 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** | |
| Assignment Code | KE70 |
| Country | Kenya |
| Country Project | Livestock Country Project |
| Host Organization | Kitui Development Centre (KDC) |
| Assignment Title | Business Plan Development for KDC’s Nguku Cooperative project |
| Type of volunteer assistance: | Business Development (E) |
| Type of value chain activity: | Information and Input support services (S) |
| Assignment preferred dates | September – October 2016 |
| Assignment objective | Development of a strategic business plan primarily to increase partnership and finance for expansion |
| Desired volunteer skills/ expertise | Strategic business Plan development with emphasis to finance sourcing |

1. **Background**

Kitui Development Centre (KDC) is a local Non-Governmental Organization registered in Kenya under the NGO Coordination Act of 1990 in 2001 to work in the former Eastern Province, now Kitui County. The main goal is to contribute to sustainable positive changes in the living standards of vulnerable people through implementing programs in food security and agribusiness among others. Indigenous and improved poultry production has been identified as potential for improving the livelihoods of the people in the region, where poultry does well compared to other enterprises.

The poultry production and marketing project is a three year project that started in March 2013 and is funded by the Big lottery through Farm Africa’s Maendeleo Agriculture Enterprise Fund (MAEF). The project is implemented by Kitui Development Centre in partnership with Farm Africa. To date a total of 63 farmer groups with a total of 1213 poultry farmers, 73 percent women, are participating in the project directly. Farmer capacity on poultry production, housing, disease control, feeding and watering has been developed and is continuing. Market linkages for both inputs and outputs have been created and farmers are now selling their poultry and poultry products collectively through the co-operative.

The projects’ aim is to improve livelihoods and food security for 1,200 disadvantaged small holder farmers and their families through improved production and marketing of poultry and poultry products. Its area of jurisdiction is two sub-counties; Kitui Rural and Kitui East specifically in Chuluni ward and Mbitini ward. To enhance ownership and sustainability of the project, KDC has facilitated the project to transform into a cooperative. The Nguku producer and marketing cooperative was officially launched on 23rd October 2015 and an office has been set up with one staff and a volunteer. The cooperative has started buying chicken from the farmers at 270 per kg and sells at 320 per kg to end market. Current membership is 724 as per the updated membership register.

This is a new cooperative that still requires to develop systems, structures and processes to enable it function smoothly in order to offer the members effective and efficient services. To start this process, the cooperative requires a business plan that will provide direction for growth. It is for this reason that KDC has requested CRS F2F for a volunteer expert to assist them in developing a professional business plan that will be used to source for finances to purchase the necessary meat processing equipment so as to tap into this increasing market of value added poultry products. The business plan will be the very first impression potential investors (both private and public) will get about this venture.

1. **Issue Description**

The main challenge facing Nguku producer and marketing cooperative is the lack of adequate capital to expand their operations such as proper equipment to process and add value to the chicken by processing into poultry meat and other value added products. KDC through various development partners as mentioned above is closing out and with current equipment and capital to meet the cooperative needs can only do very little to enhance expansion. Therefore, the business plan will assist Nguku producer and marketing Cooperative society limited approach development partners, financiers and County government for possible grants/loans as well as Special central government kitties (like the women fund and CDF), micro-financing institutions and local banks for low interest asset finance loans.

The business plan will also assist Nguku producer and marketing cooperative to identify more stakeholders and increase their partner base. Expansion of the cooperative business will also benefit other community members who are not part of the groups as the “Market pull” effect will encourage them to start and or increase rearing of chickens for the cooperative. The acquired business skills will also go a long way in improving their agri-business management skills.

1. **Assignment Objectives**

The objective of this volunteer assignment is to facilitate the cooperative in the development of a business plan. The volunteer will achieve this through the following activities;

* Conduct a SWOT analysis for the cooperative
* Define the path that they should follow in order to be a well-organized farmer producer and marketing cooperative.
* Develop three year strategic business plan: F2F volunteer will facilitate Nguku cooperative management on developing a comprehensive business plan for a three-year period with market analysis and business potential for their chicken and value added products, sales forecast and promotion techniques, long-term (strategic) objectives, management structure, operations, financial strategies and financial projections.
* Assist Nguku cooperative on the identification of new source of income/resources.
* 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 group’s activity will be developed as well.
* Facilitate the company in identifying potential partners for financing their business enterprises.

**Host Contribution**: KDC will mobilize relevant members to participate during the assignment by the CRS F2F volunteer. The host will provide local transport and any required training materials. The cooperative management will be available for the training in addition to working closely with the volunteer during the assignment period.

1. **Anticipated Results from the Assignment**

The anticipated deliverables include:

* Three – year strategic business plan developed
* PowerPoint presentation at the end of the assignment to the Nguku cooperative and KDC Management and board of directors
* Assignment related photos
* 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. **Schedule of Volunteer Activities in Kenya**

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| Day | Activity |
| Day 1 | Leave US |
| Day 2 | Upon arrival, you will be picked by a cab driver from Europcar company. The driver will have a placard bearing **CRS logo** & **your name** and will drive you to The **Zehneria Portico** 10 Karuna Road, Westlands | P.O. Box 66249-00800 | Nairobi | Visit us at: [www. zehneriahotel.com](http://zehneriahotel.com/); Telephone: +254 731617469/264 | Mobile: +254 733988813 | Email:[reservation@zehneriahotel.com](mailto:reservations@zehneriahotel.com). |
| 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 Kitui |
| Day 5 | Introduction of the volunteer by CRS staff to KEPC board and management  Review the main objectives of the assignment and adjust the agenda for the coming days.  Courtesy call at the county office |
| Day 6 | Review documents available to gain more insight of the company |
| Day 7 | Day off |
| Day 8 | Get information on the Women Fund and CDF, local banks and NGOs – desk review, collection of secondary data etc. |
| Day 9 & 10 | Assess the cooperatives’ market potential for their chicken and chicken products. This will involve carrying out SWOT analysis, market research and analysis, product distribution channels and repackaging strategies. |
| Day 11 - 13 | Facilitate the cooperative management on developing a comprehensive business plan for a three-year period with market analysis and business potential for their value added products, sales forecast and promotion techniques, long-term (strategic) objectives, management structure, operations, financial strategies and financial projections. |
| Day 14 | Day off |
| Day 15 &16 | Facilitate development of first year activity plan |
| Day 17 | Review developed business and action plan with key coop members |
| Day 18 | Debriefing with KDC / Nguku coop management and CRS staff  End of assignment PowerPoint presentation to KDC/Nguku and selected key stakeholders |
| Day 19 | Debriefing at CRS office with USAID Mission and CRS staff.  Complete Trip Report (TR),  Volunteer departs for USA |

# Desirable Volunteer Skills

The volunteer should have the following qualifications and competencies:

* Formal qualifications in business, marketing, or a related field.
* Practical experience in developing Agribusiness plans and budgeting
* 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 **Zehneria Portico** 10 Karuna Road, Westlands | P.O. Box 66249-00800 | Nairobi | Visit us at: [www. zehneriahotel.com](http://zehneriahotel.com/); Telephone: +254 731617469/264 | Mobile: +254 733988813 | Email:[reservation@zehneriahotel.com](mailto:reservations@zehneriahotel.com). or any other hotel identified by CRS and communicated to the volunteer prior to arrival.. While in Kitui, the volunteer will stay at the Kitui Cottage

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.

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. The training venue will limit the use projector for power point presentations.
* CRS strongly recommends that the volunteer become familiar with CRS programs in Kenya, the horticulture project description, other information in the briefing pack before arrival to Kenya

1. **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** | |
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**Host**

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| **Janet Mumo**  Kitui Development Centre  Tel: +254 722229238  Email [janetsyombua@gmail.com](mailto:janetsyombua@gmail.com) |  |