



VOLUNTEER REPORT FORMAT

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

1.1 Assignment information

- a) Volunteer Name: Nana Bekoe-Sakyi
- b) Host Organization: KITUI Enterprise Promotion Company Limited
- c) Assignment: Strategic Business Plan Development
- d) Dates of Assignment: June 3, 2016 – June 16, 2016
- e) Number of days worked: 10 days

1.2.1 Objective 1 in your SOW

Assist the company to evaluate their business management skills, determine relevant training needs and carry out training and 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.

- a) Progress with the objective: We had 3 business process evaluation meetings. One on one training sessions were conducted with the managers and staff of KEP to train them on the training needs identified. A SWOT analysis session was conducted with the entire staff the results of which are shown in the Appendix 4 of the KEPc Business Plan document.
- b) Expected impacts/results: Expected results include prioritizing and improving farmer's cooperative relations; production process documentation to ensure product traceability; factory efficiency increases up to 100% increase in through put without equipment capital expense.
- c) Recommendations¹ 1. Utilize a monitoring tool provided to evaluate grower relations on a regular basis. Re-configure the equipment on the factory floor and add in a holding tank as a buffer to the operational bottlenecks. Document all processes and procedures to provide a consistent training tool for permanent and seasonal workers to ensure food safety and good manufacturing practices are followed by all.

1.2.2 Objective 2 in your SOW

Explore ways of raising funds for expansion of KEPC enterprises and increasing both company's and farmer's income

Facilitate the company in identifying potential partners for financing their business enterprises.

- a) Progress with the objective: We discussed the seeking of equity partners, Bank Loans and issuing of ordinary shares as the options we would explore to fund the operations.
- b) Expected impacts/results: The company will undergo valuation and issue shares to the associated farmers' cooperative and then to the inventor conscious public.
- c) Recommendations: Position KEPc and the Royal Mango brand as a community based operation. One that provides economic stimulus in Kitui and also maximizes shareholder value.

¹ **Note:** Only make not more than 6 recommendations. 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.



1.2.3 Objective 3 in your SOW

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.

- a) Progress with the objective: Details of the company’s first year performance were slow in coming. The five year business plan will be completed in about 7 days after the in-country assignment work days are over.
- b) Expected impacts/results: The five year plan and the associated financial models will form the framework within which KEPC can grow as a sustainable company, provide jobs and enterprise for the local community, increase market share and provide shareholder value.
- c) Recommendations: Use the plan to be the guiding document that is revised periodically to true up the results to real performance. It is also a tool for enterprise wide what if analysis.

1.3 Recommended future volunteer assignment: The host could use some assistance in marketing the Royal Mango brand and the KEPC image into local, regional and international markets. Assistance in promoting the products over the web and providing a means of online orders especially for foodservice and institutional buyers.

1.4 Action Plan:

A First Year Action Plan will be delivered to KEPC for current operations guidance. It will outline the steps necessary for the company to get from the beginning of the next fiscal year to the end with throughput revenue and cost targets that are based on current year activity.

Recommendation	Specific Action	Responsible person	By when
1.Cooperative Relations	Engage and provide input to crop production issues resolution	Sarah Mwendwa	July 15, 2016
2.Inernal process and procedures documentation	Document print and file all operational procedures and processes	James Kasembeli	November 30 2016

3. Operations process re-engineering	3. Reconfigure factory equipment to enhance product flow through operation	James Kasembeli, Susan Gatembai	November 30, 2016
4. Product traceability	Implement product tracing in the entire operation	Crack Wuambua, Susan Gatembai, Sarah Mwendwa, Sharon Munyao James Kasembeli	December 15, 2016
5. Team Management Development	Provide performance based incentives to motivate working together towards a common goal	Crack Wuambua	July 15, 2016
6. Sell what has been produced	Use every means available to sell the inventory from the past season	Crack Wuambua, Susan Gatembai, Sarah Mwendwa, Sharon Munyao James Kasembeli	December 15, 2016

1.5 Number of people Assisted

- Through formal training: 21
- Through direct technical assistance (Do not double count): 12
- Out of these above, number of host staffs: 4
- Training/assistance by field

Category	Total	Males	Females
Members/ owners	3	1	2
Employees	5	2	3
Clients/ Suppliers	23	12	11
Family Members	2	0	2
Total	33	15	18

1.6 Gender

- What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How? The cooperative has a female majority that is reflected in their leadership as well. These roles do not play a part in my assignment.
- How might CRS or the host organization improve opportunities for the women in this host or host community? The Host has a 60/40 ratio Women to Men respectively in the management team. Seasonal workers are mainly women since it is a food production operation the traditional role fits well into the functions of KEPC operations. The Nzamka Cooperative was a women



empowerment project in its inception so their members are 89% women. CRS could find ways to encourage them to keep up the good work and aspire to own shares in the KEPc when available.

1.7 Value of volunteer contribution in \$10,000

- a. Hours volunteer spent preparing for assignment : 36 hours
- b. Estimated value of all material contributions volunteer contributed to host during assignment \$500

1.8 Value of hosts' contribution in

- a) Meals 150 (meals for participants)
- b) Transportation \$250
- c) Lodging
- d) Translation
- e) Other (Specify)

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? Please list it. No

1.10 Recommendations for CRS:

1. CRS should consider investing in operations of this nature. There is a direct impact that each dollar invested in the operation of KEPc has on the community of Mango Farmers in Kitui County. There is currently a need for some cold storage at the Mango collection Centers that the cooperative runs. That facility will create a much needed buffer for the storage of fruit and for the hauling to the factory during the peak harvest time. The cooperative can rent space out after the Mango season to other crop producers to reduce post-harvest losses. Revenue from the rent collected can be used to maintain the facility.

1.11 Press Release

FOR IMMEDIATE RELEASE

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Turlock California Area Volunteer Travels to Kenya to Share Skills with Local Farmers

Nana Bekoe-Sakyi, an Agribusiness Consultant from Turlock, California travelled to Kenya for 2 weeks to share his technical skills and expertise with local farmers. Nana's assignment is part of Catholic Relief Services' Farmer-to-Farmer (FTF) program that promotes economic growth, food security, and agricultural development in East Africa.



“This was my fourth assignment to the Kitui County of Kenya. I was sent there 7 years ago to assess the feasibility of establishing a fruit juice processing plant to add value to the chronic bumper crop of indigenous and improved mangoes. The recommendation to proceed with such a venture was pursued by Kitui Development Center, a local NGO. The next assignment verified the supply chain; Farmers were organized into a cooperative and taught sustainable orchard establishment skills. The next assignment in 2012, was to assess the market for the proposed mango juice products. With funding from Farm Africa and Netfund the processing plant was built and commissioned in October 2015. My assignment this time was aimed at assisting the management of the new processing plant, to develop a strategic business plan to guide the operations from startup through the next 5 years. The company is now ready for impact investment that would no doubt provide additional stimulus to Kitui County’s economy. Training sessions in grower relations, operations management, leadership, and quality assurance were also conducted” said Nana Bekoe-Sakyi

Funded by the U.S. Agency for International Development (USAID), the five-year program matches the technical assistance of U.S. farmers, agribusinesses, cooperatives, and universities to help farmers in developing countries improve agricultural productivity, access new markets, and increase their incomes.

In Kenya, Nana Bekoe-Sakyi worked with **Kitui Enterprise Promotion Company Limited** in **Horticulture Value Chain** training and giving technical assistance to **farmers and the staff of the processing plant**, to enable them to 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.

Up to 33 beneficiaries were reached.

Nana’s volunteer assignment is one of nearly 500 assignments that focus on agriculture, food security and nutrition in Ethiopia, Tanzania, Kenya and Uganda. This is the first time CRS has been involved in the 28-year-old Farmer-to-Farmer Program funded by the U.S. government.

CRS is partnering with five U.S. institutions to tap into the rich diversity of the U.S. agriculture community: the National Catholic Rural Life Conference, Foods Resource Bank, National Association of Agricultural Educators, American Agri-Women, and the University of Illinois’ College of Agricultural, Consumer and Environmental Sciences.

The U.S. volunteers will travel to East Africa for anywhere from one to six weeks, their expenses covered by USAID.

“One thing we are certain of is that this program will be beneficial not just to the farmers in East Africa, but also to the volunteers from America,” said Bruce White, CRS’ director for the program. “It’s going to make the world a little bit smaller for everyone involved.”



For more information, visit farmertofarmer.crs.org

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Catholic Relief Services is the official international humanitarian agency of the Catholic community in the United States. The agency alleviates suffering and provides assistance to people in need in nearly 100 countries, without regard to race, religion or nationality. For more information, please visit crs.org or crsespanol.org.