 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

**NOTE: THIS SCOPE OF WORK IS A DRAFT AWAITING EDITS**

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| **Summary Information** | |
| Assignment Code | KE54 |
| Country | Kenya |
| Country Project | Horticulture Country Project |
| Host Organization | Sweet N Dried |
| Assignment Title | Strategic Business Training and Plan Development |
| Assignment preferred dates | September 2015 |
| Assignment objective | 1. To assist the management of Sweet N Dried Company to better understand their business, the target market and to develop a five -year business plan. 2. To provide a framework within which the company’s business operates, and serve as a basis for discussion with financiers and other potential supporters |
| Desired volunteer skills/ expertise | Strategic business development skills |

1. **BACKGROUND**

The Farmer-to-Farmer (F2F) East Africa program is a program that leverages US volunteer’s expertise to assist small holder farmers and small scale processors in East Africa to improve their business practices through volunteer assignments conducted with host organizations. Through F2F CRS will improve the livelihoods and nutritional status of significant numbers of low income households by: i) broadening their participation in established commodity value chains as producers and service providers; ii) strengthening community resilience to shocks such as droughts, that adversely affect livelihoods; and iii) preserving/enhancing natural resources upon which most rural communities depend. As an important corollary result, through the program CRS will also increase the American public’s understanding of international development programs and foster increased cross-cultural understanding between host countries and US volunteers.

Sweet ‘N’ Dried Enterprise is a cottage industry established in 2009 and became fully operational in 2010. It deals with value addition of local indigenous foods, vegetables and fruits such as bananas, mangoes, arrowroots and sweet potatoes. The enterprise uses solar drying technology to produce ripe banana flakes, mango flakes and flours from green banana, sweet potato, arrowroot and pumpkin as well as vegetables. These products were certified by Kenya Bureau of Standards (KBS). Sweet ‘N’ Dried Enterprises is practically placed to offer and capitalize on evolving need for affordable and decent value added food products. Sweet N Dried is dedicated to building strong partnerships that create new opportunities for healthy living and accelerate growth for business. The enterprise focuses on the utilization of solar technologies as a renewable source of energy for drying to conserve the environment. USAID-Kenya horticultural competitiveness project supported Sweet N Dried with solar drier and a disk mil. The enterprise has six solar driers which include tunnel, chimney and cabinet driers with monthly production of 1000kgs of dried produce. Sweet N Dried received CRS F2F technical volunteer expertize in development of nutritious products through natural fortification of sorghum and millet flour using dried mangoes, bananas and arrow and has made significant strides towards development of quality products.

1. **ISSUE DESCRIPTION**

While appreciating the progress Sweet N Dried Company has made since inception, it is evident that more would have been achieved if the management and staff were equipped with relevant business management skills. An assessment of the organizational capacity for this company revealed some gaps in the business management skills, both at the management and employee level. These gaps would inhibit the company from realizing its mission of providing diversified nutritious food products to different customer segments in Kenya and beyond. Therefore the company has requested CRS for a F2F volunteer expert to facilitate the company in development of a strategic business plan.

For a company like Sweet N Dried to prosper, it is vital to be guided by a clear business and marketing strategy. The company has no formal business plan that can be used to secure loan from lenders. Therefore the development of a business strategy will enable the company expand its market share in Kenya leading to increased income to the company, better salaries for employees and the development of more job opportunities to the local communities. The aim of this assignment is to facilitate the Sweet N Dried Company’s management in drawing a business strategy that will outline a roadmap for success, through addressing the business operation challenges that are likely to prevent the company’s growth. It will also improve the company’s ability to identify and seize any available opportunities for business expansion and be able to secure a loan from financiers.

1. **OBJECTIVES OF THE ASSIGNMENT**

The objective of this assignment is to facilitate Sweet N Dried management in developing a business strategy that will outline a roadmap for success, through addressing the business operation challenges that are likely to prevent the company’s growth. The development of a strategic business plan will enable Sweet N Dried improve its ability to identify and seize any available opportunities for business expansion in Kenya and beyond; prioritize its products, expand customer base, engage in profitable enterprises and be able to secure loans from financiers.

Therefore the CRS F2F volunteer expert, in close cooperation with the management of Sweet N Dried, will work on developing a comprehensive strategic business plan for a five-year period with the key components of a business plan, i.e. mission and vision statements, company’s analysis and identification of key profitable enterprises, long-term (strategic) objectives, management structure, operations, financial strategies and financial projections. Moreover, through strategic business plan development, the F2F volunteer will assist the management of the company in providing a framework that will serve as a basis for discussion with financiers

*Specifically, the volunteer assignment will involve the following:*

* *Review of the Sweet N Dried management knowledge and skills in business plan development:* This will involve appraising management knowledge and skills on business planning with an aim of identifying training gaps
* *Training on identified gaps:* Provide training to the management on key business planning skills
* *Develop five year strategic business plan*: F2F volunteer will facilitate Sweet N Dried management on developing a comprehensive business plan for a five-year period with market analysis and business potential for their various products, sales forecast 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 sales calculation and year one operational and business expenses estimation. A detailed budget for the first year of the company’s activity will be developed as well.

**Host contribution**– Sweet N Dried management will be available during the entire assignment. The directors will be available for the training on addition to working closely with the volunteer, during the preparations and actual trainings. The company will provide local transport to the volunteer during the assignment.

1. **ANTICIPATED RESULTS FROM THE ASSIGNMENT**

**The anticipated deliverables include:**

* Trainings conducted and people trained
* Strategic business plan developed
* F2F volunteer presentation to Sweet N Dried Directors and stakeholders at the end of the assignment
* Debriefing with USAID and CRS in Nairobi
* Volunteer feedback
* Field trip 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 |
| Day 1 | Leave US |
| 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 | Briefing meeting at CRS offices with CRS F2F staff and become fully briefed on logistics and itinerary of trip. Discuss anticipated outcomes and work plan, prepare any handouts |
| Day 4 | Travel to Chuka |
| Day 5 | Introduction of the volunteer by CRS staff to Sweet N Dried management  Review the main objectives of the assignment and adjust the agenda for the coming days.  Courtesy call at the county office |
| Day 6 | Appraise the management knowledge and skills on business planning and identifying training gaps |
| Day 7 | Day off |
| Day 8 | Train Sweet N Dried directors and staff on key aspects of Business Planning and marketing process |
| Day 9 | Review and discuss the major building blocks of a Business Plan, with specifics for Sweet N Dried business. Start with re-defining the company’s *Vision & Mission Statements* and perform an Internal Company Analysis. |
| Day 10 | Discuss and identify the current specific industry environment that the company is operating in. Perform an environmental scanand conduct a competitive analysis,together with the management |
| Day 11 | Together with management team, perform a sales forecast for the next five years of operations, and identify the mix of promotion techniques that will be employed by the company in order to reach its target sales. |
| Day 12 & 13 | Discuss and set the long-term (strategic) objectives of the company and the implementation strategies*.* Develop a list of milestonesfor a five-year period. |
| Day 14 | Day off |
| Day 15 | Facilitate development of five year strategic business plan |
| Day 16 | Finalize the five-Year Business Plan and start working on the first year action plan. Determine the general and specific activities for the first year, and make a year-one gross sales calculation |
| Day 17 | Presentation of developed business and marketing plan to management  Q & A |
| Day 18 | Group presentation  Closing session with the company’s management to present the findings and outputs of the assignment. Present the five-Year Business Plan and the Year-One Business Plan developed by the volunteer, together with the company management. Make recommendations to management and staff. |
| Day 19 | Travel to Nairobi |
| Day 20 | Debriefing at CRS office with USAID Mission and CRS staff.  Complete Trip Report (TR),  Depart Kenya |

# DESIRABLE VOLUNTEER SKILLS

The volunteer must 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 Chuka, the volunteer will stay at Hill Side hotel near Chuka University.

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 cleared before departing Kenya. For more information, please refer to country information that will be provided.

**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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