#

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** |
| Assignment Code  | KE40 |
| Country | Kenya |
| Country Project | Horticulture |
| Host Organization | Kinda Community Based Organization (CBO)  |
| Assignment Title | Business skills training and business plan development  |
| Assignment preferred dates | April/May, 2015 |
| Type of volunteer assistance: | Business Development (E) |
| Type of value chain activity: | Information and Input support services (S) |
| Assignment objective | * Building the capacity of Kinda CBO in business management skills
* Developing a business plan for Kinda CBO
 |
| Desired volunteer skills/ expertise | An agribusiness development expert with experience in small scale business management |

1. **BACKGROUND**

Kinda Community Based Organization (Kinda CBO) was established in 1998 as self-help group. Kinda *is a Luo word meaning persistence or determination.* The organization was founded by a group of five women and two men who were overwhelmed by the negative impact of poverty, HIV/AIDS and high illiteracy levels among children and young women. In 1999, the number of members increased from seven to fifteen. In the year 2000, membership increased again from fifteen to twenty five. In the same year, the group was registered by the Ministry of Culture and Social Services under income status.

The organization was established to make a positive impact on the lives of the vulnerable populations in Homa- Bay district then and now Homa Bay County by creating sustainable opportunities for human and environmental survival by improving food security through innovative approaches, conserving the environment, eradicating HIV/AIDS among sexually active groups and also improving literacy level of the vulnerable children and young women. Over the years, Kinda has realized that promotion of self–help of social and economic empowerment of vulnerable groups is a key requirement for sustainable development for the local communities.

Kinda CBO is easily identified in Western Kenya and beyond by the Orange Fleshed Sweet Potato nutritious bread, ‘mandazi’, and weaning flour. Currently, Kinda operates a local village bakery (uses indigenous ovens) producing OFSP products at Onjinyo trading centre in Rangwe Sub-County and an improved modern small scale bakery at Kendu Bay town. Although Kinda CBO has had significant progress, it lacks adequate capacity to develop a clear business plan that can attract investors. They currently need to expand their business through capital investment in modern bakery equipment that would increase their production capacity to meet the increasing demand for their products. It is for this reason that Kinda CBO has approached CRS for an expert to assist them with business training and business plan development.

**B: ISSUE DESCRIPTION**

***Inadequate knowledge and skills in Business management:*** The main challenge facing Kinda CBO is lack of appropriate business skills leading to poor business planning and management. This has made it difficult to determine breakeven prices for their Orange Fleshed Sweet Potato value added products. This leads to exploitation by middlemen and unknown earnings from the business.

***Lack of business plan***: For Kinda CBO to competently serve its target customers and increase their earnings, capital is required to purchase bakery equipment. One of the key requirements for financing by funding institutions is for the organization to have a clear business plan. Kinda CBO lacks the necessary expertise to develop such a document. A business plan also acts as a guiding tool or road map for management to examine their current status, envision the future and lay strategies of how to achieve their vision.

 C: **OBJECTIVES OF THE ASSIGNMENT**

The assignment’s main objective is to support Kinda CBO with volunteer assistance in business management skills training by facilitating the development of a three–year business plan including a detailed first-year action plan and budget. These will be essential tools for planning and managing the CBO to ensure the sustainability. The key areas of focus for this technical support will include the following:

1. Evaluating business management skills, determine relevant training needs and carry out training
2. Helping management identify potential partners for financing
3. Facilitating a management-designed three year business plan including: market analysis for products, sales forecast, promotion techniques, long-term objectives, management structure, operations, financial strategies and financial projections
4. Facilitating the development of a first-year action plan including anticipated year one gross sales calculation and year one operational and business expenses estimation.
5. Facilitating the creation of a detailed budget for the first year

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

**Host contribution** – Kinda CBO has committed to mobilize the board and selected CBO members to attend the training. The CBO will also avail key personnel to work closely with the volunteer, during the preparations and actual trainings, to ensure that key staff are trained and will continue training other members even after the assignment is completed. Cases where translation is required, the host will avail one or two board members(s).

The host organization would like to host the volunteer with one of their member’s family during the assignment.

**D: ANTICIPATED RESULTS FROM THE ASSIGNMENT**

With this volunteer assistance, the board and management of Kinda CBO will be in a better position to make management decisions from an informed point. The business plan developed will be a guiding tool for the organization and it will be a great asset in accessing additional capital for investment from funding institutions/donors and create relationships with other development partners.

The anticipated deliverables include:

* Trainings conducted and people trained
* Assignment related photos
* Business plan developed
* First year action plan and budget
* Presentation to Kinda stakeholders/ Homabay county
* Debriefing with USAID and in country group presentations after assignment
* Field trip report
* Outreach activity, press release or a media event back in US – a template will be provided to the volunteer during the assignment

**E: 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. |
| Day 4 | Travel to Kendu Bay.  |
| Day 5 | In the morning CRS introduces the volunteer to Kind CBO board and management. Together with CRS and the management, the volunteer will review the scope of work and develop an action plan.  |
| Days 6 | Evaluation of Kinda CBO business management skills and determination of relevant training needs |
| Day 7 | Rest day |
| Day 8 - 10 | Business management skill training of Kinda CBO board members, management and selected members |
| Day 11 - 13 | Business plan development process  |
| Day 14  | Rest Day |
| Days 15 | Finalization of business plan and review with Key board members  |
| Day 16 | Conducting an outreach activity with homabay county government officials and other development partners working with Kinda CBO |
| Day 17 | Wrap up meetings, whilst emphasizing key concepts of the assignment. Participants evaluate the training and together with the volunteer discuss final report recommendations. End of assignment presentation |
| 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. |

# F: 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

**G: 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: +254-710-734-728 or any other hotel identified by CRS and communicated to the volunteer prior to arrival. While in Kendu Bay and in Rangwe, the volunteer will stay with a family of one of the Kinda CBO members.

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.

**H. 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 Kampala 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

**H: KEY CONTACTS**

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