

## **CTC Staff Manual for the COMACO Program**

This manual provides an overview of staff organization for a COMACO trading centre (CTC) and staff job descriptions under the WCS-supported COMACO program, and makes an effort to promote team work in the way CTC/WCS staff work to more effectively carry out its responsibilities in partnership with the community, ZAWA , District Council and donor institutions. It also promotes opportunities for staff promotion and better recognition of the work individual staff performs. Finally, it builds on several years of experience in Lundazi, Mfuwe and Feira to help guide the development of new CTCs as a well coordinated network of CTC franchises operating under the parent company, Conservation Farmer Wildlife Producer Trading Centre.

### **Organizational charts**

Diagrams 1 and 2 describe the overall organizational design for supporting the objectives of the COMACO program, which operates a Zambian registered limited-by-guarantee company, called the Conservation Farmer Wildlife Producer Trading Centre, to promote food security, household incomes and natural resource conservation in rural areas of Zambia. Each CTC Manager is required to uphold the Company's Articles of Association. CTCs operate as "franchises" under the parent company and maintain separate accounts and records of production and sales and conservation achievements. Adherence to standardized reporting forms and adoption of approved implementation procedures is the responsibility of CTC managers and senior staff delegated to oversee COMACO activities. Each CTC supports two parallel sets of activities which are mutually self-supporting: 1) extension services to increase commodity production and producer compliance to improved land use practices and 2) the business of converting these commodities to added-value products to sustain business-related management and investment costs and extension services for COMACO producers. COMACO technical and administrative directors provide overall leadership to the program to ensure results support food security, increased rural income and conservation of natural resources and are well communicated to Government policy makers.

Diagram 3 illustrates the various linkages to COMACO objectives which the CTC actively supports, including land use planning, marketing development, food security and livelihood development, and transformation of illegal livelihoods like poaching and firearm-making. A monitoring and data management component actively self-evaluates these efforts to assess the impact COMACO is having and reports directly to a Board of Directors, composed of District Council representatives, CRB representatives and WCS.

Diagram 4 illustrates the supply chain, staff organization and different job positions a fully functioning CTC will likely support. The major sections, including accounts, CTC itself, and extension services, are closely inter-linked to ensure commodity production achieves conservation objectives while sustaining required volumes to support viable profit margins for the CTC to run itself. The CTC management is directly involved in marketing and supporting all the necessary logistics for programs and activities the CTC undertakes, such as the distribution of WFP maize in years of drought or severe flooding. All budget requests and expenditure documentations must be channeled through the account's office.

Diagram 1. Organizational links between the CTC and COMACO Producer communities at the Chief's level

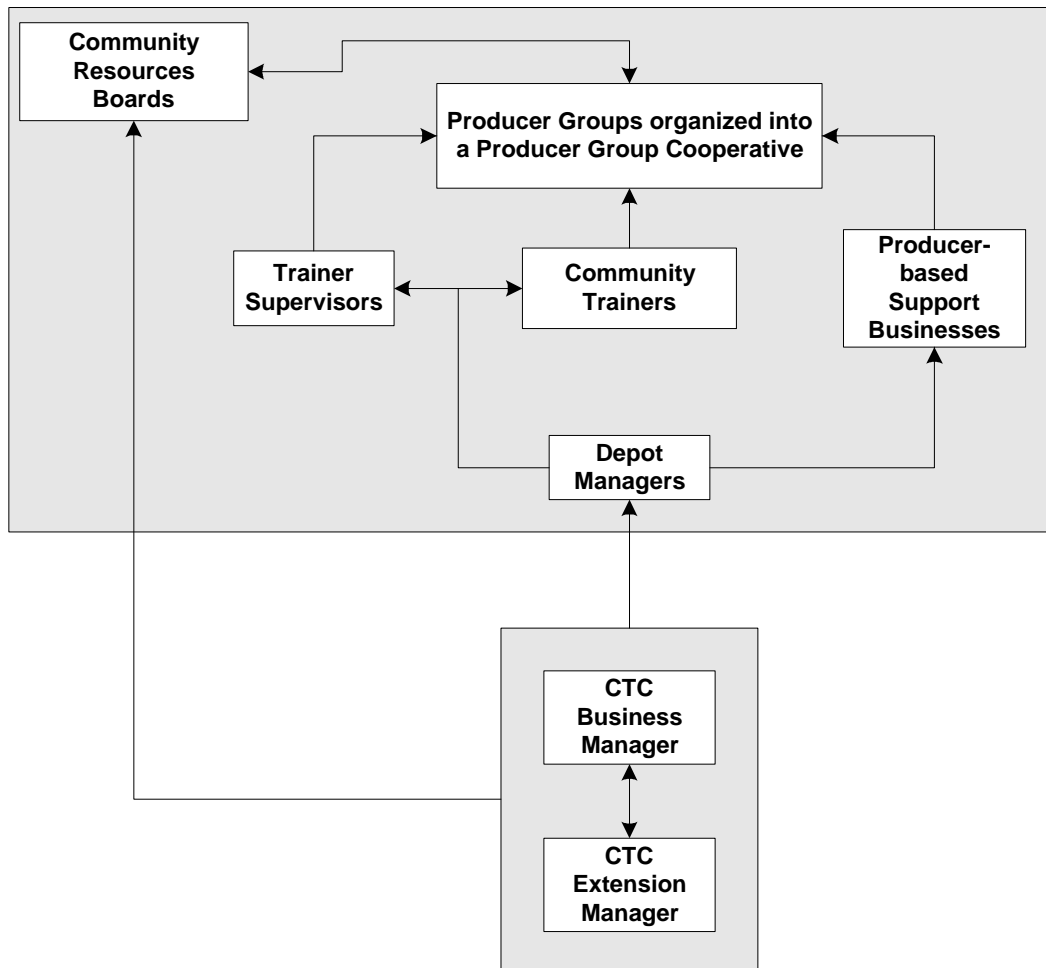
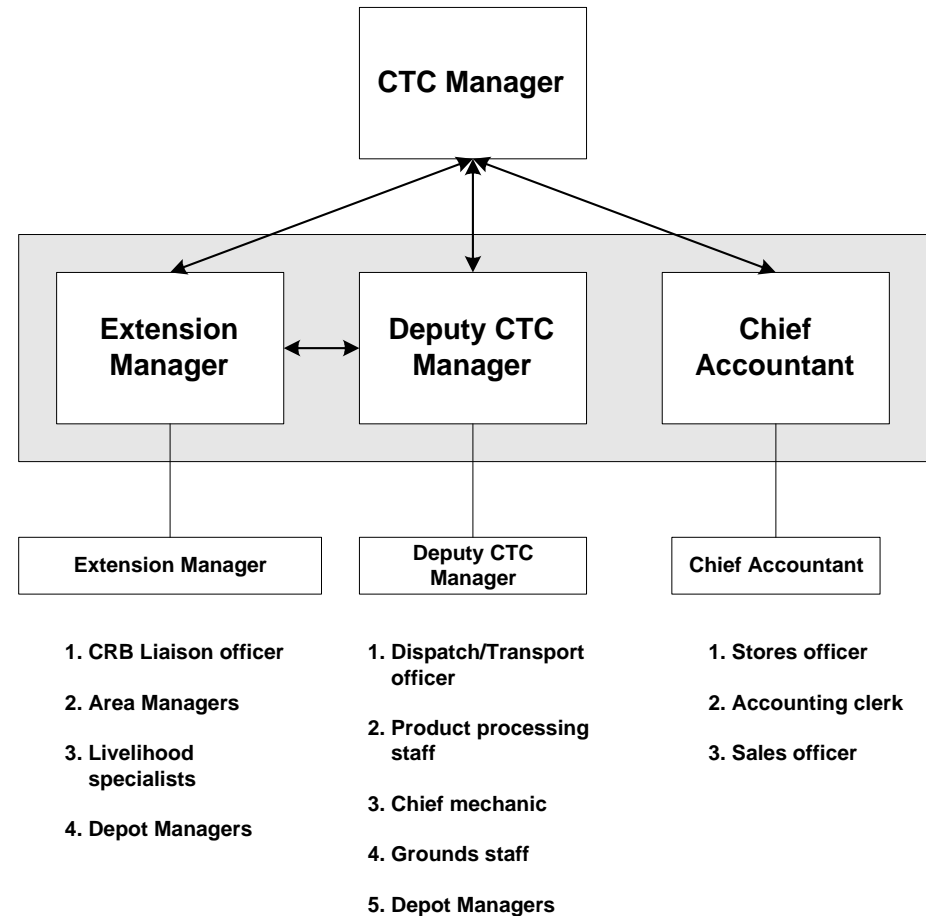


Diagram 2. CTC staffing organization



**Diagram 3. COMACO organization of CTC functions**

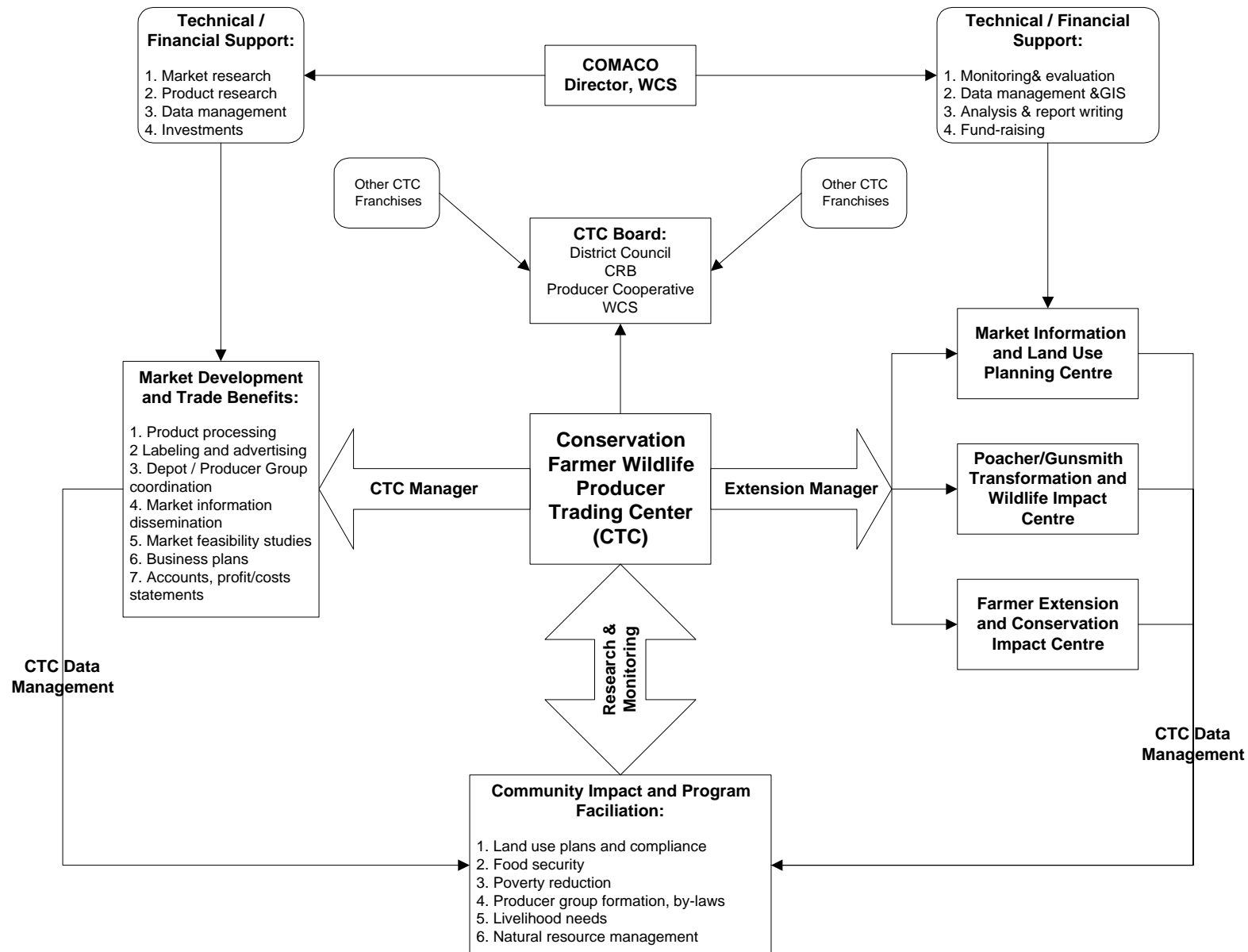
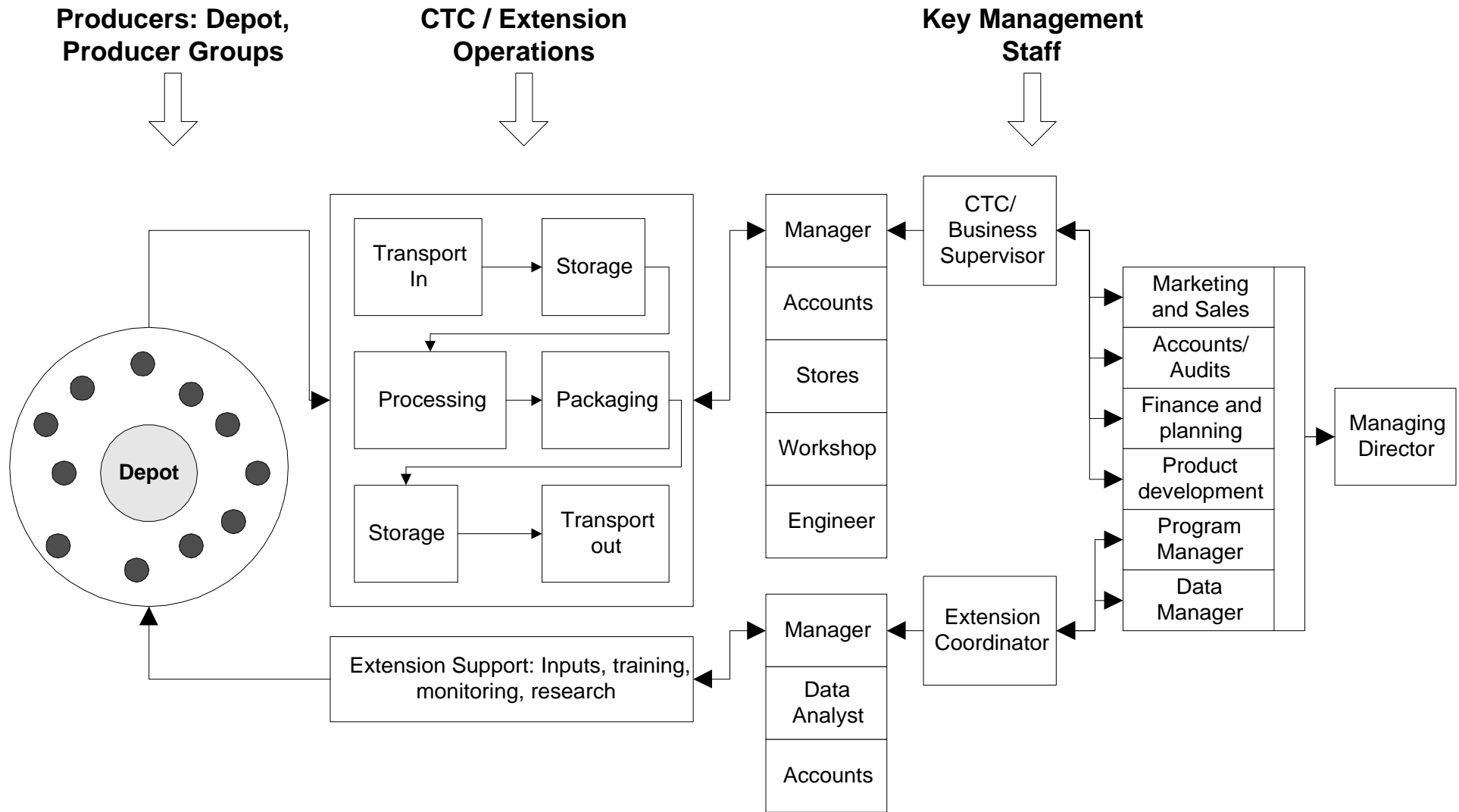


Diagram 4. Supply chain and key staff positions for CTCs and COMACO headoffice



CTC Job Descriptions (bold font indicate special reference to WFP-related tasks)

1. CTC Manager

- Responsible for day-to-day leadership and administration of CTC
- Oversees staff to ensure safety, accountability, and maintenance of all assets, equipment, stores, consumables and product inventories
- Signatory of CTC accounts in accordance with final management operational procedures
- Provides contracts for all CTC employees in consultation with WCS/COMACO headoffice
- Maintains staff compliance to CTC workplans and job-related schedules,
- Oversees all accountable documents involving CTC transactions,
- Ensures all CTC accountable documents are filed and kept in a safe location for easy referral and report writing
- Directly supervises Deputy CTC Managers
- Retires all imprests with receipts to the CTC Accountant, who reports to Lusaka Financial Manager
- Attends to District Council meetings and promotes public relations with all potential partners and neighbors
- Responsible for weekly market sales and inventory statements by the CTC
- Implements all necessary security controls to prevent pilfering of CTC products
- Confers regularly with Regional Extension Director and Accountant to build a well integrated CTC management
- Convene weekly meetings with CTC management staff and keep minutes
- Prepare 1-page monthly briefs of results and activities for Lusaka Office and sends to ZAWA Regional Manager, ZAWA Area Manager, DC, CS, OP, copied to Country Director, Deputy Country Director and Program Coordinator

2. Extension Coordinator

- Directs all outreach programs for increased food security and livelihood skills that can contribute to increased rural incomes
- Ensure outreach programs lead to improved land use practices and increased conservation of natural resources
- Ensure WFP maize, during relief exercises, targets vulnerable households in ways that will achieve increased food security, new livelihood skills, conservation of natural resources, and the betterment of human lives
- Co-signatory of CTC account with CTC Manager
- Supervise all surveys in coordination with technical staff supervisors and be responsible for the collection of honest, verifiable data
- Responsible for the safe delivery of all data to the Regional Data Manager's office and for the safe storage of all survey data for easy and safe referral
- Develop and implement sound, cost-effective strategies for increasing annual production of CTC commodities and monitor this trend
- Promote household skills that will lead to increased household production of CTC commodities and monitor this trend
- Liaise closely with relevant officers of the District Council
- Prepare 1-page monthly briefs of results and activities to Lusaka Office and send to ZAWA Regional Manager, ZAWA Area Manager, DC, CS, OP
- Maintain strict monitoring by field staff on a weekly basis of household and produce group compliance to COMACO guidelines
- Terminate employment of any field staff found to be dishonest or incompetent
- Facilitate activities that will help promote community compliance of community-based land use plans and coordinate these efforts with Assistant Manager for

CTC, e.g. market incentives, field days, chiefs' tours of community, depot information dissemination, etc.

- Maintain accurate and up-to-date information on registered producer groups and their by-laws
- Facilitate registration of Producer Group Cooperatives
- Promote the use of CRB funds to support community maize reserve and the establishment of electric fencing to safeguard crops
- Convene weekly meetings with extension staff and collaborate with the DACO and other Government-sector officers when convening these meeting if practical and possible; prepare weekly workplans and staff assignments

3. Accountant

- Ensure all cash removals from the CTC account or any other account are made with a cheque and with a payment voucher using appropriate cross-reference for tracking all withdrawals against approved budgets.
- Follow all rules and regulations as laid down by the WCS Financial Manager
- Be sole signatory for one panel of the CTC account (or any other account WCS is responsible for)
- Maintain safe-keeping of all financial accountable documents
- Ensure monthly accounting reports are submitted to the Financial Manager no later than the last day of each month.
- Ensure a breakdown is attached to all payment vouchers that clearly show the source of funds being utilized to allow for donor-specific reporting
- Conduct bi-weekly audits of Stores officer and the Assistant CTC Manager for Marketing, Sales and Stores.

4. Extension Manager (different designations when applicable, e.g., farmer groups, bee-keeping groups)

- Facilitates the execution of all extension work in accordance with approved workplans
- Coordinates work with Senior Extension Officer and Community Trainers
- Promotes efforts to verify compliance to conditions for receiving WFP maize or receiving bonus payments from the CTC for land use compliance
- Updates work with monthly reports filed to the Regional Extension Director no later than 25<sup>th</sup> of each month
- Evaluates the performance of Senior Extension Officers and Community Trainers
- Assists with the training and development of skills for Senior Extension Officers and Community Trainers

5. Assistant CTC Manager: Operations and Community Liaison

- Assume all responsibilities of the CTC Manager when the CTC Manager is absent
- Directly supervise the work of the Workshop Manager, Sub-station Managers, and Grounds Manager
- Ensure the accountability of commodities in storage, prevent pilfering and inspect Sub-station storage sheds monthly to verify stock-taking reports
- Visit community depots and ensure management of stocks have adequate levels of required security and Depot Managers are following proper procedures for inventory and reporting.
- Promote the development of depots as learning centres through the concept of field days and marketing centres of CTC-supported commodities
- Promote skills development of depot managers and other associated staff

- Promote the effective use of radios to encourage information exchange, problem solving and program planning
  - Coordinate with Regional Extension Directors on efforts to improve community liaison to disseminate information about COMACO and marketing information while gathering information on compliance to land use plans, continued development of land use plans, community concerns or complaints, and COMACO impact on poverty reduction and improved food security.
6. Assistant CTC Manager: Marketing, sales and logistics
- Direct all sales of CTC commodities in accordance with agreed to markets in consultation with the CTC manager
  - Direct marketing studies to explore new opportunities for improving the commercial value of CTC commodities
  - Prepare weekly and monthly statement of all sales, inventories and production costs (purchases, salaries, packaging, transportation, raw material losses, etc.) and make available to CTC Manager and shareholders
  - Provide leadership, oversight and support to the Plant Manager to reduce on wastage, enhance product quality and meeting production deadlines and targets.
  - Supervise the Stores Officer and ensure weekly stock-taking reports are filed and reviewed for accuracy
  - Ensure all stores are kept orderly and in a way that will facilitate routine inspections and accountability.
7. Regional Data Manager
- Supervise the work of data entry clerks
  - Maintain all database files developed and required to monitor the impact and success of COMACO or requirements as requested by donor/Government partners, particularly WFP
  - Maintain the highest integrity and standards of data collection and alert WCS Country Database Manager of any irregularities immediately such data discrepancies arise
  - Ensure the safe use of all computer-related equipment and report any damages or technical problems immediately to the WCS Country Database Manager.
  - Update the WCS/COMACO Database for data transfer to Lusaka by end of month for each month through means advised by the WCS Country Database Manager
  - Meet weekly with the Regional Extension Director to update data collecting activities, results from database analysis, data entry form design, etc.
  - Ensure WFP reports as required are produced within stipulated deadlines.
8. Extension Manager
- Provide technical oversight on all extension-related activities for designated area of responsibility
  - Conduct spot checks to verify compliance of workplans and assess performance of trainers and extension supervisors
  - Prepare monthly reports as directed by the Regional Extension Coordinator
  - Ensure forms that monitor compliance of conditions to receive CTC bonuses are maintained and accurately filled out
  - Conduct trainings of community trainers as required

9. Extension Supervisor
  - Reside in the community and work closely with community trainers to supervise their work
  - Provide verification of work carried out by trainers by inspecting beneficiary fields to assess compliance levels for CF, composting, and all other conditions
  - Assist with the collection of data in consultation with the Extension Manager
  - Maintain regular communications by radio with the Extension manager
10. Workshop Manager
  - Supervise mechanics and maintain a high standard of vehicle repairs
  - Keep vehicle maintenance log books for each vehicle and follow maintenance schedules closely
  - Undertake routine checks of each vehicle to ensure brakes, horn, lights, oil in diff, etc. are all in order
  - Keep an updated list of critical spares needed and assist the Assist. CTC Manager with sourcing spares to help reduce CTC costs
  - Ensure oils and other consumables are in sufficient supply to meet servicing schedules
  - Report to the CTC Manager or CTC Assistant Manager each week on status of all CTC vehicles
11. Sub-station Manager
  - Provide coordination and administrative support for the bulking of commodities and inputs for depots falling within its area of responsibility
  - Maintain safe storage of all inputs, including WFP maize, following the required reporting procedures
  - Ensure storage shed is secure and well fumigated to protect all assets.
  - Periodically visit depots to ensure Depot Managers are complying to guidelines for safe commodity storage
12. Grounds Manager
  - Responsible for the security of all CTC property guarded by watchguards
  - Maintain attractive surroundings for the CTC
  - Restrict people who visit the CTC to areas where visitors are allowed and ensuring such people do not visit staff in the area of product processing, product storage or vehicle maintenance area
  - Collect and dispose of all trash found on CTC property
13. Stores Manager for Product Sales and Inventory
  - Maintain fully accountable records of all processed products and unprocessed commodities in storage and all items leaving storage for market
  - Provide daily summary reports of inventory adjustments and a weekly stock-taking report of the same
  - Ensure safe, secure storage of all processed products and unprocessed commodities
  - Prohibit public access to areas of product processing and storage
  - Ensure all storage areas and areas for
14. Plant Manager for Processing and Packaging
15. Assistant Accountant
16. Data Entry Clerk
17. Community Trainer

