

**NOVIB**

**DRAFT EVALUATION REPORT ON THE GREEN  
BELT MOVEMENT**

**TREE PLANTING AND FOOD SECURITY  
PROJECTS (1994 - 96) IN  
KENYA**

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## LIST OF ABBREVIATIONS

ACG	-	Adult Class Groups
AEP	-	Agriculture and Environment Programme
AIC	-	African Inland Church
AMREF	-	African Medical and Research Foundation
ATI	-	Active Tree Issues
CARE	-	Canadian and American Relief Everywhere
CARE-K	-	Canadian and American Relief Everywhere - Kenya
CBOs	-	Community Based Organizations
CDA	-	Community Development Assistant
CPA	-	Certified Public Accountant
CPK	-	Church of the Province of Kenya
DANIDA	-	Danish Development Agency
DC	-	District Commissioner
DFL	-	Dutch Guilder
DO	-	District Officer
FCGG	-	Forum for Commission on Global Governance
FD	-	Forest Department
FSP	-	Food Security Programme
GBM	-	Green Belt Movement
GOK	-	Government of Kenya
GTZ	-	Germany Agency for Technical Cooperation
HH	-	Household
ICRAF	-	International Centre for Research in Agroforestry
JICA	-	Japan International Cooperation Agency
KIOF	-	Kenya Institute of Organic Farming
KREP	-	Kenya Rural Enterprise Programme
KWAP	-	Kenya Woodfuel and Agroforestry Programme
KWDP	-	Kenya Woodfuel and Development Programme
M	-	Men or man
MENR	-	Ministry of Environmental and Natural Resources
MoALD&M	-	Ministry of Agriculture, Livestock Development and Marketing
NGO	-	Non-Governmental Organisation
NORAD	-	Norwegian Agency for Development
NOVIB	-	The Netherlands Organization for International Development Cooperation
PhD	-	Doctor of Philosophy
PS	-	Primary Schools
SASOL	-	Sahelian Solutions (NGO)
SHG	-	Self Help Groups
SWOT	-	Strengths, Weaknesses, Opportunities, Threats.
TCR	-	Tribal Clashes Resettlement (project)
TN	-	Tree Nursery
TNG	-	Tree Nursery Groups
TOR	-	Terms of Reference
UNEP	-	United Nations Environmental Programme.
Unifem	-	United Nations Development Fund for Women
USA	-	United States of America
WG	-	Women's Group

## ACKNOWLEDGEMENT

This Mission acknowledges the cooperation that was demonstrated by all those who assisted the Mission in various ways. First and foremost The Mission is grateful to GBM staff and in particular Prof Maathai, Ms. Lilian and Mr. Njogu, for all their assistance and willingness to spend long hours with the Mission.

Our sincere thanks go to all the women, men, nursery attendants and mini-advisors representing 164 nursery groups that the Mission visited in Muranga, Embu, Kitui, Kisii, South Nyanza and Kiambu Districts. Regrettably, it is not possible to mention all their names. However, we acknowledge that all these persons offered valuable information with regard to their tree planting experiences with the support of GBM.

Due to unforeseen circumstances, the evaluation schedule changed and the mission visited Kisii and South Nyanza districts ahead of the planned time. We sincerely appreciate the willingness and readiness with which the contact persons organised women group representatives to meet the Mission.

Last but not least, the Mission acknowledges the support given by Ms. Gine Zwart and Mr. Anjo van Toorn of Novib and Dr. Ruud Bos, Director, ETC-EA.



## EXECUTIVE SUMMARY

The Green Belt Movement (GBM) was formally launched on the occasion of World Environment Day, June 5, 1977, under the auspices of the National Council of Women of Kenya. During the last twenty years of its existence, the movement has managed to play an important role in advocating issues around the environment, both nationally and internationally. The GBM's overall objective is to increase the tree population in Kenya. GBM uses women groups as the entry point in rural communities for tree planting activities. The GBM aims at providing solutions to some of the needs that are felt by women from different communities in Kenya. Such needs include woodfuel, animal fodder and nutritious food.

NOVIB first funded the GBM in 1985, mainly for its tree planting and extension activities. In 1989, NOVIB also gave GBM funds (over a one-year period) for a food security project that was to operate at the family level. Unfortunately, this project was discontinued after the first year due to poor results precipitated by a number of problems, such as state harassment. The objective of the current evaluation was to assess GBM's tree planting and food security activities between 1994-96, in relation to the intended beneficiaries, and to assess the methodology and organizational set-up that are used by GBM.

GBM's strengths include its national, regional and international reputation; extensive national coverage; great potential for development; impressive track record on advocacy in environmental matters and its grassroots reach. Her weaknesses include poor management systems; low calibre staff; lack of technical competence; inappropriate monitoring system; lack of systematic evaluation system; inappropriate financial management system; lack of computerized systems; inadequate networking with other locally-based development agencies and corruption in the tree payment system. GBM's opportunities include intensifying activities in land management (e.g. trees, water harvesting, bio-diversity, food security); improving GBM and women groups' technical, organizational and managerial capacities and initiating women group activities in health and nutrition. The most important threats that face the GBM include the Coordinator's involvement in party politics; deterioration in Kenya's political climate; deterioration in economic conditions of the women groups and over reliance on tree planting as a development strategy.

In many parts of Kenya, GBM has facilitated adult education, particularly for women, as well as prudent resource management like operating bank accounts. The fruit tree component has also benefited many households. However, the Mission noted GBM's inability to take into account the differing nature of women groups along with their diverse needs. This facilitates exploitation of women groups by cunning men and unfortunately, some GBM field staff. Although GBM payment for seedlings is supposed to generate income for women, the Mission did not find any evidence to confirm that this is the case. Additionally, the tree-planting programme does not significantly benefit women by training them.

On the other hand, GBM does not integrate environmental factors in computing payments to women groups from different parts of the country. For example in lower Embu and Kitui and S. Nyanza, inadequate water, termites and poor soils are major constraint to nursery management. The above factors notwithstanding, GBM effects uniform payments to all groups in the country.

There is a very high demand for food security activities in most parts of Kenya. Many women appreciate GBM's Food Security Programme's emphasis on indigenous foods. Such foodstuffs are highly valued throughout rural Kenya. Unfortunately, such foods are commonly disregarded by the mainstream economic development system.

Although GBM operates a dedicated NOVIB account, there is no electronic project financial management system or accounting system in place. Similarly, it is difficult to evaluate tree planting and food security activities in terms of inputs and outputs since there are no work plans. Furthermore, there is limited planning capacity at the GBM to characterize the relationship between group supervision and seedling production. Baseline information was lacking for all the areas GBM is working in. Additionally, identification of needs, problems, constraints and ideas for tree planting within specific areas and an inventory of available resources, are not incorporated in GBM's tree planting programme. This is not to under-estimate the role that GBM has played in tree planting within Kenya. It should also be noted that there are many other agencies that also promote tree planting in Kenya. Consequently, it is difficult to quantify GBM's role in tree planting.

GBM's reliance on tree seedling amounts as a basis of remuneration to women groups leads to dependence. This situation is further aggravated by the lack of explicit affiliation and modalities for tree nurseries to be admitted to the GBM. Some women groups seek assistance from many donors.

The question of dormant women groups is very worrying. Overall, 54 % of the women groups involved in tree planting were inactive as at the beginning of 1997. Indeed, this situation has been the major driving force behind the decentralization process that GBM is currently undergoing. There are many factors that are responsible for group dormancy. Such factors range from intra-group dynamics, multiple-activities within groups, conceptual differences between women groups and GBM, and unfavourable physical environments. The Mission feels that the issue of dormant women groups has received minimal attention from the GBM. Among other things, GBM should resuscitate the revival department and accord it the resources (both human and financial) that it deserves, computerize the whole process of data submission from the field to the Headquarters, make field visits an integral component of the GBM process, and to the extent possible, attempt to be in touch with all the women groups that they support.

The Mission was sceptical about the size of the planned GBM board. Likewise, the Mission was unhappy with the protracted practice of recruiting monitors. This has led to a situation where GBM is caught up with a huge pool of poorly qualified staff. The few university graduates in the GBM are recruited fresh from the universities basically since they share the 'objectives' of the GBM. They do not have technical, planning, supervision or group experiences. Whilst on-job experience is one way of developing human resources, this must be in a context where some of the senior people have time for coaching. There must also be opportunities for in-house training. Given that the only senior manager is the Coordinator, it is clear that there is no systematic coaching. Neither is there in-house formal training. Only recently have a few people gone for computer training. Overall, there are no clearly defined career paths in the GBM, a situation that is caused by lack of formal management structures within the organization. The Mission was uncomfortable with the enormous responsibilities currently entrusted to the GBM administrative secretary. This person happens to be clearly unqualified for such responsibilities.

The current management style of the GBM needs to change with a view to enabling other persons to make important decisions in the absence of the Coordinator. Furthermore, the current form-based system for managing nurseries is not working. It contributes to delays in payments and collecting information. It also encourages corruption. There is poor management of seedlings in the nurseries for a variety of reasons. The key one seems to be that GBM assumed that the Government of Kenya (GOK) technical staff will be the resource persons on nursery management techniques. There is no evidence that GBM has invested in developing group processes. Some of the most successful groups encountered were groups that existed

before joining GBM, doing other things. Currently, there is no clear gender focus in staffing within the GBM.

Finally, the mission assesses the processes and activities of the Food Security Programme as being the logical next step for GBM after the past 20 years of tree planting.



## CHAPTER ONE

### 1 INTRODUCTION (WHAT, WHY, WHERE)

Between April and June 1997, NOVIB held several meetings with ETC EA and the Green Belt Movement (GBM) to discuss the Terms of Reference for the impending evaluation of GBM's activities in various parts of Kenya. Subsequently, ETC EA produced an evaluation proposal that was accepted by both NOVIB and GBM. The evaluation commenced on the 11 August 1997 and lasted for four weeks. The mission took three weeks to visit women groups that are involved in tree nursery and food security activities, in three Provinces of Kenya.

NOVIB first funded the GBM in 1985, mainly for its tree planting and extension activities. However, in 1989, NOVIB gave GBM funds (for a one-year period) for a food security project that was to operate at the family level. Unfortunately, this project was discontinued after the first year due to poor results precipitated by a number of problems like State harassment. In 1994 NOVIB provided GBM with financial support for tree planting, for a period of three years, i.e. 1994-96. These funds were to be spent in ten districts spread in four Provinces of Kenya. In light of changing political circumstances, the food security project (with a water harvesting component) was re-introduced (and funded by NOVIB) in 1996, again for a period of one year.

The objective of the evaluation was to assess GBM tree planting and food security activities in Kenya in relation to the intended beneficiaries, and to assess the methodologies and organizational set-up that are used by GBM. Specifically, the evaluating mission was asked to find answers to the following questions.

- Who are the beneficiaries of the programmes and how have they benefited?  
Have the inputs and methodologies used been the most effective ones to reach the set objectives?
- How have problems around non-functioning tree nurseries been dealt with?
- Does the Green Belt Movement have the necessary staff and organizational set-up to reach the set objectives?
- Which changes within the Kenyan society with regards to environmental issues can be attributed to the work of the Green Belt Movement?
- How does the food security programme fit into the whole of the Green Belt Movement?
- How has the relationship been between the GBM and NOVIB?

In addition to being an important feedback to the GBM, the evaluation report will also be used by NOVIB as a basis for formulating GBM funding over the next three years. The GBM is currently undergoing major programmatic and organizational changes, many of which will also benefit from the said evaluation exercise.

As a result of joint discussions between ETC EA and GBM, projects in the following areas were selected for evaluation; **Central Province** - Mirichu and Kahuro sub-locations (Muranga district), Kanyariri sub-location (Kiambu district), **Eastern Province**, Kisasi and Kabati sub-locations (Kitui district), **Nyanza Province**, Kanyango and Kalanya sub-locations (Asego division), Kaguria sub-location (Ndhiwa division), Igare and Kiamokama sub-locations (Kisii district), **Coast Province**, Msambeni and Kubo sub-locations, Kwale district, and Malindi and Kakuyuni sub-locations. However, due to the tribal clashes that rocked the whole of the Coast Province during the month of July/August, 1997, the mission was unable to visit Coast Province. In its place, the mission chose to visit parts of Eastern Province that are as dry as the areas that would have been visited in the Coast Province.

## CHAPTER TWO

### 2 BACKGROUND TO THE GREEN BELT MOVEMENT

The Green Belt Movement was formally launched on the occasion of World Environment Day, June 5, 1977, under the auspices of the National Council of Women of Kenya. Since 1977, the Green Belt Movement has been known by a number of names. Initially, the GBM was known as Envirocare. This name arose from an environmental initiative whose objective was to improve the environment of Langata, a middle income suburb of Nairobi City. Subsequently, GBM became known as Save the Land Harambee. Finally, it assumed its present day name, Green Belt Movement, around 1980.

The Green Belt Movement (GBM) is an organization that works with an overall objective of increasing the tree population in Kenya. GBM uses women groups as the entry point in rural communities for tree planting activities. The Green Belt Movement aims at providing solutions to some of the needs that are felt by different communities in Kenya. Such needs include woodfuel, animal fodder and nutritious food.

During the past twenty years of its existence, the movement has managed to play an important role in advocating issues around the environment, both nationally and internationally. Currently, GBM has a wide network of 'representatives' or 'trainers' who are selected by the communities to assist in the various GBM activities. Since 1977, more than four thousand women groups in 25 districts have joined the movement to plant trees.

The GBM has expanded over the years, both in scope and in budget requirements. Currently, the movement is under-going a process of decentralization as a means of taking the Movement closer to the people. The organization has a secretariat that provides the administrative support to the women groups. In the field, GBM members of staff include nursery attendants, mini-advisors and sub-locational representatives. All of these people assist with the management of women group-based activities. For instance, they teach women how to identify and collect seeds, raise seedlings, make compost manure and transplant the seedlings.

To date, the Movement has deliberately refused to involve external experts due to its belief that their (experts) contributions will be counter-productive for the majority of Kenya's rural areas. According to the GBM, such experts "*end up working for the people rather than with the people*".

The Green Belt Movement maintains contacts with the outside world mainly through the Coordinator's visits to political, developmental and environmental conferences and workshops. Within Africa, the following countries have generated particular interest in the Green Belt Movement; Uganda, Tanzania, Malawi, Zimbabwe and Lesotho. Indeed, in Uganda, a similar movement called Uganda Women Tree planting Movement has been started under the leadership of a woman who was inspired by the GBM. In the past, the Green Belt Movement has enjoyed prominent coverage, particularly on the international scene. For instance, several films have featured the Green Belt Movement. The most well known being "the Naked Earth" and "Women at Work." An education film series known as "The Race to Save the Planet" is also used in colleges in the United States of America. In 1977, the Movement was featured in the United Nations Human Development Report. Finally, the Green Belt experience has also been the subject of a Masters Degree for a Kenyan student in Cornell University and a Ph.D. degree in Indiana University.

The Green Belt Movement, has received many international awards. These include The Africa Leadership Prize, the Goldman Environment Award, Better World Society Award, the Right Livelihood Award, The Windstar Award, The Honours List of the National Council of Women of Kenya Award and the Recognition award by the Federation of Women Lawyers. The Coordinator of the GBM has also been awarded many honorary degrees, mainly by Universities and colleges in the United States of America, e.g. William College, Mt. St. Scholastica College, Les Moyne College, Hobart and William Smith.

Over the years, GBM has been supported by a wide cross-section of donor agencies. Such donors include, NOVIB, CARE Austria, Finish Coalition for Environment and Development, Resource Renewal Institute and Open Society of USA, Norwegian People's Aid, Norad, Unifem and UNEP. The main costs covered by these grants include payments towards purchasing of tree seedlings from women groups, training and educating participants in addition to running the GBM secretariat.



## CHAPTER 3

### 3 METHODOLOGY

In order to carry out the tasks enumerated in the attached Terms of Reference (see appendix 1). The Consultant used the following methodologies that had been suggested in the Proposal that ETC EA supplied NOVIB with. Briefly, the specific methods are as follows.

#### *Focus Group Discussions*

- Interviews with officials responsible for tree nurseries and other tree planting farmers associations. Discussions centred on operations and maintenance of their trees and an evaluation of the types of successes and problems that they experience (Appendix 3).

#### *Group/community interviews*

- The experts held discussions with a cross section of the communities that have been participating in GBM-supported tree planting activities.

#### *Key informants*

- Initially, the Mission planned to hold discussions with government officers that are sectorally connected to GBM's tree planting activities, including the District Forester, District Environment Officer, District Women leader and the District Commissioner. Unfortunately, due to lack of time and also the hostile attitude that such officers have towards the GBM, it was not possible for the Mission to interview such persons. In one sub-location in Mbere District, the Mission was told that the local chief had misgivings about the evaluation. However, the women group defied his orders (not attend the meeting with ETC East Africa Consultants), and still came forward to meet the mission.
- Interviews with GBM's staff (e.g. monitors) that are responsible for the respective districts where GBM is active.

#### *Structured Direct Observations*

- The Mission made structured direct observations of GBM - supported tree nurseries and other programmes including the food security initiative (Appendix 2). In particular, the mission aimed at determining the following:
  - The general condition of the tree nurseries.
  - The degree of replication and diffusion of the tree-planting culture in the areas surrounding GBM nurseries.

#### *SWOT Analysis*

A SWOT analysis was carried out for the Green Belt Movement as a whole.

In order to carry out the above-mentioned tasks, the Consultant availed a multi-disciplinary team comprising of the following professionals, A Gender Specialist, an Institutions Expert and an Environment Specialist. Before going round the country to interview women groups, the Mission held a series of meetings with the GBM Coordinator. At the same time, the Mission held three brain storming meetings at ETC EA offices, mainly to plan the forthcoming evaluation, and to go through the background materials that the GBM had provided. As mentioned in chapter 1, the Mission could not visit the Coast Province due to tribal clashes, which had rocked that part of Kenya at the time. However, an equivalent region was selected after consultation with the GBM Coordinator.

In the field, the Mission made prior arrangements for all the GBM-supported women groups, in a given sub-location, to assemble at a central location (Appendix 4). Subsequently, the Mission held two to four hour discussions with such groups, thereby giving ample opportunity for all the members to speak. At the end of the session, the Mission gave the women group members an opportunity to ask any questions that they might have. This proved useful in bringing out many interesting issues that affect the groups. Additionally, the Mission also took time to interview GBM field and Headquarter staff. The Mission travelled together with these GBM staff for most of the evaluation period. Finally, the Mission took time to visit as many tree nurseries as possible, for a given region. Almost all the interviews were held in the vicinity of a tree nursery. Unfortunately, it was not possible for the Mission to visit individual farms to gauge the performance of the trees that have been planted over the years. However, the Mission made numerous observations along suitably selected transects within the study areas.

With regard to the Food Security project, the Mission visited both Kanyariri and Mirichu areas and held exhaustive discussions with the relevant women groups. The meetings were held in typical households that are participating in the food security project. In Kanyariri, the Mission also visited the school that the GBM used as an entry point for the food security project in Kiambu District.

At the end of the field visits to a given province, the Mission held a brainstorming session, to go over all the observations made by different team members. The GBM field staff were further interviewed to clear any outstanding issues. Subsequently, the Mission held briefing sessions with the GBM Coordinator, and requested her to clarify any matters that the Mission had noted in the field. At the end of the field programme, the Mission held a series of discussions with a cross-section of GBM staff, for example the accountant, administrator and various monitors. The Mission also took time to visit the Langata offices of the GBM to see the Advocacy programme that was in session, in addition to evaluating the facility as a whole.

## CHAPTER 4

### 4. FINDINGS

#### 4.1 SWOT Analysis for Green Belt Movement

The Mission conducted a SWOT analysis of the GBM whose findings are presented here below.

##### *Strengths*

- National, regional and international reputation
- Extensive national coverage (25 out of 42 districts of the original districts in Kenya.)
- Great potential for development
- Track record on advocacy in environmental matters
- Grassroots reach

##### *Weaknesses*

- Weak management systems
- Low calibre staff
- Lack of technical competence in, (1) targeting techniques and trees to the appropriate ecological zones, (2) nursery management, and (3) handling groups
- Inappropriate monitoring system
- Lack of systematic evaluation system
- Inappropriate financial management system
- Lack of computerized data collection, storage, retrieval and processing systems
- Lack of networking with other locally based development agencies (e.g. KIOF, Danida, ICRAF etc.) that are involved in similar activities
- Existence of corruption in the GBM tree payment system
- Use of outmoded development approaches that do not take cognizance of locally developed innovations
- Limited competence in governance
- Limited competence in gender fair approach to development

##### *Opportunities*

- Intensify activities in land management, e.g. trees, water harvesting, biodiversity, food security
- Improve groups' capacities (technical, organizational and managerial)
- Improve groups' entrepreneurial skills
- Improve GBM's capacities; technical, organizational and managerial.
- Develop GBM's capacity for income generation
- Improve linkages with grassroots development implementers
- Initiate group activities in health and nutrition

##### *Threats*

- Coordinator's involvement in party politics
- Deterioration (implosion) in Kenya's political climate
- Deterioration in economic conditions of the women groups
- Over reliance on tree planting as a development strategy



## **4.2 Beneficiaries of the Programmes and How They Have Benefited**

### **4.2.1 Tree Planting**

GBM works with about 5000 tree nursery groups in 25 out of 42 districts (under the old district system) countrywide. The mission was able to visit only 6 out of the 25 districts (24%). Interactions were achieved with 523 women and 142 men; 4 women mini-advisors and 11 men mini-advisors representing 164 nursery groups (Appendix 4). The following categories of nurseries groups were identified by the mission:-

- Women Groups (WG)
- Self Help Groups (SHG)
- Tree Nursery Groups (TNG)
- Adult Class Groups (ACG)
- Primary Schools (PS)

This categorization is based on the nature of group and their activities. Of these categories, women groups were the majority and older in terms of when they were formed. Many of them had other activities addressing their needs, e.g. shelter, merry go round (to meet day to day household needs) food production, sharing labour in land preparation and weeding, water supply provision, etc. before registering with GBM. However, quite a number of groups were formed in a bid to register with GBM. The older groups generally comprise of older women.

Self help groups comprise of a younger generation with a majority of men as members. A number of them are offshoots from the older women groups. Their needs, activities and the way of looking at things are different. They are generally literate, energetic but do not have control over land as a resource.

Tree nursery groups are emerging in response to the expected support they can get from agencies promoting tree planting and other related activities. They comprise of young people who have recognized an opportunity they want to take advantage of. This group is also resource-poor but the members are literate and energetic.

Adult class groups were found in Murang'a and Embu Districts. This category of groups integrate tree management in adult learning and development education. Many of the adult learning classes comprise of women.

Lastly, GBM interacts with Primary Schools. Although the mission did not interact with school children, for they were on holidays, the teachers interviewed indicated involvement of children in raising seedlings, tree planting in the schools and issuing other children with seedlings to plant in their parents farms.

GBM's tree planting programme is supposed to support these groups by providing nursery tools and other materials like polythene bags for potting, paying for the nursery attendants through the groups and paying for issued out seedlings which have survived and established. For payments to be made, a group has to have a bank account. So in essence GBM, has also facilitated women and other groups to open bank accounts.

The fruit tree component has also benefited households as there are more fruits now for the family to eat with excess to sell. This level has been attained in Chuluni Division of Kitui where women groups are now interested in getting external markets for their fruits.

However, many of the groups registered with GBM have a history that encompasses the culture, social, economic and environmental aspects of their existence. In this regard, many of them register with GBM because of the possibilities of material and technical assistance which are supposed to be part of the programme package. But

many of the SHGs and TNGs were formed once people learned about GBM through the local churches, mini-advisor or other groups. Commonly, they were told to get together as a group, formally register with the Department of Social Services and go through GBM's 10 steps (Appendix 5). In other words, outward conformity to tree planting requirement is all that GBM asks for irrespective of the motive that prompts compliance, which actuates the thinking and practice of groups.

The Mission noted with concern that GBM does not take into account the nature of groups and their diverse needs. As a result, men and GBM field staff take advantage of this leeway to manipulate women for their own gains. For example, the majority of groups in Kisii and South Nyanza are formed around one person who, in most cases, happens to be a man. In Usiani Sub-Location of Kitui and Kiamuringa Sub-Location of lower Embu, men are the officials in women groups. This shows dominance of men in groups in a programme whose objective is to build the capacity of women, in self reliance in community development.

On the same strength, the GBM field staff use the weakness in the system to exploit the women. In Kitui for example, the groups have to contribute and give the mini advisor transport to enable him get free polythene tubes from GBM for them. Once they are obtained, the polythene tubes are sold to the women at Ksh. 20 for 200 pieces. Technical and local advocacy for self-actualization and development of women groups was also found to be lacking.

Although the payment by GBM for seedlings issued is supposed to generate income for women, the mission did not find any evidence to confirm that this is the case. In this regard, the assessment of labour and time input to raising of tree seedlings, using the central tree nursery strategy, demands a lot from groups, particularly women groups. With the payment of one shilling per seedling for the exotic trees and two shillings for the indigenous ones, many group members felt that this is too low. This cost per seedling varies with some areas receiving 50 cents per seedling for the exotic species and one shilling for the indigenous ones. The market price for tree seedlings of the popular species in the areas visited, ranges between 5 and 20 shillings.

Combined with delayed payments, none payments, lengthy and tedious procedures of dealing with forms which have to be filled, the tree planting activity is viewed as benefiting only those who plant the trees without paying for anything. The bulk of the work in the tree-planting programme is in the nurseries and follow-ups after issuing the seedlings. This work is done by women for which they are paid very little money. The rest of the community benefits by planting trees, free of charge. In essence major benefits of trees are at the community level; for firewood provision, shade, poles and timber, soil erosion control, etc.

In addition to the above, the Mission did not find any evidence that the tree planting programme benefits women or groups by training them. Very few groups indicated that they had been trained. In any case, this was far back in 1995. Techniques for well-managed tree nurseries were apparently lacking in many of the sites visited. Out of 15 nursery sites visited by the Mission, only 3 were well managed. However, technical input to the three well-managed nurseries was from outside GBM.

On the same strength, environmental considerations are not taken into account when payments are made to groups. For example in lower Embu and Kitui and S. Nyanza water, termites and poor soils are a real constraint to nursery management. Out planting and tree establishment pose another challenge as to the number of seedlings that will eventually establish and survive. Despite these varied environmental challenges, payments to groups by GBM is uniform. The basis for payment is the number of trees surviving. Our observation in Kabati Division of Kitui revealed that even after 13 years of tree planting by Kiteeti Women Group, planted trees were not obvious in the environment. Consequently, low tree seedling survival rates and



GBM's policy of not paying for less than 1000 surviving seedlings, disadvantages women groups in drier areas.

#### 4.2.2. Food security programme

The demand for food security activities was observed in almost all the areas that the mission visited. The application and relevance of food security cannot be over emphasized across the agro-ecological zones. However, the mission visited only 2 areas; i.e. Mirichu Sub-Location where the groups started food security activities one year ago, and Kanyariri Community where the activities started in 1989.

The mission noted a lot of enthusiasm and expectations for the kind of benefits expected from this programme. At the family level the women expressed appreciation for the emphasis on indigenous foods which were highly valued. Nevertheless, such foods were disregarded by the economic developments that came with colonization and modern lifestyles.

The knowledge and production of indigenous food crops will be an added value to the nutrition of household members particularly women and children. This will also contribute greatly to biodiversity of the indigenous food crops.

On the other hand, conservation activities that go with the food security programme will enhance conservation practices that are likely to support improved food production. Intensification in the production of vegetables like kales (sukuma wiki), carrots, tomatoes, cabbages, etc was also indicated.

However, the Mission observed with concern that GBM was not taking into account the environmental requirements for crops introduced in various agro-ecological zones. For example sorghum, millet and cassava were introduced in Mirichu. Also some of the techniques employed like double digging and compost making require a lot of labour which was indicated as lacking particularly by the elderly women. However, such women pointed out that there is household involvement in undertaking activities related to food security programme. In Mirichu, casual labour is occasionally engaged in making double dug beds.

There was apparent lack of knowledge and skills in both areas visited with regard to identification and use of local shrubs and trees of agroforestry nature and how they could be incorporated into the farming systems. These shrubs and trees could be important in meeting the requirements of biomass transfers in order to manage and conserve soils for improved food production. The GMB staff are also lacking such skills.

From the observations made in the field, the food security programme is definitely one strategy of intensifying trees, shrubs and herbs in the farms as they will be incorporated in the soil conservation structures, terraces and in all possible sites, to improve the biomass that is required for composting. The strategies for drier areas have not been explored by GBM. However, in South Nyanza where the interest for food security project was expressed, the Diocese of Homa Bay is already carrying out similar activities.

The major benefits of the tree planting and food security programmes are at the household and community levels. These are more on the economic and environmental side. The benefits that accrue to women specifically are those of firewood provision. The women labour more in raising seedlings for tree planting. The Mission noted with concern the overburdening of women in raising seedlings compared to the benefits accruing from the activity. In accounting for the payments requested from GBM, the women fill many forms which are inappropriate for their level of literacy and numeracy.



GBM's lack of a gender policy in the implementation of their activities compounds the gender insensitivity that the Mission observed in the field.

#### **4.3 Assessment of Whether the Inputs and Methodologies Used by the GBM Have Been the Most Effective Ones to Reach Her Project Objectives**

The GBM Project Proposal: 1994-1996 to NOVIB, dated 19/10/93, specifies the project objectives as follows: "The priority objective is the raising of the public conscience on the need to rehabilitate the environment...."

Other objectives of the Movement are among the following (sic):

- To effect community participation in afforestation and rural development in general.
- To strengthen the competence of members of the Movement including their support staff, both men and women, who work at the head office and in the field.
- To empower grassroots people and encourage their self-confidence and self-reliance in community development.
- To encourage the participation of school children who are the future farmers, teachers and decision-makers.
- To make tree planting an income generating activity of rural women.
- To share experience with other individuals and organizations that wish to replicate the movement, especially within the African sub-region.
- To address the energy crisis for rural women.
- To address the issue of rural poverty and unemployment.
- To advocate for the conservation of the environment, the respect of human rights and democratization on behalf of the marginalised, and in the hope of creating civic awareness."

The Financial Inputs provided by NOVIB are as follows:

1991-1993	DFL 355,000
1994-1996	DFL 677,152
1997-1998	DFL 355,000

The methodology used for tree planting is essentially to rely on groups requesting affiliation with the GBM to grow trees. The same groups have been utilized in the food security pilot areas.

Activity Reports show that total number of groups grew from 1515 in June 1994 to 1554 in December 1994 and to 2093 in December 1995. The data further shows that dormant groups were reduced from 1067 in June 1994 to 1047 by December 1994 and to 974 by December 1995. Various reports attribute the reduction in dormant groups to more field activity as a result of GBM's acquisition of a vehicle.

Trees issued by June 1994 were 643,269; by December 1994, 693,964 and by December 1995, 4,848,727. Of all the issued trees, the GBM 1995 Annual report argues that 4,503,295 was the cumulative total of trees surviving for the period 1992 - 1995. The Mission was not in a position to verify these anomalous data, (see Annex 1). The lumped raw data on tree planting presented in Annex 1, were typed by the Mission. The status of various nurseries and their production could not be verified since the data exist in different formats. In any case, it was only tabulated for the sample evaluation areas. The data are presented in this evaluation to act as a possible (format) baseline for future evaluations.

The above mentioned objectives apply to all GBM programmes. As clarified in the Report on Strategic Planning for Greenbelt Movement by GS Consult, the 'objectives' subsume goals, objectives, activities and procedures. Specific objectives for tree planting and food security programmes are not explicitly spelt out.

On the finances, the Mission was shown a NOVIB dedicated account. There is no electronic project financial management system or accounting system in place. Records are kept in a scattered manner. The Mission could not make a determination on foreign exchange gains or losses and relate them to operations. The Mission was surprised that some funds were held in fixed accounts according to audited reports shown. Cheque cashing procedures leave a lot to be desired. Significant amounts of money are cashed through a private company. Presumably, this is a result of the bank protecting itself from the too many loose cheques issued by GBM. There are no tendering procedures and supplies are single sourced.

It is hard to evaluate the field tree planting and food security activities in terms of inputs and outputs since there are no work plans (usually annual) specifying who, what and where. In general GBM, in oral presentations, kept on emphasizing that the basic work is to support groups to grow trees and, on pilot basis, to support activities related to food security. Tree planting has been undertaken for many years through the ten-step method. As mentioned earlier this method lends itself to corruption by the supervisors.

There is no planning capacity at the GBM to specify relations between the limited supervision capacity (mini-advisers and monitors) and the production of seedlings by the groups they supervise. There is extensive corruption on the numbers of trees issued and surviving for it is in the interest of the monitors, mini-advisers and nursery attendants to manipulate the data, since their remuneration is pegged on tree payment. In the time allocated, we could not establish the reliability of the data on groups, holes dug, trees issued, trees planted and trees surviving after three months.

As far as field supervision is concerned, through field interviews, the Mission, clearly established that there were conflicts in records keeping between the groups on one hand, and the nursery attendants, mini advisers and monitors on the other hand.

The Mission observed extensive tree planting in the high rainfall areas like Murang'a, Kisii and upper Embu but was not in a position to quantify the impact that can be attributed to GBM. Other agencies dealing with tree planting also work in these districts. Ascertaining the impact of GBM was considered a methodological problem by the Mission. GBM's is tree planting and food security programmes have not employed explicit criteria in terms of where, with whom and how.

Baseline information and inventory of the total environment was lacking for all the areas GBM is working in. Identification of needs, inventory of available resources, identification of problems and constraints and ideas for tree planting for each specific area are not incorporated in the tree planting programme of GBM. This is not to deny that GBM has contributed to tree planting in these areas. There is lack of clearly laid down programme procedures that can be used to assess GBM's contribution along side other development activities going on in the same areas and also by other agencies involved in similar activities.

For example, in Murang'a District it was noted that GBM has been the major promoter of tree planting, but it was difficult to ascertain the extent to which this is solely true. In South Nyanza the position is even more complex as there are many tree-planting agencies in addition to the government departments of Ministry of Environment and Natural Resources (MENR) and Ministry of Agriculture, Livestock Development and Marketing (MoALD&M).



In view of the above, the Mission noted that almost all the nursery sites visited had exotic species by and large (Appendix 6). This raised concern as their survival was noted to be low once they are outplanted. This is particularly so in the drier zones where water availability for nursery management and tree establishment is a constraint, in addition to termite attacks. This reduces the survival of exotic trees in drier zones.

Strategies and techniques of addressing the above constraints and problems were eminently lacking. However, the mission recognised potential and opportunities existing within the local environments. For example, in the drier areas of Kitui District (Kauwi Sub-Location) and Gachoka Division of Embu District (Gachoka and Kiamuringa Sub-Locations), it was common knowledge by the women that termites readily attack the exotic trees which greatly reduces the number of seedlings that eventually survive. On the other hand, indigenous species were indicated to be adapted well to termite attacks. Techniques to address termite control were not being explored. At the same time, knowledge and recognition exist on wildlings that sprout during the wet season and could be protected and managed to improve the tree population in these areas. It was also noted that the payment for seedling production through nurseries, limits the exploitation of other opportunities that do exist in the drier areas. In the drier areas of lower Embu (Gachoka Division) and Kitui, *Melia volkensii* was the most preferred indigenous tree but propagation techniques were a problem.

Contrary to the conditions existing in dry areas, the wet areas offer a lot of opportunities for ease of tree establishment. The soils and water are suitable for tree growth. However, nursery siting, for ease of its management, becomes a major factor to be considered. In Murang'a for example, tree nurseries are sited on land that belong to institutions (churches, schools). Since these are usually far from water sources, it puts extra burden on group members in the management of the tree nursery. Given the conditions for tree establishment in the farms and other existing alternative techniques, like in Kisii District (use of Swaziland Beds as an on-farm tree nursery, direct seeding, use of wildlings), other options to seedling raising and tree planting were observed to be existing in such areas.

Since the groups are aware that payment by GBM is on the number of seedlings raised in nurseries, out-planted to ready dug holes and surviving after a given period of time, a dependence on GBM is developed by groups. This dependence is farther enhanced by the lack of criteria for affiliating and admitting tree nurseries to GBM. For example, 32% of the groups that the Mission interacted with were registered in 1995. Since GBM does not limit nor specify the number of groups seeking affiliation from a specific area (e.g. a sub-location), the sustainability of both the tree planting programme and that of GBM cannot be guaranteed. The open approach assumes unlimited resources.

The Mission also noted and observed the likelihood of multiple support for groups raising tree seedlings. This is likely to be the case in areas like South Nyanza where there are other agencies (DANIDA, CARE-K, AEP, Future Forests); Chuluni Division of Kitui District (JICA, AIC Church, DANIDA) along side the mandated government departments like Forest Department (FD) and Soil and Water Conservation Section of MOALD&M. The TNGs emerging in South Nyanza and Kisii Districts are in response to the opportunities they recognize in lack of coordination of agencies supporting similar activities in an area.

#### 4.4 Assessment of How GBM Has Dealt with Problems of Non-functioning Tree Nurseries

One of the major challenges of GBM is to maximize the number of surviving tree seedlings for which women groups can receive refunds from GBM. In many tree nurseries that the Mission visited, seedlings were not being paid for due to a variety of reasons. For instance, there were many questions that the headquarters-based monitors had, on reports that are sent by the field staff. With such a long and tedious process of transmitting tree planting statistics to the GBM, the women groups at times wait for 2-3 years before their grievances are looked into. However, according to GBM, few women groups have genuine reasons for not forwarding accurate records. The fact that the tree seedlings data bases at the GBM are manual complicates matters a lot. A visit to the GBM will reveal many old files going back for many years. Unless this information is computerized quickly, a lot of information stands to be lost in the near future.

As at the end of 1996, the following was the situation as regards active and dormant tree planting nurseries.

<u>Districts</u>	<u>Active</u>	<u>(%)</u>	<u>Dormant</u>	<u>(%)</u>	<u>Total</u>
Kiambu	26	14	156	86	182
Kilifi		0	7	100	7
Kisii	110	45	132	56	242
Kisumu	2	2	76	98	78
Lamu	-	0	18	100	18
Murang'a	394	56	314	44	708
Nyeri	346	56	271	44	617
S. Nyanza	172	52	158	48	330
Siaya	-	0	89	100	89
Taita Taveta	-	0	7	100	7
TOTAL	1048	46	1230	54	2278

Overall, 54 % of the women groups involved in tree planting were inactive as of the beginning of 1997. This figure varies from 44 % dormancy, in the case of Muranga and Nyeri, to 100 % dormancy, in the case of Kilifi, Lamu and Taita Taveta.

The situation depicted by the figures shown above, is the driving force behind the decentralization process that GBM is currently undergoing. The need to decentralize tree nursery supervision and leadership has never been more apparent at the GBM than now. This applies to the need for accurate records and the development of the capacity to analyse the same data.

The Mission found the following factors to be most significant with regard to women group dormancy.

- Intra-group dynamics. Quite often, a specific women group undergoes many changes with time. Unfortunately, the GBM does not have the capacity to pursue such group dynamics. This is as a consequence of limited transportation, thereby limiting the possibility of making visits to the groups by the GBM staff. Many of the women groups that the Mission visited said that they had not seen the GBM staff for up to 2-3 years. The Mission saw groups that were basically founded along family lines. Such groups are likely to be dismantled as a consequence of family problems. For instance, in Mbere, the Mission came across a group whose chairman (a man) had major differences with his daughter-in-law who accused him of having squandered money that belonged to the group.



- Multiple-activities within groups. This situation was observed to occur in groups that had many activities going on at the same time. Enough attention was not paid to the tree planting activities. This situation was made worse by the low remuneration that accrues to a group from tree planting activities.
- Conceptual Differences between Women Groups and GBM. Some groups are ahead of the GBM's scope of activities. One such example is the Turu Maendeleo Women Group from Thika District. This group told the Mission that they were not prepared to sell their tree seedlings through the GBM as long as the payment per seedling was 2 shs. They would like to see the GBM paying at least 20 shs per tree seedling. They would also like the GBM to consider providing revolving funds to be used by women in non-tree activities like woven bag production
- Unfavourable Physical Environmental. This situation arises when a particular group continues to plant tree seedlings that are not suited to the climate that characterizes the specific locality. The GBM should be in a position to offer such information, which it can in turn get from the Meteorological Department. As noted elsewhere in this report, the GBM has a very poor relationship with the Government of Kenya offices. This is mainly due to GBM's advocacy (political) dimension. While appreciating how important this component is, it is important that the GBM should be in a position to work with GoK. This will cut down the inevitable overlaps.

GBM's response to the problem of dormant nurseries can be summarized as follows.

- The movement has been facilitating the translation of most of their materials, e.g. manuals and forms, to the different local languages. This is aimed at enhancing womens' understanding of the different steps involved in the GBM's process.
- The movement has charged 7 of its most proficient personnel with the responsibility of reviving stalled tree nurseries. The movement has formed 5 groups to deal with this urgent matter. One of the most important activity was to visit the stalled groups and to hold discussions with them with a view to finding out the major problems underlying the stalling. The Mission was informed that this exercise was recently scaled down due to its expensive nature, e.g. high transportation expenses.
- The GBM has also attempted to streamline the payment process. It should be noted right from the outset that inefficient remittance of dues to women groups has been one of the major causes of women group dormancy. The five GBM revival sub-committees are supposed to hold regular meetings during which each group reports on any special problems that it might be experiencing. Once again, the irregularity of such meetings has been such that they are fairly ineffective.
- The GBM planned to form sub-locational committees that would attempt to revive dormant nurseries. These committees would draw on the capacities within the nursery groups.

In attempting to put the above mechanisms in place, the GBM hopes to achieve the following outputs.

- Empower women groups to solve their problems.
- Assist women groups in decision-making, e.g. in connection with following the laid down procedures.
- To be on top of the situation in the field at all times.

- Improve tree nursery management and to involve the headquarters staff more in the field matters.

The Mission feels that the issue of dormant women groups has received little attention from the GBM. Having in mind the fact that about half of the registered women groups are dormant, GBM should redouble her efforts to address this issue. In particular, GBM should

- Resuscitate the revival department and accord it the resources (both human and financial) that it deserves. No more groups should be admitted to the GBM until the issue of dormant groups has been resolved.
- The GBM should computerise the whole process of data submission from the field to the Headquarters.
- Field visits should be made an integral component of the GBM process.
- To the extent possible, the GBM should attempt to seek intelligence information regarding the management of the women groups that they support.

#### 4.5 Assessment of Whether the Green Belt Movement Has the Necessary Staff and Organizational set-up to Reach Her Project Objectives

The staff data shows that there were 390 field staff in June 1994, 563 in December 1994 and 919 in December 1995. The Mission was informed orally that GBM staff was estimated as 900 at the end of August 1997. No formal staff/payroll list was availed thereby limiting verification.

The Mission was informed orally that staff were as follows, as at August 1997:

##### 1. Headquarters

<u>Title</u>	<u>No.</u>	<u>Gender</u>
Co-ordinator	1	Woman
Administrative Secretary	1	Woman
Project Officers	7	Men
Monitors	26	16 Women, 10 Men
Administrative Assistants	6	Women
Drivers	2	Men
Watchmen	5	Men
Others	4	?
<b>Sub-total</b>	<b>48</b>	

##### 2. Field Staff

<u>Title</u>	<u>No.</u>	<u>Gender</u>
Sublocation Mini Advisers	400	30% Women
Nursery Attendants	500	50% Women
<b>Sub-total</b>	<b>900</b>	

**Grand total 1 and 2**                      **948**



*This listing of staff conforms to the organizational chart jointly developed by the Mission and the GBM staff. The Administrative Secretary is in level two of the organization followed by Project Officers who are in level three and monitors who are in level four. The functions of the Project Officers were defined as:*

1. Decentralisation
2. Accounts
3. Food Security.
4. Peace Trees
5. Civic Education
6. Greenbelt Safaris
7. Forum for Commission on Global Governance.

The bulk of the headquarters staff are monitors. Overseeing the staff is done by the Coordinator.

Staffing policy has been mainly to upgrade nursery attendants to mini-advisers first and secondly to monitors, who are based in Nairobi. The graduate internee system has produced a handful of fresh graduates who have essentially been used to develop strategies for new activities, for example food security and decentralisation. There are no formal established staffing norms which specify salaries, benefits, promotions, career paths and duties. The coordinator orally stated that she decides on these issues personally.

The Mission was orally informed that staff turnover is high without being presented with analysis of the staff over a given period.

*Conclusion: In development organizations, it is highly unlikely that an administrative secretary, whose professional training is secretarial, has the technical and managerial skills to be in effect the number two in a large organization as GBM. It is highly anomalous that effectively, it is so in GBM.*

*Conclusion: Current management style of the GBM, the consultant was informed, is consultative. However, it is clear that the bulk of the work does not get done unless the Coordinator authorizes or is present. It was difficult to get discussions when she was away. There are too many functions which are dependent on the Coordinator. As distilled in the Report on Strategic Planning for Green Belt Movement by GS Consult, these are listed as follows.*

*Delegatable:*

*Approval of expenditure*

*Research*

*Administrative Matters at functional Level*

*Salary Reviews*

*Not Delegatable Presently*

*Training on Livelihood Security and Civic Education*

*Maintaining International Relations of GBM*

*Financial and Narrative Report Writing to Donors and Correspondence*

*Identifying Projects*

*Preparing Project Proposals*

*Attending International and National Conferences*

*Convening Board Meetings and Annual General Meetings*

*Convening Employee Performance Review*

*Personnel Management*

*Recruiting Internees*

*focal Point for national and international visitors*

*Convening of Disciplinary Committee*

*Providing Vision.*

On Governance, the Mission was informed that there is a process a foot which will select a governing structure as follows:

The five thousand Tree Nurseries will select a representative from each tree nursery. Out of the 400 sublocations where GBM is working, the Tree Nursery Representatives will select among themselves, 2 Representatives per sublocation to meet with others in the Division. Nationally there will be 800 representatives at the Sublocational level. GBM is working in 160 Divisions. The two Tree Nursery Representatives selected to operate at Sublocational level will among themselves elect 3 representatives to operate at Divisional level, for a national total of 480 Divisional representatives. These Divisional Tree Nursery Representatives will meet and select from themselves, one representative per division who will go to the National level to represent the Division on the GBM General Committee. It is this General Committee, joined by 5 representatives from the GBM Secretariat, plus some externally invited persons and the Coordinator which will become the Supreme GBM policy making body. It will have a total of 171 persons. This General Committee will select a 44 person Executive Committee made up of 35 Tree Nursery Representatives, three Secretariat Representative, five externally invited persons and the Coordinator. This Executive Committee in turn, will select the Management Committee made up of the 5 Representatives of the Secretariat and the Coordinator.

Although it is difficult to see how a body of 171 persons can become the board, the Mission refrains from making recommendations on policy-making for it is not expressly called for in the terms of reference.

#### *Conclusion*

*It is clear to the Mission that GBM does not have the organizational set up and staff to implement its worthwhile programmes, currently, effectively.*

The Consultant, in light of the Mission's conclusions on current staff, management style, proposes a new organizational structure that specifies staff functions and qualifications, data handling, nurseries, groups, gender policy and food security, seriatim.

Although nursery attendants are 'employed' by the groups, they get allowances that are linked to group seedling production. They are paid by the same cheque as the groups. This system leads to many conflicts. Mini-advisers form the bulk of the other field staff. They have partial supervisory powers in the GBM Ten Steps. Field interviews did not establish that they are more knowledgeable than the groups in matters of tree production. If anything they are part of the corruption problem since many are forming non-viable family groups in proximity to other groups, so as to meet the 'targets'.

*Conclusion: The historic recruitment pattern has moved essentially from four (0 Level) people up the ladder to become monitors in Nairobi. This is not a terribly useful staff given their background. They exist only to get forms from the groups and to process them for payment. Occasionally they go to the field with public means or the one vehicle when it is available. Field interviews with groups showed major hostility to this group for it is the one selling services and materials to groups. They work in collusion with the mini-advisors to sell forms.*

*Conclusion: The few graduates in the organization are recruited fresh from the universities basically since they share the 'objectives' of the GBM. They do not have technical, planning, supervision or working with groups experience. Whilst on job experience is one way of developing human resources, this must be in a context where some of the senior people have time for coaching. There must also be opportunities for in-house training. Given that the only senior manager is the Coordinator, it is*



clear that there is no systematic coaching. Neither is there in house formal training. Only recently have a few people gone for computer training.

*Conclusion: Whereas the GBM has attracted a few graduates who even pay for the internship, it also argues that turnover is high. No doubt this is related to the lack of perceived career paths in turn driven by lack of formal management structures within the organization.*

This view is not good enough for an organization the size of GBM. Clearly, lumping all manner of responsibilities to the Chief Executive of the GBM costs the organization in terms of effectiveness and relevance.

*Conclusion: GBM has antiquated record keeping, data collection, processing, storage and retrieval systems. This state of affairs inhibits programme/project identification, planning, implementation and monitoring and evaluation. It also limits effectiveness in resources utilization. It further limits advocacy work in some areas. For example the food security programmes is not based on systematic data establishing shortages and appropriate crops and techniques for particular ecological zones. This type of data is increasingly available for NGO in electronic form from some sources.*

*Conclusion: Nurseries have many problems. Some are based on economic trade-offs. Others are related to sources of technical knowledge. Others have to do with citing and availability of water and security. For example the form system demands a lot of time from the women. One informant stated the following: " Why should I spend a whole day struggling with these forms when I do not get paid for them? When the group gets tree money I get the same twenty shillings everybody gets. Yet they accuse me of stealing their money....Around here if you work for somebody you are paid Ksh. 70 per day. We put about twenty days into the nursery. If we sell our trees , we could get Ksh. 20 per tree."*

The current form system for managing nurseries is not working. It contributes to delays in payments and collecting information. It encourages corruption as forms are sold by mini advisers and monitors.

There is poor management of seedlings in the nurseries for a variety of reasons. The key one seems to be that GBM assumed that the Government of Kenya (GOK) technical staff will be the resource persons on nursery techniques. This is not so for GBM does not have rapport with the GOK. Where there are strong women groups, they can demand the service from GOK personnel. In any case the technical input from the GOK village based technical assistants, and rarely technical officers, does not seem to be adequate. The key technical problem of the nurseries is lack of root pruning and hardening of seedlings in preparation for planting out. This was observed in every nursery visited in Muranga, Kitui, South Nyanza, Kisii and Mbere.

In all the districts visited, there was evidence of poor siting of nurseries. The best sited nurseries had outside inputs for example in Kitui, assistance from JICA and in South Nyanza, assistance from the Catholic Diocese.

*Conclusion: There is no evidence that GBM has invested in developing group processes. Some of the most successful groups encountered were groups which existed before GBM doing other things. They plant trees as part and parcel of many other things they do. When other demands of their time increase they go into dormancy for the returns to them for time invested in tree nurseries are low. Typically these groups' members are very old with limited literacy and numeracy. Other groups reflect new changes in society where the young are challenging the hold on community power by the old. Ordinarily these are church based and they challenge their old traditionalist fathers and mothers. Yet there are new groups of young educated men trying to create*

*livelihoods in the rural areas since they cannot get into the urban area. The new groups, generally calling themselves self help so as to attract all sorts of aid, are usually interested in fast income generating activities. Since their members do not have the land resource, generally passed on to older people, they require life skills to help them earn an income. These should be the targets for the business development, by GBM.*

Scholarship on groups in Kenya is fairly detailed. Its main conclusions is that development organizations which seek to utilise rural groups or urban slum groups have to invest significant amount of time in solving group process problems. This calls for specific professional competence. Such competence was not found within the GBM. In any case visits from GBM were far apart.

The federating of groups on a sublocation basis to undertake specific development activities as shown by the Mirichu Food Security activity is perhaps a way to the future. In briefs the person responsible for Mirichu has set up a training activity in the sublocation. The groups independently manage all activities including policing payments. This experience should inform all future development activities of the GBM for it is also affirmed by other NGOs working in Kenya, to say nothing of other African countries like Zimbabwe.

One of the main reasons for proposing restructuring of GBM, over and above accountability, management and relevance, is the need to support groups professionally so that their internal processes evolve to empower them, to deal with land use, health and nutrition issues. Whilst this is being done, the technical skills needed by groups will be identified and modalities of those skills being supplied, worked out. All technical skills do not have to be within GBM. However, it can make a major contribution in identifying sources of such skills for groups and enabling the groups to purchase such skills. It is by assisting groups to organize, improve their group process and get new technical skills, that one can talk about empowering them, to assure their sustainability.

*Conclusion: Currently, data presented does not show clear gender focus in staffing currently. Also lacking were tools and techniques to address the needs of the different groups involved in food security. Listing of new groups shows many new self help groups and tree nursery groups. During field work, these were shown to be mainly made up of young men. The need to mobilize young women to join such groups was emphasized.*

*Conclusion. The food security idea is a very good approach for it has the potential of addressing all the sustainable development issues. It is wider than the entry point of just planting trees. It lends itself to more creative programming and diversity of activities which have immediate returns to participants.*

The pilot programme in food security has been undertaken with limited socio-economic and technical analysis of options. It has not taken into account the experience of very many assorted agencies who have had programmes during the past twenty years, at times within the same districts that GBM is working in. Among these are KIOF, CARE, ACTION AID, Manor House, ICRAF, KWDP, KREP, KWAP, SASOL, DANIDA, GTZ, various Catholic and CPK dioceses. All these agencies have used groups. All have sought to improve land use for better nutrition and health. All are concerned about sustainable development in various ways.

What is called for is integration of the experiences of the many agencies struggling with food security and onward transmission of the same to groups.



#### **4.6. Evaluating Changes Within the Kenyan Society, with Regards to Environmental Issues, That Can be Attributed to the Work of the Green Belt Movement.**

There is no doubt that GBM is the leading advocate of tree culture in Kenya. One should note GBM's advocacy activities from the 1970s, when no other agency was interested in the problem in Kenya. To-date, GBM integrates civic education and peace trees. In some sense this achievement "protects" the GBM from the "state".

GBM has not only advocated for trees but has been critical in blocking the state and private individuals building in public parks and other open urban spaces. This has led to other agencies joining the campaign for protecting the urban environment.

GBM has also been involved, with other agencies, in the campaign to protect the Tana Delta, the premier national wetland.

The tradition of national advocacy has opened political space for GBM and other grassroots-oriented agencies to function in the future.

The changes in society and politics which are germane are the liberalization which is leading to less reliance on public service and more reliance on private initiatives.

Democratization is afoot but the jury is still out. There still will be violence and harassment of organizations like GBM who go against the grain. That is why the Mission still sees a continuing role for advocacy. It will be easier to do in the future for the mass media is now more articulate and protective of the likes of GBM.

It is time for GBM to flower by running relevant and cost-effective programmes aimed at empowering women.

#### **4.7 The extent to which Food Security project fits into the whole of the Green Belt Movement**

GBM has implemented food security project (FSP) in two pilot areas since 1989. The objectives include reduction of hunger at household level, preservation of indigenous knowledge on local foods and conservation of their bio-diversity. Although not stated as an objective, the Mission noted that the food security programme also enhances environmental conservation and management, through sound land management practices.

GBM implemented the FSP in Kanyariri Sub-Location of Kiambu District on a pilot basis using a high school as an entry point. Discussions with Rukubi Women Water Project Group indicated that the basic activities of the programme are still going on. This were described as making of terraces, trenches and incorporation of indigenous food crops like yams, bananas, Dolicos lablab, sweet potatoes, pumpkins, indigenous vegetables (managu), sorghum, millet, arrow roots, etc. The impression created was that these crops are planted regardless of their ecological requirements. The earlier ideas did not seem to incorporate water harvesting and conservation techniques as observed at Kanyariri High School. However, the women group members mentioned the water harvesting techniques for land management and improved food production.

The methodology used in the implementation of the Food Security programme was not well articulated to the mission, but from the observation made, community involvement was lacking. The choice of a high school as an entry point may not have been the best option.

In Mirichu and Kahuro Sub-Locations, the FSP is just picking up having been introduced a year ago. The enthusiasm and expectations on the programme are high.

Here, the programme has built upon the existing tree nursery groups by having representatives at the sub-location level. The idea of forming a food security association of nursery groups at the sub-location level is in the process. GBM's input in this process was substantial. Two training programmes were held for group representatives on the ground. The representatives organized and consulted local government departments who together with GBM facilitated the training sessions. The sub-location association of nursery groups is comprised of 66 members (majority are women) who have divided themselves into 4 teams to address the following tasks:

- Outreach to farmers
- Establishment and use of demonstration gardens
- Organizing the association to have a common bank account
- Mobilizing the community for water provision

The Mission observed that the members of the association are well versed with water harvesting and conservation techniques for land management and improved food production. Wood biomass and dry matter were recognised to be a problem of concern by the members.

The mission assesses the process and the activities of the FSP as the accepted logical next step for GBM after 20 years of tree planting in what is termed as "successful areas".

The development of an association of groups at the sub-location level was viewed by the Mission as a step in the right direction towards strengthening and building the capacity of groups for self actualization and development. This is one of GBM's objectives which has not been realized by the tree planting programme. Achievement of this objective, through this approach, is likely to lead to the achievement of the other objectives as the association will organize, plan, implement, monitor and evaluate their own activities, according to their needs. However, the Mission observed the inadequacy of GBM and GBM staff to address this process.

In both Kanyariri and Mirichu, wood biomass and dry organic matter were cited as a problem to compost making for organic matter and improved moisture retention, required as part of the land management practices. In view of this, the mission recognizes an opportunity of integrating tree management as agroforestry practices within the farming systems in these areas. In essence, the agroforestry practices may be viewed as part of the land management strategy which will greatly support and enhance the food security activities. This knowledge was found lacking in both food security areas that were visited. In this regard, the FSP creates a potential opportunity for GBM to integrate tree planting in the farming systems

#### **4.8. An Assessment of the Nature of the Relationship Between the GBM and NOVIB**

Unfortunately, this assessment could not be done until the Consultant had an opportunity to interview NOVIB. The Coordinator was however interviewed on the same matter. Her conclusions will be assessed once the interview with NOVIB materializes.



## CHAPTER FIVE

### 5. RECOMMENDATIONS

The mission has the following recommendations with regard to the Green Belt Movement.

- R1. Recommendation:**  
The Mission recommends total restructuring of GBM if it is to fulfil its goals. High calibre locally experienced staff are available in the country and there is no reason why GBM should not hire staff capable of programme, project and activity planning and supervising in keeping with its ultimate goal. The socio-political environment is conducive to grassroots development in contradistinction to the past twenty years of GBM's existence.
- R2. Recommendation:**  
Funds expended on nursery attendants and mini advisers are not effectively used since the women groups can undertake the work done by these cadres.
- R3. Recommendation:**  
The monitors cadre needs to be abolished since their input is essentially clerical. Perhaps a few can be trained to operate an electronic database, at the Headquarters.
- R4. Recommendation:**  
The University graduates in the GBM should be considered for extensive in-house training so that they can play a more critical role in the organization. Areas needing training are planning and management with special emphasis on grassroots groups and environmental issues. All must get computer literate soon. They should remain project officers in the reorganized GBM.
- R5. Recommendation:**  
GBM needs to establish a relevant staffing policy now since it has become a very large organization in terms of budgets and activities. Such policy should specify formal norms as relates to salaries, benefits, promotions, career paths and duties.
- R6. Recommendation.**  
It is highly recommended that the GBM hires an experienced professional with extensive participatory development experience, post-graduate level training in finance or administration and familiarity with programme/project planning, financial management, monitoring and evaluation, to become a Deputy Coordinator. This person's basic responsibilities will be to co-ordinate the planning and supervision of all the development activities other than policy. The person will also act on behalf of the Coordinator when the later is unavailable.
- R7. Recommendation:**  
It is very strongly recommended that all activities other than GBM representation, defined as Visioning, Board Meetings, Annual General Meetings, Staff Evaluation Committees and Public Advocacy, be delegated to other staff as proposed below. In short, the Coordinator should be responsible for generating policy options for the Board and ultimate approvals.

All operational administrative and financial supervision matters should be delegated to the Deputy Coordinator.

All project identification, planning and implementation should be the responsibility of Four Assistant Coordinators/Project Officers. They also should be the initiators of funding proposals, implementation work plans and reporting for their respective sectors. Perforce, these must be university graduates.

It is proposed that the four Assistant Coordinators/Project Officers should be employed with the following responsibilities.

- ***Assistant Coordinator - Land Management***

This person should be responsible for the tree planting project, food security project which will, inter alia, include current activities in Biodiversity, Water harvesting and Health and Nutrition. This position should be the senior most at this level. The qualifications for this individual should be training in land use or environment, and a flair for working with groups at the grassroots level.

- ***Assistant Coordinator - Business Development***

This person should be responsible for the current activities in Green Belt Safaris. The person should also develop, as a matter of urgency, programmes for Green Belt Movement to become self sufficient by commercializing some activities. The person will also be responsible for developing income generating projects for GBM allied groups. The qualifications for this post should be either formal university graduate training in business development or marketing.

- ***Assistant Coordinator - Finance and Administration***

This person will be responsible for all the accounting, project financial management and personnel matters. The basic qualifications will be CPA or university graduate level training in administration and finance.

- ***Assistant Coordinator - Advocacy***

This person will be responsible for all current advocacy, civic education and governance activities.

*Since the bulk of advocacy work will be targeted to the mass media or to mass campaigns, it is mandatory that this person has mass media training and systematic understanding of governance and civic issues.*

*The proposed organizational chart of the top management of the GBM, is found in Appendix 7.*

*One should note that the number of junior staff required will be determined during project preparation if GBM and the donors accept the key proposals on top level management. However, it is unlikely that they will be more than 20. If there is proper hiring, there is no logical reason why the organization should have more than thirty people at most.*

**R8. Recommendation:**

GBM has antiquated record keeping, data collection, processing, storage and retrieval systems. This state of affairs inhibits programme / project identification, planning, implementation and monitoring and evaluation. It also limits effectiveness in resources utilization. It further limits advocacy work in some areas. For example the food security programmes is not based on systematic data establishing shortages and appropriate crops and techniques for particular ecological zones. This type of data is increasingly available for NGOs in electronic form from many sources.

**R.9. Recommendation:**

It is recommended that all hired staff be required to be computer literate at the level of word processing, database manipulation and spread sheet use.

It is further recommended that at least ten computers be purchased as soon as possible for the GBM. For the accounting Office it maybe necessary to network a few dumb terminals to facilitate work.

Of the ten computers, at least five should be portable so as to assist the field staff in addition to the activities of the Coordinator and her Deputy.

**R.10. Recommendation:**

In the more developed areas of the country, where alternative work generates more income than the income from payment for trees, GBM should facilitate nurseries to go commercial, since there is also a market for trees. Seedling prices range from Ksh. 5 to Ksh. 20 in districts like Muranga, Kiambu, and Kisii.

In agro-ecological zones 4 and 5 where GBM has ventured recently and where environmental tree establishment problems are vicious, more effort should be made in developing alternative nursery techniques and group solidarity development. Supervision techniques should reduce the bureaucracy of the ten steps which is an avenue for looting.

The form system should be applied selectively. The number of forms should be reduced (to at most three steps), and made available in local languages. Rethinking this issue should be a priority before other activities or expansion is undertaken. It should be undertaken by the restructured GBM.

Technical input from GOK extension staff is lacking. The restructured GBM should network with other organizations in the field to supply it or give the service itself. Now that it has a training facility, it should be easy to organize this type of training for groups. Utilizing the Mirichu Food security model, it can train trainers from the groups who in turn will train their group members (women) from home sublocations.

In the new training, the plastic bag-based central nursery should be evaluated. It is costly and hard to manage especially where siting, security and water are problematic. Other systems of raising tree seedlings should be introduced.

Finally in new training on nurseries, root pruning and hardening of seedlings before planting out should be paid attention to, particularly in the dry districts. These are the most critical determinants of tree survival in hostile environments.

**R.11. Recommendation:**

It is recommended that project resources, time and professional input, be put into building useful group processes to strengthen groups. This will lessen splintering and dormancy in groups. The whole area of land management offers a wide menu for organizing groups to be independent in pursuing sustainable development. Key in this is also networking with other organizations in the districts (sublocations) of focus so as to build on all development agencies strengths and to avoid double funding for the same activities.



**R12. Recommendation:**

The Mission strongly recommends GBM to incorporate an explicit gender policy in its tree planting and other programmes. This will give the organization a sense of focus in the strategies used to implement the activities. There is need to consciously recruit the new staff with gender balance in mind. Servicing the new groups should include a criteria that they are gender responsive to the needs of groups. This will require GBM to incorporate a gender training component to equip staff with tools and techniques to address the needs of different groups involved in the programmes.

GBM should develop strategies and methodologies that will reduce the labour inputs of women in seedling production. The same strategies should target improving women's capacity for economic gains in undertaking the tree planting activities. Appropriate means of assessing seedlings raising should be developed.

**R13. Recommendation:**

It is proposed that the land management activities be increased to replace tree planting as the main field activity of the GBM. This should be reflected in the proposal to be submitted to the donor group meeting.

Food security groups in agroecological zone 3 should be allowed to follow the Mirichu Food Security Group's model where they are self policing with only technical input from GBM.

Food security strategies appropriate to the drier area of agroecological zones 4 and 5 should be piloted over the next two years.

**R.14. Recommendation:**

It is strongly recommended that the donors conduct a value for money audit over the past three years.

*It is strongly recommended that an electronic based accounting and project financial management systems be put into place immediately.*

*It is strongly recommended that tendering procedures be instituted.*

**R15. Recommendation:**

Future project document should include specific project objectives. It should further relate inputs to objectives, inputs to outputs and specify further, monitoring and evaluation procedures.

## CHAPTER SIX

### 6 ELEMENTS OF A POSSIBLE PROPOSAL

#### *Overall objective*

- To ensure a better quality of life for women in Kenya.

#### *Intermediate objectives*

- To improve and intensify land management practices in Kenya, to include water harvesting, tree planting, conserve and enhance local bio-diversity
- To set up business development unit to assist women groups and GBM to achieve economic sustainability,
- To intensify advocacy activities in environment and governance at grass roots, national, regional and international levels.

#### *Strategies for the GBM*

- Development of long-term strategy for the GBM, including the costings of the various programme components.
- Capacity building for women groups.
- Capacity building within the GBM
- Mass media campaigns
- Mass awareness programmes.
- Applied research, documentation and networking
- Monitoring and evaluation

#### *Main field activities*

- Tree planting
- Water harvesting
- Production and consumption of indigenous crops
- Conservation and multiplication of biodiversity
- Anti -corruption campaigns
- Green belt learning safaris.
- Civic education
- Peace trees
- Environmental advocacy

#### *Major inputs*

- Personnel
  - 5 senior staff
  - 2 Drivers
  - 5 Watchmen
  - 3 Secretaries
  - 10 Junior Professionals
- Transport – 3 four-wheel vehicles and 1 saloon car.
- Computing – 10 computers
- Operational costs
- Tree payments

Indicative Annual Budget: *Ksh. 23 m.*

## 7. REFERENCES

- Maathai Wangari, The Green Belt Movement, Sharing the approach and the experience, Environment Liaison Centre International, 1988.
- Gitonga, The Green Belt Movement Evaluation Survey Report, 1991/92.
- CARE Austria and Green Belt Movement, Report on Strategic Planning for Green Belt Movement, 1996.
- Coalition for Environment and Development, Report of a Field Report, 1993.
- Green Belt Movement, Evaluation of Tree Planting Activities in 4 Districts of Kenya, 1995.
- Green Belt Movement, 1994/96 Project Proposal to NOVIB.
- Green Belt Movement, Annual Report, 1994-96.



## **APPENDIX 1: TERMS OF REFERENCE FOR THE EVALUATION OF THE GREEN BELT MOVEMENT (1.1.94 - 31.12.96)**

### **Background**

The Green Belt Movement (GBM) is a movement working towards the overall objective of increasing the tree population in Kenya. During the twenty years of its existence the movement has managed to play an important role in advocating issues around the environment, both nationally and internationally. GBM has a wide network of 'representatives' or 'trainers' who are selected by the communities to assist in the various GBM activities. To date, more than four thousand women groups in 26 districts have joined the movement to plant trees.

Novib first funded the GBM in 1985, mainly for its tree planting and extension activities. In 1994 Novib supported the organisation for a period of three years. These funds were especially for the tree planting activities in ten districts. Around 1178 tree nurseries have been supported in these district, of which around 50% are functional. An additional 'Food security at family level' programme was supported in July '96 for a period of one year. This programme stems from previous initiatives of prevention of soil erosion through water harvesting and the promotion of indigenous food crops in order to enhance the nutritional status of families.

The GBM has always profiled itself as a movement rather than an organisation which at present is being debated within the GBM.

The GBM has expanded over the years, both in scope and in budget requirements and works with several donors, of which Novib is one.

### **Objective of the evaluation**

The objective of the evaluation is to evaluate the present activities of the GBM in relation to the intended beneficiaries and to assess the methodologies and organisational set-up used to reach the set objectives. The findings of the evaluation are to feed into the following three year plan of the organisation.

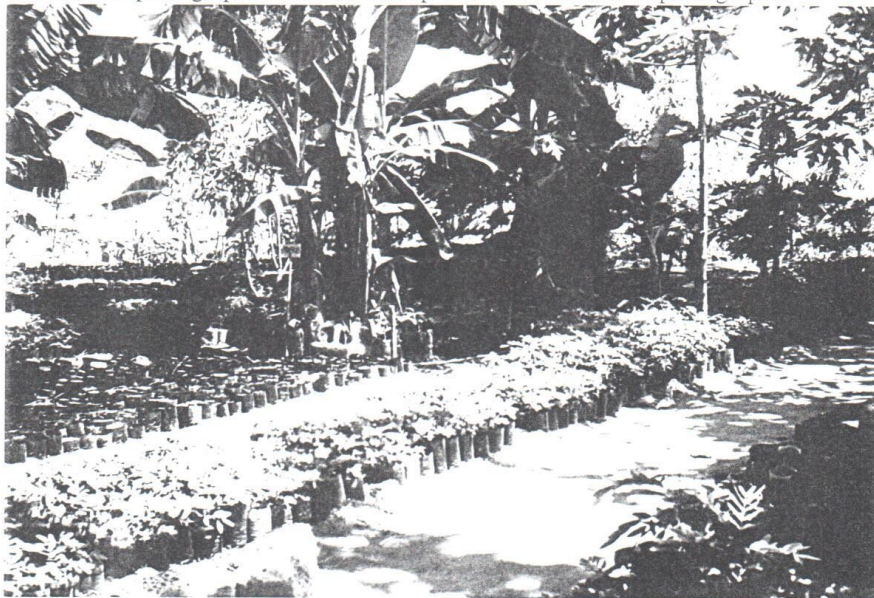
The emphasis of the evaluation will be on the Novib supported activities: the tree planting activities and the food security programme. The 'Food security at family level' programme has only a very limited implementation period. The activities planned in this programme are, however, not new to the GBM and are seen as an integral part of the GBM's objectives. It is with this in mind that the food security programme is included in the evaluation.

Within these broad objectives the most important questions which need to be answered are:

- Who are the beneficiaries of the programmes and how have they benefited?
- Have the inputs and methodologies used been the most effective ones to reach the set objectives?
- How have problems around non-functioning tree nurseries been dealt with?
- Does the Green Belt Movement have the necessary staff and organisational set-up to reach the set objectives?

## APPENDIX 2: PHOTO DOCUMENTATION

See attached photographs with their descriptions on the individual photographs.

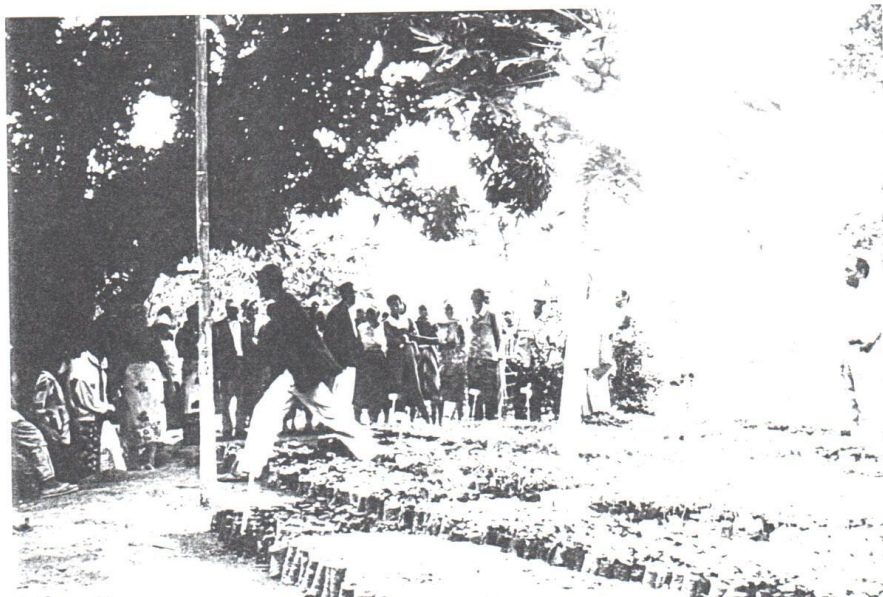


Typical Tree Nursery  
Ithumula Sub location - Kitui District



Typical Tree Nursery, Mbeere District





Typical Tree Nursery - Mbeere District

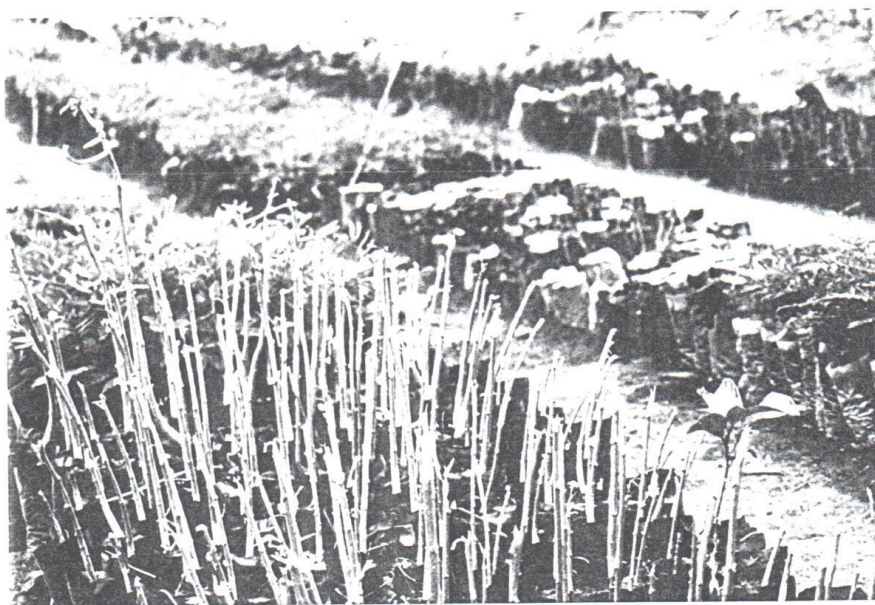


Raised bed in tree Nursery in Kalanya Kanyango - Homa Bay District

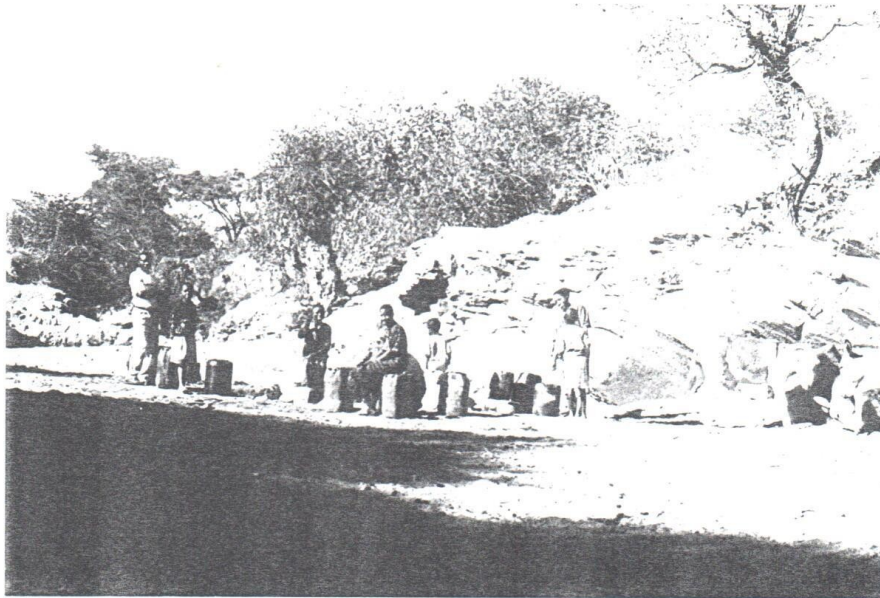




Typical Tree Nursery Gachoka Sub location - Mbeere District



Birds eating pawpaw seedlings in Gachoka sub location, Mbeere District



Severe water scarcity, (Kiteti River) Kauwi Sub location, Kitui

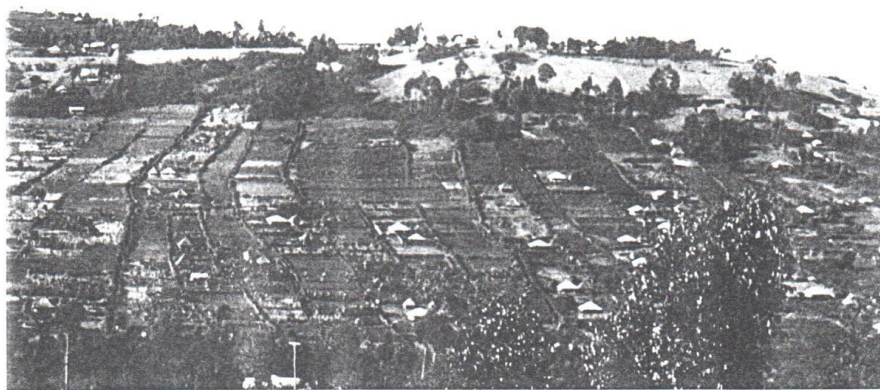


Water pump - used for drinking water - Mbeere District





Intensive production system - Kisii District

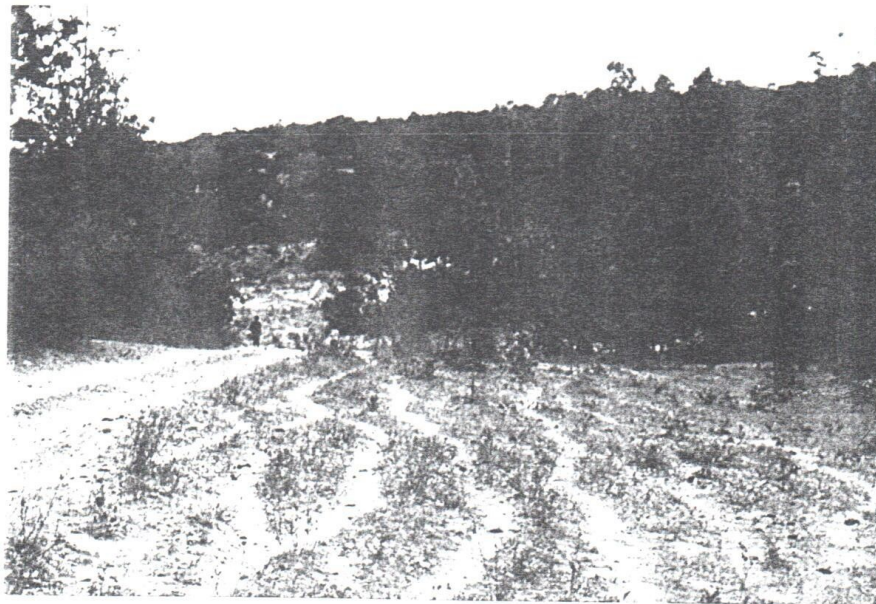


Typical opened up areas in Kisii District





Seasonal water pond - Mbeere District (NB. very polluted water that is used for drinking and watering nearby tree nursery)



Cattle tracks, exacerbating soil erosion Mbeere District



Bee Hive in Mbeere District

### APPENDIX 3 : CHECKLIST

#### Group Discussions

1. Group membership details.  
Primary objectives of the group.  
Major activities of the group.
2. Achievements and benefits
  - Achievements made so far.
  - Labour analysis for the tree nursery and food security activities.
  - Benefits accruing to individual members and the group as a whole.
3. (a) Decision making
  - Choice of a tree nursery.
  - Choice of nursery site.
  - Choice of seedlings raised in the nursery.
  - Use of the proceeds from the tree nursery.
  - Planting out in the farms/harvesting for use.

(b) Capacity building for women

Training on:

  - Skills /knowledge.
  - Decision making training.
  - Access / control of resources by the women.
4. Constraints / problems experienced by the group.
5. Issues that require the attention of GBM or any other agency / person.

#### (Discussions with GBM):

1. What is the structure of GBM?
2. How is supervision of groups organized?
3. How are payments made?
4. Who ultimately determines what money is paid to a group?
5. What were the origins of groups?
6. Who keeps records of groups splitting?
7. What relationship does GBM have with CDAs and CDOs?
8. How often does GBM meet with chiefs/DOs/DCs? with other Government officials?
9. What are the relationships of GBM with schools?
10. Why is it that new groups are Self Help Groups (SHG) as opposed to Women Groups?
11. What is the relationship of GBM with church development groups?



APPENDIX 4: LIST OF AREAS AND PEOPLE THAT THE MISSION VISITED

AREA	DATE	PERSONS IN THE DISCUSSIONS	GROUPS REPRESENTED	YEAR FORMED	YEAR JOINED GBM	MEMBERSHIP WHEN FORMED/ CURRENT	REMARKS
MURANG'A DISTRICT							
Mirichu Sub-Location	11.8.1997	100W 7M	C.P.K Mothers' Union		1996		
			Ehinga WG		1990		
			Koba WG		1987		
			Wethelie WG		1992		
			Koba SHG		1996	73W 22M	
			Kiyu WG		1987	50W 25W 3M	
			Kangereza WG		1992		
			Kiyu SHG		1991		
			Gathiku Adult Class		1993		
			Wanyoni WG	1995	1995		
			Ruare SHG		1992		
			Gacie Murerie WG		1996		
			Songoria Adult Class		1993		
			Ruthiru WG		1995		
			Mirichu A WG		1997		
			KaninKega WG		1997		
			Rugaita WG		1987		
			Mwara Adult Class		1995		
			Mwara Pr. Sch.		1995		
			C.P.K Githagara Mothers' Union		1995		
			Kiragare Mwireri WG		1987		
			Kiumba Kiharu WG	1995	1995		
			Irioko WG		1995		
			Kairungu WG		1995		
			Kiumba WG		1987		
			Gatito WG		1987		

Kauwi Sub-location	14.8.97	10W IM 1W Mini-advisor IM monitor	Kiteeti W.G.	1992	1994	75 members / 41W 4M	The group runs a water project and now constructing a dip as an income generating activity.
Maluma Sub-Location	14.8.1997	57W 14M 5 Mini advisors (1W 4M)	Kyeni Kyakangweni WG	1991			
			Mutulu WG	1991			Not paid since 1996
			Kangwene WG	1994			
			Kastukume	1991			Do not have a bank account Not paid since 1995
			Mwambani WG	1995			Not paid since 1995
			Ngayoni WG	1989			Not paid since 1996
			IAC Ngunkoni WG	1995			Not paid since 1995
			Hundu Niwowyise WG	1995			Not paid since 1996
			Wanawangangani WG	1992			Not paid since 1995
			Harambee WG	1994			Not paid since 1993
			Kavote MG	1987		9M / 12W 3M	The chairperson is a man Not paid since 1995
			Ushirika WG	1996			Do not have a bank account Not paid since 1996
			Kyaani WG	1996			Do not have a bank account
			Kolokamali WG	1992			Do not have a bank account Not paid since 1996
			Kyekenyanu	1992			Do not have a bank account
			Muwakanyumu WG	1994			Do not have a bank account Not paid since 1994
			Ukweli na Haki WG	1987			Not paid since 1996
			Ulethyyo Wanduani WG	1995			Do not have a bank account Not paid since 1994
			Kithani WG	1994			Not paid since 1994
			Maundomasco WG	1990			
			Kimikawendo WG	1991			Not paid since 1995
			Kikungu WG	1995			
			Kilini WG	1991			
Ithumula Sub-Location	15.8.1997	46W 24M	Mwembent WG	1996	1996		Do not have bank account

					1993	1995		Do not have a bank account
				Kiumoni WG	1996	1996		
				Kyemuka WG	1995	1995		
				Mhimi WG	1972	1993	20 W / 13W	
				Kandika WG	1995	1995		
				Kithelheesyo WG	1995	1995		Do not have a bank account
				Yanzuni WG	1995	1995		
				Ithumula SHG	1996	1996	15W 5M	Do not have a bank account
				Mwake WG	1989	1991	14W 8M / 5W 7M	3 of the men are young people. The nursery attendant was holding a group cheque which was received mid July, 1997
			5W 4M 1M mini advisor	Mwakerongo WG	1987	1989	40 persons / 7W 5M	Do not perceive record keeping as important as they have no obligation to repay money received from GBM
				Mwagwachi (St. Jude) WG	1995	1995		The group treasurer is a man. Group morale is low and group is inactive.
				Mwamaena SHG				

KISII DISTRICT  
Igare  
Sub-Location



Kiamokama Sub-Location	19.8.1997	35W 15M	Getunwa WG	1996	1996		
			Mworege WG	1990	1990		
			Mwangige WG	1988	1989	20W 7M/ 8W 4M	
			Mwakerubo TNG	1996	1996		
			Amagera WG	1990	1990		
			Mwamukobu WG	1994	1995		
			Mwamabeta WG	1990	1990		
			Mw'Henry SHG	1995	1995		
			Mw'Omwoyo TNG	1995	1995		
			Mw'Ouko TNG	1995	1995	5W 6M	
			Nyabusa WG	1989	1989		
			Mwanyarangi WG	1984	1994	7/14W 6M	
			Kahosi Family Life G	1988	1989		
S. NYANZA DISTRICT							
Kanyango Kalanya Sub-Loc	20.8.1997	15W 11M IM mini advisor IW Sub-Loc. representative	St. Maria WG	1995	1995		
			St. Charles WG	1995	1995		paid last in 1995
			St. Stephen WG	1989	1989		
			St. Andrew WG	1992	1992		paid last 1995
			St. Chrisantus WG	1993	1995		paid last 1995
			Kaketch WG	1987	1989	20W 19M/ 9W 6M	paid last 1994
			Kogutu WG	1989	1994		paid last 1995
			St. Tobias WG	1995	1996		No payment of any kind
			St. James WG	1996	1996		No payment of any kind
			St. Flora WG	1995	1995		No payment
			St. Norah WG	1996	1996		No payment
			Nachani WG	1995	1995		Paid for tools only
			Sawanga WG	1994	1994		
			St. Vincent WG	1992	1992		
			St. Denis WG	1995	1995		

Upper Kalanya Kanyango	20.8.1997	13W 12M IM mini advisor IM regional rep.	Kanyango WG Odele WG	1996 1996	1997 1996			
			Tana WG Ochuma WG	1994 1992	1995 1992			Do not have a bank account. Not aware of the procedures of opening one
			Kochieng E WG	1995	1995	20 persons/ 13W 6M		
			Owang Riverside WG Nyolonyi WG	1991 1995	1996 1995			
			Kawino TNG Kohar WG	1994 1989	1994 1990			
Kamenya Sub-Location	21.8.1997	5W 2M IM mini advisor	Ageke WG	1993	1995	36 persons/ 7W 3M		Their returns form to GIBM for Nov., 1996 was not signed by the mini advisor hence not sent
			Oriama WG	1991	1995			This was a private nursery. A group formed around it
EMBU DISTRICT								
Kithunthini Sub-Location	26.8.1997	26W 8M 1W mini advisor	Ciathumbu Adult Class	1994	1996			The soils are loose sands, showed some deficiencies (seedlings were yellow) and do not generally retain moisture
			Netward TNG	1994	1995			It was a family nursery and the group formed around it
			Benloise TNG	1992	1995	20W / 20W 5M		This was also a family nursery
			Gikondi SHG	1993	1995			
			Muvungo WG	1996	1997			

EMBU DISTRICT	27.8.1997	23W 3M 1M mini advisor	Kamuringo SHG	1986	1994	50W 10M / 34W	The men find it demanding working with women in the tree nursery. There is to plant, manage and control. The pawpaw seedlings in the nursery are eaten by birds
			Mumbuwanguru SHG	1990	1993		
			Kaganjo SH WG	1993	1994	20W 5M / 15W 2M	Filling of the forms is a tedious exercise
			Kantheru SHG	1990	1993		
			Kamucii SHG	1993	1994		
			Witeithie WG	1997	1997	116W	The group has 30000 seedlings in the nursery, has 2 nursery attendants, uses the attendants' tools for nursery management. The treasurer is a business woman in Nairobi. The other officials are school teachers
Kiamuringa Sub-Location	27.8.1997	30W 16M 1M mini advisor	Kamwene SHG	1995	1996		Were dormant in 1996. Officials were men. Was revived in 1997 with women officials.
			Kamugaa WG	1992	1997	26W / 22W	Started tree planting on their own initiative. Improvised bags for raising seedlings but also buy from Embu at Ksh.35 per 100 pieces
			Muteme Usafi WG	1992	1993		
			Joda WG	1992	1997	25W 5M/ 15W 5M	The group became dormant soon after registering with GBM. They have just revived the group.



## APPENDIX 5: THE TEN STEPS OF THE GREEN BELT MOVEMENT

### STEP 1

#### *Importance of trees*

In a public meeting eg. A chief's Baraza, church meeting, etc.

Building materials, firewood, wind break, prevention of soil erosion, humus, shade, beautify the region fencing materials, food, fodder, air purification, traditional medicine, dye, glue, papers, pencils, spices etc.

### STEP 2

#### *Group formation*

- Writing down the list of members.
- Naming the group
- Election of officials, by Secret Ballot.
- Group to discuss the site.
- Invite Mini Advisor to assist the group.
- Apply to the GBM Headquarters.  
Should be of 5 different families.

### STEP 3

#### *Registration*

- Group to receive form IV.
- To read and fill. Officials to sign the form.
- Attach the list of members.
- Send to the Headquarters and retain a copy.

NB. Every form must have the name, address, of the group.

### STEP 4

#### *At the site*

- Group to be shown the site, clear the site, collect seeds, make seedbeds, sow seeds, watering and shading.
- Putting soil into polythene tubes, arrange, watering, transplanting, according to species
- Registration to the CDA.

### STEP 5

#### *Monthly report*

- Group to receive form V
- Read, consult field staff i.e. M/A, promoter follow-up
- Counting of potted seedlings
- Counting of seedlings ready for issue according to species
- Counting and recording trees not ready for issue according to species
- Filling form V, reading, signing and sending to the office and retain a copy
- With the help of Mini-Advisor the group to choose Nursery Attendant by Secret Ballot
- Group to elect a Nursery Attendant and inform the Head Quarters .
- Opening of the bank account

## **STEP 6**

### ***Promotion***

- Group to receive form VI  
NB Advice from Mini-Advisor
- Promotion is done by the group assisted by the Nursery Attendant to individuals and public when trees are ready.
- Promotion to individuals and public within a radius of not more than 5 km and to advice farmers how to dig holes. (i.e. a hole of two by three meters and to manure the hole.
- Fill form VI, sign by officials
- Send to the Headquarters retain a copy

## **STEP 7**

### ***Checking of holes***

- Group to receive from VIII
- Group to check holes assisted by N/A
- To fill form VIII, sign and send to the HQ and to retain a copy

## **STEP 8**

### ***Tree issuing***

- Group to receive from IX
- With the help of the Mini-Advisor they issue trees ready as per holes dug
- To explain the way of planting trees and how to re-cycle the polythene tubes
- Record or fill form IX as per species given
- Sign the form, send to the Headquarters and retain a copy

## **STEP 9**

### ***First follow-up (continuous follow-up)***

- Group to receive form VII
- Trees are followed up with form VII after one month of issuing
- Recording or fill the survivals as per species
- Signing the form, send to the office and retain a copy
- A half of survivals are paid waiting final follow-up
- Group to receive cheque/voucher

## **STEP 10**

### ***Final follow-up***

- Group to receive form 12
- It is done within 3 months after issuing
- Recording or filling the survivals as per species
- Signing the form, send to the office and retain a copy
- Final payment is done
- Group to receive cheque/voucher

APPENDIX 6: LIST OF TREES SPECIES IN THE VISITED NURSERIES

AREA	TREE NURSERY SITES	DATE	TREE SPP RAISED	OBSERVATIONS	REMARKS
MIRICHU SUB-LOC.	CPK Mother's Union . TN site	11.8.1997	Grevillea - 90% Pawpaws, Croton megalocarpus, Muringa, Passion	The nursery site also accommodated the FS demonstration gardens. The site was far from the water sources	The seedlings had very scanty shade, the nursery was not well organized
KAHURO SUB-LOC.	Kahuro Nyamukuyu WG TN site	12.8.1997	Grevillea - 90%, others were pawpaw and passion	The nursery had 10,000 seedlings. Techniques of nursery management were lacking . e.g root pruning,	The tree nursery was sited outside the assistant chief's office. The source of water is down-hill
USIAN SUB-LOCATION	Usiani WG TN site	13.8.1997	Cassia siamea - 800 seedlings Pawpaw - 300 seedlings Casuarina cunninghamiana - 50 seedlings Citrus fruits - 50 seedlings	The nursery was well sited near water and seedlings were under a shade	This is a termite prone area. Other pests were indicated to be interfering with raising of seedlings
KAUWI SUB-LOC.	Kateeli WG TN site	14.8.1997	A few Luccanea seedlings	The nursery activities had stalled. No attention was being given to it.	The group had other pressing activities (dip construction). The consultant learned that the group had just pulled out overgrown seedlings from the nursery when they were told of the consultant's visit
MALUMA SUB-LOC.	Kyeni Kyakangweni WG TN site	14.8.1997	Cassia siamea; Lucenaen, Tamarindus indica, Grevillea robusta, Croton megalocarpus, Casuarina, Cedar	Indigenous trees which can be raised with ease in the nurseries include Kimisis, Muukakato, Kitula, Kitoo, Mae, Kyae, Musamei, Muua	Private nurseries do exist in the area and do sell such spp as Apple mango, Mpingo, Ket apple, grafted avocado, Kitoo, Kithumula, Grevillea robusta, Mikoo. One of the mini advisor has own nursery. Agriculture Dept. also has a fruit tree nursery. In addition to the fruits mentioned above they raise citrus fruits.



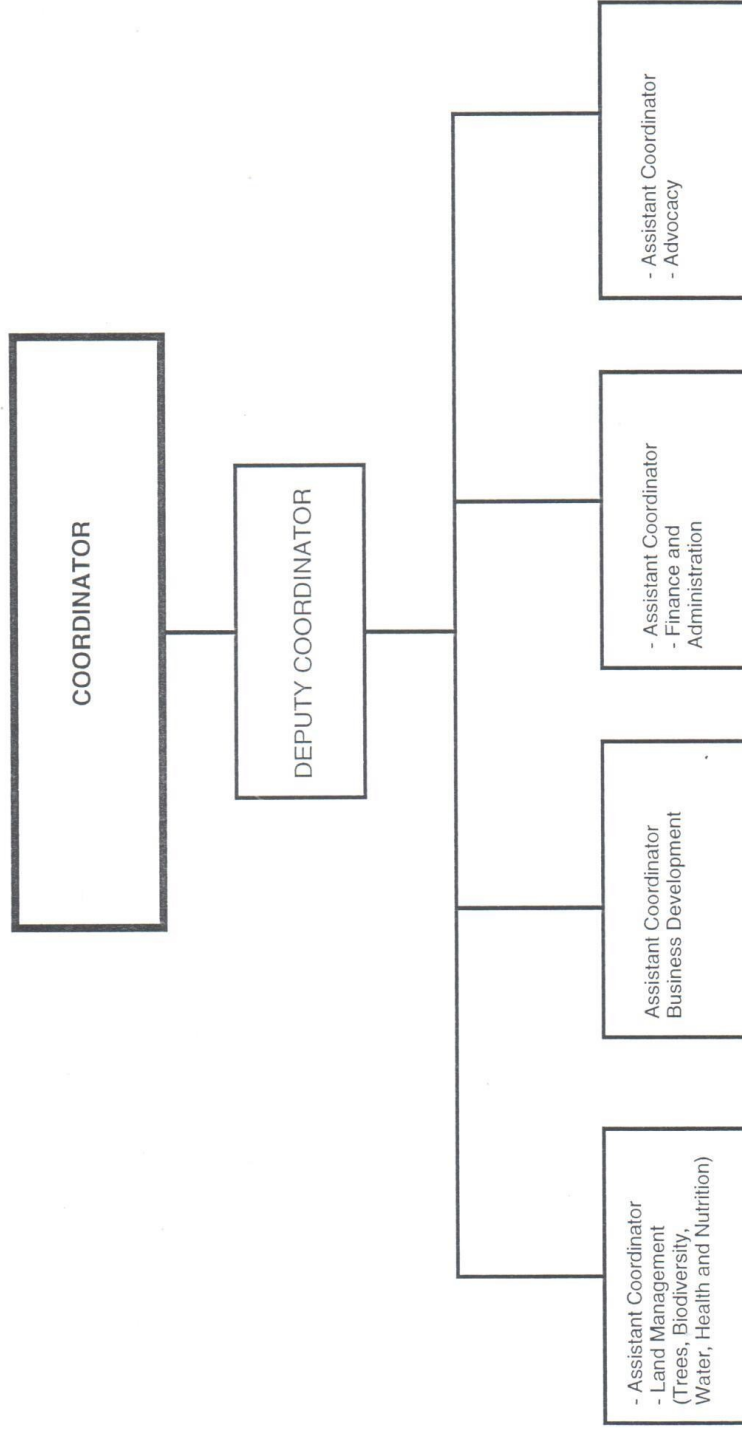
ITHUMULA SUB-LOC.	Mwembem WG TN site	15.8.1997	Cassia siamea - 4100 seedlings Grevillea - 2000 seedlings Mango - 250 seedlings Pawpaw - 800 seedlings Acacia melliphora-14 seedlings Acacia polyacantha-15; Baobab - 3 seedlings Tamarindus indica-200; tree tomato and ordinary tomato and kales	The nursery was well sited and managed. The nursery attendant was knowledgeable had worked for JICA before	The attendant had received training on nursery management from JICA, AIC church, DANIDA and Department of Agriculture
IGARE SUB- LOCATION	Mwagwachi WG TN site	19.8.1997	Cassia siamea, Calliandra, Lecanac, Avocado, Nandi flame	The area has high potential for indigenous trees - Omotaramanga, Croton , Markhamia lutea, Albizzia spp, Onoserigo, Sesbania sesban, Omyria, Omosasa, Riteke, Omohondo, Omogendia,	A lot of these trees require a conservation effort.
KIAMOKAMA SUB-LOC	Mwangige WG TN site	19.8.1997	Cypress, Calliandra, Cassia spp., Sesbania sesban, laquaris, avocado	The group was not using polythene tubes.	KWDP previously worked with members of these groups
KANYANGO KALANYA SUB-LOC.	St. Maria WG TN site	20.8.1997	Leucanac - 90%, the rest were Cassia siamea, Taminalia brownie and Mango	The nursery is sited in the home of one of the members. Livestock were indicated to be a major problem	The home where the nursery was sited had many tree types planted and included Onera, Siala, Grevillea, Cassia siamea, Calliandra , Leucanac, Nandi flame, Pawpaw, Avocado, Lemon, Mangoes, Obong'u, Eucalyptus spp., Cypress, Taminalia brownie, guavas, Passion liliac, Jacaranda, Taminalia mentalis

KAMENYA SUB-LOC.	Oriama WG TN site	21.8.1997	Leucanæ-100 seedlings Lemon-25 seedlings pawpaw- a few Cypress 1150 seedlings Ogalo-100 seedlings Cassia siamea-50 seedlings	Other than the outgrown leucanæ and lack of root pruning, the nursery was well sited and had interesting techniques of nursery management. It was the only nursery where composting was done.	The nursery had the input of the Diocese of Homa Bay and Dandora
KITHUNTHINI SUB-LOC.	Ciathumbu Adult G TN site	26.8.1997	Grevillea, Melia volkansi, Pawpaw, Mango, Avocado	The nursery had just over 1000 seedlings	The soil used for potting was loose sand which made watering a tedious job. The seedlings were yellow an indication of some kind of deficiency
GACHOKA SUB-LOC.	Kamuringo SHG TN site	27.8.1997	Grevillea robusta, Cassia siamea, Tamarindia brownie, Passion spp, Muringa, Pawpaw, Cypress, Water melon, Jacaranda, Melia volkansi	The nursery was well managed except for root pruning	The leaves of pawpaw seedlings were prone to destruction by birds
KIAMURINGA SUB-LOC.	Ciakumbu Christian SHG TN site	27.8.1997	Grevillea, Mubondo, Cypress, Pawpaw, Markhamia lutea, Cassi siamea, mutondo, Muringa, Melia volkansi, Passion spp, Tamarindus indica	The nursery was well sited and except for root pruning was well maintained	

ITURO SUB-LOC.	Ituro Maendeleo WG	28.8.1997		The re nursery was dormant	The group members claimed that their time input into the nursery activities was not worth the effort
KANYARIRI SUB-LOC.	Kanyariri High School TN Site	28.8.1997	Evergreen Markhamia in the nursery not used for years	The nursery activities looked abandoned and have stayed so for a long time.	Good tree stand of mixed species in school conservation lot. Trees could be used for provision of cooking energy to the school.



APPENDIX 7: GREEN BELT MOVEMENT ORGANIZATION STRUCTURE



APPENDIX 8

ITINERARY OF THE FIELD ACTIVITIES

## ITINERARY OF THE FIELD ACTIVITIES

### DAY ONE: 11.8.1997

#### Muranga District

Kahuro Division, Mugoiri Location, Mirichu Sub-Location

Tree nursery site at Mirichu - 90% Grevillea, Pawpaws, Croton, Muringa, Passion. All in number about 600 seedlings.

Present in the discussion were 7 men, over 100 women, 2 women mini advisors, one male monitor

#### Women Groups represented in the discussions

Group Name	When joined GBM
C.PK Mothers' Union	1996
Ehinga W.G	1990
Koba W.G	1987
Wethetie W.G	1992
Koba S.H.G	1996
Kiyu W.G	1987
Kangareza W.G	1992
Kiyu S.H.G	1991
Gathiku Adult Class (A.C)	1993
Wanyoni W.G	1995
Ruare S.H.G	1992
Gacie Murerie W.G	1996
Songorua A.C	1993
Ruthiru W.G	1995
Mirichu A W.G	1997
Kanini Kega W.G	1997
Rugaita W.G	1987
Mwara A.C	1995
Mwara Primary School	1995



Group Name	When joined GBM
C.P.K Githagara Mothers' Union	1995
Kiragare Mwireri W.G	1987
Kiumba Kiharo W.G	1985
Irioko W.G	1995
Kairungu W.G	1995
Kiumba W.G	1987
Gatito W.G	1987
C.P.K Githaraga tree nursery	1985

### Benefits

As perceived by the women, the benefits include firewood, timber, improved soil fertility, soil erosion control, purifies the air. When they meet as a group they also share ideas and work together.

The nurseries are attended by nursery attendants paid by GBM through the groups. They do the watering and general management of the nursery. The members attend to nursery activities 3 times a week. They do potting and fetch water.

Publicity is created in barazas, churches when the seedlings are ready for out planting.

The tree nurseries are located on "public land" hence siting is far off from water sources.

The type of tree seedling raised is dictated by demand.

2 shillings is paid per surviving seedling. This is perceived as low and the women wish to have it increased to at least 4 shillings per surviving seedling.

### Problems

- Water - The distances are far.
- The procedures involved to get the payments are quite lengthy, time consuming as well as taking quite an amount off what the group has earned.
- Payments are not prompt.
- Tools are not replaced when worn out.
- The labour input is not commensurate with the payment made.

## **CASE GROUPS**

### **Kiuyu W.G**

The group was formed in the 70s (Nyakinyua Mabati) with the aim of building "Mabati" houses for the members. The membership then was 50 women. The current membership is 25 (22W 3M). Along with this objective was the buying of utensils for house hold use. When these were achieved the group continued into tree growing activities driven by the need to have firewood. Many trees have been planted. The main types include Grevillea, Mitundu, Croton, Muringa, Pawpaw, Muiri, Mukoigo. The seedlings raised in the tree nursery at the time of interview were 5000.

Kiuyu W.G has had 3 off shoot of a generally younger generation. These are Kiuyu S.H.G, Gachiku and Kangereza. The men are generally more in these youthful groups.

GBM provides working equipment to these group. These include rakes, watering cans, fork jembes, pangas and poly tubes.

## DAY TWO: 12.8.1997

Kahuro Division, Mugoiri Location, Kahuro Sub-Location

The discussions started at 10.30 a.m with 21 W 3M. 21W joined as the discussions went on. The meeting was held at Kahuru Nyamukuyu W.G tree nursery site which is outside the assistant chief's office. This nursery had 10,000 tree seedlings with 90% Grevillea. Others included pawpaw and passion. Technical aspects (root pruning, etc.) of nursery management were evident.

**There are 12 women groups in the sub-location that deal with tree planting**

Group name	When joined GBM
Kahuro Nyamukuyu W.G.	1991
Kiboi W.G	1995
Mikige S.H.G	1994
Kiaguto B Maendeleo W.G	1994
Mbaria Wekwani W.G	1993
Kahuro Youth W.G	1994
Gaturo W.G	
Kaginga W.G	1996
Kiumu W.G	1994
Kiboi Food Security S.H.G	1996

## CASE GROUPS

**Kahuro Nyamukuyu W.G** - Started in 1975 to address their shelter (Nyakinyua Mabati) needs. The membership then was 45. They were all women. They cultivated and weeded agriculture fields for the community at a fee of Ksh. 30 per hour. At the same time each member was contributing ten shillings. This money was kept in a bank account. When the amount in the bank became Ksh. 4500, members were given Ksh. 600 to buy iron sheets for roofing. Those with iron roofed houses were given the option of spending the money on school fees, improving on the number of coffee trees, buying dairy animals. Water was also a problem so some bought water storage tanks (the round iron type). These activities continued through to 1977. The group achieved their targets and went into agriculture up to 1991. They grew vegetables, maize, potatoes, etc. The Ministry of Agriculture trained them on soil conservation.

The group joined GBM in 1991. Although the group had tree seedlings which they were selling before joining GBM, they recognize GBM's contribution to improving firewood availability in the farms. In addition the group received polytubes and money (Ksh. 600) which they used to purchase nursery equipment and polytubes. They raise seedlings, issue them and make 2 follow-ups. The first one is after one month and the second 2 months after the first follow-up. Before issuing seedlings out, they fill forms indicating the quantities and send them to Nairobi. They also fill forms during the first and second follow-ups. The payments are made against the number of surviving



seedlings 3-4 months after outplanting. In 1996 the group raised 16,000 seedlings and were paid Ksh. 10,000. In 1997 the group has received a cheque of Ksh. 2,000 but the cheque was still waiting some bank clearance.

The group members indicated that they are paid for raising seedlings and labour. Per seedling they are paid Ksh. 2. The labour input into the nursery, publicity, follow-ups was perceived to be quite high. A proposal was made to increase the payment to Ksh. 20 per seedling. No member of the group has their own nursery. However, they acknowledged that there are some individual members in the community who raise seedlings for sell. The price is Ksh. 5 per seedling, in those private nurseries.

#### **Kiboi food security S.H.G.**

Their activities are not very different from those of the tree planting project. However, they have incorporated intensive use of manure to improve soil fertility. Emphasis is on low external input and use of farm resources. Water harvesting techniques and use of waste water are encouraged to increase output from kitchen gardens. A few members of the group were trained at Lang'ata and are expected to train other members and those of other groups. The members recognized that if the training is organized locally, more people will benefit.

#### **Problems\constraints**

- Water was indicated as a problem as the women have to get it from down the streams which are situated down the valleys with steep slopes. This situation is made worse by the fact that the tree nurseries are sited on church grounds, school grounds and any other space considered to be neutral ground.
- The procedures of cashing the cheques are cumbersome. By the time the cheque is converted into money, quite a lot of it has been reduced by travelling costs, looking for CDAs (sometimes missing them and making several trips to their offices), travelling to Murang'a, giving the cheque 2 weeks to be cleared and travelling back to withdraw the money and of course the bank commissions.
- Delayed payments by GBM, e.g. Mikigi S.H.G issued seedlings in April 1995, October 1995, April 1996 and October 1996. It was not until July 1996 when the group received the payments.
- None payments by GBM for seedling issued in 1995 for some groups, e.g. Mbari ya Gikweni W.G, Kiboi W.G, Kiaguthu B W.G and Kiumu W.G.
- GBM staff do not visit the groups

#### **PROPOSED ACTIONS**

- Groups to be facilitated with water pipes and water tanks to reduce women's work load of fetching water for the tree nursery and also to improve the survival of out planted tree seedlings.
- Improve the lengthy procedures of cashing cheques.

#### **Kandegenye W.G.**

The mission interacted with 17 members of this group at their tree nursery site which is located in a school. In the nursery were 8,000 Grevillea seedlings. The members were mainly old women. Formed in 1970, the group was known as Nyakinyua Wa Cibanga. The membership which was 37W is currently 18. Their objective then was to build for each member an iron roofed house. Those already with iron roofed houses had other options like furniture, household goods, etc. They are part of the Kahuro Location Women Groups who held a harambee to raise funds which enabled them to purchase houses in Nairobi and a plot in Limuru. However, some members were not sure of the Limuru plot details.

The group joined GBM in 1990. Some members got information from Mirichu Sub-Location. On their own initiative, they sought the assistance of the mini advisor. With advise obtained from the mini advisor, the group started a tree nursery and tree planting. GBM paid the group Ksh. 2,000 which they used to buy implements for the nursery activities. Compared to the 1970s, the current returns from the tree planting activities pay more as there are other benefits gained from having trees. However, the group thinks that the payment per surviving seedling should be increased from the current Ksh 2.

Availability of seed as collected determines the tree species that the group raises in the nursery. The number of seedlings raised is determined by the demand for the seedlings.

The major benefit gained by planting trees is firewood. One member of the group indicated sufficiency with only 40 trees. The group mentioned that on average there are 5 indigenous trees per farm.

When planting trees on their farms, the women consult with their husbands. However, they have no problem even if they plant trees in the absence of their husbands.

Four members of the group have started food security activities. They were invited to Mirichu demonstration plots to see the activities. They intend to improve the variety of crops in their farms by including yams, sweet potatoes, cassava, etc. They will also have double dug beds and composting for vegetable growing.

#### **Comments and observations - Murang'a**

The location and siting of tree nurseries does not take into consideration the important factors. This burdens women as they have to fetch water and climb steep slopes to reach the nurseries.

Unless GBM links well with the local administration, the groups may find it difficult to get a site for tree nurseries. This was demonstrated by the Assistant Chief of Kahuro Sub-Location who assists groups to get locations for tree nurseries.

A strategy of promoting on-farm nurseries and weaning off old and successful groups to be looked into as the benefits of tree growing have been recognized and appreciated. Self sufficiency in firewood was also indicated by the women groups.

More efforts should be placed on promoting indigenous tree species.

**DAY THREE: 13.8.1997**

### **Kitui District**

Kabatia Division, Musengo Location, Usiani Sub-Location

The team held discussions with representatives of 10 women groups. Present were 41W 19M. The meeting site was Usiani W.G. tree nursery. The nursery had 800 seedlings of Casia siamea, 300 Pawpaw, 50 Casuarina and 50 Lemon. It is sited where there are trees for shade and near water.

<b>Group name</b>	<b>When formed</b>	<b>When joined GBM</b>	<b>Current membership</b>
Usiani W.G	1983	1985	14W 1M
Kasaini W.G	1985	1989	13W 7M
Mulingi S.H.G	1992	1994	15W 7M
Voi W.G		1994	
Mumbya W.G	1991	1993	15W 7M
Mutakawani W. G	1994	1995	7W 4M
Ithendu W.G	1993	1993	15W 2M
Three M. W.G	1993	1995	10W 6M
Kathotia W.G	1995	1995	13W 1M ,
Kamau Iviakati W.G	1985	1987	7W 5M

The men claimed to have started all the groups. The chairpersons for Kasaini and Mutakawani SHG are men whereas the treasurers for Kasaini, Mulingi, Three M and Kamau Ivakati are men. Kasaini and Ithendu groups have men as secretaries. Out of these 10 groups, Mutakawani SHG is the only youth group with more men than women.

### **CASE GROUP**

#### **Kasaini Women Group**

This group started with the activity of terracing and cultivating for each other at a fee. The group worked for 3 years before joining GBM. They were motivated by the tools that GBM provides. At the time of joining GBM, the group had a membership of 24. They have planted trees for 9 years. On average, each woman has planted 60 trees. The survival rate of planted out seedlings is quite low. They have received payments from GBM four times during this period. The last forms were filled in April 1996.

The group has problems of pests which attack seedlings in the nursery particularly termites and grasshoppers, non payment to the nursery attendants. The group has not been paid for issued seedlings since 1996.



## **Problems**

Non payment for seedlings issued. The following groups have not been paid for the period indicated:

Mulingi was paid last in 1995. The issued cheque had only 2 days to expire.

Kathotia was not paid since the group was formed and joined GBM.

Mutakawani not paid since the group joined GBM.

Three M was also not paid since the group joined GBM.

Kamau Iviakati joined GBM in 1987 and were paid last in 1988. The group disintegrated in 1989 and came together again in 1997.

Non payment of nursery attendant leads to low morale and lack of commitment

Pest infestation is a problem and a spray pump is not one of the nursery implements approved by GBM.

Lack of technical input in the nurseries as follow-up from advisors is minimal and they lack expertise.

The polytubes provided are small particularly for fruit species.

Lack of nursery tools

Form feeling and the whole system of GBM not clear to the groups

The payments per seedling varied. Some women members mentioned 3 shillings, 1 shilling and others twenty five cents. All men indicated 2 shillings. The groups representatives gave the impression that men may still be in charge.

## **Benefits**

These were mentioned as shade and fruits. The benefits from the fruit tree will make the groups to continue planting trees.

**DAY FOUR: 14.8.1997 (Morning)**

Kabatia Division, Mutongoni Location, Kauwi Sub-Location

Kiteeti women group tree nursery site. The Mission interacted with 14W 1M. No seedlings in the nursery. The overgrown seedlings were destroyed a week ago. The group indicated that they have been busy with the construction of a dip. The nursery was poorly sited as there was no shade provided for the seedlings.

The group started in 1982 with 75 members addressing farming. They are now 45 (41W 4M) in number. Kiteeti Women Group have been involved in different projects. They plan their activities at the beginning of the year.

**Sub-surface water dams**

Water was found 5 Km away during the very dry season. The group embarked on this project from 19984 to 1987. The group got assistance from USAID, ASAL Programme and the Catholic Diocese of Kitui. Two sub-surface water dams and two wells have been constructed. USAID provided 140 bags of cement and the Diocese gave 35 bags of cement. The group members collected building stones and labour. The local administration was supposed to mobilize the other members of the community. Since their participation was low, the water wells are open to group members only.

**Dip construction**

Help Age gave the group Ksh. 136,400 for the construction of a dip in 1996. The project is half way complete. They expect to manage and raise funds from the project. The expertise is provided by Veterinary Dept. The group supervises the work and pays the fundis from the money provided. They collect stones, transports them to site and generally provide labour.

**Famine relief**

The group received 100 bags of maize and 31 bags of beans as relief food in 1991

**Other income generating activities**

The Institute of Cultural Affairs supported the group with Ksh. 15,000 to carry out trade in chicken and maize at group level.

**Apiculture**

The group has 6 beehives

**The group joined GBM in 1984**

To get an impression of tree growing at the farms 4 members indicated their involvement as follows:-

- "I planted 2 seedlings and they all died"
- "I planted 14 pawpaw trees. Only 4 survived. The others were attacked by termites".
- "I have planted 20 trees, Cassia siamea (4), Croton (8), Neem (4) and Leucanaea (4)".
- I have planted 5 tree, Grevillea (1), Cassia siamea (2) and Pawpaw (2)".

Planting out seedlings requires tendering compared to naturally coming up wildlings. Other benefits to the group as a result of their involvement with GBM include having to open an account which has helped them to get grants from the organizations mentioned above.

The trees provide shade and woodfuel. Although the general trend is a reduction in tree planting, people do plant trees in their farms.

### Payments

No payments were received between 1984 and 1991. Payments have been made as follows:

1991	-	950.50 Ksh.
1992	-	360 Ksh (for the nursery attendant)
1993	-	883.20 Ksh. , 963.50 Ksh.
1994	-	2042 Ksh.
1995	-	3173.30 Ksh, 883.20 Ksh.

### Problems

- A GBM cheque bounced in 1993
- Mini Advisor and locational representative have not been paid for quite some time.
- Their morale has gone down and hence do not make follow-ups.
- The nursery attendant has not been paid for quite some time
- Shortage of polytubes
- Lack of technical back up as the mini advisor has stopped working

A mini-advisor, Rodesta Nduku Kyalo indicated that Tononoka WG, Nzemeli 2 WG, Wendano Wakaluni WG, Makalini Centre WG and Kiondoni Literacy WG have reduced their tree nursery activities as a result of non payment and lack of follow-up by the mini advisor as she does not get paid. As a result tree planting has reduced. The Mini advisor started working in May 1995. She was last paid in March, 1996.

The group members present were mainly old women. They gave the impression of being a knowledgeable group on which tree planting activities can build upon. Tree planting has gone on for 13 years but the exotics which may be taken as makers were not distinct in the environment.



#### **DAY FOUR            14.8.1997 (Afternoon)**

Chuluni Division, Nzambani Location, Maluma Sub-Location.

The group discussions were at Kyeni Kyakangweni WG tree nursery. 5 mini advisors (1W 4M), 57W and 14M attended the discussions. Groups represented;

- Kyeni Kyakangweni WG formed            1991
- Mululu WG formed                            1991
- Kangwene WG formed                        1994
- Kasukume WG formed                        1991
- Mwambani WG formed                        \*1995
- Ngayoni WG formed                          1989
- IAC Ngunkoni B WG formed                1995
- Hundu Niwowyise WG formed               1995
- Wanawangangani WG formed               1992
- Harambee WG formed                        1994
- Kavote MG formed                            1987
- Ushirika WG formed                        \*1996
- Kyaani WG formed                            \*1996
- Kolokamali WG formed                      \*1992
- Kyekyanyamu WG formed                    \*1992
- Muuokanyumu WG formed                    \*1994
- Ukweli na Haki WG formed                1987
- Utethyo Wanduani WG formed              1995
- Kithaani WG formed                        \*1994
- Maundomaseo WG formed                   1990
- Kiinikawendo WG formed                   1991
- Kikungu WG formed                        1995
- Kilui WG formed                            1991

The groups marked \* do not have bank accounts up to now.

#### **CASE GROUP**

##### **Kavote Men Group**

Started in 1987, the activities included planting vegetables. Charles Mutua the mini advisor introduced them to GBM. They added tree planting to their activities. Membership was 9 men. Now the membership is 3M 12W. The men moved to town to look for alternative sources of income for their families ( apparently this is a coping mechanism for drought). The group changed the name to Kavote Mixed Group. The chairperson is a man. The other group officials are women. Their income comes from the farms by working for each other at a fee. In 1996, they raised Ksh. 1500.

### **Ukweli WG**

Stated the requirements for opening an account as being - signatures of the three officials, minimum money for opening an account, minutes which passed the opening of an account, a copy of the registration certificate. It was their first time but did not have a problem. In 1996, the group raised 5400 seedlings and issued 5000 for which they received a cheque of Ksh. 9000.

### **Ushirika WG**

Assists each other in farm work but started with terracing. The advise to plant trees came from the CDA. In 1996 they issued 1500 seedlings of which 300 dried. In 1997 April they issued 1500 seedlings.

The group nurseries have indigenous and fruit trees. Indigenous trees include Kithumula, Kimisis, Muuakato, Kitula, Kitoo, Mae, Kyae, Musemei, Muua. Members of women groups attend to nurseries 2 times a week assisting the attendant in potting and fetching water.

In the location, privately owned tree nurseries thrive. Seedling husbandry was indicated to be much better and prices for seedlings are higher. Quality fruit seedlings are bought from these nurseries. Seedlings raised here include Apple mango, Mpingo, Kei apple, budded avocado, Kitoo, Kithumula, Grevillea robusta and Mikoo.

The other nurseries in the area are those of Agriculture and Forest Departments. Seedlings raised include Apple mango, budded Avocado, oranges and lemons and Grevillea robusta.

### **Problems**

Long distances are covered to collect water for the nurseries. Some groups travel up 3 Km to collect water e.g. Kangweni WG. Some groups have made an attempt to have wells, but the soils collapse rendering the facility useless. Wendowangani have dug their own well and wish to be assisted with a pump. The groups have good ideas of overcoming the constraint including buying donkeys.

### **Non payment by GBM**

- Kavoti Mixed group not paid since 1995.
- Kithaani WG not paid since 1994.
- Kikungu WG not paid since 1995.
- Mwambani WG not paid since 1995.
- Kangweni WG not paid since 1996.
- Ushirika WG not paid since 1996.
- Muwakanyomu WG not paid since 1994.
- AIC Ngukuni not paid since 1996.
- Ngayoni WG not paid since 1995.
- Kolokamali WG not paid since Nov. 1996.
- Utethyowanduani WG not paid since 1996.
- Maundomaseo WG not paid since 1994.
- Hunduniwo wisiye WG not paid since 1995.
- Wendowangani WG not paid since 1993.

**The mini advisors had been paid as follows:**

- Isaac Musyoka Kyalo paid last in May 1996
- Mbai Mutambuki paid last in 1995
- Wambua Musai not paid since he was engaged in 1996
- Josephine Gisengi not paid since June 1996
- Musyoka Musili not paid since February 1997

Although they have not been paid they indicated that tree planting is still going on. Reasons given include the other benefits accruing from trees e.g. firewood, soil erosion control and fruits. They also continue so as not to lose their earlier money for issued seedlings. The Kamba people believe that a waiting person never gives up.

The women are looking for a marketing strategy for their fruits.

The mini advisors requested if form 14 could be translated into Kiswahili to enable them make returns without asking somebody to interpret.



## DAY FIVE: 15.8.1997

Chuluni Division, Nzambani Location, Ithumula Sub-location.

Meeting at Mwembeni WG tree nursery site. A well maintained nursery with the following seedlings: Cassia siamea 4100, Grevillea 2000, Mango 250, Pawpaw 800, Acassia meliphora 14, Acassia polycantha 15, Baobab (miamba) 3, Tamarindi 200, tree tomato 2. There were onions and tomatoes as well. The nursery is well sited near a stream and shade. The nursery attendant has interactions with JICA, AIC, DANIDA, and Ministry of Agriculture. Present during discussions were 46W and 24M.

Group name	Year started	Year joined GBM
Mwembeni WG	1996	1996
Kiumoni WG	1993	1995
Kyemukaa WG	1996	1996
Mbiuni WG	1995	1995
Kandika WG	1972	1993
Mutethya WG	?	?
Kithetheesyo WG	1995	1995
Mathayoni WG	?	?
Yanzuu WG	1995	1995
Ithumula SHG	1995	1995
Mwake WG	1996	1996

### CASE GROUPS

#### Kandika WG

Started with terracing up to 1984. At the time the members were 20. At time the group joined GBM, the members were 13. Currently the members are 11 (7W 4M). They have received a payment of Ksh. 3000 in 1996.

#### Mwake WG

Also started with terracing and moved into tree planting later. Their current membership is 21 (15W 5M). The secretary to the group is a man.

#### Ithumula SHG

This is a youth group composed of men only. Their activities include brick making, vegetable growing and fund raising. The group has older men for counselling and guidance. The group is open to young women but none has joined. The land resource which they use for their activities is leased from member families with a written agreement.

The following groups do not have a group bank account:- Yanzuu WG; Mwembeni WG; Mwake WG and Kiumoni WG. They get money and put it into circulation so that it is not idle.

### **Mbiuni WG**

Issued seedlings twice in 1996. They were paid Ksh. 1000 for nursery tools. The group bought a spade, wheelbarrow, panga, watering can and a drum for water storage. They had a balance of Ksh. 200 which they put into their account.

### **Seedlings Issued**

- Mwembeni issued 4880 in May and 9260 November, 1996
- Kiumoni have issued seedlings. The members did not have the figure. They have no account but are waiting to be paid.
- Kyemakaa WG issued 2280 seedlings in 1996 and some in 1997.
- Mwake WG issued seedlings in November, 1996
- Mbiuni issued seedlings in Nov. 1995 and the two rainy seasons of 1996
- Kithethysio WG issued seedlings 2 seasons 1996. They filled the forms in March., 1997
- The group received a cheque of Ksh 1912 for nursery tools. The had wrangles and the group split. The treasurer still had the expired cheque.
- Ithumula SHG issued seedlings in November, 1995 and May, 1996. The group got a combined cheque for issued seedlings, nursery attendant and nursery tools. However, it was addressed to Ithumula WG. As a result it was returned together with a copy of the registration certificate. No replacement has been made.
- Yanzuu WG issued seedlings in December 1995 and 2 rainy seasons in 1996
- A part from some of the groups not having a bank account, quite a number of them did not know this GBM requirement until the 14.4.1997. However, a member of one women group indicated all the requirements of GBM but she was from the older groups.

### **Problems / Constraints**

- Group wrangles in one group
- Polyubes are not available. The groups said that they buy them from the mini advisors at Ksh. 20 for 200 or 500 pieces for Ksh. 50. 4 mini advisors were mentioned - Wambua Musai, David Mwanthi Mutisya and Isaac Kyalo. (*NB. Polyubes should be given out free of charge*).
- The mini advisors get between Ksh. 30-50 from each group as transport fare to Nairobi in the name of getting polyubes which they sell to them
- Polyubes are insufficient and the groups have to buy them
- Form books are also sold to groups at Ksh. 50, instead of being given out free of charge.
- Water is fetched from long distances. However, some groups (e.g. Uvungu WG) have made an effort to dig wells. These collapsed. The group needs expertise in this area.
- Delayed payments for issued seedlings

### **Comments and observations - Kitui District**

There is a lot of potential in women groups but the GBM's tree planting programme has not taken into account the apparent environmental problems and constraints.

Corruption is quite apparent in the provision of inputs to tree nurseries by the GBM staff. A number of women groups have men as officials.

## **DAY SIX - 18.8.1997**

### **Meeting and travel to Kisii**

The team had a meeting with Prof. Mathaai in her Nairobi South C house. The following was agreed on:

1. That team proceed to Kisii and South Nyanza and abandon Coast due to the problems of insecurity. The GBM team which was already in Mombasa to travel back and join the group in the field
2. Since Coast Province will not be covered in the survey, a similar area be selected and covered. Mbeere District was agreed upon

The team discussed the details of the field work with Kinara, Tom , Ngugi and Mwangi in the GBM's Ngong Office.



**DAY SEVEN: 19.8.1997 (Morning)**

**Gucha District**

Sameta Division, Bassi Boitangare Location, Igare Sub-Location.

The following indigenous trees were seen growing in the farms:

1. Omotaranganga
2. Omosabakwa which has disappeared from the area
3. Croton Mestochytus
4. Markhamia lutea
5. Omogonchoro - Albizzia spp.
6. Omosarigo
7. Sesbania sesban
8. Guavas
9. Omonyia for firewood
10. Omosasa for firewood
11. Riteke for timber
12. Omobondo
13. Mischofia
14. Omogendia
15. Cassia siamea / spectabilis - Exotic
16. Mimosa - Exotic
17. Pawpaw - Exotic
18. Grevillea - "Exotic"
19. Calliandra - "Exotic"
20. Neem - "Exotic"

Groups working with GBM in Igare Sub-Location

- Mwakerongo WG formed in 1989 joined GBM 1991
- Mwagwachi (St Jude) WG formed 1987 joined GBM 1989
- Avocado WG
- Jua Kali WG
- St. Anne SHG
- Keigamere 2 WG
- Mwanderera WG
- Enamba SHG
- Mochengo SHG
- Boitang'are SHG
- Orosiaga WG
- St. Mary's Rachuka SHG
- Mwaena SHG formed 1995 joined GBM the same year

The team interacted with 5 women and 5 men representing four groups.

## **CASE GROUP**

### **St. Jude SHG (formerly Mwagwachi WG)**

This group started in 1989 as a family life education group of the Catholic Church. Membership then was over 40 people. During one of their family life education seminars they got to hear about GBM. So in 1989 they joined GBM with 17 members and continued to plant trees from which they have many benefits. They include boundary marking, firewood, timber, etc. Their membership now is 7W and 5M.

They have received payment twice since they started. The first cheque was for nursery equipment. They do not have an account up to now. They traded in the paid cheques in the D.C.'s office and in the Catholic Mission.

Records are not taken seriously by the group. They perceive the process as having no follow-up and since the money paid is not a loan, and they are not going to repay, they have no obligation to keep clear records.

### **Mwakerongo WG**

This group started in 1989 with 22 members (14W 8M). The group hired land for cultivation of maize and pyrethrum for which they raised money. They have a bank account.

The group slackened for sometime but picked up again in 1991 when they joined GBM. Presently the group consists of 12 family members (5W, 3 older men and 4 youth). The young people help to run errands of the group. The process also inculcates knowledge and skills to the young people. The group keep bees and have 2 bee hives.

They received Ksh. 4300 from GBM towards the end of 1996. They had raised 6800 seedlings (4300 indigenous and 2400 exotic). They have received a cheque which includes payment to the nursery attendant and purchase of nursery tools. The nursery attendant kept the cheque. There seemed to be wrangles in the group. The group was heading for a split. The women in this group did not feel confident on answering questions or even being in charge. They kept on referring to the nursery attendant (a man). The chairperson of the group was not present. She was indicated as the one not recognizing the separate payment for the nursery attendant.

### **Mwamaena WG**

This group started in 1995 with the initiative of the mini advisor (a woman). The treasurer is a man whereas the other 2 group officials are women. The group does not have nursery equipment. They have never received polytubes. Nevertheless, the group raised 2000 seedling in 1995 and made returns to GBM. In 1996 they raised some seedlings whose number could not be established from the discussion. The group made returns. Their last report to GBM was in March, 1997.

Due to lack of response from GBM, the morale of the group is low. They are inactive at the moment

## **DAY SEVEN**

**18.8.97 (Afternoon)**

### **Kisii District**

Masaba Division, Nyaribari Central Location, Kiamokama Sub-Location

Interacted with 35W and 15M representing the following groups

- Getunwa WG formed 1996 joined GBM 1996
- Mworenge WG formed 1990 joined GBM 1990
- Mwangige WG formed 1988 joined GBM 1989
- Mwakerubo TNG formed 1996 joined GBM 1996
- Amagena WG formed 1990 joined GBM 1990
- Mwamoikobu WG formed 1994 joined GBM 1995
- Mwamabeta WG formed 1990 joined GBM 1990
- Mwahenry SHG formed 1995 joined GBM 1995
- Mw'Omwoyo TNG formed 1995 joined GBM 1995
- Mw'Ouko TNG formed 1995 joined GBM 1995
- Nyaibasa WG formed 1989 joined GBM 1989
- Mwanyarangi WG formed 1984 joined GBM 1994
- Kabosi Family Life Group formed 1988 joined GBM 1989

### **CASE GROUPS**

#### **Mwanyarangi WG**

Has a membership of 14W 6M. Started tree planting with KWDP in 1986. Joined GBM in 1994. So far the group has been paid only once in 1995.

#### **Mwangige WG**

This group started in 1988 with a membership of 27 (20W 7M). They were planting pyrethrum. The money earned was used to open an account. Tree planting started with GBM in 1989 with only 8W and 4M having been introduced to GBM by the mini advisor. The mini advisor provided the group with tree seed with which they started off the tree nursery. They raised about 350 seedlings.

They were provided with polytubes in 1994. They received a cheque of Ksh. 3044 in 1995 from which the group paid the nursery attendant Ksh. 700, bought nursery tools and utensils for their members.

#### **Mw'Ouko TNG**

This is a youth group started in 1995 with a membership 5W and 6M. It was initiated into tree planting by Nyaibasa WG. They were issued with seedling by Nyaibasa WG and then given seeds to start their own tree nursery. The group raised 2559 seedlings in 1995 of the following types - Cypress (majority), Calliandra, Loquarts, and Sesbania sesban. In 1996 they raised 3320 seedlings which were issued in May 1996 - Loquarts, Avocado (majority), Cypress and Cassia. The groups have not been paid at all



### **Paid up Groups**

The following groups were paid as indicated:-

- Umoja Youth Group paid twice in 1993
- Amagena WG paid in 1993 and 1995
- Mworengo WG paid in 1993 twice, 1994, 1995, 1996
- Mwamabeta WG paid in 1994 twice, 1995
- Mwanyarangi paid in 1993
- Nyaibasa paid in 1993, 1995

### **Problems**

Non payments by GBM

Non response by GBM

Cost per seedling is too low - paying 50 cents

### **Comments and observations - Kisii District**

The groups are mainly family groups. Groups emerging in 1995 known as self-help or tree nursery groups are comprised of young people. Men are in control of groups including women groups.

**DAY EIGHT      20.8.1997 (morning)**

Homa Bay District, Asego Division, Kanyada Location, Kanyango Kalanya Sub-Location.

The team visited 2 sites in this Sub-location.

St. Maria WG tree nursery site on Peter Tumba's farm. The nursery had 1000 seedlings of which 90% was *Leucanea* and the rest *Cassia siamea*, *Taminalia brownie* and *Mango indigivera*. Seeds are put in a seed bed and then procked out into polytubes (a tedious and labour demanding exercise).

In the farm were the following trees planted in different quantities.

1. Croton - Onera
2. Markhamia lutea - Siala
3. Grevillea
4. Cassia siamea - Owino
5. Leucanae - Lucina
6. Calliandra
7. Nandi flame
8. Pawpaw - Paipai
9. Lemon - Ndimu
10. Avocado
11. Mangoes
12. Acassia polyacantha - Obong'u
13. Eucalyptus spp
14. Cypress - ombudho
15. Taminalia mentalis
16. Passion liliac
17. Jacaranda
18. Guavas

Interacted with 15W and 11M representing the following groups

Group	Year formed	Joined GBM (year)	Paid last (year)
St. Maria WG	1995	1995	
St. Charles WG	1995	1995	1995
St. Stephen WG	1989	1989	
St Andrew WG	1992	1992	1995
St. Chrisantus WG	1993	1995	1995
Kaketch WG	1987	1989	1994
Kogutu WG	1989	1994	1995
St. Tobias WG	1995	1996	Not paid
St. James WG	1996	1996	Not paid
St. Flora WG	1995	1995	Not paid
St. Norah WG	1996	1996	Not paid
Nachani WG	1995	1995	Paid for tools only
Sawanga WG	1994	1994	
St. Vincent WG	1992	1992	
St Denis WG	1995	1995	
Kanyango WG	1996	1997	

## CASE GROUPS

**Kaketch WG** started with a membership of 39 (20W 19M) people and were planting vegetables (greens, tomatoes) and maize. Now the members are 15 (9W 6M). Some left for employment elsewhere and others became lazy. The first groups who joined GBM advised them and they were motivated by the payments for seedlings. They have received 6 payments since 1989. Their last payment was Ksh 3000 in 1994. The money was shared among members. Some money was used to replace a watering can. The group was last visited by GBM in 1995. However, they continue making returns to GBM.

3 groups - St. Norah, St. James and St. Flora do not have bank accounts. The Homa Bay seminar of August, 1995 seems to have contributed to the reduction of their morale in opening an account.

## Problems

Water - the water is collected from a long distance. Locating the nursery near water points is not possible as they are disturbed by livestock and people also steal the seedlings. Storage drums could ease the problem.

Near homesteads the nurseries are disturbed by chicken. Groups require barbed wire and chicken wire as part of the materials for nursery management. Quite a number of groups mentioned not having nursery tools.

Polytubes are provided irregularly and are few for the intended work e.g. St. Chrisantus received only 200 in 1997. St. Maria were able to buy the polytubes from Homa Bay FD. Groups can come together to buy polytubes in bulk. They indicated this as possible.

Forms are not available when needed.

**Proposal for improvement**

Offices to be closer to the women groups and field officers to visit them regularly.  
Payments to be regular.

Pay mini monitors and nursery attendants to motivate them give their services.  
The most important aspects to be addressed are the payments and nursery tools.



**DAY EIGHT: 20.8.1997 (Afternoon)**

**Upper Kalanya Kanyango**

The Mission interacted with 13W and 12M representing the following 8 groups

- Odede WG formed 1996 joined GBM 1996
- Tana WG formed 1994 joined GBM 1995
- Ochuna WG formed 1992 joined GBM 1992
- Kochieng E WG formed 1995 joined GBM 1995
- Owang River Side WG formed 1991 joined GBM 1996
- Nyolonyi WG formed 1995 joined GBM 1995
- Kawino Tree Nursery Group formed 1994 joined GBM 1994
- Kobar WG formed 1989 joined GBM 1990

**CASE GROUPS**

Owang RS WG started in 1991. Their activities then included cultivation of vegetables (cabbage), sorghum, sweet potatoes, sugar cane, benefited from a water well from AMREF. Membership then was 20 people. Membership now is 19 (13W 6M). The group joined GBM in 1996. They have issued seedlings for planting three times. Seedlings raised in 1996 were 2000. The group has been paid (Ksh 2921) only once in November, 1996 for nursery tools.

**Payments made to groups**

- Tana WG were paid 3 times in 1994, 1995, 1996 one payment was for nursery tools.
- Kochieng E have not been paid neither for tools nor seedlings
- Odede WG were paid for tools and seedlings in 1996
- Ochuna WG have not received any payment. The group started with members who were not committed to work. They worked for 3 years before being visited by GBM in 1995.
- Nyolonyi WG were given Ksh 3700 for nursery tools in 1996
- Kawino WG were paid for nursery tools in 1995. Raised 1440 seedlings for which they were paid Ksh 2640. Indigenous spp and fruits were one shilling and fifty cents for exotic spp
- Kobar WG were paid Ksh 1700 for nursery tools in 1991. The group has issued seedlings since 1991 to 1996. They have paid some of it but details were not available.

All groups represented had bank accounts except Ochunsa WG. They did not know the procedures of opening one.

**Problems**

1. Seedlings are attacked by termites which could be controlled by destroying the ant-hills
2. Poly tubes are very scarce and once available the groups get only a few.
3. The groups are not provided with books which hold the forms. The forms are irregularly received from Nairobi.

4. Water is collected from a distance. The groups require drums for storing water particularly for the days they do not turn up to fetch water.
5. Delayed payments reduce the morale.
6. Non payment to field workers (mini advisors) e.g. Dominic Odhiambo had not been paid since 1994.
7. There are now 4 representatives (1W 3M) to address group interests in relation to GBM activities. However, by shifting their expenses to groups, it is not certain whether this will work. The groups feel that GBM should bear the responsibility as they used to do in the past.

Since the Homa Bay seminar of August 1996, the groups have tried to rectify their mistakes but GBM has not kept the promises they made then. As a result, some groups have become dormant.

Groups do not fill forms with confidence and others have stopped since they are not paid.

The groups asked whether they can join the food security programme. Six members were already trained by GBM but were given certain conditions, e.g. the problem of cheating needs to be ironed out.

**DAY NINE: 21.8.1997**

Homa Bay District, Riana Division, South Kabuoch Location, Kamenya Sub-location.

The Mission took a long time in getting to the interview site. The short route through Awendo was indicated to be impassable as it had rained the previous day. We took Rodi Kopany road and it was not until 12.00 noon that we arrived at Kamenya Sub-location. We were received in Mr. Paul Amadi's home, assisted by his wife Jane, and eventually given a go a head by Richard Owich the clan elder for Kabonyo village. We got the escort of his nephew to Oriama WG tree nursery site.

Oriama WG tree nursery site had the following types of seedlings

1.	Leucanae	- 9 young ones and 100 overgrown
2.	Lemon	25
3.	Pawpaw	a few
4.	Cypress	1150
5.	Passion	7
6.	Nandi flame (yuoma)	150
7.	Yellow passion	15
8.	Cassia spectabilis	a few
9.	Grevillea	48
10.	Eucalyptus saligna	400
11.	Ogalo	100
12.	Cassia siamea	50

Other than the overgrown Leucanae which was not root pruned, the nursery was well managed with good and simple technologies of sustaining the process of tree nursery management. Sited near a river, under shade, composting and other simple technologies were evident.

In attendance were 5 women (2 from non GBM groups) and 3 men (one nursery attendant, one mini advisor).

**CASE GROUPS**

**Ageke WG**

This group started in 1993 with merry go round activities and assisting each other in cultivation. The membership then was 36 people. Oriama WG split out of Ageke WG in 1994 and left Ageke with 10 (7W 3M) members. Their tree nurseries are opposite each other. Ageke WG heard about GBM through the church and joined in 1995. In 1996 the group raised 1000 seedlings and 8000 seedlings in 1997. They have not received any payments. However, they have made returns to GBM except for those of November 1996 when the mini advisor refused to sign the forms. The group has never been visited by GBM but when in need of information concerning GBM, they have been consulting Mr. Paul Otieno (mini advisor). This has now stopped as Paul feels that he works for nothing. The group has communicated to GBM about their predicament. They got a response from GBM but the letter took long to reach them. The owner of the post office box took long before giving the letter to the group. They have now changed their address to P.O Box 3, Pala Sare.

What is their future like? They indicated that tree planting will continue because of their usefulness. GBM has not provided the group with nursery tools but they have improvised. The group has a nursery attendant (a man). They have no bank account although they are quite aware of GBM's conditions for payments.

**Oriama WG**

This group was formed in 1991 around Janice Apondo's private tree nursery which he started way back in the late 60's. He was trained by FD (Danida) and Agriculture Department. He used to issue seedlings to other people at no cost. The group joined GBM in 1995. This was as a result of messages received during a seminar at St. Philips Kaguria.

The women had very little knowledge of trees in the nursery. In fact they had not been to the nursery for the last 2 weeks. They indicated that the trees are planted by their husbands as the reason for not knowing the tree types.

The mini advisor was a nursery attendant since 1988, who became a mini advisor in 1993. The advisor has not been paid up to now. He was promised a bicycle to assist him reach more groups.

Other problems mentioned include the issue of polytubes.

**Comments and observations - Homa Bay District**

The groups seem to be family groups. Reasons given included difficulties encountered when organizing members when they are scattered. With family groups issues are addressed immediately and members are easy to get.

The groups are aware of the food security programme and the conditions they need to fulfill.

Out of 17 groups only two had women as nursery attendants. They indicated work load as a constraint

There are other agencies in the region involved in tree planting and food security.

**22.8.1997** The team travelled back to Nairobi.



#### **DAY TEN 25.8.1997**

The team spent some time in the GBM's Ngong office and travelled to Embu.

#### **DAY ELEVEN 26.8.1997**

Mbeere District. Gachoka Division, Mavuria Location, Kithunthini Sub-Location

Ciathumbu Adult Group tree nursery site. Species in the nursery included Grevillea, Melia Vorkansii, Pawpaw, Mangoes, Avocado. The seedlings were over 1000. The soil used in the nursery is sand and does not retain water. The seedlings looked stunted showing obvious deficiencies as the leaves were yellow.

Five groups were represented during the discussions

- Ciathumbu Adult Group formed 1994 joined GBM 1996
- Nelward TNG formed 1994 joined GBM 1995
- Benrose TNG formed 1992 joined GBM 1995
- Gikondi SHG formed 1993 joined GBM 1995
- Muvungo WG formed 1996 joined GBM 1997

#### **CASE GROUPS**

##### **Benrose TNG**

This group started with merry go round up to 1993. Tree planting started with training given by Plan International (PI) in 1993 at Gatirare Primary School for 2 weeks. Other aspects covered during the training include terracing, composting, planting in lines, use of local herbs and trees for various needs - medicine, soap, pesticides. The members were 20 women. Now the membership is 25 (20W 5 M). PI had follow-up up to 1994.

The knowledge gained is being applied up to now and includes composting and pesticides when funds are not available to buy the commercial fertilizers. This was indicated by one woman member of the group. She maintains the terraces and has planted over 50 trees 35 Mikau. (Melia forcasii), 20 Grevillea, 12 mangoes, 5 Guavas, 2 Lemon, one tangerine. Of these, those planted after weaning from PI include 2 Guavas and 5 Grevillea.

The group joined GBM because they were told that they will be paid for tree planting. Tree planting started in first in members' farms. This has improved tree population in the farms.

##### **Ciathumbu Adult Group**

Joined GBM because as a group they have more strength. One man in the group who was representing his wife during the meeting indicated that he has his own tree nursery. He raises citrus, pawpaw, miraa seedlings. The cost for citrus and pawpaw is Ksh 10 and that of Miraa is Ksh 50. He concentrates on these few species because they have a ready market and water is a constraint. He is able to raise between 300-400 seedlings per season.

It is easy to manage a tree nursery at group level than individual level because of the water constraint. The group has issued seedlings 4 times in 1995 and 1996. They have been paid twice (Ksh. 1800 and 2800) including payment for tools. The payment for seedlings were made in April 1995. The group has a bank account. They were last visited by the monitor during the seminar of 1995. They do not have a mini advisor but have a locational representative who is also a member of the group.

Malume WG were not represented. They have been dormant since 1996. Reasons for their dormancy were indicated by the representative as being group wrangles. She has been able to meet them and as a result they shared the proceeds of a cheque they received from GBM. It was indicated that group members come from 2 different sub-locations.

#### **Perceptions on use of wildlings and protection of naturally germinated seeds**

This was indicated and observed as a possibility of improving tree population in the area. However, the women feel that it is only the seedlings raised in the nursery that need management. The wildlings are not easy to protect since they are scattered. They generally did not consider the idea of protecting wildlings as tree planting.

#### **Problems / Improvements that could be made**

- Lack of nursery tools have not been provided.
- If provided with drums to store water it will make their work easier as water sources are quite far. The source of water dries out at the end of August and women are compelled to travel 10 Km to fetch water.
- Need for fencing materials as the nursery seedlings are destroyed by livestock
- The groups need improved varieties of fruit trees
- They require training particularly in nursery management - seedling handling in the nursery and in preparation for out planting. This could be on site. Only one person had been trained by 1997.
- Seedlings die out in September due to drought. Nearer water sources are dry at this time.
- There are delays in payment from GBM
- Communication to Nairobi is through mail and monitors are in Nairobi. This makes it difficult for groups in terms of consultation on GBM matters.

It was observed that some groups are family based, e.g. Benrose and Nelward. However, this had been discussed with the groups to have necessary changes. Nevertheless, it was noted that a cheque of Ksh. 1703 received by Nelward group was cashed and used by one member who did not inform the other members.

## **DAY TWELVE     26.8.1997 (Afternoon)**

Murang'a District, Kahuro Division, Mugoiri Location, Mirichu Sub-Location.

FSP - The Mission interacted with group leaders (42W 2M) who coincidentally had a meeting on food security at Mwara Primary School. The following groups were represented and included those from Kihuro Sub-location.

- Wanyoni WG formed in 1995 joined GBM 1995
- Githagara CPK formed 1986 joined GBM 1986
- Kahuro Nyamukuyu WG formed 1980s joined GBM 1990
- Kiboi WG formed 1995 joined GBM 1995
- Mikige SHG formed 1995 joined GBM 1995
- Cungurua Adult G formed 1994 joined GBM 1994
- Mirichu B WG formed in 1976 joined GBM 1986\*
- Mirichu A WG formed 1970 joined GBM 1987\*
- Mwara Adult G formed 1995 joined GBM 1995
- Mwara Primary School joined GBM 1995
- Rware SHG formed 1992 joined GBM 1992
- Kaihungu SHG formed 1995 joined GBM 1995
- Kiumba Kiharu WG formed 1995 joined GBM 1995
- Kirangari Mwireri SHG formed 1986 joined GBM 1986
- Komba WG formed 1995 joined GBM 1995
- Komba Youth SHG formed 1995 joined GBM 1995
- Ndiara WG formed 1993 joined GBM 1993
- Yamugwe WG formed 1970 joined GBM 1985\*
- Gatitu WG formed 1987 joined GBM 1987\*
- Yamugwe B WG formed 1986 joined GBM 1986\*
- Kiumba WG formed 1971 joined 1985 \*

Groups marked \*were Nyakinyua Ciabanga Mabati groups whose major objectives was to build iron roofed houses for their members.

### **Activities of the FSP**

Water harvesting, Composting, Double digging, Deep digging, Planting of traditional foods which include sweet potatoes, arrow roots, yams, sugar cane, sorghum, managu, etc. and other vegetables like sukuma wiki, cabbages, carrots and tomatoes. The activities include techniques for environmental conservation like terraces and trenches for soil conservation. The traditional foods had been displaced with exotic foods due to colonisation and adoption of exotic lifestyles. Indigenous foods are now appreciated and households can now prepare traditional dishes which are more nutritious.

The women are quite conversant with the techniques of double digging and composting. The two techniques take a lot of time. Although the returns are high compared to the labour input as mentioned by the women, the older ones are not able to do the work. Their children or grandchildren or hired labour do the job. Hired labour costs Ksh. 60 for women and 70 for men. The difference is due to the fact that women are also paid in kind e.g. can be given vegetables, firewood or any other material according to need.

### **Added value of FSP**

Include enhanced water retention by the soil beds thus improving its availability to the crops over a long period, indigenous foods have started to come back and the younger generation is getting to know them, nutrition is expected to improve, environmental management techniques are employed.

### **Suggestions for improvement**

- Group requires to have a goat component introduced
- Group needs working tools
- Water problems to be addressed



## **DAY THIRTEEN 27.8.1997**

Mbeere District, Gachoka Division, Mbeti South Location, Gachoka Sub-location  
The team sat at Kamuringo SHG tree nursery site which had the following Species  
Grevillea robusta, Casia siamea, Taminalia brownie, Passion spp., Muringa, Pawpaw,  
Cypress, Water melon, Jacaranda. The nursery was well organized and maintained.  
The pawpaw leaves were prone to being eaten by birds.

23W and 3M were in attendance representing the following groups

- Kamuringo SHG formed 1986 joined GBM 1994
- Mumbuwanguru SHG formed 1990 joined GBM 1993
- Kaganjo SH WG formed 1993 joined GBM 1994
- Kantheru SH formed 1990 joined GBM 1993
- Kamucii SHG formed 1993 joined GBM 1994
- Witeithie WG formed 1997 joined GBM 1997

### **CASE GROUPS**

#### **Kamuringo SHG**

Started with farming beans for sharing out to members and selling and buying for each other utensils. The group membership was 60 (50W 10M). These activities continued up to December 1993. They moved into tree planting in January 1994. The reasons given were that the beans and cotton were not doing well and they required to plant trees for wind protection as the trees were getting less in their environment. The members consulted the Forest Department (FD) at Gachoka Division offices. Forest Department introduced the group to GBM. They then wrote to GBM and were offered a training programme at Kyamusinga Church grounds in August 1994. Afterwards they started a tree nursery. The membership now is 34 women. The group does not have men as they do not mix well with women when carrying out nursery activities. However, they (men) were indicated to be involved in other tree planting activities like digging holes, planting and pruning. The men sit in during planning sessions. They have not started harvesting trees yet. They expect to harvest trees for firewood and timber in the next two years.

They intend to improve the population of pawpaw and mangoes. It is important to note that this fruit trees were introduced to the area in 1946. But because of variability of rainfall resulting in water stress they are not many. Improved varieties for this ecological zone is a possibility.

The group received a cheque of Ksh. 1600 for tools in 1994. They were also paid Ksh. 3600 for 2400 seedlings in 1994. This included payments for the nursery attendant. They were paid again Ksh 3000 in 1995 which included Ksh 700 for the nursery attendant. The filled up forms were sent back and forth between the group and the GBM Headquarters regarding the number of seedlings.

#### **Kaganjo SH WG**

Was formed as a health and sanitation group. They also cultivated beans in a shamba donated by one of their members. After harvesting, they shared the produce (4kg per a member). The members were 25 (20W 5M). They joined GBM after attending the same training as for Kamuringo SHG. Their first seedlings were issued in 1994 to contribute towards an improved environment. They buy for each other utensils and lessos.

The group has benefited from Plan International (PI) by the construction of a surface dam which provides water for raising seedlings. However, at the peak of droughts, the dam dries out. Well digging is quite expensive (Ksh 250 per foot). Membership now is 17 (15W 2M). The others who left the group found the work demanding and hence joined groups where they only contribute money.

In 1995 they issued 3800 seedlings. 1996 was a very dry year hence out planted seedlings dried out and they did not raise any. The group filled forms at issuing. The groups has received two payments for nursery tools (Ksh 1600) and for the seedlings issued during the long rains of 1995 (Ksh 1600).

Filling of forms is a tedious exercise and they confuse the women quite a lot. It was indicated that a cheque issued to the group was returned although they did not see it. Their postal address changed to 945 Embu.

Other groups like **Mumbuwanguru SHG** received Ksh 1600 for nursery tools and nursery attendant. They received payments for issued seedlings in 1995. **Kantheru SHG** was not paid for tools nor for the seedlings issued in 1995. **Kamicii SHG** were paid Ksh 1600 for nursery tools. The payment included Ksh 500 for the nursery attendant. They also received payment for seedlings issued in 1995. Majority of the members are young people. The group had more men earlier. Their needs were shelter and hence building houses for each other. Many of the seedlings they raise are *Grevillea* and fruit trees. **Witethie WG** have 30000 seedlings in the nursery, have two nursery attendants, contributed Ksh 60 per member to buy polytubes. Tools used belong to one of their members who is an employee of the treasurer who stays in Nairobi. The group was introduced to GBM by the treasurer. Other officials are teachers. Were initially a merry go round group. Membership is 116 women. It looked like this group has a different character.

The groups prefer *Melia Vorkansii* for its attributes of being drought resistance and its multipurpose use but is difficult to germinate and establish. Also preferred are fruit trees. No training for the groups had been given since 1994.

#### **Training needs**

Include how to plant *Melia Vorkansii* successfully, establishment of improved (grafted) fruit trees and record keeping.

All groups have bank accounts.

#### **Problems**

Problems expressed by the groups include water which is both far and variable, birds which destroy pawpaws when they are in the nursery, payments which are irregular yet it is not clear what they are paid for. They did not seem to understand GBM system.

The mini advisor Ernest Nyangangari joined GBM in 1995. He has received payments twice in 1995 and 1996 of Ksh 1200 each.

## **DAY THIRTEEN**

**27.8.1997 (Afternoon)**

Mbeere District, Gachoka Division, Mbeti Location, Kiamuringa Sub-location.

Meeting at Ciakimbu Youth SHG tree nursery site. 30W, 12M and 4 young boys in attendance. The nursery had Grevillea (Mukima), Agrocarpus (Mubondo), Cypress (Mutarakwe), Pawpaw, Markhamia (Moo), Cassia siamea (Muvesi), Croton (Mutondo), Muringa, Passion spp, Tamarindus indica (Muthithi).

Groups represented

- Kamwene SHG formed 1995 joined GBM 1996
- Kamugaa WG formed 1992 joined GBM 1997
- Muteme Usafi WG formed 1992 joined GBM 1993
- Joda WG formed 1992 joined GBM 1997
- Ciakibu Christian SHG formed 1994 joined GBM 1994
- Ngangare Catchment and soil conservation Group formed 1994 joined GBM 1995
- Ciakigathe Communal Health Workers Group formed 1994 joined GBM 1994
- Ciakimbu Youth formed 1997 not yet registered with GBM

### **CASE GROUPS**

#### **Joda WG**

Started in 1992 with tree planting activities, cultivation of potatoes, vegetables. The group disintegrated in 1994 - 3 months after joining GBM. The members revived the group in 1997 and started with the nursery. They were initially 30 (25W 5M) members but now they are 20 (15W 5M). The activities of other groups motivated them to revive their group. The group cultivates farms for each other. They have realized the importance of trees in causing rainfall. They indicated that there is less importance given to indigenous trees but they realize that God has given them power to address the same.

#### **Kamugaa WG**

Started with 26 women but now they are 22. The group cultivated for each other but also contributed Ksh 30 per member for joining the group. Now the amount is Ksh 50. A new member contemplating joining the group will pay Ksh 500. They were planting trees even before joining GBM using such materials as tins and milk packets. This was own initiative as one member had an interaction with somebody raising seedlings in Embu. They were recruited by the mini advisor to join GBM. They were also attracted because they could receive free polytubes and be paid. However, this has not happened and they have to buy polytubes (Ksh. 300 for 1000 tubes). They have recognized that the seedlings raised using polytubes survive more than those raised using tins. The group has filled GBM forms and are waiting for payments.

#### **Ngangare Catchment Group**

Was constituted to address soil and water conservation activities of agriculture department. Their activities include terracing, cut off drains, grass strips, gully filling (gabbions). They offer technical support in laying and maintaining soil and water conservation measures. They have so far covered 10 gullies. They were 32 (20W 12M) but now they are 20 (10W 10M). After the soil conservation programme of the department of agriculture weaned out of the catchment, the group expanded to a membership of 32.

They received a cheque of Ksh. 1620 which has not been cashed as the old officials ran away with it. The matter was reported to the assistant chief and is being followed-up officially.



**Kamwene SHG**

Were dormant in 1996 due to non payment for trees issued. The officials were men. The group revived in 1997 with women as officials. The group does not have an account but intends to have one soon. They are aware of GBM procedures.

**Ciakimbu Christian SHG**

This group has stalled 2 times since they started. The tree nursery was a private one before the group formed around it in order to join GBM. The officials were all men, the owner being the chairman. Members contributed Ksh 900 with which they intended to open a bank account. Unfortunately this money was used by the chairman to take his wife to hospital. The matter was sorted out through the assistant chief and the chairman of the group was asked to refund the money. The group received a cheque from GBM but was not cashed. Members seemed to come from the same family. The group has not received any payment from GBM.

**Comments and observations - Embu District**

The environmental constraints are much the same as those of Kitui. However, upper Embu has a lot of planted trees but of mainly Grevillea. The groups have the capacity to address issues affecting them particularly those that are related to materials.

**Ciakigathe Communal Health Workers Group**

This group was essentially a Plan International formed group to address hygiene and sanitation in the households. They have been trained by Plan International on Primary Health Care concepts including distribution of basic drugs. The membership was then 35 (19W 16M). Now the membership is 29 (24W 5M). All officials are men. They have been paid three times but could not remember the amounts (in our opinion this could not be true as the same officials had the details for other activities).

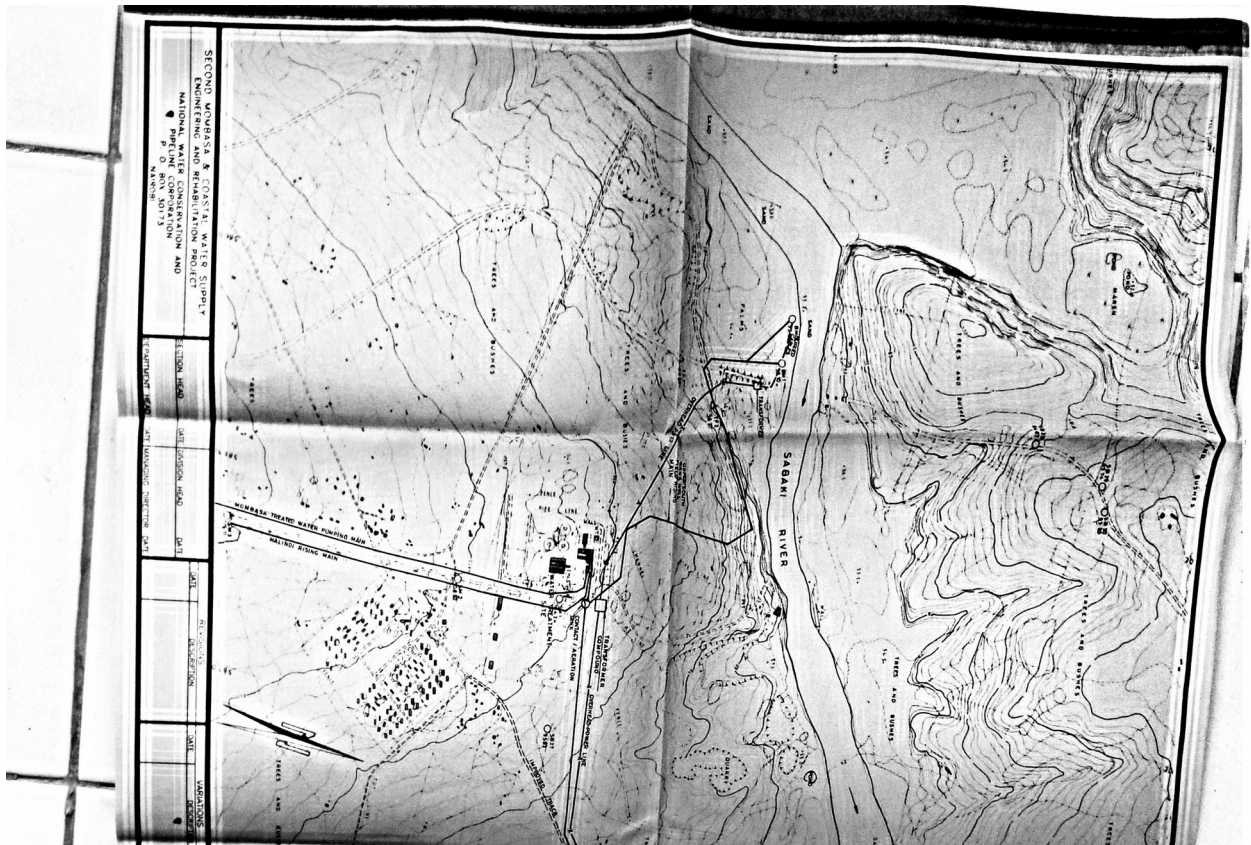
**Problems and expectations**

Water majored as a priority area of concern - boreholes, tanks, surface water dams. Polytubes are few and irregular.

Payments are irregular and payments per seedling is low for the inputs from group members.

Termites reduce the number of seedlings surviving. The groups are aware of the FSP.





**Why venture into indigenous foods?**

The foods had become scarce and some of them are quite nutritious. The land parcel sizes have become small and hence the need for techniques to integrate various foods crops into the small space. The technologies promoted include terraces, fanya juu and fanya chini and holes. Labour input was indicated to be high but the results are good. The crops are healthy and take a shorter period to be ready. The members gave the example of sweet potatoes.

The food security programme started in 1989 but in Kanyariri School. This was after Ms Lillian Njehu attended a seminar organized by GBM in 1988. She then attended another seminar in 1991 after which she introduced the group to GBM and started the FS activities in 1994.

**Constraints and expected improvements**

Manure is perceived to be insufficient. However, it was noted that the group does not have knowledge on agroforestry and on how they can maximise use of local resources that are found in their environment. They expect manure to come from dairy animals

**Observations by the group**

- Digging of soil conservation structures is tedious work particularly for the old folks.
- When the water project is a success they will venture into poultry
- They require training in technologies for improved production from small farms
- Training of primary school going children was also preferred.

**DAY FIFTEEN    29.8.1997 (Morning)**

The team held discussions with GBM staff including GBM Coordinator. These issues that were discussed were as follows:

**Existing Structure of GBM**

Coordinator	1 (woman)
Administrative Secretary	1 (woman)
Project Officers	7 (all men)
Monitors	26 (16w 10m)
Mini-advisors	400 30% women
Nursery attendants	5000 50% women

Hiring of staff depends on who is looking for a job and what their background is. But those joining as monitors must have worked as nursery attendants and mini-advisors. Staff are paid allowances due to constraints of budget lines. The decision to take somebody on full time depends on one's creativity as defined by how responsible he is, productivity and vision. The Coordinator makes the decisions.

It was noted that management in the field is a problem due to dishonesty.

Activities of GBM were indicated as tree planting, decentralization, FSP, Peace Trees, civic education and FCGG.

Research has not received priority and nobody is in charge.

No surveys are carried out in any area before GBM Zeros in to work with groups.

GBM has no intention of moving away from tree planting as it is the basis of the movement.

Accounting: There is a parallel system in place with a part time person in accounts for internal controls.

### **Governance (policy making)**

Tree nursery groups	5000 persons
They identify nursery attendants / mini advisors	
TN representatives at sub-location level	5000 persons
They identify 2 sub-location delegates	
Sublocation delegates	800 persons
Division TN representatives (3 per division) (one is identified to become a member of the general committee (Board?))	480 persons
General Committee	160 delegates 6 secretariat 3 to 5 external invited persons
Executive Committee (Selected by the Board)	35 persons 5 external invited persons 6 persons from the secretariat
Management Committee	Coordinator 3 persons from the secretariat 3 external invited persons

This process is on-going, and is expected to take up to December 1998, before it is fully in place.

The process is intended to facilitate the development of a model whereby groups are autonomous in terms of what they need to do. However, there is resistance from the mini-advisors.

There is no gender policy to assist in developing a process which is gender responsive.

GBM has had an attempt to computerize her activities but has not succeeded due to security issues i.e. the need to secure the premises to avoid theft of computers. The firm that was contracted to assist in the computerization process was not competent.

GBM has not been focusing on hardening seedling for out planting. Also not addressed are other strategies versus the nursery strategies.

There is no possibility of increasing the cost of seedlings paid to groups.

### **Proposed activities and structure of GBM**

#### Projects

- Tree Planting
- Food Security
  - Biodiversity FCGG
  - Health and Nutrition
  - Water Provision
  - Food production

#### Advocacy

- TCRs
- Peace Trees



**DAY FIFTEEN 29.8.1997 (Afternoon)**

The Mission visited Kanyariri High School.

Other than the watchman, nobody was available. The school seems to have benefited from GBM in Tree Planting as a variety of indigenous trees were noted in the compound. The nursery was dormant with outgrown seedlings which have become sticklots.

The school kitchen was well equipped with energy saving firewood stoves donated by GBM.

The food security activities observed included raised mounds of sweet potatoes. No other crops were evident.

## **DAY SIXTEEN 1.9.1997 (Morning)**

The Mission visited GBM Ngong offices and continued discussions with GBM staff including the Coordinator.

The accounts were presented to the Mission.

The total GBM budget in 1996 was 57.2m Ksh. Not all was spent but the NOVIB budget was all spent.

GBM has an impersonal account for NOVIB funds. Cheques drawn on the account showed some irregularities, e.g. large amounts were drawn through Kilimanjaro Pharmacy.

GBM does not have any criteria for selecting women groups to work with. Registration of women group was indicated to be demand-driven. The on-going decentralization process may address some of the problems noted with women groups. It was noted that GBM does not have the capacity to handle some problems noted in the field.

The idea of establishing a business network with groups is on GBM's drawing board. There is potential in this area for groups particularly in hand-crafted items, food distribution and processing.

### **What will be GBM's next phase after Tree Planting?**

Intensive land management.

- Water Provision
- Tree Planting
- Food Security
- Biodiversity

Groups will continue to be vehicles for implementation and decentralization will go on as a management process along side project development.

Way forward. GBM expects to come up with strategies to develop and sustain financial independence for groups and for herself.

For groups	:	Capacity building through exchange visits and other means, will be promoted.
GBM	:	GBM Safaris
		Development of proposal on the ideas which are already on the drawing board.
GBM	:	GBM indicated the likely involvement of an external consultant to assist with the development of the above cited ideas.

## **DAY 16 1.8.97 (Afternoon)**

The team visited Langata Training site for GBM. The facility was bought at a cost of Kshs.17 million. It provides in-training facilities for FCGG.

It was noted that the recruitment of workshop attendants did not take into account the space available as there were more workshop attendants than the available accommodation. This was both for sleeping and training needs. The facility is a residential house turned into a training facility without much renovations to accommodate the current status. The facility has a demonstration garden.

DISTRICT  
DIVISION  
LOCATION  
(TARGET) SUB-LOCATION  
NUMBER OF NURSERIES

EMBU  
GACHOKA  
MAKIMA  
MAKIMA  
3 ACTIVE

NAME OF NURSERY	1993						1994					
	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID
KIYO	4600	3600					300	300	300	2277	2277	1445
MWANGACA												
TWENDANE							300	300	300	2277	2277	1445
P												
M	4600	3600					5290	4970	7380			
NAME OF NURSERY	1995						1996					
	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID
KIYO	1540	960	400	2706	2706		1600	1450	1175	4344	4344	4346
MWANGACA	7880	6495	4803				400	8000	6954			
TWENDANE							1688	400				
P							1430	1600				
M	4600	3600					5060	1850	1175	4344	4344	4346
							3430	9600	6954			
							15378					

NAME OF NURSERY	1997						FEMALE	
	HOLES CHECKED PM	TREES ISSUED PM	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID	MALE	FEMALE
KIYO	200	4720	795	3520			8	10
MWANGACA			504	55			11	3
TWENDANE			2436	916			8	5
P	1240	650	340	1062				
M	200	504	1190	5498			27	18
	5960	3086						

Green belt 4

DISTRICT  
DIVISION  
LOCATION  
(TARGET) SUB-LOCATION  
NUMBER OF NURSERIES

EMBU  
GACHOKA  
MAVURIA  
MAKIMA  
4 ACTIVE & 1 DORMANT

NAME OF NURSERY	1993						1994					
	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID
NELWARD	3400	2400	2340				2800	2743				
GATHUMBI												
GIKONDI												
BENLOSE												
MARUMI	2600	2550	1359						2285			
P	-	-	-	-	-	-	-	-	-	-	-	-
M	6000	4950	3699				2800	2743	2285			
NAME OF NURSERY	1995						1996					
	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID
NELWARD	2130	2117							493	1604	3208	552
GATHUMBI ADULT	1000 1759	1000 1841	2100 605				552 300 3760	552	1663			
GIKONDI									1437			
BENLOSE	4100 1800	4100 1600	1437									
MARUMI												
P	5100	5100	400	1142	1442	1143	300	-	493	1604	3208	552
M	5689	5558	2042	1142	1442	1143	4312	552	3100			



Green Belt 5

NAME OF NURSERY	HOLES CHECKED PM	TREES ISSUED (PM)	TREES FOLLOWED PM	TREES PURCHASED	AMOUNT GIVEN	TREES UNPAID	NO LIST OF MEMBERS	
							MALE	FEMALE
NELWARD								
GAITHUMBI ADULT							-	11
GKONDI							13	15
BENLOSE							6	4
MARUMI							1	17
P								
M								
TOTAL							20	47

## ANNEX 1

### GREENBELT MOVEMENT TREE NURSERY DATA

From the data it is not possible to tell:

- a) What happens to the unpaid balances for trees purchased from the nurseries by GBM.
- (b) There is no clear relationship between tree issued, trees purchased and payments made by GBM.
- (c) The totals given are for holes dug, tree issues and follow-ups. No totals are given for payments made or unpaid balances for some of the areas.
- (d) The figures given, whether for trees issued, trees surviving, trees purchased, payments made or unpaid balance do not have any logical flow and one cannot make sense out of them.
- (e) The data presented is not uniform nor is it in the same format. Kahuro sub-location, Murang'a District tree purchased are indicated, this is not the case for Marichau sub-location in the same district (summary of trees purchased separate)