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**Volunteer Name: William M. Clapham**

**Country: Kenya**

**Country project: Livestock Country Project**

**Host: Caritas, Kitui**

**Venue: Dioces**

**Audience: Dioces employees, Ranch  
Manager**

**Number of people : 6**

**Date: 24 October - 18 November, 2016**



## **1. Assignment Objectives as in SOW**

- i. Assess Caritas Kitui Goats and Sheep Project (GASP) potential for impact investment and provide recommendations to both Caritas Kitui management and CRS.
- ii. To assist the management of Caritas Kitui GASP to better understand their business, the target market and to develop a 5-year plan.
- iii. To provide a framework within which the GASP business operates, and serve as a basis for discussion with financiers and other potential supporters.
- iv. Deliver a talk on agribusiness to the South Eastern Kenya University (SEKU) students.

## **2. Achievement of the assignment objectives**

- i. Assessed the current state of GASP and determined that a 5 year business plan was premature. What was needed was a strategic plan, and management commitment to provide technical and finance overview.
- ii. Reviewed GASP present state, physical plant, management, enterprises and plans. Determined that instead of a 5-year business plan, the Diocese really needed to develop a strategic plan to rehabilitate GASP.
- iii. Developed a strategic plan, organizational chart, provided and trained Ranch Manager in keeping credit, costs, sales records, generating income profit/loss statements and conducting cost analysis. Trained Ranch Manager on developing Enterprise Budgets. Concurred with Ranch Manager and Caritas Director on major enterprise focus for the Ranch (Goat and Sheep Selection and Breeding). Developed the focus on running GASP as a business that focuses on Ranch production as its major set of enterprises.
- iv. Failed to organize a lecture to SEKU students but organized a meeting among Caritas and GASP personnel and SEKU School of Agriculture for pursuing an MOU.

### 3. Recommendations to the host with regards to the assignment

**MANAGEMENT STRUCTURE** - needs to flattened and simplified.

One person acting as **Financial and Technical Advisor** needs to named to provide oversight for the Ranch and Ranch Manager. While there is a board that is responsible for this function. The duties are outlined in 'Roles' .

#### **BUDGET**

An **Annual Budget** needs to be developed for the operation of the Ranch and include line items for livestock, capital equipment, expendibles, labor, income, training, etc.

An **Account** for the Ranch needs to be fully funded after budget approval.

#### **FORMAL PLANS, BUDGETS, FISCAL JOURNALS, INCOME/LOSS STATEMENTS, VETERINARY AND LIVESTOCK PERFORMANCE RECORDS MUST BE MAINTAINED.**

Success or Failure and the future of GASP will result from operating the GASP as a business. Sustenance farming will ensure failure. To run successfully as a business the Ranch Manager **MUST** maintain complete and accurate financial and livestock veterinary and performance records. All accounts must be maintained and up to date.

## **4. Anticipated Impact**

Evolution from a subsistence farming model to a business model will:

1. facilitate the rehabilitation of GASP and facilitate growth of its Goat and Sheep Selection and Breeding Enterprise.
2. Premium livestock for production will be provided to regional farmers.
3. Live will have a vaccination and veterinary history; Buyers will have pedigree and performance data for livestock.
4. GASP will have competitive advantage with other markets and can have regional and Kenya-wide impact.
5. Training opportunities for farmers and SEKU students will be developed and cultivated.
6. An MOU between Caritas, Kitui and SEKU will open new avenues for obtaining new grant support.

## **5. Recommended future volunteer Assistance**

- Train local farmers in business skills particularly marketing and record keeping.
- Train cooperatives and local farmers in processing and value-addition.
- Train farmers and GASP manager on agronomic strategies to control shrubs and conserve soil organic matter and water.

## **6. Recommendations to other non-host stakeholders**

## Action plan for host recommendations

Recommendation	Specific Action	Responsible person	By when
1. Develop enterprise budget for Goat and Sheep Production	Draft budget for years 1-3	Father Charles	1/12/16
Establish Financial Records	Create separate journals for credit purchases, disbursements, and sales; prepare monthly income statements	Father Charles	1/1/16
Provide Technical and Financial Support	Develop a strong relationship with GASP enterprise development; financial reporting and infrastructure rehabilitation	Joseph Kamau	1/1/16
Explore areas of mutual interest with Southeastern Kenya University (SEKU)	Develop MOU to form partnership withg SEKU	Joseph Kamau	1/2/16
Reorganize the GASP	Delegate one individual with business skills, ability and knowledge to provide technical	Richard	1/1/16



## **7. How can CRS improve future volunteer experience**

- I have participated in a number of CRS volunteer assignments. CRS employees in Baltimore and in my assignment countries are top notch.
- I have no complaints or recommendations to CRS for improving volunteer experiences.

***Thank You!***