# CRS-logo.jpg C:\Users\maria.figueroa\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.Outlook\60LBWCCW\F2F Logo (2).PNG

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** | |
| Country | Kenya |
| Assignment Code | KE31 |
| Country Project | Horticulture |
| Host Organization | National Potato Council of Kenya (NPCK) |
| Assignment Title | Strategic Business Plan Development |
| Assignment preferred dates | April/May 2015 |
| Assignment objective | Facilitate strategic business plan and fundraising strategy development |
| Desired volunteer skills/ expertise | Strategic business plan development and fundraising expert |

1. **BACKGROUND**

The National Potato Council of Kenya (NPCK) is a public-private partnership (PPP) and a multi-stakeholder organization that has the responsibility of planning, organizing, and coordinating value chain activities in the potato sector to develop it into a competitive and self-regulating industry. NPCK’s organizational structure enables it to draw synergies from a wide membership, representing all stakeholders and actors in the potato industry. NPCK’s mission is to coordinate and regulate Kenya’s Potato industry to improve the profitability and livelihood of stakeholders, particularly smallholder farmers, seed potato producers, traders and processors.

The potato is becoming an increasingly important food in Kenya, and is currently the second most important staple food crop after maize. It is grown by about 800,000 smallholder farmers, and contributes over US$44 million to the economy. Despite its excellent potential for contributing to the growth of Kenya’s economy and improving the welfare of poor households, the potato sector has been hampered by many complex constraints. They include the following:

* low yields
* high incidence of disease
* shortage of improved varieties
* limited production, distribution and use of quality planting material
* fragmentation of actors in the value chain linking producers and consumers
* lack of value-added and new product development

Thus a concerted effort is needed to fully realize the potato sector’s potential to improve livelihoods, reduce poverty and enhance food security in Kenya.

NPCK does not have strategic business plan and sufficient financial resources to ensure full implementation of its activities. Moreover, NPCK is seeking opportunities that would assist the organization in becoming more sustainable. It is against this background that NPCK has requested CRS to provide a technical expert to assist the organization in developing a business plan and a fundraising strategy.

1. **ISSUE DESCRIPTION**

*Strategic business plan development:* Although NPCK has made a significant contribution to the growth of the potato industry in Kenya, its progress has been hampered by lack of clear strategic plan to guide its operations and generate funds to enhance implementation of its activities. In order to fast-track implementation and enhance sustainability, NPCK has requested a technical expert to facilitate the development of a strategic business plan for the organization. Growth of NPCK without a strategic business plan poses a serious challenge for the organization, as it needs to have a clear understanding and a framework that will guide implementation to meet the needs of its stakeholders.

*Limited financial resources:* One of the main challenges facing many Non-Governmental Organizations in Kenya is limited financial resources. Scarcity of resources is often cited as the reason for implementation delays, inability to meet development targets and at times total failure. Discussions with NPCK revealed that their main challenge is lack of a clear fund raising strategy to guide business development activities. For NPCK to be able to serve its target beneficiaries, sufficient funds for various activities are required. The organization would therefore like to develop proper donor relations necessary for sustainable funding streams and proposal development.

1. **OBJECTIVES OF THE ASSIGNMENT**

The assignment’s main objective is to support NPCK with technical assistance in strategic business plan development to cope with the rapid development in the potato industry as well as putting the organization in a position that will improve its ability to identify and secure more revenues. The expert will facilitate the development of a five –year strategic business plan and a feasible fundraising strategy that will assist NPCK increase resources needed to carry out the organization’s mandate.

The assignment will involve the following activities:

* Facilitate the development of a five year strategic business plan.
* Assist NPCK in identifying potential partners for financing their activities.
* Facilitate the development of a fundraising strategy.
* Identify gaps that inhibit growth and provide recommendations for future F2F volunteer training.

**Host contribution**– NPCK will mobilize directors and staff who will work closely with the volunteer to ensure key staff members are trained will be able to continue training others. The host will also provide the training venue and will be responsible for refreshments and related participation costs.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

Anticipated results include;

* Five –year strategic business plan developed
* Fundraising strategy developed
* F2F volunteer presentation to NPCK stakeholders at the end of the assignment
* Debriefing with CRS staff & USAID Mission
* Volunteer feedback
* Field trip report and expense report
* Outreach activity, a press release or a media event back in US

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

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| Day | Activity |
| 1 | Arrival into Kenya. The volunteer shall be met by a cab driver, who will have a placard bearing **CRS logo**, and who will wait at the arrivals section with the placard displaying the volunteer name. The volunteer will be driven to a hotel in the Westlands suburbs of Nairobi City, details of which will be communicated prior to arrival. |
| 2 | Meeting at CRS offices with CRS F2F staff to become fully briefed on logistics and itinerary of trip as well as discuss anticipated outcomes and work plan. |
| 3 | Meeting with NPCK management; discuss and the challenges stipulated in the SOW, concerns and plans for the future. Review the main objectives of the assignment and adjust the agenda for the coming days |
| Days 4 to 6 | Meeting with key NPCK partners and review of the organization’s available literature |
| Day 7 | **Rest day** |
| Days 8 to 13 | Strategic business plan development process |
| Day 14 | **Rest day** |
| Day 15 | Fund raising strategy development |
| Day 16 | Review of developed strategic business and fund raising plan with selected NPCK representatives and provide recommendations |
| Day 17 | PowerPoint presentation of developed business plan & opportunities identified to NPCK management & strategic partners  Exit meeting at NPCK, & CRS F2F |
| Day 18 | Debriefing at CRS office with USAID Mission and CRS staff.  Complete Trip Report (TR), Complete out feedback from, Travel expense report  Volunteer departs for USA |

# DESIRABLE VOLUNTEER SKILLS

* Expertise in strategic planning and fundraising
* Hands-on experience in designing business plans for agricultural enterprises or member organizations
* Experience in developing Funding strategies for NGOs
* Excellent hands-on training skills to an adult audience is necessary

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

While in Nairobi, the volunteer will be accommodated in a hotel in the Westlands suburbs of Nairobi City which will be communicated prior to arrival.

**G. RECOMMENDED ASSIGNMENT PREPARATIONS**

* CRS-F2F designs assignments with the assumption of some pre-departure preparation by the volunteer. Actual preparation time will vary based on the experience of the volunteer, as well as informational or training resources the volunteer has readily available. CRS relies on the volunteer to assess the tasks outlined in this SOW and to make his or her own judgment about how much and what kind of preparation is needed prior to arriving in Kenya.
* The volunteer should prepare materials for hand out which can be printed at CRS office in Nairobi before commencement of the assignment. Flip charts, markers, masking tapes can be obtained at CRS offices. Depending on the training venue the volunteer may use a laptop and projector for power point presentations. But if the training venue is in the community, it will be difficult to use PowerPoint.
* CRS strongly recommends that the volunteer become familiar with CRS programs in Kenya, the livestock project description, other information in the briefing pack before arrival to Kenya

1. **Key Contacts**

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