



## VOLUNTEER REPORT FORMAT

*To be submitted to CRS at the end of volunteer assignment and shared with the Host*

### 1.1 Assignment information: **KE18**

- a) Volunteer Name: Leonard Pollara
- b) Host Organization: Kitui Development Center
- c) Assignment: Feasibility Study for the establishment of a chicken slaughter slab
- d) Dates of Assignment: 14 October – 29 October 2014
- e) Number of days worked: 15

#### Scope of Work:

**Conduct a feasibility study that will give insight into the establishment of a chicken slaughter slab within the KDC poultry project area.**

#### 1.2.1 Objective 1 in your SOW

#### **Gather Field Data regarding the exact nature of the project.**

##### a) Progress with the objective

- a. Reviewed Baseline Data, and Cadwallader reports, available agricultural statistics for the region, and all other literature suggested and found regarding poultry production and products in the region. Including FAO Poultry Sector Country Review 2007, Value Chain Analysis Of The Indigenous Poultry Sub-Sector, Kilifi And Kwale Districts Kenya, etc.
- b. Review the Farm Africa Project Operations Document that included the Project Linear Log – Frame, Data Collection Plan, Work Plan and Instructions.
- c. Develop and distribute 4 Questionnaires to gather data from 1&2) producers (M & F), 3) Traders and Buyers (Wholesale Transactions) and from 4) Individual purchasers.
- d. Questionnaires were begun to be used among producers and traders. Informal interviews were also completed with Hoteliers (having restaurants in house) and both program producers (3-F) and non-program producers (1F)
- e. Council PPMP Team regarding soliciting cost of production information from producers. This is a potentially awkward topic and was deemed appropriate for the Team to take point on information gathering.
- f. Discuss the need for accurate data particularly regarding cost of production with the 5 stakeholders present at the exit presentation.
- g. Visit 3 program and 1 non-program producers in the project area.
- h. Visit 1 market location and interview traders in Kitui town.
- i. Visit 2 Hotels with in-house restaurants. Tour their slaughter facilities and discuss their issues regarding chicken supply.

##### b) Expected impacts/results

- a. Gathered data will inform decision making regarding the suitability of and Co-Op stakeholder preferences for position and ownership within the poultry industry they are in process of developing in Kitui county.
- b. As well, some strengths and weaknesses in the capacity of the stakeholder community to move this project from conception through to a functioning industry have been revealed in business process implementation and execution during the course of this study.

c) Recommendations<sup>1</sup>

- a. Continue gathering data via questionnaires to develop significant insight into the issues.
- b. Provide strategic support in Co-Op function and operations training to help the Nguku Co-Op launch.
- c. Provide business process guidance and support to KDC to help clarify the roles and relationships of the various players.

1.2.2 Objective 2 in your SOW

**Assess the NEED for a chicken slaughter slab in KDC's targeted poultry production area.**

a) Progress with the objective

- a. Reviewed Baseline Data, and Cadwallader reports, available agricultural statistics for the region, and all other literature suggested and found regarding poultry production and products in the region.
- b. Review the Project Operations Document that included the Project Linear Log – Frame, Data Collection Plan, Work Plan and Instructions.
- c. Collate and review data sets gathered from producers, traders, restaurateurs & hoteliers.
- d. Assess the stage of operations of the Nguku Poultry Producers and Marketing Cooperative Society.
- e. Observe and evaluate from a food safety and public health perspective what the risk level is represented by the present slaughter practices in use.

b) Expected impacts/results

- a. During the course of the first few days of activity it became clear that the Nguku Poultry Producers and Marketing Cooperative Society, is not yet a formal organization. Although registration and formation documents have been applied for with the Kenyan Cooperative Societies Board a license is not anticipated until December. The requirement is that an interim Cooperative Board of Directors will schedule elections of a formal board within 30 days of receipt of the license. Expected timeline for a Board of Directors to be in place is January 2015. Until such time as the Co-Op is operational and has determined to what extent they want to own or manage slaughter in the poultry industry, specific feasibility detail is of only informative value at this stage of the project.
- b. From a food sanitation and public health perspective instituting more sanitary practices associated with slaughter are very necessary. The existing practices vary from home slaughter and cleaning, to slaughter and cleaning in a gutter, to slaughter and scalding and then cleaning at food establishments.
- c. Observation informs that the only operation rendering chicken safe to eat from a microbiological perspective is fire and the heat of cooking. Any failure to fully cook chicken is likely to result in some degree of food born illness.

---

<sup>1</sup> **Note:** The most useful recommendations for hosts are ones that they can implement themselves with minimal expense. For example, a cooperative might change its financial reporting procedures or hold more regular meetings of its board. Broad recommendations on tax or credit reform, changes in government policy, or investment in large-scale equipment, are usually not within the host organization's reach.



### c) Recommendations

- a. The actual location, design and construction of a slaughter facility are the easiest aspects of this project (PPMP) to complete. However, based upon observation, conversation and experience, providing these details at this point in the project would support the players in NOT addressing the functional aspects of management, market development, and Co-Op operations (prior to construction of any slaughter facility) that are critical to success. In colloquial terms supplying design details at this point in time would support putting the cart before the horse. Achievement of the stated goals is only possible if the Nguku Co-Op comes into existence and the membership takes full possession of the PPMP project work. This is necessary prior to constructing more facilities that are intended to support the work of the Co-Op. For this to have long term sustainable success the **Co-Op** must determine what parts of the industry and business process they want to own and/or control. All too often experience shows that well intended capacity building projects languish because the target group is not invested in the project as conceived by the donor. To avoid that situation developing in this case, focusing on empowering and enfranchising the members of the Co-Op and supporting them in making decisions that will drive their success will ensure that any additional facilities built will be of the greatest value to the user group.
- a) Once the Co-Op has determined that they want to own or control the slaughter process discussion regarding what version of facility to develop will be of value. The models discussed with the PPMP Team included: 1. a mobile facility, 2. a basic structure with roof, screens and a center wall demarcating a hot side and clean side, 3. A semi-enclosed facility with running water, catchment, sinks, scalding, plucker, and work space, 4. A fully enclosed facility with all necessary equipment and refrigeration, 5. A collaborative arrangement with a restaurateur who would construct the upgrades to specification at their expense in exchange for the opportunity to select first choice from the Co-Op and allow the Co-Op to use the facility for a nominal toll per bird. Several iterations of each version noted above were discussed. More potentially suitable options exist.
- b) Various approaches to preserving finished product condition were discussed including using compressed gas (CO<sub>2</sub>, etc.) as a chilling agent in water, portable refrigeration on a trailer or truck also used for delivery, and brining.

### 1.2.3 Objective 3 in your SOW

- **Outline steps (taking into consideration legislative requirements) that should be taken to establish the slaughter slab**

#### a) Progress with the objective

- a. The PPMP Team Project Operations Document, Work Plan was updated.
- b. Goals were identified and assigned timelines and time budgets for accomplishment in the Work Plan
- c. Necessary data was identified and PPMP Team members were tasked with gathering the information including cost of production details, state requirements for licensing category 1 and 2 facilities, ongoing market and producer data gathering.

b) Expected impacts/results

1. Fundamental business process gaps came to light during group discussion and meeting with the PPMP Team. These gaps represent impediments to success with the project as stated. As a result, draft documents regarding contracts and work agreements were crafted as templates. Using explicit and tailored to the task contract documents to engage workers that will be essential to project success is vital.
2. Development of more complete data sets will allow for more informed decisions by the Co-Op.
3. More complete data sets will support more insightful analysis and allow for better targeting of resources to exploit and develop existing and potential markets.
4. More complete data sets will support decision-making regarding grower support by the Co-Op to improve production outcomes including consistency and quality of production.

c) Recommendations

1. Provide support to both KDC and to the emerging Co-Op in terms of access to and review of contracts and agreements/obligations that outline in clear and plain language what is expected of partners and employees and what is provided by supporters and donors.
2. Develop point of sale market data gathering questionnaires.
3. Facilitate development of a cost of production framework in plain language that will help producers evaluate their production practices in a cost benefit analysis for chicken production and the potential strata of the poultry industry that the Co-Op is developing.
4. Provide details to partners, volunteer experts, and donors to elevate the understanding of the poultry industry potential in Kitui County.
5. Facilitate discussion across all constituents in the Co-Op regarding the issues and information gathered to catalyze substantive discussion and decision-making regarding what elements of the Poultry Industry the Co-Op wants to own and/or control.

1.3 Number of people Assisted

- a) Through formal training  
Formal training was provided to the PPMP Team members (3 men)
- b) Through direct technical assistance (Do not double count)  
DTA was provided to 8 producers ( 4 women)(4 men... of which one was staff)
- c) Out of these above, number of host staffs  
4 males (for the poultry project) Additional direct assistance was provided for the Mango project (staff 2 F, 2 M)
- d) Training/assistance by field  
Administrative process, business process, marketing, technical support

Category	Total	Males	Females
Members/ owners	7	3	4
Employees	6	3	3
Clients/ Suppliers	2		2
Family Members	2	2	
Total	17		

#### 1.4 Gender

- a) What gender roles did you recognize in your host community? *Women appeared to be primary work force for poultry production although some men held that role. Carrying water primarily falls to women. Women were more usually service providers. Men more often were cooks. Did these roles play a part in your assignment? Learning community and social norms informed the decision to craft gender specific questionnaires. How? For the most part, everyone seemed open about answering questions regarding pertinent issues. The idea of women being business managers and owners seems accepted and did not appear to be a barrier to data gathering.*
- b) How might CRS or the host organization improve opportunities for the women in this host or host community? *I found the Host organization to be a predominantly women staffed organization. I understand from discussion that in some cases the real impediment to impact is more closely associated with the age of the staff rather than gender. Developing facts and supporting success driven by these facts will help credential(ize) the staff and improve their impact in the community.*

#### 1.6 Value of volunteer contribution in \$

- a. Hours volunteer spent preparing for assignment.  
13.75 preparation, 129.5 hours spent while in Kitui, travel and time in Nairobi not calculated
- b. Estimated value of all material contributions volunteer contributed to host during assignment  
\$250 US

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

- a) Meals      Unk  
b) Transportation      Unk  
c) Lodging      Unk  
d) Translation      Unk  
e) Other (Specify)      Chaperone/Driver Unk

#### 1.9 Host Profile Data:

Did you obtain any data that supplements or corrects the data in the existing host information as detailed in the SOW? *I believe that the Host information provided was both accurate and comprehensive. KDC is transparent, local, effective, and engaged in the community. Based upon my reading of the interactions that I witnessed, the individuals are respected and appreciated. Please list it.*

#### 1.10 Recommendations for CRS:

It appears to me that KDC would benefit from training in business process and Co-Operative development capacity building. They are doing a fabulous job and some support and staff training in organizational development will help them continue to escalate their impact within the community.