



# ssnup

Smallholder Sustainability  
Upscaling Programme

## ENHANCING GOVERNANCE AND SUCCESSION PLANNING FOR FAMILY-OWNED AGRI-SMES IN EAST AFRICA



Africa



Latin America



Asia



Financial services delivery



Capacity building for end  
beneficiaries



Market access and  
product development



Management systems  
improvement

### CONTEXT

Micro, small and medium enterprises (MSMEs) remain central catalysts in generating employment and economic growth in Kenya. According to FSD Kenya, MSMEs contribute towards 40% of annual GDP and employ around 30% of the working population. Currently in Kenya, the majority of MSMEs are owned by family members who are directly involved in day-to-day business operations. Despite their recognised contribution, they continue to face important challenges, including unstructured and uninformed decision making, recruiting personnel from within the family irrespective of the required competences, and key person risk exposure.

### CURRENT STATUS OF THE BENEFICIARY ORGANISATION

The 20 family-owned agri-SMEs are primarily engaged in agriculture, which serves as the main source of income for the smallholder producers they work with. 13 out of the 20 agri-SMEs are women-led businesses and are clients of the Kenyan Women Microfinance Bank (KWFT) which has the largest network in Kenya with 229 branches providing deep penetration into rural and urban areas. The remaining 7 agri-SMEs are existing Oikocredit partners.

### OBJECTIVE OF THE PROJECT

The objective of this project is enrolling 20 family-owned agri-SMEs in the Family Business Executive programme executed by the Strathmore University Business School (SBS) in Nairobi. The programme consists of a five-day course at Strathmore University, followed by a six-month coaching programme per family with monthly on-site coaching sessions.

The expected results of the project are:

- Enrol 20 family-owned agri-SMEs in the Strathmore Family Business Executive Programme (of which over 70% of the SMEs are female headed businesses).
- Conduct 6 on-site coaching sessions per family.
- Draft 20 baseline reports and 20 endline reports for the 20 family-owned agri-SMEs.

### IMPACT INVESTOR



### BENEFICIARY ORGANISATION

20 family-owned agri-SMEs (SMEs) – Kenya, working with 140,000 smallholder farmers

### AGRICULTURAL VALUE CHAIN

Cattle, dairy, maize, coffee, herbs, vegetables, nuts and tea

### STARTING DATE

February 2024

### DURATION

13 months

### TOTAL TA BUDGET

€ 131,256  
Including € 29,627 (23%)  
contribution from SSNUP



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