 

**Farmer to Farmer East Africa**

**Volunteer Assignment Scope of Work**

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| **Summary Information** | |
| Assignment Code | KE80 |
| Country | Kenya |
| Country Project | Horticulture |
| Host Organization | Kitui Enterprise Promotion Company (KEPC) |
| Assignment Title | Strategic business plan development |
| Assignment preferred dates | June 1st – 16, 2016 |
| Type of volunteer assistance: | Business Development (E) |
| Type of value chain activity: | Information and Input support services (S) |
| Assignment objective | Business management skills training and development of a strategic business plan |
| Desired volunteer skills/ expertise | Strategic business Plan development |

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 Eastern Province of Kenya. Its 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. The mission is to improve the living standards of the vulnerable communities through mobilization of resources, experience sharing, developing peoples’ institutions and finding practical and viable solutions.

KDC received a F2F volunteer who carried out an assignment on Mango supply chain evaluation and management. The outcome of the volunteer assignment inspired KDC management to develop a concept on mango value chain development. Thereafter, the organization started a project on mango value chain for women farmers in Kitui district that was initially funded by Farm Africa, and Act Change Transform, ACT and which is currently funded by National Environment Trust Fund, NETUND. This project has been supporting 800 farmers in Kitui central and Kitui east through Nzamka Farmers’ cooperative society.

On 15th November 2012 KDC registered the Kitui Enterprise Promotion Company (KEPC) under the companies Act (cap.486) to carry the business of manufacturing of non-alcoholic beverages to add value to the mango product. The Company’s main business is processing mango juice/concentrate and mango powder with an overall objective of increasing farmers’ income and improve livelihoods of small scale farmers in Kitui County by utilizing appropriate technologies, knowledge, skills and abilities. The current focus is on the mango value chain from production, processing and marketing.

1. **Issue Description**

Kitui Enterprise Promotion Company (KEPC) management has made some progress in growing the company through launching mango juice processing; however its progress has been hampered by lack of clear strategic business plan to guide its operations and limited funds to enhance expansion of its mango processing and marketing activities. Therefore KEPC has requested for a volunteer technical expert to facilitate the development of a strategic business plan for the company

Development of a strategic business plan and an implementation strategy will enable KEPC expand its market share in value added horticultural products, leading to more sales and income to the company. Furthermore it will lead to development of more job opportunities in the company and reliable market for the horticultural farmers in the region. Therefore the main aim of this assignment is to facilitate the KEPC 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 business growth. It will also improve the KEPC’s ability to identify and seize any available opportunities for business expansion and be able to secure a credit from financiers.

1. **Objectives of the Assignment**

The assignment’s main aim is to support KEPC with technical volunteer assistance in business skills management training to cope with the vast rapid development and competition in agricultural enterprises, assess the marketing potential of the company’s value added products and facilitate the development of a five –year strategic business plan with a detailed first-year action plan and budget. These will be essential tools for planning and managing the company to ensure the sustainability of its products and services.

Specifically, the volunteer assignment will involve the following:

* Assist the company to evaluate their business management skills, determine relevant training needs and carry out training
* Assess the company’s market potential for the value added products. This will involve carrying out SWOT analysis, market research and analysis, product distribution channels and repackaging strategies.
* Explore ways of raising funds for expansion of KEPC enterprises and increasing both company’s and farmers income
* Facilitate the company in identifying potential partners for financing their business enterprises.
* Develop five year strategic business plan: F2F volunteer will facilitate KEPC board on developing a comprehensive business plan for a five-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.
* 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.

Additionally, the volunteer expert will be expected to identify gaps for future F2F volunteer training

**Host contribution**– KEPC 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 company CEO will assist in organizing for a presentation by the volunteer to KEPC and other key stakeholders.

KEPC will mobilize the food technology staff and management to the trainings to be conducted by the CRS F2F volunteer, provide local transport and any required training materials. The team will be available for the training in addition to working closely with the volunteer during the demonstration periods.

1. **Anticipated Results from the Assignment**

It is anticipated that CRS F2F volunteer assistance in business skills management training and development of five year strategic business plan and one year implementation plan will ensure proper running of the company’s business. It will further lead to access to financial services and focused engagement in profitable enterprises resulting into increased income for both the group members and farmers involved in supplying raw materials.

**The anticipated deliverables include:**

* Strategic business plan developed
* 1st year action plan with budget and projected cash flows
* Assignment related photos
* End of assignment PowerPoint Presentation to KEPC and key stakeholders
* Debriefing with USAID and CRS after the assignment
* Field trip report
* Outreach activity or a press release and 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 66249-0800 | 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  Travel to Kitui |
| Day 4 | 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 5 | Review documents available to gain more insight of the company |
| Day 6 | Visit potential mango farmers (NZAMKA Farmers’ cooperative society) |
| Day 7 | Day off |
| Day 8 & 9 | Assist the company to evaluate their business management skills, determine relevant training needs and carry out training  Explore ways of raising funds for expansion of KEPC enterprises and increasing both company’s and farmers income  Facilitate the company in identifying potential partners for financing their business enterprises |
| Day 10 -11 | Assess the KEPC’s market potential for the value added products. This will involve carrying out SWOT analysis, market research and analysis, product distribution channels and repackaging strategies. |
| Day 12 - 13 | Facilitate the company management on developing a comprehensive business plan for a five-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.  Facilitate development of first year activity plan  Review developed strategic business and action plan with key board members |
| Day 14 | Day off |
| Day 15 | Debriefing with KEP company management and CRS staff  End of assignment PowerPoint presentation to KEPC, staff and selected key stakeholders  Travel to Nairobi |
| Day 16 | Debriefing at CRS office with USAID Mission and CRS staff.  Complete Trip Report (TR),  Volunteer departs for USA |

# Desirable Volunteer Skills

The volunteer must have the following qualifications and competencies:

* University degree in business, marketing, or a related field.
* Practical experience in developing long range business plans and budgeting
* Proficient computer skills including MS Word, MS Excel and PowerPoint.
* 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 **Zehneria Portico** 10 Karuna Road, Westlands | P.O. Box 66249-0800 | Nairobi |Website: [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. 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 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** |

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| **Host Contacts** | |
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