

Accelerated Growth in the Agri-Food Sector

How one-on-one business support transformed ten SMEs in just six months

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The Collaboration:

Agri-Jobs 4 Youth & Afriscope

The Agri-Jobs 4 Youth initiative's objective is to support the creation of sustainable income and employment opportunities for young people, especially women, in the agri-food sector in Western Kenya, specifically in Bungoma, Kakamega, Kisumu, Siaya and Vihiga counties.

To achieve this, Agri-Jobs 4 Youth worked together with Afriscope to individually accelerate ten agri-food SMEs in their respective growth phases. They looked specifically at employment, income, internal systems, and infrastructure to reach an enhanced business performance.

The interventions were carried out along the following business growth areas:



Technical business development support:

Improvement of efficiency of internal processes, product innovation and management, market research and strategy, quality and standards, strategies for scaling and diversification.



Business health and investor readiness:

Assessment of the internal management systems of enterprises to identify gaps for capacity building, business needs identification and prioritization.



Market-oriented digital business transformation:

Strategy development and capacity building for use of ICT in business operations and customer/supplier engagement.



Linkages to finance:

Identification of financial intermediaries potentially interested in financing targeted enterprises, and the development of bankable business plans.

The results herein document the initial six months of the 12-month contract period. The outcomes point to the possibility of greater impact over an even longer timeframe, with tailored support for each SME.

During this period, Afriscope leveraged their in-depth experience and industry knowledge to execute a needs-informed coaching and mentorship model. The following interventions were carried out for some and/or all of the enterprises:

- ⌚ Business plan development and reviews
- ⌚ Strategic plan development
- ⌚ Policies, procedures and manuals development and operationalization
- ⌚ Identification and support with funding opportunities
- ⌚ Market linkages through networking and business to business (B2B) forums
- ⌚ Strategy formulation and overseeing the execution
- ⌚ Acting as a sounding board for the managers
- ⌚ Product diversification (or development), costing and pricing support
- ⌚ Recruitment and onboarding of staff and personnel welfare support
- ⌚ Process audits and evaluation
- ⌚ Staff and management training
- ⌚ Inclusive contract farming (ICF) model adoption.





Afriscope Institutional Background


Afriscope Research Ltd. is an enterprise support organisation and research firm with over eight years' experience in structuring businesses, market linkages and capital raising for SMEs in Kenya.

Afriscope team of experts has more than 70 years of combined experience in organisations ranging from start-ups to well-established organisations. As an enterprise support organisation, they understand the vital role of business advisory in ensuring SMEs have the right governance and operational structures which can support scaling in a sustainable manner. Many promising SMEs remain stagnated in their growth as they are unable to address these essential building blocks. This more so afflicts youth and women-led businesses which in addition to the common setbacks affecting other businesses also have to overcome skewed cultural and societal constructs.


Using experience and industry knowledge stemming from their intensive work across the Poultry, African Leafy Vegetables, Groundnuts and Passion fruit value chains, Afriscope Research Limited is confident in its immersive model of providing a needs informed enterprise support services, in its coaching and mentorship model is a game changer for the MSMEs.



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Inside the Transformation:

How one-on-one business support transformed ten SMEs in just six months



Learning is a fundamental need for all entrepreneurs in order to sharpen their business acumen and develop more efficient ways of managing their enterprises. With the right tools we expect to see more and more SMEs growing sustainably and scaling to levels of easily attracting investors and dependable markets, hence creating more quality jobs and business opportunities for youth and women.

– Thomas Kimani, Director, Afriscope



**ARIANDA FARMS
AFRICA LIMITED**

**More supply, more sales,
more staff:** Building a
flourishing enterprise
based on a solid network



African Leafy Vegetables (ALVs)



Arianda Farms Africa is a youth-led enterprise that focuses on African Leafy Vegetables (ALVs). Their core business is aggregating ALVs from farmers and re-selling to end consumers. Thus, they offer a market guarantee to the mostly female and young small-scale farmers whom they also equip with trainings on commercial farming. The consumer benefits from organically produced ALVs that are affordable and easily accessible for a better nutrition.



- Kisumu (Ogango, Car wash, Lolwe)
- Siaya
- Kakamega



- Fresh ALVs
- Dried ALVs
- Frozen ALVs



Most remarkable change within 6 months

Employment & Income



15X increase

in the number of farmers and farmer groups supplying them with ALVs, while expanding their local market to include supermarkets, hotels and individual buyers.



70X higher

turnover achieved through more suppliers and higher sales.



6X multiplied

their number of full-time staff by six.



The next big milestone we want to achieve is to create a steady income for 8,000 young people. I want to see a future Kenya where people consume nutritious, safely handled food and where, at the same time, farmers and other players in the agri-food system generate a decent income.

- Mordoch Otieno, Director

Employment



600% increase in full-time employment (2 to 14). The new employees includes a new sales and marketing team.



30 new casual workers, including **20 females and 10 males**, all of whom are youth, at their new Mumias production farm.



1,566% expansion from initially working with **60 farmers** to now collaborating with both individual farmers and farmer groups, resulting in **approximately 1,000 farmers** supplying them with ALVs.



The trust that we have been able to build with our farmers and consumers has opened up amazing opportunities. We have a thriving network and a brand with a good reputation in the market. Our focus on product development and, at least for now, increasing volumes rather than the margin has been a game changer for us.

- Mercy Odanga, Director



Income



Market **expanded** beyond locality to include big stores and supermarkets (15% of produce), hotels (35%), and individual buyers (50%)

15%

big stores and supermarkets

50%

individual buyers



35%

hotels



Turnover has significantly increased, growing from **KES 3,000 per week to KES 30,000 per day**.



Structures



Geographical expansion to market outlets in Kisumu and production sites in Mumias, Kakamega County. Previously, it operated only from its home farm in Siaya.



Now collaborating with Kenya Poultry Farmers Ltd. to supply organic fertilizer for their ALV production and with Mountain Berean, which supplies onions from its farmers for sale in ALV outlets.



Internal Systems



Completely revamped its business plan, leading to a significant increase in revenue.



Partnered with Afriscope for the recruitment and onboarding of new staff.



Seizing market opportunities with a highly qualified and motivated team.



Agro Dealer



Avepo Enterprises is an agro dealer. They specialize in selling a diverse range of farm inputs and offer extension services like on-farm advisory, soil testing, animal health clinics and farm planning among others. One of their key benefits is that they are geographically close to the farmers they are supplying and advising. Model farms and innovative promotion tools like talk shows on local radios educate and encourage the farmers to adopt best practices.



- Siaya
- Boro
- Ugunja
- Ndere
- Bondo
- Mbaga



- Fertilizers
- Agro-chemicals
- Vaccines
- Seeds
- Farm equipment and tools



Most remarkable change within 6 months

Internal Systems



Set up a new hiring process using the online job portal “Brighter Monday”, providing written contracts to all employees and thoroughly training new recruits.



Partnered with companies promoting organic farming practices, which led to introducing additional products to their sales catalogues like flytraps and hermetic bags.



The rising demand for food in combination with limited land resources has opened a window of opportunity for innovation and technology which are key to providing sustainable agri-food systems. In line with this, we see the demand for our services constantly growing. The next step for us is to create a distribution network spanning across the whole Western region.

- Dr. Julius Okoth, Director



Employment



3 new staff

employed; an accountant, storekeeper, and a manager. This has increased the number of employees from **22 to 25**.



2 Attaches

engaged (an agronomist and a veterinary practitioner).

Income



30% increase
in **sales** recorded.



15% increase
in **profits** realized.



30% increase
in **product volumes** traded
(fertilizers, seeds, farm
equipment and tools,
agrochemicals and vaccines).



Ventured into **poultry farming** as a separate revenue source which has led to collaboration with Kenya Poultry Farmers Ltd. (also supported by Afriscope through the project) who supply them with chicks.

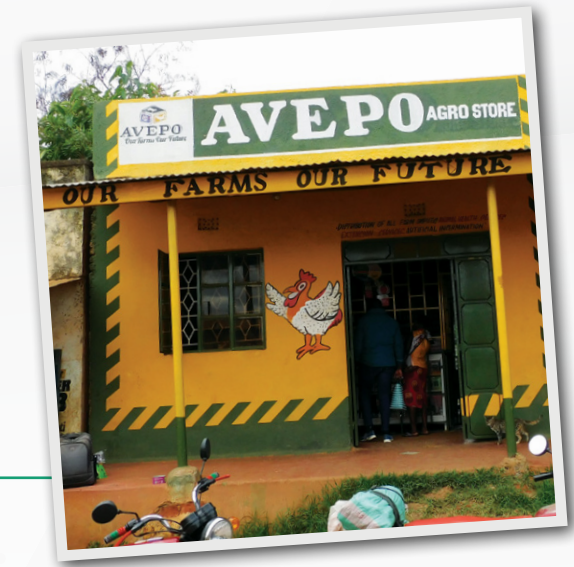
Structures



Built and launched a new facility which will be their **headquarters in Siaya**. It is more spacious and has a boardroom.



A **greenhouse** for seed propagation also established as an additional income stream.



Internal Systems



Now using **Brighter Monday for recruitment** and has implemented an onboarding system, providing written contracts to all employees. They are also in the process of developing Standard Operating Procedures (SOPs).



Additionally, they have **partnered with companies involved in organic farming**. They have introduced and are now selling flytraps and hermetic bags to promote organic farming practices.



At Avepo, we have learned to put a lot of emphasis on capacity building for all colleagues, improving our internal communications through regular staff meetings and having very open conversations about our business operations. This is underlined by everyone agreeing to adhere to our new standard operating procedures. As a result, the motivation in the whole team has gone up.

- Dr. Julius Okoth, Director



Two-fold strategy change: Opening up new markets while cutting back cost



Fruit Processing



Gradale Biz is a fruit processing company. They provide individual and commercial consumers like hotels with natural, nutritious, and affordable fruit juices. Being a company intentional about supporting the youths with a sustainable income, they aggregate the fruits needed for their production of quality juice from youths and women farmers.



• Kisumu (Mega City, Lolwe)



• Passion juice
• Mango juice
• Pineapple juice

• Sugarcane juice
• Orange juice
• Cocktail juice



Most remarkable change within 6 months

Income



Achieved a broadened market reach and higher income with a more diverse customer base thanks to strategic changes in marketing & sales.



10% increase in the production volume and turnover due to changes in the product costing.



We care deeply about both our customers and our suppliers. Our juice is a small but relevant contribution to people living a healthier life; and the youth that supply the fruit for the juice production create a steady income for themselves through their farm work. That's why we want to grow large as a business.

Irene Odhiambo, General Manager

Employment



In order to stabilize the business and increase profits, Gradale Biz downsized their workforce and now only has **7 full-time employees**, down from the initial count of **8**.

Income



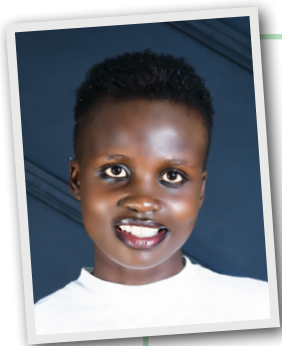
10% increase in **production volumes** and in **turnover** due to changes in production costing.



Supplying natural fruit juices to **3 hotels** in Kisumu, resulting in **increased income**.



Broadening market reach by targeting diverse markets, after previously focusing solely on high-end customers and markets, which restricted their market reach



Some of the changes we've had to make were painful. We realized that we had to let go of one of our staff to stabilize our business. At the same time, interacting purposefully with other enterprises, getting business advice and a huge boost of motivation helped us to persist and come up with new ideas for markets that have already improved our sales.

- Irene Odhiambo, General Manager

Structures



The enterprise is has **opened two new outlets** within Kisumu.



Internal Systems



Currently in the process of **creating policies** for the business.



Furthermore, **new systems** are being devised to augment income.



Additionally, they are working on **establishing frameworks** that will improve investor readiness and attract funding.





GREATLAKES FEEDS

Where business growth leads to an increasing impact economically and socially



Feed Production and Aquaculture



Greatlakes Feeds is a manufacturer producing animal feed and fish fingerlings. They have realized that aquaculture farmers suffer under periodic shortages of quality fish feed and are filling that gap with a strong market presence. Striving to end the “sex for fish” culture along the beaches of Lake Victoria, Greatlakes empowers women to venture into commercial fish production, thus reducing their exposure to harmful practices.



• Siaya



- Animal feeds- (Fish, poultry, pigs and dogs)
- Fingerlings

- Fish cage-farming training and use
- Maize flour for human consumption



Most remarkable change within 6 months

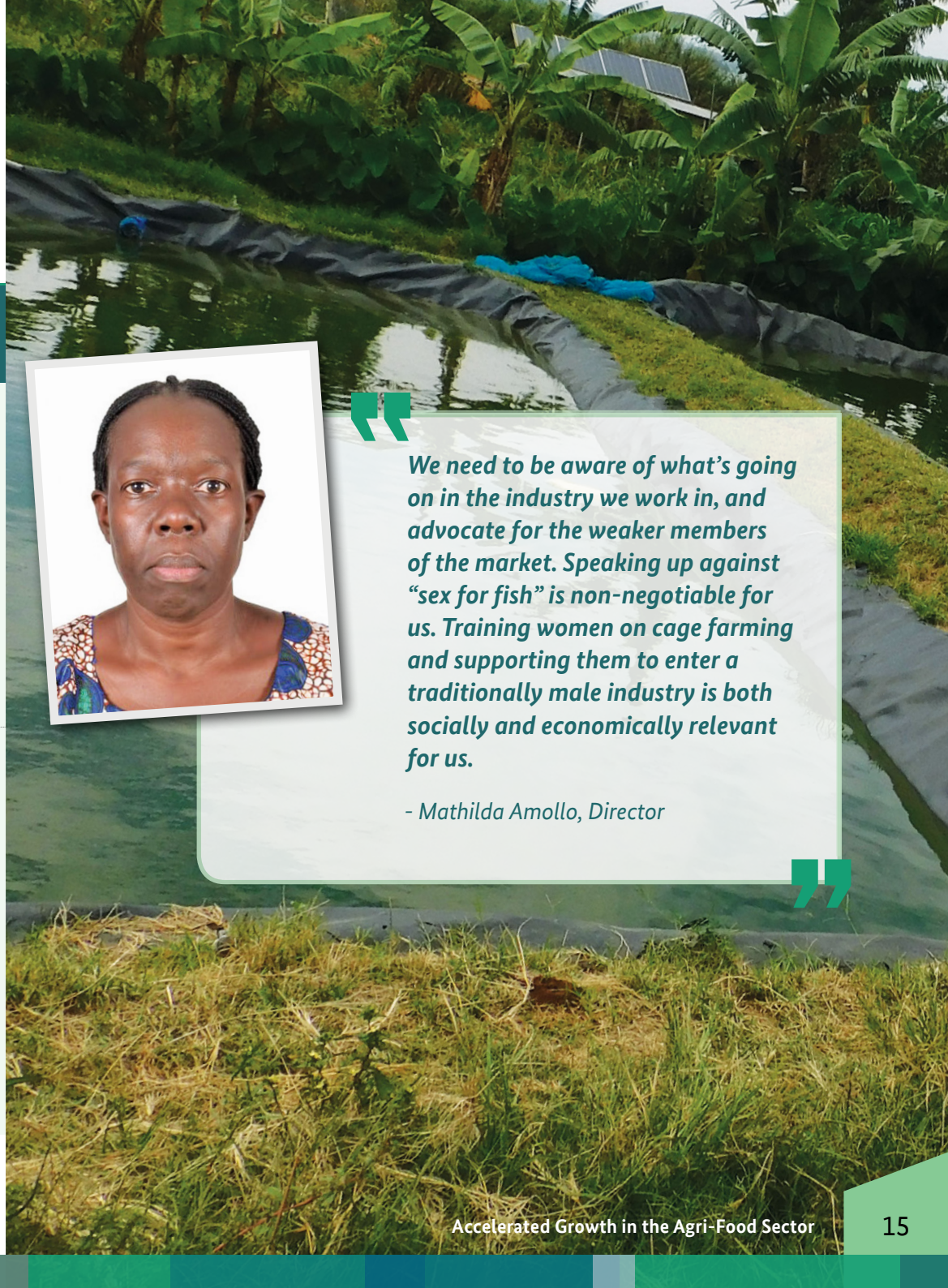
Income & Internal Systems



Boosted their product demand and expanded their market with enhanced market linkages and new resource mobilization strategies, which led to a 50% increase in revenue.



Digitalized their farmer management system with a database that helps keep track of all farmers (suppliers and customers).



We need to be aware of what's going on in the industry we work in, and advocate for the weaker members of the market. Speaking up against "sex for fish" is non-negotiable for us. Training women on cage farming and supporting them to enter a traditionally male industry is both socially and economically relevant for us.

- Mathilda Amollo, Director



Employment



18% increase
in the number of
permanent employees
from **28** to **33**, with **94%**
being **youth** and **60%**
women.



5
increase in the number
of casuals from **35** to **40**,
with **95%** being **youth**
and **60%** **women**.



33% increase
in the number of farmers
supplying the enterprise with
the raw materials for fish feed
production, such as cassava,
maize, and soybeans, from
300 to **400**.

Income



50% revenue rise

due to enhanced market linkages, facilitated by business development support,
which has expanded the markets and boosted product demand.



The mix of experience and skills that we as directors and senior managers have in combination with the business coaching we received have put us on a fast track to success. My advice to all young agripreneurs is to learn as much as you can about your business and the industry, identify all risks and opportunities, look for a mentor – and keep positive people close to you to guide and uplift you.

- Mathilda Amollo, Director

Structures



Greatlakes Feeds successfully submitted a proposal on the topic “*Rescue women from sex for fish*” to Africa Enterprise Challenge Fund (AECF) and qualified for funding worth **KES 20M**. With the funds, they are going to train **2,000 women** on cage farming and are also empowering male youths as gender champions to reduce Gender-based violence (GBV). Out of the first **700 trained women**, **400** have already begun cage farming. A huge success in the region, where cage farming is predominantly done by men.



The enterprise assets have changed to the tune of **KES 10M**.



The number of outlets selling fish feed and animal products rose from **5** to **8**, **increasing** by **3**

Internal Systems



50% increase in revenue as a result of revised business plan and model, with new resource mobilization strategies.



Farmer management system is now digitalized. The database helps them in tracking all the farmers they are working with.



New **HR policies** developed, including an **onboarding system** and meeting schedules, and they provide regular training to their employees as needed.



Transformation from within: Clear internal structures pave the way to success



Poultry



Kenya Poultry Farmers is a social enterprise that supports and empowers smallholder poultry farmers in Western Kenya with a guaranteed access to markets, quality inputs and technical assistance enabling them to apply better farming techniques. Their goal is to improve the farmers production and thus increase their income.



- Kisumu



- Chicken meat
- Eggs
- Chicks
- Poultry equipment
- Poultry feeds



Most remarkable change within 6 months

Internal Systems



5% increased revenue

Divided revenue streams into separate departments for better tracking and management of each revenue source, leading to an increased revenue by more than 5%.



Set up a formal recruitment and hiring process which includes an onboarding process for all new staff and searching talents on the online job portal “Brighter Monday”.



Our goal as KPF is to create sustainable employment for the youths, both within our organisation as well as with our partners, the poultry farmers. We aim to empower the youth with technical knowledge and soft skills that will help them increase their income. My advice to young agripreneurs is to go ahead and visualize what you want to achieve, and then not be afraid to fail. Growth is never linear, and the biggest mistake you can make is to fail and not try again.

- Hezron Opiyo, Director

KPF
CHICKEN

Employment



4 new staff

1 guard, **1** office assistant, and **2** casual workers hired, specifically handling chicks, bringing the enterprise's total number of workers (including casuals) to **44** from an initial **40** (women & men).



3

additional **young women** have been employed to handle slaughtered chicken, increasing the slaughterhouse team from **25** to **28** women.



3

additional **staff** (**2** animal health officers and **1** accountant) planned for hiring in the coming months as a result of business expansion to having a new agrovet section.

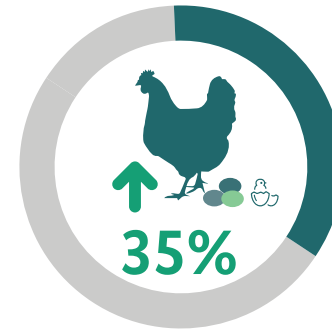
Income



5% revenue increase



They also **increased** their employees' **salaries** depending on their performance after conducting employee performance appraisal not done initially.



Increased production volumes by **35%** due to increased demand of their products (eggs, chicken meat, poultry feeds, and poultry equipment). The current order for **day old chicks** has **increased** by more than **40%**.

Structures



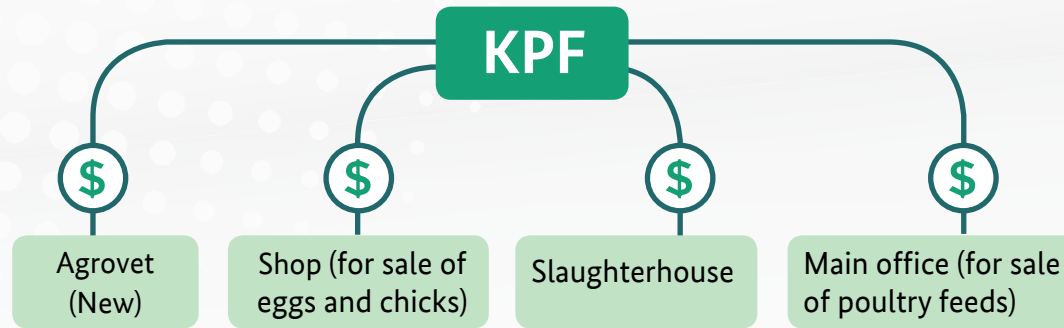
Set up a new agrovet as a different department and source of revenue stream. They signed new contracts with agro-input suppliers who sell to distributors.



New fridge purchased for storing vaccines. To market the agrovet, they administered the first vaccines for free.



Internal Systems



KPF has segmented its revenue streams into distinct departments, allowing for independent tracking and increased income.



KPF developed a formal recruitment and hiring process that includes an onboarding program for new staff, featuring training on sexual harassment prevention and organizational culture.



KPF has **collaborated** with other enterprises supported by the project through Afriscope such as Arianda Farm (ALV value chain), whom they sell organic fertilizers obtained from their small holder farmers, and Kuku Point (poultry value chain) who purchase feeds and chicks from KPF.



Step by step, we have improved our basic business infrastructure. We laid it all out and looked at every detail, for example our internal financial monitoring systems: Rather than calculating our revenue for KPF as a whole, we are now tracking the different departments separately. Knowing what every department spends and earns and putting good business controls in place will help us avoid losses in the future.

- Hezron Opiyo, Director



Daring to venture into new markets on the basis of a well-defined business plan



Poultry



Kuku Point Enterprises implements an end-to-end model in the poultry value chain. This means that the contracted farmers are supplied with the inputs they need for their poultry production, and the harvested products are then aggregated, processed and sold on their behalf by Kuku Point Enterprises. The woman-led business strives to improve farmers' access to better inputs and a reliable market.



- Kisumu



- Eggs
- Chicken meat
- Chicken equipment



Most remarkable change within 6 months

Income



Doubled the number of farmers supplying chickens.



50% increased revenue

Created new market linkages with food restaurants, pizza outlets and trolley vendors, resulting in increased revenue (by almost 50%).



I know from my own experience that it is not easy to succeed in the agri-food sector as a woman. Giving more than 30 women the opportunity to get engaged in a business and encouraging them to network and look for opportunities to grow has been an exciting journey. I hope I can be the same model entrepreneur for them as others have been for me.

- Regina Nduta, Founder

Employment



125% increase
increase in permanent
employment (from 4 to 9).



New business stream:
Street vending with **13 women** selling chicken.

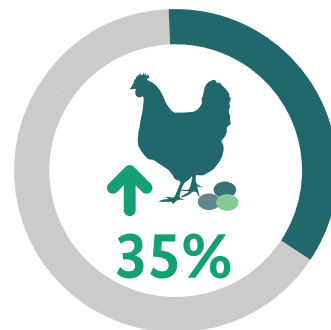


Demand in casual labour has more than doubled. Kuku Point now gives **more than 20 women** opportunities on needs basis.

Income



Increased number of farmer suppliers (supplying chicken) from a constant number of **20 to 23** farmers to **40 to 48** farmers.



Increased production volumes by around **35%**.



30-35% Revenue increase recorded by the enterprise.



50%

New market linkages have been created with fast food restaurants, pizza outlets and trolley vendors. This accounts to increase in new markets by **50%**.



Now working with the Ministry of Livestock to ensure sale of quality chicken meat. They are also looking forward to exporting their products (regional markets).



Developing an in-depth business plan has been a game-changer for us. It led us to the decision of opening a new branch in the neighboring county as well as entering new markets locally. Our revenue has gone up remarkably, based on a higher supply of chickens and increased production volumes of processed goods. Our goal is to expand our market to additional counties and eventually export our products internationally.

- Regina Nduta, Founder

Structures



2 new deep freezers

acquired to meet the demands of increased production and is eagerly anticipating the addition of a cold room to accommodate the growing volumes of chicken from farmers and market expansion.



1 meat mincer

acquired to offer poultry meat in various forms, including minced poultry meat sold to street vendors who make chicken samosas. This marks a new venture for the company.



Due to expansion in market and increased demand for poultry, the enterprise is in the process of **expanding their abattoir**.



A **new branch** was opened in Homa Bay County.

Internal Systems



Kuku Point revised its business plan to boost revenue and created a pitch deck. They are currently reviewing their existing HR and Finance policies and developing new ones where needed.



LUKF STALING ECO-FARM ENTERPRISE

When we come together great things happen

**Scaling the business
with an increased
productivity and
diversified products**



Groundnuts



Lukf Staling Eco-Farm Enterprise's core business is the provision of high-quality groundnut products, complemented by milling services and the sales of packaging materials. Through supply agreements, they work directly with young farmers using climate resilient farming models, thereby creating employment and ensuring their supply needs for groundnuts throughout the seasons at lower cost.



- Kisumu (Kondele, Koyango)



- Peanut butter
- Roasted nuts
- Raw groundnuts
- Milling services
- Packaging materials



Most remarkable change within 6 months

Income & Internal Systems



Created a new business plan that includes market expansion and better financial management.



55% increase in sales through entering a new market in two counties.



Start small and grow big: That's my advice for young agripreneurs. We're a youth-led agri-food venture that has transitioned from self-propriatorship to limited company. Step by step learning to improve our operations, monitoring our growth, and diversifying our products and markets has led to a remarkable change in our business.

- Lucas Fredrick Ogutu, Director



Employment



66% increase

of workforce from **3 to 5** full-time employees, all of whom are **youth**. Additionally, they are engaging **10 new casuals** on seasonal basis.



Transitioning from sourcing groundnuts from the market to **working directly with farmers through supply agreements**.

Income



50 bread depots

in Kisumu and Vihiga counties which Lukf Staling Eco-Farm supplies groundnut products to, indicating an **expanded market**. They initially only sold to walk-in customers.



55% increase

in sales recorded by the enterprise, which has contributed to **over 12% increase** in income.



We are geared to increase our productivity and sales further by partnering with TVETs to find skilled youth for our paid internships and permanent jobs. Looking at the product side, we have several ideas with a lot of potential, like introducing sachet packages to tap into the low-income market, engaging more outlet shops and expanding the value chain through adding baked products.

- Lucas Fredrick Ogutu, Director

Structures



1 new outlet

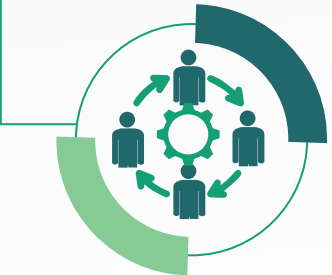
The organization expanded its operations by launching a **new branch** in Manyatta, Kisumu, in addition to its original production facility in Kondele, Kisumu.



With the help of a grant, the enterprise **invested in new machinery** to enhance its production process.



Internal Systems



Transitioned from **self-proprietorship** to a **limited company**.



They are working towards **Kenya Bureau of Standards (KEBS) certification** for their products.



New business plan created to expand their markets and increase income. Newly introduced **financial systems and policies** have improved financial management.



Connection to various partners e.g. two banks, Arianda Farms and Cereal Growers Association (CGA) network groups.



Gearing up for success
with better accounting
systems



Apiculture



The Wonder Bee produces and processes honey and honey products like soap, cream, beeswax, and honey wine. They aggregate honey from apiculture farmers, providing them with a ready market and thereby streamlining the highly fragmented apiculture value chain in their area. In addition, The Wonder Bee supports the farmers with technical services and extension support.



- Busia



- Honey
- Beekeeping value-added products such as soap, cream, wax and honey wine
- Apiculture technical services and extension support



Most remarkable change within 6 months

Internal Systems



Developed an accounting system and started closely managing the debts and credits and monitoring the overall performance, which helps in creating sustainable income.



Formed an advisory board with topical experts to support in key business decisions



With the business plan that we've developed, I'm convinced that we can grow The Wonder Bee to a medium-sized enterprise. We've got a brand that is known in the market, and both our customers and our suppliers trust us. More business with a higher market penetration will allow us to create more employment for youth.

- Wanyama Njoli, Director



Employment



The Wonder Bee was founded by two business partners. The team has since expanded with the addition of **three permanent** employees. Additionally, there are **ten casual employees** who work on a needs-basis.



Income

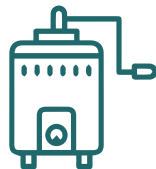


15% increase
in **production volumes**
at the enterprise.



10% increase
in **income**.

Structures



Additional honey production equipment acquired through entering partnerships.



Internal Systems



New **systems** created to improve business efficiency e.g. **new accounting systems** were implemented for **record and bookkeeping**.



An **advisory board** was established to provide expert opinion on key business decisions.



The **business plan review** is ongoing and will aid in market expansion.



Received support in **managing debts and credits** to increase business income.



We used to struggle with our record keeping and hadn't introduced proper accounting. I'm proud to say that this has changed. We're now checking and filing all expenses and incomes and it helps us keep track of our performance. Putting up strong internal controls has been instrumental for increasing our income.

- Wanyama Njoli



TrendyAgric

Leveraging on Technology

Ready to soar with a tripled workforce and adequate infrastructure



African Leafy Vegetables (ALVs)



Trendy Agriculture is a woman-led business that aggregates different varieties of African Leafy Vegetables (ALVs) from smallholder farmers. On demo farms, the suppliers are trained on regenerative agricultural practices and modern technologies in vegetable production, such as conical gardens. Besides market access and training, the farmers can acquire quality seeds and extension services through the company's outlets. The ALVs are sold to individual households and institutional clients.



- Kisumu
- Siaya



- Amaranthus (*Terere*)
- Spider Plant (*Sagaa*)
- Cowpea (*Kunde*)
- African Nightshade (*Managu*)



Most remarkable change within 6 months

Employment & Structures



Established contract farming to achieve a consistent supply of ALVs, which resulted in a doubled ALV production volume and consequently a 100% increase in sales and revenue.



Established a new and larger sales outlet and headquarters in Kisumu through debt financing.



It was eye-opening to learn what the benefits of proper planning and developing sound systems and structures are. From good record-keeping practices to designing impactful marketing campaigns for social media to promote our brand – we've looked at every corner of the business and consequently made some drastic changes that are already paying off.

- Tracy Oludhe, Director



Employment



250% increase
in the number of qualified
formal employees (**from
2 to 7**), including an
accountant.



4 interns
who get **stipends**
onboarded.



contract farming

established, with **3 farmers** for a
consistent supply of ALVs, moving
away from their initial informal
agreements with farmer suppliers.



It's been amazing to see our team grow so much, yet so organically, in such a short time. Especially giving young people a chance by taking them on as paid interns is a heartfelt desire of mine. I'm equally keen to help many more small-scale farmers set up ALV plots – because I'm convinced of the nutritional value of our green vegetables and because it is a great way for them to create an income.

- Tracy Oludhe, Director

Income



100%
Trendy Agriculture doubled
its ALV production volume,
resulting in a 100% increase
in sales and revenue.



4 more hotels
Supplied with ALVs,
up from the initial
1, bringing the total
number to **5**.



They offer **farm setup
services** to ALV farmers
in Kisumu, creating
an additional revenue
stream.

Structures



The acquisition of debt financing through a bank loan has resulted in significant infrastructural changes for Trendy Agriculture including the establishment of a new and larger sales outlet in Kisumu, which now serves as their headquarters.



Additionally, their geographical coverage has expanded from **two counties** to **four**, with the inclusion of **Vihiga** and **Kakamega**.

Internal Systems



Several noteworthy changes made, such as implementing **regulated working hours from 8:00 a.m. to 5:00 p.m.** with bonus payments for additional work.



Branding and record-keeping practices improved by hiring a dedicated accountant and are exploring options to enhance financing access through a business plan review.



Moreover, **efficient marketing systems** for social media and social events have been developed to promote their brand.





Making dreams come true with specialized expertise and down-to-earth administrative skills



Poultry



Victoria Eco-Farm sells quality day-old Kienyeji chicks to contract farmers, actively addressing the accessibility gap in the poultry market. As an alternative, they offer hatching services as well as brooding services to customers who prefer stable birds. Victoria Eco-Farm also provides extension services and has ornamental bird species in their product range.



- Kisumu
- Homa Bay
- Siaya
- Migori



- Chicks
- Kienyeji chicken feed
- Hatching services
- Brooding services
- Extension services
- Ornamental birds
- Apiculture



Most remarkable change within 6 months

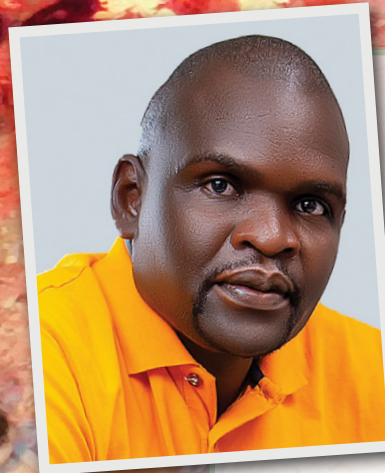
Internal Systems



Established an active advisory board to support with expertise and recruitment.



Increased the number of contracted suppliers by over 500 poultry farmers, also expanding in three additional counties.



We want to become the largest distributor of Kienyeji chicks in Western Kenya. This was more of a pipe dream until we started the business acceleration program. On the basis of our new business plan, a structured recruitment, an expansion into a very ready market, and last but not least with a strong advisory board at our side I know we can make it.

- Nicholas Omondi, Managing Director



Employment



Victoria Eco-Farm has successfully enhanced their **resource mobilization**, resulting in donor funding and expansion of their business coverage across four counties in Western Kenya.



100% increase

in their full-time staff (**from 8 to 16**) as a result of the funding. The new hires include county coordinators, an accountant, and a social media and marketing manager.



27 additional farmer groups

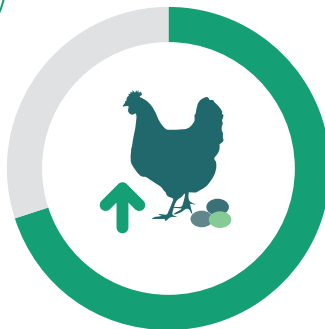
Moreover, they have increased the number of farmer groups they work with from **173 to 200**. Each group consists of around **30 farmers**. This results in market security for over **500 additional farmers**.

Going forward, they plan to further expand their services by working with **150 farmer groups** per county through a contract farming scheme and offering valuable services such as hatching, brooding, and extension services.

Income



Significant boost in sales of their products and services, including eggs, chicks, hatching services, brooding services, and extension services, following the hiring of a marketing team.



70% increase in **general production volumes** at the enterprise.



55% increase in **sales revenue**.



Structures



No infrastructural changes took place as this was not a priority at that business stage.

Internal Systems



Victoria Eco-Farm has updated their **business plan** and is working on a **strategic plan**.



An **advisory board** has been established to support the business, and has been involved in hiring new staff.



The business has developed **new internal policies**, including HR and financial manuals.



Expanding our business would not have been profitable without a keen eye on our financial management system. We now keep records on relevant production and sales aspects from hatch rate to market trends and hire just the right experts for growing our supply base and market share.

- Nicholas Omondi, Managing Director

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