 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Assignment Summary** |

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| Assignment Code  | TZ73 |

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| Country | Tanzania |
| Country Project | Tanzania F2F Horticulture project |
| Host Organization | Claphijo Enterprises |
| Assignment Title | Business mentorship and development  |
| Assignment objective | Provide entrepreneurship skills and business/ action planning for profitable food processing business  |
| Assignment preferred dates | February/March 2016  |
| Desired volunteer expertise | Business mentor and development expert |

1. **Background**

Horticulture makes a significant contribution to food security, nutrition and economic growth in Tanzania. Horticulture is mainly practiced by many smallholder farmers as well as a limited number of large scale operators. Commercial horticulture is endowed with local and foreign investors, particularly in floriculture and export vegetables, and has significant production and market growth potential. Tanzania’s favorable socio-political environment provides an opportunity for horticulture sector to thrive. Since the horticulture sector makes a significant contribution to food security, nutrition and economic growth, development of the sector offers the opportunity to increase incomes through meeting demand in domestic, regional and international markets, while simultaneously improving household nutrition through dietary diversity.

Most of the fresh horticulture produce is consumed fresh, and fruit and vegetable processing is a young but growing sector in Tanzania. During the peak production periods, many fruits and vegetable are lost because there are very few processing facilities, while on the other hand demand for fruits and vegetables remains high throughout the year. Processing offers a constant supply of horticulture produce and dietary diversity, improved market access and stabilized prices for the farmers.

Clara was inspired to start fruit and vegetable processing business after attending training for processing fruit and vegetables organized by Small Industries Development Organization (SIDO) in Dar Es Salaam Tanzania in 2001. After the training she established Claphijo as a family business in 2002. This is a family owned and managed business. Clara is the founder and Executive Director of the company while John is the Manager.

Claphijo started food processing in 2002. During that time (Claphijo was still not registered as a company) they used to process rosella wine, mangle pickle, peanut butter and fruit jam. Rosella wine was the bestselling product, but Clara decided to stop wine production in 2003 for personal reasons. The idea of starting fruits and vegetable dying came after abandoning wine. They started to dry African vegetables and fruits, at a very small scale.

1. **Issue Description**

In 2009 Clara won an award and used the money that she received for purchasing a big electric drier with capacity to dry 400kg of fruits per 4 hours. Also, in 2014 the company received a grant of a big solar drier- capable to dry 500kg of fruits within 3 days- from Afripen Company.

In 2004 the company built a small solar drier through support from the University of Dar es Salaam, which was doing research on vegetable and fruit drying. The quality of the products from Claphijo is very good and that is why in 2005 it was contracted to supply dried mangoes to Shirji store (a high end supermarket) and Mummy’s Kitchen (both in Oysterbay) but inconsistent supply by Claphijo is almost ruining the relationship. To her credit however she was able to process 15 tons of ginger in 2014 through an order from Tanzania Organic Movement for Agriculture (TOWAM) that had an export order. For this order she managed the whole process using both solar and electric driers. She was also able to process one ton dried bread fruit for a company in Nairobi. This speaks to her capability to organize and deliver at scale. Through this period she has been able to register a brand and had the Tanzania Foods and Drugs Authority (TFDA) approve the premises of her business as appropriate for food products in 2015. The Tanzania Bureau of Standards (TBS) is yet to give her a qualifying certificate apparently because it does not have the quality measure for the kind of products produced by Claphijo

As an entrepreneur in food processing (vegetable and fruits dehydration) industry Claphijo has made a name and recognition. She was chosen as the chairperson of Tanzania Chamber of Commerce Industry and Agriculture (TCCIA) in the Coast region, chairperson of African in Agribusiness- Tanzania Chapter and one of directors in Tanzania Women Chamber of Commerce. This has provided her a platform of making herself known to people and association, attending many (local and international business forums) on food processing. Conversely however, her participation in leadership position and forums has infringed on her time to concentrate on her business. She has made a deliberate decision to disengage from some of the roles and speaking engagements so that she can concentrate on her food processing business.

Claphijo has established a buyer network for dried mangos, pineapple and other products apart from the infrequent large demands of ginger and breadfruit flour processing. However, the company has not been able to consistently deliver on its supply contract and is losing credibility. Its cash flow is also a challenge since the company can’t buy raw materials for processing even when market is assured. Part of the reason is lack enough capital to buy sufficient fruits and vegetables for processing during the fruit peak seasons among others.

Further discussions with the company revealed serious weaknesses in entrepreneurial skills on the part of management. While Clara has skills and a passion for dried food production which has given her a name, she lacks the business mind. This coupled with poor record keeping skills has made it difficult for her to run her business profitably, and be able to seek and manage loans for expanding her business from financial institutions.

1. **Assignment Objectives**

Claphijo is well positioned to provide a market for the out-growers, while meeting the market demand for dried vegetables and fruits. For this to happen, the business urgently needs to improve the business model so that they can overcome the challenges they are currently facing. It is for this reason that Claphijo has requested for a volunteer business development and mentor, who will assess the business mode, train the management on business development, and facilitate the development of a business plan that Claphijo can use for planning, development and seeking finance for development.

This assignment aims at providing business mentoring, providing specific skills on how to establish and grow a vegetable/fruit dehydration business from the current micro to small and finally medium scale enterprise, appreciating that the entrepreneur has the skills for processing, has processing facilities and market for the processed products. The specific set of activities the volunteer would do include:

1. Assess the current performance of the company- focusing on the way the company operates, how the company sources raw materials, marketing, book keeping and financial record- keeping etc.
2. Visiting the raw material suppliers to assess raw material supply, pricing and demand at various times of the year
3. Visiting the company product buyers to find out about their relationship with Claphijo and seek their views on how/what Claphijo should do to improve the relationship
4. Visit like-minded companies in order to understand local context (challenges and opportunities in this kind of business)
5. Using the information from the steps above, design training and provide training to the company on business management best practices
6. Facilitate the development of a business plan

**Host contribution** – Claphijo company will mobilize its team of staff to participate in the trainings as per the agreed plan. The host will also provide English to Swahili translation whenever it will be required.

The host will implement the volunteer recommendations to the best of its ability

1. **Anticipated Results from the Assignment**

Following are the key deliverables of this assignment:

* Business plan and year one action plan
* Business management guidelines
* Volunteer feedback
* Field trip report written, outreach activity conducted in Tanzania and outreach in the US (press release and media event).
1. **Schedule Of Volunteer Activity In Tanzania**

The volunteer will be expected to spend about three weeks on the assignment. Details of the schedule of this assignment will be prepared after the volunteer has familiarized with the host.

1. **Desirable Volunteer Skills**

The volunteer will have the following qualifications and competencies:

* Qualifications and skills in business development and management
* Experience of nurturing business startups especially in a developing world context
* Good interpersonal, communication and presentation skills
* Ability to quickly adopt to new working environments – capable to use interpreters and adopt to the pace
* Flexibility and ability to work with people of varying educational level
1. **Accommodation and Other In-Country Logistics**

On arrival in Dar es Salaam the volunteer will be accommodated at the Amariah Boutique Hotel; Tel: +255 22 2701787/ +255 22 2774970 Mobile: +255 789 471461 /+255 712 471461 Email: info@amariah.co.tz / reservations@amariah.co.tz <http://www.3star.co.tz/AMARIAH/MIKOCHENI/index.html>; Dr. Kariuki Road Mikocheni. On the second day after arriving the volunteer will move to Pink Friday lodge which is at the outskirts of Dar es Salaam, and within walking distance to the host. All the facilities have the necessary amenities of water, electricity and internet access, and where internet is missing the volunteer will be provided with an internet dongle for assured internet access for the period of her/his work in Tanzania

While at Claphijo, the volunteer will stay at Pink Friday lodge, which is a 5 minute- walk from Clara’s home.

All logistics will be organized by CRS and host. All proposed facilities have basic amenities of water, electricity, self-contained rooms, internet access and reliable security. CRS will pay for hotel accommodation, and provide volunteer with a mobile phone, internet modem and per diems to cater for meals and other incidentals.

1. **Recommended Assignment Preparation**

As part of preparation for the work ahead the volunteer should familiarize with USAID Feed the Future program, Tanzania F2F horticulture program proposal and scope of work for this particular assignment. It is also advisable that the volunteer read and familiarize with Tanzania, its development challenges and opportunities. For any printed material these will be printed at CRS office in Dar es Salaam before commencement and for the duration of the assignment.

**Useful reference:** Fruits and vegetables sub-sector value chain analysis: <http://www.tzdpg.or.tz/fileadmin/_migrated/content_uploads/Vegetables_-Executive_Summary_FFV_Studies_pdf_1_.pdf>

1. **Key Contacts**

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