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**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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

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| **Summary Information** | |
| Assignment Code | KE34 |
| Country | Kenya |
| Country Project | Horticulture |
| Host Organization | INADES Formation Kenya (IFK) |
| Assignment Title | Strategic business plan development |
| Assignment preferred dates | July 2015 |
| Type of volunteer assistance: | Business Development (E) |
| Type of value chain activity: | Information and Input support services (S) |
| Assignment objective | Facilitate development of strategic business plan for INADES FK |
| Desired volunteer skills/ expertise | An agribusiness expert with experience in business plan development and fundraising strategies |

1. **Background**

INADES Formation (IF) is a French acronym which stands for African Institute for Economic and Social Development, a pan African Non-Governmental Organization operating in ten (10) African countries – Burkina Faso, Cote d’Ivoire Togo, Chad, Cameroon, Congo (DRC), Rwanda, Burundi, Tanzania and Kenya. INADES Formation Int. Kenya office was registered as a Non- Government Organization in December 1993. Recently it changed its name to INADES Formation Kenya (IFK). Its offices are located in Machakos. It has activities in greater Machakos, Makueni, Tharaka Nithi and Kitui Counties. The vision of INADES Formation Kenya is “A prosperous and influential rural world” and its mission is to work for the economic and social advancement of the people with special emphasis on the people’s free and responsible participation in the transformation of their societies.

INADES Formation Kenya employs a two pronged approach. On one hand it promotes production and consumption of indigenous (drought tolerant) crops as a coping mechanism while on the other hand it promotes agro-enterprise revolving around local chicken and fruits. The organization supports target farmers in production of high value horticultural crops such as indigenous and exotic leafy vegetables, mangoes and oranges, market information and collective marketing and value addition to enable farmers get higher incomes.

INADES FK is in the process of setting up a separate business entity of the organization and has acquired a five acre piece of land for the development of a resource center. The organization does not have a strategic business plan and sufficient financial resources to ensure full implementation of the plan. Moreover, INADES FK is pursuing opportunities that can contribute to the organization becoming more sustainable. It is against this background that IFK has requested CRS for volunteer support to facilitate the organization in developing a strategic business plan.

1. **Issue Description**

INADES-Formation Kenya (IFK) offices are located in Machakos County headquarters in a building owned by the organization. Two years ago the organization bought a five acre piece of land, 25 km from the office. The thinking of the organization is to develop a resource center in the five acre piece of land where farmer trainings will be contacted. The resource center is also envisaged to be an income generating asset for the organization thereby creating resources to support for the target communities’ activities. This is in line with the Kenya Public Benefit Organizations (PBOs) Act 2013 where PBOs formerly NGOs are allowed to generate income for their humanitarian work.

Discussion with the board of directors and management revealed that the location of the office building is becoming unsuitable for offices due to the type of development around it. Therefore, the organization’s thinking on this is that the office block can be converted into an income generative project for example a guest house or other residential property. Moreover IFK would like to explore opportunities for generating resources by developing short, medium and long term strategies to enhance sustainability.

For IFK to significantly increase their income and preposition for sustainability there is capital investment required for the development of the proposed resource center on the five acre land. One of the key requirements by funding institutions is for the organization to have a clear business plan; however IFK lacks the necessary expertise to develop such a document. Well-developed business plan is not only a requirement for access to funds, but also acts a guiding tool or road map for the INADES FK board of directors, to examine their current status, envision the future and lay strategies of how to achieve their vision. It is upon this background that the INADES FK board has requested CRS for a volunteer assignment to facilitate the organization in development of a strategic business plan.

1. **Objectives Of The Assignment**

The assignment’s main objective is to support INADES Formation Kenya with technical assistance in strategic business plan development that will assist the organization in the development of the resource center and strategically explore opportunities and establish mechanisms to generate income from current activities and assets. The Farmer to Farmer volunteer expert will facilitate the development of a five –year strategic business plan and a feasible fundraising strategy that will assist IFK to increase resources needed to meet the association’s obligation and better service delivery to their target beneficiaries.

Key tasks during the volunteer assignment will involve the following:

* ***Market potential***: Assess the IFK’s market potential for the proposed resource center and other IGA’s. This will involve carrying out SWOT analysis, market research and analysis
* ***Business Capital****:* Explore ways of raising funds for development of IFK resource center
* ***Develop five year strategic business plan***: Facilitate IFK board of directors and management on developing a comprehensive business plan for a five-year period with market analysis and business potential for the resource center, current office block and other IGAs; and promotion techniques, long-term (strategic) objectives, management structure, operations, financial strategies and financial projections.
* ***First-year action plan:*** This includes anticipated year one gross revenue/sales calculation and year one operational and business expenses estimation. A detailed budget for the first year of the IFK’s activity will be developed as well.

This being the first F2F assignment for IFK, the volunteer expert will be expected to identify gaps for future F2F volunteer training

**Host contribution** – INADES Formation Kenya board of directors and management staff will be available during the assignment to provide the necessary information that will facilitate the development of the business plan by the volunteer expert. The host will provide local transport to the volunteer during the assignment. The Managing Director of the organization will assist in organizing for a presentation by the volunteer to INADES Formation Kenya and other key stakeholders.

1. **Anticipated Results From The Assignment**

With this volunteer assistance, IFK board of directors and management will be in a better position to make management decisions from an informed point of view on the development of the proposed resource center. The five year strategic business plan developed will be a guiding tool for the organization and it will be a great asset in accessing additional capital for development of the resource center and moreover it will assist in creating relationships with other development partners.

The anticipated deliverables include:

* Five – year strategic business plan developed
* Year one activity plan drawn
* PowerPoint presentation at the end of the assignment to the IFK Management and board of directors
* Debriefing with USAID and CRS in Nairobi after the assignment
* Field trip report
* Outreach activity, press release or a media event back in US

1. **Tentative Schedule of Volunteer Activities**

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| Day | Activity |
| Day 1 | Travel from home to US international airport |
| Day 2 | 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 AACC guesthouse in the Westlands suburbs of Nairobi City or any other hotel to be communicated prior to arrival |
| Day 3 | Introductions and briefing including; scope of work review, finalize with logistics, assignment expectations and anticipated outcomes. Any training material that the volunteer wishes to carry along to the field will be printed/photocopied at CRS offices.  Travel to Machakos |
| Day 4 | CRS staff introduces the volunteer to IFK Board representatives and management staff.  Together with CRS and the INADES board and management, the volunteer will review the scope of work and develop an action plan. |
| Days 5 & 6 | Assessment of IFK’s market potential for the proposed resource center and other IGA’s. |
| Day 7 | Rest day |
| Day 8 – 9 | SWOT analysis, market research and analysis |
| Day 10 – 13 | Strategic business plan development process |
| Day 14 | Rest Day |
| Day 15 | Develop Year one detailed action plan for IFK |
| Days 16 | Finalization of business plan and review with Key board members |
| Day 17 | Debriefing with INADES management and CRS staff  End of assignment PowerPoint presentation to IFK, staff and selected NA members |
| Day 18 | Travel back to Nairobi |
| Day 19 | Debriefing at CRS office with USAID Mission and CRS staff.  Volunteer will finalize his/her reporting at CRS office and fill out all necessary M&E forms  Travel back to the US |
| TBD | Outreach event back in the US. |

# Desirable Volunteer Skills

The volunteer will have the following qualifications and competencies:

* Formal qualifications in business development /business planning
* Practical experience in developing long range business plans and budgeting
* Hands-on experience in designing Business Plans for agricultural enterprises desirable
* Excellent- hands-on training skills to an adult audience is necessary
* Good writing and analytical skill as well as good communication skills

1. **Accommodation and Other In-Country Logistics**

While in Nairobi, the volunteer will stay at the AACC guest house is located along Wayaki Way, Westlands area of Nairobi. <http://aacc-guesthouse.com/> Tel: 254 20 4440224, 4442215 Mobile: 254 710 734728. or any other hotel identified by CRS and communicated to the volunteer prior to arrival. While in Machakos, the volunteer will stay at either at the Garden Hotel or TOT hotel.

CRS will pay for hotel accommodation, and provide volunteer with per diems to cater for meals and other incidentals. The volunteer may get an advance which has to be liquidated before departing Kenya. For more information, please refer to country information that will be provided.

1. **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, especially the maize country project description and other information in the briefing pack before arrival to Kenya

1. **Key Contacts**

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| **CRS Baltimore** | **CRS EA. Regional Office** |
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