



USAID
FROM THE AMERICAN PEOPLE

FARMER TO FARMER
The USAID John Ogonowski and Doug Bereuter Farmer-to-Farmer Program



CRS Farmer-to-Farmer Program Assignment Scope of Work

To express interest in this assignment please email chi.olisemeka@crs.org

Summary Information				
Assignment SOW Code	ET301			
Country:	Ethiopia			
Country Project:	Agribusiness			
Host Organization:	Alema Farms			
Partner:	N/A			
Assignment Title:	Meat processing			
Objectives of the assignment:	To review existing meat processing procedures and provide technical assistance on the development of new products (mortadella and sausages).			
Assignment preferred dates:	Flexible			
Desired volunteer expertise:	<ul style="list-style-type: none"> Formal qualification in food technology/processing, especially meat. Extensive knowledge and practical experience in meat processing, especially with private processing companies 			
Type of Volunteer Assistance:	P Processing/Technology Transfer			
Type of CSA Activity	N Not applicable			
PERSUAP Classification ¹ :	III			
Approx. number of people to be trained:	Men	Women	Male Youth	Female Youth
	22	40	12	28

¹ 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.

Host Information	
Date of completion of baseline & capacity development plan data collection:	3/17/2024
Date of host agreement signing:	2/22/2024
No. of previous assignments: ²	None
Recommendations given (Total):	None
Recommendations applied (Total):	None
Name of ToT trainee (if already identified)	

Gender, youth and climate considerations			
Gender Sensitivity:	Yes	No	If yes, how? If no, why not?
1. Does the assignment take into account gender dynamics (i.e. decision-making power, roles and responsibilities, cultural norms) in the implementation area?		No	The assignment is mainly on meat processing and product development which have limited connection with decision-making power or cultural norms.
2.1 Does the assignment contribute to increasing the capacities of men? 2.2 Does the assignment contribute to increasing the capacities of women?	Yes		The assignment will contribute to improving the knowledge and skills of both men and women in meat processing and developing new products.
	Yes		The assignment will contribute to improving the knowledge and skills of both men and women in meat processing and developing new products.

² Discuss new hosts with Program Director.

3.1 Does the assignment address the constraints of women? 3.2 Does the assignment address the constraints of men?		No	The assignment does not address constraints specific to women.
		No	The assignment does not address constraints specific to men.
4.1 Does the assignment consider how to mobilize women to participate? 4.2 Does the assignment consider how to mobilize men to participate?	Yes		Yes, both men and women staff will have equal access to participate in the training. In addition, women staff will be encouraged by the host leadership to participate in the training.
	Yes		Yes, both men and women staff will have equal access to participate in the training.
5.1 Have the assignment logistics been organized in a way that facilitates men's participation? 5.2 Have the assignment logistics been organized in a way that facilitates women's participation?		No	The host office logistics will be organized similarly for both men and women participants.
		No	(Same as above)
Youth Empowerment:	Yes	No	If yes, how? If no, why not?
1.1 Does the assignment contribute to increasing the capacities of male youth? 1.2 Does the assignment contribute to increasing the capacities of female youth?	Yes		The assignment contributes to increasing the capacities of both male and female youth. From the 62 total number of planned trainees, 65% are youth of which 20% are male and 45% are female.
	Yes		The assignment contributes to increasing the capacities of female youth.
2. Are there particular barriers to male youth and female youth's participation in the value chain? Has the assignment taken those into account?		No	The meat value chain consists of the provision of inputs for fattening (conditioning), followed by slaughtering and

			meat processing, packaging and marketing. No barrier was observed for either male or female youth along the meat value chain.
		No	No constraints were observed.
3.1 Does the assignment address the particular constraints of the male youth?		No	No constraints were observed.
3.2 Does the assignment address the particular constraints of the female youth?		No	The assignment is mainly on meat processing and product development which have limited connection with decision-making power or cultural norms.
Climate Change	Yes	No	If yes, how? If no, why not?
Will the assignment address climate change? (Yes/No) If yes, please include this in the issues description.	No, the assignment is mainly on product development and does not address any climate change issues		

A. BACKGROUND

The CRS Farmer-to-Farmer program (F2F) is a five-year (2023-2028) USAID funded program which provides technical assistance to farmers, farm groups, agribusinesses and other agriculture sector institutions in developing and transitional countries to promote sustainable improvements in food security and agricultural processing, production, and marketing. The main goal of the program is to generate sustainable, broad-based economic growth in the agricultural sector through voluntary technical assistance. A secondary goal is to increase the U.S. public’s understanding of international development issues and programs and international understanding of the U.S. and U.S. development programs.

F2F volunteers are pooled from a broad range of US agricultural expertise including private farmers, university professors, bankers/certified accountants, animal health and nutrition specialists, soil scientists and agronomists who can provide technical assistance to the local host organizations. The program introduces new innovations and skills to develop local organizations’ capacity to participate in more productive, profitable, sustainable, and equitable agricultural systems while providing an opportunity for people-to-people exchange within the agricultural sector.

When the COVID-19 global pandemic broke out, CRS F2F introduced a paired remote volunteer (PRV) model whereby a US volunteer who does not travel provides remote support to a local/national volunteer who carries out the assignment in-person. This model is still used for up to 10% of assignments.

For the 2023-2028 round of F2F, CRS is taking a gender-sensitive approach to programming, which includes conducting a gender assessment of each host prior to initiating assignments. CRS is also asking each host to identify at least one person to be a key trainee (under a Training of Trainer [ToT] model) for each assignment in the hope that this person will be able to replicate the training in the future. This isn't a deal-breaker but we are strongly encouraging it. Therefore, the volunteer report format will ask you to name the trainee (if there was one) and comment on their level of engagement.

The CRS F2F program in Ethiopia has identified Agribusiness and Nutrition as the topics of its assignments. These are known within F2F as 'Country F2F Projects.' The Agribusiness includes developing sustainable and resilient production systems, strengthening market systems (market information, linkages, infrastructure), building the capacity of agribusinesses and cooperatives, and strengthening research extension advisory service. CRS has identified maize, wheat, teff, coffee, beans, milk, beef, and poultry as commodities to be supported under the agribusiness development project. The Nutrition project also provides technical support on the nutrition-sensitive agriculture, crop and livestock production diversification, nutrition awareness, food processing techniques, recipe preparation, and organizational constraints. CRS F2F's working geographic zones are Oromia, Amhara, Addis Ababa, SNNP, Sidama and Tigray. Requests from other locations and outside country projects are sometimes considered but are seen as exceptions.

Alema Farms is located in Bishoftu and was established in 1993 with the objective of consistently providing customers with high quality, innovative poultry, livestock and agricultural products and services. By exceeding customers' demand and service expectations in providing high quality products, the farm's vision is to be a recognized brand of choice in Ethiopia. Alema Farms is made up of 639 staff (48% women). The organization processes and markets meat products including chicken and pork, processed beef products, beef and chicken mortadella, chicken and beef hot dog, pork carcasses, chicken and beef shish kebab, bolide ham and marinated whole chicken. It also produces high standard animal feeds such as poultry feed (broiler and layer), dairy feed (basic, excellent, and super), calve and heifer feed, sheep and goat feed, pig feed, equine feed, and beef fattening feed (basic and super). Alema Farms also supplies reasonably priced veterinary medicine, agrochemical and agricultural equipment. Here is the farm's website: <https://www.alemafarms.com/>

B. ISSUE DESCRIPTION

Alema Farms processes a variety of products, as listed above. However, the farm faces several challenges in operating efficiently and generating additional revenue. These challenges include low product quality, particularly in the cases of sausage and mortadella, and a limited product line to meet the needs of various customers such as hotels, restaurants, and local residents. The company is unable to meet the growing demand for its products due to limitations in quantity, quality, and diversity of product.

Currently, Alema Farms lacks the necessary skills and knowledge for modern and quality meat sausage and mortadella processing. They aim to diversify their products, improve quality, be a pioneer in flavored sausage, and develop standard procedures for each product type, with a focus on sausage and mortadella varieties. To achieve these goals and improve its business, Alema Farms is seeking technical assistance from a volunteer with practical experience in commercial meat processing.

C. OBJECTIVES OF THE ASSIGNMENT

The main objective of this volunteer assignment is to review existing products, develop new ones, and provide training on production management to the staff of Alema Farms.

The specific objectives are:

- To assess gaps in the host’s existing meat product processing, especially mortadella and different sausages.
- To develop new products and standard procedures that will meet consumer needs and improve the company’s income.
- To provide training on quality control systems for meat processing to Alema Farms’ staff.

D. HOST CONTRIBUTION

Alema Farms will mobilize staff to attend the trainings conducted by the volunteer. The *host* will also assign at least one key personnel to work closely with the volunteer during preparations for the trainings and in the implementation of the trainings themselves to ensure that the key staff can train other staff of the organization after the assignment has been completed.

E. ANTICIPATED RESULTS FROM THE ASSIGNMENT

It is anticipated that the assessment will lead to:

- Identified gaps in the existing meat product processing methodology, especially with regard to mortadella and different sausages.
- New product(s) developed that will meet consumer needs and improve the company’s income.
- Standard procedures for each new processed meat product, with a particular emphasis on sausage and mortadella varieties.
- Farm staff trained on quality control systems for meat processing.

F. DELIVERABLES

The anticipated deliverables accomplished by the volunteer include:

1. Volunteer’s final report with recommendations due before departure from Ethiopia
2. Group presentation with local stakeholders at the end of the assignment in-country
3. A minimum of 3 volunteer outreach activities in the US and in-country using appropriate media (print, radio, TV, group presentations, social media etc.)
4. Training manuals, strategic plans, business and marketing plans, curriculum

G. DRAFT SCHEDULE OF VOLUNTEER ACTIVITIES IN COUNTRY

Days (not dates)	Activity
Day 1	<ul style="list-style-type: none"> • Arrival at Ethiopia Airport; pick-up by Inter Luxury hotel shuttle. • Check-in at Inter Luxury. <p>NB: In case you encounter any difficulty, please request assistance from Airport Staff to call Tatek Woldu (on WhatsApp or phone) at +251 911873970 or Lidia Retta at +251 912091962</p>

Day 2	Rest day in Addis Ababa
Day 3	<ul style="list-style-type: none"> • At 7:30am, the volunteer will be picked up at the hotel by a CRS driver and taken to the CRS Office for introductions and briefings. • Volunteer will be briefed by the F2F team about the host and discuss with the team the related logistics and anticipated outcomes of the assignment. • Volunteer may also prepare study materials while at the CRS Office. • After the briefing, the volunteer will travel to Bishoftu to commence the assignment in the company of F2F team members.
Day 3	<ul style="list-style-type: none"> • Introduction to the host and working environment.
Day 4-14	<ul style="list-style-type: none"> • Carry out the assignment and provide orientation to the host staff.
Day 15	<ul style="list-style-type: none"> • Debrief/exit meeting with the host in the presence of CRS staff.
Day 16	<ul style="list-style-type: none"> • Facilitate an in-country/virtual debrief with CRS staff and/or USAID Mission. • Finalize reimbursement of expenditures and liquidations (if any) with the finance department, as required. • Submit volunteer reports, training attendance sheet, assignment report, PPT presentation and any reference materials to CRS F2F team. • Depart for the USA.

H. DESIRABLE VOLUNTEERS SKILLS

The volunteer needs to have the following skills, qualifications, and competencies:

- Formal qualification in food technology, especially in meat processing.
- Hands-on experience in meat product development.
- Extensive knowledge and practical experience in meat processing, especially with private companies engaged in meat processing.
- Strong communication and interpersonal skills.
- Willingness and flexibility to train and technically assist the host staff wherever required.
- Respect for the cultural and religious norms of the rural people.

I. ACCOMMODATION AND ANOTHER IN-COUNTRY LOGISTICS

- Before travelling to the assignment's location, the volunteer will stay in **Addis Ababa** at one of CRS's client hotels, **Inter Luxury Hotel** (<https://interluxuryhotel.com/>) or another hotel that will be booked and confirmed before the volunteer's arrival. The hotel usually includes services such as airport pickup and drop-off, breakfast, wireless internet, etc.
- All required materials will be prepared ahead of time and will be provided to the volunteer. CRS Ethiopia will provide the volunteer with a laptop computer (if s/he needs one), local internet dongle (modem/EVDO) and mobile phone with charged local SIM-card. Any other required logistics and facilities can also be requested by the volunteer during her/his stay. CRS will provide a vehicle and accompany the volunteer to the place of the assignment.
- For the duration of the assignment, the volunteer will be booked into [Yatu International Hotel](#) located in **Bishoftu** to be confirmed prior to the volunteer's arrival. CRS Ethiopia will cover the costs of lodging against receipts. CRS HQ will provide the volunteer with a per-diem advance to cover meals and incidences.
- Security information will be provided by the CRS Ethiopia security focal person at the CRS Addis Ababa office.

J. ASSIGNMENT PREPARATION RECOMMENDATIONS

Training and Materials

- Although CRS F2F has developed the SOW, the volunteer can further refine the SOW based on his/her professional qualifications to successfully carry out this assignment.
- Prior to the assignment, the volunteer is advised to prepare the necessary training and demonstration aids and written handouts. Soft copies 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 obtain the materials from the CRS office in Addis Ababa.
- Translation of handouts to the local language can be done in the locality of the assignment, if required.
- Depending on the training locations and availability of electric power and LCD projector, the volunteer may use a laptop and projector for PowerPoint presentations.
- 70% of the trainees are women and 70% are youths.
- Only the managers of the meat processing and slaughter departments have Bachelor's degrees and other staff are high school graduates and/or have completed grade 10.

Communication and Security

- The host is located in Bishoftu town and as a result electricity, internet, cellphone signal are available in the area.
- There are no major security issues in the town; however, we ask volunteers to maintain vigilant and scan their surroundings. Traveling early in the morning and late afternoon is not advisable. Aim to conclude daily activities within the time interval of 8:00 am and 5:00 pm.

Health facilities

- There are many available hospitals and clinics nearby; if needed, we request that volunteers follow the CRS F2F guide on accessing medical care while on assignment.

Working environment and Culture

- The Ethiopian business environment and culture values trust and forging meaningful relationships. It is recommended, if invited, that you participate in some informal events such as having lunch with the team, attending wedding parties, etc. Aim to build personal relationships with your host staff.
- Ethiopians take a flexible approach to adhering to schedules and deadlines. When working with people, it's advisable to reinforce the importance of the agreed-upon deadlines and how that may affect the rest of the assignment.

Weather-appropriate clothing

- The average annual temperature of Bishoftu ranges from 14°C to 28°C. the wet summer season of June, July and August is when you can expect heavy rainfall, and we advise you to pack a lightweight

waterproof jacket and an umbrella. Casual and comfortable clothes are the key when travelling in Ethiopia.

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.

CRS Baltimore	
<p>Chi Olisemeka, Operations Specialist II Farmer-to-Farmer Program 228 W. Lexington Street Baltimore, MD 21201 410-951-7366 Email: chi.olisemeka@crs.org</p>	
CRS Country Program	
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Host Organization	
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