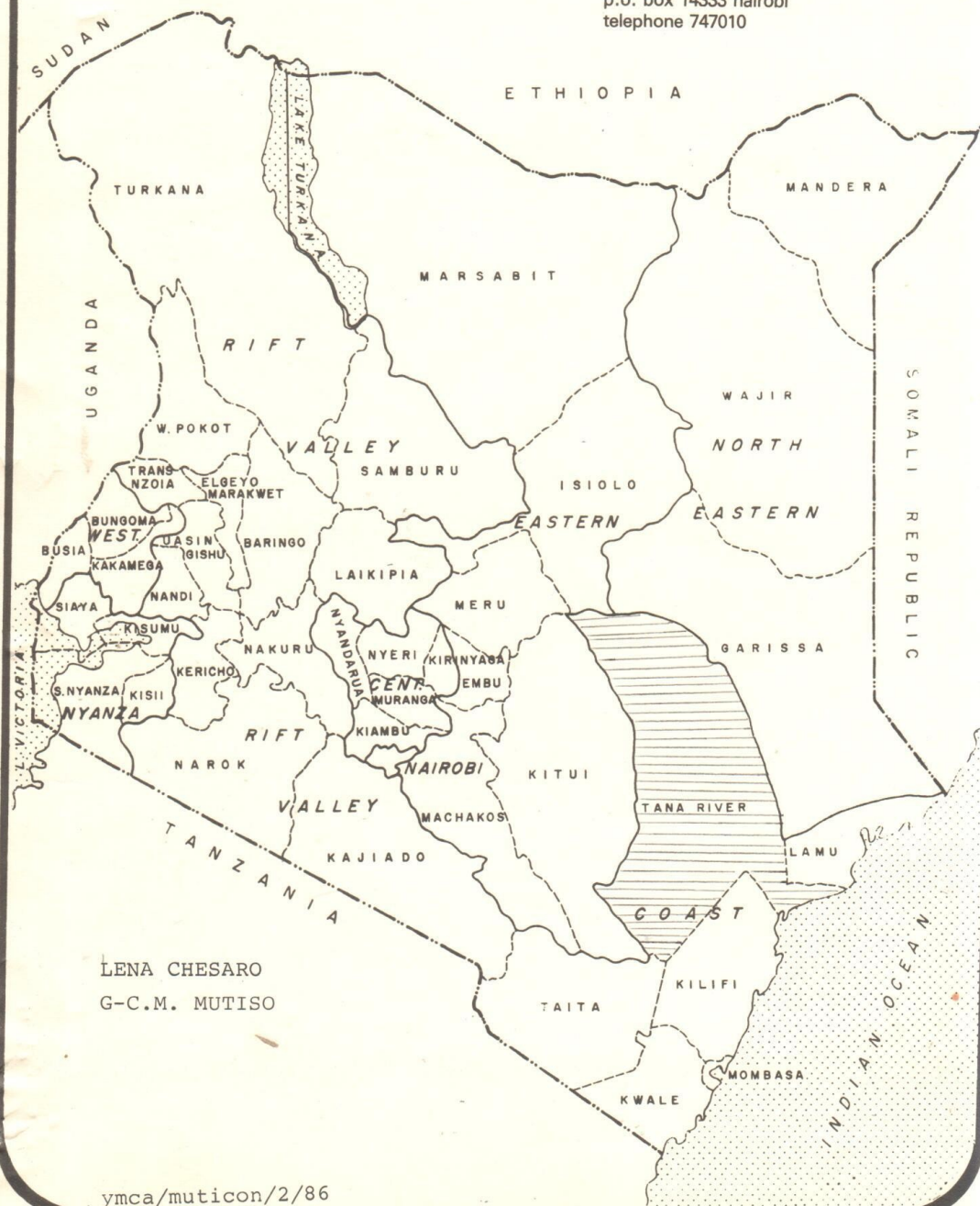




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TANA MANGO PROCESSING INDUSTRY

Final Report Submitted to YWCA

by

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1. Introduction:

This report is an integration of two separate reports by Lena Chesaro and G-C.M. Mutiso. The separate reports were discussed with Kenya Rural Enterprises and Young Women Christian Association in a joint meeting. A further full-day review of the two separate reports were undertaken by the Acting National YWCA Secretary Mrs. L. Owiti and the National YWCA Program Secretary Mrs. P. Omondi and the two consultants.

This day long meeting was useful in clarifying some policy and organizational issues to the Consultants. We, the Consultants, recommend that the separate reports be circulated for they cover more details than is possible to include in this summary report.

Several further points need to be made in this introduction. To begin with, the Mombasa Branch of the YWCA has capable policy leadership as the office bearers come from diverse fields as social work, administration, banking, management of tourism industry etc. They are committed to the Tana Project. They however, should coopt volunteers whose background is food processing/marketing so as to ensure expertise in the sector at the policy level. Such individuals can easily be found in Mombasa and its environs as there are many professionals who would gladly volunteer their time.

The second point relates to the secretariat. The Mombasa Branch is possibly the busiest outside the National Office.

If they are to administer the data gathering and general information to make coherent decisions on the Tana Project, which has the potential for becoming bigger than the existing operations, the secretariat will need a person to handle this expansion for the Branch Secretary and Programme Secretary seem to have a full load.

We have chosen to deal with these matters at the introductory level for they are part of gearing for the project and need to be handled and soon.

Both the officials and secretariat will need to get on top of a lot of information for policy-making about the project on alternative technologies, markets, cargo handling, economics, government commercial and health regulations in Kenya and elsewhere not to talk about consulting reports! They must be able to digest this mass of information, discuss it with their members and then decide what they envisage for Tana Project in short and long run frameworks. They can only do this effectively if data is systematically collected. Besides, this will enable them to evaluate different proposals made to them by traders, consultants, and donors.

2. Conclusions and Recommendations:

1. A fruit growing, processing and marketing project run by YWCA women groups in Tana River to fulfil developmental and commercial needs is viable.
2. The project should not only be based on mangoes but must embrace other food products like citrus, bananas and pawpaws.
3. There should be two clear phases of the project. Phase One, to run for 3 years, ought to be improvement of seedling availability, introduction of better husbandry and handling (harvesting, packaging and storage) techniques, introduction of new products made at the home and group level and expansion of fresh fruit marketing overseas by intermediaries.
4. Phase Two of the project to begin in year 3, ought to concentrate on processing at home, group and factory levels as well as direct marketing by the groups and company.
5. To organize and manage the project, the YWCA should initially incorporate a company to handle grant funds and to employ the needed staff. It should be run on commercial basis.
6. Shares in the Company should be bought by women groups but each group must buy at least a share for each member. Men and individual women or companies should not be shareholders.
7. The price of a share should be K.Shs. 250.00.
8. To develop the project, YWCA will need at least the following personnel:
 - a. District Coordinator
 - b. Project/Production/Factory Manager
 - c. Field supervisor

- d. 4 Field officers
 - e. 1 Book-keeper
 - f. 1 Driver
9. The board of the company should have 11 members as follows:
- a. YWCA National Chairman
 - b. YWCA Mombasa Branch Chairman
 - c. YWCA National Secretary
 - d. YWCA Mombasa Branch Secretary
 - e. 1 Woman from each of the 5 Project locations
 - f. 2 Others appointed by YWCA Mombasa Branch.
10. YWCA groups should initially be given 6 months for purpose of raising share funds.
11. For purposes of soliciting donor development funds, both phases of the project ought to be costed, and planned together.
12. Commercial, marketing and financing details ought to be supplied by the marketing consultants to give finite and detailed data on:
- a. Unit costs
 - b. Operating plans and costs
 - c. Proper amortisation schedules
 - d. Proper identification of local and overseas markets
 - e. Different costs of pickled, chutneyed versus fresh mangoes, bananas and citrus fruit marketing chains.
 - f. Differential costs of the two alternative site (Malindi/Mijila) suggested per fruit/product.

3. Objectives of the Project:

The overall objectives of the project is to eventually create a structure that provides the women of the Lower Tana River Division with a support system that enables them to maximize the utility value and gain of resources available to them, and to enable them to become active participants, agents, and beneficiaries of the development process of their areas.

In more specific terms, the objectibes include inter alia:

To reduce losses currently incurred by farmers and to look for markets, usage and gain from the fruit crops;

Determine the technology that reduces women's domestic burdens and that which promotes women's potentials in order to improve women's income generation capacity to enable them to acquire a degree of economic independence.

Encourage grassroot measures to organize gainful employment scheme for rural women in fruit processing.

To create a situation where the women farmers are supplied with relevant technology, adequate inputs and reasonable machinery for production and marketing of fruits so as to fully contribute to their development and that of the Division by organizing marketing outlets.

To facilitate training that improves the productive capabilities of the members, and to create necessary attitudes that are conducive to the promotion of linkage with other economic activities in the area.

4. Project Location:

The project would be in the Southern Division of the Tana River District, which has three Divisions. It is one of the six Districts of the Coast Province. At its southern part are the Kilifi and Taita-Taveta Districts.

Kitui District borders it to the West. To the North is Garissa District, while Lamu and the Indian Ocean complete its borders to the east.

Administratively, Tana River South Division has Ndera, Salama, Bilisa, Ngao and Chara locations with 11 sub-locations. There are 28 women groups, twelve of whom are affiliated to YWCA.

The major occupation of the people of the South Tana Division, who numbered 35,000 in the 1979 census is agriculture. Women undertake agriculture as a major occupation and the only major source of income.

Women have formed groups at village level with membership ranging from 20-50. The Lower Tana is occupied by the Pokomo, and Orma mainly. The Pokomo have sub-groups like the Malachini, Mwina, Ngatsana, Yunda, Ngao and Kalindi which have settled in specific areas. The Pokomo are riverine agriculturalists.

The Orma, the second largest group, are predominantly pastoralists. A few are in the project area.

Other groups include Somali, the third largest group, Wata, Giriama, Wadegabra, Dorobo, Malakote, Waridehi, Korokoro and the Sanya.

There are 12 YWCA women groups. Other women groups have requested for affiliation to YWCA. Their activities include agriculture, handicrafts, small scale trading on tomatoes, fruits, firewood and agriculture produce.

Administrative Locations of the South Tana River Division
and Their Women Groups

Locations	Sub-locations	Women Groups	
Ndera	Baomo	Mnazini Kitere*	
Salama	Wema	Wema* Kulesa* Hewani* Uvumbwe	Sera* Maziwa* Sailon
Bilisa	Garsen Kibao Alsa	Peponi Garsen	
Ngao	Tarasaa	Ngao YWCA* Ngao W. Group Tarasaa Hiari* Mazingara Dalu Oda*	Majaribio Golbanti* Kibusu* Idzowe*
Chara	Kipini Semikaro	Kipini Kao Ozi Nduru Semikaro Wazi	Kilelengwa Mpeketoni Ngava Shirikisho Chamwanamu

* Denotes YWCA groups as at December 1985.

5. YWCA Objectives:

The objectives that guide the activities of the women of the South Tana Division of the Tana River District are mainly those of the organizations they are affiliated to. YWCA constitution states,

"The Association believes in God the Father Almighty and in Jesus Christ His only Son our Lord and Saviour and the Holy Spirit, and has the following purposes:

- a. To build a fellowship of women and girls devoted to task of realising in common life those ideals of personal and social life to which the members are committed in faith as Christians and in this endeavour. The Association seeks to follow Jesus to share His love for all people and to grow in the knowledge and the love of God.
- b. To promote community service amongst all people and to encourage formation of groups and branches of the Association.
- c. In furtherance of the above object, the Association shall have power to raise money by public means and to accept donations and gifts and to borrow money to ensure financial support for the Association's work to secure or discharge any debt of obligation of or binding on the Association by charges upon any of the assets or properties of the Association.
- d. To do all such other things as may be conducive or incidental to the attainment of the Association's objects".

6. Long Term Objective of the Tana River Women Development Programme:

In fulfilment of the above mentioned objectives, the YWCA initiated the Tana River Women's Development Programme with the following objectives:

- a. "To improve quality of life of Tana River Women and through them their families and community through development programmes e.g. skills training, modern farming, access to clean water, literacy, appropriate technology devices, children's programmes etc.
- b. To help prepare them for the approaching time when they will have both opportunity and responsibility for making decisions which will help shape their own future.
- c. To ensure that the new programmes with rural women may become self supporting through income generation activities within the country."

7. Short Term Objectives of the Tana River Women Development Programme:

- a. "To provide the staff with offices and housing with enough accommodation to enable them to live and work comfortably and efficiently.
- b. To provide facilities for conference, seminars, courses and meetings for the much needed education for women in Tana River District and other people who may need such facilities."

8. Agencies in the Division That Assist Women:

The Kenya Government through the various ministries, especially that of Agriculture and Culture and Social Services assist women in the Division.

Local leaders, councillors, religious leaders and Kanu leaders recognize that women have potential and are a strong force behind women activities that are undertaken. Hardly a women group exists without close contact with leaders who continually sustain the women interest in development.

The National Council of Churches of Kenya through its Village Improvement Programme, in conjunction with the Ministry of Agriculture, give direct technical and material input to the women and the people of Tana River South involved in irrigation. NCCCK also provides health services.

Maendeleo Ya Wanawake Organization has a large membership in the area.

Family Planning Association of Kenya has a branch in the division. Tototo Industries give direct input to the women's groups in terms of technology and materials.

The YWCA, which is the most known NGO by women and men alike, has a high reputation through its assistance to women's groups.

9. Activities of the Women in South Tana Division:

In this division, women apart from undertaking their duties to the community as mothers, wives and community participants carry out income generation projects.

They mostly engage in agriculture, planting horticultural crops for sale. In all villages, agriculture is the premier income generation activity for women.

Handicrafts production and marketing is also a major cash earner. Petty trading in tomatoes, porridge, mangoes, firewood also fetch some money. The community is rich in traditional skills. This is portrayed in the varieties of handicrafts produced all over the division. It is to be noted that the products mentioned are made mostly by Pokomo, Somali, a few Orma and Swahili.

In the following table are mentioned crafts that can easily be produced with locally available raw materials using traditional skills. The crafts names are in English, Swahili and Pokomo.

Talengo	Matresses	Straw mat	Walking sticks
(Misarafa)	Baskets	Palm leafmat	(Visigo)
(Mahanga)	Bed covers	Table clothes	(Kawa)
(Kipunju)	Hats	Knit work	Tray
(Mkubfu)	Table mats	Brooms	(Kipawa)
(Kihumba)	Pots	(Kumba chungu)	
(Miyaa)	Patche work	Cooking sticks	
(Misali)	Bead work	(Kitunga)	(Ufigo)
(Usitu)	(Kipindo)	Fan	
(Kifumbu)	(Ukili)	Mat lining	
Ropes	(Toto)	(Ulingo)	
		(Ukanda)	

Generally, there are quite a large variety of crops that do well. These include:

Maize	Cassava
Beans	Mangoes
Cowpeas	Pawpaw
Potatoes	Sugar cane
Sweet potatoes	Onions
Bananas	Rice
Green grams	Avocado
Tomatoes	Quavas
(Sukumawiki)	Pepper
Simsim	Cashewnuts
Spinach	Sorghum
Cabbages	(Biringanya)
Tobacco	(Vibali)
Coconut	(Mikaju)
Cotton	(Mabenda)
Pumpkin	(Mayungu)
(Matabali)	(Mitambuu)
(Matango)	

Women do not own mangoes. The trees are mainly inherited by the male heads of the family. Men, women and children have use rights on the mangoes.

The women spend most of their time in agricultural work. Their contributions however is not quantified as there are no statistics showing Kenya rural women's contribution in agriculture.

In the coastal districts, especially at the South Tana Division, women contribution to development has been affected by the culture. Little significance is attached to the education of girls by their parents. Among both the Pokomo and Orma communities, men dominate the system of knowledge, they control the financial system and to a large extent control the social system of the community. This situation is one of the major constraints affecting agricultural productivity, the contribution of women to general development and women's role as beneficiaries of development.

Women have the responsibility of tilling the land and handling all the housework chores without adequate education, without knowledge of appropriate technologies, without finances and decision making power. It is obvious that there is potential for the development of the district locked up in cultural and religious taboos that are no longer beneficial to the community.

10. Mangoes in South Tana Division:

Men handle mangoes sales mostly. Some women handle the sales.

Major buyers of mangoes in Tana River South are agents of distant traders. Local Arabs, Mombasa traders and Indians are known to be the main buyers.

In Tana River South Division, there are scattered plants that affect the production and marketing of mangoes.

The Catholic Parish of Wema with the help of an agronomist, plans to start up a demonstration fruit and vegetable nursery. Mangoes will be included.

The Ministry of Cooperative Development showed interest in mobilizing the farmers to pool their resources in order to benefit more from mangoes farming.

The A.F.C. too is available to give loans to any viable agricultural venture.

Table II shows average ownership of mango trees.

Women's Groups	0-5	6-10	11-15	16-20	21 and Over	Average Income From Mangoes Per Year
Maziwa (23)	X					N/A
Kibusu (28)	X					K.Shs. 614
Sera (18)	X					K.Shs. 30
Kulesa (20)	X					K.Shs. 926
Hewani (13)		X				K.Shs. 123
Idzowe (32)		X				K.Shs. 556
Golbant (29)		X				K.Shs. 127
Wema (49)			X			K.Shs. 1,847
Hiari (18)			X			K.Shs. 111
Kitere (38)			X			K.Shs. 294
Oda (26)			X			K.Shs. 168
Ngao (29)			X			K.Shs. 639
Semikaro (23)				X		K.Shs. 3,219
Kipini (36)					X	K.Shs. 119,392

From Table II, the average number of trees per member does not exceed five at Maziwa, Kibusu, Sera, and Kulesa villages. In Hewani, Idzowe and Golbanti, members have on average five to ten trees. Around Wema, Hiari, Kitere, Oda and Ngao, people on average have 10-15 trees. In Semikaro, the average is 15-20 trees and at Kipini where the average is the highest, there are about 26 trees per person.

The same table shows that it is at Kipini where the average income per member from mangoes per year is the highest. It is over K.Shs. 119,000 followed by Semikaro, Wema and Idzowe recording not less than K.Shs. 2,000 per person per year. Ngao, Kulesa and Kibusu reports over K.Shs. 400. In most of villages (7), despite the usual impression that mangoes are very many, farmers report receiving less than K.Shs. 300 from mangoes per person per year on the average. This underscores the need to plant more mangoes.

11. Problems Affecting Mangoes Activities as Seen by Women:

Drought is seen to be a major problem affecting the yield of mangoes. Excess rain during flowering time reduces fruit yield.

When there is drought, fire is a big danger. Wild animals too eat the fruits. Insects affect them at times.

When there is a good harvest, there is no stable market. Middlemen collect fruits without paying and do not return to pay. Some harvest fruits especially those belonging to widows and elderly persons. When harvested, there are no storage facilities that delay ripening.

The high cost of transportation reduces the income from mangoes.

During floods, transportation becomes a problem due to impassable roads. Riverine transportation is also hazardous because of dangerous animals like hippos and crocodiles.

There are also large logs that can easily knock down canoes.

The farmers get indebted to the buyers due to the practice of paying large sums of money for unripe fruits (uncounted). In essence, the fruit tree is leased for a harvest season or two. Women see this as a kind of slavery.

Varieties of mangoes like the Dodo, Punda, Baribo etc. bring no financial gain, since buyers claim there is no market.

Wastage occurs when mangoes are neither used nor sold. Weeds affect mango yield and proper cultivation is essential before planting hence there is need for teaching proper land preparation.

12. The Beneficiaries of the Proposed Mango Processing Industry:

The beneficiaries, according to the 23 field workers and 97 leaders of the division, will be a large number of people from the community. The following is the detailed view of the respondents.

MEN, who usually are in charge of selling mangoes, will have their transportation problem reduced. They will enjoy good income which will accrue from a better organized buying agent (YWCA) who has no intention of swindling the farmer. This situation will enable farmers to employ more workers (men) to plant more mangoes.

WOMEN will, apart from being owners and managers, enjoy the opportunities for employment. The industry will earn them some money from the sale of mangoes and other fruits so that in the end, there will be significant economic advancement of women creating self reliance, self confidence and a sense of value in society.

CHILDREN will benefit through their parents. When parents gain financially they are able to satisfy home requirements.

The parents will be able to improve the school facilities for their children. During holidays, children will help their parents in making handicrafts that could be sold.

FARMERS in general, in Tana River South Division will benefit from getting a sure constant market for their mangoes. They will for once gain true value of their fruits and will in turn be encouraged to make full use of the land available to them so that they may expand not only mango growing but agriculture in general.

PEOPLE WITHOUT MANGOES will enjoy, together with all other consumers, high quality, hygienically processed fruits at a reasonable rural price.

GOVERNMENT will earn taxes and foreign exchange when processed or fresh mangoes are exported. At Tana River an average of higher per capita income will be realised. Rural-urban migration and unemployment, a problem Government is worried about, will be reduced and the people of Tana River will enjoy higher standard of living.

THE COUNTY COUNCIL will earn higher transport cess and other taxes from increased commercial activities in the area. From the acquired abilities of leadership by both men and women, local leadership quality will improve with the residents having better political insight to elect good leaders.

BUSINESSMEN dealing with mangoes on getting reliable services from the industry will increase their commercial activities and employ more people providing them with higher purchasing power. In consumer areas, businessmen will enjoy supplying well selected products of mangoes.

LEARNED SKILLED PEOPLE will find employment and market for their produce.

THE ELDERLY AND YOUNGEST PEOPLE will enjoy a higher quality of life with their relatives earning more.

THE YOUNG PEOPLE will inherit a fully developed property.

THE ENTIRE COMMUNITY of Tana River South will enjoy the pride of achievement having established and managed a plant that the entire country would enjoy its fruits.

13. Organization of the Beneficiaries: Respondents' Views:

In the view of interviewees, the beneficiaries are varied groups ranging from the farmers to the consumer.

Out of the 11 administrative officers who responded, six suggested that YWCA should handle the work, three suggested a cooperative society, one suggested a Company while one did not respond.

Eighty four leaders from the Division responded to the ownership question, they were asked to give three best suggestions, 71 responses suggested that the cooperative form of business is the only acceptable business form in rural areas for it has the Government support and supervision is done frequently. It was felt further that the cooperative bank loan requirements are reasonable and that a cooperative will not discriminate. Further more, a cooperative will get rid of middlemen who have been the main beneficiaries of the mango trade. It is believed that a cooperative has a system of fair distribution of profits.

Of the women members of YWCA, 336 responded to the question of ownership, only two said they would not like to have shares. The following table shows preferred share prices.

Suggested Level of Share Contribution

Shares in Kenya Shillings	No. of Responses
10 Kenya shillings	46
50 Kenya shillings	49
100 Kenya shillings	52
200 Kenya shillings	50
500 Kenya shillings	5
1000 Kenya shillings	32
2000 Kenya shillings	6
5000 Kenya shillings	12
10000 Kenya shillings	2

From the table above, it can be seen that the 334 respondents prefer to pay an average of K.Shs. 443 in form of shares. 34 leaders responded to the same question out of whom 5 said they were not interested. 29 were positive with an average of K.Shs. 363.

The following suggestions were given as ways and means of how the potential beneficiaries can acquire shares in the proposed mango venture.

<u>Suggestions</u>	<u>Respondents in favour</u>
1. Beneficiaries to work in the industry and have their salaries deducted to meet share requirements.	197
2. Would like the beneficiaries to make handicrafts and sell them at the industry or elsewhere either as a team or singly, to raise shares	47
3. Potential beneficiaries should deliver mangoes and build capital through being paid partly.	46

<u>Suggestions</u>	<u>Respondents in favour</u>
4. Women to grow and sell vegetable and fruits either jointly or separately at the venue of the mango venture and shopping centres.	28
5. The women's groups should carry out fund raising campaigns to raise funds for all the members through Harambee, dances, etc.	31
6. Leaders suggest individual potential beneficiaries should raise their own capital in their own way.	26
7. Women suggested carrying out small businesses like selling onions and tomatoes.	13
8. Members of one group to raise funds for one another.	9
9. Leaders and women suggest loans to be taken and used to start the industry, then members work work with salary deductions until the loans are repaid.	14
Other suggestions from members of YWCA and leaders include the following:	
10. Women to build and rent houses.	
11. Women groups to rent land and cultivate jointly.	
12. Livestock to be contributed as shares.	
13. One could work elsewhere (contract) to raise money.	

14. Women to form cooperatives that buy mangoes and sell to the industry.
15. Individuals and women groups to separately and jointly make and sell clothes, bread, firewood and agricultural goods.
16. Potential members should grow more mangoes to be able later to buy shares.
17. Women's groups should buy shares on behalf of their members.
18. External donors should be approached for aid.
19. Government should be approached for aid.

14. Technical Resources Available in the Community for Use:

The level of education among the membership is quite low. The majority of the members in Kipini, Semikaro, Ozi have not acquired any education. The Adult Education Department is not very active in the division. Due to this situation, only general labour could be derived from the women.

Within the District, there are three village polytechnics, one at Tarasaa, one at Ngalu and one at Hola. The table below shows 'skilled' manpower within the Division. In the division, there are only maize grinding mills at Kipini, Wema, Kulesa, Garsen and Ngao.

Table of Skilled Manpower in Tana River South

Sub-location	Name	Skill
Kipini	Hiriba	Stone cutter
Kipini	Ismael Omar	Motor mechanic
Kipini	Rhamadhani Dheyee	Making doors
Kipini	Abdul Rehemani	Mason
Kipini	Mhamad Athman	Carpenter (doors)
Kipini	Sotoru	Grinding maize
Kipini	Bohola Tono	Carpenter making doors
Kipini	Many women	Making handicrafts
Kipini	Abdala Mgona	Making palm leafs, roofing materials
Garsen	Mbarusu	Blacksmith
Garsen	Jilo	Tailor
Garsen	Hussein	Mason making furniture
Garsen	Paskal	Mechanic
Garsen	Sakaria	Beehive making
Garsen	Mwanga	Radio repairer
Garsen	Hussein	Watch repairer
Garsen	Hobwolo	Mason
Ngao	Omar Said	Grinding maize
Ngao	Shadrack	Making clothes
Ngao	Hangerera	Tailor
Ngao	Charo Masha	Tailor
Ngao	Twewako	Mason
Ngao	Mushinda	Mason
Ngao	Badili	Mason

Sub-location	Name	Skill
Ndera	Haluva Mara	Potter
	Maro Banisa	Canoe builder
	Gomora Hirbao	Making pounding tools
	Mfurweni Wayu	Uteo (palm leaf trays)
	Dhodho Mara	Making mats (straw)
Tarasaa	Women	Make handicrafts
Wema	Soka	Mason
	Martin	Basket making
	Zakaria	Mason
	George	Mason
	B. Dhidha	Mason
Ozi	Bakari	Tailor
	Kimeya Faraji	Carpenter
Semikaro	Kafo Galama	Carpentry
	Hiyssa Ali	Tailor
	O. Saidi	Tailor
	Bakari Salim	Tailor
Ozi	Amisi	Tailor
	Salimu	Making milking gouds
	Bakari	Shoe-maker
	Shehe	Hat-maker
	Said	Making mattresses
	5	Making mats

15. Possible Impact of Projected Increase in Income on the Beneficiaries:

To achieve an impact on the mango activity, there will have taken place a variety of activities by various categories of people at the division. Such activities will put together the people of the South Tana Division to work jointly for one goal. The following are the likely impacts:

SOCIALLY the increase income will reduce financial stress on the heads of families so that family and village problems (domestic) arising from earning low income and being frustrated will be reduced.

Working together for a common goal and achieving an increase in income, the beneficiaries will mutually support each other, building confidence for tackling more complicated development activities. There will be released more community vigour to work out of the experience of working together in the mango venture. Men, women, children, villagers and all beneficiaries having cooperated together will enjoy a sense of belonging.

Improved incomes and self esteem satisfaction should lead to greater social interaction. Such a level of interaction should generate demand for social facilities.

It is foreseen that socially the place will change for better with residents having some sense of value for one another, a situation that is a precondition to planned development.

Women who are disadvantaged, both culturally and financially, will for once enjoy much respect having initiated a successful activity. They should manage their affairs with higher managerial confidence having acquired the leadership and managerial skill practically.

ECONOMICALLY: With the introduction of processing plants, market outlets, sources of transportation and training facilities which are some of what is expected of this venture by those concerned, there will be more employment in the area. This will increase per capita incomes.

There will also be realised through training and by experience a higher qualified group of technicians and managers who will assist in programs which minimise loss of food that has always occurred due to lack of proper planning and implementation of harvesting, processing, storage and marketing of agricultural produce.

The beneficiaries will without doubt improve their farms. With savings, the beneficiaries will be able to buy shares either at the mango industry or invest elsewhere.

The presently predominant subsistence economy will shift to a commercial economy that will, through higher earnings, cause a higher standard of living.

Generally, there will be realised development with more schools, and social facilities constructed. The success of the mango industry will be a springboard for further development in the area.

Due to improved standard of education, there will emerge higher ability on selection of leaders. There will be a general understanding and value for good leadership that appreciates community leadership of non-politicians.

16. The Role the Beneficiaries Would Play in the Mango Industry:

Delivery of raw materials is the major task of the beneficiaries. They will work as employees of all levels ranging from ordinary labour to managerial and technical level staff on acquisition of abilities. Farmers, women and traders will deliver mangoes to the factory. On realisation of the benefits of the industry, farmers will grow more trees. Women's groups may also have group owned mango estates.

The women may jointly buy lorries to transport mangoes. They will improve storage and handling practices.

17. How Beneficiaries Would Earn More Income from Mangoes:

There is a general impression that farmers have not exploited the soil by growing enough mangoes. It is suggested therefore that the Division should insist that all primary schools start mango and other fruit nurseries. The Ministry of Agriculture should teach both young and old the best ways of handling mangoes. This will enable more people to grow more mangoes using modern technology in order to earn more from the sale of the fruits.

Women's groups would cultivate farms for mangoes and other crops communally at village level. They would introduce other varieties of fruits and vegetables that would improve their farm incomes. All efforts of production should aim at higher quantity, quality and eventually higher incomes from fruit farming.

There would be need to provide transport, storage facilities and acceptable chemicals. Storage facilities will reduce wastage. Using correct chemical inputs will reduce pests. On achievement of the above, there would arise need to seek for better market starting with the local ones and avoiding marketing interventions by middlemen. It will also be essential to seek ways and means of reducing animal destruction of fruits.

18. Incomes:

The following information was derived from the village leaders. 23 out of 31 responded.

Annual Income for Men and Women

	K.Shs. 0-5000	K.Shs. 5001-10000	K.Shs. 10001-15000	K.Shs. 15001-20000	K.Shs. Over 20000
Men	9	2	2	0	2
Women	11	1	0	0	0

The majority of the people of Tana River South earn less than K.Shs. 5,000 in a year, i.e. less than K.Shs. 416 in a month.

This figure however, is too high for the average women to earn. In the month of July, August and September 1985, the members of YWCA reported having earned between Shs. 8 and Shs. 1,527. At Semikaro, Idzowe, Kulesa, Hiari, Ngao, Sera, Maziwa and Hewani, the average monthly income from all activities by women is less than K.shs. 100. At Kibuso, earnings are below Shs. 500. It is only at Oda, Kitere, Kipini and Golbanti where the average monthly earning was reported to be above K.Shs. 500 but less than K.Shs. 2,000.

19. Organization of the Beneficiaries; Consultants Recommendations:

Considering the reasons given by the respondents for the kind of organization that would be adopted for the running of this venture, looking at the advantages and practicality of both the cooperative system, the YWCA and the women groups, the recommendation is that a rural women's income generating company be formed by YWCA. That the YWCA continues to be the trustee of the venture until such time that the venture is fully operational. The following are suggestions of the components of the organization.

1. That the ideas of cooperative operation should be incorporated in the company, omitting whatever is seen to be detrimental to the company.
2. That a Board of directors be drawn from National and Branch YWCA offices and from all five locations in South Tana River Division. Each location is to produce one Board member.
3. That the general meeting of the shareholders become the supreme authority of the company.
4. That the YWCA provides leadership training, managerial training, provision of field services, the marketing of the products, processing and storage facilities, transportation facilities and technical requirements for the administration of the company. That all the above services be provided through departments of the company that operates in a commercial manner.
5. That while YWCA utilizes commercial practices to produce the regulations governing the operations of the industry and subsequent activities, the view and suggestions of the women should be incorporated.

20. Possible Ways of Beneficiaries Owning the Industry:

It became difficult to determine the abilities of the potential beneficiaries to own the industry without having a finite report from the commercial consultants on how much the project would cost. However, the respondents were given options on how much money they would like to give as shares. The response ranged from K.Shs. 10 to Shs. 10,000. Majority of the members suggested that they pay Shs. 100. 50 members suggested Shs. 200. 197 out of 254 respondents

wanted to pay from Shs. 10-200 each. Only 57 suggested paying Shs. 500-10,000. The average amount is Shs. 443. The leaders that responded suggested paying an average of Shs. 363. Considering the range of the abilities of the majority of members, the level of income of women as was found out, a level of Shs. 250 per share per person would be reasonable.

The women groups would be allowed to buy as much shares as they would like so that the company would generate capital.

21. Capital to be Raised from Women:

In 1979, the population of Tana River South Division was 35,000. In 1986, at the understood 4% increase, the population is 46,000. Women would form $\frac{1}{2}$ of this, i.e. 23,000. When $\frac{1}{3}$ of the elderly, young and disabled women are reduced, one remains with 15,000 active women capable of raising Shs. 250 each for one share. If each bought just one share, Shs. 3,750,000 could be raised.

It was observed that even none YWCA members are interested in buying shares on the grounds that they did not know of the way to become members and that YWCA is operating with very few groups, that they should involve more women in their activities. This was proved when sub-DDC persuaded YWCA to visit Kipini and Semikaro areas where on visiting, 10 more groups requested registration.

Although the average income of women per month is very low, there were indications that the men will pay for their wives. At Kibusu, one old man paid Shs. 100 for his wife to demonstrate willingness to pay. However, many ways and means were suggested that would complement the direct cash share contribution by members. The following are the 6 most recognized approaches as per the 411 responses.

22. Available Human Resources for Development by Industry:

The members of the YWCA who expressed willingness to be employed in the industry are a potential human resources for development. This is in consideration of the main objectives of the activity the consideration of the poor situation of women and the abilities women in Tana River have portrayed in working together.

Technicians having relevant qualifications to what would be needed for a mango venture may not be obtained at Tana River. However, people with basic skills and industrial interests could always be trained. Priority in employment should be given to the people of the South Tana Division so that they may get the required skills, abilities and experiences.

School drop outs, majority of whom are girls, also form potential young trainable human resources in the area who should be given priority while considering semi-skilled manpower requirements. Boys, who have completed Form IV and are available for employment are more than girls at Tana River Division. 54 are known and the majority are in Bilisa and Ngao locations.

Outside the academic fields are people with attributes that would be useful in the Industry. The leaders stated that:

1. Mango farmers themselves have experiences which need to be used to improve the quality/quantity of mangoes produced in the area.
2. The already established farming groups and village life style could be used to form collection centres.
3. The traditional mango spicing and drying could be exploited so that the art is used for drying mangoes at village level so that already dry ones are packaged and marketed.

4. The people who collect and sell mangoes are a potential experienced resource which could be used to collect and deliver mangoes to the plant.
5. The canoe manufacturers and river transporters are a resource that is already trained and are potential for training to use modern boat transport in the river.
6. Women having sold mangoes, other crops and handicrafts have marketing experience. Their village group kiosks could form distribution point for local consumers.
7. The level of education of many people make them available for unskilled labour while their village lifestyle is by itself an advantage in organization as they are used to working together.
8. The Indians, Arabs and rich merchants within the community though viewed as exploiters by the producers are a source of trading experience.

23. Other Income Improving Activities; Respondents' Views:

400 members responded to the question on activities which would improve incomes. The leaders also gave their views. The following is a list of suggested income generation activities in order of members' own experiences and those of the 98 leaders. The order of preference was reached through the use of the 98 leaders' responses.

1. 52 out of 98 leaders suggested that handicrafts had the greatest income earning potential. This includes small industries like pottery, dressmaking and tie and dye work.

2. Vegetable growing (either individually or communally in villages) had 49 respondents. Elsewhere (in the country) vegetable growing is the highest income earning activity for women.

The leaders, government officials, YWCA members and village elders felt that women growing mangoes in large estates in their villages with the use of tractors will ensure higher success. The village elders felt that with added irrigation, support and training from the Ministry of Agriculture and YWCA, the women would soon produce enough for export.

Members suggest communal cultivation (cultivation by contracting teams) of rich farmer's plots for group income.

3. Third on the list of priorities is keeping poultry. 45 responses supported this project with emphasis on traditional poultry.
4. Building rental houses were suggested by 22 leaders, and members. The demand of rental houses at villages for Government staff and residents has pushed the rent per room to Shs. 100 per month.
5. Running of kiosks at village level for supplies of charcoal, tea, food, firewood, vegetables, fruits, porridge and handicrafts was suggested by members quite strongly. 22 leaders had the same opinion.

24. Creation of the Company:

For women to enjoy the fruits of the venture as beneficiaries in a fuller manner, they should be accorded the challenge of owning the company. The management of the company could be hired and women after training should be given priority to be the employees of the industry whenever they qualify.

To supplement the benefits women would reap from the industry, it will be essential to consider other fruits produced in the area for production, processing and marketing.

It is recommended therefore that YWCA create a company that will run with borrowed cooperative practices and initial management should be hired to form the nucleus of the company.

25. Shareholding in the Company:

Many people, in all meetings unanimously said that they are ready to buy shares as soon as direction and amount is established. This therefore suggests that the costs of the intended venture could be established so as to determine the average shares available for sale to the potential beneficiaries. The conditions of success depends on:

1. The YWCA groups being given a fixed minimum figure, that is expected of every member and the deadline for the collection of shares. In this way, the potential beneficiaries will buy shares and own the industry.
2. For those groups who do not manage to raise the minimum shares and are employable, their group shares would be deducted on monthly basis from their salaries.
3. Considering the abilities of the beneficiaries, it is evident that enough funds may not be raised for a reasonable operation. In this case, an external source would be sought (from donors, Government of Bank) to top up the collection shares in order to start up the company. The loan or donation would then be used. The members produce could be supplied with a part of pay being withheld for purposes of purchasing shares.

27. Commercial and Developmental Activities Interaction:

The Branch officials and Secretariat are clear that the main rationale for the Tana Project is to contribute to the development of Tana women first, the community second and generate income third. It is clear that their preference is a project system which will involve women at the ground level and thus have spill over effects in the community which are not just commercial. This view is shared by the district administration and local communities.

Given this preference, the project must not be:

1. Mono-crop based;
2. Only continuing processes which have taken place in the past which are perceived by the YWCA officials, secretariat and district administration and communities as exploitative.

The Agricultural Report concentrates on mangoes only. This is not in keeping with the preferences found in the field. Preference was for improving and getting the project to handle all fruits. But, at a minimum, mangoes and bananas must be the centre piece of the project. This must be clear to all and sundry who have anything to do with project design.

The second point is that organizing project entry in terms of just packing mangoes (albeit with improved handling in harvesting, packing, and storage) was seen by those interviewed as continuing commercial relationship which in the past have led to Tana people not benefiting much. Of course the Agriculture Report does not specify a marketing chain. This it must do for all varied products like fresh fruit, dry fruit, chutneys and pickled products. Profit margins for the sale of fresh fruits and that of processed fruits need to be shown as it is essential for decision making.

26. Other Alternative Income Generating Activities Ranking:

The activities that would bring more income to women in Tana River South Division are those activities needing little special techniques, little input and could be carried out around the homes. In order of priorities, handicrafts, vegetable growing, poultry, rabbit and bee-keeping, building rental houses, running village kiosks and small scale industries like bread making are viable alternatives.

Starting with the skills and materials known and available to the women, a parallel activity to the fruit industry either at a centre or at a village could lead to significant incomes.

Products like the following could be produced locally:

1. Soap
2. Clothes/dresses/suits/children clothes/uniforms etc.
3. Pots/ceramics/models/modern clay jikos etc.
4. Mirrors/umbrellas/glippers/belts/buttons etc.
5. Hair dressing/beauty saloons/keep-fit exercises
6. Embroidery/mackramay/crochet/knitware
7. Juice/chutney/saltextraction/oil production/food drying and packaging/bread making/biscuit making etc.

Conceivably, a marketing system could be set up so as to guarantee a decent price, but, project entry through just improving collection and packing (especially at Malindi) will be hard to sell to Tana people. It denies the developmental aspect and only supports commercial interests outside the district. All plant must be in Tana River. It is therefore suggested that the following be the sequence of the project activities so as to maximize both the developmental and commercial concerns.

Phase I, Year 1 to Year 3

1. Establishment of the company/recruitment and training of the relevant staff.
2. Acquisition of fruit tree nurseries by project in all riverine settlements.
3. Introduction of improved seedlings and husbandry (including harvesting, packing and storage techniques) by project.
4. Introduction of making of chutney and pickled products at:
 - a) Homestead
 - b) Group levelfor Kenya market by project.
5. Expansion of fresh fruit products marketing overseas by intermediaries.

Phase II, Year 3 to Year 7

6. Introduction of group produced wood/(solar?) dried fruit products to local and overseas markets by intermediaries.
7. Intermediary overseas marketing of chutneys and pickled products.

8. Direct project marketing of dried fruit products locally and overseas.
9. Direct project marketing of chutneys and pickled product overseas.
10. Direct project marketing of fresh products overseas.
11. Centralised Project Factory for:
 - a) Handling fresh products;
 - b) High volume of chutneys and pickled products;
 - c) Dried fruits;
 - d) Canning;
 - e) Juicing.

The logic of the above sequence is first simply that it will introduce improved fruit varieties and products, create developmental activity at the homestead and women group level, expand already ongoing fresh fruit markets, create new ones and ultimately locate a major plant in the area. Care has been taken to ensure that the women beneficiaries will not just be faced with a purely repacious commercial activity as heretofore.

Secondly, the logic is derived from the need to have activities of increasing organizational and technological complexity introduced after less complicated ones have been introduced.

Thirdly, it is important that the first activities be clearly new and under the control of the women groups so as to get community support.

Fourthly, the new activities must be both developmental and commercial. Developmental in the sense that they will cover under-exploited niches and resources (product and organizational) and not just expand fresh mango sales only. Commercial in the sense that they will generate incomes readily.

In organizing nurseries, YWCA will fulfil its developmental need of organizing some resource to be under the control of women.

The women will also sell the improved and new varieties of fruits thereby earning income readily. The women will learn and extend new techniques of husbandry and handling as well as increasing total fruit production.

In introducing chutneys and pickled products, women will be able to do the work in their homesteads. The products will be marketed centrally by the project. This will be a good system establishing an activity done at the woman's convenience and later linked to more complex local and overseas marketing where the women can be introduced to complex organizing.

Fresh mango sales expansion is afoot with new entrants. Firms and individuals are now buying at source. Many of the village middlemen are being marginalised as buyers come directly to the field. New techniques of harvesting and packing are being introduced. Yet these are identified with the commercial operators. The project by taking these and spreading them will legitimize techniques which are of major value to the fruit industry. Other techniques not yet extensively introduced for growing and handling citrus and bananas should be introduced by the project perhaps in conjunction with other NGOs.

In spite of the clamour for Tana River people to start handling fresh fruit exports NOW, commercial intermediaries will continue to flourish until the community is organized. The project though, could begin to train the women beneficiaries, and the community in general, on better husbandry and handling techniques for fresh fruit export as knowledge about this is still seen in the community as exotic and mystified - only for the foreign exporters.

In our view, that project entry by YWCA women to overseas marketing should be through selling chutneys and pickled and dried products given the risks and high costs of fresh fruit overseas marketing. We believe this will need less capital than a fresh fruit marketing of chain. YWCA should insist that the commercial consultants costs the chutney and pickled fruit and fresh fruit chain of activities.

It is clear also from the field interviews that the Tana community, the YWCA and the administration have set themselves the ultimate objective of creating a fruit industry in Tana River under local control. This precludes any shares being sold to companies outside the district.

28. Community Views and Project Support:

There is support for the project by local leaders, the administration and the community in general.

The only opposition is by people who in the past have been agents of the commercial buyers. However, even they dare not come out in opposition publicly for they are seen as part and parcel of the past where farmers got very low prices or lost their product.

The overwhelming support for the project can be explained by the fact that the District now has a strong political movement for controlling its resources. This is reinforced by the politicians and administrators who openly emphasise district oriented development in stark and vivid terms. This has undermined the historical trading networks where local agents of 'Arab' traders were the dominant community voices.

More specifically, the locational development committees and the Garsen divisional development committee have accepted the project. The District Development Committee has also specifically given the project district top priority and wide publicity.

The communities visited - even in Chara location, where the YWCA does not as yet have viable groups - the leaders and public support the project.

Having said all this, one must also state categorically that it is still support for an idea. Details are anxiously awaited by the leaders, administration and community at large. Some commercial interests are also agitating through their agents who cast doubt on the project's viability particularly given cultural traditions and past cooperative society failures. But other commercial interests support the idea and are willing to take part in

aspects of the project. There is also support within the key NGOs working in the District. These are:

1. The Catholic Diocese of Garissa who have just got an agricultural volunteer to be based at Wema.
2. The Methodist Church which has had a development office - related to NCK Rural Development Department - for a long time in the District. It has supplied new varieties of fruits including apple mangoes. The YWCA would be well advised to find a formula for coordinating with these NGOs in organizational and technical matters especially on supervision of scattered nurseries.

More specifically, hereunder are specific types of support to be given or needed from specific institutions.

1. Provincial Administration

To date, all levels of Provincial Administration from Sub-chiefs, Chiefs, DOs, DDO and DC have openly supported the idea of a fruit industry in Tana controlled by people of Tana. This support has been clearly expressed in development committees.

Future support will be freely given in:

- a. community mobilization for the project;
- b. support of ancillary activities like campaigning for roads, electricity and plans which allow fruit growing in the Lower Tana Village Irrigation Programme and the Delta Irrigation Programme.
- c. allocation of nursery plots and deeding them to YWCA.
- d. campaign against commercial interests who want to monopolise their historical fresh fruit marketing,

2. Ministry of Agriculture, National Irrigation Board and Athi Tana Development Authority.

Several large agricultural schemes are found at Bura, Hola and Lower Tana. One is planned for the Delta. There are a few officials particularly in the mango concentration areas of Lower Tana. However, for the future:

- a. technical inputs on fruits can be supplied by the District Horticultural Office;
 - b. a policy review is required to allow fruit growing in all schemes existing and planned. It is clear communities prefer mixed rice and fruit tree agriculture rather than being stuck in the rice monoculture. Such a policy change will be a major source of support for the project;
 - c. support for training and/or supervision of nursery attendants will be given;
 - d. support for extension, research and propagation of new varieties will be given;
3. Horticultural Crops Development Authority (HCDA)

Nationally, this is the institution required by law to develop markets for horticultural products. It could be relied for support on for:

- a. overseas marketing;
- b. development of cold storage export infrastructure;

There are two key policy changes which are needed to support the project:

a. Air Charters to Moi Airport Mombasa

At the moment, most fresh fruit export is dependent on scheduled airlines cargo space out of Jomo Kenyatta Airport in Nairobi. Air charters which serve the tourism industry and land at Moi Airport in Mombasa are not allowed to take horticultural cargo. There are 8 existing and planned charters into Moi weekly. If they are allowed by Civil Aviation Board, this would make cargo space available at Mombasa which would be significant support for the project's overseas marketing. The Horticultural Crops Development Authority in conjunction with Provincial Administration at District and Provincial level, and the DDC should support this policy change. The YWCA should organize lobbying.

b. Refrigerated Containers

Most countries exporting fresh fruit have developed refrigerated containers infrastructure at their ports and collection points for the industry. It is cheaper to ship through them than aircargo and it gives marketing flexibility. Such a development would be of tremendous value for the Tana Project. Support for this would tremendously help the project whose shipping lines and therefore costs are very high. The YWCA should organize lobbying efforts among the institutions identified above.

4. Ministry of Transport and Communications

The DDC in its plans has identified construction of feeder roads and bridges into the Lower Tana as priority as produce cannot get out most of the year.

The Malindi-Garsen Road is a killer road and thus has impact on transport costs and reliability. Plans are underway for construction of Garsen bridge.

To support the project:

- a. All major fruit collection points will need dependable all weather roads. Perhaps by introduction of Rural Access Roads Programme, unavailable in the District at the moment, this can be facilitated.
 - b. The Malindi, Garsen, Hola, Garissa and Garsen Kipini road will have to be maintained to better standard if not tarmacked as indicated in the 1984/88 Plan.
 - c. It is worth considering riverine transport (ferries and/or boats) to improve communication at the Tana Delta. Proposals have been made for moving the Garsen ferry once the bridge is up to Golbanti. The Ozi area deserves some service too.
 - d. Overall, to support the project, the whole district needs many crossing points beyond the planned (1984/88) Bura and Garsen bridges to link the West and East banks. This will reduce farmer and transport operating costs.
5. East African Power and Lighting Company Ltd. and Ministry of Energy.

Electric power was slated to get to Garsen and Hola Malindi during 1984/88 plan period. The DDC still has this on priority.

EAPL states that power will be available at Garsen within the plan period. If so, it will be tremendous

support to the project for large scale cold storage in Tana River - key to expanding fresh fruit exports - is totally dependent on power.

Ministry of Energy could give tremendous support to the project through the rural electrification programme for Tana District.

6. Prisons Department

One of the best sources for improved varieties and research on fruit trees is the Prisons Department. It usually bulks them at prisons. There is not a reason why the project should not lobby to get this service from the prisons in the district for Mtwapa and Malindi are too far for effective transportation of seedlings. Besides, last year all seedlings were hijacked from these centres and did not get to Tana.

7. Tana River County Council/District Development Committee

Support for the project will be forthcoming on:

- a. Making land for nurseries and other facilities available to the YWCA and women groups for both institutions have jurisdiction significant amounts of state and trustlands.
- b. Support will also be forthcoming in making presentations to other government, and non-governmental organisations.

8. Ministry of Lands and Settlement

It is important to seek land adjudication under Chapter 300 for the fruit growing areas from this Ministry for such adjudication and receipt of individual title deeds is the only assurance for significant long-term farm credits. This is needed for production expansion.

9. Non-Governmental Organizations

There are two broad categories of NGOs which could give significant support to the project. These are NGOs already operating in the district and NGOs with specialised programmes not working in the district.

Of the first, we have already identified the Diocese of Garissa and the Methodist Church. Their personnel in the district are already supporting introduction of new fruit tree varieties, better husbandry, and community organizing. This support is available for use if coordination is instituted by YWCA.

Of the specialised NGOs outside the district, the project will need to solicit support for specific specialised sub-project activities. These are:

- a. Horticulture
- b. Fuel wood
- c. Marketing and,
- d. Business management.

Among possible NGOs to supply this are:

- a. Undugu Society, Partners for Productivity, Kenya Rural Enterprises Programme etc. - for business management and marketing.
- b. Kenya Energy Non-governmental Organisation and CARE - for fuel wood extension.
- c. Mennonite Central Committee and others - for Horticulture.
- d. The Greenbelt Movement - for development of tree nurseries.

These are only suggestions. We have not asked them, but they have had significant programmes elsewhere.

A whole host of other NGOs would be responsive if requested to provide either specialist personnel, project vehicles or funding.

10. Fruit Trading Commercial Concerns

In spite of some hostility towards them, commercial concerns are already part and parcel of the Tana socio-economic web and have a role to play in the project but not the dominant one as in the past. The fact that many are coming to buy at the source rather than using middlemen means that they are adjusting. As more have entered the market and mangoes have been short, prices have improved to the advantages of the farmer. One commercial concern - Retief and Company - has introduced new mango harvesting and packing techniques. It is willing to extend these. This support should be welcomed by the project and utilized - perhaps by training project personnel.

This same commercial concern has skills in selection and propagation of new mango varieties and other fruit trees. In some ways this company has the only systematic production experience on the mangoes and citrus in the region.

It also has the only marketing experience in the river based collection and transportation of fruit.

These different sets of experience can become important support for the project. They should not be negated by the company's other interests in land and tourism which have gone to the County Council and the DDC and were rejected.

The company claims that it will gladly support the project.

Retief and Company support for horticultural production parameters, handling and storage should be sought by the project. So should support by any other commercial outfits who are willing to provide technical knowledge to the project within its objectives.

Other companies who are in the mango business, e.g. Vaso, Palestina, Karama and Sons, and Greenfields, apparently only buy mangoes and have not been interested in improving picking, packaging, storage and production extension. There is no reason to leave them out of the project if they want to make and finance innovations as Retief and Company are doing.

11. Special Institutions

- a. Bohrania Women Finishing College;

In Mombasa, members of the Bohra community have a finishing college which trains women in chutney and pickled products preparation.

Members of the Branch Executive and Secretariat are in touch with the college and the principal. They have considered using this college as a technical resource for recipes on chutneys and pickled products as well as costing of the products and training.

This college could form an important support resource for the project.

b. Kenya Tourism Development Corporation/Hotel Keepers Association

All tourists hotels serve at least two major curry meals a week. They also serve salads extensively. Thus this could become major sources of supporting the chutney, pickled products and dried fruit components of the project thereby creating local demand for these products. Their support should be canvassed. The marketing component of the consultancy should pay special attention to this aspect.

c. House of Manji and the Baking Industry

House of Manji have been major innovators in using local products in their production of biscuits and sweets. They use fruits extensively. They should be approached for support in utilization of dried fruit products for if they decide to take Tana products, they will be a significant source of commercial support perhaps taking all that can be supplied.

Similarly, the baking and bread industry is fragmenting nationally and it could be an important source of commercial support. It should be investigated by the marketing study.

d. Vipingo Estates - Kilifi

This estate has an extensive programme in improved fruit trees - especially mangoes under quarantine. As soon as they are cleared the project ought to liaise with them to get the new strains. The horticultural person at Vipingo is David Hirst.

29. Community Socio-Economic Activities:

The women of Lower Tana essentially fall into two clear groups. These are the Muslim tradition dominated and Traditionalists-cum-Christian influenced.

Muslim tradition dominated women have very little farm production responsibilities. The tradition dictates that they stay in partial purdah and all production responsibilities are with their husbands or employees. These women are therefore not likely to be involved in farm production but there is no reason to keep them from participating in the chutney, pickling and dried fruit products aspects of the project which will be homestead based. This consultant cannot yet make a judgement on how involved they will be for the YWCA as yet to organize groups in the heavily Muslim areas of South Chara.

In the areas which are dominantly traditionalist and/or Christians, women take part in farm activities. As is the case in most rural Kenya, no time use studies for rural women exist for the area. However, there should be ample time for all women to take part in project activities for several reasons.

First, there is little commercial penetration of the project area. There also is very poor communication. Thus women do not indulge in extensive petty trade which in more penetrated rural areas occupies significant proportions of women's time.

Secondly, settlements are relatively near sources of water. Little time is therefore spent on water drawing unlike many areas of rural Kenya.

Thirdly, although the fuel crisis is fast approaching in parts of the project area, it has not reached crisis proportion where significant proportions of women's time is spent on wood-fuel gathering.

Other than farm work, women and men spend time in preparing reed and palm leaves products like mats, trays etc. These need detailed costing and the project outputs ought to be compared to these in the marketing consultancy.

However, my conclusion is that there will be time for project activities for the existing peasant farming of rice, bananas and tree crops does not fully tie up all the women labour time available. As project activity outputs are likely to command higher incomes than other minor activities, they will be preferred.

It is important to comment about the stereotype of Lower Tana as an area of continuous public feasts and celebrations. This stereotype is present in colonial writing on the area and among many outsiders working in the area. Feasts and celebrations are part and parcel of primary societies related to social obligations and production processes. Introduction of commercial/market relations automatically reduces them and they should not be used as an argument against the project being located in the area.

We talked to men and women and put the idea that aspects of the project could be organized in such a way that some activities will take place at a particular woman's convenience and others as group activities. None had reservations about availability of time for both categories of activities.

However, given the poor communication existing, women group labour time will be unavailable for central factories. Our further judgement is that the central factories will have to employ regular labour.

Group activities e.g. a wood fruit drying system, may attract some members to become regular employees. More details are needed by processing consultants before these issues can be resolved finally.

30. Traditions:

There are several cultural traditions which are relevant to development activities in the area which the project must take account of. These are the veneer of Islam, the feeling of domination by Ngao location, the past dominant role of trader agents in village life, the commercial domination in the district by Washiiri ('Arabs') and the interdependence of riverine agricultural Pokomo and pastoral Orma.

1. Islam

The introduction of Islam as a religion, a ruling ideology and later as the epidemic of culture has led to a tradition of strong male domination of all matters public. Up to now, women are not supposed to have publicly expressed views. Organizationally, this will mean most of the project work will have to be done in separate male and female set ups. It will also mean that the project cannot assume that female employed labour will be easily available particularly for tasks which will be carried in mixed settings. Even if female labour will be available, it will be for tasks and settings where the sexes operate separately. This tradition will also mean that more time must be spent in organizing.

Access to the fruit resource by women will also be problematic in some areas where the feeling that permanent fruit trees belong to the man is strong. We are aware that other consultants think otherwise on this point but our field work supports the view that women do not own these trees. They further do not have use access decision powers. They also do not have strong trading traditions.

Because of these access problems for women, we would strongly recommend that there be rapid expansion of fruit tree planting by women to generate in the community other categories of fruit tree ownership.

Incidentally, women have total access and control over bananas. This fact strengthens the importance of the project processing both mangoes and bananas.

Another implication of the Islamic tradition is that chutney and pickling activities which women could do in their homesteads and which use 'waste' mangoes would be more likely to succeed than 'trade' in fresh mangoes. In field of work, we did not see one single woman selling fresh mangoes to the buyers who were in the area.

2. Ngao Location 'Domination'

Ngao location has produced most of the literate people in the district who are in most 'modern' sector activities. It is cynically called London! The implications of this for the project are several:

First, project field personnel must be recruited from ALL AREAS and not just Ngao, particularly since it is not the major mango producer, although given its aggressiveness it may plant more of the new varieties than all other areas.

Second, it is absolutely crucial that the current major producer area - Chara location - be the first area organized by the project. To start elsewhere will mean getting trapped in the Chara/Ngao rivalries. Besides, Chara location has more mangoes now than any other location.

Thirdly, the labour force of the proposed industry must be recruited from as diverse areas as possible.

3. Trader Agent Domination of Villages

In Lower Tana, the big men have been agents of Washiiri ('Arab') traders. They did so by having access to Lamu, Malindi, Mombasa etc. They were not only monied but more often than not they were agents of the colonial government. These agents were not necessarily of Washiiri or Arab extraction but more often than not they were Pokomo. They acquired resources like wives, land and permanent trees. In short, they formed Robert Chamber's 'net' which trapped every resource coming into the village. They are now under attack because of development forces unleashed by more education and employment.

It will be deadly for the project to come into these communities through these agents or their wives, daughters or daughters in law. The project will only succeed if it distances itself from the established old order for communities are vocal about these agents and their kin. The project staff will need to study each village in great detail to establish ways and means of bypassing this dying order. If they cannot get the capacity to do this in-house, they should contract it out to consultants. More competent and sensitive field workers will be needed so as to ensure that YWCA is not just being used for local trade-offs only.

4. Washiiri Trader Domination

Commerce in the bigger towns in the district is completely dominated by Washiiri traders. There is thus love/hate relationship between village folk and

these traders who are often accused of buying influence with village leaders and officials.

The project should clearly avoid getting project products of the beneficiaries handled by these 'established' traders as of the objectives of the women beneficiaries in other YWCA projects in the districts has been to build shops to free their communities from the trader clutches.

5. Pokomo-Orma Interdependence

The pastoral Orma and the sedentary riverine Pokomo have co-existed with fantastic relationship for a long time. This is now beginning to fall apart for several reasons. Populations are increasing. The traditional ecosystem is under stress. Land is being taken out of traditional use and production by large scale settlement of 'foreigners'. Thus there is developing serious competition over the natural resource - land - especially in the delta. Pastoralists are becoming marginalised and they settle. Riverine agriculturalists are investing in cattle ranches.

The project will have to straddle this sociological turbulence by ensuring that it is not seen as just a Pokomo affair for some Ormas are settling.

As the Delta Irrigation Scheme comes on stream, the rights of Orma access to the Delta grazing lands, particularly during drought periods, will become more critical. This is why one expects the project to introduce grafted fruits (especially mangoes) to improve production in areas already settled and not

31. Organizations' Roles:

To systematically define the organizational/managerial roles of various agencies in a consultancy like this, one needs to have ALL the technical parameter proposals, in this case, they are the agricultural reports and the marketing reports. They are as yet incomplete in our opinion for they do not give details. The YWCA asked RIDT to undertake the technical agricultural marketing consultancies.

It has been indicated that no formal decision has been made that RIDT will be the only source for supplying technical agriculture, marketing and management resources.

The implications of this are that RIDT will supply two consultancy reports. Whether they or their related companies do anything else later is thus an open question. They should thus give YWCA enough technical details to enable it to make basic project design decisions.

32. The Role of YWCA - Women Groups in Tana River:

The YWCA women groups in Tana River should have roles which among other things involve:

- a. Homestead (individual woman) production of chutneys, and pickled products.
- b. Group production of dried fruit products.
- c. Ownership of nursery plots and related equipment.
- d. Employment of nursery attendants.

- e. Organization of community support for the project.
- f. Management of project through selection of group leaders and locational board representatives.

33. The Role of YWCA Branch Secretariat:

The secretariat should have roles which involve:

- a. Planning the project (including consultants' supervision, preparation of project proposals for donors and liaison with government, parastatal organizations, commercial sector and donors).
- b. Field implementation of the project.

The Branch secretariat is thin as it has only an acting branch secretary, no programmes secretary, an accountant and two field workers in Tana River. To handle as complex project activities as suggested under COMMERCIAL AND DEVELOPMENT ACTIVITIES SECTION, all branch secretariat staff will need upgrading in terms of planning skills, field project supervision, budget control and management of rural development projects. None of them have had any experience in supervising as a complex project as envisaged. This upgrading should be done before and more complex project activities are put on stream.

Such a person will have also to systematically gather more specialised field data as when detailed project planning activities start, masses of finite field data (sociological, economic, agricultural and political) will be essential for decent programming. The existant secretariat does not have capacity for handling this.

Early recruitment of this person may allow the YWCA to develop him or her into the field General Manager of the Tana River operations.

Recruiting such a person is possibly the most important project decision. The person must be from Tana River. There are early retirees and others from the district working elsewhere who can be attracted to the post. Given the paucity of women from Tana River with such extensive rural development or related area experience, it may be a good idea to specifically look out for a man. A man in this position will also help in developing community support for the project.

What extra personnel are needed will depend on activities phasing but clearly the secretariat needs to start planning for expansion of numbers of field workers, to include at least a high level district coordinator, a field supervisor, 5 location field workers, a book-keeper and a driver.

34. Roles of YWCA Branch Executive:

The Mombasa YWCA Branch will have roles in:

- a. Supervising secretariat activities.
- b. Evaluating the hiring of technical personnel/consultants.
- c. Project fund-raising from donors.
- d. Making project policy.
- e. Hold funds in trust for the project.
- f. Liaising with government donors and commercial sector.

35. Roles of YWCA National Office:

The national YWCA office should have roles in:

- a. Supporting liaison relations with government and donors.
- b. Following up major policy changes desired by the project in activities at District, Provincial and National levels.
- c. Liaising with the global YWCA organization to generate information on technical resources, overseas marketing and assistance. It may well turn out to be that other YWCAs have done similar projects and can supply technical assistance and financing more cheaply than NGOs in Kenya, commercial companies and individuals.

36. Role of RIDT and other Technical Resource Companies/ Individuals:

Having finished the consulting reports on agriculture and marketing RIDT should be treated by the YWCA as just another company selling consultancy and possibly equipment through allied organizations.

RIDT and other technical resource companies or individuals should not have more than advisory roles which may be extremely valuable for they have implemented projects in rural areas.

However, where the YWCA need particular service, it should put them to tender.

Where such service are bought from a company or an individual, those individuals or companies or their personnel should have absolutely no ownership or policy-making powers. The YWCA executives at various levels and their secretariats need to get on top of most details of the project to bar technical resource personnel making policy decision by default.

Furthermore, as far as marketing is concerned, those who want to should buy at source (farm, project, cold store etc). We do not support an agency role by RIDT or anybody else for that matter. Our interviews in the field clearly showed that agency relations are no longer acceptable to the wider community.

In our overall phasing of the project, we have indicated that some functions will be done by intermediaries initially and later directly by the project.

The training of project personnel - direct employees of YWCAs company - should be treated as a service to be contracted out to RIDT or other technical resource companies/individuals with heavy penalty clauses for defaults.

RIDT and personnel related to it may have a role in extension of better husbandry, harvesting, packaging etc. but even this should be put to tender or be purely commercial.

37. Structure of Industry:

In our overall phasing, there are activities which will be handled by individuals and some by groups.

Products made at these levels should be owned by individuals or groups.

Nursery and building plots should be deeded to be held in trust by the YWCA as is practice nationally.

As more complicated marketing and contralised production activities come on stream, they should be run by a Registered Company for Tana River people are extremely dissoluted with the record of cooperatives in the district.

Such a company should be owned by Women Groups (not individual women).

The chief executive of the company should be the Project Manager and should act as company secretary to the Board but be a non-voting Board member.

Appendix:

Terms of Reference for the Feasibility Study of the Proposed
Mango Processing Industry at the Lower Tana River

General

To evaluate the social, economical and political implications and impact of a Mango Processing Industry at lower Tana.

Specific

1. To identify the beneficiaries of the Mango Processing Industry.
2. To establish how such beneficiaries will be organised, mobilized and participate in the day to day running of the Industry.
3. To determine the role of RIDT, YWCA, and the beneficiaries and recommend how the organization would be structured to ensure its ability to meet both economic and developmental objectives.
4. To establish how the Commercial aspect will interact with the development based activities of YWCA and the beneficiaries.
5. To do a needs assessment study, to determine the possible ways in which the beneficiaries would own the Industry.
6. To establish the human resources available among the beneficiaries groups, and local community, which can be trained by RIDT to eventually run the Industry.
7. To determine the present levels of income of the beneficiaries and establish what impact the projected increase in income (from the feasibility study by RIDT) will have on the beneficiaries socially, economically and politically).
8. To find out how the local leaders, the administration and the Lower Tana Community would view the establishment of such an Industry, and whether the project would receive support from the Community and all the relevant sectors.

9. To establish present social and economic activities of the would-be beneficiaries, and how their participation in the proposed industry would affect these activities.
10. To determine the local culture traditions and establish how these would be taken into account in determining the methods of group formation and group participation in the proposed Industry.

