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**Marketing Skills Training and Market Plan Development Final Report by Diane Griffin
Meru, Kenya (Project No: KE6)
April 26 – May 15, 2014**

1.0 Assignment information

- a) Volunteer Name: Diane Griffin***
- b) Host Organization: Jenga Kenya Community based organization***
- c) Assignment: Marketing Skills Training and Market Plan Development***
- d) Dates of Assignment: April 26 – May 15, 2014***
- e) Number of days worked: 20***

Jenga Kenya is a Community Based Organization that was established in 2005 as a small, indigenous, microfinance institution working within the Meru County. Jenga Kenya now has nine full time employees headed by the general manager who has considerable experience in the micro-finance industry. It has a head office in Meru town from where all operations are coordinated to serve over 1400 clients out of which 840 are women spread in 6 districts in Meru County. About 80% of these clients are small scale farmers who live in their farms in the remote areas of Meru and 60% of Jenga Kenya clients are women.

2.1 Objective 1: Visits to selected Market outlets

2.1.1 Progress with the objective

After visiting with business owners in and around Meru and carrying out an assessment on purchasing pattern, it was learned that the current capacity for poultry production was significantly lacking to meet the demand. Many farmers had no training or knowledge of poultry keeping, beyond the traditional hands off approach, and many had not begun keeping poultry at all.

2.1.2 Recommendations:

Given this insight trainings will need to be provided in modern poultry keeping practices, focusing on animal husbandry and sanitation.

2.2 Objective 2: Marketing Skills Training

The "marketing mix" is a general phrase used to describe the different kinds of choices organizations have to make in the whole process of bringing a product or service to market. The 4Ps is one way – probably the best-known way – of defining the marketing mix. The 4Ps are: Product (or Service), Place, Price and Promotion.

2.2.1 Progress with the objective

Each group received approximately twelve hours of training in response to data collected during market analysis and from interviews with producers as well as consumers. Training was provided

to the self-help group members focusing on customer service, distribution, pricing, product, and promotional variables specific to the local market.

The training sessions were very successful. Participants showed great improvement in their ability to appreciate the importance of the training and assimilate the knowledge being shared. I utilized a teacher-as-facilitator model in the workshops, giving the participants ownership of the process and allowing them to see how they contribute, both as individual members and as a collective, to shaping the future goals and objectives of the group. By using rotating group work and class discussion, everyone had an opportunity to contribute, members were forced to interact with those they might not have otherwise, and those who had limited academic ability were able to benefit from their peers. I used class activities and student presentations to test the progress of participants and to reinforce the concepts taught.

One of the most interesting sessions during the training revolved around the topic of costing and price. In class discussion, Training Group 2 had determined that an average monthly salary of 12,000ksh per farmer was needed to have a comfortable quality of life. We used that number as a starting point in relation to the average buying price of 600ksh per bird to calculate that (after including all other cost factors) 50 birds per month would have to be sold per farmer. Going through the math of laying out how much it would cost to feed, vaccinate, transport, etc. per bird was a new activity for the farmers and showed them how they could figure out exactly how much their monthly income would be if they were able to sell a certain number of birds, how they could still have money set aside for emergency business expenses, and how they could reserve their profits for reinvestment or other ventures.

2.3 Objective 3: Development of a marketing plan

	Weekly Poultry Purchase	Desired size of bird (kg)	Desired age of bird	Purchase price (ksh)	Sold price (ksh)	Other
Hotel Wellington	10	1.5	Unknown	600	1000	Unknown
Nevada Palace	20	1.3	Unknown	500	1200	Slaughtered and dressed
Royal Prince	50	2	Unknown	700	1200	Slaughtered, dressed, & packaged
Simba Wells	50	1.5	Unknown	550	900	Pays 2 weeks after delivery
Safari Hotel	35	2	2-3 months	700	Unknown	Unknown
Steros	18	2		600	Unknown	Unknown

Gireh Choma Zone	6	2	2-3 months	600	Unknown	Uses for soup only
Terah's Club	9	1.5	Unknown	600	900	Would like to have a variety of poultry

All business owners that we met with stated that they would be willing to go into contract agreements directly with the farmers if they could be assured that the market demand could be met consistently and that they birds would meet high quality standards. They all seemed to have a vested interest in developing the local economy and improving the conditions of farmers in the region. All stated that they would prefer to not do business with middle men.

3.0 Recommendations

Lack of organizational capacity building training and limited accessibility to modern management tools negatively affects the performance of small farmer cooperatives and the quality of the services provided to their members. Farmers have little knowledge of the real value of the agricultural products they produce and are thus susceptible to exploitation. They also have little understanding of the political processes or policies that impact their lives and business activities, leading them to feel malaise and lose motivation. It is essential to tailor future training schemes to satisfy the cooperative's needs for improved cooperative management.

3.1 Here are some of the topics to be considered for future volunteer assistance:

1. Cooperative Governance
2. Financial Management Training
3. Value Chain and Market Analysis Training
4. Policy Advocacy and Community Organizing
5. Technical Training Specific to Agricultural Products (i.e. animal husbandry, poultry production)

3.2 Leadership Training for Women Leaders of Cooperatives

3.2.1 Overall objectives of this training would be to:

1. Raise the awareness of women and men leaders and members of cooperatives on the manifestations of gender bias (against women) in cooperatives, and on the effects of discrimination against women on the personal and interpersonal growth of its leaders and members, as well as on the organizational development of cooperatives.
2. Build-up the capacity of current and potential women leaders of cooperatives by equipping them with knowledge and skills on the following:

- Nature of cooperatives;
- Effective and gender-responsive leadership;
- Cooperative enterprise management;
- Coping with challenges; and
- Personal development.

3.3 Number of people Assisted

Topic/field	Total	Males	Females
Marketing Basics	70	23	47
Costing & pricing	70	23	47
Total	70	23	47

4.0 Gender

In all the groups that I trained men took a definitive leadership role and women were often silent unless directly prompted to respond during training sessions. This was the case even when there was a majority of women present. In all groups men held the position of chair and men were typically chosen to give classroom presentations. I think the gender dynamics of these groups make it very difficult for women to take a leadership role, even when it is the women who are primarily engaged in the day to day operations of the enterprises. Due to this, I feel that targeted training to address the gender gap in leadership is necessary. I would be very pleased to offer the following training to these groups or to others facing similar challenges.

5.0 Value of volunteer contribution in \$

5.1 Hours volunteer spent preparing for assignment – 8 to 10

5.2 Estimated value of all material contributions volunteer contributed to host during assignment 4 hours customer care training for Jenga Kenya staff - \$ 300

6.0 Value of hosts' contribution in \$ (Please consult the host as well)

- Meals - \$ 80***
- Transportation - \$ 1,295***
- Lodging – 0.00***
- Translation – 0.00***
- Other (Specify) – 0.00***

7.0 Host Profile Data:



Did you obtain any data that supplements or corrects the data in the existing host information as detailed in the SOW? Please list it.

No

Feedback for CRS

In conducting such training where the host and the trainees are not the same, there needs to be significant attention paid to conducting thorough needs assessments. This is to ensure that trainees receive training that is tailored directly to fit their needs and that training is in line with their desires. A grass roots approach to planning, organizing, and facilitating training workshops needs to be incorporated so that community members can be more engaged in the process and thus take greater ownership of its success or failure. This will also help volunteers maximize their time and skills because they will have the information they need to develop appropriate curriculum modules before arriving on assignment.

I found Wilfred Wambugu and Jenga Kenya to be a wonderful host. They were very responsive to my needs and helped greatly with the success of the project. Wilfred personally went above and beyond to make sure that my stay was comfortable and productive. He was very good at responding to my inquiries accurately and promptly. Wilfred made sure to take time to ensure that I was comfortable during my stay, gave me information about things to do during my time off, and gave me a thorough briefing of the culture and customs of Kenyan society. These things all played a vital role in making my stay more productive and enjoyable.

As a show of appreciation, I provided a workshop in Customer Service to Jenga Kenya staff before my departure. It seemed to be well received and greatly appreciated by all who participated. I think continued investment in the organizational capacity of Jenga Kenya is important and would help to further the advancement of their clients. Trainings such as *Community Organizing, Program Planning, and Conducting Needs Assessments* would serve them well. Although, they are an organization working in microfinance, their greater role as a community organization is quite evident. I would be more than willing to return and assist Jenga Kenya with any other their organizational needs at any time.

This assignment has been very rewarding both personally and professionally. I really value the cultural sharing that participating in this program allows. As a professional, I am able to grow in my ability to adapt to limited resources and improve my capacity to engage with those who come to the table with varying levels of educational attainment. I am forced to challenge my assumptions and think outside of myself. This makes me much stronger as a trainer and as a development professional. It is an invaluable experience for which I am grateful and honored to be selected for.