

Rural Transport Services Project for Kenya

KENDAT



End of Year II Workshop Proceedings

**End of Year II Experience Exchange and Planning Workshop Held at
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List of Abbreviations

NRIL	Natural Resources International Limited
CPHP	Crop Post-Harvest Programme
RTS	Rural Transport Services
IMT	Intermediate Means of Transport
GOK	Government of Kenya
KENDAT	Kenya Network for Draught Animal technology
IFRTD	International Forum for Rural Transport and Development
ILO	International Labour Organization
ASIST	Advisory Support Information Services and Training
ITDG	Intermediate Technology Development Group
NFG	National Forum Group
EU	European Union
NGOs	Non-Governmental Organizations
CA	Conservation Agriculture
MOU	Memorandum of Understanding
NEMA	National Environmental Management Authority
NIB	National Irrigation Board
KARI	Kenya Agricultural Research Institute
SMEs	Small and Micro-Enterprises
PIN	Personal Identification Number
MTMO	Mwea Transport and Marketing Organization
BIAMF	Busia Integrated Agricultural and Marketing Forum
LAMP	Lari Agricultural and Marketing Programme
COBTRAD	Community Based Trainers and Development Consultants
CCS	Christian Community Services
CDTF	Community Development Trust Fund
LST	Labour Saving Technology
MRL	Minimum Residue Level
PRSP	Poverty Reduction Strategy Paper
AIDS	Acquired Immune Deficiency Syndrome
HIV	Human Immunodeficiency Virus
KEPHIS	Kenya Plant Health Inspectorate Service
KPLC	Kenya Power and Lighting Company
HCDA	Horticultural Crop Development Authority
HDC	Horticulture Development Center
KCTI	Kenya Conservation Tillage Initiative
PIM	Partnerships Innovation Model
EIP	Employment Intensive Investment Programme
MOV	Means of Verification
OVI	Objectively Verifiable Indicators
LATF	Local Authority Transfer Fund
RMFLF	Road Maintenance Fuel Levy Fund
KACE	Kenya Agricultural Commodity Exchange
FPEAK	Fresh Produce Exporters Association of Kenya
KFC	Kenya Flower Council
AHA	Animal Health Assistant
RMI	Roads Maintenance Initiative
MRP	Minor Roads Programme
RARP	Rural Access Roads Programme

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PRESENTATIONS

Project Background and Objectives of the Workshop

By

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Project Team leader, Executive Co-ordinator, KENDAT

Introduction

The Kenya Network for Draft Animal Technology (KENDAT) Consortium is implementing a Crop Post-Harvest Programme (CPHP) that is funded by Natural Resources International Ltd (NRIL). The project covers 4 areas; Nambale (Busia), Mwea (Kirinyaga), Lari (Kiambu) and Kalama (Machakos).

The overall **aim** of this action-research project is to help form and exemplify good-practice rural transport means and coalitions in innovation systems that help improve farm practices, add value and market for sustained food security. The **objective** is to empower communities in the existing agricultural and horticultural farming systems, by helping them have self-emancipating, practical ways and informed voices in developing productive and dynamic means of *linking farmers to markets*. The **approach** is one of establishing community stakeholder parliaments at which partnerships can be nurtured and strengthened to build common strategies in solving problems as well as taking on new challenges. At the parliaments, community approved activities are planned for and undertaken while considering individual as well as group benefits. In the long-run a participatory development plan with clear interventions arises.

The **goal** is one of strategic, input-efficient, and vibrant agricultural and horticultural development systems where communities are informed and active members.

Interventions so far have included:

- Common interest group formation and dynamics training including security of organization registration.
- Contacts with the range of stakeholders and defining roles and possible support in interventions.
- Meetings to define shortcomings in the existing farming, transport and marketing structures; issues of farmer exploitation and why.
- Setting action plans and means of building synergies with coalition and other collaborators' projects.
- Improved farming systems, introduction to new horticultural crops, donkey powered ridging and conservation agriculture exposure for input-saving approaches.
- Trying out various intermediate means of transport (hand carts, donkeys, rickshaws, motorbike trailer etc.)
- Participation in spot improvement of roads and infrastructure discussions towards creating intermediate means of transport (IMT) inclusive, transport arrangements.
- Publicity building interventions for more secure road users and transport regulation.

The **objectives of the workshop** were to:

1. Exchange action-research experiences from various project localities, including partnership establishment efforts for dynamic innovation systems.
2. Plan the implementation and evaluation processes of established strategic plans while building synergies and support structures with public and private sector development supporters.

Communities are Taking Charge

Interaction with communities has shown us that these communities are extremely hard working, but are relatively un-progressive economically. They need to sit and wonder why? This process of self-evaluation for the communities needs to be assisted. One such assistance is in the formation of partnerships that help eradicate poverty and bring sustained development. The realisation that one cannot succeed in isolation needs to be emphasised. Strengths of relevant partnerships are the ingredient needed to push the communities forward.

Problems experienced at individual and community level are many and varied. These problems range from transport (modes, infrastructure, organisation e.t.c.), health, education, water to agricultural production and marketing. However, for the sake of providing practical examples, the communities have unanimously decided to **focus** on agricultural productivity and marketing in addition to transport (community involvement in infrastructure improvement, more efficient IMTs). Problems experienced in production include lack of labour to perform farm operations (Busia), and even in cases where labour is not a problem the condition of the arable land is poor either due to over use – land degradation (in the case of Mwea and Lari) or poor agro ecological conditions (Kalama). The realisation that there is need for sustained production in order to have stable markets has led to KENDAT training the communities in better farming methods namely Conservation Agriculture (CA).

New partnerships have been forged which will back up these and other operations to ensure farmers in the communities we work in remain in business come year 2005 when stringent EU measures will be implemented in the horticultural industry. Some of these partnerships include; horticultural produce exporting companies (East African Growers Ltd, Sun ripe) who will train the farmers in production for export markets in addition to linking them with these markets, give them contracts and provide inputs. Another important partner is the Horticultural Crop Development Authority (HCDA), the regulatory body for the horticulture industry in the country. HCDA controls a chain of “state of the art” horticultural produce handling centres in the main growing areas and a fleet of 54 insulated trucks to ferry produce from growers to the Nairobi Horticultural Centre with a capacity to handle 100 tons a day for distribution to exporters and the local markets. The Horticulture Development Center HDC, a USAID funded program is helping in training horticulture farmers and providing them with new high value produce in addition to linking them with markets. MOUs have been signed with some of these organisations and clear roles have been spelt out.

Meanwhile parliamentarians are organising meetings to sensitise other farmers against exploitation by middlemen. A voice is needed against exploitation and this voice is strongest if championed by the exploited (farmers).

The Coalition

Original partners continue to play increasingly vital roles as each partner's role becomes indispensable and clearer.

Community parliaments are playing the lead role in the implementation process. It is they who are telling the lead organisation (KENDAT) exactly what can make a difference in their communities. These community parliaments play vital roles in mobilising their communities when it comes to activities such as spots improvements and sensitisation against exploitative cartels in marketing. Community parliaments develop entry support, local testing and business / dissemination support.

Government of Kenya (GOK), Ministries concerned with Agriculture, Transport & Public Works, Planning, Trade and Industry, Environment and Water Resources have joined the initiative with the purpose to further the Government's development agenda. The various government Ministries and departments play development and policy support roles.

Intermediate Technology Development Group (ITDG) and International Forum for Rural Transport and Development (IFRTD) are international NGOs with vast experiences in design and placement of IMTs in addition to other rural development issues. They are sharing their experiences on these issues.

Private sector & other companies including East Africa Growers, HDC, Sunripe, K-Rep etc are also members of the coalition. They provide business opportunities and support the community through training.

ILO/ASIST offers technical advice and training for labour-based methods in infrastructure development. This is a development link that has been lacking in the rural areas for a long time.

International Forum for Rural Transport and Development IFRTD and National Forum Group (NFG) provide policy influence and play a key role in national, regional and international information dissemination and experience sharing.

Kenya Network for Draft Animal Technology (KENDAT) is playing the project lead role with intense day-to-day contacts with the project areas. Lead role within own development agenda, group dynamics training, IMT engineering/supply, networking and other community support.

Action Research (Away from academic research)

The first year of the RTS project derived status and prospects information, about rural and peri-urban transport. Perspectives captured from household surveys, operator opinions, industrial and institutional supporters, policy and other sector collaborators helped establish the ground for Year II action-research interventions. The second year has concentrated on action research, gathering more end-user support and opinions on practical interventions. The actions center around community approved intervention solutions and their active participation in the implementation process.

This research has proved very efficient because the communities now feel and identify with the whole process unlike the first phase where the communities resisted the move to have information gathered and recorded on paper. Information that proved difficult to get then is now freely offered.

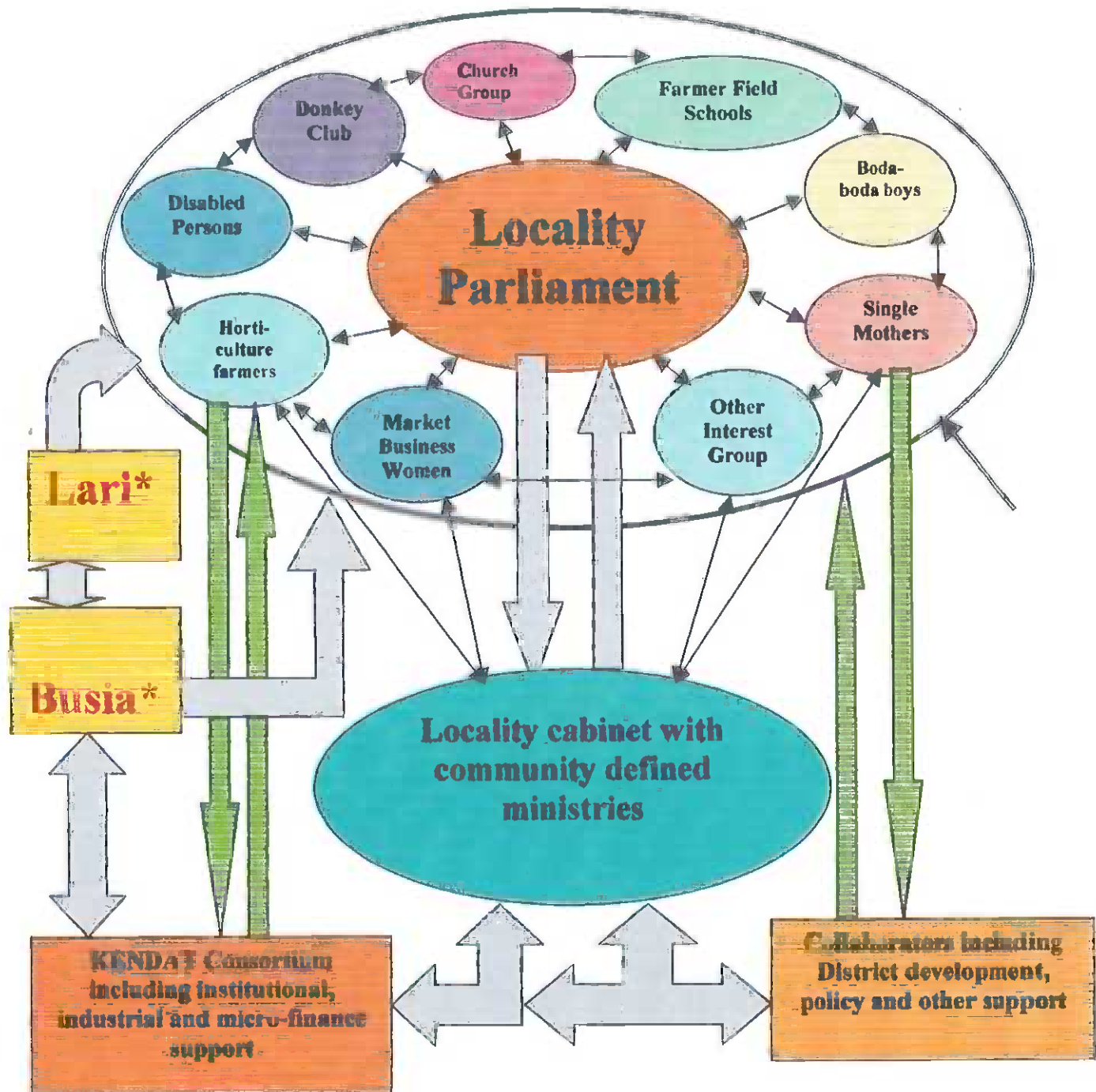
Action-research is helping in advancing entrepreneurial creativity whereby various segments are getting trained in their specific roles. Examples include training in labour – based infrastructure improvement, participatory monitoring and impact assessment, running own micro finances, horticultural production and fabrication among others.

The Partnerships Innovation Model (PIM) involves forging partnerships with various individuals and organisations each with different ways of operating and thinking, facing varied challenges and opportunities. This in itself is a challenging approach where all the partners despite their differences have to learn to work together (see Figure 1).

In all this however, there is much institutional learning. Some of the issues that arise in such a coalition include;

- •GOK and other “bigger” partners move slower (bureaucracy)
- •“Smaller” partners are suspicious (time input)
- •Private sector talks business language
- •3 year project life is not enough (inertia)
- •Good intentions of government are still “up there”!

Figure 1: Partnerships Innovation Model (PIM) for the RTS Project for Kenya



Along the there are many challenges despite of which the project has made several achievements, which have partly been realized due to the synergies with other projects. All these can be summarized as follows;

Achievements

- Community understanding of group formation
- Sectoral, institutional, leadership and community dialogue.
- Practical examples and private sector support.
- Policy transformation towards IMT and rural transport services mainstreaming (NFG led).
- Group empowerment.

Synergies with other projects

- “Mtunze Punda Akutunze” radio programme
- KENDAT/KCTI Conservation Agriculture Programme
- Civil Society Challenge Fund (IFRTD: PRSPs poverty and transport links)
- Transport for Maasai women (Kajiado -EU, ITDG Project) & Slum upgrading project
- HIV/AIDS and GOK transport sector innovations

Challenges

- Weak national transport and marketing structures
- Few value-adding post-harvest operations
- Developing working structures in otherwise “amorphous” community social (capital) systems.
- Fighting mindsets where modernity, short-term material wealth and money, not ideas is seen as the measure of achievement and success.
- Gathering adequate action-loaded political support (backed by resources)
- Generating adequate GOK (mainstream) support in a system without adequate strategic plans for grass root interventions (e.g. no policy for cycle trailer)
- Community expectations and the establishment of longer term partnerships

Plans for Horticultural Development and Advancement

By
Ms Mwai
Department of Horticulture

Horticulture is one of the most vibrant industries in the economy. The evidence for this is the incredible growth rate in the past 20 years. There has been a 70% increase in the business since 1995 alone. Horticulture is a highly dynamic industry. It is highly consumer driven and product and service demanded changes with changing consumer taste. This determines actual produce demanded, the way it is packaged and how it is presented to final consumer.

The industry deals with food products, some of which are consumed fresh, uncooked, virtually unprocessed except for handling during packaging and transport. It is imperative therefore, to ensure the highest levels of hygiene are maintained throughout production and marketing process. This has led to an industry governed by increasingly strict market requirements in terms of quality and safety of the produce.

These requirements are statutory, as in the case of maximum residue level requirements; they are also regulatory, and in the recent past, increasingly commercial or consumer requirements. Producers have to have auditable measures in place that show their commitment to conducting ethical business, that their enterprises do not have negative impacts on environment, and that they are socially accountable in terms of worker welfare.

Despite the leading role of horticulture, a lot of roadblocks lie ahead, especially for the small-scale producers, and unless they are able to overcome them, they will not only be unable to realize the potential, they shall be out of business come January 2005, only 10 months away. One of the roadblocks, and a major one at that, is **traceability**. The European Union, which imports 80 per cent of our fruits and vegetables, five years ago set a standard, No.178/2000, which requires all fruits and vegetables entering the union to have **traceability** with effect from January 1, 2005. What this means is that the vegetables or fruits in supermarkets and groceries should be able to be traced back to the person who grew them and exported them as well.

The grower must be in a position to produce records of how the crop was grown – straight from how the land was prepared, to soil and water quality, the chemicals used and at what intervals, harvesting and post-harvest handling, packaging, transportation and the sanitary aspects of the farm such as clean running water and toilets. The end product must meet the allowed Maximum Residue Levels (MRLS) or Zero Limit of Detection.

At the moment, only about 40% of the vegetables – grown by the more established farmers and exporters, meet these requirements, 60% of the volume exported grown by small-scale farmers commonly known as “outgrowers” is far from meeting the requirements four years down the line, and there is no indication that even 80% of these will be ready come January 2005. Kenya’s main exports to the European Union are avocados (12-15,000 tons p.a.) and passion fruits (700-900 tons p.a.) of the avocados, only about 20 percent (mainly grown by Kakuzi) meet the requirements. The rest are produced by small-scale growers. So are most passion fruits. Unfortunately, no small-scale grower product will enter the EU

unless urgent measures are taken in the next few months and try and establish a system of traceability. The task is mammoth bearing in mind that we have only 10 months to go.

If no solution is found, it is obvious that the country will lose 60% of the foreign earned from the sale of vegetables (approximately Ksh 45 billion) and 90% of the proceeds from fruit (approximately Ksh 2 billion). This will be a total of Ksh. 6.5 billion which is nearly 40% of the total annual value of our horticultural (vegetables, fruits and flowers) exports. The effect to the small-scale growers and exporters will certainly be devastating in terms of loss of jobs, not forgetting the social effects of such an eventuality.

It is not too late to put together mechanisms necessary to bring up most of the small-scale growers/exporters to the required EU standards. The main growers and exporters have put their houses in order and, in fact, are going to great depths and expense to bring up their contracted small-scale farmers to the required standards. The problem remains with the small-scale farmers of vegetables and fruits who depend on brokers to market their produce. These are the majority.

A private sector-oriented commercial organization needs to be urgently set up to take up the management and organization of the small-scale growers into groups that can be centrally organized in the production and marketing of their produce. This way, a production and marketing chain that meets the requirements will be established, and hence traceability can be possible.

The foregoing means that quality horticultural produce is expensive to produce. The produce is also highly perishable. The produce is also marketed fresh thus easily wounded and damaged. The produce is bulky, and with present packaging and transport procedures, generates a lot of garbage. It is estimated that post harvest losses of produce to date stand as high as 40%. This loss mainly occurs due to improper harvest procedures and post harvest handling. It is imperative that such high value produce is transported in such a way as to minimize losses as much as possible. A cold chain needs to be maintained from source to consumer. The transport procedure should ensure maintained produce quality and safety.

Three major levels of transportation needs are identified;

- From farm to collection centres
- From collection centres to pack houses or markets
- From wholesale/retail markets to consumers

The modes of transport as well as packaging materials and standards are of great concern to the Ministry of Agriculture. We would like to see increased development, fabrication and actual use, of user friendly, industry compliant modes of transport for horticultural produce.

Coalitions Necessary for Horticulture Development in Kenya

By

Mr. S. P. GACHANJA
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Introduction

The world is changing faster than ever before. Due to technological advances deregulation and liberalization, there is increased competition. To staying ahead of the competition forces, companies need to improve their products and services delivery faster and to constantly innovate and upgrade their systems. In this process, organizations are tending to concentrate more on their core business, and looking for strategic alliances and partners that they can use to deliver other services or enhance them by playing a complementary role. Today, strategic alliances are an imminent need that determines the success of organizations.

The success in horticultural sub-sector has been attributed mostly to the private sector enormous contribution in the production and marketing process. These partnerships must be enhanced and must incorporate both the private and public sector. Outlined below are among the areas where these linkages can be enhanced:

1. Extension Services

The Partners for extension services include Ministry of Agriculture, NGO's e.g. CARE Kenya, PLAN International, World Vision, National Environment Management Authority (NEMA).

The Ministry of agriculture has a wide network of extension workers up to location level that can be useful in reaching communities at the grassroots. This collaboration, with well-equipped staff, can go a long way in:

- i) Enhancing monitoring and evaluation of performance of new introductions in the extension system. Information dissemination will become faster and more efficient.
- ii) Ensuring product traceability – a EU market regulation that Kenya must comply with by the end of 2004.
- iii) Organization and management of small producer groups that are registered and can be audited in order to ascribe to a quality system as required by the market.
- iv) Dissemination of the necessary information to farmers on sustainable production technologies in relation to the environment, chemical residues and water resources management.

2. Marketing services

Partners in the marketing services include, marketing organizations and farmers' associations e.g. FPEAK, Kenya Horticultural Farmers Association, Kenya Horticultural Producers Association, Kenya Flower Council (KFC), Horticultural Crops Development Authority (HCDA) etc. Their role would be to;

- i) Enhance final product quality for both domestic and export market.

- ii) Create awareness of the quality parameters in terms of product quality, packaging, transportation and storage.
- iii) Offer a market link to producer by liaising with reliable buyers.
- iv) Undertaking marketing research in order to keep up with the ever changing market requirements and disseminating this information.

3. Research and Development

Partners in research and development include KARI, Universities and Colleges. Research is critical in improving production and post harvest handling technologies. However, research is an expensive exercise, which has mostly been funded from the public sector institutions like KARI, Universities and International Organizations. Through close interaction with farmers, extension can help in prioritization of research area as per the need. This involves research of new technologies in production with regard to seed testing, propagation, improvement of cultivators, and performance trials for new introduced varieties.

4. Infrastructure Improvement and Development

The partners are Local Authorities, Ministry of Public Works, NGOs e.g. Kenya Consumer Organization, Telkom Kenya, KAA, KenGen, KPLC etc. Their participation would cover;

- i) Improvement of rural access roads to enable producers to access the market when the produce is still fresh.
- ii) Improvement of telecommunication by Telkom Kenya
- iii) Enhance generation and supply of electricity by KenGen and KPLC.
- iv) Improvement of local markets, in order to enhance consumer awareness on food safety and provide the consumer with quality produce.

5. Inspection Services

Partners in the inspection services include KEPHIS, Customs, Kenya Consumer Organization, HCDA etc. Strict imposition of quarantine measures at points of entry and exit to ensure that only clean and quality material is imported and exported respectively, would serve to protect our local industry from infected material and also to protect our markets overseas from substandard quality.

Now more than ever the time is ripe and it is important to protect and inform the domestic market on food safety issues related to chemical residues, packaging and all aspects of post harvest handling that affect food quality in order to improve quality of produce in the local markets.

6. Finance

Partners in finance include Micro-finance institutions, Banks, NGOs etc. These would facilitate access to affordable credit for SMEs to finance production and marketing operations.

7. Input Sourcing

Partnerships between Associations and GOK institutions would make inputs affordable and readily available.

8. Human Resource Development

Colleges and universities are crucial partners in human resource development. Through the institutions of higher learning, there would be curriculum development in order to have a well equipped manpower to service the horticulture sector adequately.

Results of the Partnerships

In summary the partnerships would result in;

- Expanded opportunities for sustainable production and income diversification.
- Policy, regulatory and legal reforms to support sector development.
- Increased productivity.

The Niche for Rural Transport in Kenya's Development Plans

By

Prof. Gerrison Ikiara

Permanent Secretary, Ministry of Transport

Issues of transport and agriculture are very pertinent to the growth of the Kenyan economy. All forms of transport should be looked into and enhanced to assist in development locally, regionally and internationally. Poor transport system has a negative effect on development since such a system isolates and therefore cuts them off from development. In the Kenyan situation, change is already being experienced in the public transport sector. The government heard the cries of Kenyans and streamlined the *matatu* industry and is carrying it to the logical conclusion. In the pipeline, is a one-year programme to educate commuters, drivers and policemen on proper road use and the rights and responsibilities of each actor. The system is also being computerised to enable the relevant authorities keep records and easily keep track of what is happening in the sector. Such records will enable the police impound licenses of drivers after a certain number of involvement in accidents or misconduct. Drivers and touts will have PIN numbers. This way, they will pay taxes and this is a responsibility by the said persons to be able to plough in back into infrastructure development. All these efforts aim at a formal transport system. This is in line with putting in place an integrated transport policy in Kenya. All stakeholders are making their views known and these views are being incorporated into the policy.

Regionally, plans are at an advanced stage to have the three countries coordinate the railway system. Ways of linking railway, road and water transport are also being sought to improve mobility and communication.

The recent signing of the East African protocol will go a long way in not only strengthening the relationship between the three countries but more importantly open up new markets for agricultural produce and trade. With all the procedures complete businessmen can now reach ninety million consumers. Small-scale farmers of horticultural produce should organize themselves and be able to exploit this huge potential. Differences between the three countries need to be considered and taken advantage of to minimize the costs of production and optimize profits. Small-scale horticulture farmers in Kenya will benefit greatly from such an arrangement since there is a big potential for horticulture in the country. In addition to being players in the East African market, the farmers need to enter into the global market and be actors and not the audience in this dynamic industry. To be able to get a share of the global markets farmers must see the positive side of globalization. The most important yet unexploited avenue in regard to horticulture is the potential of the local market. There exists a huge domestic market for fruits and vegetables. This has been enhanced by a recent trend by Kenyans, especially in towns, incorporating fruits in their meals or just having fruits. A common scenario in major towns is the tendency to eat fruits over lunch hour. This in turn creates a market for the fruits, which needs to be exploited.

Various organizations especially the NGOs need to work with the communities to enable them get a feel of the real issues affecting the marginalized. The aim of such organizations should be to empower the communities take charge of their own development. People need to be able to solve their own problems with minimum help from external actors. If

communities/individuals identify their priorities, the government is ready and willing to assist where necessary. The government has full confidence in its people and is asking the same from the citizens. People are now free to do and ask for what they want (provided it is within the law), no political barriers exist and it is the government's aim to let the people take charge of their own development. One major way the government is empowering citizens is by ensuring increased literacy levels

The government is keen on literacy. Plans are under way to lower the price of paper through zero rating. The value of education is simply being able to live a life. Education gives power to act in all circumstances. It enables actors in any situation acquire information for survival. With information small-scale farmers can become exporters. All that is required is to be able to access and interpret market information and the rest follows. This is a situation to enable farmers have a voice and minimize exploitation.

Challenges

Over-dependence on government to deliver development is one major challenge Kenya as a country is facing. Instead of relying entirely on the government, all sectors should take responsibility and be in charge of their own development, which will in turn translate into the development of the whole nation. The government is there to play a facilitative role towards enhancing the general welfare and development of its people. Small deeds and innovativeness by individuals or group/s of individuals go a long way towards achieving this. A good example that shows innovativeness and initiatives to make a difference in the streets of Nairobi is the "*Adopt a Light Initiative*"- (advertisers install and maintain a street light which they then advertise their products or service at no fee). This has gone a long way to light the streets in the city and by extension improving security.

Politicking has negatively affected development in the country. People are spending time and resources politicking. This has removed the focus on development and turned to conflicts.

Finally, there is need for self-assessment to find out what has been and not been done. This exercise of self-evaluation will help in correcting misdeeds and focusing on strengths to enable development take place.

Community Achievements and Lessons Learnt

By

Community Parliaments

- 1 *Busia Integrated Agricultural and Marketing Forum (BIAMF)*
- 2 *Kalama Donkey Programme.*

1. Busia Integrated Agricultural and Marketing Forum (BIAMF)

Organization Background

Busia Integrated Agricultural and Marketing Forum (BIAMF) is a community-based organization that is non-political and non-profit making. It was formed on 18th July, 2003 through the amalgamation of different groups, such as *boda boda* operators, farmers, fabricators and bicycle repairers through the intervention of KENDAT. It is registered under the Ministry of Social Services and Sports as a community-Based organization in Kenya.

Organization Structure

The organization is made up of constituent groups that have come together, forming the BIAMF Parliament. BIAMF has an executive committee, which is headed by a Chairperson. Other members of the committee are the secretary, the treasurer and the organizing secretary. The General Management Committee (Cabinet) is elected from among the members of the constituent groups and comprises of the executive committee and representatives of affiliate groups. BIAMF has co-opted government officials from relevant Government Ministries and Departments e.g. Ministry of Public Works, Provincial Administration, Ministries of Agriculture, Health, etc. This structure aims at placing greater human resources closer to the communities with whom it works, therefore strengthening the programme.

Area of Operation

BIAMF is currently operating in Bukhoyo west Location in Busia District, which is a pilot project area. It is intended that the project will extend to other parts of the District subject to availability of donor funds.

Sectors of Operation

BIAMF has identified four sectors, within which it undertakes development projects. These are Agriculture, Health, Rural transport and *Jua Kali* i.e. fabricators. Each sector has been identified or selected based on its capacity to provide interventions common to the needs and problems as identified by the communities with whom BIAMF works and are common to the needs and problems of the local community.

BIAMF's Vision

The organization's vision is to have a healthy community for accelerated socio-economic development.

Project Implementation

The following are BIAMF's priority activities for implementation.

- i) To have rural-urban infrastructure improvement i.e. spot improvements
- ii) To conduct capacity building at community level
- iii) Acquire IMTs such as motorcycles with higher carrying capacity
- iv) Develop linkages between groups
- v) Secure micro-financing
- vi) Establish spare parts shop in Busia Town
- vii) Construct parking shades/area for *boda bodas*'
- viii) Improve food security in the community
- ix) Improve health status of community members

Achievements

The following achievements have been made between the year 2003 and February 2004

- Spot identification on rural roads in collaboration with KENDAT
- Mobilization of the community towards bush-clearing along identified roads
- Getting guests speakers on topical issues in our parliament meetings
- The inclusion of groups in the management committee has brought them on board through their representatives.
- Plans are at advanced stage to acquire motorbikes
- Proposal has already been written seeking for donor-fund to address food security in the community. So far Horticulture Development Centre (HDC) has shown willingness to respond towards certain items of the proposal.

Problems

- Limited of resources.
- Shortage of machinery.
- Lack of irrigation equipment.
- Lack of co-ordination centre (office).
- Slow response by respective collaborators.

Wishes

- To access resources to hire a grader to clear rural roads
- To have small scale irrigation equipment
- To have co-ordination centre

Future Plans

1. HIV/AIDS
 - To identify the HIV/AIDS infected and affected people with a view to provide health care services.
 - To start HIV/AIDS awareness campaigns.
2. To acquire land for *boda boda* shelter construction.

Lessons learnt

As usual when a project is started, expectations are high, resulting in enormous enrolment. However, with time due to logistical problems in any project implementation, many important people tend to drop out. BIAMF has not escaped the scenario.

2. Kalama Donkey Programme

Kalama Donkey Users are registered as a self-help group operating in Kyangala Location, Kalama Division in Machakos District. The group was started in March 2003 with a membership of 40. The 40 members are come from Kiatuni, Ivutini, Kinoi and Usiwu Villages as members of smaller groups of 8 to 12 members, depending on areas of operations - i.e. Plains or Hills.

Major Activities

The donkeys are being used for the following activities.

- Drawing of water for domestic use.
- Transport manure used in the farms.
- Transport farm produce from the farm to the homes or market.
- Carry firewood from the forest.
- Transport sand, ballast and bricks for building purposes.
- Transport cement and other materials from the market.

Project Objectives

- To enable group individual members do their work easily and without waste of time.
- To ease transportation of farm inputs, farm produce and other services requiring transport within the village.
- To significantly reduced the burden of back-loading and head-loading, particularly by women.
- To increase household productivity as a result of income generated from transport related activities and time saved as a result of faster means of transport.

Benefits and Beneficiaries

- The use of the donkey for domestic work has reduced the daily working hours by 75% especially for women during fetching water, collecting firewood, carrying manure and harvesting farm produce.
- Donkey transport helps the community as well as group members in carrying building materials e.g. cement, concrete, sand, thereby generating income for the group.
- Extra hours saved, due to faster means of transport are used in other beneficial farm activities.

Problems

- The group has very donkeys and there is a lot of struggling by members for the use of the donkeys.

-
- Most of the donkeys have ticks and the group does not know the right chemicals for spraying.
 - Most of the group members do not have any idea on how to handle harness, care of donkeys and carting.
 - The area is hilly and need to have carts pulled by 2 donkeys instead of one.

Requirements

- Additional 10 donkeys
- Panniers
- More carts
- Harnesses for ploughing/carting
- Donkey plough

Training required

- Training on donkeys-:
 - i) Handling
 - ii) Harnessing and carting
 - iii) Care and veterinary services.
- Group dynamics
- Tree grafting and budding
- Conservation tillage/agriculture
- Maintenance of carts

Experiences and Lessons in Coalition Support and Provision

By
Lucy Nkirote
KENDAT

Where it all Began

- Status research to action-research
- Community involvement
- Community parliaments – all stakeholders
- Prioritizing community issues
- Down to action.
- Looking into the future

Progress so far

- Work plans & reworking
- Activities – capacity building, production and marketing arrangements, community involvement infrastructure management
- Wider networks

Mwea

- Variety of activities – farming business
- High productivity in all ventures
- Lacking in group organization, dynamic leadership

Lari

- Mainly agricultural activities
- Group cohesion already recognized as a solution to exploitative markets
- Leadership visionary
- Focused goals & identified entry points

Busia

- Relatively low agricultural & business activities
- Capacity building – leadership skills
- Activity plans need to be intensified and followed
- High turnover of members

The Lessons Learnt

- Empowering communities through participatory learning and extension: Communities taking charge of their development with minimal support from development partners.
- Problem solving is mainly through user-inspired solutions or homegrown and bred technologies and ideas
- Trust building over time
- Information the greatest asset a community can have.



**International Labour Organisation
Employment Intensive Investment Programme (EIIP) - Advisory Support Information
Services and Training (ASIST) Programme**

By
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Objectives of ILO/ASIST

- i) Support and contribute to initiatives supportive to local level planning and labour-based approach;
- ii) Advocacy / lobbying for facilitative policy;
- iii) Linkages with other partners and stakeholders;
- iv) Technical advisory support in formulation of project plans

ILO/ASIST Interventions

ILO/ASIST offers interventions at various levels ranging from policy issues to the grassroots/community level. At **Policy Level**, being a member of NFG the organization is involved in lobbying for and providing input on facilitative policy. At **Programme Level** the organization being a stakeholder of Roads 2000 group, it provides input into national systems for labour-based approach. At **RTS Project/Grassroots Level** the organization visits project sites and helps with identification of trouble spots and further gives suggestions on linkage between farmers groups and existing support systems for road maintenance.

Emerging Issues/Findings

- Accessibility constraints are major bottlenecks to linkages between farms and markets;
- Gains from previous support (rural roads) lost in Kenya's lost decade due to lack of policy, institutional structures and continuity in processes;
- Community identification and action possible through current "parliament group". For example in Lari, community acted on key spot improvements after identifications;
- Linkage between farmers and maintenance process Road Maintenance Fuel Levy Fund (RMFLF) not yet in place;
- Funding generally insufficient especially for non-classified roads.

Lessons Learnt and Future Actions

- Support in technical services is greatly needed but such support is currently inadequate at grassroots level;
- Investment in Non-Motorized Transport (NMT) supportive infrastructure is comparatively low cost compared to main road network;
- Current short-term action in grading of roads may not be beneficial in long run;

- A more organized investment allocation process is necessary;
- Lobbying for planning of existing funding system can be facilitated in current parliamentary system;

Suggestions on the Way Forward

Encourage Parliaments and other grass root groups to:

- Act;
- Lobby to support institutions and process for involvement;
- Support formulation of proposals for interventions directed to other funding/support sources;
- Support farmers to identify on what can be done, and how it can be organized to facilitate fair return for input and fair allocation of tasks;
- Continue lobbying for organization/technical support to facilitate access improvement.

Rural Transport Policy Issues and Progress

Background- Feeder Roads in 70s & 80s

- Interventions were project and not process-based, focusing on feeder roads;
- Transport system and user needs limited to infrastructure and vehicle;
- NMTs, IMTs, not considered due to their “invisibility”;
- No ownership, exclusion of major target group;
- Critical gaps in mode (NMTs, IMTs) and links (farm to feeder road);
- Maintenance not considered;

Labour-Based Projects Formulation, Implementation and Impact;

- Large-scale multi-donor funded projects- the Rural Access Roads and Minor Roads Programmes implemented;
- Used Labour Based Methods
- Created assets (+12,000 km. of roads), employment (over 14,000 jobs) immediate capacity (design, supervisory) and long-term capacity (training courses now used in region).

Development of Roads 2000 Strategy

Success of RARP and MRP led to development of Roads 2000 Strategy with the objectives of:

- Maintenance of classified road network, using network approach and labour-based methods wherever feasible.

Programme did not take off, except for the Donor-funded central and coast provinces.

Decline in Progress in “The Lost Decade”

- The 90s marked a reversal of development progress and has been described as “The Lost Decade”.

Current Policy Initiatives; Inclusiveness and Relevance

- The Creation of a fuel levy based Roads Fund, set up and operationalization of Kenya Roads Board under RMI Principles marked a shift in prospects;
- The development of an inclusive policy framework for Roads Sub-Sector has given renewed hope;
- Policy process has taken on Board inputs from stakeholders;
- As a results, the draft policy proposes wide-ranging aspects, from coordinated transport planning, inclusiveness and IMT-friendly designs,

Prospects

- Policy now informed by stakeholders including research results from RTS, NFG, and others;
- Reliable, dedicated funding for maintenance;
- Procedures for planning of measures linked to funding under development;
- Funds remain insufficient, but this can be mitigated by priority-based planning and resource allocation;
- Despite gains in policy formulation, actualisation will require constant lobbying by all;
- At grassroots level, lobbying will be more effective if accompanied by local level action;
- Apart from Roads, funds, opportunities exist in Local Authority Transfer Fund (LATF). Lobbying/Action necessary here as well.

Group Dynamics

By

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Introduction

The term group dynamics refers to the conflicting and collaborating forces, which influence the group in respect to its tasks, purpose and goals. Group dynamics is concerned with the interactions among group members in a social situation. The way groups and communities operate and functions is dynamic, in particular, not only operate in these changing situations, but there are changes, behaviours and attitudes possessed by different members that can be either useful or detrimental to the growth and development of the group. Group members are different individuals with different social and economic backgrounds. The differences in members of a group should be explored to benefit the group as a whole and should not be seen as a disadvantage towards achieving the goals and purpose of the groups.

This is the nature and scenario under which groups operate and therefore it becomes crucial for members to know such dynamics in order to develop skills to handle any instances that may result from their behaviors.

Types of Groups

1. Primary Groups or small groups

These are groups characterized by intimate, face-to-face association and cooperation. They are primary in several senses, but chiefly in that they are fundamental in forming the social nature and ideals of the individual. A primary group has a feeling of comradeship, loyalty and common sense of values among its members. Family and the peer group are examples of primary groups. Welfare clubs in organizations and at work are primary groups.

2. Membership groups

These are groups whereby the individual actually belongs by choice and registration and is bound by specified group norms.

3. Task force groups

These are formal groups comprising appointees with assigned roles by the appointing authority and membership and structure is clearly defined. This kind of group is formally designed to work on a specific project or job.

4. Committees

A committee is a group of individuals with special capacities for performing special or technical duties, which not every other person can. They consist of people appointed to accomplish specific objectives.

Types of Group Members

Task oriented: Those who have the role of "getting the job done" and known as those who "deliver the goods."

Technique oriented: The masters of procedure and method.

People oriented: The Good Samaritan type to the needy.

Nay sayers: Counter balance the "eye" persons, who have thick skins and can find fault with anything.

Yea-sayers: Counter balance the nay-sayers, the "yes" persons who circumvent opposition

Rule-blinkers: Those who know how to get the job done. "irrespective of"

Involved: Those who are not against the rules but don't take them seriously

Detached: Slackers who either "go along for the ride" or "call it quits" at the end of regular laws.

Regulars: Those who are "in" who accept the values of the group and are accepted by the group

Deviants: Those who depart from the values of the group - the "mavericks"

Isolates: The true "lone wolves", they are further from the group than deviants

Newcomers: They know little and must be taken care of by others, they are "seen but not heard."

Old-timers: Those who have been "around" a long time and "know the ropes."

Climbers: Those who are expected to "get ahead", not necessarily on the basis of ability but on the basis of potential.

Sticklers: Those who are expected to stay put, who are satisfied with life and their position in it.

Cosmopolitan: Those who see themselves as members of a broader professional, cultural and political community.

Locals/Rural: Those who are rooted to the organization and local community.

Stages of Group Development

STAGE	CHARACTERISTICS
1-Forming	<ol style="list-style-type: none"> 1. Group is not yet a group, but a set of individuals 2. Individuals want to establish personal identity within the group and make an impression 3. Participation is limited as individuals get familiar with the setting and each other 4. The group is enthusiastic and creative, essentially evolving ground rules and working out its purpose
2-Storming	<ol style="list-style-type: none"> 1. Characterized by intra-group conflict and lack of unity 2. Preliminary ground rules on purpose, leadership and behaviors are damaged 3. Individuals can become hostile towards each other and express their individuality by pushing or revealing personal agendas 4. Friction increases, rules are broken, arguments can happen 5. But if successfully handled, this stage leads to new and more realistic setting of objectives, procedures and norms
3-Norming	<ol style="list-style-type: none"> 1. Characterized by overcoming tensions and by developing group cohesion in which norms and practices are established 2. Group members accept the group and accept each others' idiosyncrasies / personality uniqueness 3. Group allegiance develops and group strives to maintain it 4. Development of group spirit, harmony becomes important
4-Performing	<ol style="list-style-type: none"> 1. Characterized by full maturity and maximum productivity 2. Can only be reached by successfully completing previous three stages 3. Members take on roles to fulfill the group activities since they have now learnt to relate to one another 4. Roles become flexible and functional 5. Group energy channeled into identified tasks 6. New insights and solutions begin to emerge

Dynamics of Group formation: Why do individuals form into groups?

1. It is believed that groups form for reason of spatial and/or geographical proximity. That people working closely together, villagers living as neighbors etc. will naturally affiliate easily than those far removed by distance.
2. Activities, interactions and sentiments. The more activities persons share, the more numerous their interactions and the stronger their sentiments, the more interactions among persons, the more will be their shared activities and sentiments; and the more sentiments persons have for one another, the more will be their shared activities and interactions (Humans theory). Thus, persons in a group interact with one another so as to attain common goals, facilitate coordination, reduce tension and attain a balance. The emphasis here is interaction. People will therefore attract one another on the basis of similar attitudes towards commonly relevant objects and goals. To remain cohesive, participants strive to maintain a symmetrical balance between their interests and common attitudes. If an imbalance occurs, an attempt is made to restore the balance. If the balance cannot be restored, the relationship dissolves.

Tips on dealing with unruly members in the group

Common Actions in Groups	What to do
Heckler: <ul style="list-style-type: none"> ▪ Aggressive, argumentative personality ▪ Gets satisfaction from needling/inciting others ▪ May be basically insecure 	<ul style="list-style-type: none"> ▪ Do not let him/her upset you, try to find merit in one of his/her points, express your agreement, and then move on to something else ▪ If he/she makes an obvious misstatement of facts, toss it to the group and let them correct him/her
Definitely Wrong: <ul style="list-style-type: none"> ▪ He/she is misinformed, does not understand the topic or can not make him/herself understood 	<ul style="list-style-type: none"> ▪ If confused, say "now let me see if I have what you mean"... and tactfully re-state/re-phrase the comment more clearly ▪ If misinformed, thank him/her and then ask for another comment on the same subject. This permits a member of the group to correct him/her ▪ If it is a matter of opinion, ask whether anyone else feels differently about the subject
Will not talk: This quiet man/woman may be: <ul style="list-style-type: none"> • Bored • Indifferent • Superior • Timid • Insecure • Opinionated 	<ul style="list-style-type: none"> ▪ If bored, ask for their opinion ▪ If indifferent, draw out the person next to him/her, then ask the quiet one for his/her opinion on the views expressed ▪ If the superior type, solicit views after indicating respect for experience. (But do not overdo this or others in the group will resent it.) ▪ If timid or insecure, give compliments the first time he/she does talk. Be sincere! ▪ If a matter of opinion, ask whether anyone else feels differently about the subject.
Personality Clash: <ul style="list-style-type: none"> ▪ Sometimes differences of opinion get too sharp. ▪ In other cases, two people just do not get along 	<ul style="list-style-type: none"> ▪ Compliment on enthusiasm and participation and emphasize points of agreement, minimize on disagreement ▪ Redirect attention to the objective at hand, or ask a direct question on the topic, bringing others into the discussion.
Overly Talkative: You will find this individual is usually one of four types: <ul style="list-style-type: none"> • An "eager beaver" • A show-off • Exceptionally well-informed and anxious to show it, or • Just plain talkative! 	<ul style="list-style-type: none"> ▪ Wait until he/she takes a breath, offer thanks, re-focus attention on the subject and move on ▪ Slow them down with a difficult question. Or jump in with "That's an interesting point... now let's see what the group thinks of it" and let the group take care of them as much as possible!
Side Conversationalist: May be commenting on subject matter, but usually personal conversation	<ul style="list-style-type: none"> ▪ Do not embarrass them but address by name and ask an easy question ▪ Call again by name, then restate the last opinion expressed or last remark, and ask opinion of it ▪ Get the side conversationalist into the act
Gripper <ul style="list-style-type: none"> ▪ Grips for the sake of complaining or has a legitimate complaint 	<ul style="list-style-type: none"> ▪ Point out that the purpose of the session is to find better ways to do things by constructive co-operation ▪ In some cases, it works to have a member of the group answer, instead of you

Community Parliaments Logical Frameworks
By
Parliament Representatives

1. *Mwea Transport and Marketing Organization (MTMO)*
2. *Busia Integrated Agricultural and Marketing Forum (BIAMF)*
3. *Kalama Donkey Users Club*
4. *Lari Agricultural and Marketing Programme (LAMP)*

The four parliaments presented their logical frameworks as follows;

1. Mwea Transport and Marketing Organization (MTMO)

	Objectively Verifiable Indicators (OVI)	Means of Verification	Assumptions
Goal Poverty alleviation Improved living standards	<ul style="list-style-type: none"> • Economic indicators • Central support is being offered by coalition partners 	Government reports	Peace prevails in Kenya
Purpose <ul style="list-style-type: none"> • Establishing innovative partnerships in linking farm to market • Improved horticultural production and marketing through higher yields and improved prices • To be a model to community/rural development • Improved access to markets 	<ul style="list-style-type: none"> • Increased variety of horticultural produce on farms by September 15th 2004 • Farmers are in business after January 2005 comes the enactment of the European Union protocols • More farmers are selling in groups by Jan. 2005 • At least 3 buying companies have contracted farmers by Dec 04 	<ul style="list-style-type: none"> • Farm production records • Sales records • MOUs and contractual documents with horticultural produce buying companies • Group registration certificates 	<ul style="list-style-type: none"> • World market conditions are favorable for horticultural crops adapted • Farmers are willing to invest in global and local market information and in networking
Outputs <ol style="list-style-type: none"> 1. Improved IMTs and infrastructure 2. Establish group marketing system and improved horticultural production 3. Improve production and market information access and exchange 	<ul style="list-style-type: none"> • Level of self management (timeliness, rapport, fines, fund use). • Cheaper, easier farm operation, (ridging, organization) 	<ul style="list-style-type: none"> • Minutes/ records of meetings and activities • Labour saving equipments 	
Activities <ol style="list-style-type: none"> 1.1 Introduce motorized cycles and high capacity bi/tricycles 1.2 Spot improvements on key roads 	<ul style="list-style-type: none"> • Maps showing spots to improve • At least 2 days to a public spot improvement • Parallel lanes (3km) 	<ul style="list-style-type: none"> • Reports of activities • Maps of spots • Parallel lanes • Road signs 	<ul style="list-style-type: none"> • District Engineer cooperation and support • People will be sensitized to leave road signs intact

	Objectively Verifiable Indicators (OVI)	Means of Verification	Assumptions
1.3 Build community awareness on IMT use and infrastructure (end user managed)	<ul style="list-style-type: none"> • Train one artisan to repair IMTs placed • Number of motorbikes (2), tricycles (2), Mwea type <i>waremavu</i> cycle (1) and <i>mkokoteni</i> placed • Road signs for respect of IMTs-Makutano-Kimbimbi – 10pcs 1/km • At least 1 course for traffic police, council and operators 		<ul style="list-style-type: none"> • Zuzuka will deliver IMTs in time • Traffic Police will cooperate in all ways • Exporters will contract farmers freely and transparently • Farm equipments will be availed on time
1.4 Build capacity for IMT regulation (awareness)			
2.1 1 course in group dynamics	<ul style="list-style-type: none"> • Report of training on group dynamics • Registration certificate • Parliament plan of work with market centers identified and agreed upon • Contracts with exporters/buyers • Public <i>Barazas</i> and the reports of <i>barazas</i> • At least 2 courses before contractual arrangement, and at least 1 course on the job 	<ul style="list-style-type: none"> • Reports • Ridgers and planters • Operational market centres • Registration certificate • Contracts (signed) 	<ul style="list-style-type: none"> • TV/Radio stations will offer free services
2.2 Define clear roles for MTMO members			
2.3 Establish group and individual contracts with EAGA, Sunripe, HCDA			
2.4 Sensitize farmers about group selling and select 3 outlet points (exclusive)			
2.5 Introduce ridging equipments and direct seeder (Magoye ripper with wings and planter)			
2.6 Capacity building – horticultural production, seeds, new crops, chemicals, business farming, equipments, EU regulations.			
2.7 Group-ran credit provision for horticulture production and marketing			
3.1 Obtain mobile phones for access to KACE, newspapers	<ul style="list-style-type: none"> • Credit application and repayment records • 1 mobile phone to MTMO and credit for KACE communication for three months period • At least 1 monthly newsletter/brochure from contacts with newsworthy 	<ul style="list-style-type: none"> • Credit records • Mobile phones • Brochures – relevant • Reports of visits 	
3.2 Establish links with HCDA, HDC, EAGA for market information			
3.3 Write brochures for training/exposure			
3.4 Bring in TV, Radio for publicity			

	Objectively Verifiable Indicators (OVI)	Means of Verification	Assumptions
Exchange visits between farmers, industries, key events and localities, establishments	<p>newsworthy information</p> <ul style="list-style-type: none"> • At least 1 MTMO brochure and at least TV/radio coverage for MTMO operations/advance • At least 2 exchange visits organized with Kendat and other support 		

2) Busia Integrated Agricultural and Marketing Forum (BIAMF)

	Objectively Verifiable Indicators (OVI)	Means of Verification	Assumptions
<p>Super Goal</p> <ul style="list-style-type: none"> Reduce the high level of poverty Improved living standards <p>Goal</p> <ul style="list-style-type: none"> Improved agricultural production and marketing for sustained livelihood 	<ul style="list-style-type: none"> Economic indicators Central support is being offered by coalition partners Farms economically engaged/ utilized – income from farming rises by 10% 	<ul style="list-style-type: none"> Government reports National & district food security data. Reports from the Ministries of Agriculture and Trade 	<ul style="list-style-type: none"> Kenya still peaceful Weather conditions are favourable for agricultural production. Market prices sustaining farming as a business
<p>Purpose</p> <ul style="list-style-type: none"> Improving horticultural production and marketing through higher yields, improved access to markets and improved prices Establishing innovative partnerships in linking farm to market To be a model to our community and rural development activists 	<ul style="list-style-type: none"> A vibrant community organization of key stakeholders is developed and has an innovative and inclusive business development agenda by end of 2004 Farmers are organized and are ready to reliably supply a widening range of horticultural produce to reliable buying companies by December 2004 Improved access to horticultural marketing and at least 30 percent increase in unit price by end of 2004 	<ul style="list-style-type: none"> Group registration and plan of operations Organisation meeting reports Group self-assessment reports. 	<p>All the stakeholders are willing to collaborate and do their part effectively.</p>
<p>Outputs</p> <ol style="list-style-type: none"> Increased range of horticultural produce and improve on production of existing ones 	<p>At least 20% of farmers in Bukhoyo West sub location have adopted a new horticultural produce by end of June 2004</p>	<ul style="list-style-type: none"> A variety of farm produce on farms Farm and sales records 	<ul style="list-style-type: none"> Land is available. Prices of farm produce favourable
<ol style="list-style-type: none"> Community is better informed in production and marketing possibilities with improved access to markets. 	<p>Sales and income have increased by 30% by December 2004</p>		

	Objectively Verifiable Indicators (OVI)	Means of Verification	Assumptions
3. Improved farm business	10% of farmers have adopted cheaper, easier farm operations by Mid August 2004 - Better management of farm operations (records - input & output records, profits and/or loss accounts).		
Activities			
1.1 Introduce new crops	<ul style="list-style-type: none"> • 4 New different types of crops which include birds eye pepper, onions, passion fruits and vanilla on 2 demo farms by end of May 2004 • At least 1 course in horticultural production including seeds, new crops, chemicals, business farming, equipments (including any LST, sprayers, irrigation) and European Union regulations by first week of July 2004 • At least 1 exchange visit organized by KENDAT, HDC & farmers • Production management committee in place • Production of kales, cabbages and tomatoes increases by 5% by September 2004 	<ul style="list-style-type: none"> • Reports of visits • Report on training • Loan repayment schedule 	<ul style="list-style-type: none"> • HDC will bring in some of the new crops. • Farm equipments will be availed on time • Community members are doing their part effectively.
1.2 Acquire farm inputs accessing community finance scheme if necessary			
1.3 Organize exchange / exposure visits			
1.4 Form a production management committee			
2.1 Organize spots improvement as may be necessary and engage <i>boda boda</i> operators	<ul style="list-style-type: none"> • Maps showing spots to be improved • 1 meeting with District Engineer to assist with spot improvement • At least two days of public spot improvement by December 2004 • 1 mobile phone • Gate farm prices in line with distant markets 	<ul style="list-style-type: none"> • Maps of spots • Report on operations of motorbike. • Reports of trainings • Market information in circulation (brochures, newspapers financial and other reports). • Contractual documents. (signed) 	<ul style="list-style-type: none"> • District Engineer cooperation and support • Zuzuka will deliver IMTs in time • Exporters & other buyers will contract farmers freely and transparently • Community members cooperate in spots improvements
2.2 Obtain mobile phones for access to KACE and establish information flow channels with markets (newspapers, journals)			
2.3 Operationalise motor bike trailer			

	Objectively Verifiable Indicators (OVI)	Means of Verification	Assumptions
2.4 Farmer to farmer exchange visits	<ul style="list-style-type: none"> • 1 motor bike trailer in place and operating • At least 2 exchange visits to farmers' destination of choice 		<ul style="list-style-type: none"> • CDTF provides funds for spots improvement • Prices of farm produce favourable
2.5 Conduct training sessions in efficient crop production and marketing by credible individual or organization.			
2.6 Form a marketing committee and establish links with HDC, KACE, for market information and contractual arrangements (advice production committee, information on markets trends) with groups and individuals			
3.1 Conduct training sessions in efficient crop production and marketing by credible individual or organization.	<ul style="list-style-type: none"> • At least 2 courses by KACE and HDC before contractual arrangement, and at least 1 course on the job • Marketing committee in place & circulating marketing intelligence information • Contracts (signed) with local buyers and exporters • Public <i>Barazas</i> and the reports of <i>barazas</i> • LSTs being practiced by 10% of farmers by Mid August 2004. 	<ul style="list-style-type: none"> • Repayment records • Training reports (LSTs, chemical and equipments use, business training). • Group evaluation reports 	<ul style="list-style-type: none"> • Community is willing to participate in training. • Existing horticultural produce is more profitable (Low production costs and better prices offered)
3.2 Conduct group-ran credit provision for expanded horticulture production and marketing			
3.3 Kale market upgrade			
3.4 Organize security arrangements on-farm Security			
3.5 Organize promotional and progress assessment field-days			

	Objectively Verifiable Indicators (OVI)	Means of Verification	Assumptions
3.6 Allow for business advancement as opportunities arise	<ul style="list-style-type: none"> • At least one training session in crop production (LST, chemical selection, IPM, variety selection, drip irrigation) and marketing by HCDA/HDC by end of July 2004. • Community own finance scheme in place and operational • Agricultural equipments in farms (ridgers, drip irrigation equipments, sprayers). • At least 2 well publicised field-days before December 2004 • At least 2 courses on farming as a business 		

3) Kalama Donkey Users Club

	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
<p>Super Goal Poverty alleviation</p> <p>Goal Improved access to facilities and resources</p>	Increased in household incomes	<ul style="list-style-type: none"> Government reports Evaluation report 	Government policy on poverty alleviation still being pursued
<p>Purpose</p> <ul style="list-style-type: none"> Improved access to resources and facilities through improved means of transport Better production of horticultural produce Improved access to markets of horticultural produce Be a model of rural development 	<ul style="list-style-type: none"> Households spend less time fetching water, firewood and transporting produce from farms Number of trips to fetch water, firewood and ferry farm produced A variety of horticultural produce on farms Buyers of horticultural produce accessible Farmers selling produce as a group 	Evaluation reports	
<p>Outputs</p> <ol style="list-style-type: none"> Improved IMTs Improved production of horticultural produce Improved access to markets of horticultural produce To be a model of rural development 	<ul style="list-style-type: none"> Properly harnessed/costed donkeys Increase in yields (horticultural and other agricultural produce) Increased number of buyers in the area Contacts with several buyers 	<ul style="list-style-type: none"> Reports on training Group constitution Evaluation reports Signed contract documents 	
<p>Activities</p> <p>1.1 Acquisition of donkeys</p> <p>1.2 Training in donkey care (feeding, housing, trimming, disease control, treatments, breeding)</p> <p>1.3 Training in harnessing</p> <p>1.4 Acquisition of carts</p>	<ul style="list-style-type: none"> At least 6 donkeys Report of training Donkey shelters constructed Six (6) panniers Three (3) harnesses Two (2) donkey carts 	<ul style="list-style-type: none"> Reports of training Evaluation report 	AHA conversant with donkey care is easily accessible.

	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
1.5 Constituting by-laws on donkey use by individual, households and constituent subgroups	<ul style="list-style-type: none"> • carts • Group rules governing of donkeys 		
2.1 Acquisition of grafted mango seedlings	<ul style="list-style-type: none"> • At least 400 mango seedlings • Two (2) courses on horticultural production • One (1) exchange visit to relevant farmer industries • At least 3 ha of kales, tomatoes, cabbages • CA implements (ridger and 1 planter) 	<ul style="list-style-type: none"> • Farm records • Training reports • Report on visit 	weather conditions are favourable
2.2 CA techniques and equipments			
2.3 Introduce techniques			
2.4 Capacity building – horticultural production – varieties, farming as a business, use of chemicals, EU regulations			
2.5 Exchange visits between farmers, to industries, relevant events			
2.6 Trials on a range of horticultural products – Kales, Cabbages, Tomatoes, etc			
3.1 Capacity building-networking for market information	<ul style="list-style-type: none"> • 1 training before planting • Market information available (brochures, newspapers, magazines) 	<ul style="list-style-type: none"> • Reports of training • Newsworthy (market) information 	Prices of horticulture produce are favourable and sustaining agricultural production
3.2 Establish group marketing to avoid exploitation and minimize expenses			
4.1 Group registration	<ul style="list-style-type: none"> • Registration certificate • Report of training • KDU membership increases by 30% 	<ul style="list-style-type: none"> • Certificate of registration • Reports of training • KDU registers more members 	Prices of horticulture produce are favourable and sustaining agricultural production
4.2 Training (group dynamics)			

Lari Agricultural and Marketing Programme (LAMP)

	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
Goal (Vision) <ul style="list-style-type: none"> • Alleviate poverty • Eliminate exploitative cartels in marketing chain 	<ul style="list-style-type: none"> • Economic indicators • Farmers selling through a cooperative or organized common interest groups 	<ul style="list-style-type: none"> • Government reports. • Organization registration and positive farm records. 	Government provides a dependable development agenda and conducive work environment
Purpose (Mission) <ul style="list-style-type: none"> • Learn together through exchange of information and experiences. • Pull together resources and together, seek a common voice for focused and strategic solutions towards poverty eradication • Establishing innovative partnerships in linking farm to market while being a model for our communities and rural development efforts. • To be a model to community neighbours and rural development activists 	<ul style="list-style-type: none"> • A vibrant community organization of key stakeholders is developed and has an innovative and inclusive business development agenda by the end of 2004. • Farmers are organized and are ready to reliably supply a widening range of horticultural produce to local chain stores or reliable buying companies by December 2004 • Improved access to horticultural marketing and at least 60% increase in unit prices by the end of 2004. 	<ul style="list-style-type: none"> • Group registration and plan of operations • Organization meeting reports. • Group self-assessment report. 	All the stakeholders are willing to collaborate and do their part effectively.

	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
Outputs 1. Community and organized marketing structure. 2. Farmers in semi-arid escarpment zone have improved access to water resources 3. Community has participated in infrastructure maintenance and is operating improved means of transport. 4. Communities are better informed in production and marketing possibilities.	<ul style="list-style-type: none"> ▪ At least 70% of the farmers in Lari Division are selling by kilo or through a co-operative by December 2004. ▪ Discussion with at least 2 supermarkets or processors has started by end of May 2004. ▪ Sales and income have increased by 30% by December 2004. ▪ LAMP organized (co-operative) is registered and number of members is growing by December 2004. ▪ Water pan lining of at least 4 units in completed by end of December 2004. ▪ Selected, difficult road spots in Kinale and escarpment areas have been improved by September 2004. ▪ A motorized cycle trailer transporting farm produce to buying centres is in place and more are sought by end of December 2004. ▪ At least 3 innovative aspects of farming and marketing in Lari have taken place by December 2004. 	<ul style="list-style-type: none"> ▪ Registration certificate ▪ Community parliament reports ▪ Evaluation reports. 	<ul style="list-style-type: none"> ▪ Local Administration and Government support. ▪ HCDA and others sustained intervention on sale by Kilo.

	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions
Activities 1.1 Hold public meetings to sensitize community 1.2 Establish group marketing and selling centres and sale by Kilo 1.3 Strengthen community group to take charge of crop marketing and arising aspects of own development	Milestones <ul style="list-style-type: none"> ▪ 3 community sensitization meetings by end of April 2004. ▪ 3 farmer-controlled selling centres with at least one weighing machine each by end of September 2004. ▪ Standard packaging and determinable price of produce by September 2004. ▪ No brokers are exploiting farmers in Lari by September 2004. ▪ At least on course in group dynamics by end of June 2004. ▪ Registration of marketing co-operative under LAMP management by the end of December 2004. ▪ At least 1 mobile phone in place to help communication with price providers and markets. 	<ul style="list-style-type: none"> ▪ Reports of public meetings ▪ Training report. ▪ Farm and sales records ▪ IMT operation report. 	Community members are at a consensus on mode of marketing their horticultural produce.
2.1 Conduct training in water-pan lining	<ul style="list-style-type: none"> ▪ At least one lined and pump capable water pan in place by end of July 2004 ▪ At least one example water pan shelter in place by end of July 2004. 	<ul style="list-style-type: none"> ▪ Operational water pans ▪ Training reports. 	Support from dam and water harvesting departments is available
2.2 Install money maker and shelter examples for the escarpment community			
3.1 Expose community to labour based road maintenance.	<ul style="list-style-type: none"> ▪ One training course in labour based road maintenance b end of June 2004 ▪ At least one community call for road spot improvement in one area by end of June 2004 ▪ One donkey pannier use demonstration for escarpment area by end of June 2004 ▪ At least one motorized trailer placed by KENDAT by June 2004. 	<ul style="list-style-type: none"> ▪ Training and other reports 	District Roads Engineer will provide support in machinery and materials as community cost-shares labour.
3.2 Identify trouble spots in operational example area			
3.3 Plan group action for spot improvement and call assistance of District Roads Engineer (for material and labour)			
3.4 Get assistance of (BHA) Donkey Club to operationalise donkey pannier in escarpment area, including donkey use and care			

	Objectively Verifiable Indicators (OVI)	Means of Verification (MOV)	Important Assumptions	
3.5	Operationalise a motorized trailer			
4.1	Conduct training sessions in efficient crop production and marketing by credible individual or organization.	<ul style="list-style-type: none"> ▪ Training reports ▪ Evaluation reports ▪ Credit scheme reports and records 	All stakeholders doing their part effectively.	
4.2	Generate publicity for the plight of Lari vegetable farmers who feed Nairobi and are still poor.			<ul style="list-style-type: none"> ▪ At least one training session in crop production (donkey weeding, chemical selection, IPM, variety selection, drip irrigation) and marketing by HCDA/HDC by end of July 2004 ▪ At least one dedicated radio (<i>Mtunze punda akutunze</i> or special) programme aired by end of June 2004.
4.3	Farmer to farmer as well as visit to supermarkets and other farm produce destination centres			<ul style="list-style-type: none"> ▪ At least two visits to a farmers destination of choice (Busia, Kibwezi, etc) by December 2004
4.4	Conduct group-ran credit provision for expanded horticulture production and marketing			<ul style="list-style-type: none"> ▪ Farmers are freely asking for credit to venture into increased produce, increased variety, water supply and marketing need including transport means by September 2004.

Annexes

Annex I: Workshop Programme

Venue: Christian Community Services Centre, Wang'uru, Mwea Kirinyaga

Day One (Thursday, March 4th 2004)

08:00 - 9:00 *Registration*

SESSION I: BACKGROUND AND NETWORKING

Session chair: Peter Njenga – IFRTD/NFG Kenya

9:00 - 9:10 **Word of welcome and participant introduction**
Hon. Alfred Nderitu,
MP, Mwea

9:10 – 9:20 DO Mwea

9:15 – 9:30 **Project Background and Objectives of the Workshop**
Dr. P.G. Kaumbutho
Project Team Leader and Community Parliament Assistant

9:40 - 9:50 **Plans for Horticultural development and advancement**
Mr. Andrew Mugambi
Deputy Director of Agriculture (Horticulture)

9:50 – 10:00 **Coalitions necessary for horticulture development in Kenya**
Mr. G Gachanja
Managing Director HCDA

10:00 – 10:10 **Response from the private sector**
George Solomon
Outgrowers Scheme Manager
East African Growers Ltd

10:10-10:30 **Speech by Guest of Honour**
“The Niche for Rural Transport in Kenya’s Development Plans”
Prof. Gerrison Ikiara
Permanent Secretary, Ministry of Transport

10:00 – 10:30 **Donkey Power Management and IMT Exhibition**
(CCS)
KENDAT Donkey Team, School’s Programme and
Mwea Transport and Marketing Organisation (MTMO)

10:30 – 11:00 Tea/Coffee Break

SESSION II: Project Community Achievements and Lessons Learnt

Session chair: Rahab Mundara – ITDG/NFG Kenya

Each presenter will give a brief of their organisational achievement, weaknesses wishes and lessons learnt, followed by discussion

- 11:00 – 11:30 **Lari Agriculture and Marketing Programme (LAMP)**
(Parliament Chair)
- 11:30 - 12:00 **Busia Integrated Agriculture and Marketing Forum (BIAMF)**
(Parliament Chair)
- 12:00 –12:30 **Kalama Donkey Programme**
(Parliament Chair)
- 12:00 – 12:30 **Mwea Transport and Marketing Organization (MTMO)**
(Parliament Chair)
- 12:30 - 1.00 Plenary discussion
- 1:00 – 2:00 *Lunch*

SESSION III: Discussion of status and reflections on problem solving actions

Session chair: Joseph Mutua – KENDAT/NFG Kenya

- 2:00 – 3:00 **Group discussions by area and by coalition partners**
- 3:00 – 3:10 **Programme and progress discussion**
- 3:15 – 5:30 **Tour of NIB operations and small business rice marketing**

Day Two (Friday 5th March, 2003)

SESSION IV: Reflection on Lessons learnt and planning for Yr III of the Project

Session Chair: S. Muthua ILO-ASIST/NFG Kenya

- 08:30 – 8:45 **Experiences and Lessons in Coalition Support and Provision**
Lucy Nkirote
KENDAT RTS Field Work Arm
- 8:45 – 10:00 **Group presentations and discussion for action plans**
- 10:00 – 10:30 **Summary of reports/actions and Projection on impact**
Eston Murithi
- 10:30 – 11:00 **Tea/Coffee break**
- 11:00 – 11:30 **Comments on Action Plans and Support structures by Coalition partners**
- 11:30 – 12:30 **Refinement of Action plans**

12:30 – 1:00 **Programme adjustments**

1:00 – 2:00 **Lunch**

2:00 – 3:00 **Group dynamics class
(COBTRAD)**

3:00 – 3:30 **Discussion and way forward**

3:45 **Tea and Departures**

Annex II: List of Workshop Participants

Name	Affiliation and address
Lucy Nkirote	Kendat, 2859-00200, Nairobi
John Njung'e Gachimu	Lamp Chairman, 185, Matathia
Abraham K. Mburu	Lamp Minister for Information & Communication, Box 23, Matathia
Rabeca Ndaka	Donkey Users Kalama, 110
John Kiragu K.	MTMO V/C 4, Wanguru
Joseph M. Muchai	MTMO, H/K 91, Wanguru
Francis M. Kibui	MTMO, Box 15 Wanguru
Joseph M. Thuo	Lamp – Infrastructure Cabinet, 175, Matathia
John Njongoro K.	MTMO, Wanguru
William W. Munana	Lamp, 132, Uplands, 0733-965815
Ken. M. Murage	MTMO, Box Wanguru
Lennox C. Barasa	BIAMF, 675, Busia
Peter Kiruri	Lamp, 540, Githunguri
Harriet Iga	TFG, Box 20, Kyambogo
Owor Peter Minor	TFG, MTEA, 93, Iganga
Osege Silver	Uganda Katakwi Dist.
Jiraali Aggrey	Iganga, Uganda
W. Wilson	Iganga, Uganda
Beatrice Karibendura	Uganda Kasese District
Vengiline Masereka	Uganda Kasese
Musulo Ayubu	Uganda Iganga
Nabirye Mary	Uganda Iganga
Taligedha I. Nabiryo	Uganda Iganga
Opwanya J. Robert	Uganda, Katakwi
Barasa W. Councillor	Busia BIAMF
Ephantus G. Kamichi	MTMO 116, Kagio
Amuron Sekuda	Katakwi Uganda
Joseph O. Egessa	MOLFD, 974, Kisumu
Susan M. Wambugu	HCDA, 42601, Nairobi
Florence Jelagat	HCDA, 1364, Limuru
Baluku Andrew	Kasese, Uganda, Box 404 Kasese
Samuel Wachira	Box 232, Wanguru
Perminus Wachira	Box 8, Kagio, Mwea
Jospeph Kariuki	Box 21, Kagio
Mwongera Ikirima	Kendat-BHA, Donkey Project
Anney W. Kamau	Box 250, Sagana
Peter Gitau Karume	Box 7, Wanguru
James M. Ngangi	Box 47, Wanguru
George Solomon	Box 49125, Nairobi – EAGA
Daniel Kibugi	Box 49125, Nairobi – EAGA
Florence W. Mbui	Box 65, Wanguru
Beatrice N. Wainaina	Box 166, Wanguru
Jacinta W. Mwangi	Box 612, Embu, MTMO
Evan Muchira	Box 319, Embu, MTMO
Philip Wangalwa N.	BIAMF, 675, Busia
Godfrey Ooko	BIAMF, 675, Busia
Sylvester Ouma	BIAMF, 675, Busia
Alice M. Nyongesa	BIAMF, 675, Busia
Philip Kilaki	Box 1473, Machakos
Wakabaka V.T.	Box 319, IGG, Uganda
Kisolhu Rusiano	Kasese, Uganda
Mbambu Presinia	Kasese Uganda
Biira Janet	Co-ordinator, Kasese District.-Uganda
Katusabe M. Marusi	Katholuhu Farmer Coordinator, Kasese, Uganda
Pauline Mwai	Lamp
Teresia M. Thairu	Lamp, 175, Matathia
Njeri Kamau	Lamp, 8, Matathia
A.K. Wainaina	NIB, 80, Wanguru
Joseph Mutua	Kendat