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**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 | KE56 |
| Country | Kenya |
| Country Project | Horticulture |
| Host Organization | Kimira Oluch Farmers’ Development Group (KOFDEG) |
| Assignment Title | KOFDEG Strategic business plan development |
| Assignment preferred dates | August /September 2015 |
| Type of volunteer assistance: | Business Development (E) |
| Type of value chain activity: | Information and Input support services (S) |
| Assignment objective | * Building the skills and capacity of the board and management of KOFDEG in business management * Facilitate developing of a strategic business plan for KOFDEG * Equip management and staff with improved business management concepts and practices |
| Desired volunteer skills/ expertise | Business planning specialist with experience in small scale business management |

1. **BACKGROUND**

The 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.

Kimira Oluch Farmers’ Development Group (KOFDEG) is currently implementing the Kimira Oluch irrigation scheme food security project in partnership with Lutheran world relief (LWR). the project involves provision of agricultural extension services to targeted farmers to increase productivity and incomes from irrigated horticultural crops, Access finance through formation of village saving and loaning associations. Major horticultural crops grown include; tomatoes, onions, bananas, local vegetables, and water melon. Some farmers are involved in rice production.

KOFDEG withdraws its members from Kimira and Oluch irrigation water users associations. Kimira irrigation water users association draws its members from central, north and north east Karachuonyo, Kogueno Oriang and Kamser- Nyakongo locations in North Rachuonyo district with a catchment of 1616 households with an estimated population of 8080 members. Oluch water irrigation users association draws its members from West, East and Central Kochia and East kagan locations in Homabay District and Kowili, Kanyitir, Wadhgono Nyongo and Koyugi locations in North Karachuonyo area with a total catchment of 1334 households with an estimated population of 6670 people. Lutheran World Relief to KOFDEG has had significant progress in increasing farm production, however, the organization lacks adequate capacity to develop clear and logical business plan to attract investors. Therefore it has approached CRS for F2F volunteer expert to assist the organization on strategic business plan development.

**B: ISSUE DESCRIPTION**

Through Lutheran World Relief (LWR) support to KOFDEG, the association has realized significant growth especially on improved farm productivity and income. However, its progress has been hampered by lack of clear strategic plan to guide its operations to enhance implementation of its activities. Well-developed strategic business plan acts a guiding tool or road map for the management of the association, to examine their current status, envision the future and lay strategies of how to achieve their stipulated objectives.

One of the main challenges facing many farmer associations 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 KOFDEG staff and board members revealed that their main challenge is lack of a clear fund raising strategy to guide business development activities. For KOFDEG to be able to serve its target farmers, sufficient funds for various activities are required. The organization would therefore like to develop proper donor relations necessary for sustainable funding streams. Therefore, due to the above challenges, KOFDEG through Lutheran World Relief has requested for CRS F2F volunteer technical assistance on strategic business plan development.

C: **OBJECTIVES OF THE ASSIGNMENT**

The objective of this volunteer assignment is to equip the board and management of KOFDEG with skills in business management and fundraising, developing a business plan for better service delivery to their target beneficiaries. The areas of focus for this technical support will include;

1. Assess the current farmer association development stage (SWOT analysis) and define the path that they should follow in order to be a well-organized farmer producer association
2. Train the board of directors of a farmer association in strategic business planning, leading to increased association revenues and profits.
3. Assist an association/cooperative on the identification of new source of income/resources.
4. Develop three year business plan for KOFDEG

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

**Host contribution** – KOFDEG has committed to mobilize the board of directors, staff and other selected farmers representative to attend the training. KOFDEG 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 farmers even after the assignment is completed. Cases where translation is required, the host will avail one or two staff.

**D: ANTICIPATED RESULTS FROM THE ASSIGNMENT**

With this volunteer assistance, KOFDEG board of directors and management will be in a better position to make management decisions from an informed point of view on KOFDEG’s potential business engagement. The three 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 implementation of the organizations activities and moreover it will assist in creating relationships with other development partners.

The anticipated deliverables include:

* Three – year strategic business plan developed
* 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

**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 KOFDEG staff and board of directors.  Together with CRS and the management, the volunteer will review the scope of work and develop an action plan. |
| Days 6 | Evaluation of KOFDEG business management skills and determine relevant training needs |
| Day 7 | Rest day |
| Day 8 – 10 | Business management skill training of KOFDEG staff and board 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 KOFDEG |
| 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, LWR 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:

* University degree in business management or a related field.
* Five years' practical experience writing or supporting the creation of strategic plans for farmer associations.
* Proficient computer skills including MS Word, Excel and PowerPoint.
* The volunteer should be prepared to live in a rural and hot setting with limited or no access to amenities such as air conditioning or internet.
* Previous experience in rural African settings an advantage, although not essential

**G: CCOMMODATION 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 Kendu Bay, the chairman of Kimira Oluch Farmers’ Development Group (KOFDEG) will host the volunteer during the assignment.

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 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

**I: KEY CONTACTS**

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| **CRS Baltimore** | **CRS EA. Regional Office** |
| **Maria Figueroa**  Volunteer Coordinator  EA Farmer-to-Farmer Program  228 W. Lexington Street  Baltimore, MD 21201  410-951-7366  Email: [maria.figueroa@crs.org](mailto:maria.figueroa@crs.org) | **Nyambura Theuri**  Deputy Project Director  EA Farmer=to-Farmer Program  P.O. Box 49675 – 00100  Nairobi, Kenya  St. Augustine Court Karuna Close Road  Email: [nyambura.theuri@crs.org](mailto:nyambura.theuri@crs.org) |
| **CRS Kenya** | |
| **Gabriel Mbokothe**  Project Director  Farmer-to-Farmer Program  Kenya  Office Tel: +254 20 421 0000, ext. 116  Mobile cell phone +254 733990299  Email: [gabriel.mbokothe@crs.org](mailto:gabriel.mbokothe@crs.org) | **Marcy Trueb**  Head of Programs  CRS Kenya  Office Tel: +254 20 421 0000  Mobile: +254733788850  Email: [Marcy.Trueb@crs.org](mailto:Marcy.Trueb@crs.org) |
| **Martin Waweru**  Project Coordinator  Farmer-to-Farmer Program  Kenya  Office Tel: +254 02 421 0000, ext. 119  Mobile cell phone +254 734600693  Email: [martin.waweru@crs.org](mailto:martin.waweru@crs.org) | **Jacob Mutemi**  Country Director, Kenya  Lutheran World Relief  Tel: 020 4445838/+254 725 746 347  AACC Building, Waiyaki Way  Nairobi, Kenya  Email: [jmutemi@lwrearo.org](mailto:jmutemi@lwrearo.org): [www.lwr.org](http://www.lwr.org/) |