Day 7** | **Resting day** |
| Day 8-10 | Visit with the main buyers for KFC Ltd.’s products in Dodoma and other nearby places for marketing information gathering |
| Day 11- 13 | Facilitate management and staff to develop various items of the marketing strategy |
| **Day 14** | **Rest Day** |
| Day 15-20 | Continue exercise to develop and finalize the marketing strategy |
| **Day 21** | **Resting day** |
| Day 22 | Hold a round table to present the strategy to management and staff for inputs |
| Day 23-24 | Revise strategy using inputs from management and staff and finalize strategy and submit to KFS Ltd. |
| Day 25 | Travel back to Dar es Salaam |
| Day 26 | Provide feed-back to CRS & USAID Mission  Travel back to the USA- evening |

*NB: Please note that the detailed schedule will be worked out once the Volunteer is on the ground, period of engagement clear etc. –the above are just indications*

**F. DESIRABLE VOLUNTEER SKILLS**

The KFS Ltd. is looking for an expert with proven experience in marketing of similar products (if possible) or a consultant that has advised on similar assignment in Africa. An industrialist currently doing similar business would be a bonus

**G: ACCOMODATION AND OTHER IN-COUNTRY LOGISTICS**

In Dar es Salaam the Volunteer will stay at the Amariah Boutique Hotel nearby the CRS offices, located on Dr. Kairuki Road, Mikocheni, Dar es Salaam, Tanzania, ‏‎0044 203 564 5228. In Kibaigwa, the Volunteer will stay at a guest house with more modest facilities. The Volunteer should prepare for a peri-urban African setting which may not have a lot of English speaking locals, western food, modern comforts/amenities, or choices. That said, the host contacts (fluent in English) will be only a phone call away and, as always, CRS staff is available to support.

Both the proposed hotels have basic amenities of water, electricity, self-contained rooms, internet access, and have reliable security (please note that internet access may not be very efficient outside of Dar es Salaam –even with the modem provided by CRS). CRS will pay for hotel accommodation in Dar es Salaam, and provide Volunteer with per diems to cater for meals and other incidentals. The Volunteer will also be provided with a basic phone (calls and texts only) and phone credit for use during the assignment. More information will be provided as part of the Tanzania-specific orientation kit, but would be Volunteers should feel free to ask any questions with regards to this scope of work using the indicated contacts.

**H: RECOMMENDED ASSIGNMENT PREPARATION**

As part of preparation for the work ahead, the Volunteer should familiarize him/herself with USAID Feed the Future program, the EARO and Tanzania F2F grains program proposal and scope of work for this particular assignment. It is also advisable that the Volunteer research Tanzania and its development challenges and opportunities. For any printed material these will be printed at CRS office prior to commencement of the assignment.

Flip chart stand, flip charts, markers, and masking tape will be provided by CRS office for Volunteer use during the training. The Volunteer will not be expected to prepare training materials using electronic gadgets (power points, etc.) because of challenges of electricity. Any required printing will be done at CRS offices for distribution to the participants, if required.

**I: KEY CONTACTS**

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| **CRS Baltimore** | **CRS EA Regional Office** |
| Maria Figueroa  Volunteer Support Coordinator  EA Farmer-to-Farmer Program  228 W. Lexington Street  Baltimore, MD 21201  410-951-7366  Email: [maria.figueora@crs.org](mailto:maria.figueora@crs.org) | Nyambura Theuri  Deputy Project Director  EA Farmer-to-Farmer Program  P.O. Box 49675 – 00100  Nairobi, Kenya  St. Augustine Court Karuna Close Road  Email: [nyambura.theuri@crs.org](mailto:nyambura.theuri@crs.org) |
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