



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

This assignment can be either Local or Virtual. Either way, the remote support of an American volunteer is needed.

Local Assignment: Ethiopian or East African volunteer to be paired with virtual supporting American volunteer.

Virtual Assignment: An American volunteer conducts a series of calls/meetings

Potential volunteers from Ethiopia or East Africa should email haile.dolango@crs.org and lidia.retta@crs.org to express interest.

American volunteers wishing to support virtually should email maria.figueroa@crs.org

Summary Information	
Assignment code	ET240
Country	Ethiopia
Country Project	Livestock
Host Organization	Almi Dairy Training Institute, and Fresh Milk and Milk Products Processing
Assignment Title	Strategic Business Plan Preparation
Assignment Preferred Dates	Flexible
Assignment Objectives	<ul style="list-style-type: none"> • Facilitate the preparation of five-year business plan • Train employees of Almi on business planning • Support the development of business strategies
Desired Volunteer' Skill/Expertise	<ul style="list-style-type: none"> • Advanced knowledge and experience in business plan development and management



	<ul style="list-style-type: none"> • Experience in strategic plan preparation and business strategies development
Type of Volunteer Assistance	Organizational Development = O
Type of Value Chain Activity	Information and Input Services = S
PERSUAP Classification	Type III

A. BACKGROUND

Strategy Planning helps business organization to set clear priority areas and remain focused in their operations and strategies. Above all it helps organizations to prepare for tomorrow. Strategic planning is the way for organizations to prepare themselves, to sustain and overcome competition in market places. It is a process that begins with self-assessment and realization and then reorganization to compete in a business environment. Business strategies form the basis of survival in a competitive environment and should therefore be well developed by the right people. A good strategic plan will give significant benefits to organizations like increased profitability and better organizational management. The challenges of not having comprehensive strategy include lack of objective/goal, resource not properly allocated and inability to track progress.

Almi Dairy Training Institute and Fresh Milk and Milk Products processing is privately owned and dairy processing plant established in 2005 and has a daily output of 32,000 liter of various products. Their products include pasteurized milk, yoghurt, local cheese, provoloni cheese, cream and butter. And they also provide dairy machine plantation and maintenance service. Almi dairy training institute is a branch of the company established in 2018 that provides training on dairy science technology, beef cattle production and management, poultry production and management, bee keeping, animal nutrition and dairy machine technology.

B. ISSUE DESCRIPTION

A growing business faces a range of challenges. As a business grows, different problems and opportunities demand different solutions. Recognizing and overcoming the common problems associated with growth is essential if a business is to continue to grow and thrive. Importantly, it needs to ensure that the steps taken today do not create additional problems for the future. As business grows, the strategy plan needs to evolve to suit the changed circumstances.



Every company needs a strategic plan in order to innovate, grow, and develop. A strategic plan helps companies get rid of the things they aren't good at doing so they can better focus on the things that they are. A strategic plan also lays the groundwork for improving those things that need a little (or a lot of) work. The right vision of strategic plan shows company leaders where to dedicate time, human capital and resources.

The host Almi Dairy does not have any strategic business plan that allows the company to foresee their future and to prepare accordingly. So, the company needs strategic plan to keep up with the market, for planning ahead and financial management. But the staff do not have the experience to develop a strategic plan; so, they asked the CRS- Farmer-to-Farmer program for the technical assistance.

C. OBJECTIVES OF THE ASSIGNMENT

The general objective of this assignment to facilitate the preparation of strategic business plan for the host and train the host staff on strategic business plan. Ten employees and the own will receive the strategic business plan preparation training. The specific objectives are;

1. Provide onsite technical support to the host for analyzing internal and external situations and develop feasible business strategies
2. Training the host staff on strategic business plan preparation
3. Provide technical leadership for the five-year business plan development.

D. HOST CONTRIBUTION

The host has committed to mobilize the staff to receive the volunteer's technical and practical assistance. The host will also avail key personnel to work closely with the volunteer, assisting her/him during training and practical sessions, ensuring translation to the local language and advising on the culture of the area. CRS will cover lodging costs against receipts and other related costs. In coordination with the host and the volunteer, CRS will also arrange and pay for transport services for daily use to and from the office

E. ANTICIPATED RESULTS FROM THE ASSIGNMENT

It is anticipated that this assignment will result in capacity building through improved management skills, organization structure, defined roles and transparency. The owners and employees will have some clearly defined roles within the organize structure and improved ideas of the direction in which the company should take to improve productivity.

F. ASSIGNMENT DELIVERABLES

It is anticipated that the volunteer transferred up-to-dated skills and overseas experience to the staff and owner of Almi Dairy via training and practical document preparation

The major anticipated outputs of this assignment include, but not limited to:



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- Strategic Business plan developed for the Dairy Processor
- Training lists with people trained
- Volunteer end of assignment report with recommendations to the host organization, action plan and recommendations to CRS
- Conduct a final debriefing (PowerPoint presentation) with the host organization (plus key stakeholders) and CRS/USAID
- Conduct outreach events upon return to the US

G. SCHEDULE OF VOLUNTEER ACTIVITIES IN ETHIOPIA

Day	Activity
Day 1	Arrival in Addis at Bole Airport. The volunteer will be met by CRS’s client hotel Eliana Hotel (https://www.booking.com/hotel/et/eliana. ; Phone: +251111262600).The volunteer will locate the hotel kiosk and use pre-arranged shuttle
Day 2	Rest Day (Sunday)
Day 3	<ul style="list-style-type: none"> • Take hotel shuttle to come to CRS office (CRS working days are Monday to Friday from 8:00AM to 5:00 PM East Africa Time) • Welcoming by CRS, and briefing meeting on security, general orientation, MEAL (attendance sheet, reporting and PPT templates), and logistic.
Day 4	<ul style="list-style-type: none"> • S/he will be introduced to the host • General orientation with the host, first-hand briefing on the main objectives and modality of the assignment and adjustment of the agenda for the coming days (work planning session). • Discuss anticipated outcomes and work plan • Conduct further assessment of skills and knowledge gaps with training participants • Based on information gathered and gaps identified, enrich the prepared training materials incorporating hands-on practices. • Develop 10 days (2 weeks training) curriculum covering key knowledge and skills Gaps
Day 5-19	Train participants on among other topics
Day 20	Briefing / exit meeting with the host in the presence of CRS staff



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Day	Activity
Day 21	<ul style="list-style-type: none"> • Debriefing with CRS staff and/or USAID Mission • Finalize reimbursement expenditures and liquidations (if any) with finance. • Submit volunteer reports, training attendance sheet, assignment report, PPT presentation and any reference materials to CRS F2F team. • Depart for USA
TBD	Outreach event when back in the USA

H. DESIRABLE VOLUNTEER SKILLS

The volunteer will have the following skills, qualifications and competencies:

- Advanced knowledge and skills of strategic business plan preparation and strategy development
- Background and experience in dairy business management
- Experience in developing Strategic plan development for dairy firms
- Experience and skill in adult teaching
- Good communicator and interpersonal skills
- Willingness and flexibility to train and technically assist staff whenever required
- Respect for the local cultures and religious norms.

I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

- Before travelling to the assignment place, the volunteer will stay in Addis Ababa at one of the CRS’s client hotels, Eliana Eliana Hotel (<https://www.booking.com/hotel/et/eliana>; Phone: +25111126 2600 that will be booked and confirmed before the volunteer arrival date. The hotel will have 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.



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- 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 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 the assignment period, the volunteer will stay at Lewi Hotel, Awassa
- 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 incidentals.
- CRS Ethiopia will also reimburse the volunteer with laundry costs against receipts.
- For more information, please refer to country information that will be provided.

J. 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.
- Prior to the assignment, 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 the assignment.
- 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.

K. KEY CONTACTS

CRS Baltimore



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<p>Maria Figueroa Recruitment Manager EA Farmer to Farmer Program 228 W. Lexington Street Baltimore, MD 21201; 410-951-7366 Email: maria.figueroa@crs.org</p>	
<p>CRS Ethiopia:</p>	
<p>Haile Dolango, F2F Program Manager CRS Ethiopia Office, P. O. Box 6592; Addis Ababa, Ethiopia Phone: +251-112-788800, Mobile: +251-912-665684 Email: haile.dolango@crs.org</p>	<p>Lidia Retta, Project Officer CRS Ethiopia Office, P. O. Box 6592 Addis Ababa, Ethiopia Phone +251-11-278-8800, Mobile: +251-912-091962 Email: lidia.retta@crs.org</p>
<p>Host Organization+</p>	
<p>Asmamaw Tafesse Almi Fresh Milk and Milk products processing, Owner and Manager Tel: +251 916824232 Email: almifresh2016@gmail.com Awassa, Ethiopia</p>	<p>Desalegne Mamo Almi Fresh Milk and Milk products processing, Coordinator Tel: +251-902797979/0916036630 Email: desalegnm41@gmail.com Awassa, Ethiopia</p>