

Improved Agricultural Rural Transport for Kenya

*A Natural Resources International Limited
Crop Post-Harvest Programme (CPHP)
Supported Project*

Community parliaments in the lead for rural transport service interventions

***PROGRESS REPORT
Year II 3rd QUARTER***

September - December 2003 Report

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December, 2003

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Research Programme: **CPHP**
Project Leader/Institution: **Pascal Kaumbutho / KENDAT**
NRIL Contract Number: **ZB0293**
DFID Contract Number: **R8113**
Production System: **Cross-cutting**

Project Start Date: **April 2002** End Date: March **2005**

Coalition Partners:

- **Community Cabinets in Mwea, Lari and Busia Divisions**
- **Donkey Placement Response Unit in Kalama**
- **ILO – Advisory Support Information and Training (ASIST)**
Stephen Muthua
- **Intermediate Technology Development Group (ITDG)**
Rahab Mundara, J. Kisuve
- **International Forum for Rural Transport and Development (IFRTD)**
Peter Njenga
- **Ministry of Agriculture, Horticulture Department**
A.M. Mugambi
- **Kenya Network for Draft Animal Technology (KENDAT)**
P. Kaumbutho (Team Leader)

INTRODUCTION

The RTS Project started Year II with field level reorganization of activities with partners and communities. This was done with the aim of creating a new approach of moving from socio – economic and technology transfer kind of research to action research. The reorganization was also meant to ensure that all the partners had clear roles and measurements for the project deliverables (activities, inputs and timings). These were then presented at the Year II kick off workshop. The various action plans were reworked at the Kick off workshop to ensure practicability in implementation. Emphasis was laid on the need for collaboration with all for the success of the planned activities.

Prior to the Kick off workshop, intense preparations were made to ensure that all community interests were well represented. In the three project areas, representatives from interest groups were involved in coming up with the action plan. The idea of community parliaments was also born.

COMMUNITIES IN CHARGE

Soon after the Kickoff workshop, the community parliaments started holding biweekly parliamentary meeting to further strategise on how to carry out their planned activities. These parliamentary sessions have continued to date. They act not only as forums for discussing agriculture and transport – related issues but also general development issues within their localities.

In addition to parliamentary meetings other activities are carried out. Field visits to project localities have been continually made to enable the project collaborators have clear plans. The cabinet members usually guide such visits. As a result of such field visits and discussions with the parliaments we saw a need to scale down on the area of coverage for the purpose of achieving and demonstrating impacts in short term. It was emphasized that unless short - term gains of interventions were visible, it was unlikely that further support to project and development work would be forthcoming. ***See Report on scaling down****

Some activities have been carried out in all the three project areas. These have been championed by the community parliaments. This approach has proved very efficient in community mobilization. The communities now feel part and parcel of the process. This is unlike during the first year where difficulties were experienced in trying to get information due to suspicion and lack of faith in research. Information that proved difficult to get during surveys is now voluntarily given and openly discussed. The activities carried out so far include; field demos on improved horticulture production, road improvement and maintenance, bicycle trailer placement, Conservation Agriculture demos, placement of agricultural implements, development and testing of motorcycle trailer, lessons on water harvesting and storage, visit to trade fair (Nairobi international

trade fair), groups registration with the department of social services in addition to the biweekly meetings.

Tricycle Trials in Mwea

Through the Mwea parliament, a *boda boda* group was offered a tricycle to run. The *boda boda* group gives a report to the Minister for IMTs and Infrastructure Development on a weekly basis. The minister then reports to the parliament during the sessions. Due to conflict in individual and groups interests within these parliaments, careful considerations are always made to ensure cohesion of the group. This is achieved by involving all the members in making decisions affecting them. One such example is during the allocation of the tricycle. Various points had to be considered since there were many interested groups and individuals:

- Tricycle be run by MTMO (Mwea parliament) to enable it earn some income
- Tricycle be donated to a *boda boda* group represented in MTMO
- Tricycle be given to any *boda boda* group within Mwea that seems interested and well organized
- Tricycle be given to a farmers' group to help in marketing of produce

A consensus was reached to have the tricycle given to any *boda boda* group within Mwea that seems interested and well organized. There were a total of ten such groups and this too called for fair and transparent allocation. MTMO then asked the interested groups to submit their applications clearly showing ;

1. The bicycle's security (storage, operation)
2. Route of operation
3. Maintenance
4. Group's registration certificate
5. Accountability to MTMO

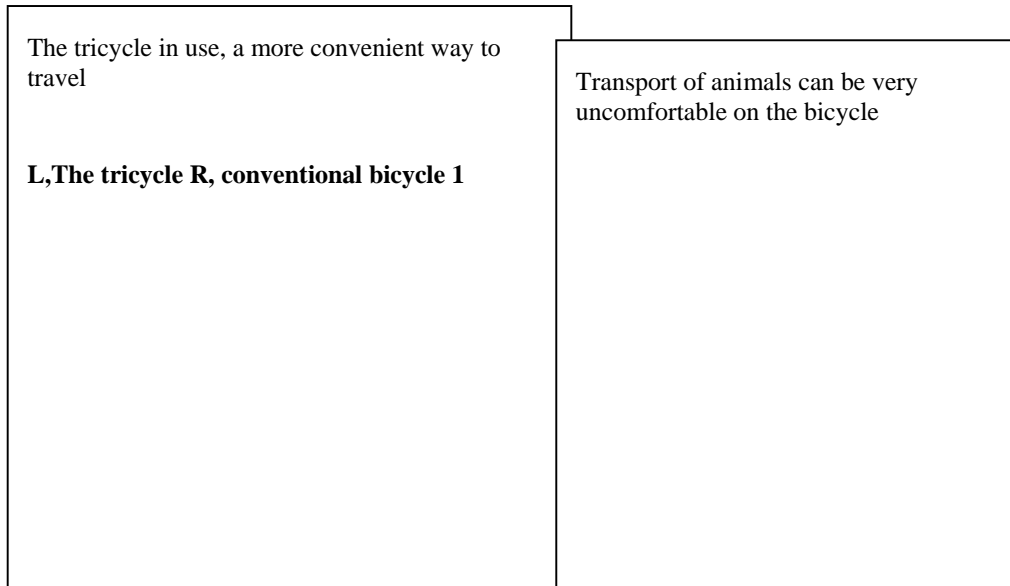
The parliament gave the cabinet members the mandate to allocate the tricycle to the best bidder, in their opinion. The Kagio-Kandongu-Mwihoko Bicycle Transporters (KKMBT) had the most impressive application and was given the tricycle. An agreement was then signed between the *boda boda* operators and MTMO. Below is a copy of the disbursement agreement form prepared by MTMO and signed by members of the receiving group (KKMBT).

The *boda boda* group has been operating this tricycle and is making modifications to suit their customers' demand. The income from the tricycle is currently being used to improve it. Among the modifications made so far are;

- Fixing of cushions on the trailer for customers' comfort
- Fixing side mirrors
- Changing the ball bearings

Planned modifications include fixing reflectors, hand rests and stronger tires appropriate for the roads in Mwea. This tricycle is the first of its kind in Mwea and as a result there is lack of spare parts. Although this intervention is a welcome idea by both the residents and bicycle operators, they (operators) are suggesting that a tricycle fitted with gears would be easier to operate because this would reduce the amount of effort required to propel it, considering, too, that it now carries heavier loads than the bicycle. Suggestions are also being made for the RTS Project to place more of the tricycles in Mwea.

According to the latest report from Kagio-Kandongu-Mwihoko Bicycle Transporters (KKMBT) and the area residents, the tricycle is in great demand. Among other things, it has made traveling for women and the disabled more conformable and convenient than the conventional bicycle. Transport of farm produce and animals has also been made easier and more comfortable reducing damages caused during transportation. The tricycle is able to carry two passengers at a time in addition to their luggage provided it is not too heavy.



The tricycle is being preferred to the conventional bicycle for transport of people, (especially women and physically challenged) farm produce and animals.

Registration

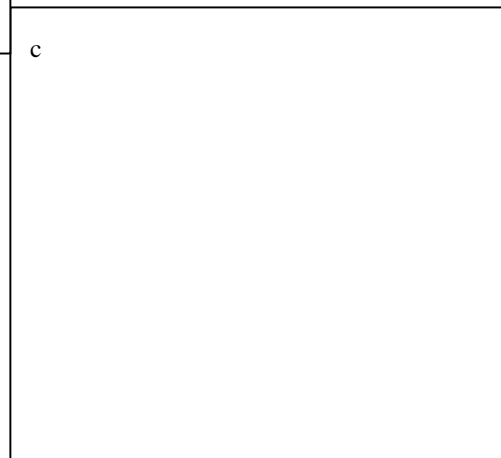
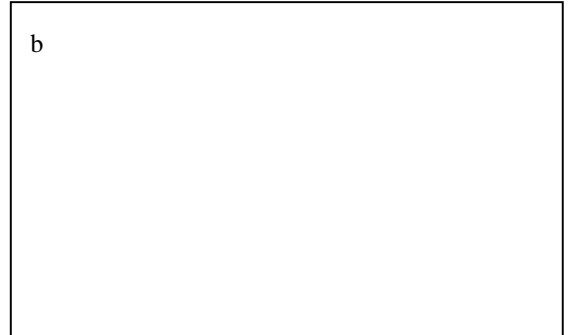
For registration with the department of social services, it requires that the registering group makes its own constitution. The parliamentary group did this. Despite the low education level of the majority of the members, constant sensitisation by experts on group running and the member's own experience in other groups enabled them to come up with a constitution to fit each group. **** See appendix for group constitution***.

The making of such an elaborate document is one way that shows what empowerment with information can do to the poor rural populations. Like with many other activities

conducted by a select committee of the parliaments however, some members demanded payment for doing this document.

Road repairs and maintenance

Although all project areas have identified poor roads as a major bottleneck for agricultural marketing, a lot of sensitisation has been under way to show them the need for their involvement in road maintenance and repairs. The general feeling in all the project areas is that the government should repair and maintain roads. Fingers also point at the areas Members of Parliament who residents claim made pledges of building and repairing roads during national campaigns. With some sensitisation however, repairs have been carried out in Lari and Busia. This followed advice from ILO and District Roads Departments on what type of repair would suit certain trouble spots. A lot of efforts have also been made by the local chiefs and councilors in Busia who have helped mobilize the community to clear bushes on a 13 Km stretch and another 5Km stretch. For the residents of Lari it was easier since some road maintenance activities have been going on. Their problem, however was lack of technical know how on how to deal with certain trouble spots. The arrival of the ILO engineer solved all this and the area residents quickly took up the implementation of technical advice offered. b



a & b: Following visits and advice by ILO engineer, the Lari parliament mobilize the community for a road repair exercise.

c. A week later ...

The finished product.... what a united community can do for their own advancement. A well built road.

More work on rural roads is needed. This requires much more resources than the rural communities can provide. Efforts have been made to contact the areas Members of Parliament (MPs), who are head of the Constituency Committee and Road Fund, to contribute towards rehabilitating some of the bad spots which the communities have identified. One such spot is the River Sud swamp area in Busia District which our studies have shown (and the area residents agree) has great potential for growth and the inability to cross the said swamp is a major bottleneck to the marketing activities that are possible here. Through the help of the community, the area councilor and a private engineering firm, a detailed bill of quantities totaling about Ksh. 900,000 (US \$ 12,000) was made and the RTS team presented it to the area MP. This is still under consideration. The opening up of this area will no doubt improve agricultural activities and marketing ability of the area residents.

Beyond IMTs, Infrastructure and Marketing

Our intense involvement with the communities has seen our activities go beyond infrastructural improvements, IMTs placement and marketing activities. The bi - weekly parliamentary discussions in addition to other contacts with the communities have challenged us to take a wider approach to community development issues.

We need more than roads to alleviate poverty here in Buyende Location (Busia). We have been growing maize all our lives but we hardly harvest enough for ourselves let alone for sale. We have tried a hand in sukuma wiki (kales) and tomatoes but their prices keep fluctuating ...and of late, our soils have stopped producing as they used to (Benedita, Farmer, BuyendeLocation, Busia).

Such and other sentiments have forced us mobilize resources in our means to improve the general welfare of the communities we are working with. Such ways have included demonstrations and training in conservation agriculture, which not only saves on time and labour expended in the farm but also helps improve production by improving the condition of the soil. Placing ridging equipments has also been done. The equipments are available to all community members but are under management of their representative. This has brought in an element of community involvement in monitoring and evaluation (M&E) of the project activities. The community is also involved in M& E of the motorcycle trailer.

Another way the project is going beyond infrastructure and marketing activities is through training in water harvesting as a transport avoidance measure and a means of improving agricultural productivity. Experts on water harvesting attend parliament meetings and give technical advice on construction, maintenance and cost for the water

pans. This has in addition “killed two birds with one stone”. During the rains roads in the Escarpment area of Lari Division turn either into big rivers or swamps. This makes the roads impassable during the rains and leave gullies once the rains are over. In addition, this area lacks a reliable source of water causing residents to travel long distances during the dry season in search of water. Water harvesting is meant to help improve infrastructure through draining road run – off and as a transport avoidance measure since the water so harvested can be used for domestic and agricultural activities during the dry season.

Farmers’ exposure visits have proven to be great learning experiences in many projects. All the parliamentarians in the three project areas have showed great interest in getting exposed to areas, people, institutions and activities that would enable them to learn hence improve their lot. During this quarter, KENDAT has facilitated these kinds of visits. Representatives from the Lari parliaments visited the Annual International Trade Fair in Nairobi and it was evident from their reporting during the following parliamentary meeting that a lot had been learnt. In conjunction with the Donkey Welfare Project parliamentarians from Lari and Mwea have been able to conduct exchange visits and share experiences on issues ranging from farming, transportation, marketing and entrepreneurial opportunities. MPs in Busia have had a chance to visit Mwea during the kick – off workshop and their experiences according to their reports had something new to add to the parliamentarian’s welfare in general and farming activities in particular.

New horticultural produce have been introduced in Lari through the Lari parliament by the Horticultural Development Authority (HCDA) which is a government parastatal charged with the development, promotion, coordination and regulation of the horticultural industry in the country. Due to the intensive care required in handling the produce, training has continued. Snow peas was introduced in Lari. One farmer offered a piece of land to the MPs and this has acted as a demonstration farm. Once the farmers have learnt what is required in the production of quality snow peas, HCDA will then provide them with planting materials and technical advise in addition to helping them find a market the snow peas on a cost recovery basis. Due to the time available, sessions such as these are combined with the formal parliamentary meeting. The morning session acts as a forum for discussing issues and the afternoon is usually the practical session.

1. HCDA officer explains how it is done
2. And they are all ears and eyes
3. Gone are the days when it used to be men only. Women MPs try a hand at what they have learnt....
4. Even so, we let men do it too ... integrated development involves all community members

Considerations are under way in all the project areas to establish resource centers. This has come due to the continued interest the community parliaments are drawing from many community members. The resource centers are meant to be centers of information storage and exchange. A problem though the parliaments are facing is the lack of finances and necessary equipments such as computers among others.

Communities' Monitoring and Evaluating RTS Activities.

Communities in all the three project areas are actively involved in implementing monitoring and evaluating the RTS Project activities. Each activity is located under a ministry. The ministry is headed by a minister who is an official of the community parliament. The ministers are collectively referred to as the cabinet. Each project locality has ministries specific to their activities. *****

A few Hitches

Although the community parliaments are a great idea and seem plausible, a few problems are emerging;

- Leadership wrangles
- Over expectations (allowances, funding /support activities outside RTS, registration).
- Geographical divisions- locations, divisions e.t.c.
- Group / individual conflict of interests.

On the issue of leadership wrangles, it is evident that many of the MPs want to be in the leading team (cabinet). This causes some members to raise issues intended to indicate incompetence of a cabinet member/s. Although some of the issues raised may be reasonable, others do not hold any water and are therefore malicious. Such issues are discussed during the parliamentary sessions and resolved. A major concern among the MPs is that the cabinet members are receiving payments from the RTS project. This causes the MPs to want to be in this “privileges” position so that they may also receive the monetary gains. Leadership issues to are a part of the need for recognition within the rural setting. This in turn brings social prestige and recognition to such a person. The RTS Project has attracted a lot of attention even from high offices such as the areas members of Parliament, other NGOs, public offices and the private sector. This has led to these individuals and organizations wanting to associate with the project. This has both its positive and negative aspects.

Politicians' interests though for their own political gain have proved beneficial in RTS Project for the purposes of community mobilisation. Examples include involvement of the MP for Mwea during the initial formation of the Mwea community parliament. A big number of people turned up and this ensured a representative sample of all interest groups in the community. Another example is during community mobilisation for the road clearing exercise in Busia. The area chief (administration) had tried showing the residents the need for their involvement in infrastructure maintenance but did not succeed until the area councillor (politician) came into the scene and convinced the people. The danger with the politicians' involvement, however, is the many promises that they give too the

people some of which are without the project's capabilities. This in turn causes expectations and as a result frustrations since the expectations can not be met. Some of the politicians also take credit for the RTS Project achievements and use it to campaign for their continued stay in office come the next national elections.

Some government departments have been reported to have interest in RTS activities. On the negative side, it has led to frustrations of community parliament activities. A case in example is the department of social services in Mwea which has denied MTMO registration because officers in this department want to be included as officials of MTMO. This is because they feel that the MTMO and in extension RTS project has a lot of money which they would benefit from (as individuals) if they are officials. Another case is in Lari where the District Officer challenged his officers to form another organisation to 'compete' with LAMP (Lari community parliament). Some government departments have however proved very helpful. These include public works department of Busia who have accompanied and offered technical advice to the RTS and BIAMF (Busia community parliament) on several occasions to the field during spot identification exercise. Department of social services in Busia and Lari have also been very helpful in helping the community parliaments come up with a constitution and in registration.

Over expectations on the deliverables of RTS Project to communities is also a big problem. As a result of intense involvement with the communities, issues we are expected to help in range from provision of personal needs (children's school fees, medical bills, food, mobile phones, housing) to those of the entire community (piped water, water pumps, health and education facilities, e.t.c.). These and other issues are carefully assessed and some activities not falling within RTS Project have been addressed. This is achieved through collaboration with individuals and organisations that deal with these issues. KENDAT also has had to borrow from other project to input into RTS. This has included borrowing finance and technical expertise from Conservation Tillage Initiative for better farming and productivity, Brooke Hospital for Animals for manufacture and design of IMTs (motorcycle trailer and donkey drawn cart). Another problem faced is that MPs also constantly ask to be paid for attending parliamentary sessions (sitting allowances) and for community mobilisation.

Individual and group interest conflicts are manifested in the allocation of activities and equipment. All feel that they need to be in control of certain things so that they can gain from whatever benefits that may arise. An encouraging trend that is however, emerging is the realization that the community parliaments are now beginning to see themselves as representatives of wider interest groups than just themselves and the community parliaments. A good example is during the allocation of the tricycle. The *boda boda* group that received the tricycle does not have representatives in the community parliament yet they found it beneficial to allocate it to them to *'let others see our integrated development approach ...which involves all people'* according to the MTMO.

Owing to these, training on group dynamics is necessary to ensure group cohesion and continuity.

The problems experienced in the community parliaments are, however, being addressed accordingly by the parliamentarians themselves and the RTS team where applicable. There is, however, need for intensive training in group dynamics.

The case for Mwea

The MTMO comprised 89 members, being representatives of all interest groups in Mwea Division. These attended the first parliamentary session on 4th of August 2003 to create a problem tree and agree on the priority activities for their Division.

The second parliamentary meeting was well attended by 92 attendants some of whom were not elected representatives. The reason for this large attendance, it later emerged, was due to a false rumour that the RTS project had come to give money handouts to the residents of Mwea. With their dreams of instant cash quashed, some attendants turned unruly but were quickly calmed by the cabinet head. This meeting's agenda was to report on the Kickoff workshop proceedings and to map the way forward for the prioritized activities. This was achieved although it took longer than planned (6 hours).

The above incident forced the leaders of parliamentary business (cabinet) to rethink the conduct of parliamentary meetings. This led to the making of basic rules to be followed by the MPs. These rules centered on;

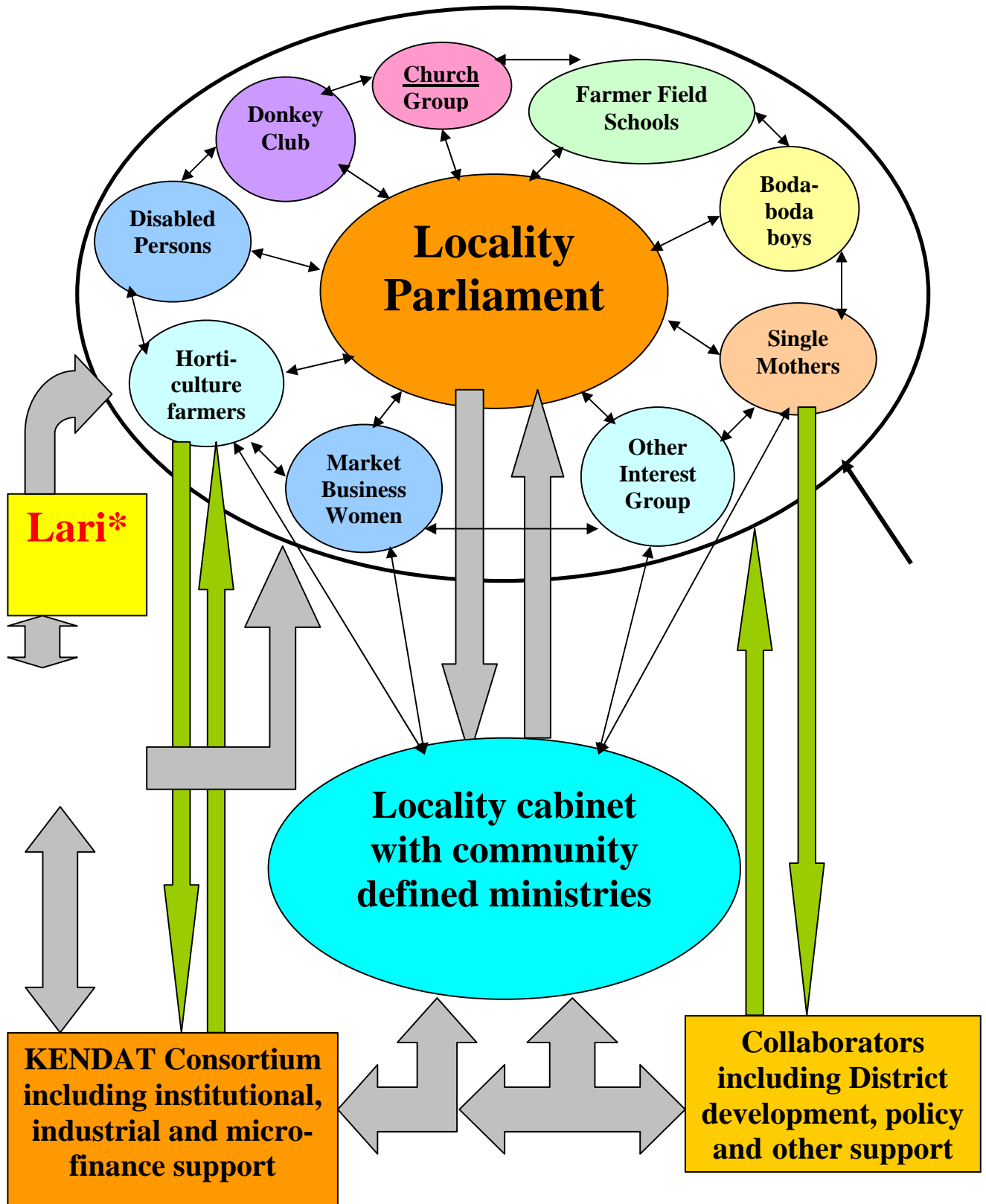
- Attendance – By elected members only, consistence in attendance
- Time – Avoiding lateness, discussion of planned agenda to avoid long meetings
- Discipline – all members must speak with the chair's permission only
 - No drunken members during sessions

These rules were agreed upon by the MPs and are followed to date.

Every project locality has had its unique issues. One thing that is common in these areas however is the need for registration with the Department of social services which all groups have done.

Broadening the Networks

Continuous efforts have been made to involve individuals and organizations that could strengthen the coalition both for the purpose of achieving the planned project outputs and improving the livelihoods of poor rural communities in totality. Notable among them is the areas' Members of Parliament (MPs) and organizations such as Horticulture Development Centre (HDC), HCDA, horticultural produce exporting companies e.t.c.



* Lari and Busia have own parliament & cabinet arrangement similar to Mwea and with similar interest groups represented.

The Rural Transport Services Project parliamentary model for community empowerment and emancipation.

APPENDICES

APPENDIX 1

Project Areas worksheet

RTS PHASE II WORKSHEET			
<u>Project Area</u>	<u>Date</u>	<u>Activity</u>	<u>Comment</u>
<u>LARI</u>	30.07.03	<ul style="list-style-type: none"> • Formation of LAMP – members were invited following identification during fieldwork and the already on going activities of another project on donkey welfare in the area. These are mainly community opinion leaders and representatives of various interest groups in the area. • Identification of community problem tree – this further reinforced the research findings of Year I. Also helped set the way forward for action research. • Cabinet elected and presented to present the problem tree at the Kick – off workshop in Mwea in August 	<p>- Report on problem tree available – process of identifying and classifying / ranking community issues.</p> <p>- Members of parliament identified, represent various interest groups.</p>

	12.08.03	<p>Feed back to parliament on the Kick-off Workshop proceedings. Further deliberation on way forward.</p> <ul style="list-style-type: none"> - Bad spots on the road be identified and reported on during the next parliamentary meeting. <p>Community deliberation on other issues which were not necessarily transport related. Eg. Destruction of forest, water shortage, grabbed road reserves.</p>	Kick – off Workshop proceedings available.
	26.08.03	<ul style="list-style-type: none"> • Parliamentary meeting • Report on identified road spots 	
	05.09.03	<ul style="list-style-type: none"> • KENDAT, ILO & cabinet team on road spot checks. • Kinale and Escarpment roads inspected. 	ILO Engineer gave technical advise on what needs to be done on the inspected spots. See report on spot checks in Lari.
	9.09.03	<ul style="list-style-type: none"> • Way forward discussed 	
	23.09.03	<ul style="list-style-type: none"> • Way forward • Scaling down on area of concentration for impact assessment. • Agreed on full-scale implementation in Gitithia area. 	See report on scaling down meetings.
	6.10.03	<ul style="list-style-type: none"> • Visit to Kinale area for spot checks and general survey of the area. 	- Activity in the area is spot improvement
	07.10.03	<ul style="list-style-type: none"> • Visit to Escarpment – • 	- Activity in this locality is water harvesting as a transport avoidance measure
	09.10.03	<ul style="list-style-type: none"> • Visit to Gitithia 	- Agreed that group

		<ul style="list-style-type: none"> Discussions on marketing, Farm to market Model. 	marketing would give farmers a stronger voice against exploitation by middlemen.
	21.10.03	<ul style="list-style-type: none"> Parliamentary meeting Marketing lecture by HCDA 	- Group marketing emphasized.
	11.11.03	<ul style="list-style-type: none"> Parliamentary meeting 	<ul style="list-style-type: none"> Water harvesting lessons New crops introduced Field demo – planting snow peas
	25. 11.03	<ul style="list-style-type: none"> Parliamentary meeting 	<ul style="list-style-type: none"> Group Registration and constitution making Modalities of running motorcycle discussed Follow up on the planted snow peas.
	16.12.03	<ul style="list-style-type: none"> Parliamentary meeting 	<ul style="list-style-type: none"> End of year meeting. Changes in modalities on motorcycle allocation.
MWEA	31.07.03	Nomination of community parliamentary representatives.	Interest groups in Mwea elected two representatives into the parliament
	4.08.03	<ul style="list-style-type: none"> First parliamentary meeting Election of cabinet members Ministries formed Discussion and creation of problem tree. 	<ul style="list-style-type: none"> Mwea problem tree formed, Ministries formed as follows; Agriculture & Livestock Transport Single parents Disabled Youth Artisans
	18.08.03	<ul style="list-style-type: none"> 2nd parliamentary meeting to feed back to the community parliament on Kick – off workshop proceedings. 	- Workshop report given

	03.09.03	<ul style="list-style-type: none"> • Cabinet meeting to deliberate on how best to run the parliament. 	Rules were set to enable smooth running of parliamentary sessions.
	26.09.03	<ul style="list-style-type: none"> • 3rd parliamentary meeting. • Scaling down on area of concentration. 	<ul style="list-style-type: none"> - Kangai location chosen. - See Report on scaling down identification procedure showing the rigorous criteria.
	14.10.03	Visit to the project locality (Kangai Location) with cabinet & area representatives to familiarize with the area and plan for action (farm to market)	<ul style="list-style-type: none"> - Horticultural farming is the main activity. - Roads in poor condition. - Horticultural groups already exist - Main issue is marketing in terms of lack of markets, exploitation by middlemen, great post harvest losses.
	23.10.03	<ul style="list-style-type: none"> • 4th parliamentary meeting. • Feed back to parliament on Kangai location. • Draft constitution for the purpose of registration of MTMO with the Ministry of Social Services. 	<ul style="list-style-type: none"> - Marketing challenge – formation of a group to give them a voice and create planting schedules to avoid over production of a single produce. - Registration of group agreed upon.
	31.10.03	Cabinet meeting	- Preparation of a concrete work plan to achieve project out puts ** see work plan.
	27.11.03	Parliamentary meeting	<ul style="list-style-type: none"> - Work plan agreed upon by MPs with some modifications - Discussions on group registration with department of social services. - Ridging equipments and tricycle handed over to MTMO by KENDAT - Discussions on

			disseminating project activities.
	5.12.03	Cabinet meeting	Receiving applications and making decision on <i>boda boda</i> group to allocate the tricycle to.
	17.12.03	Parliamentary meeting	-Reporting on the tricycle progress, end of year meeting, way forward for the project activities. - Marketing given priority – registration of MTMO as a co. to export horticultural produce
BUSIA	18.07.03	<ul style="list-style-type: none"> • Formation of community parliament (Busia Integrated Agricultural and Marketing Forum – BIAMF). • Discussion of community problem tree • Election of a cabinet. 	<p>- Participants were opinion leaders from different interest groups – <i>boda boda</i>, farmers, politicians, business entrepreneurs, <i>jua kali</i> artisans.</p> <p>- Problem tree presented at kick – off workshop.</p>
	28.08.03	<ul style="list-style-type: none"> • 2nd Parliamentary meeting • Feed back on kick – off workshop. • Strategizing on way forward. 	<p>- Big number of people turn up to collect money.</p> <p>- Need for rules to govern the organisation</p>
	10.09.03	<ul style="list-style-type: none"> • 3rd parliamentary meeting. • Spots for improvement identified. • Spot checks and general tour of the locality 	-General observation -need for community participation in road and tracks maintenance.

	25.09.03	<ul style="list-style-type: none"> • 4th parliamentary meeting. • Scaling down on area of concentration. 	<p>-Agreed on Bukhayo West Location.</p> <p>-Afternoon tour of River Sud swamp area and horticultural farms in the location.</p> <p>- Bill of quantities available</p>
	8.10.03	<ul style="list-style-type: none"> • Spot viewing- • Technical back up from District Roads Department (Eng. Ochieng). 	Necessary technical advise offered.
	30.10.03	Parliamentary meeting	<p>Discussions on group registration with the department of social services.</p> <p>- Discussions on improvements in transport, farming and farming linkages.</p> <p>- Road repairs date set and modalities of community mobilization agreed upon.</p>
	20.11.03	Road clearing	-13Km of Munongo – Buyende road cleared of bushes. Remaining 5km to cleared in a week’s time
	16.12.03	Parliamentary meeting	<p>- Registration certificate issued.</p> <p>-Discussions on improving farming activities especially for income generation (Soya beans and sunflower). Technical committee formed to achieve this.</p> <p>- Need for involving area MP in rural roads improvement</p>

APPENDIX II

MWEA CABINET MEETING 31.10.03

ACTION PLAN

MTMO ACTIVITIES AND ACIVITY PLANS

<u>ACTIVITIES</u>	<u>ACTION PLAN</u>
<u>1. Proposal to HCD (USAID)</u>	1.1 <u>Register organization – a small office probably at CCS – Resource center, Account.</u> 1.2 Listing of No. of members, interest groups, crops grown. 1.3 List training needs / problems e.g. Inputs and Euro protocols, timing the market etc. 1.4 Market dynamics, survey and training 1.5 Visit to JICA – (Perminus).
<u>2. Finding a market for produce on the farm</u>	2.1 <u>Contact green fields investment</u> 2.2 <u>Contact individual Co.s (local & international).</u>
<u>3. IMT improvement – first motor bike be given depending on agreed procedure, probably scale it up through micro finance</u>	3.1 <u>Identify the use / use details e.g. running, maintenance, ownership.</u> 3.2 Receive motor bike & trailer 3.3 Sustain motor bike trailer in transport services 3.4 Pursue rickshaw training 3.5. Training users and administration – insurance highway code. 3.5 Assist <i>mkokoteni</i> people - handcart
<u>4. Bicycle / cart lane</u>	<u>4.1 Contact district Roads Engineer / ILO, Wanguru county council to agree on the plan – when, where, how, what to be done</u>
<u>5. Spot improvement</u>	5.1 <u>Identify a number of trouble spots</u> 5.2 Contact district engineer / ILO 5.3 Thiba, Tebere and Kangai after the rains.
<u>6. On farm operations and improvements</u>	6.1 <u>Demonstrate ridging, weeding</u> 6.2 Place equipments with selected farmers 6.3 Follow up 6.4 Training in CA

APPENDIX III

BUSIA INTEGRATED AGRICULTURAL AND MARKETING FORUM (BIAMF) COSTITUTION.

CONSTITUTION AND RULES OF BUSIA INTEGRATED AGRICULTURAL AND MARKETING FORUM (C.B.O.)

SECTION 1

NAME OF ORGANISATION

ARTICLE 1

- a) The name of the Organisation shall be Busia Integrated Agricultural and Marketing Forum (CBO)
- b) The Organisations contact – BIAMF, P.O. Box 675, Busia Kenya-50400
- c) The Organisation shall operate within Busia District

SECTION 11

NATURE OF THE ORGANISATION

ARTICLE 2

- a) The Organisation shall be non-political and non-profit making in all its operation.
- b) The Organisation shall work as a link between the community, government and other organisations.

SECTION 111

GOAL

Improve Agricultural Transport and Marketing.

ARTICLE 3

OBJECTIVES

- a) To gather community representatives.
- b) To encourage community participation in development initiatives
- c) Capacity building is help refine communication research (including M&E structures)
- d) Build partnership for activity support and national/regional growth in agricultural transport and marketing i.e. led rural development.
- e) Improvement of food security within the community.
- f) Empower community on preventive healthcare.

SECTION IV

MEMBERSHIP

ARTICLE 4

- a) Full members will register as individual with Kenya shillings 100/-
- b) Groups, organisations and institutions will register with Kenya shillings 500/-
- c) Members shall be Kenyans from Busia district.
- d) Shall be of sound mind and good character.
- e) Members shall be 18 years and above.
- f) Full members are entitled to all benefits of Busia Integrated Agricultural and marketing Forum.

ARTICLE 5

MEMBERSHIP TYPES

ASSOCIATE MEMBERS

These shall be individuals or groups within or outside Busia district.
They shall register with Ksh.200 per individual and Kshs.500/- per group.
They shall be entitled to participation in all Busia Integrated Agricultural and Marketing Forum activities without having voting rights.

HONORARY MEMBERS

These shall be organisations or individuals who work to support Busia Integrated Agricultural and Marketing Forum financially and materially.
They shall have no membership fee or annually subscription fee.

ARTICLE 6

ANNUAL SUBSCRIPTION FEE

- i) Individual members shall pay Ksh.50/- for annual subscription fee.
- ii) Groups shall pay Ksh.100/-

SECTION V

ARTICLE 7

MANAGEMENT OF THE OFFICE

The office bearers shall be:-

- a) Chairman
- b) Vice-Chairman
- c) Secretary
- d) Vice-Secretary
- e) Treasurer
- f) Organising Secretary

ARTICLE 8

Other five member representing different interest groups shall also form the management committee. Two ex-official members who shall be the administration and the district representative from the Department of social services, Location SDA

SECTION VI

ELECTION OF OFFICE BEARERS

ARTICLE 9

The management committee members shall be elected by the members. The election shall be presided over by partner organisation.

The committee shall remain in office for a period of three years. However, the management committee could be dissolved before the end of three years due to the following reasons:-

- a) Indication in misappropriation of funds
- b) Involvement in political activities
- c) Conflict of interest
- d) Non-implementation of planned activities
- e) Failure to comply with terms and conditions spelt out in partnership agreement with a funding partner organisation

ARTICLE 10

Any dispute arising after election be solved by arbitration. The management committee shall appoint the arbitrator.

SECTION VII

ROLES OF OFFICE BEARERS

ARTICLE 11

CHAIRMAN

The chairman shall:-

- i) Convene and conduct all the management committee meetings
- ii) He/she shall be the organisations spokesman to other organisations and the government
- iii) Approve all project expenses in consultation with other committee members
- iv) He/she shall be signatory to the organisations bank account

ARTICLE 12

VICE-CHAIRMAN

The Vice-Chairman shall:-

- i) Conduct committee meetings in the absence of the chairman.
- ii) Undertake the duties of the chairman during his/her absence.

ARTICLE 13

SECRETARY

The secretary shall:-

- i) Issue notices of meetings to management committee members
- ii) Record proceedings of management committee meetings
- iii) Keep and maintain all groups records
- iv) Conduct correspondence on behalf of the group

ARTICLE 14

VICE-SECRETARY

The vice-secretary shall undertake duties of the secretary in his/her absence.

ARTICLE 15

TREASURER

The treasurer shall:-

- i) Receive and also disburse, under the directions of the committee all monies belonging to the group.
- ii) And shall receive and issue receipts for all monies received by him and preserve vouchers for all monies paid by him.
- iii) Be responsible to the committee and to the members that proper books of accounts of all monies received and paid by the group or organisation are written up, preserved and available for inspection at any time by any authorised person or persons.

ARTICLE 16

ORGANISING SECRETARY

The organising secretary shall:-

- i) Ensure that the venue of the management committee meeting is properly arranged.
- ii) Co-ordinate and disseminates any information concerning the convened meetings.
- iii) Issue notices on planned community meetings and ensure that the venues are properly secured.
- iv) Organise all the activities pertaining to the organisation.

SECTION VIII

ARTICLE 17

MEETINGS

BIAMF shall hold the following types of meetings:-

- a) Executive committee meetings
- b) General committee meetings
- c) Special meetings
- d) Annual general meetings

EXECUTIVE COMMITTEE MEETINGS

Executive committee meetings shall be held twice every month or as need demands. The meetings shall involve all the executive committee members who shall be:-

- i) The chairman
- ii) The Vice-Chairman
- iii) The Secretary
- iv) The Vice-Secretary
- v) The treasurer
- vi) The Organising Secretary

ARTICLE 18

GENERAL COMMITTEE MEETINGS

- a) Convening of meetings

The General committee meetings notice shall be prepared by the secretary. The meeting shall be called by the chairperson. Members shall be given two weeks notice.

- b) Frequency of meetings

The General meeting shall be held once every month.

- c) Quorum

The quorum of the meetings shall be two-thirds (2/3) of the members. Solutions passed in meetings lacking a quorum will be null and void.

Minutes of the committee meetings

The committee shall ensure that detailed records of committee deliberations are prepared. A copy of the said minutes shall be sent to any partner of the organisations to BIAMF as required by those organisations.

ARTICLE 19

Special meetings shall involve all management committee members and any other parties as need may demand. Special meetings shall be held whenever arises need for such a meeting.

ARTICLE 20

ANNUAL GENERAL MEETINGS

Annual general meetings shall be held once every year. In the event of such a meeting, all stakeholders shall be involved. The meeting shall have the following activities.

- i) Financial report shall be read.

- ii) Chairman shall enlighten the members on the progress and failures of the organisation. If a member fails to attend 3 consecutive meetings without an apology, and is an official she/he shall cease to be an official. Likewise a member cease to be a member.

SECTION IX

RESOURCES

ARTICLE 21

BIAMF shall raise its funds from:-

- i) Membership/registration fees
- ii) Annual subscription fees
- iii) Donations from well wishers
- iv) Proceeds from income generating projects
- v) Harambees
- vi) Donor funding

ARTICLE 22

ACCOUNTABILITY

The organisations management committee shall ensure that any funds released to the project are strictly spend according to the agreed terms and conditions as provided by the given donor partner.

The following basic internal control measures shall be put in place.

ARTICLE 25

- a) Bank accounts

The organisation shall open a bank account in the name of BUSIA INTEGRATED AGRICULTURAL FORUM (C.B.O). The accounts shall have three signatories namely:

- i) The chairman
- ii) The secretary and
- iii) The treasurer

In the absence of the three signatories, no transactions shall be conducted on the organisations behalf.

ARTICLE 24

APPROVALS

All transactions including withdrawal of cash monthly, financial reports, purchase orders, disposal of assets shall be approved by the management committee.

ARTICLE 25

FINANCIAL REPORTS

The following accounting records shall be prepared:-

- a) Cash and general journal

- b) Financial report and bank reconciliation
- c) Statements of assets and liabilities

The above accounting records shall be approved on monthly basis. All project expenditure shall be approved and recorded in relevant accounting books. Each project shall have asset of accounting records that disclose:-

- a) Funds on hand at beginning of month
 - b) Funds received from donor agencies
 - c) Funds received from income generated by groups and partners of the project.
- Funds spent shall be supported by a payment register (list) by cheque of (voucher) number. Each payment shall be supported with an invoice/receipt/voucher.

ARTICLE 26

NARRATIVE REPORTS

The organisation shall prepare narrative reports detailing the projects accomplishments. The said report shall be presented to committee members for review and approval and submitted to project partners donors as advised in the respective partnership guidelines.

ARTICLE 27

ASSETS, REGISTER AND INVENTORY RECORDS

- i) The organisation shall keep records of capital assets recording the date of purchase, acquisition costs, adequate descriptions including model numbers and a permanent reference number for each capital asset.
- ii) Inventory records shall be maintained of stocks of materials, supplies and agricultural produce held, whether on behalf of the organisation itself or for third parties. Those records shall classify all receipts, issues and balances.
- iii) Records shall be maintained of distribution of goods to all stakeholders (farmers, *boda boda*, fabricators) etc including obtaining receipts.
- iv) Capital assets shall be incurred to avoid losses occasioned by unforeseen circumstances. When disposing off capital assets, the organisation shall strictly adhere to terms and conditions spelt out in partnership agreement with a given project partner/donor agency.

SECTION X

PROCUREMENT

ARTICLE 28

At the organisation level, the organisation chairman shall together with the project manager from any given partner organisation/donor agency consult with the management committee, identify the required materials and place an order as deemed best for the project at hand. A quotation/purchase shall then be prepared.

ARTICLE 29

Purchases shall not be made on behalf of the organisation using donor funds without authority from the donor/partner organisation supporting the project. Documentation shall disclose that competitive bids for purchase are solicited and reviewed.

SECTION XI
AUDITING AT ORGANISATION LEVEL
ARTICLE 30

The community based organisation CBO shall appoint audit committee which shall have the following duties:-

- a) Oversee the proper management of the CBO's and finances and assets
- b) Scrutinise income and expenditure records and report the findings to the organisation at regular intervals as stipulated by the CBO's by laws.

ARTICLE 31
AUDITING AT PROJECT LEVEL

The organisation shall accept external auditors to review project financial records as advised by given donor/partner agency supporting a given project. This shall be respective donor/partner organisation supporting the project.

SECTION XII

CODE OF CONDUCT

ARTICLE 32

CONFIDENTIALITY

Discussions in management committee meetings shall solely be limited to the BIAMF committee and any diversion by any member shall compel the Executive committee to summon such a member to show cause why corrective action should not be taken against him/her. When the executive committee has established that the member has breached this article, recommendations shall be made to the management committee to ratify such action to be taken against the member.

ARTICLE 33
ACCOUNTABILITY AND TRANSPARENCY

- i) Accountability and transparency will not cover the finances only but all assets of BIAMF
- ii) Any member who misuses the project funds or property will face serious consequence including court action

SECTION XIII

ARTICLE 34

DISCIPLINE

The areas that call for corrective action cover the following:-

- a) Gossip
- b) Indiscipline
- c) Misappropriation of organisation funds
- d) Breaching of organisations objectives and by-laws

ARTICLE 35

DISCIPLINARY MEASURES

These shall involve:-

- a) Reprimanding and warning
- b) Suspension
- c) Expulsion
- d) Legal action in court of law

The type of disciplinary action taken against a member shall be determined by the nature of offence. Any member so disciplined shall require 2/3 of votes by the committee for restoration as a member of the management committee. All disciplinary members shall be discussed at the Executive meeting before being presented to the general meeting.

ARTICLE 36

AMENDMENT OF THE CONSTITUTION

- a) The constitution of the organisation shall be subject to amendments.
- b) The amendment from time to time shall be done in accordance with the wishes and interests of the majority of members of the organisation
- c) Any such amendment shall be proposed at a general meeting subject to voting
- d) The amendment shall only be considered if supported by 2/3 of the management committee members during a meeting.

ARTICLE 37

The organisation shall from time to time come up with by-laws to govern specific aspects of the organisation's affairs as provided for under this constitution such by-laws when passed by the organisation shall be binding until they are amended at a general meeting.

ARTICLE XIV

ARTICLE 38

This constitution shall be adapted from the date indicated below and shall be known as:-

“THE BUSIA INTEGRATED AGRICULTURAL AND MARKETING FORUM CONSTITUTION”.

This constitution has been duly signed on this.....day of.....2003

Signed.....
Chairman

Signed.....
Secretary

Signed.....
Treasurer

APPENDIX III

ESTIMATES OF REHABILITATING SWAMP ON BUYENDE MUNONGO ROAD.

Our studies have shown that this area has great potential for growth and the inability to cross the River Sud swamp is a major bottleneck to the marketing activities that are possible in the area. Residents have tried to rehabilitate this section of the road in vain. After the RTS,,s team visit to the area accompanied by members of the Busia parliament, the area councilor who is a member of the parliament approached the Council Clerk of Works and came up with the following bill of quantities required for the swampy section. This was presented by the KENDAT coalition to the local MP a former Minister of Finance. Funding form the MP's Constituency infrastructure Fund is under discussion. The District Engineers office will hopefully chip in by providing and fueling a government Grader. The community paliament has led a bush clearing exercise by the villagers and has cleared the bushes and is ready to provide labour for free.

A. Culvert installation

1. Double line 900 X 2 X Ksh. 1800 = Ksh. 216,000

2. Single line 900 X Ksh. 1800 = Ksh. 108,000

Culvert installation total = Ksh. 324,000

B. Muraming, and sand and Hardcore

200 Lorries of Muram X Ksh. 300 = Ksh. 60,000

Bags of sand = Ksh. 20, 000

Add labour = Ksh. 10, 000

Hard core 183 X1 X 3 / 4 X 300 = Ksh. 411,750

Muraming, and sand and Hardcore = Ksh. 501, 750

Total cost Ksh. 324,000 + Ksh. 501, 750 = Ksh. 825,750

APPENDIX IV

Project Brief prepared for the Coalition Partners Meeting of December 2nd, 2003

Improved Agricultural Rural Transport for Kenya

**A Natural Resources International Limited
Crop Post-Harvest Programme (CPHP)**

Supported Project

**From Status Surveys to Action –Research:
Placing Communities at the Centre in**

Linking farms to Markets

Progress highlights

- Project started a Quarter late: Kickoff workshop 5th to 6th August
- Kick-off was preceded by coalition partner discussions on roles (including communities)
- Kick-off agreed on broad activities
- Kick-off follow-ups elaborated activities
- Further follow-ups worked to focus and scale-down activities
- Action plans are finally being implemented ranging from empowerment/emancipation of communities, infrastructure repairs, IMT placement, finding markets and building support structures

Progress made

The RTS Project started Year II with field level reorganization of activities with partners and communities. This was done with the aim of creating a new approach of moving from socio – economic and technology transfer kind of research to action research. The reorganization was also meant to ensure that all the partners had clear roles and measurements for the project deliverables (activities, inputs and timings). These were then presented at the Year II kick off workshop. The various action plans were reworked at the Kick off workshop to ensure practicability in implementation. Emphasis was laid on the need for collaboration with all for the success of the planned activities.

Prior to the Kick off workshop, intense organizations were made to ensure that all community interests were well represented. In the three project areas, representatives from interest groups were involved in coming up with the action plan. The idea of community parliaments was also born.

Putting communities in charge

Soon after the Kickoff workshop, the community parliaments started holding biweekly parliamentary meeting to further strategise on how to carry out their planned activities. These parliamentary sessions have continued to date. They act not only as forums for discussing agriculture and transport – related issues but also general development issues within their localities.

In addition to parliamentary meetings other activities are carried out. Field visits to project localities have been continually made to enable the project collaborators have clear plans. The cabinet members usually guide such visits. As a result of such field visits and discussions with the parliaments we saw a need to scale down on the area of coverage for the purpose of achieving and demonstrating impacts in short term. It was emphasized that unless short - term gains of interventions were visible, it was unlikely that further support to project and development work would be forthcoming. ***See Report on scaling down***

Some activities have been carried out in all the three project areas. These have been championed and led by the community parliaments. This approach has proved very efficient in community mobilization. The communities now feel part and parcel of the process. This is unlike during the first year where difficulties were experienced in trying to reach to get information due to suspicion and lack of faith in research. Information that proved difficult to get during surveys is now voluntarily given and openly discussed. (Activities - field demos on horticulture production, road improvement and maintenance, bicycle trailer placement). improved agriculture (snow peas, water pans), road improvements, motorcycle / bicycle trailer, plough & demos.

A few Hitches

Although the community parliaments are a great idea and seem plausible, a few problems are emerging;

- Leadership wrangles
- Over expectations (allowances, funding /support activities outside RTS, registration).
- Geographical divisions- locations, divisions e.t.c.
- Group / individual conflict of interests.

Owing to this training on group dynamics is necessary to ensure group cohesion and continuity.

Widening the Networks

Continuous efforts have been made to involve individuals and organizations which could strengthen the coalition both for the purpose of achieving the planned project outputs and

improving the livelihoods of poor rural communities in totality. Notable among them is the area Members of Parliaments (MPs) and organizations such as HDC, HCDA, e.t.c.

Meetings with coalition partners – ILO, IFRTD, ITDG, Communities - clear roles and action plan (activities, inputs, timings).

Kickoff workshop - reporting on planned action plan & reworking for practicability.

Emphasis laid on partnerships.

- Communities in the lead
- Parliamentary sessions – Bi weekly, monthly
- Field visits – dividing the areas, then downscaling for impact (assessment & creation)
- Meetings
- Activities – improved agriculture (snow peas, water pans), road improvements, motorcycle / bicycle trailer, plough & demos,
- Wider networks – HDC, HCDA, Politicians (MPs, councilors), district public works e.t.c.
- Registration

- Problems – over expectation (demands – lunches, sitting allowances, funding for projects outside RTS activities, registration money).
- Wrangling lack of support for cabinet members, over allocation of interventions & intervention areas & groups/ individuals
- SOLUTION – a bit of education on group dynamics and partnerships for development

Workshops attended

- Labour mitigation and HIV/AIDS (3rd to 7th November, Mozambique)
- 2nd Agricultural Policy and Law Makers Forum - Agricultural trade and marketing: The way forward (24th to 25th Nov, 2003 Safari Park)
- Civil Society and Development input celebration dinner
- Any others by coalition partners?

Roles re-defined (KENDAT Consortium and beneficiary communities)

Ministry of Agriculture:

- Policy guidelines and visions for agriculture and rural transport
- Ministry of Agriculture on establishing linkages and defining entry for mergers with government and partner organization plans
- Talks of assurance to farming communities during field days

ILO ASIST:

- Talks of exposure to Labour based methods for infrastructure improvement
- Participation at repair planning visits and meetings

- Implementation in collaboration with District Engineers' and other leaders' offices
- Assistance with reporting

ITDG:

- Support in training and community empowerment (group dynamics) meetings and other activities
- Experience support in rickshaw and cycle trailer advancement
- Synergies with ongoing projects (eg EU Kajiado project)
- Assistance with reporting

KENDAT office

- Engineering team report
- Parliamentary activity core support, coordination and reporting
- Logistical support
- Coordination and reporting / documentation (local web site under development) and communication base

IFRTD:

- Policy status analysis for IMT action research and rural transport
- Synergy with other ongoing projects (water transport, AIDS, civil society challenge etc.) and NFG activities
- Regional and international dissemination of efforts and findings
- Assistance with reporting

Challenges and upcoming

- Wider reach, publicity generating activities: eg links with bikathon, HIV/AIDS and other coalition and collaborating partners (ongoing or planned events)
- Keeping the parliaments busy and exposed to the ongoing
- Visit to USAID – Horticulture Development Centre (HDC)
- Visit to JICA (empowering farmer organizations wing)
- Visit to HCDA (understand new re-workings and plans towards farmer empowerment)
- Planning for the rest of the year
- Self assessment and year 3 planning workshop late Feb/ early March 2004
- Improved coalition partner communication