

Rural Transport Services Project for Kenya

Proceedings of Year II Kickoff Workshop

***Mwea, Kirinyaga
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Improved Agricultural Rural Transport for Kenya

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

Supported Project

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)

Improved Agricultural Rural Transport for Kenya

“An applied research and development project for poverty-focused interventions in rural and peri-urban transport services”

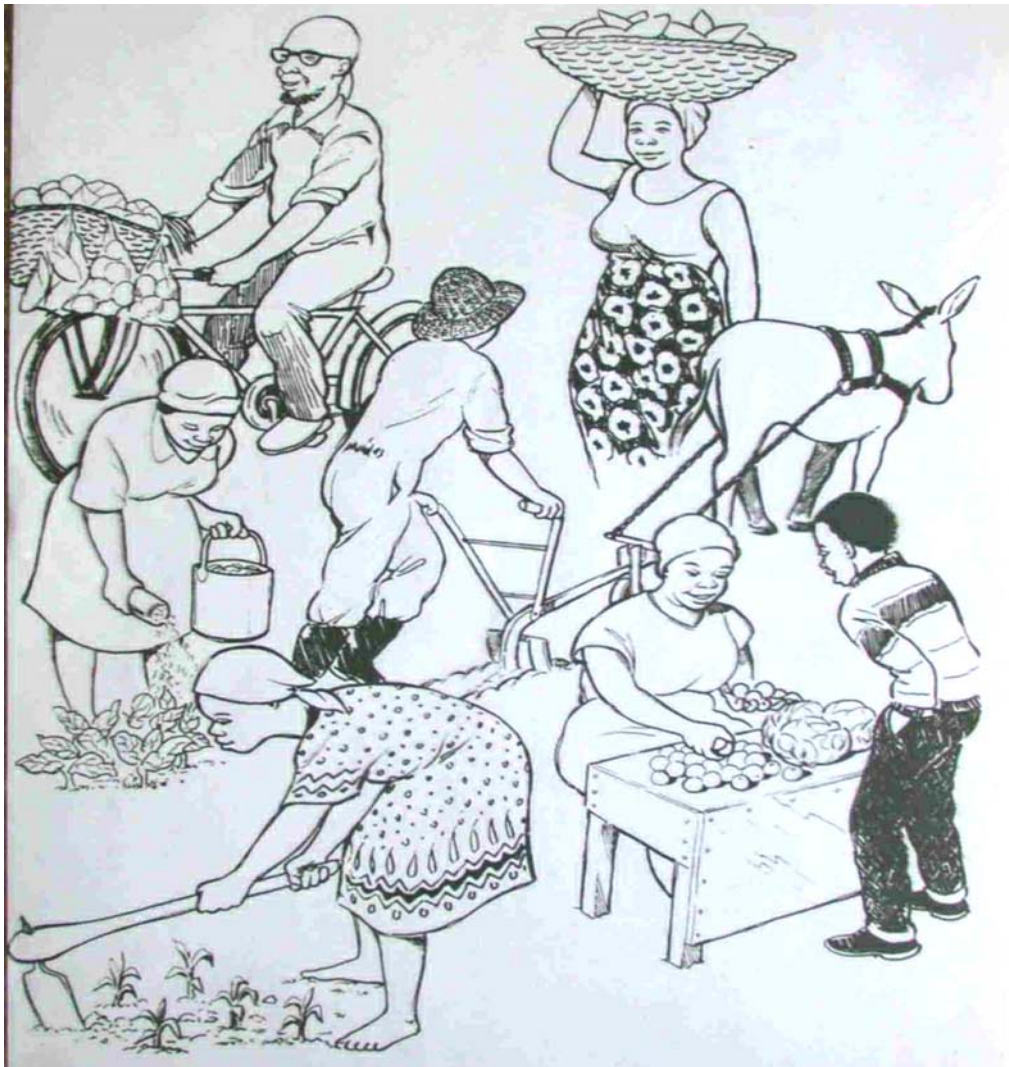


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List of Abbreviations

BIAMF	Busia Integrated Agriculture and Marketing Forum.
CBOs	Community Based Organisations.
CPHP	Crop Post Harvest Programme.
DFID	Department for International Development.
EIIP	Employment Intensive Investment Programme.
ESA	East and Southern Africa.
GDP	Gross Domestic Product.
GoK	Government of Kenya.
IFRTD	International Forum for Rural Transport and Development.
ILO / ASIST	International Labour Organisation - Advisory Support, Information Services and Training.
ITDG	Intermediate Technology Development Group.
IMTs	Intermediate Means of Transport.
KACE	Kenya Agricultural Commodity Exchange.
KENDAT	Kenya Network for Draught Animal Technology.
KHU	Kenya Horticultural Union.
KRB	Kenya Roads Board.
LAMP	Lari Agriculture and Marketing Programme.
LBT	Labour – Based Technology.
M & E	Monitoring and Evaluation.
MoA	Ministry of Agriculture.
MTMO	Mwea Transport and Marketing Organisation.
NEPAD	New Partnerships for African Development.
NFG	National Forum Group.
NMT	Non – motorized Transport.
NGOs	Non – Governmental Organisations.
NYLG	National Youth Lobby Group.
PM & E	Participatory Monitoring and Evaluation.
RTS	Rural Transport Services.
RTTP	Rural Travel and Transport Programme.
SAS	Small -scale Agricultural Sector.
SMART	Specific, Measurable, Achievable, Realistic and Time bound.

EXECUTIVE SUMMARY

The Kick off workshop was organised with the aim of bringing together representatives from five project localities and other stakeholders to agree on interventions to be put in place in order to ease transport problems experienced mainly by Small -scale Agricultural Sector (SAS). The objective was to agree on transport improvement and advancement interventions.

Following successful completion of Year I of the Rural Transport Services (RTS) Project which concentrated on research, the RTS Project will be commencing Year II activities as part of a 3-year project plan (2002-2005). Year I derived status and prospects information, about rural and peri-urban transport which helped establish the ground for Year II action-research interventions. Year II will concentrate on action research, gathering more end-user support and opinions on practical interventions. The actions will center around community approved intervention solutions and their active participation in the implementation process.

The objectives of the workshop were to:

1. 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.
2. 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.
3. Strengthen partnerships with clear roles, operations and means for participatory activity monitoring and evaluation.

The workshop succeeded in outlining the required interventions. The activities identified will involve some development work involving pilot testing interventions. Some of the activities / interventions suggested include; spot improvement on roads, improved IMTs linkages to markets to counter exploitations by middlemen among other activities (see Section

Agricultural rural transport is a major constraint to production and marketing at the small holder household level in Kenya. The participatory approach in letting the communities decide what is good for them in alleviating their transport problems will no doubt make a major contribution in this regard hence contributing to alleviation of poverty through increased rural household income.

1.0 INTRODUCTION

1.1 Project Background

The Rural Transport Services (RTS) Project was founded at the East African Stakeholders Workshop of 1997. This project quickly drew support of several institutional and development partners. After intensive discussions and planning sessions over several years, the multi-disciplinary and multi-sectoral, applied research and development project began implementation in October 2001 and was formulated to have several implementation and analytical dimensions:

- Socio-economic, technological and environmental issues of access and the niche for transport under a logistical framework (SIDA supported)
- Rural and peri-urban transport for poverty alleviation, from a livelihood and intermediate means of transport (IMT) mainstreaming perspective (IUDD supported)
- Operational intermediate agricultural as a post-harvest operation including crop marketing (CPHP/NRIL supported)
- Institutional and partnership support to the mainstreaming of rural; and peri-urban transport in a business environment (CPHP/NRIL supported)

1.2 Project Implementation

The RTS project has been implemented in five selected areas country wide, each with unique topographic, agro-ecological, socio-economic, infrastructural and general access characteristics, including the use of Intermediate Means of Transport (IMTs). Following successful completion of Year I of the Project, which concentrated on research, the RTS Project, will be commencing Year II activities as part of a 3-year project plan (2002-2005). Year I 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. Year II will concentrate on action research, gathering more end-user support and opinions on practical interventions. The actions will centre on community approved intervention solutions and their active participation in the implementation process.

1.3 Year II kick-off workshop

1.3.1 Nature of the workshop

The Kick off workshop was a two-day event organised by the Intermediate Technology Development Group (ITDG), the International Forum for Rural Transport Development (Eastern and Southern Africa Regional Office), UN HABITAT, International Labour Organisation – Advisory Support, Information Services and Training (ILO-ASIST) office, Uvumbuzi Club and the Kenya Network for Draft Animal Technology (KENDAT), all these being members of the National Forum Group for pro-Poor Transport and Development.

The workshop was aimed at bringing together representatives from the five project localities and other stakeholders to agree on interventions to be put in place in order to ease transport problems experienced mainly by Small -scale 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. With the new-Kenya's strategic development plans, which are aimed at fighting persistent poverty and generating sustained food security, will be enhanced in a big way by our information. Our interventions will go a long way in assisting the government with the much needed stakeholder information and operational data. The major aim is 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 will ensure stakeholders (including government) organize appropriate interventions that assist the quality of livelihoods of the people in the project localities and nationally. Isolation and lack of access, including markets is a serious form of poverty. Transport determines development criteria and issues such as capacity to grow higher value crops or access to health, water, energy, information services etc. The many aspects for discussion, whether socio-economic, logistical, infrastructural, environmental or technological 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.

1.3.3 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.

1.3.4 Outputs of the workshop

Building on the developed Problem Tree for each area, the workshop aimed at achieving 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.

1.4 Methodology

Prior to the workshop, planning meetings were held in each of the five project areas to discuss and draw action plans based on year I findings. Issues discussed during these preparatory meetings attended by community representatives (*community parliament*) and key stakeholders, centred on development of Problem Trees, problem ranking, drawing of activities and definition of roles for each essential stakeholder and a monitoring and evaluation process. From each area, a core team of elected representatives (*community cabinet*) was charged with the responsibility of refining the outcomes of these meetings and come up with an action plan for their respective area for presentation at the year II kick-off workshop for further discussions.

Day one of the workshop was essentially an analysis of key stakeholders to concretise their roles in the project and discussion of the Problem Trees from each project area as presented by the community cabinets. Key stakeholders gave a brief of their respective organisations and their links with the RTS project. In day two, with further guidance from the project technical team, each area's community cabinet discussed and presented their action plans to a plenary session during which activities and stakeholders roles were re-confirmed and the way forward discussed.

1.5 Participants

The workshop was attended by 57 participants drawn from Participants for the workshop included key stakeholders with a direct interest in rural transport among them were project areas community representatives, government representatives, politicians, and organizations significantly featuring in the improvement of agriculture rural transport in Kenya and Uganda.

2.0 COLLABORATING ORGANISATIONS' PRESENTATIONS

A major input for discussion was collaborating organisations' presentations where each presenter gave a brief of his /her organisation and the links with RTS Project. A summary of each presentation is given below. Some presentations were however, not given due to the failure of some participants to turn up for the workshop and are therefore not included in the report.

2.1 OVERVIEW OF THE RTS PROJECT FOR KENYA: YEAR II KICKOFF WORKSHOP (Pascal G. Kaumbutho)

FEEDBACK TO THE COMMUNITIES FOLLOWING COMPLETION OF PHASE I

- You are extremely hard working, but remain relatively un-progressive in all aspects especially economically.
- 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
- You need a voice, after all it's a new beginning
- We have the network though government links are weak
- We will help but only through development examples and demonstrations
- You need coalitions with yourselves, administration, leaders, government, institutions, NGOs and companies.
- Government itself is needy of partnerships, in these days of knowledge-led development
- Partnerships are power

ACTION-RESEARCH INTERVENTIONS

Following above issues which emerged at the end of the first phase(research), there is need for: •Refining research data / findings along the way (possible back-up baseline survey by NFG)

- IMT advancement and placement
- Entrepreneurial advances, support (capacity bldg, micro-finance) – artisanry, transport operation, business management, regulation setting, process participation, club advancement and group dynamics etc.
- Infrastructure improvement
- Participatory monitoring and impact assessment

ACTIVITY PROFILE

The achievement of action-research interventions will involve;

- Guided community selected activities
- Guided community determined stakeholders and roles
- Guided community determined indicators
- Guided community conducted, participatory monitoring and community approved evaluation (impact assessment)
- Bi weekly parliament meetings for the first eight weeks and monthly thereafter, backed by cabinet and coalition meetings (as and when necessary).

NRI PURPOSE

Strategies to **improve security** of poor households effectively promoted.

NRI OUTPUTS

- Socio-economic aspects of transport services for smallholder agricultural sector (SAS) assessed.

•Options for provision and utilization of appropriate motorized and non-motorized transport services for improved SAS performance investigated. •Factors that determine successful partnerships in delivery of intermediate RTS identified.

1.1.1 Community clubs stakeholder and support monthly meeting reports
1.1.2 Community problem-tree (cause-effect, goal oriented intervention planning) analysis report
1.2.1 Conclusive report of cost/benefit analysis of RTS* options for SAS*
2.1.1 Conclusive report on industrial and beneficiary choices and exploitation potentials for IMTs
3.1.1 Reports of field-level stakeholder intervention and 2-day in-field planning workshop.
1.3.1 Preliminary report of case study interventions in various localities
2.1.2 Further recommendations for industrial and beneficiary transport options and possible exploitation, including infrastructure, report
2.2.1 Selected exotic IMT support service training and prototypes pilot trials report
2.3.1 Preliminary report on support structures needed for extended IMT exploitation.
3.2.1 Report of user and provider exchange visits and stakeholder inputs towards sustained RTS development for SAS
1.3.2 Further report on case-study interventions in selected localities
2.1.3 Further report of industrial and beneficiary (action) exploitation of reported potentials.
2.2.2 Report on further testing of local and exotic IMT for business creation
2.3.2/2.4.1 Report on advances made in developing support structures needed for extended IMT exploitation in pilot areas.
3.3.1 Toolkit conclusive report on workable partnerships in RTS for SAS
1.4.1 Report of case study advancements and identification of investor gaps in RTS for SAS.

1.5.1 Planning data and intervention report for government and NGO actors
2.4.2 Preliminary report on policy and institutional needs and support for RTS in SAS.
3.4.1 Partnerships workshop report and plans for Year 3 of the project

The workshop had the following objectives;

- Gather stakeholder representatives,
- Receive and help refine community action research (including M & E structures),
- Build partnerships for activity support and national/regional growth in agricultural transport and marketing – led rural **development**

Workshop output

- Local area activity plans and needed support structures documented

- Monitoring and self-evaluating plans finalised (*including impact assessment*)
- Scaling-up plans discussed and put in place –*local (community, administration, leadership), national (ministerial, institutional and NGO) and regional development (IFRTD, NEPAD, etc) synergies*

2.2 COMMUNITY EMPOWERMENT FOR DEVELOPMENT

**(Hon. Alfred Nderitu, Member of Parliament.
Mwea Constituency)**

My dear brothers and sisters, the presenters and organizers of this forum, I take this opportunity to thank all of you who are present here today. I also take this opportunity to thank KENDAT for the efforts they are undertaking to educate and bring us together in this forum. It is not in vain.

Mwea Division is a highly productive area agriculturally. Its main produce includes rice and horticultural produce such as french beans, tomatoes and Asian vegetables. Due to this fact, Mwea is vibrant with economic activities. In addition, a vibrant transport industry thrives and especially in major market centers. *Boda boda* and donkey transport (pack and carts) industry thrives alongside motorised transport to ferry both people and goods. The dominant goods transported by whatever mode is the agricultural produce either from farm to nearby markets and collection centers or to far away markets both within and without the country.

Due to the high level of economic activity in the area, an estimated Ksh. 10 million is in circulation in Ngurubani trading center every single day. However, a problem is obviously evident considering the colossal sum of money in circulation and the visible indicators of development in the area. High levels of poverty are evident among residents. A number of factors can be attributed to this state of affairs.

- Poor management skills. Most of the population does not possess any managerial skills. Even when some money is made it does not go to the right use and in most instances ends up in bars or other non – profitable activities.
- Lack of manufacturing enterprises at the grass root levels. Being an agricultural area, Mwea, like many other areas in Kenya produces raw materials for sale to industries. The sad bit is that these raw materials are highly under priced yet the resultant processed products fetch a high price, ironically out of the farmer's reach. Even those in the transport industry especially *boda boda*, *Mkokoteni* and carts are not spared the high prices of their tools of trade such as bicycles and carts since they are not locally available. Most of these operators also lack the skills to manufacture the carts or bicycle and have to therefore rely on imports.
- Lack of direct linkages for farmers' produce to markets and manufacturers. Farmers sell their produce to middlemen or unreliable companies who exploit them. Research has shown that produce sold in Mwea sells at 56 times in supermarkets in Europe. Surely, the farmer should be able to share in these huge profits made by those involved in the trade. It is only fair that the person who incurs most costs (inputs, transport, labour e.t.c.) in ensuring these products are available for consumption gets a fair share of his sweat.

Ladies and gentlemen the only way forward is to empower the people, to be able to take charge of their own development. Building the capacity of the people is the first step toward this empowerment. Training in managerial and manufacturing skills will go along

way in imparting the much-needed tools of development. Better means of transportation such as the motorcycle trailer will enhance the transport modes from the energy consuming, low – capacity and slow bicycle. Micro – financing to help in acquisition of capital and tools of trade will also go a long way in improving the living standards of the people.

2.3 IMPROVED FOOD CROP MARKETING THROUGH APPROPRIATE TRANSPORT FOR POOR FARMERS IN UGANDA **(Paul Kwamusi)**

Project History

Improved Food Crop Marketing through Appropriate Transport for poor farmers in Uganda was founded in 1997 during the East African Stakeholders Workshop. After a lot of delay it started in May 2002. The project is supported by DFID Crop Post Harvest Programme (CPHP). The focus has been on use of Intermediate Means of Transport (IMT) technology in crop marketing as a way of poverty alleviation.

Project implementation

The Transport Forum Group in Uganda is the local implementer of the project. TFG works in coalition of international organizations namely; Transport Research Laboratory (UK), Silsoe Research Institute (UK) and Natural Resources Institute (UK) which is the lead agency. TFG project is implemented in three districts of Uganda namely Kasese, Katakwi and Iganga Districts. At the grass root level, the actual implementation is done by local community organizations. In Kasese District, the implementation is done by Karughe Women’s Group , Design Center in implements the project in Katakwi and the Multi Purpose Training Centre is in charge in Iganga District.

Project Process

Year 1 of the project has been completed and a Golden Milestone Workshop held to bring together findings of the first year of the project which in turn helps map out the way forward for Year II. Year one activities included baseline line survey, which involved a PRA and a household survey. Capacity Building programmes, participatory monitoring and evaluation training and IMT introduction in communities were also done. Year 2 of the project will involve action Research.

Project's emerging issues

A number of issues emerged during the first year of the project. These issues are: -

- Problems of conceptualizing the new CPHP requirements.
- Learning the new CPHP requirements which has enabled us understand what is required of us.
- The need to look beyond technologies towards organisation of farmers for not only achieving transport needs but also developing sustainable institutional frameworks in regard to;
 - What works and what does not.
 - Finding mechanisms we can put in place to make permanent linkages.
 - Getting ways of monitoring institutional changes.
 - Appropriate ways of changing the local decision making process.

This being a sister project with the Kenyan RTS project, there is much to learn from each other to help come up with viable and transferable (practical) solutions for efficient on-farm and farm to market transport services.

2.4 INTERNATIONAL FORUM FOR RURAL TRANSPORT AND DEVELOPMENT (IFRTD) (Peter Njenga)

International Forum for Rural Transport and Development (IFRTD) is a network of more than 2500 people in over 85 countries. The members consist of individual professionals in transport and other related sectors, policy makers and representatives from collaborating institutions such as World Bank, DFID, SDC, ILO – ASIST, RTTP e.t.c.

The advisory board meets once a year. The majority of the board members come from national networks and other partner institutions. IFRTD's central secretariat is in London and has decentralized secretariats in Eastern and Southern Africa, West Africa, Latin America and Asia.

IFRTD functions include encouraging formation of national networks (NFGs). Currently, there are 24 active national networks in Asia and Africa and a regional network covering Latin America. In East and South African region, National Forum Groups (NFGs) are in Uganda, Kenya, Zimbabwe, South Africa, Tanzania and Rwanda. Ethiopia and Rwanda are in the process of launching their national transport networks.

IFRTD's mission is to seek more sustainable methods of improving access and mobility of people in the rural areas of developing countries. IFRTD advocates for transport sector investments which aim at meeting the day to day transport needs of the rural population. Some of the ways IFRTD seeks to promote access to mobility for the rural poor are through;

- Local infrastructure development and maintenance
- Promoting appropriate Intermediate Means of Transport (IMTs)

- Appropriate rural transport services
- Integrated planning that increases access to basic needs.

IFRTD has four wider development objectives namely;

- Eradication of poverty
- Increased access to economic opportunities
- Sustainable rural development
- Enhancement of livelihoods

IFRTD has various ways of advancing its general objective of improving livelihoods of the poor. Such methods include;

- Encouraging formation of national networks
- Sharing information through its news letter (“Forum News”), web page (www.ifrtd.org), publications, email list and workshops
- Initiating research that advances knowledge
- Advocacy and policy influence.

Some recent projects that have been conducted by IFRTD include HIV /AIDS and transport (ESA), transport and poverty project, inland water transport, organising workshops on transport issues e.g. the mobility and access dissemination workshop held in Morogoro, Tanzania in 2003 and encouraging initiatives through offering award to outstanding works on transport through The Collin Relf Award.

IFRTD’s stake in RTS project is to generate better understanding of practical ways in which transport can improve livelihoods of rural people and international dissemination of lessons. IFRTD has comparative knowledge based on experiences from its networks, policy linkages, links to other research initiatives, an international network on transport and development, linked to a national transport network in Kenya (NFG). In this regard, IFRTD will strengthen linkage between RTS project and NFG.

2.5 INTERNATIONAL LABOUR ORGANIZATION

EIIP – ASIST PROGRAMMES

Employment Intensive Investment Programme Advisory Support Information Services and Training.

(Stephen Muthua)

Overview: ILO’s Role in Poverty Reduction

Since 1919, the ILO has promoted the rights of workers and harmony at the work place. As early as 1944, the ILO acknowledged that labour standards could only be relevant when people were employed, and that widespread unemployment represented one of the greatest obstacles to social peace and prosperity. The ILO promotes the “Decent Work

Agenda” whose strategic objectives are:

- promoting the rights of all who work;
- creating decent employment for women and men;
- extending social protection;
- increasing social dialogue.

ILO/ASIST offers advisory support on:

- Policy issues
- Project planning, implementation, monitoring and review
- Information services- collection, synthesis, dissemination of technical information
- Training- awareness, knowledge, skills and institutional capacity building.

Linkage with Rural Transport Services Project

ILO’s stake in RTS is to promote local resource methods of infrastructure development and to provide information and advisory support through documentation, roads and footpaths planning and approach. ASIST, like KENDAT is a member of the Kenya National Forum Group (NFG) for Pro-poor travel and development. The objective of ASIST in RTS project is to facilitate development of infrastructure supportive of IMTs. ASIST advocates for poverty reduction through support to local level initiatives. It recognises that poverty reduction requires beneficial partnerships between individuals, communities and civil society groups, local and national government, NGOs and other development partners. In the RTS project, ASIST’s overall approach includes:

- Situational analysis - What are the gaps?
- Analysing the strengths: What are the options?
- Analysing the prospects: How can the options be implemented?

Specific Situation- Mwea Division

A Look at two constraints

- Main Road Corridor;
- Off the main roads

Process

Re-call previous discussions on identified constraints;

Re-call proposed interventions;

Context (roads) – national and local

Policy framework;

Strategy and resource allocation.

Restatement of problems/Issues

Poor maintenance services for IMTs and RTS infrastructure;

Labour-based technologies for feeder roads not widely used;

Community organisation for RTS construction and maintenance not adequately developed;

Restatement of proposed interventions.

Interventions required.

Develop a workable system for IMTs/road transport infrastructure maintenance services;

Investigate and propose appropriate policy on labour-based RTS infrastructure development technologies;

Train target groups in labour-based infrastructure technologies;

Design/test models on community organisation for road construction and maintenance, document experiences and sensitise stakeholders.

Maintenance-Funds Allocation Criteria by government

- 57 % of maintenance funds allocated to main roads,
- 40 % of maintenance funds allocated to districts and constituencies
- 24 % allocated equitably based on criteria such as network length, population etc.;
- 16 % allocated equally to constituencies

Conclusion: Bulk of funds are allocated to main road network (class A, B & C)

Context-Policy

PRSP, NARC manifesto and various policy statements recommend use of Labour-based methods whenever these are cost effective;

Institutions (KRB, Road Agencies) in place;

Roads 2000 Strategy proposes network approach to road rehabilitation use of LBT;

Previous engagement (GoK, multi-lateral and bi-lateral development partners) in LBT resulted in:

Evidence base of LBT (Rural Roads, Minor roads Programme);

Capacity development for Kenya & beyond.

Context-Local Situation

Scale of need is evident and can best be elaborated if constraints are measured in terms of:

Travel time;

Losses of produce;

Price at various stages from farm to market.

Exploitable local strengths

Robust economic activity;

- Liberalised market;
- Substantial capital formation;
- Skilled labour availability;
- Social organization and networks.

Reality Check

- National Policy statements are generally supportive of LBT;
- National Institutions in place;
- A strategy for rural roads already developed, but not yet used on a wide scale;
- Funds disbursed to localized road agencies, but unclassified roads and paths are

- unlikely to be rated high in funds allocation;
- Local communities struggling with infrastructure constraints, and already paying the price.

Options

- Take action using national resource allocation,
- Combine national strategy, resource with local resource mobilization and existing institutional support

Specific Infrastructure Constraints on the Movement Corridor Nairobi-Embu Road.

- Conflict between different modes - vehicular /cyclists/animal drawn IMTS/ pedestrian;
 - Major conflicts likely to be at main nodes- Makutano, Mutithi, Wanguru and Kimbimbi;
 - Current interventions are limited traffic calming measures at the node.
- Interventions/investments.

The main road (class B) represents major investment (asset value in range of Ksh. 30 million per km). Future intervention/investment possible on this road is maintenance of road shoulder and incorporation of IMT path to:

- Reduce conflicts;
- Ease flow and improve efficiency;
- Ease maintenance.

This can be done on a long-term incremental process, with following components:

- Repair road shoulders;
- Planning for other users along main corridor, e.g. a 2.5 m wide "hoofway" for animal drawn IMTs and 1.5 m wide "cycle way" for human propelled IMTS;
- Plan for crossings and calming measures and diversions;

Specific Infrastructure Constraint-Movement off the Main Nairobi-Embu Road (Secondary (interior) movement corridors).

- Unattractive to motorised traffic - IMTs main means
IMTS Inhibited by poor condition especially in wet conditions
 - Localised needs not considered (investment in local travel negligible)
- The most appropriate intervention is improvement of interior corridors, using network approach and spot improvement on priority basis.

2.6 TRANSPORT FOR HORTICULTURE MARKETING (A.M Mugambi – DDA Horticulture)

INTRODUCTION

Horticulture contributes about 10% of the 24.1% of GDP from agriculture. Horticulture is therefore critical to the development of this country. It offers the best alternative to increased food security, improved nutrition, increased incomes and employment. The sub-sector has been the fastest in growth rate in agriculture. Horticultural produce has grown from 0.5 million tones in 1978 to 3.3 million tones currently. The sub-sector

currently commands a total annual hectareage of about 250,000 ha. The estimated annual value of the sub-sector is Ksh.32.2 billion production figures for the last three years are summarized below.

SECTOR	HECTARAGES (HA)			PRODUCTION (METRIC TONNES)		
	2000	2001	2002	2000	2001	2002
Fruits	136344	143275	143312	2062835	2222291	2187026
Vegetables	88159	92136	98908	1047536	1133062	1050842
Herbs and spices	1121	1325	1606	5292	6476	8357
Flowers	-	2463	2093	-	1063.1	591
GRAND TOTAL	225624	239199	245919	3115659	3361829	3246325

TRANSPORT OF HORTICULTURAL INPUTS AND PRODUCE

Horticulture is an intensive production system that lends itself to profitable smallholder production. Small-scale growers carry out 80% of horticulture.

There has not been any farmer's co-operatives or formal horticultural associations since the Kenya Horticultural Union (KHU) collapsed in mid-1980s. Farmers have therefore been purchasing inputs and selling their produce individually, or as companies since then. While this arrangement has been tenable for medium and large-scale producers and exporters, it has created a transport bottleneck for small-scale producers. The highly perishable nature of horticultural produce and small quantities produced by the smallholders means they cannot effectively and profitably transport their produce. The following has exacerbated this.

Poor infrastructure

Production areas are geographically remote from major markets, which are mainly urban centres. Roads/rail networks within production areas and connecting to markets are poorly developed and dysfunctional, especially during rain seasons. The bulk of horticulture production is rain fed, and the highest volumes are produced during rains. Due to inaccessibility of production areas at times of peak production, post harvest losses have been known to go as high as 70% for certain produce. This to the farmer translates to unnecessarily high costs of production, and to the consumer, high prices.

The industry lacks a laid down framework of communication between producers and transporters in terms of relay and generation of pertinent information. This creates unnecessary bottlenecks in the transport of produce.

Carriers

Carriers for horticultural produce are currently

- Unavailable to small scale producers
- Inefficient

- Non-specialised, and lead to high produce loss during transportation

The small-scale growers are at the mercy of disorganised, exploitative transporters who dictate the transport costs, charging the farmers as high as ksh.16 per kg of produce, a price that farmers don't even get at market place.

The transporters also reduce the value of produce through.

1. Sourcing immature unsorted produce
2. They want to pack onto the vehicles with as much produce as possible leading to high losses.

This is a major contribution to low prices that farmers receive for their produce as effectively, they are only selling a fraction of what they deliver to the transporters.

TEMPERATURE CONTROL

Due to perishability of produce, there is need to lower temperatures of produce after harvest to lengthen shelf life.

To this end the ministry has embarked on setting up satellite depots with pre-cooling and storage facilities. However in terms of transport of produce, there are missing linkages and a lack of structured transport.

VISION

The ministry recognises lack of organised transport as a major bottleneck to growth of the industry. We would like to see an organised, private owned and operated horticultural industry transport system.

The system should be:-

- Efficient
- Affordable
- Effective in ensuring maintenance of good produce condition through out the transport process
- Structured enough to attract private investors

Use modern means of communication and provide value-adding information to the players in the industry.

We foresee use of diverse carriers such as-

- bodaboda
- donkeys
- motorized carriers to transport produce between farms and grading/sorting centers. Quality of produce should be maintained by proper handling such as use of suitable crates

Transport of graded produce should be specialised via

- compartmentalized with racks for crates

- loading and unloading facilities
- ventilation/insulation
- controlled atmosphere vehicles where possible and especially for long distances destinations

STRATEGY

The rural development strategy paper 2015 emphasizes need for:

- partnership for example with:
 - o local authorities
 - o ministry of public works
 - o Kenya railways corporation

For development of infrastructure

- collaboration and shared use of facilities for example with dairy cooperatives that already have structured means of transport (most small-scale horticulture farmers are dairy farmers)
- harnessing synergies with NGOs, CBOs and private sector
- formation of farmer organizations, Associations and co-operatives. This will give smallscale growers a voice, produce volumes, and the capacity to handle own transportation needs.
- strengthen and empower the same with capacity building

2.7 KENYA AGRICULTURAL COMMODITY EXCHANGE (KACE) INFORMATION TO COUNTER EXPLOITATION.

The Kenya Agricultural Commodity Exchange (Kace) was formed in 1997 to facilitate linkage between buyers and sellers of agricultural commodities, provide them with relevant and timely information and intelligence, provide a transparent and competitive market price discovery mechanism and harness and apply Information and Communication Technologies (ICTs) for rural value addition and empowerment.

The Kenya Agricultural Commodity Exchange (Kace) has formed a partnership with Safaicom (a Mobile Phone Service Provider) to link buyers and seller of agricultural commodities. The service gives instant market information on agricultural commodities including their prices. This service is currently available in five towns in Kenya namely; Nairobi, Nyeri, Uasin Gisu, Bungoma and Trans Nzoia. This system is dealing with 42 commodities which include crops and livestock. These crops include maize, beans, rice, ground nuts, sorghum, millet, sun flower, simsim, pigeon peas, green peas, cabbages, onions, carrots, tomatoes, kales, potatoes, chilies, bananas, mangoes, passion, avocados, oranges, soybeans, cassava, horticulture, wheat, seed, fertilizer, cashew nuts, coffee, tea, pyrethrum, eggs, milk, cattle, sheep, goats, pigs, chicken, fish and honey. The service records 170,000 users and is envisaged to grow to 300,000 users by April 2004.

How it operates

To start off, a Safaricom subscriber sends a short message to 411 with the name of the commodity s/he is interested in. The reply gives the potential customer a list of towns in numbers of which the sender would pick one and send back a short message. If one is interested in the price of a commodity such as maize the price of both dry and green maize in the town picked will be sent through short message. The same procedure applies to other commodities in towns covered by the service.

Kace has its staff in market information centers who collect data and feed it into the computers through which the information is delivered to Safaricom database. The information is updated daily and only takes a few seconds for one to know the price of commodities in various regions that are covered by this service.

Farmers have a chance to advertise the products they need to sell and inquire about the prices of in puts and even compare prices in other areas before making a decision. Kace operates a simple trading floor at Market Information Points (MIPs) (information *kiosks* in rural market centers) where writing boards are provided to serve as trading floor for placing offers to sell and bids to buy. Through this competitive and transparent way, the bargaining power of farmers in the market place is enhanced resulting in higher farm - gate prices and incomes.

The SMS service provide an excellent cost effective method of disseminating market information and more importantly to the remote areas covered by Safaricom (MPSP) where farmers are more likely to be exploited by buyers and middlemen.

2.8 BRIEF OF CPHP AND LINKS TO THE RURAL TRANSPORT SERVICES PROJECT

(Dan Kisauzi)

BACKGROUND

The DFID Crop Post Harvest Programme is funded under DFID's Natural Resources Research Strategy. The ten year programme (1995-2005), now in its sixth year of implementation has commissioned over 37 projects focused on addressing problems and opportunities relating to crop storage, processing, marketing, food safety and nutrition, institutional context of post harvest science and non-research activities to improve access. In the last three years of implementation the programme decided to focus its activities on maximizing the value of past investments, with improving access to markets for poor groups and the validation of existing knowledge being priority. The Improved Agricultural Rural Transport for Kenya is one of the projects funded by the CPHP with one point of interest for the programme being how transport can be used to improve poor farmers' access to markets.

PARTNERSHIPS

CPHP like many other organisations has come to the realisation that innovations relevant to the poor people are a result of learning emerging from the right networks of individuals and organisations working in certain ways (rules, norms, routines) that make interaction both productive and pro-poor and which are referred to as institutional arrangements or contexts.

The programme spent a great part of last year supporting partnership for innovation and assisting the coalitions to develop participatory monitoring and evaluation systems to enable the study of relationships, linkages between them and how they can be strengthened to develop a sustainable innovation system. The same assistance has been offered to the RTS project with a purpose of drawing lessons that are transferable on the institutional arrangements that promote sustainable uptake of IMTs.

A partnership is an agreement between two or more partners to willingly come together formally or informally to achieve some common purpose. Partnerships are complex and their complexity is determined by the various individuals and organisations involved and the role each party is supposed to perform. Partnerships can be likened to polygamous marriages. With such unions though each individual has different expectations, are supposed to live harmoniously. Partnerships like polygamous unions, therefore, are bound to have more problems than monogamous ones, but such problems should only act as lessons and should be used to enhance the relationship. What might work for one “marriage” may not work for another. Notes need to be exchanged to help up coming marriages (partnerships) know what works and what does not for the purpose of successful unions. In other words, failures should not be viewed as such, but need to be seen as opening for learning.

DFID Crop Post Harvest Programme stake in RTS project is to see the project’s success through delivery of outputs and use of outputs to have an impact the poor people’s livelihoods. DFID Crop Post Harvest Programme’s strength to contribute to RTS project lies in its knowledge of; CPHP requirements, partnerships, participatory monitoring and evaluation. DFID Crop Post Harvest Programme has linkages with many projects in the region and hence the ability to connect RTS project these projects with whom to share experiences. It also has linkages and networks with other experts who have experiences and lessons to share with RTS project.

2.8 INTERMEDIATE TECHNOLOGY GROUP – EAST AFRICA (ITDG – EA)

Contribution towards RTS

ITDG – EA has a central role in RTS project. The main aspects ITDG will be involved in are community mobilization and facilitating adoption and use of improved IMTs. In addition, ITDG will endeavour to widen the networks and facilitate creation and maintenance of successful partnerships. These will be achieved through:

High publicity as well as focus group discussion and information sharing, exposure (demonstration) or promotional sessions backed by training in participatory methodologies where relevant.

Stakeholder discussions in feedback sessions leading to end-user centred and clear intervention plans and actions.

Catalyst input (training and business development) by ITDG/ KENDAT to advance to rickshaw and moped use in Mwea (in link with similar KENDAT supported interventions in Busia). Discussions supported by Ranjith Desilva (ITDG Sri Lanka) are at an advanced stage regarding getting a Rick Shaw manufacture trainer from Delhi (Mr. CP Bhatnagar).

Revolving credit scheme for IMT acquisition, operation and repair services
Widening networks - Conscious effort to create opportunities for building partnerships with other stakeholders (AMREF, Magadi Soda, CCS, Donkey and Boda Clubs, local NGOs, CBOs, SACCOs, local leadership etc), . Related actions and outputs such as office of field visits, backed by pamphlets, flyers, video coverage, press releases and other relevant information exchange items or methods.
Activity logistical backing and reports as well as periodic reporting.

3. THE COMMUNITIES' PROBLEM TREES

3.1 Introduction

The problem trees (cause-effect and possible intervention-action) are analyses from participating localities aimed at developing action-research and development interventions, geared at generating viable and transferable (practical) solutions for efficient and labour-saving on-farm and farm to market transport services. Due to their careful creation and various individuals and organisations involved, the problem trees will also strengthen partnerships with clear roles, operations and means for participatory activity monitoring and evaluation.

The process of identification and prioritising the communities' problems took place before the workshop to enable the stakeholders consult each other. This was done in form of meetings with various stakeholders such as farmers, transport operators, politicians, administrative officials, business people and various opinion leaders. These meetings also acted as forums that resulted in the participants finding the need to form clubs that would foresee implementation of the activities identified. The organization model agreed upon by the communities is the parliamentary (See Dr. Kaumbutho's Presentation). The problem trees presented below resulted from such consultations.

The following clubs were formed in all the project areas; Busia Integrated Agricultural and Marketing Forum (BIAMF) in Busia, Lari Agricultural and Marketing Programme (LAMP) in Lari and Mwea Transport and Marketing Organisation (MTMO) in Mwea.

3.1.1 LARI

PROBLEMS	ACTIVITIES	IMPLEMENTER
1. Marketing	Farmers' groups	Farmers
2. Poor roads	Spot improvements	Farmers, ILO –ASIST, KENDAT, District Roads Engineer, local administration.
3. Lack of preservation equipments for perishable produce	Food processing ways and equipments.	KENDAT, farmers.
4. High cost of farm inputs	Better farming methods	KENDAT, farmers.
5. Water shortage	Water harvesting	KENDAT, farmers.

3.1.2 MWEA

1. Lack of capital	Financing eg. Loans at reasonable interest rates, capacity building	K-Rep/Coop. Bank, KENDAT, MTMO.
2. Marketing	Formation of Farmers' union	Farmers, Safaricom, KENDAT, KACE, Kcell, area MP, Media houses, chain stores eg

	Linkages to markets Mobile phone communication/ kiosks	Uchumi supermarkets, NAS. National Youth Lobby Group
3. Poor roads	Spot improvement	NIB, county council, ILO/ASIST District Roads Engineer.
4. Lack of clean drinking water	Piped water Health education Borehole Parallel lanes	Ministry of water resources, Community, county council, CBNP, public health, Provincial administration MR&PW, ILO- ASIST, community, <i>Boda boda</i> & donkey users, County council
5. Accidents (Highway)		
6. Pests – birds	Education on wild life– human relations	KWS, Mwea Wildlife Birds Conservation (MWBC), community.
7. Fatigue for <i>boda boda</i>	Improved/ motorized bicycle Bigger carrying capacity Less fatigue	KENDAT, ITDG, <i>boda boda</i> operators, bicycle repairers & repairers spare parts stockists.
8. Lack of storage	Processing industries	MP, farmers, MFIs, National youth lobby group, University of Nairobi Dept. of Food Science
9. Uncomfortable IMTs – sick	IMT ambulance	ITDG, KENDAT, <i>Boda</i> operators, IMT designers & manufacturers, Donkey & oxen operators.
10. Health	Lobbying	KENDAT, CCS-Mwea, MoH, county council, NYLG

3.1.3 KALAMA

1. Poor means of transport	Training in donkey use.	KENDAT, farmers.
2. Low farm productivity	Agricultural training	KENDAT, farmers, MOA.
3. Long walking distances to facilities – water, health, markets	Sensitisation on use of donkeys for transport training in harnessing, panniers for hilly region & carts for lower parts	KENDAT, farmers.

carts.

4. Poor roads, paths, tracks

Capacity building – community participation in road maintenance on importance of community

ILO – ASIST, farmers KENDAT, MOPW

3.1.4 BUSIA

ACTIVITIES	Implementers	Monitoring Indicators
1. Rural-Urban infrastructure improvements – spot improvements and parallel roads	<p><u>Parallel roads</u></p> <ul style="list-style-type: none"> -District roads engineer - ILO – ASIST - Contractors - Community - Local authorities <p><u>Spot improvement</u></p> <ul style="list-style-type: none"> - Assistant chiefs - Local authorities - Contractors <ul style="list-style-type: none"> - District Roads engineer 	<ul style="list-style-type: none"> - Records - Roads are maintained - Fewer accidents - Increased marketing of agricultural produce
2. Capacity building - business management, training, lobbying, traffic regulation.	<ul style="list-style-type: none"> -KENDAT - Police - Drivers / cyclers - Indian fabricators (rickshaw) - Farmers -Localfabricators/repairers 	<ul style="list-style-type: none"> -New improved means of transport - Fewer accidents - Fewer bicycles - Better public relations - Records - Improved awareness of IMTs
3. Motorcycles/bicycles to increase carrying capacity and shelter from the elements.	<ul style="list-style-type: none"> -Micro-finance institutions (MFIs) - Boda boda societies/ clubs - KENDAT 	<ul style="list-style-type: none"> - Motorcycles - Increased profits for farmers and transport operators - Improved health for boda operators - Customer satisfaction <ul style="list-style-type: none"> - Less PSVs.
4. Development of linkages between all groups	<ul style="list-style-type: none"> -Farmer Field Schools (FFS) - Boda boda operators - Agricultural officers 	<ul style="list-style-type: none"> - Increased Agricultural production - More farmers engaging boda in transporting farm

	- Administration Marketing agencies.	produce -Improved living standards -Establishment of a farmers-boda boda club
5. Micro financing	Micro finance institutions (MFIs) - Fabricators -Repairers - Boda groups	Increased number of motorbikes and carts -Credit repayment records - Increased number of repairers - Repair shop
6. Establishing a bicycle spare parts shop in Busia town	-Micro finance institutions (MFIs) - Boda groups	- A stocked spare parts shops - Repayment records -Monthly returns - Bicycles which are well maintained - Increased profits for boda operators and repairers
7. Parking area for <i>boda boda</i>	- Boda groups	- Less conflicts with the police - Happier families - shelter

4.0 STRATEGIC PLANNING AND WAY FORWARD

4.1 Introduction

This was meant to refine the roles each stakeholder will play to help achieve the project's output. This section also had the aim of giving each stakeholder guidelines in creating and running successful partnerships.

4.2 PARTICIPATORY MONITORING AND EVALUATION

By Eston Murithi

CREATING PARTNERSHIPS

A partnership is defined as an **agreement** between two or more partners to **willingly** come together formally or informally to achieve some **common purpose**.

i) Creating partnerships:

Clarify why you want to involve others: When creating partnerships, it is essential to consider the following issues:

- Clarify why it is necessary to involve other people - Is it for your benefit, theirs or both?
- Consider what you are trying to achieve at the end of the day, and why this may be best done with others.
- List the key interests, who will have to be involved, both within and without your organization.

Understand your role:

All parties involved in a partnership need to consider the part they may be expected to play in a partnership participation process. Roles in partnerships are diverse and include; control of resources, representing an interest group, initiating, planning or managing the process of partnerships. If a particular partner has more than one of the roles of a partnership, careful consideration needs to be done to find out if there is conflict of roles and if such roles can be split with another of the partners.

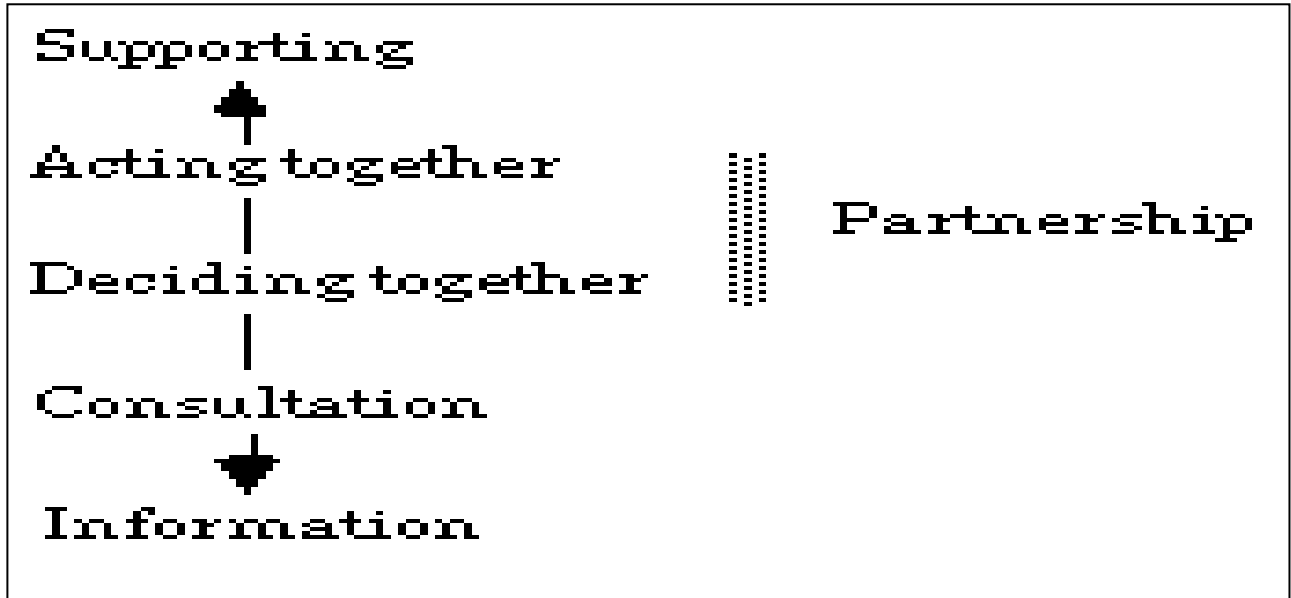
Decide where you stand:

Five stances

The key issue is what 'stance' one takes if one is an organisation initiating or managing a process of participation or partnership building.

Information -the least you can do is telling people what is planned. There is need for **Consultation**. In consultation the organisation initiating or managing the process of partnership building identifies the problems, offer a number of options, and listen to the feedback it gets. This is called **Deciding together**. Others are encouraged to provide some additional ideas and options, and join in deciding the best way forward, i.e., **Acting**

together. Not only do different interests decide together what is best, but also they form a partnership to carry it out.



•Begin to develop a strategy which covers; the main deadlines, resources needed and technical support available.

v) **Creating Partnerships: Choose participation methods**

In choosing a method consider:

- Appropriateness - Is the method appropriate for the level of participation? E.g. are “joint” meetings appropriate for the partners.
- Assistance required - Do you need help? An experienced development worker, trainer or facilitator may be necessary for some of the more complex methods e.g. use of PRA tools.

vi) **Creating Partnerships: Develop support within the organisation**

Many partnerships fail because the organisations promoting the process cannot deliver when others respond. (so what do you do?)

Use internally some of the techniques you plan to use externally:–Run workshop or meeting sessions.

–Encourage others within the organisation to take ownership of the proposals, options or ideas and work them through informally with other interests. That is the best way to gain internal commitment or discover what problems may arise later.

Summary Guidelines for partnerships

1. Clarify your own aims and objectives in forming a partnership. What are you trying to

- achieve, and how will you explain that?
2. Identify the stakeholders the key interests who can help or hinder the project or programme and put yourself in their shoes. Who holds the power?
 3. Consider whom you really need as partners, and who would really want to be a partner. Some stakeholders may simply want to be consulted.
 4. Before approaching potential partners, make sure you have support and agreement within your own organisation about working with others.
 5. Make informal contact with partners to find out about their attitudes and interests before putting formal proposals.
 6. Communicate with your partners in language they will understand, focusing on what they may want to achieve.
 7. Plan the partnership process over time. For example, a new organisation may well take a year to set up.
 8. Use a range of methods to involve people workshop sessions as well as formal meetings. Be sociable.
 9. Encourage ideas from your partners. Ownership leads to commitment.
 10. Be open and honest. **Successful partnership**

- Agreement that a partnership is necessary.
- Respect and trust between different interests.
- The leadership of a respected individual or individuals.
- Commitment of key interests developed through a clear and open process.
- The development of a shared vision of what might be achieved.
- Time to build the partnership.
- Shared mandates or agenda.
- The development of compatible ways of working and flexibility.
- Good communication, perhaps aided by a facilitator.
- Collaborative decision-making with a commitment to achieving consensus.
- Effective organisational management.

Failed partnership

- A history of conflict among key interests.
- One partner manipulates or dominates.
- Lack of clear purpose.
- Unrealistic goals.
- Differences of philosophy and ways of working.
- Lack of communication.
- Unequal and unacceptable balance of power and control.
- Key interests missing from the partnership.
- Hidden agenda.
- Financial and time commitments outweigh the potential benefits.

4.3 GUIDELINES FOR PRIORITISING DEVELOPMENT ACTIVITIES IN PROJECT AREAS

All activities having been laid out and guidelines on formation of partnerships, monitoring and evaluation clearly explained, there is need to be **SMART** in order to achieve the outputs;

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

Being SMART means putting into consideration the issues listed below.

- 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?

After carefully considering the above issues the community representatives re - defined the activities suggested and came up with the activities in Section 4.3.1 below. All the stakeholders in the workshop then identified the roles they and their partners are going to perform (See section 4.3.2).

PROJECT OUTPUTS

1. Understand the range of stakeholders and actors needed for RTS development.
2. Actualise interventions that communities believe will work in progressing agriculture transport and marketing
3. Build and assess partnerships that make a difference in RTS development.

PRIORITISATION OF ACTIVITIES

ACTIVITY	IMPLEMENTER	INDICATORS
4.3.1 LARI		
1. Acquisition of IMTs – Donkey carts, motorcycle with trailer.	KENDAT, ITDG, Farmers	Donkey carts, motor cycles with trailer
2. Improve roads	Farmers, ILO –ASIST, KENDAT	Better roads
3. Marketing	Farmers, KENDAT, KACE, HCDA.	Less post harvest losses, mobile phone kiosks, better profits,.
4. Preservation equipments	Farmers, KENDAT, MoA (Horticultur Dept.).	Charcoal coolers, produce all year round.
4.3.2 KALAMA		
1. Formation of group	Farmers, Ministry of culture & social services, administration	-Registration of members - Committee Registration with social social services - No. of meetings and attendants
2. Training - Group dynamics - Donkey handling - Agricultural training	KENDAT, experienced farmers, MoA	No. of farmers trained, No. of members using the donkey, acreage farmed & productivity increased, cohesion of groups formed.
3. Construction of donkey shades	Farmers	No. of shades constructed.
4. Purchasing of donkeys, panniers, carts.	KENDAT, MOA, farmers.	Carts, donkeys, panniers
5. Improving foot paths/ tracks	Farmers, MOPW, ILO / ASIST, KENDAT.	Culverts, No. of spots, ILO-ASIST, county council, local leaders.
5. Water harvesting – dams, pans, tanks.	Farmers, KENDAT.	Pans, dams & tanks.
4.3.3 MWEA		
1. Spot improvements	KENDAT, ILO –ASIST, community, NIB, MOPW, county council.	Accessible roads
2. Improve marketing channels	KENDAT, KACE, MOA, farmers.	Higher profits, less middlemen.
3. Improved <i>boda boda</i>	<i>Boda</i> operators, ITDG, KENDAT	Motorcycle trailer
4. Financial support	MFIs- K-Rep, farmers, artisans.	increased production, spare parts shop
5. Capacity building	KENDAT, farmers, <i>boda</i> & donkey operators, police.	- Better management/business skills therefore improved standards of living. - Improved profits - Proper use of highway code

		- Harmony between administration & transport operators.
4.3.4 BUSIA		
1. Expansion of urban roads	ILO – ASIST, <i>boda</i> groups, District Roads Engineer, community.	Parallel lanes, less accidents
2. Spot improvement of identified roads: Mundika – Bundokomi road Korinda – Mundulusia road Tangakona - Busibwabo road Buyende – Munongo Road.	Community, ILO – ASIST, county council, District Roads Engineer.	Accessible roads all year round.
3. Establishing a bicycle spare parts shop	KENDAT, MFIs (Coop/ K – Rep Bank , Boda groups.	Shop, less costs of repairs, higher profits.
4. Improve <i>boda boda</i>	<i>Boda boda</i> operators, KENDAT, ITDG,	Motor cycle trailer
5. Micro financing	MFI (K-Rep/ Coop Bank), KENDAT.	Spares parts shop

4.4 STRENGTHS AND CONTRIBUTIONS OF THE STAKE HOLDERS AND PARTNERS

ORGANISATION	STRENGTHS	CONTRIBUTIONS	COMMENT
KENDAT	A wide network of collaborators vis. ILO/ASIST, IFRTD, MoA, ITDG, communities.	<ul style="list-style-type: none"> - Technical expertise - Networks and linkages (experts, donors, community groups, government). -Support community parliaments 	Lead organisation
ILO/ASIST	Technical expertise in infrastructure construction, repair and maintenance	<ul style="list-style-type: none"> - Promotion of local resource – based methods of infrastructure development. - Provide information and advisory support on labour – based methods of infrastructure development and maintenance. - Information on incremental approach to infrastructure - Document experiences/ analysis of infrastructure interventions <ul style="list-style-type: none"> - Disseminate project progress and research findings through ASIST channels 	Mainly infrastructural component.
IFRTD	-National & international	- Generate better	Information

	experiences in running similar projects (IFRTD has comparative knowledge based on experiences from its networks, policy linkages, links to other research initiatives, an international network on transport and development, linked to a national transport network in Kenya (NFG).	understanding of practical ways in which transport can improve livelihoods of rural people - International dissemination of lessons. - IFRTD will strengthen linkage between RTS project and NFG.	Dissemination & further linkages.
MOA (HORTICULTURE Dept).	- Technical expertise	- Report of case study advancements and identification of investor gaps in RTS for SAS.	
ITDG	-Experiences in similar projects	-Reports on case study interventions -Advice on improved IMTs manufacture - Disseminate project information	IMT and community parliament support.
LAMP	-Community support	- Community mobilisation - Village level groups collaboration - Dissemination of information	Lari Parliament

BIAMF	<p>-Community support - A wide network which includes administration, farmer field schools (FFS), <i>Boda boda</i> groups, fabricators, Road engineers, politicians</p>	<p>BIAMF -Ability to mobilise community -Labour for road improvements. FFS -Dissemination Boda boda Groups - Transport to farmers -Labour in sport improvements and construction of parallel roads Politicians & administration - Community mobilisation</p>	<p>Busia Parliament</p>
MTMO	<p>Network of collaborators; 1. MTMO 2. MoPW 3. KENDAT 4. County council 5. Politicians</p>	<p>. MTMO - Community mobilisation MoPW (District Roads Engineer) – Provide maps and technical advice on necessary spot improvements and road maintenance Politicians (Area MP) - Community mobilisation - Linkage marketing and manufacturing networks KENDAT Financial and technical support for development activities (IMTs, agricultural production, spots improvements).</p>	<p>Mwea Parliament</p>
			<p>Intervention centers</p>

KALAMA	A network of: farmers, MoA, MoPW, KENDAT consortium	<p>Farmers</p> <ul style="list-style-type: none"> -Labour and money construction of shades, - Money for veterinary services - Donkey feed - Tools and labour for foot paths/tracks <p>MoA</p> <ul style="list-style-type: none"> -Training in fodder production, better methods of farming <p>MoPW</p> <p>(District Roads Engineer) – Provide maps and technical advice on necessary spot improvements and road maintenance.</p> <p>ILO – ASIST</p> <ul style="list-style-type: none"> - Expertise in road works - construction and maintenance 	<p>around donkey (pack & cart).</p>
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4.5 SUPPORT NEEDED

Project Area / Organisation	Type of Support
Lari	Financial and expertise aid for spot improvement
Kalama	<ol style="list-style-type: none"> 1. Donkeys, panniers and carts 2. Subsistence to cater for trainings – lunch, stationery, fuel, transport, hire of training venues. 3. Exchange tours – Linkages to groups with similar activities, transport, general subsistence 4. Training facilities – 5. Demonstrations (AIDS) during training.
MWEA	<ol style="list-style-type: none"> 1. capacity building – business management and investment 2. financial assistance – farming equipments, spare parts shop.
BUSIA	<ol style="list-style-type: none"> 1. Capacity building 2. Micro – financing 3. Monitoring & evaluation of the project
KENDAT CONSORTIUM	<ol style="list-style-type: none"> 1. Resource support (materials, equipment, money, labour). 2. Political good will 3. Community appreciation

ANNEX 1**List of participants**

Name	Address	Affiliation	Tel./Fax	Email
1. Grace N. Mwangi	P.O. Box 1, Kerugoya	District Development Office-Kirinyaga	060-21361	ddokirinyaga@wananchi.com
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6. Mwangi David Kiai	P.O. Box 2859-00200, Nairobi	0722-859655	Kendat-Field Veterinarian	Kiaidm@yahoo.com
7. Francis Mbuu Kibui	P.O. Box 15, Wanguru		Cobbler, Horticulture farmer	
8. Beatrice Nyokabi Wainainah	P.O. Box 166, Wanguru		Community health volunteer, Farmer	
9. Fred Ochieng			Kendat	
10. Samuel Wachira Nyaga	P.O. Box 232, Wanguru	0722-390757	Horticulture farmer in Ciagiini Village	
11. Perminus Wachira M.	P.O. Box 8, Kagio	0733-622359	Horticulture farmer in Kangai Location	
12. Philip Kilaki	P.O. Box 1473, Machakos	033-369847	Farmer	

13. Rebecca Mueni Ndaka	P.O. Box 110, Kola, Machakos		Farmer	
14. Rose Muthini Maweu	P.O. Box 1694, Machakos	0733-428950	Business-lady	mutetijohn@yahoo.com
15. John Muteti Kisuna	P.O. Box 1694, Machakos Or P.O. Box 27, Machakos	0733-267264	Ministry of Agriculture	mutetijohn@yahoo.com
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21. Stephen Muthua	P.O. Box 39493, Nairobi	2713028 Fax.2710083	ILO Advisory Support, Information Services and Training	muthua@itdg.or.ke
22. Gideon Odwori	P.O. Box 322, Busia		Member of Busia Forum	
23. Redempta N. Maiga	P.O. Box 391, Busia	0722-951145	Administration – Assistant Chief, Mundika Sub-Location, Busia District	
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Abraham Kirugo Mburu	123, Matathia	829245		
25. Henry Mburu karanja	P.O. Box 414, Kerugoya	0722-575746	Ministry of Roads & Public Works, Machakos	
26. J.O. Egessa	P.O. Box 974, Kisumu	0733-807008	MOLD/F	
27. John Njung'e Gachimu	P.O. Box 75, Matathi, Lari		Farmer	
28. Mary Wangari Mburu	P.O. Box 215, Uplands		Farmer	
29. Samuel Karanja	P.O. Box 4, Matathia	0733-508800	Farmer-Horticulture	
30. John Njongoro Karithi	P.O. Box 15, Wang'uru	0722-372623	Rice Farmer	
31. Ken Murage	P.O. Box 146, Wanguru		Donkey Transporter	
32. Joseph Mwai Muchai	P.O. Box 91, Wanguru		Farmer-Horticulture	
33. James Mugo Ngangi	P.O. Box 47, Wanguru		Bussinessman, Ngurubani	
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36. John Kiragu Kithanji	P.O. Box 4, Wanguru	060-48046	Chairperson – Catholic Church	
37. Evan Muchira Wambugu	P.O. Box 319, Embu		Mkokoteni Operator, Ngurubani Market	

38. Virginia N. Mwai	MOA, Horticultur e Division, P.O. Box 30028, Kilimo House, Nairobi			
39. Marion N.K. Gathumbi	MOA, Horticultur e Division, P.O. Box 30028, Nairobi			
40. Jacinta Wamaitha Mwangi	P.O. Box 147, Embu C/o Ichangi Full Gospel Church		Farmer	
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46. George	P.O. Box 43, Kutus	060-48046	Small Scale Farming	

Muriithi Muriuki				
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48. Israel Chando	P.O. Box 21, Wanguru	060- 48207	Community AIDS Educator, CCS	
49. Patrick Njenga Mungai	Ndindiruku Primary School, P.O. Box 26, Wanguru	0721-441647 c/o Wikangethe	BodaBoda, Hawker	
50. Andrew Mwamba Njue	P.O. Box 21, Wanguru		Thiba BicycleTaxis, (Bodaboda) Chairman	
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Annex 2

Workshop Programme

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

Day One

08:00 - 9:00 *Registration*

SESSION I: BACKGROUND AND NETWORKING

Session chair: Joseph Mutua - NFG

9.00 - 9.30 Word of welcome and participant introduction

Hon. Alfred Nderitu,
MP, Mwea

9.30 – 9.40 Project Background and Objectives of the Workshop

Dr. P.G. Kaumbutho,
Project Team Leader

(A photographic preview by Fred Ochieng – KENDAT Field Supervisor).

9.40 – 10:00 Words of advice: “The niche for rural transport in Kenya’s Development Plans”

Mr. David Nalo
Permanent Secretary, Ministry of Planning

10:00 – 10.20 Tea/Coffee Break (*and poster viewing, Fred Ochieng*)

SESSION II: NETWORKING SESSION

Each presenter will give a brief of his / organization and the links with RTS Project

10.20- 10.30 **Peter Njenga**
IFRTD East Africa

10.30- 10.40 **Elijah Agevi**
ITDG (EA)

10.40 –10.50 **Stephen Muthua**
ILO – ASIST

10.50 – 11.00 **Cecilia Njenga**
UN, HABITAT

11.00 – 11.10 **Eng. Nyaganga**
Kenya Roads Board (KRB)

11.10 – 11.20 **Uvumbuzi Club**
Raphael Mbaya

11.20 – 11.30 **Andrew Smallwood**
DFID BDD East Africa

11:30 - 11:40 **M. Githendu**
ACK: Christian Community Services Programme for Kenya

- 11:40 - 12:10 **“Mainstreaming Rural and peri-Urban Transport Services: Possible Intervention Actions for New - Kenya”**
Prof Gerishon K. Ikiara
- 12:10 - 12:45 Discussion (*Synergies and integration of efforts*)
- 12.45 – 1.00 Responses from Donors and Government

SESSION II: Problem Tree

Session chair: Moderator – Stephen Muthua

- 2.00 – 2.30 Mwea Activities: Presentation and discussion
- 2.30 – 3.00 Busia: Presentation and discussion
- 3.00 – 3.30 Limuru: Presentation and discussion
- 3.30 – 4:00 Kalama: Presentation and discussion
- 4.00 – 4.30 **Tea Break**
- 5.00 – 5.30 Synthesis of all areas
 J. Mutua, KENDAT

Day Two

SESSION III: STRATEGIC PLANNING SESSION

Session chair: Moderator – Peter Njenga

- 08:30 – 9.15 **Partnerships, Participatory Monitoring and Impact Evaluation Guidelines**
Eston Murithi
- 9.15 – 9.30 Comments from Uganda Sister Project – Paul Kwamusi

GROUP WORK

Each community will plan their work, bearing in mind the participants comments in day 1 as well as the monitoring and evaluation guidelines).

- 09:30 - 10:00 Mwea – Plans and Way forward for Phase II
- 10.00 – 10.30 Busia – Plans and Way forward for Phase II
- 10.30 – 11.00 – TEA BREAK**
- 11.00 – 11.30 Kalama – Plans and Way forward for Phase II
- 12.00 – 12.30 Limuru – Plans and Way forward for Phase II
- 12.30 – 1.00 **K - Rep micro-finance scheme for rural transport operators**
(K - Rep)
- 1:00 - 2:00 **LUNCH BREAK**

Session chair: Moderator – Stephen Muthua.

- 2.00 – 2.30 Discussions continued (Roles and Timing)
- 2.30 – 3.00 Collaborating NGO responses: Boda clubs, Donkey users, Orphans network
- 3.00 – 3.30 Community leadership responses: Chiefs, OCPD etc
- 3.30 – 3.40 Closing Remarks – **District Officer, Mwea**

ANNEX 3.

WORKPLAN AFTER KICKOFF WORKSHOP

RURAL TRANSPORT SERVICES PROJECT – TENTATIVE WORK PLAN

Project Quarter	Output	Activity	Dates	Comment/ detail	Organisation/ Individual
Quarter 1: June - September 2003	<ul style="list-style-type: none"> • Community parliaments formed. 	1. Conduct community group mobilization exercises (community organization and group formation, meetings),	Busia – 18 th July Mwea - 22 nd July Kalama – 25 th July03 Ngurumani -*** Meetings held Busia – 28Aug; 10Sept; Mwea – 20Aug, 3 rd Sept; 18 th September Kalama – 27Aug, ..	<ul style="list-style-type: none"> • All study areas have been visited & parliaments formed. • Bi- weekly parliamentary meetings in progress. 	KENDAT / ITDG, communities representatives.
	<ul style="list-style-type: none"> • Problem trees created. 	2. Identifying communities' problem trees for action	Pre – Workshop & during workshop	<ul style="list-style-type: none"> • Community problem trees have been developed • Fortnightly meetings happening 	KENDAT, ITDG, communities' representatives.
	<ul style="list-style-type: none"> • Kick-off 				

	workshop	3.workshop & finalising activities	5 th & 6 th Aug.03	<ul style="list-style-type: none"> • Kick-off workshop held 	Community cabinets, KENDAT, ITDG, ILO-ASIST, KACE, K-REP, IFRTD, UN – HABITAT, NYLR, NFG, Uvumbuzi, GoK – Agriculture (Mugambi), Planning & Transport (PSs).
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	<p>KALAMA</p> <ol style="list-style-type: none"> 1. Formation of groups – parliamentary model 2. Training in group dynamics, donkey handling, agricultural training. 3. Construction of donkey shades 4. Purchase of donkeys, panniers & carts 5. Improving foot paths 		<p>July 03</p> <p>22nd Sept03; 6th Oct 03.</p> <p>Before 18th – 21st Sept 03</p> <p>1st Oct.03</p> <p>Sept. 25th - 30th 03</p>	<p>- Kalama parliament formed</p>	<p>KENDAT, farmers, MOA (Muteti)</p> <p>Murithi, Muteti, Kalama Parliament, KENDAT</p> <p>Farmers, KENDAT, Muteti.</p> <p>KENDAT, Farmers, ITDG.</p> <p>KENDAT, ILO, District Roads Engineer, Farmers.</p>
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	LARI <u>Activities</u>	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		KENDAT, KACE, MOA (John Mark Njoroge), Farmers, NYLFR, Hort. Dept – (Mugambi).	
	4. Preservation Equipment	Nov. 03	Probably charcoal coolers	KENDAT, HCDA, Farmers	
	5. Water harvesting, Dams, water pans, tanks	Sept – oct 03	Activity on-going in Escarpment.	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,	
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	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/ repaires, 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,

<p>Quarter 2: November - December 2003</p>	<ul style="list-style-type: none"> - Stakeholders Workshop – end of year reporting & planning. - Inter area exchange visits. - Develop a best – practice tool kit on strategic community involvement in RTS development 				
<p>Quarter 3:Jan.04 – March 04</p>	<ol style="list-style-type: none"> 1. Report of case studies advancements and identification of investor gaps in RTS for SAS. 2. Planning data and intervention report for 				

	<p>government and NGO actors.</p> <p>3. Preliminary report on policy and institutional needs and support for RTS in SAS.</p> <p>4. Partnerships workshop report and plans for 3rd year of the project.</p>				

NB.

M & E will be a continuous process by KENDAT & community parliaments.

ANNEX 4.

PARTICIPATORY MONITORING AND EVALUATION GUIDELINES

Evaluation

is a **systematic** and **objective** assessment of the design, implementation and outcome of an on-going or completed intervention.

Importance of Evaluation

- Ensures that the project is being **efficiently implemented**, reaching its intended **target groups** and that it is achieving the intended **objectives**.
- Assists in improving implementation, by identifying problems at an early stage so that they can be resolved.
- Provides a learning system so that lessons learnt can be used to improve the design and performance of future projects.

Distinction between the Monitoring and Evaluation (M &E) of processes, outcomes and impacts

- **Process** (or systems based) evaluation measures the implementation of activities and how effectively this is done.
- M&E of **outcomes** involves measuring the effect of the activities that have been undertaken, mainly the more immediate, tangible or observable changes.
- **Impact evaluation** aims to ascertain the more long term and widespread consequences of the intervention.

Participatory Monitoring & Evaluation

Participatory monitoring and evaluation (PM&E) is a process of **self-assessment**, **knowledge generation**, and **collective action** in which stakeholders in a program or intervention **collaboratively define** the evaluation issues, **collect and analyse data**, and **take action** as a result of what they learn through this process.

NB: What makes PM&E distinct from conventional monitoring and evaluation is its focus on **participation**.

General Principles of Participatory Monitoring and Evaluation

Participation•Creating structures and processes that include those most directly affected by the project.

Negotiation•A commitment to working through different views about what the evaluation should focus on, how it should be conducted and used, and what actions should result.

Learning•Learning among all participants which, when shared, leads to corrective action and program improvement.

Flexibility•As circumstances change, those involved in and affected by the evaluation should be committed to **modifying their strategies** to achieve desired results-knowledge that will shape effective and sustainable programs.

Methodologically resourceful•Practitioners can draw on a wide variety of methods to generate information. Beneficiaries can invent some and use local processes that are relevant and resourceful.

Benefits of Participatory Monitoring and Evaluation First, by involving those directly affected, a more clear picture of what is actually happening in a program can be drawn—both **successes and failures**.

Second, key stakeholder groups may **feel empowered** through participating in the process—they **share responsibility** for the evaluation processes and results.

Third, there is potential to **develop capacity and skills** in evaluation generally; these can then be applied to other programs and activities.

Fourth, when information is generated as a routine part of program operations, there is greater likelihood that this information will be used directly to **make mid-course corrections and modifications** as the program is implemented.

Fifth, there is substantial benefit for **team building and creating commitment** through collaborative inquiry. And, finally, the learning associated with participating in such a process is **experiential and can bring a deep sense of meaningfulness** to the work.

Steps in PME

Step 1: Plan for PME. The PME system should be developed during the project design and early implementation stages rather than at the time of the first evaluation.

Step 2: Clarify objectives and PME stakeholders. Project teams need to clarify **project objectives**, based on the Logical Framework, and to define **specific PME stakeholders** to determine information **needs and sources for PME**.

Step 3: Determine information needs and develop key PME questions. By far the most challenging step is to determine **what information is actually needed** (as opposed to what is interesting). Focus and prioritise information needs based on your objectives

Step 4: Develop/refine indicators. The team refines Log Frame indicators to ensure that they will produce relevant, timely and accurate information.

Step 5: Determine data sources and design data collection tools. Based on the Log Frame, data sources (means of verification) will generally need to be refined. Challenges are to identify what information is already available and to **design data collection methods** that are **inclusive and appropriate** to the skill level of the people who will collect it.

Step 6: Plan to analyse data and use data. Data is only useful if it is analysed and used to improve projects. Mechanisms for regular data analysis and feeding data into management decision-making on a timely basis are essential.

Step 7: Implement and refine the PME system. An effective PME system needs to be integrated into on-going project activities, tested and refined under field conditions.

Step 8: Conduct annual self assessments and periodic external evaluations. Project teams who have effective PME systems in place can use PME information to guide and focus more meaningful self assessments and external evaluations

Participatory Monitoring and Evaluation? :Why?

- A **management tool** that helps people improve their efficiency and effectiveness
- An **educational process** that helps participants increase their awareness and understanding.
- Enables **assessment of the progress and impact** of the project, to check if the **objectives are realistic and appropriate** or if they need to be **revised** and to **identify and anticipate problems** so that they can **take steps to avoid or solve** them.

- Linked to decision-making it enables the community to **redefine objectives and adjust activities** if needed.
- When carried out together by people in the community, monitoring and evaluation provides **opportunities for individual enjoyment, creativity and exchange of new ideas**.

Participatory Monitoring and Evaluation? ; Who?

Participatory monitoring and evaluation is carried out by the **community itself (stakeholders)**. An “external party” could participate in facilitating this process: assisting the community (stakeholders) to design the system and following the activities and the analysis of the information gathered. In participatory monitoring and evaluation, people (stakeholders):

- Decide what should be monitored and evaluated. Select indicators for doing so.
- Organize the collection of information: How can this be done? Who should do what? when? Analyze and interpret data.
- Use the information. **Participatory Monitoring and Evaluation? ; What?**

- 1) The progress of each activity
- 2) Its effectiveness in reaching its objectives
- 3) Its relevance to the priorities agreed upon by the community
- 4) How the group in charge of the activity functions
- 5) How the different activities are carried out and 6) How the project evolves as a whole
- 7) How the coordinating committee functions
- 8) The relations between the community and the different external institutions involved. **Participatory Monitoring and Evaluation? ; How?**

Monitoring and evaluation combine **recording of specific information** with **discussion sessions** on the progress of activities and the difficulties encountered.

The information for monitoring and evaluation can come from;

- Discussions and meetings (different levels: local, coordinating committee, community, group, interviews)
- Visits to sites and participant observation
- Data collection tools e.g. Task Monitoring Sheets, or a diary.

Participatory Monitoring and Evaluation? ; When?

Participatory Monitoring and Evaluation is an ongoing process built in from the start of the project. NB: Unlike the conventional M&E usually done by consultants for donors and implementers, PM&E is owned and done by the “problem owners” (stakeholders). Its

part of the problem solving. **Indicators**

In the very simple term indicators are pointers. The purpose of indicators is to obtain accurate and consistent estimates of project performance and the changes and impacts produced. **Good indicators** Should;

- Measure the key elements they are intended to describe.
- Be clearly defined and unambiguous (different people can give same rating or value).
- Where possible be numerical or quantifiable so that changes can be measured.

- Simple and economical to use.
- Easy to interpret and understand.

It is important to categorize the indicators as follows (plus examples);

- Project design and input indicators–E.g. Number of Project staff, funds etc
- Project implementation indicators–E.g. Number of meetings held
- Project output indicators–E.g. Length Roads constructed
- Project Impact indicators–E.g. Households income
- Project sustainability indicators–E.g. Ability of group to generate its own fund to run operations, amount of money collected from IGAs

Key Recommendations

Think about the steps of P M & E and based on them do the following;

Develop/refine your P M&E indicators taking into account **process indicators, outcome indicators and impact indicators**

- Incorporate P M & E activities in your plans/log frames
- Based on the knowledge on partnerships conceptualise (and even propose) the role of your partners in P M & E.

K – REP BY MR. MURIO KAMAU.

K –Rep started its operations in 1984 as an NGO. In 1991 it became a micro – finance bank offering affordable loans. The loans require no security. The only requirement for one to secure a loan with K – Rep is for one to be a member of an organized and registered group. The group needs to have a membership of between 10 – 30 people. A person wishing to apply for a loan with the bank needs to have an account with K – Rep and is eligible to an amount ranging from five thousand to twenty thousand at first borrowing. The second loan that can be advanced to an individual ranges between Ksh. 20 – 40,000