 

**Farmer-to-Farmer East Africa**

**Volunteer Assignment Scope of Work**

**NOTE: THIS SCOPE OF WORK AWAITING FINAL EDITS**

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| **Summary Information** | |
| Assignment code | ET-93 |
| Country | Ethiopia |
| Country Project | Livestock sector |
| Host Organization | Alema Farms (Pvt Ltd company) |
| Assignment Title | Strategy Planning Assistance |
| Preferred Dates | October or November 2016 (Flexible) |
| Assignment objectives | * To train employees of Alema farm on strategic business planning * To support on development of business strategy |
| Desired Volunteer’ Skill/Expertise | Volunteer with private business/enterprise management skills and experience with advising business strategy development (preferably) in livestock and or agriculture. |

1. **BACKGROUND**

The Farmer-to-Farmer (F2F) East Africa program is a program that leverages US volunteer’s expertise to assist smallholder farmers and small scale processors in East Africa to improve their business practices through volunteer assignments conducted with host organizations. Through F2F intervention, CRS will improve the livelihoods and nutritional status of significant numbers of low income households by: i) broadening their participation in established commodity value chains as producers and service providers; ii) strengthening community resilience to shocks such as droughts that adversely affect livelihoods; and iii) preserving/enhancing natural resources upon which most rural communities depend. CRS will also increase the American public’s understanding of international development programs and foster increased cross-cultural understanding between host countries and US volunteers.

Alema Farm is located in Bishoftu (Debre Zet) and features 5.6 hectares of utilized land on the 7 hectare property. The organization has a number of outputs including chicken raising/slaughtering, pig farming, pig mortadella processing, proper pig raising techniques training for outside farmer clients, animal feed processing, agro chemical sales and veterinarian medication distribution. Alema farm is owned by two individuals who employ 270 workers of which include 6 veterinarians. The farm’s clients include 30 supermarkets and hotels as well as farmer trainees for pig/poultry production. The current capacity of poultry production is at 300,000 hatched chicks per year. Parent breed/parent stock of the chickens are imported from German and/or Holland.

1. **ISSUE DESCRIPTION**

In Ethiopia, many small scale poultry/feed processors have the practice and labor to provide clients with products but lack the organizational capacity to compete in an ever growing market with larger competitors. With a lack of organization wide Governance, Management, HR and sustainability many businesses show little growth and profit.

Strategic management skills are essential for the long-term success of a business. Organizations that possess human resources with exceptional skills have a long-term focus and are more likely to use their skills to take advantage of emerging opportunities. According to the CRS ODI rating (see ODI document) the organization scores less on the areas that requires strong planning and participation of staffs/employees and showed poor linkage with similar business organizations. They also expressed concern that the marketing wing of the organization is very week. Activities are not led by plan but rather by a flow of unplanned tasks which led to failure to do with expected quality and time. Therefore the farm wanted to change this to a structured way of business which has a strategic plan that is shared timely to the employees of the organization.

Possible solution to the issues could be:

1. Clearly define the purpose of the organization and to establish realistic goals and objectives consistent with the mission in a defined time frame within the organization’s capacity to implement
2. Communicate the goals and objectives to the organization’s stakeholders
3. Ensure the most effective use of the organization’s resources by focusing on the key priorities
4. Provide a base from which progress can be measured and establish a mechanism for informed change when needed
5. Obtain a clearer focus for the organization, thereby producing more efficiency and effectiveness

1. **OBJECTIVES OF THE ASSIGNMENT**

The objective of this particular volunteer assignment is to train and practically demonstrate modern technical knowledge/skills on improved business practices. The beneficiaries are not more than 20 permanent employees and 2 owners. This particular assignment is to specifically improve management quality and increase the farm’s income from the sale of their produce.

The volunteer may touch upon some of the following Analysis techniques:

External Analysis: Analyze the opportunities and threats, or constraints, which exist in the organization’s external environment, including industry and forces in the external environment.

Internal Analysis: Analyze the organization’s strengths and weaknesses in its internal environment. Consider the context of managerial ethics and corporate social responsibility.

Strategy Formulation: Formulate strategies that build and sustain competitive advantage by matching the organization’s strengths and weaknesses with the environment’s opportunities and threats.

Strategy Execution: Implement the strategies that have been developed.

Strategic Control: Measure success and make corrections when the strategies are not producing the desired outcomes.

**Host contribution** –

Alema farm will select staff and stakeholders in various positions to attend trainings, gather book keeping in addition to management data, and facilitate the volunteer to reach them. The host will also avail key personnel to facilitate the volunteer in his/her overall works including informal training in various sectors of strategy planning. The host will make prior arrangements to ensure that the volunteer can attend scheduled training forums to train the farm employees. The organization’s mission statement and future expansion goals may also prove to be useful if available. The host will also provide the volunteer with office space and office furniture. The host partner will make vehicle available for field work and facilitate volunteer field travel.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

As a result of the volunteer assistance, it is anticipated that this assignment will result in Capacity building through improved management skills, organization structure, defined roles and transparency. The owners, employees and stakeholders will have a clearly defined roles within the organize structure and improved ideas of the direction in which Alema farm should take to improve productivity.

1. Developed a 3 year (medium term) strategic plan that provides a framework within which Alema can operate
2. Trained management and staff of Alema in business development skills that improve their effectiveness and efficiency in service delivery
3. Spelled out marketing strategies, business plans, and income projections that the Alema can work towards achieving.
4. Developed a roadmap for implementation of the strategic plan
5. **ASSIGNMENT DELIVERABLES**

It is anticipated that the volunteer transferred up-to-dated skills and overseas’ experience to the staff members and owners of Alema farm via training and practical document preparation.

The anticipated deliverables that can be accomplished by the volunteers can also include:

* Initial presentation done (outlines of topics of the course, plan, approach, etc),
* Reports with recommendation submitted;
* Presentation to CRS staff and/or USAID;
* Outreach events conducted in the US.

1. **SCHEDULE OF VOLUNTEER ACTIVITIES IN ETHIOPIA**

| **Day** | **Activity** |
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| Days 1 | Arrival to Ethiopia, Bole international Airport. The volunteer will find the hotel kiosk in the airport and have prearranged transport to “Churchill hotel” |
| Day 2 | Introduction to CRS higher officials and briefing meeting (security, general orientation, logistic, reporting formats, etc.) at CRS office. Discuss anticipated outcomes and work plan. |
| Days 3 | * Drive to Bishoftu (Debre Zeit) 45 Kms from Addis Ababa, where the volunteer will stay completion of assignment. * CRS introduces the volunteer to the Alema team. Together with CRS and the management, the volunteer will review and finalise the work-plan. The action plan should include group presentations to be done after the assignment. In the afternoon, visit some of Alema facilities and staff members. |
| Days 4 | * Further identify skill and training gaps through visiting and discussing with the host. * Based on information gathered and gaps identified, enrich the prepared training materials incorporating hands-on practices. * Firsthand information/data collection by volunteers as applicable. |
| Day 5-7 | * Conduct training and presentation to the staff. * Assess and refine the quality of trainings through feedback and observations. |
| **Day 8** | **Rest day.** |
| Days 9-14 | Continuation of the trainings and technical assistance (in developing the strategic plan), sharing the draft strategic plan |
| **Day 15** | **Rest Day** |
| Day 16 | * Group debriefing presentation to the host in the presence of CRS. * Volunteer travels back to Addis Ababa. |
| Day 17 | * Finalize reimbursement expenditures and liquidations (if any) with finance. * Finalizes his/her report and submit training M&E forms to CRS F2F staff. * Debriefing at CRS office with USAID Mission and CRS staff |
| Day 18 | * Depart for USA |
| TBD | Outreach event when back in the US could include: presentation with a local group/organization, press release, media event and/or speaking tour. |

1. **DESIRABLE VOLUNTEER SKILLS**

The desired skills of the volunteer will include a background and experience in one or more of the following: Business Management, HR, Agronomics, Economics and Leadership. The volunteer should also possess experience concerning training of different levels of employees and employers.

1. **ACCOMMODATION AND OTHER IN-COUNTRY LOGISTICS**

* Before travelling to the assignment place, the volunteer will stay in Addis Ababa at one of the CRS’s client hotels, Churchill or another hotel that will be booked and confirmed before the arrival date.
* In Addis Ababa, the hotel usually has rooms that include services such as airport pickup and drop-off, breakfast, wireless internet, etc.
* The hotel or CRS will arrange a vehicle for short travel from the hotel to CRS and vice versa while in Addis Ababa.
* All required materials will be prepared ahead of time and provided to the volunteer. CRS Ethiopia will provide the volunteer with a laptop computer (if s/he needs), local internet dongle (modem/EVDO) and mobile phone with a charged local SIM-card. Any other required logistics and facilities can also be requested by the volunteer during her/his stay in Addis Ababa.
* CRS will provide a vehicle and accompany the volunteer to the place of assignment.
* During her/his assignment period, the volunteer will be booked in a hotel in Bahir Dar town.
* 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.
* CRS Ethiopia will also reimburse the volunteer with laundry costs against receipts.
* 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.

1. **RECOMMENDED ASSIGNMENT PREPARATIONS**

* Although CRS F2F has developed such hinting SOW, the volunteer can fine-tune through her/his professional qualifications to successfully carry out this assignment.
* The assignment site is adjacent to Lake Tana where malaria is 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 and demonstration aids and written handouts. Softcopies of the handouts and any other paper materials can be printed for immediate use at the CRS office in Addis Ababa on request by the volunteer.
* If the volunteer requires simple training aids like flip charts, markers or 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 required.
* Depending on the meeting places and availability of electric power and LCD projector, the volunteer may use a laptop and projector for power point presentations.

1. **KEY CONTACTS**

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