

Rural Transport Services Project for Kenya

Progress Report for 1st Quarter, Year II



Compiled by:

*Pascal G. Kaumbutho
Lucy Nkirote
Joseph M. Mutua
Fred Ochieng*

KENDAT



***Kenya Network for Draught Animal
Technology***

P.O. Box 2859,
00200 City Square
Tel/Fax: 254-2-766939
Nairobi, Kenya
Email: KENDAT@Africaonline.co.ke
Web: <http://www.ATNESA.org/KENDAT>

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Improved Agricultural Rural Transport for Kenya

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Supported Project

Report Theme:

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

Research Programme: **CPHP**

Project Leader/Institution: **Pascal Kaumbutho / KENDAT**

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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)***

Executive summary

The RTS Kenya Project started Year II with field level re-organization of activities with partners and the recipient communities as much. The year would normally have started in April 2003 but the formal project contracting did not happen until July, 2003. Some of the first quarter was spent finalizing the reporting for the first year and reworking the strategic approach for Year II activities: a move from socio-economic and technology transfer disciplinary research to development partnerships intervention – action research. During this period the project was represented at the Year II kick-off workshop of the sister project in Uganda. Here the details for participatory monitoring and impact evaluation in coalition projects was thoroughly discussed among many other IMT and partnership issues. The discussion in Uganda was aided by an NRIL representative (Frank Almond) and the regional office representatives (Dan Kisauzi and Agnes Nayiga).

Before our Year 2 project kicked-off, discussions with Frank Almond and the NRIL regional office translated into ensuring our coalition partners had clear roles and the measurement of project deliverables (hence impact) would be based on the understanding of roles and their active participation in project activities. To make sure this was the case, meetings were conducted with all coalition partners before the workshop. At these meetings, strategic content of participation, activities, inputs and timing were discussed. Upon these discussions, the partners reported at the Year 2 kick-off workshop as interested supporters listened keenly and contributed towards practical implementation and other collaboration details.

A few weeks before the workshop meetings were conducted with stakeholders in the three activity concentration Divisions of Busia, Lari and Mwea. By the time these meetings reached Mwea, the community mobilization reached its peak, with some 500 participants at an MP-called meeting at the DO's yard. This blessing in disguise forced project management to re-think how to accommodate a cross-section of interested persons and interest groups in partnerships for development. From this explosive meeting and somewhat by accident, the model of a Community Parliament emerged. The parliament would have two members of identified interest groups representing others at community parliaments, from which a cabinet to deal directly with the KENDAT Consortium would be democratically appointed. This is the model that was instantly adopted and sent to the Year 2 kick-off workshop the following week, for discussion.

At the end of the Year 2 kick-off workshop it was clear that not all collaborators would be implementation partners but the community groups who were to be the chief project implementers were sure that the support they would need was available nearby as well as far and wide. Indeed the move from surveys to action- research was well received by communities and partners alike. All agreed that this was going to be an exciting intervention project with potential to change the rural transport scene forever. However at the end of the workshop the challenge was how to stay focused in an exciting intervention field, where the scope of activity was wide and individual or group interests were already threateningly, coming alive.

Introduction

Year I of the Rural Transport Services (RTS) project ended as a minimally successful project year. It was a year with too wide a scope and research orientation. The scope was wide mostly due to the attempt to accommodate three support programmes, funded by different donors with different programme support interests. Synergies were real but the time and complexity of the subject matter left a lot of ground covered but difficult to report appropriately in the short time available. The scope was wide, treading from environmental and operational, ergonomic issues to socio-economic (business operation with IMTs and marketing agricultural produce) and technology transfer issues. The activities run from field operational and infrastructural mapping to household and PRA surveys. Institutional and policy support systems were also touched upon as were industrial (artisanal and micro-finance) and partnership concerns for rural transport development. The end of Year I saw project evaluators impressed by scope but unsure the focus on the deliverables had been maintained or outputs for the year, achieved.

At the beginning of Year II there was a delay in getting started with the CPHP supported work. The implementation team found itself rushing to conclude findings from a complex research subject, and a complicated development sector. The tricky part was how to create synergies in the reporting, to justify the interventions proposed as entries for the much needed action-research. Building on PRA findings more than analytical research findings the project orientation was grossly modified into Year II, to fit the mode of action-research. Action research orientation was received well by communities and the project team as much. As discussions went on towards the August 2003, Year II kick-off workshop, excitement of increased chances of breaking development ground was exciting the implementers and beneficiaries alike.

Year I as part of a 3-year RTS project (2002-2005), derived status and plenty of prospects information, about rural and peri-urban transport in 5 localities (Mwea, Magadi, Kalama, Busia and Lari). Perspectives captured ranged from household survey findings, operator opinions, industrial and institutional supporters informant opinions or data, policy and other sector collaborator input etc. Year II was planned to concentrate on participatory action research conducted by researchers, end-user and their supporters. The main stay was agreed to be one of demonstrating community-approved interventions in form of practical development examples.

Upon the examples in coalition building in infrastructure and other services, IMT and other operations, partnerships that exploit social capital, micro-finance support and other avenues, intensified end-user opinions and action-support from other parties were sought. Actions were to be practical and centred around the active participation of communities in the implementation process. Into the second project year, the philosophy adopted was one of “seeing is believing”, on the part of end-users. For government and development partners (at all levels) the philosophy was to be one of practical examples of what can be done in improving farming and post-harvest operations with the aim of “linking farms to markets”.

Activities that preceded the Year II kick-off workshop

Before the Year II could kick-off, it was agreed between the project evaluators, the project regional coordinators and the implementation team, that the roles of the coalition members needed to be made clear as actions were planned for. Only by this approach would their roles and interventions in general be measurable in terms of project barrier-breaking and development impact.

Pre- kickoff workshop activities involved visits to all the project areas with two main objectives:

- to give a feedback to the communities on the issues that arose after completion of Year I of the RTS project; and
- to form community partnerships that have a mandate over development activities that are in line with the documented project's (logframe) outputs.



Community leaders air their views on topical development issues as they ponder over the best way for “did you say - action-research?”

Visits were conducted to all areas, involving stakeholders anew in discussion fora that turned out to be highly revealing in terms of possible interventions. These meetings helped reflect again on the possible interventions and the approach was one of making communities reflect on their situations in a problem-solving manner. Opinions and actions agreed were preliminary at this stage but they were substantial as they were marrying inputs of opinion leaders and practical end-users alike. The various meetings

agreed to the delegates that would come to the kick-off workshop where activities were to be refined further and support suppliers heard from.

As the visits were concluded, it was agreed that community delegates would form the development-propelling “parliament” which would meet regularly, (maybe monthly maybe sooner), to agree on, as well as evaluate progress on agreed activities. Parliament members would be representatives of existing or additional common interest groups. Representatives of the various parliaments would be democratically elected and become the “Cabinet” which would, in turn, meet more frequently with the project implementation team.



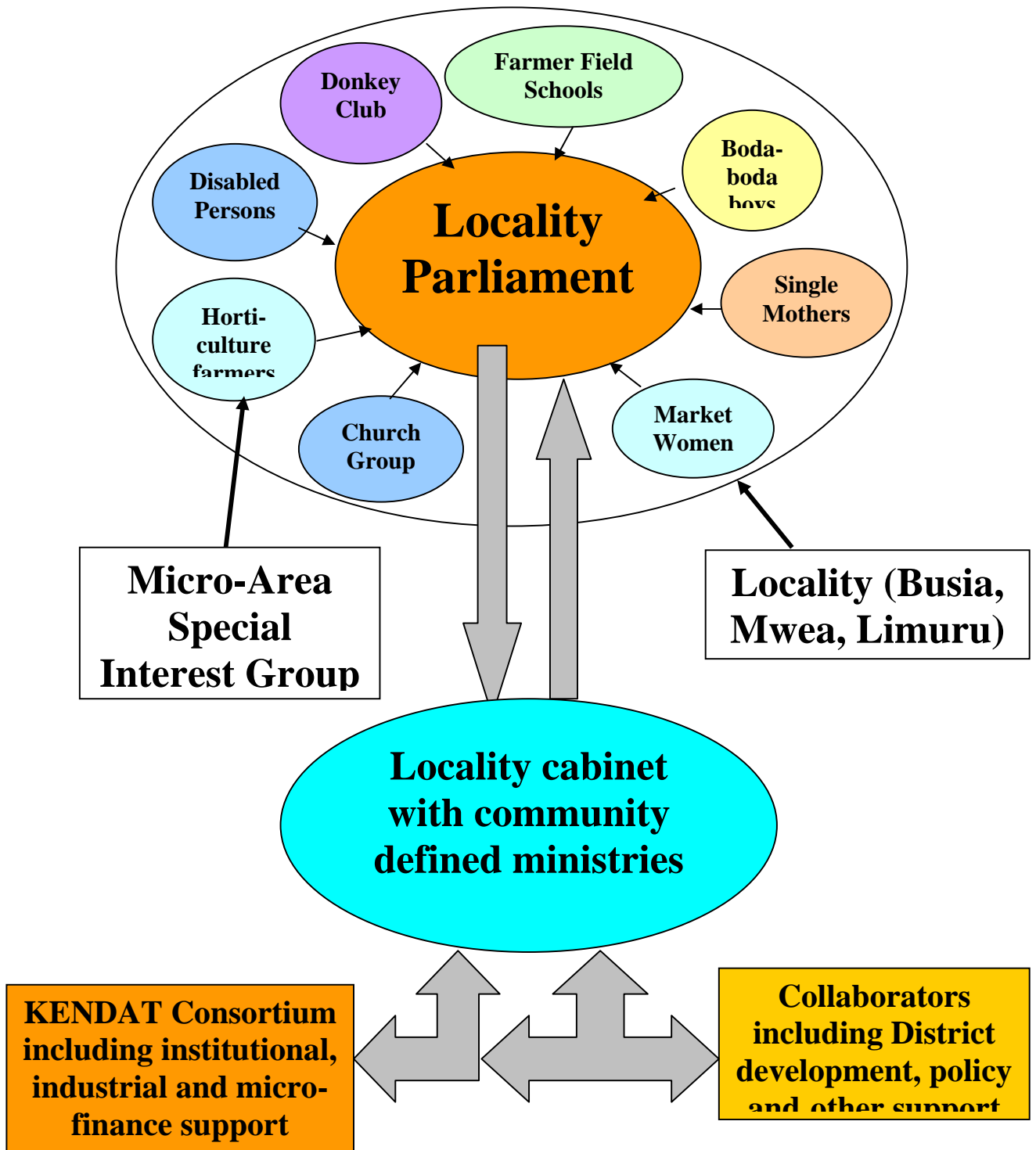
Busia stakeholders during the initial meetings that led to formation of parliaments

The parliamentary activity governance model

As discussion continued towards the Year II kick-off workshop the parliamentary model of activity governance shed rays of excitement to the implementation team and communities alike. In fact it turned out to be an excellent discussant of the plans, particularly because communities could relate it from the national system and experience with the same. By the time the Year II kick-off workshop took place, the project core group was certain this would be a good model to tryout and research for rural transport development.



Mwea public forum called by local MP and District Officer. Some 500 participants congregated with many development issues but agriculture, rural transport and marketing issues stole the show. RTS project members shared the platform and pushed their agenda, together with the anti HIV/AIDS national team and youth leaders including the Boy Scouts movement. What followed was a challenging intensive effort to stay focused with a community of many development needs.



The Parliamentary Partnership Model of the Kenya Rural Transport Services (RTS) Action - Research Project. The model is being applied in 3 different localities (Divisions) with minor modifications that help fit the project agenda into the peculiarities or various dynamics of a particular community.

The cabinet members were to be the leaders of parliamentary business and they would be in charge of various ministries. It was eventually agreed that the roles of the cabinet members included organizing biweekly parliamentary meetings. The parliamentary sessions would be frequent and regular at the beginning and less frequent but regular. As time went on they would change in format from planning to action implementation mode.

The parliament would be the central control of activity in scope, content and timing. The parliament would be the main lead, entry platform and link to the communities for KENDAT - led interventions. The parliament would consist of community representatives from various sectors such as agriculture, transport, business, administration, political, churches and other development leadership groups (see Chart 1). This approach would ensure that all community development aspects are put into consideration for comprehensive links of farms to markets and vice versa.

With key sectors of communities represented, community mobilization would not only become easy but be part and parcel of the guided struggle towards sustained achievement of project outputs. Community centred, action-research interventions would be guided by the project team and collaborators in:

- selection of activities
- determining stakeholder roles
- determining progress and impact indicators
- conducting participatory monitoring and evaluation (impact assessment)

Summary of achievements with pre-kickoff workshop activities

Project Locality	Dates	Activity	Comment
LARI	30 June 2003	- Community mobilization-formation of community parliaments	-Invitations were sent to opinion leaders identified during research phase & KENDAT field contacts. - Lari Agriculture and Marketing Programme (LAMP) was formed by stakeholders
	2 nd July 03	- Building the problem tree. - Identifying activities, possible partners, timelines of achieving the outputs. - Selecting a cabinet to present problem trees to kickoff workshop and hopefully henceforth head the Lari parliamentary group.	Decisions were tentative, awaiting further guided discussion and comparison with other localities at the kick-off workshop

BUSIA	18 July 03	<ul style="list-style-type: none"> - Formation of community parliaments - A cabinet elected - Community problem tree, activities and possible partners identified - Briefs on monitoring and evaluation guidelines 	<ul style="list-style-type: none"> - Kickoff workshop preparation. - Busia Integrated Agricultural and Marketing Forum (BIAMF) formed.
MWEA	22 nd July 03	<ul style="list-style-type: none"> - Creating wider awareness of RTS activities through a public forum led by the area Member of Parliament. - Selecting representatives to Mwea parliament. 	- Lots of political goodwill under a dynamic Member of Parliament and DO.
	3 rd & 4 th August 03.	<ul style="list-style-type: none"> - First parliamentary meeting - Electing a cabinet – 12 members heading 6 ministries namely Ministries of: <ol style="list-style-type: none"> 1. Agriculture (Rice, horticulture farmers & livestock rearers); 2. Transport (<i>Mkokoteni, Boda boda</i>, donkey operators); 3. Gender (single mothers, widows); 4. Disabled; 5. Youth Affairs, 6. Technical affairs (artisans). - Problem tree, activities and possible partners in implementation identified. 	<p>Kickoff workshop preparations.</p> <ul style="list-style-type: none"> - Mwea Transport and Marketing Organization (MTMO) was formed. <p>Decisions were tentative, awaiting further guided discussion and comparison with other localities at the kick-off workshop</p>
KALAMA	25th July 03	<ul style="list-style-type: none"> - Formation of community parliaments - Community problem tree, activities and possible partners identified. 	KENDAT's network on the ground and prior research activities (including ongoing CA project) helped to quickly identify opinion leaders and various sector representatives to form a loose (compared to other areas) parliamentary group.

The Year II kick-off workshop was conducted between 5th and 6th of August, 2003

The Year II kick-off workshop

(For a full report on the Workshop see Workshop Proceedings document)

The Year II kick-off workshop was organised with much enthusiasm. The project team felt that communities (the most important project clients) were excited about the new-look project, for which they had already reflected upon and planned. The regional office was giving all the support possible - including the Coordinator (Dan Kisauzi) and the assistant (Agnes Nayiga), planning to be present at the workshop. Collaborating supporters (upto Permanent Secretaries for Planning and Transport (as well), and other collaborators had all promised to be present.

The workshop was conducted with the aim of bringing together representatives from the project localities and other stakeholders to agree on interventions to be put in place in order to ease transport problems experienced, especially by Smallholder Agricultural Sector (SAS). The objective was to agree on transport improvement and advancement interventions, some of which were already suggested at the end of Year I. The major aim was to help mainstream pro-poor rural and peri-urban transport, especially with intermediate means of transport (IMT) and operators actively included as credible members of Kenya's transport industry.

The plans generated would ensure stakeholders (including government) organise appropriate interventions that assist the quality of livelihoods of the people in the project localities and nationally. Isolation and lack of access, including markets was seen as the worst form of poverty (see Box 1).

QUALITY ASSURANCE	
Supplier: <u>KARIGIHI</u>	Product:
QTY RECEIVED: <u>374.7kg</u>	D No:
QTY REJECTED: <u>254.5kg</u>	% REJECT
QUALITY PARAMETER	PERCENTAGE
Thrip bites	
Caterpillar	

Box 1

Transport determines development criteria and issues such as capacity to grow higher value crops or access to health, water, energy, information services etc.

However, like the voucher for payment (to the left) shows, it is not unusual for a farmer in Mwea to grow the high value crop, with expensive irrigation water, just to lose 70% of it to an exploitative middleman. The marketing system is such that the marketing broker collects, and goes to weigh at the airport (120km away).

The agent comes back to pay the farmer, after informing her of how much was collected (from her farm), as well as how much was rejected! All this with no involvement of the farmer. The farmer is not contracted by the broker either, hence no commitment, even if he simply does not show up.

Unfortunately the farmer considers his family blessed to have a dependable broker to collect and market for them – "without further headache". On a bad time, the farmer might even get an advance (before sale) in ready cash...!

The Year II kickoff workshop was organized with many aspects foreseen for reflection, discussion and planning. Whether socio-economic, logistical, infrastructural, environmental, technological or organizational (partnership) issues need to be addressed in the light and view of a transformed and vibrant Kenyan agricultural sector and beyond. Issues involve creating a conducive environment for vibrant business for various transporters whether wheelbarrow, handcart, *boda boda*, donkey or other vehicle operators to co-exist.

Objectives of the Workshop

- Bring together representatives of intermediate and other transport operators, beneficiaries and development supporters (*boda boda*, donkey and other vehicle operators, leadership, administrators, regulators, technocrats, agro-industrial marketers and others) of rural and peri-urban transport services.
- Receive problem-tree (cause-effect and possible intervention-action) analysis from participating localities and develop action-research and development interventions, aimed at generating viable and transferable (practical) solutions for efficient and labour-saving on-farm and farm to market transport services.
- Strengthen partnerships with clear roles, operations and means for participatory activity monitoring and evaluation.

Community challenge during the workshop

At the workshop, the project implementation team was expressing the following feedback information to the communities, arising from analytical work in the first year of the project:

- You are extremely hard working, but remain relatively un-progressive in many aspects and economically, mostly because you are uncoordinated and lacking in your main strength (group strength).
- Your problems are many; we would rather focus on agricultural productivity and marketing.
- You can be more agriculturally productive by lowering costs and being empowered with information.
- You are being exploited in agricultural marketing, middleman agents are making the killing off your sweat.
- You need a voice, after all it's a new beginning, locally and nationally.
- We have the network and support structures we believe can help you make headway. However our links with government remain weak.
- We will help but only through development examples and demonstrations of practical solutions to poverty.
- You need coalitions with yourselves, administration, leaders, government, institutions, NGOs and companies.

- Government itself is needy of partnerships, in these days of knowledge-led, reduced input, development.
- Partnerships are power and you can help us prove this to yourselves and those with capacity to support further development.

Outputs of the workshop

Building on the developed Problem Tree for each area, the workshop achieved the following outputs:

- Community centred learnings, activity plans and recommended institutional support for rural and peri-urban transport interventions shared.
- Contents of action-research and development operational structures for each participating area tabled and agreed upon (including monitoring and impact evaluation).
- Scaling-up methods and activities, including synergies with other ongoing projects and government programme discussed and timed actions agreed upon.

Post-kick-off workshop activities

Various activities have taken place after the kick off workshop in all project localities. First among them was reporting the workshop proceedings to the community parliaments by the cabinet members. The reporting emphasised on the need to strengthen partnerships with clear roles, operations and means for participatory activity monitoring and evaluation.

Box 2: Ensuring SMART Activities for Community-led RTS interventions

- **Prioritize activities – what priority activities do you consider achievable by December 2004?**
- **Defining your interest in the project - what is your stake in the project?**
- **Identifying the strengths and contributions one bring in to achieve the projects output - what strengths and contributions will you bring to the project?**
- **Wider relevant linkages - What networks and partnerships do you have that can contribute to the success of this project?**
- **Support required - what support do you need in order to make your contribution to the project more effective?**
- **Organisation model - what organization model do you choose for running the group?**

As much as much discussion had gone on before and during the short workshop, it was clear much more was needed after the workshop. Community parliaments, agreed that the activities they had presented needed to be “**SMARTened**” in the interest of focus, hence improved chances of making visible impact.

The rest of the Quarter’s activities (through September, 2003) took the shape of intensive meetings with community parliaments, to help SMARTen the activities. Smart referred to making the activities:

- S** - Specific
- M** - Measurable
- A** - Achievable
- R** - Realistic
- T** - Time bound

Being SMART meant putting into consideration the guidelines presented in Box 2:

Parliamentary groups continue to hold their biweekly meeting after the workshop, to deliberate on the activities and refine work plans. This has been happening with the lead organisation (KENDAT) guiding the process of group formation and organisation. Emphasis is laid on parliaments taking charge of the community development.

The Tables below show the arising plans. Activities following the workshop can be summarised as follows:

- presentation of refined problem tree to the parliament
- Biweekly meetings
- Plans on activities
- More networking within communities, District Roads Engineers, politicians and others
- Refining; the problems / activities to fit in project framework.
(* ** see Way forward in Workshop Proceedings)
- Organization and re-organization of groups and mode of operation.
- Implementation of activities – considering differences within same localities, hence appropriate and achievable interventions.

WORKPLAN AFTER KICKOFF WORKSHOP
RURAL TRANSPORT SERVICES PROJECT – TENTATIVE WORK PLAN

Activity	Dates	Comment/ detail	Organisation/ Individual
KALAMA	July 03	- Kalama parliament formed	KENDAT, farmers, MOA (Muteti)
1. Formation of groups – parliamentary model			
2. Training in group dynamics, donkey handling, agricultural training.	22 nd Sept03; 6 th Oct 03.		Murithi, Muteti, Kalama Parliament, KENDAT
3. Construction of donkey shades	Before 18 th – 21 st Sept 03		Farmers, KENDAT, Muteti.
4. Purchase of donkeys, panniers & carts	1 st Oct.03		KENDAT, Farmers, ITDG.
5. Improving foot paths	Sept. 25 th - 30 th 03		KENDAT, ILO, District Roads Engineer, Farmers.

LARI Activities	Dates	Comment/Detail	Organisation/Individual
1. Acquisition of IMTs – Donkey carts, motorcycle with trailer.	2 nd Oct.03		Farmers, KENDAT, ITDG, Donkey operators
2. Improving Roads	Sept 03.	Spots have been identified.	ILO, Farmers, KENDAT, District Roads Engineer.
3. Marketing	Oct. 03	Probably charcoal coolers	KENDAT, KACE, MOA (John Mark Njoroge), Farmers, NYLFR, Hort. Dept – (Mugambi).
4. Preservation Equipment	Nov. 03	Activity on-going in Escarpment.	KENDAT, HCDA, Farmers
5. Water harvesting, Dams, water pans, tanks	Sept – oct 03		Farmers, KENDAT.

MWEA Activities	Dates	Comment	Organisation/Individual
1. Spot improvement of rural roads	Sept. 03	Spots have been identified.	ILO, Farmers, KENDAT, District Roads Engineer
2. Improving marketing channels	Oct. 03		KENDAT, KACE, Farmers, NYLFR, Hort. Dept – (Mugambi), Local MP – (Hon Nderitu)
3. Improving boda boda	2 st Oct.03	Collin’s model probably be tried out.	Boda operators, Local MP – (Hon Nderitu), ITDG, KENDAT, Local fabricators, ITDG, Indian fabricator.
4. Financial support	Sept – Oct. 03	Focussed groups be with clear investment plans.	K –REP/ Coop Bank, KENDAT, Local MP, various stakeholders (Boda, Fabricators, Farmers, Donkey operators, business people).
5. Capacity building	September to Dec 03.	Emphasis be on successful partnerships. Other- Business skills, Networking for development e.t.c. - A continuous process rather than one day seminar.	KENDAT (Muriithi on partnerships), all stakeholders, K-Rep/Coop Bank,

BUSIA			
1. Constructing parallel Roads	Oct.03		ILO, Farmers, KENDAT, District Roads Engineer, Boda groups
2. Spot improvements on rural roads	Sept. 03	Spots have been identified.	ILO, Farmers, KENDAT, District Roads Engineer, Boda groups, local Concillors, Chiefs
3. Establishing bicycle spare shop.	Sept – Oct. 03	–clear investment plans required.	K –REP/ Coop Bank, KENDAT, Boda, Fabricators/ repairs, Donkey operators.
4. Improved <i>boda boda</i>	10 th Oct.	Collin’s model be tested	Boda operators, ITDG, KENDAT, Local fabricators, ITDG, Indian fabricator
5. Micro financing	Sept – Oct. 03	-Fabricators - Repairers - <i>Boda</i> groups - farmers	KENDAT, K-REP/ Coop Bank, Fabricators, Repairers, Boda groups, farmers.
6. Capacity building	September to Dec 03.		KENDAT (Muriithi/ Winnie on partnerships), all stakeholders, K-Rep/Coop Bank,