



USAID
FROM THE AMERICAN PEOPLE



Volunteer Name: Jim Worstell

Country: Kenya

Country project: Livestock Country Project

Host: Kitui Dev. Centre and Nguku Co-op

Venue: Multiple

Audience: Staff of KDC, Nguku Co-op leaders and Mango factory staff

Number of people : 20

Date: Sept 25 to October 9



1. Assignment Objectives as in SOW

Objective: Development of a strategic business plan for Nguku Cooperative to increase partnership and finance for expansion of value adding activities.

Objectives added after arrival: 1. Organizational development with Kitui Development Centre

2. Assist in development of logical framework, project flow chart and concept paper for passionfruit juice project (subsidiary of mango juice factory) for USAID.

2. Achievement of the assignment objectives

A business plan is not a static document, but a living, adapting tool. Therefore, though a business plan was developed (fully completing the original objective), more importantly Nguku Cooperative leadership now understands the basic components of a business plan and how to construct and modify them.

Teams within Nguku leadership itemize all costs



Then place all the costs into the cash flow spreadsheet



Then do income statement to estimate profit

Projected INCOME STATEMENT
(PROFIT & LOSS STATEMENT)

TOTAL SALES	490,000	e
MEMBER CONTRIBUTION	3,100,000	f
LOAN		0
TOTAL REVENUE	3,590,000	a = e + f
OPERATING EXPENSES		
SALARIES		0
RETURN to members	28,336	
Purchase Fixed Assets	3,087,100	
Outside Services		0
Supplies	15,360	
water - 1680		
firewood - 1400		
papers - 8960		
labels - 2600		
Repairs/Maintenance		0
Accounting/ Legal		0
Utilities, electricity	720	
Insurance		0
DEPRECIATION	308,710	10%
TOTAL OPERATING EXPENSES	3,440,226	b
NET INCOME	1,497,774 149,774	a - b
Interest TAXES	149,774	0
PROFIT	1,497,774	c a - b - c

10-04-2016

Then do projected Balance Sheet to estimate owner's equity at end of cash flow time period.

PROTECTED BALANCE SHEET

WHO	WHEN
reptancy for	Marketing Chair In one week time.
written needed/ needed/bird in	Marketing Chair/Secretary "
range/kg. time of delivery	" Every Wednesday
er on the cost- cation for too	
any the vehicle	
area on the time	

ASSETS	
CASH	460,000
INVENTORY	0
SUPPLIES	0
DEPOSITED	0
ASSETS	
ASSETS	87,200
ASSETS	3,000,000
ASSETS	300,000
ASSETS	2700,000
ASSETS	3160,000

LIABILITIES	
DEBT	3,000,000
NOTES	3,000
ACCOUNTS PAYABLE	
(b) TOTAL	3,000,000

OWNERS EQUITY	
(a-b) (VALUE OF BUSINESS)	0,000
OWNER'S CAPITAL	
TOTAL LIABILITIES & OWNERS EQUITY	0,000

2. Achievement of the assignment objectives

Two added objectives were also achieved in full:

- 1. A logical framework, project flow chart and concept paper for passionfruit juice project was completed.
- 2. Organizational development training for CDF (focusing on project design and management) was successfully completed.

3. Recommendations to the host with regards to the assignment

- 1. Use the business planning concepts to refine a more detailed business plan with careful attention to design of processing facility and estimate of costs including return to farmers.
- 2. Press CRS to provide a chicken processing expert with experience in small farm poultry processing to provide training in food safety and nguku processing
- 3. Continue to refine your business plan as you learn more about chicken processing.
- 4. Turn completed business plan into proposal for funding from CRS, USAID and other funders.
- 5. Don't wait for big grants, go ahead and start small. Just make sure you have a buyer, a good price and can keep the chicken cool. This will let you get your toes wet and provide market research for the bigger project.

3. Recommendations to the host with regards to the assignment

Passionfruit juice project

- 1. Turn the concept paper into a full-blown proposal.
- 2. Use the project flow chart we developed to plan the stages of the passionfruit project—especially timing of the various components.

3. Recommendations to the host with regards to the assignment

- KDC organizational development
- 1. KDC management should consider a facilitation model of leadership both internally and with cooperatives and farmer groups they engender.
- 2. KDC staff should develop flow charts in the context of the logical framework for all present and proposed projects.

4. Anticipated Impact

- Income should vastly increase if Nguku Cooperative is able to establish a processing plant for village chicken. The market is not just Kitui, but the entire country. A huge majority of Kenyans seem to know that village chicken is healthier and are willing to pay more for it, but don't know how to get it.

5. Recommended future volunteer Assistance

1. A chicken processing expert with experience in small farm poultry processing should be recruited to help train farmers in food safety and efficient chicken processing.
2. A chicken feed production expert.
3. A chicken vaccination chain expert.
4. A cooling expert for vaccines and slaughter chickens.

6. Recommendations to other non-host stakeholders

- I don't know what this means.
- Perhaps, see above passionfruit juice recommendations?

Action plan for host recommendations

Recommendation	Specific Action	Responsible person	By when
1. Use the business planning concepts to refine a more detailed business plan with careful attention to design of processing facility and estimate of costs including contribution and return to farmers.	We developed a complete set of action steps.	Various, depending on expertise needed.	Various, depending on exigencies.
2. Press CRS to provide a chicken processing expert with experience in small farm poultry processing to provide training in food safety and nguku processing	Ask Patrick to ask Peterson and Gabriel for a volunteer.	Francis, Monica, Maxwell	Continuous starting now.
3. . Continue to refine your business plan as you learn more about chicken processing and members become educated on successful cooperative business investment.	Begin informal training in business planning, cooperative investment.	Education team of Nguku Cooperative	Ongoing
4. Turn completed business plan into proposal for funding from CRS, USAID and other funders.	Keep pressuring, in a nice way, KDC to help write a proposal	This will require help from KDC which has a full plate at moment.	When KDC has time.
5. Don't wait for big grants, go ahead and start small. Just make sure you have a buyer, a good price and can keep the chicken cool. This will let you get your toes wet and provide market research for the bigger project.	We developed a complete set of action steps with a focus on market research.	Coop leadership team must decide on one person to lead this effort.	Immediately
6.			

7. How can CRS improve future volunteer experience

- Continue to do what you do. This was a wonderful experience.
- Don't "force" volunteers to work on projects not in the agreed scope of work. This was not a problem for me, but might be off-putting to some volunteers.
- Convince Kitui Cottages and Guest House to provide better mosquito nets/CRS give advice on how to use. Lack of sleep due to infestations of mosquitoes causes less productivity.

Follow-up and Outreach

- Already published one blog on CRS, FtF, Kitui:
<https://meadowcreekvalley.wordpress.com/2016/10/03/mars-is-earths-future/>
- When local staff is ready to work on business plan and makes decisions on member contribution and return:
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Thank You!