 

**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 | **TZ52** |
| Country | Tanzania |
| Country Project | Grains |
| Host Organization | Khebandza Marketing Co. Ltd – Uyole, Mbeya |
| Assignment Title | Production and operation management best practices using the (5s) principles |
| Assignment dates (preferred) | Starting from August 2015 |
| Assignment Objective | To support the company to optimize profits as it applies best practices in managing of the current capacity of the business as well as the expanded business as per the company’s expansion plans |
| Desired Volunteer skill/expertise | An expert in light grain milling industry management or consultant on processing business management |

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 grains 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 Khebandza Marketing Co. Ltd, a private company that was formally registered on 24th November 2005, with factories and offices at the Uyole suburb of Mbeya city along the Tanzania- Malawi highway. Mbeya region is in Southern Highlands of Tanzania, one of the four regions in Tanzania referred to as “The Big Four” regions, which are considered the grain basket for the country and neighboring counties of Zambia, the Democratic Republic of Congo and other neighboring countries depending on yearly food supplies in those countries. The region is a major supplier of maize, rice, beans, potatoes, bananas and various horticultural crops. The Big four are located in the SAGCOT region of Tanzania, which has been identified to have great agricultural potential and key focus regions for the USAID Feed the Future Initiative. The company deals with food processing and marketing. The company was established by one Mr. Peter Sanga with an undergraduate degree in General Agriculture and MBA in Agribusiness. He has a vast experience in agricultural extension and also worked with CARITAS Mbeya as one of agricultural extension officers. The business was established as a result of constant engagement with farmers where he got to see the needs and best exploited his opportunities and business acumen.

From a small maize milling business with a skeletal staff the company has expanded its work force to11 permanent staff of which 5 is professionals and depending on work- loads 10 laborers per day on average. The company has diversified to three core business areas to include:

* Food processing – sunflower cooking oil extrusion and marketing and maize flour milling- where the company markets by the name of “IVELO SUPER SEMBE”. The current production capacity for maize is 5-7 tons per day but project to produce up to 100 tons per day by 2018 after developing the 2 acre industrial plot the company has acquired for its expansion. The company sell the maize flour and sunflower oil to wholesaler in Mbeya city, Dar es Salaam and various neighboring countries including the Democratic Republic of Congo
* Certified seed production, processing, packaging and marketing (sunflower and maize seed). For this the company works with small- holder farmers through contract farming arrangements. The company access foundation seed from the Agricultural Seed Agency (ASA) and distributes to the farmers for multiplication under strict supervision and input supply. Once the seed matures the company buys the whole lot and proceeds to sort, clean, package and brand to sell as seed. The business that just started this year expect the first harvest of about 50 tons of seed (35 tons sunflower and 15 tons maize) from 60 hectares while next year (2016) strategy is to produce 300tons of seed. For this part of business the company collaborates with the ACDI/VOCA NAFAKA project. Specific areas of collaboration with NAFAKA include;

-Increased farmer productivity by supporting the agricultural good practices, harvest and post- harvest management practices, market access, farming as business and contract farming, record keeping among other trainings.

-NAFAKA also supports the company to operate on the best possible business practices in the areas of product development, market research, marketing plan development, product promotion among other areas. NAFAKA has also supported the company to acquire minimum office furniture, equipment and facilities.

* Consultancy: the company also provides consultancy as agricultural extension trainers to local government staff and agri-business advise with private businesses

**B: ISSUE DESCRIPTION**

In a discussion with management CRS was impressed that the manager recognized many weaknesses in the operation of the maize milling and sunflower oil extraction business due to poor business exposure generally. Manufacturing of any product in Tanzania is still a new concept and people pioneering/venturing in such businesses take a long time to establish best practices for lack of role models and/or appropriate training /mentoring. The manager would like to see a lean management, lean work force and smooth information flow from one point of the processing to the other. He even knew some very successful operation in Tanzania owned by Tanzanians of Indian origin which runs on what he referred to as 5S principle that he would like to imitate. Further research as to what 5S means by the writer of this document showed that “**5S** is the name of a workplace organization methodology that uses a list of five Japanese words which are *seiri (sort), seiton (set order/ organize), seiso (sanitize, sweep & shine), seiketsu (standardize),* and *shitsuke (sustain).* The list describes how to organize a work space for efficiency and effectiveness by identifying and storing the items used, maintaining the area and items, and sustaining the new order. The decision-making process usually comes from a dialogue about standardization which builds a clear understanding among employees of how work should be done. It also instills ownership of the process in each employee.” Other descriptions refer to 5S as “the shorthand expressions for principles of maintaining an effective and efficient workplace in the manufacturing and production environment. The 5S also refers to a structured methodology of using these principles as the basis for continuous improvement in the workplace”.

By interpretation what the manager meant was systematic training for manufacturing best practices so as to improve efficiency and maximize profit- this would be the first volunteer assignment. The key issue so far and justification for this scope of work is a lack of organization in the production line of Khebandza Company, which leads to time wastage, poor supervision inefficiency in production and poor product quality.

**C: OBJECTIVE OF THE ASSIGNMENT**

The overall aim of this assignment is to impart to management and staff of Khebandza Marketing Company the best possible food processing and marketing practices using their facilities for improved efficiency in the use of human resources, materials and enhance profits. Specifically, we expect the volunteer to train the production team at Khebandza on the best practices of management of its’ production line of the company (according to 5s) if the volunteer is versed with the methodology.

**Host contribution**

Khebandza Company has offered to provide local transport in Mbeya and to teach the Volunteer about Tanzanian cultural practices as well as the Tanzanian way of life. Of the 11 permanent staff five are fully conversant with English, hence if there is need of translation the company will provide.

**D: ANTICIPATED RESULTS FROM THE ASSIGNMENT**

With technical assistance from the Volunteer, the management team at Khebandza will be positioned to run the company efficiently and profitably through improved management of the production line, applying the 5S management principles. Hence the company will attain its expansion targets come 2018 for the benefit of farmers and the country general

**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 in Tanzania at Dar Es Salaam International airport. The Volunteer will be picked from the airport by a designated cab and driven to the Amariah Boutique hotel in Dar es Salaam. |
| Day 3 | At 9.00 am, the Volunteer is picked from the hotel by CRS driver to the CRS office where he/she will be provided briefing materials (welcome package) and introductions and briefings. Handouts and other training logistics will be prepared at CRS offices as appropriate. The volunteer and a CRS F2F staff will fly to Mbeya late afternoon |
| Day 4-6 | * Volunteer visits with Khebandza Marketing Company premises, discusses the program and start the familiarization process with company and processing plants. * Volunteer prepare training plan in collaboration with management |
| **Day 7** | **Rest day** |
| Day 8-13 | Volunteer trains Khebandza staff on proper production line management (5s) as per training plan designed |
| **Day 14** | **Rest Day** |
| Day 15-19 | * Volunteer facilitates application of the learnt management practices theory to practice at the factory * Volunteer wraps up training with Khebandza and advices and agrees on appropriate action plan following the training * Volunteer finalizes required CRS F2F report |
| Day 20 | Travel back to Dar Es Salaam |
| Day 21 | Debriefing at CRS office in with CRS staff and USAID mission (if possible).  Volunteer will finalize his/her reporting at CRS office and fill out all necessary MEAL forms as well finalize advances and expenditure reports with finance. Depart for USA in the evening |

*NB: Please note that the detailed schedule will be worked out once the Volunteer is on the ground –the above are just indications*

**F. DESIRABLE VOLUNTEER SKILLS**

It is recommended that the volunteer has the following qualifications and competencies:

* Expertise in production line management (according to 5s principals if possible)
* Knowledgeable and experience on management of production line in a food processing industry
* Agri-business consultant – with experience in the mill processing industry

**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 Mbeya the volunteer will stay at The Peace of Mind Rest House (Contacts: +255 252 500 498, +255 754 277 410, <https://sites.google.com/site/thepeaceofmindresthouse/> ) or another nearby hotel to the factory at the Uyole suburb.

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 and provide the volunteer with per diem 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 as will be guided by the volunteer.

Flip charts stand, charts, markers, masking tapes will be provided by CRS office for volunteer use during the training. Use of LCD projector for training is discouraged due to electricity power challenge. Hence, the volunteer will be expected to prepare training materials and have handouts printed at CRS offices for distribution to the participants

**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.figueroa@crs.org](mailto:maria.figueroa@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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