



**Miller Center**  
for Social Entrepreneurship



**Santa Clara**  
**University**



# Training Implementation Guide



Avery James and Lauren Serfas

# EXECUTIVE SUMMARY

Eggpreneur seeks to scale to new markets by partnering with congregations of Catholic Sisters. To be successful, these Sisters need resources to learn Eggpreneur's impact and business models.

Between June and August 2019, we immersed ourselves with one congregation while it learned how to replicate Eggpreneur's system. We investigated the resources of the Catholic Sisters and the obstacles they faced in incorporating poultry farming into their congregation. We also interviewed 20 experienced poultry farmers who had gone through Eggpreneur's training and 25 Catholic Sisters to understand the assets, challenges, and lives of these two groups.

We found that Eggpreneur creates significant social impact in its community. To do this, it draws revenue from two sources: (1) the sale of chicks and (2) grants and donations. For a congregation to replicate Eggpreneur, it will also need to engage in business model innovation to create multiple revenue streams. To achieve the dual goals of social impact and financial sustainability, we recommend congregations adopt a dual-enterprise approach. This model has one arm that teaches local women to be poultry farmers and another arm that generates revenue through raising and selling its own chickens.

This guide is written for congregations seeking to replicate the Eggpreneur model, but it could be used by any group working with local women. This guide provides modularized lessons accompanied by a robust appendix of charts and templates that guide everyday poultry farming activities. If used fully, these materials will allow Catholic Sisters to start and run a poultry social enterprise that will create social impact and financially support their congregation.

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# Introduction



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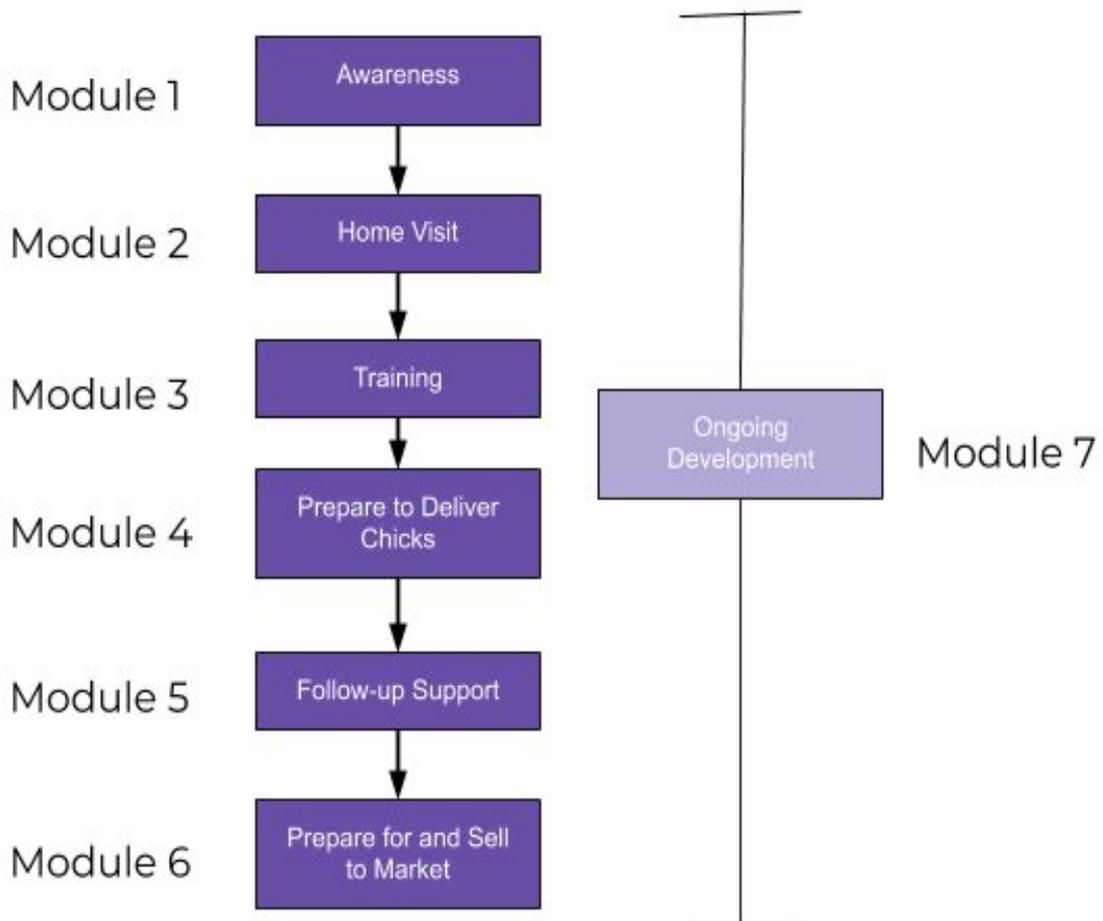


# Introduction

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## Purpose

The purpose of this manual is to guide teams of Catholic Sisters through the steps required to start and run a poultry social enterprise in their congregation and local community. This document is divided into seven modules, each of which describes a main step of the process. The appendices at the end of this manual contain reference materials, charts, and templates that the Sisters are encouraged to use continuously throughout their journey to become poultry farmers.



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# Introduction

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## Assumptions

We made several assumptions while creating this guide to make it applicable to a variety of congregations. Sisters must understand these assumptions and their implications before proceeding further. Below is a list of the assumptions we made, what they imply, and how they might affect the Sisters' use of this manual.

**1.** The Congregation is approved by ACWECA.

The most significant assumption we made is that the congregation is approved by the Association for Consecrated Women in East and Central Africa (ACWECA) before it begins the Eggpreneur initiative. Specifically, this approval means two things:

- a. The congregation's leadership has selected and authorized a team of Sisters to lead the Eggpreneur initiative for their congregation; and,
  - b. The congregation has proven its internal alignment by providing a strategic plan with proof of its financial capability to start and sustain a poultry social enterprise.
- 2.** Sisters think critically.
- 3.** The Congregation adopts a dual-enterprise approach.

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# Introduction

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## 1. Congregation is approved by ACWECA.

- a. By selecting and authorizing a team of Sisters, the congregational leadership expresses their commitment to investing time and money into their human resources. It also expresses that they trust those Sisters with the responsibility and authority to make decisions about the enterprise. The Eggpreneur initiative will advance efficiently if the congregation's leadership and team of Sisters share an understanding of each others' roles.
- b. Second, the congregation's proof of internal alignment suggests that the congregation's leadership and the team of Sisters have the same goals and vision for the enterprise. Along with recognizing the expected profit for the congregation and the social impact the initiative will have on the community, the congregation also needs to be aware of the costs and risks associated with starting a poultry enterprise. The bursar or financial team should be aligned with the congregational leadership so the budget is approved and funds made available in a reasonable amount of time—financial hold-ups slow down the progress of the congregation's enterprise, so the bursar must be prepared to respond rapidly to the team of Sisters' financial needs. To remain on track to reach the congregation's goals, we recommend the Sisters send the leadership a regular progress report with information on major enterprise decisions (e.g. purchasing chicks, running a training workshop, selling eggs to a new school) and current financial status (e.g. current profits or losses, progress towards savings goals).

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# Introduction

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## **2. Sisters think critically.**

The second assumption we made is that the team of Sisters will employ critical thinking skills to every step of this manual. We have left some steps intentionally vague to allow the Sisters to choose the best approach given the congregation's unique situation. The Sisters should review each module in full and then determine if modifications need to be made to fit the congregation.

## **3. Congregation moves towards a dual-enterprise approach.**

A dual-enterprise approach allows a congregation to have social impact and sustain itself financially. In this model there are two arms, each of which focus on one of these goals. One arm maximizes social impact by having Sisters reach out to the local community and teach them how to be poultry farmers. The other arm creates revenue for the congregation by having Sisters raise their own chicks and sell the meat and eggs back to their institutions. This approach is critical to ensuring the congregation makes profit while enhancing the existing social ministries of the congregation.

While this manual focuses on carrying out tasks necessary to help women become poultry farmers (the social impact arm), there should be an equal emphasis of the congregation to raise chickens for its own sale (the revenue-generating arm). While it is not explicitly stated in the rest of this manual, the congregation should also complete all the tasks assigned to the local women.

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# Module 1



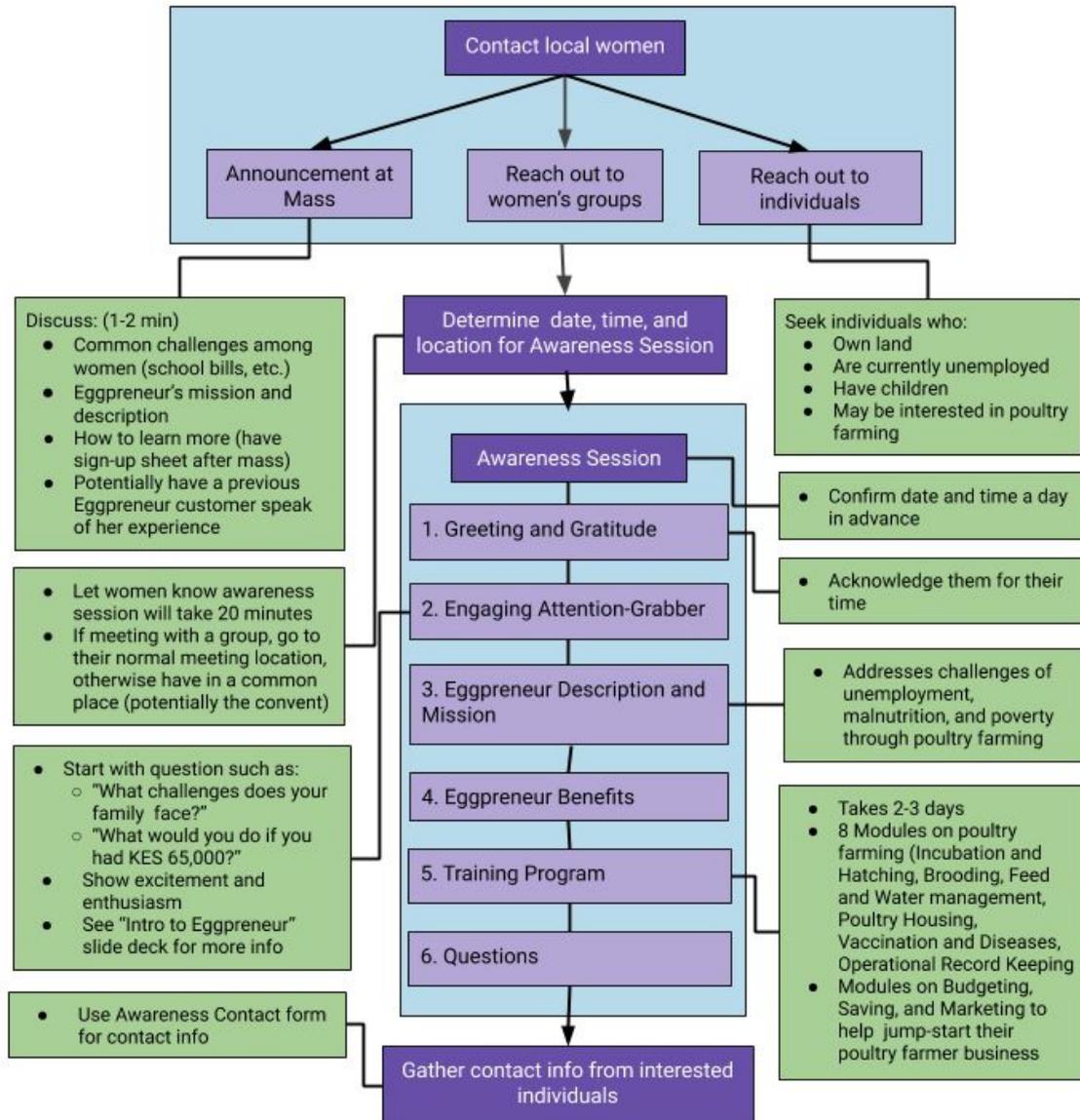
## Awareness

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# Awareness

The purpose of holding an awareness session is to recruit and gather the contact information of local women who are interested in Eggpreneur’s training program.



**Figure 1:** Awareness Session Flowchart

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# Awareness

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**Contact local women:** The first outreach to local women should include a brief description of Eggpreneur, common challenges among women, and how Eggpreneur addresses those challenges through poultry farming. The following list presents three ways to make initial connections with local women:

1. Make an announcement at Mass: Designate a Sister or former Eggpreneur customer to spend 1-2 minutes discussing challenges among women (poverty, malnutrition, and unemployment) and Eggpreneur's solution (teaching women to be poultry farmers). Invite interested women to learn more about the training program after Mass. Be sure the designated Sister collects contact information from interested women.
2. Reach out to individuals: If there is an individual that the team believes would be a good fit for the training program, a Sister should reach out to her directly and ask if she is interested. Women who would be a good fit might own land, be unemployed, have children in schools supported by the congregation, have poultry farming experience, and/or express interest in learning about poultry farming.
3. Reach out to local women's groups: It is likely that community members belong to women's groups. Sisters can connect with one of these women and request to attend a group meeting to give an awareness session about Eggpreneur's training program.

**Find date, time, and location:** The awareness session will take about 20-30 minutes. Sisters should designate a day, time, and location to hold the session according to the availability of the women interested in attending. If the awareness session is for an entire women's group, the Sisters should hold the session at the group's regular meeting place and time. Otherwise, it is recommended that awareness sessions be held in the congregation's compound or in a common public location.

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# Awareness

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## **Awareness session steps:**

While the first contact with women is to provide a brief overview of Eggpreneur, the awareness session itself provides a more comprehensive explanation of Eggpreneur's training and follow-up support. Use the Introduction to Eggpreneur slides to supplement the awareness session if desired.

1. Greetings and gratitude: Sisters should begin by introducing themselves and thanking the women for taking the time to attend an awareness session. This creates a good first impression.
2. Engaging attention-grabber: The Sister leading the awareness session should capture the attention of the women by asking them a question. This question should either elicit a positive or negative emotional response. Some examples may include: "What would you do if you had KES 65,000?" , "What would you do if I told you you could start a business from your own backyard?", or "What are some challenges that you and your family face?" Engaging the women with questions like these makes them more interested in what the session is about, and therefore more likely to listen closely for the rest of the session.
3. Eggpreneur's mission: After hearing from the women, the Sister should discuss how Eggpreneur is a solution to the problems raised during the attention-grabbing phase, and how it has the opportunity to make the exciting statements a reality. Discuss what Eggpreneur does, the training and support it provides, and its mission.

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# Awareness

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4. Benefits of Eggpreneur: Discuss Eggpreneur's benefits using true stories of women who had previously gone through Eggpreneur's training. Testimonies are persuasive and will encourage more women to try the program.
5. Discussion of training program: Explain the phases of training to the women (attend a series of workshops, order and raise chicks, sell poultry product to congregation's market, expand business, etc.). Focus on the aspects that make Eggpreneur unique, like its improved breed of KARI chicken and the opportunity to sell to a formal market.
6. Response to questions: The last five minutes of the awareness session should be reserved for answering questions from the women. Be prepared to answer questions regarding the costs associated with training and poultry farming, and how women can get started.

**Gather contact information:** At the end of the awareness session, Sisters should record the contact information of women interested in participating in the training program. Use the Awareness Contact Form found in Appendix A on page 51 or a notebook dedicated for recording contact information.

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# Module 2

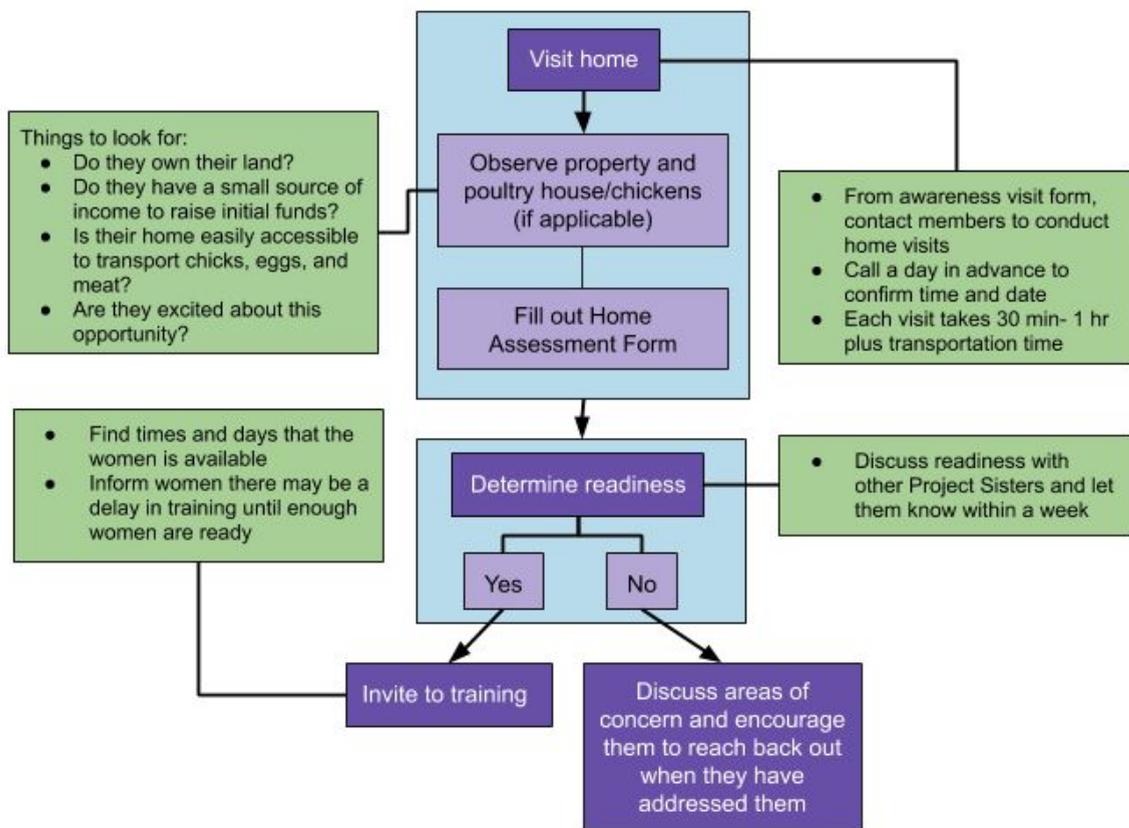


## Home Visit

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# Home Visit

Home visits are the second stage of the congregation's Eggpreneur initiative. The purpose of conducting a home visit is to assess the readiness of women and select candidates to participate in the training program. These visits will also allow the team of Sisters to better anticipate the local women's needs and goals as they participate in the training program.



**Figure 2:** Home Visit Flowchart

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# Home Visit

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**Visit home:** Preferably a week within the awareness session, call the women using Awareness Contact Form (Appendix A, page 51) and determine a 30-minute to one-hour timeframe when you can visit their home. Remind the women one day before your planned visit to ensure they are still available.

**Observe property and poultry house and/or chickens (if applicable):** Using Eggpreneur's Home Assessment Form (Appendix B, page 52) ask questions regarding the accessibility of her home, the ownership of the land, her poultry farming experience, and how Eggpreneur's training could help her and her family. If she already has an existing poultry structure or chickens, be sure to include notes on that in the "General Comments or Observations" section of the form.

**Determine readiness:** The team of Sisters will decide which women are ready to participate in the training program after visiting the homes of all interested women. To make this decision, consider the results of the Home Assessment Form.

Women who are ready will likely have many of the following:

- Ownership of their land or the ability to build a poultry structure
- Reliable access to clean water
- Experience poultry farming
- Motivation to learn and improve poultry farming practices
- Family, friends, and/or neighbors who are willing and able to help with her poultry enterprise
- Commitment to attending training workshops and fulfilling responsibilities required by participating in the Eggpreneur initiative (i.e. supplying poultry product to the congregation's institutions)

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## Home Visit

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Women who are NOT ready will likely lack many of the following:

- Willingness and ability to save money for initial poultry farming expenses
- Ability to keep poultry and/or build on her land
- Time required to care for chickens

**Invite to training:** After deciding which women are ready, invite them to attend a training workshop. Record times and dates when they may be available, but inform them that training workshops will only be held once enough women have been selected. The next section of this manual will describe the process for setting up and holding a training workshop.

Encourage the women who are not ready to start saving money and making improvements as they can, so that they will be able to participate once they are more prepared.

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