

Terms of Reference (ToR) for Volunteer Position Business Development Expert (Marketing and Management)

Type of Assignment: Business development support to SHED egg business project with special focus on marketing and management

Start of Assignment: June 2018

Introduction

Women's Bank and Finn Church Aid (FCA) have a long history of collaboration in Liberia, starting from the visit of a group of Finnish business and professional women in the country that led to the foundation of Women's Bank in May 2007.

One of the cooperation projects, Enhancing Agriculture as a Business (2015), aimed to transform a project-run poultry farm into a viable commercial egg production business providing sustainable income-generating opportunities for rural women. Women's Bank assigned a team of finance, business and poultry experts (volunteers) to work closely with the Liberia team in poultry sector analysis and business planning which was completed in early 2017.

These studies highlighted both the high potential of the egg market and the critical importance of affordable poultry feed as a prerequisite for profit from any poultry products, triggering corn production in the country. FCA's decision to exit from Liberia put the venture on temporary hold.

Building on the earlier analyses and plans, SHED has now undertaken to re-launch commercial egg production. Serving the Humanity for Empowerment and Development (SHED) is a Liberian non-governmental organisation founded in 2017 to continue the work of FCA after the closure of FCA's Liberia Country Programme. Executive Director and programme management are ex-FCA staff with expertise and experience from Women's Bank funded economic empowerment projects, including poultry, during 2009-17.

For egg production, SHED is setting up a social enterprise committed to improve communities and provide rural women with access to income through poultry farming, employment and skills training. SHED has erected a demonstrative commercial poultry farm in Fendell, Montserrado County, which houses a flock of 2000 chicks starting to lay eggs in June 2018 and a feed processing unit. Corn production for feed is continued in Bong County, providing income for approximately 100 women engaged in farming. SHED also works closely with the Ministry of Agriculture, other government agencies and private sector.

To ensure a smooth start to the venture, SHED has requested assistance from Women's Bank in enrolling a business expert to assist SHED in business development, business management, and marketing and branding of eggs. Women's Bank will also form a support group of Finnish business and poultry experts who have contributed to the earlier stages of the egg project in Liberia.

Objective of the assignment

The main objective of this assignment is to ensure the profitability and sustainability of commercial egg production and sale in the framework of a social enterprise with impact on poverty reduction for women.

Scope of work

The Expert undertakes to lead SHED senior staff in business development of the poultry/egg venture at the same time building the capacity of the staff in the same. The Expert will work as a team with SHED's Program Director and other staff involved in the venture.

The scope of the work for the Expert is summarized below:

- Review background documents provided by SHED and FCA prior to the mission to form a picture of the operating (business) environment in Liberia and to absorb key lessons from the existing poultry sector analyses and plans
- Liaise with SHED management to fine-tune the assignment's focus, program, and practical arrangements prior to the mission
- Lead SHED senior staff in business plan revision and developing action steps for the future
- Undertake a rapid market analysis with SHED senior staff and jointly devise a plan for branding and marketing of eggs
- Give guidance and advice on issues related to business management and finance
- Produce a report and recommendations on the way forward in key issues identified during the process
- Provide mentoring support to SHED management after return to Finland

Qualifications of the Expert

- Degree in business administration, business management, accounting, finance or other fields of relevant study, or equivalent working experience
- Proven working experience in fields relating directly to business coaching, business consulting, marketing and financial analysis; hands-on business management experience is an asset
- Good understanding of general business procedures, including sales and marketing, operations, logistics, human resources and business financing
- Excellent understanding of tools for business planning and financial evaluation
- Ability to produce effective and clear communication in English, both written and verbal
- Good facilitation and communication skills in cross-cultural settings

Division of Tasks and Responsibilities

The Finnish Expert assumes the role of facilitator working in close collaboration with the designated SHED team in carrying out the tasks, transferring in the process her/his knowledge and skills to the local team. The Expert will provide mentoring support from Finland to SHED in implementing the plans and action steps developed during the assignment.

SHED will designate a liaison person (Program Director) to work with the Expert in accomplishing the above tasks during the entire assignment from preparation to reporting. He will facilitate in logistic arrangements, translation and other tasks as agreed with the Expert.

While **FCA** as the deploying organisation has overall responsibility for the mission, SHED is responsible for all arrangements, security and support during the assignment in Liberia.

Timeframe

The time frame for this assignment is **5 months from end May / early June 2018**, during which it is anticipated that the assignment will require **21-23 working days** (excluding travel, see table below for

details). **The mission to Liberia will be undertaken in the month of June** and its duration is maximum 10 working days (14 days total, including travel).

The Assignment includes but is not limited to the following activities:

a) Preparatory phase prior to travel (4-5 days)

- Finalization of contract, arrangements and orientation at FCA’s Helsinki office
- Desk review of relevant documents
- Liaison with the Women’s Bank nominated support team in Finland
- Communication with SHED Executive Director and Program Manager as regards assignment details, field work plan, tools and deliverables

b) Field work / facilitation in Liberia (9 days)

- Orientation and introductions on arrival in Liberia
- Finalization of the assignment framework incl. work plan, tools and deliverables with SHED management
- Implementation of the assignment as per the work plan

c) Reporting in Liberia (1 day)

- Finalizing guidance on the action steps (written form)
- Debriefing workshop highlighting key observations, lessons learnt and recommendations

d) Mentoring support to SHED from Finland (5-6 days)

- Mentoring SHED staff in implementing the plans and action steps
- Problem shooting as per need

e) Information sharing in Finland (2 days)

- De-briefing in Helsinki with FCA and Women’s Bank for further developing the Skills Donation Programme
- Communicating and sharing the results of the assignment and personal experiences in FCA, Women’s Bank and other media, including minimum one Women’s Bank event

Below is the tentative timetable: the exact dates will be agreed with the Expert after selection in consultation with FCA and SHED.

Tasks	Time / days
Preparatory phase	May-June 2018
- Finalization of contract, travel arrangements and orientation at FCA’s Helsinki office	1-2 day
- Desk review of relevant documents - Communication with SHED Executive Director and Program Director as regards assignment details, field work plan, tools and deliverables - Briefing meetings with Women’s Bank support team	2-3 days
Field work / facilitation in Liberia	June 2018
- Orientation and introductions on arrival in Liberia - Finalisation of the assignment framework incl. work plan, tools and deliverables with SHED management	1 day
- Carrying out the assignment with SHED team	8 days
Reporting in Liberia	June 2018

<ul style="list-style-type: none"> - Finalizing guidance/plan on the way forward - Debriefing workshop highlighting key findings, lessons learnt and recommendations 	1 days
Mentoring support to SHED from Finland	July-October 2018
<ul style="list-style-type: none"> - Mentoring SHED staff in implementing the action steps / plans (email, skype) - Problem shooting support in case of unexpected situations arising 	5-6 days
Information sharing in Finland	July-October 2018
<ul style="list-style-type: none"> - De-briefing in Helsinki with FCA and Women's Bank for further developing the Skills Donation Programme 	1 day
<ul style="list-style-type: none"> - Communicating and sharing the results of the assignment and personal experiences in FCA, Women's Bank and other media, including one Women's Bank event 	1 day
End of contract 5 months after signing	October 2018

Remuneration

This is a **voluntary assignment**. **Costs related to travel will be covered**, including medical vaccinations needed for Liberia, insurance, visa, air travel, accommodation and local assignment-related travel. A per diem of 43€ will be paid for travel days.

Contact persons

SHED Liberia: Ms Joyce Queeglay-Pajibo, Executive Director (FCA Transition Manager)
 Email: joyce.pajibo@kua.fi
 Tel: +231 886 517 487 /+231 776 982295

Mr Emmanuel Sandi, Program Director (Poultry, Social Entrepreneurship)
 Email: Emmanuel.sandi@kua.fi
 Tel: +231 886 837 108 /0777 837 108

FCA Helsinki: Ms Ulla Sarasalmi, Senior Advisor, Livelihoods, FCA (Women's Bank)
 Email: ulla.sarasalmi@kua.fi, tel +358 50 552 1934

Ms Sabina Bergholm, International Voluntary Coordinator (Application process)
 Email: Sabina.bergholm@kua.fi, tel. +358 40 669 3930