



**Farmer to Farmer  
Volunteer Assignment Scope of Work  
Summary Information**

<b>Assignment Code</b>	<b>ET 227</b>
Country	Ethiopia
Country Project	Livestock country Project
Host Organization	Elemtu Integrated Milk Industry Share company
Assignment Title	Dairy Product Marketing
Assignment preferred dates	TBD
Objectives of the assignment	<p>Specific objectives are:</p> <ul style="list-style-type: none"> <li>• To review and improve current marketing strategy of the firm and advise on ways of improving supply chain management</li> <li>• Training staff on dairy product supply planning for different seasons in the year</li> <li>• To train host staff on product promotion including digital promotion</li> <li>• Training staff on market assessment and analysis</li> <li>• Advise on the host on customer handling and contract management</li> </ul>
Desired volunteer skill/expertise	Advanced knowledge and understanding in marketing and supply Chain management in the dairy sector, practical experience in providing technical assistance in developing countries including in Africa and strong familiarity with adult learning and training approaches.
Type of Volunteer Assistance	Business /Enterprise Development (E)
Type of Value Chain Activity	Marketing (M)
PERSUAP Classification <sup>1</sup>	Type III

<sup>1</sup> USAID precisely classifies PERSUAP in four categories; **PERSUAP Type I** assignments directly related to pesticides recommendations, **Type II** as assignments with indirectly related with pesticides, **Type III** assignments related to curriculum review and designing, business plan development and strategies development and **Type IV** as assignments associated with other USAID projects and collaborators.

## A. BACKGROUND

CRS Farmer-to-Farmer (F2F) Program is a USAID funded 5-year program (from 2018 – 2023) that will provide technical assistance from United States (U.S) volunteers to farmers, farmer groups (cooperatives and associations), agribusinesses and other agriculture sector institutions. The program objectives are to facilitate economic growth within targeted agriculture sub-sectors, enhance sub-sector inclusiveness to expand participation to a broader range of individuals and communities and to increase the American public's understanding of international development issues and US international development programs. Volunteers, recruited from all States and the District of Columbia, are individuals who have domestic careers, farms and agribusinesses, or are retirees who want to participate in development efforts. F2F program will assist in agriculture development, commodity value chain competitiveness and firm upgrading by providing technical assistance to introduce new technologies, innovations and development of local capacity for more productive, profitable, sustainable and equitable agriculture systems.

Agriculture is the backbone of Ethiopian economy, and livestock is a crucial component of the rural economy and the livelihood of tens of millions of farmers, pastoralists and agropastoral communities. The livestock subsector plays an essential role as basis of food and nutrition, income, services and foreign exchange to the Ethiopian economy.

The livestock population census shows that Ethiopia has about 52.13 million heads of cattle, 24.2 million sheep, and 22.61 million goats. However, the livestock subsector in the country is less productive in general, and compared to its potential, the direct contribution to the national economy is limited. Consequently, the national milk production and the overall milk consumption in Ethiopia are very low.

Despite the challenges, the volume of milk production in Ethiopia has tripled over the last eighteen years. However, productivity of the dairy sector remains low due to many challenges. Since the industry is at a turning point in its history, with a shift from public sector involvement towards private sector participation, new investors have abundant opportunities to develop the industry and tap into the rapidly-growing local market. According to The Ethiopian Messenger (2018), the volume of milk produced is about 3 billion liters-this figure used to be less than 1 billion 18 years ago. The dairy sector accounts for 40% of the agricultural GDP and 12-16% of the national GDP, which is twice as high in neighboring countries in Eastern Africa. Given the considerable potential for smallholder income and employment generation from high-value dairy products, a vibrant dairy sector can contribute significantly to achieving the Sustainable Development Goals of the country.

USAIDs' Agricultural Growth Project – Livestock Value Chain Analysis projected that urban and peri-urban demand for milk and milk products will increase dramatically through 2020, and beyond. This demand was estimated to increase by 37% (low estimate) to 148% (high estimate, with nationwide consumption per capita of 27 liters).

Elemtu Integrated Milk Industry Share Company is a local company established in October 2009 and legally registered in January 2010. The Company has been established to operate in the livestock value chain to particularly contribute to improved milk market access in the dairy industry. The Company has the mission of producing quality and safe products and

supplying at competitive price, through the adoption of improved technologies and inputs, knowledge based and effective management, and efficient system of marketing.

## **B. ISSUE DESCRIPTION**

The host has its head office in Addis Ababa and manages its milk processing and marketing activities mainly from its office located at factory site, in Kaso-Wasarbi Kebele of Sululta Town. Currently the company supplies products like pasteurized milk, yoghurt, ayib' (type of local cheese) and table butter under the brand name 'Harme'.

Elemtu has conducted business environment assessment and identified key areas of improvement. These include, limited capacity and availability of skilled man power in key operational areas such as planning and executing efficient marketing strategy, supply chain management and distribution of dairy products.

Elemtu's product marketing approach starts from the selection of quality raw milk using cleaned milk collection equipment and quality and cleaned packing materials. The marketing strategies of the company are laid down on segmenting the potential customers in to different categories based on their demand. The main customers are Supermarkets, Hotels, café and Restaurants, Institutions and Retail Shops found in Addis Ababa. The major distribution channels of the company are divided in to two main categories. Distributors with their own distribution means and experiences in delivery of dairy products are used as one way of distribution channel. And the other distribution channel is using the company's sales force. By combining the two distribution mechanisms the company is able to enter in to the market and learnt lessons for improvements. An assessment done by the company two year ago has indicated the following various problems related to product marketing

- *Seasonal variations in supply and demand for milk,*
- *Inadequate milk quality test measures and milk adulteration,*
- *Seasonal Milk Price fluctuation and payment system not based on quality,*
- *Absence of cooling facilities,*
- *Inadequate market outlets especially during the fasting season,*
- *Contracting mechanism between the suppliers and collectors*
- *Weak product promotion, customer handling and sales*

According to the host, the pricing system by the processors including Elmetu does not motivate small scale milk producers to supply quality milk because all raw milk is sold at the same price regardless of its quality. Producers supplying milk with high fat content are also not rewarded in the system.

Based on the assessment findings, Elemtu Integrated Milk Industry has requested F2F program volunteer expert's assistance in these areas.

## **C. OBJECTIVES OF THE ASSIGNMENT**

Based on consumer-oriented approach, the host would like to enhance its marketing management and deliver quality products that best fit consumer needs and values.

Accordingly, the main objective of this assignment is to provide technical assistance and training on marketing management.

Specific objectives are:

1. To review current marketing strategy of the firm and advise on ways of improving
2. Training staff on dairy product supply planning for different seasons in the year.
3. To train host staff on product promotion and sales including digital promotion
4. Training staff on market assessment and analysis
5. Advise on the host on customer handling and contract management

In addition, to these suggested topics, the F2F volunteer specialist will be given an opportunity to further assess the knowledge and skill gaps and comprehensively enrich the training topics for fruitful intervention. This will be done during the early stages of the assignment. The target beneficiaries or audience of this training and technical assistance will be about 10 host staff.

#### **D. HOST CONTRIBUTION**

The host will assign a key person to facilitate the training, support and communicate with volunteer expert. Also, the host will select staff and stakeholders in various positions to attend trainings as appropriate. The host will make prior arrangements and communications to ensure that the training takes place with the in scheduled plan, the relevant information for the training. The host will also provide the volunteer with office space and furniture to work on if necessary. If possible, host partner will make vehicle available for field work and facilitate volunteer field travel if necessary.

Contact person from the host side will be linked via email with the volunteer prior to arrival to communicate and share further information if required; including the product information, client reviews/another feed backs if any.

#### **E. ANTICIPATED RESULTS FROM THE ASSIGNMENT**

It is anticipated that this volunteer's technical assistance and training will transfer key skills and knowledge that will improve the host's performance and competitiveness in the dairy business.

Anticipated results of the assignment are:

- marketing strategy reviewed and improved
- staff knowledge and skills on dairy product marketing, promotion and customer handling improved

#### **F. DELIVERABLES**

Deliverables by the volunteer includes:

- Training content developed
- 10 people training dairy product marketing and promotion
- A record of people involved in training
- Volunteer final report due BEFORE departure

- Group presentation with local stakeholders at the end of the assignment
- Outreach activity press release or a media event back in US

#### **G. SCHEDULE OF VOLUNTEER ACTIVITIES IN ETHIOPIA (DRAFT)**

<b>Day</b>	<b>Activity</b>
Day 1	Arrival in Addis at Bole Airport, the volunteer will be met by a CRS's client hotel Eliana Hotel (mail: <a href="mailto:reservation@elianahotel.com">reservation@elianahotel.com</a>  +251 111 262603). The volunteer will locate the hotel kiosk and receive their pre-arranged transport
<b>Day 2</b>	<b>Rest Day (Sunday)</b>
Day 3	<ul style="list-style-type: none"> <li>• Take prearranged CRS vehicle or client taxi to CRS office (CRS working days are Monday to Friday from 8:00AM to 5:00 PM East Africa Time)</li> <li>• Welcoming by CRS, and briefing meeting on security, general orientation, logistic and reporting formats.</li> <li>• Discuss anticipated outcomes and work plan</li> <li>• Travel to the assignment</li> <li>• S/he will be introduced with the host and will be accommodated. If time permits, general orientation with the host will be pursued.</li> </ul>
Day 4	<ul style="list-style-type: none"> <li>• Further assess skill and training gaps through visiting and discussing with the smallholder farmers, milk collectors and Elemtu Integrated milk industry staffs.</li> <li>• Based on information gathered and gaps identified, enrich the prepared training materials incorporating hands-on practices.</li> </ul>
Day 5-7	Provide training and advice for trainees
<b>Day 8 &amp; 9</b>	<b>Weekend</b>
Day 10-12	<ul style="list-style-type: none"> <li>• Continue provision of trainings and technical assistances</li> <li>• Field level advice to smallholder farmers, milk collectors and Elemtu Integrated milk industry staffs</li> </ul>
Day 13	Briefing / Exit meeting with the host in the presence of CRS staff Volunteer travels back to Addis Ababa
Day 14	<ul style="list-style-type: none"> <li>• Debriefing with CRS staff and/or USAID Mission</li> <li>• Finalize reimbursement expenditures and liquidations (if any) with finance.</li> <li>• Finalizes his/her reporting and submit training M&amp;E forms to CRS F2F staff.</li> </ul>
Day 15	• Depart for USA
TBD	Outreach event when back in the USA

#### **H. DESIRABLE VOLUNTEERS SKILLS**

The volunteer is expected to have the following qualifications and competencies:

- Advanced knowledge and understanding in marketing and supply Chain management in the diary sector,
- Practical experience in providing technical assistance to enterprises in developing countries, including in Africa
- Strong familiarity with adult learning and participatory training approaches.
- Good interpersonal and communication skills including analytical skills
- Respect the cultural and religious norms of the rural people.

## **I. ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**

- Before travelling to the assignment place, Sululta town, the volunteer will stay in Addis Ababa at one of the CRS's client hotels, Eliana Hotel (mail: [reservation@elianahotel.com](mailto:reservation@elianahotel.com) |+251 111 262603). For any inconvenience, please call at 0912091962, Lidia - F2F Program officer.
- In Addis Ababa, the hotel usually has rooms that include services such as airport pickup and drop-off, breakfast, wireless internet, etc.
- The hotel shuttle or CRS will arrange a vehicle for short travel from the hotel to CRS office and vice versa in Addis Ababa.
- While in the field, the volunteer will stay at a hotel in Sululta town. (usually the hotel has breakfast and wireless internet). The accommodation details will be confirmed prior to the volunteer's arrival in country.
- CRS Ethiopia will arrange hotel accommodations and cover the lodging bills against receipts.
- CRS HQ will provide the volunteer with a per-diem advance to cater meals and incidences.
- Before departing from Ethiopia, the volunteer will liquidate any advances received in Ethiopia.
- For more information, please refer to country information that will be provided

## **J. RECOMMENDED ASSIGNMENT PREPARATIONS**

- The volunteer can fine-tune the Scope of Work based on her/his professional qualifications in consultation with F2F and host
- Generally, Ethiopia is under the tropical zone, where malaria may be a problem. Therefore, the volunteer is advised to take pills or vaccination for malaria and (maybe also for cholera) as per medical recommendations by her/his doctors/health professionals in US before departing from US.
- Prior to travel, the volunteer is advised to prepare necessary training materials and demonstration aids and written handouts. Soft copies of the handouts and any other paper materials can be printed for at the CRS office in Addis Ababa on request by the volunteer
- If the volunteer requires use of training aids like flip charts, markers and tape, s/he should make the request and collect from the CRS office in Addis Ababa prior to travel to the assignment place.
- Translation of handouts to the local language can be done in the locality of the assignment, if require.
- Depending on the meeting places and availability of electricity and LCD projector, the volunteer may use a laptop and projector for Power Point presentations.
- The weather at Sululta town is relatively cold so that the volunteer is advised to bring sweater.

## **K. KEY CONTACTS**

To express interest in this assignment, please email the CRS Baltimore contact listed below. To find out additional information about the host, issue description or field conditions, please email the country contact provided below, copying the CRS Baltimore contact.

<b>CRS Baltimore</b>	
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