

GBM - EVALUATION.

Chap. 0. - 4 pages (Kairu)

List of Abbreviations

List of Tables

List of Figures

List of Appendix

- TOR for the mission.
- Maps and photographs.
- Questionnaires.
- Checklists.
- References.
- List of tree nurseries and people that the mission visited.
- List of tree species in the nurseries that the mission visited.
- Socio – economic data for the tree nurseries that the mission visited

Executive Summary

Chapter 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. The fourth week was used for writing the report.

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 reintroduced (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 and Eastern provinces**, -Miricho sub-location and Kahuro sub-locations (Muranga district), Kanyariri sub-location (Kiambu district), Kisasi and kabati sub-locations (Kitui district), **Western province**, Kanyango and Kalanya sub-locations(Asego division), Kaguria sub-location (Ndhiwa division), Igare and Kiamukama 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 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, in 1997.

The Green Belt Movement (GBM) is an organization that works with an overall objective of increasing the tree population in Kenya. GBM uses women 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 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 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-advisor 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, collect and plant seeds, make compost manure and transplant the seedlings.

To date the Movement has deliberately refused to involve external experts due to the belief that their 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 American. In 1977, the Movement was

featured in the UN's 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. student 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, Recognition award by the Federation of Women Lawyers. The Coordinator of the GBM has also been awarded many honorary degrees, mainly 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 & Development, Resource Renewal Institute and Open Society of USA, Norwegian People's Aid, Norad, Unifem, 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 secretariat.

Chapter 3. Methodology

In order to carry out the tasks that the Client had enumerated in the attached Terms of Reference (see appendix ??), The Consultant used the following methodologies that had been suggested in the Proposal that ETC EA had 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 centered on operations and maintenance of their trees and an evaluation of the types of successes and also problems that they experience

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, 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 Consultant was told that the local chief had misgivings about the evaluation. However, the women group defied his orders 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 above-mentioned experts will make structured direct observations of GBM - supported tree nurseries and other programmes including the food security initiative. In particular, they will aim 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 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 Consultant made prior arrangements for all the GBM-supported women groups, in a given sub-location, to assemble at a central location. Subsequently, the Consultant held two to four hour discussions with such groups, thereby giving ample opportunity for all the members to speak to the Mission. 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, as the Mission traveled together for most of the evaluation period. Finally, wherever possible, 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 see the manner 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 Miricho areas and held exhaustive discussions with the relevant women groups. The meetings were held in typical farms 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 field visits to a given province, the Mission held a brainstorming session to go over all the observations by the 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 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 Findings

4.1 SWOT analysis for Green Belt Movement.

The conducted a SWOT analysis of the GBM and the 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 caliber 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, bio-diversity, food security,
- Improve groups' capacities (technical, organizational and managerial).
- Improve groups' entrepreneurial skills.
- Improve GBM 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 old districts countrywide. The mission was able to visit only 5 (25%) out of the 25 districts. Interactions were achieved with 523 women and 142 men; 4 women mini advisors and 11 men mini advisors representing 164 nursery groups. 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

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 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 have the energy.

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 others to plant in the 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 attendant 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 the 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 is 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. In other words, outward conformity to tree planting requirement is all that GBM asks irrespective of the motive that prompts compliance, which actuates the thinking and practice of groups.

This 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 polythene tubes for them. Once they are obtained the polythene tubes are sold at Ksh. 20 for 200 pieces.

Technical and local advocacy for self-actualization and development of women groups was 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 believe that this is the case. In this regard, the assessment of labour and time in put 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 a 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 was also varied 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 ranged between 5 and 20 shillings.

Combined with the delayed payments, none payments, the 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 peanuts. 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, this mission did not find any evidence that the tree planting programme benefits women or groups by training them. Very few groups indicated to have been trained. This was far back in early 1995. Techniques for well-managed tree nurseries were apparently lacking in many of the sites visited. Out of 12 nursery sites visited by the team only 3 were well managed. Technical in put 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, 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 being 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. As a result of low survival rates and GBM's policy of not paying for less than 1000 surviving seedlings disadvantages those raising seedlings in drier areas.

4.2.2. Food security programme

The ideas of food security were found in almost all the areas that the mission visited. Its application and relevancy cannot be overemphasized 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 but nevertheless disregarded by the economic developments that came with colonization and modern lifestyles. The knowledge and production of the 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, the 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 the 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 not possible from women particularly the elderly. The women, however, 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 would 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 these 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

improves the biomass required for composting . The strategies for drier areas have not been explored by GBM. However, in South Nyanza where the interest 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 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 aggregates the situation of gender insensitiveness 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 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 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 further to 2093 in December 1995. The data further shows that whereas dormant groups have been reduced from 1067 in June 1994 to 1047 by December 1994 and to a further 974 by December 1995. Data for 1996 is not available. Various reports attribute the reduction in dormant groups to more afield activity as a result of having 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 1995 report argues that 4,503,295 is the cumulative total trees surviving for the years 1992-1995. The Mission was not in a position to verify these anomalous data, (see appendix ??)

The lumped raw data on tree planting presented in Appendix .?, typed by the consultant, on the status of various nurseries and their production could not be verified for it is in differing formats. In any case, it was only tabulated for the sample areas. It is presented to act as a possible baseline for future evaluation.

Conclusion: The objectives set out in the project proposal relate to the whole of the GBM. 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

Conclusion: On the finances, the consultants were 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. We could not make a determination on foreign exchange gains or losses and relate them to operations. We were 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 are cashed through a private company. This is a result of the bank protecting itself from the too many loose cheques issued by GBM. There are no tendering procedures. Supplies are single sourced.

Conclusion: It is hard to evaluate the field tree planting and food security activities in terms of inputs and outputs for 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. This method lends itself to corruption by the supervisors.

Conclusion: 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 to the interest of the monitors, mini-advisers and nursery attendants to manipulate the data for 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 we clearly established that there were conflicts in the record keeping between the groups on one hand, the nursery attendants, mini advisers and monitors on the other hand.

This 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. Regardless to say, other agencies dealing with tree planting also work in these districts. Ascertaining the impact of GBM was considered a methodological problem by this mission. GBM tree planting and food security programmes have not employed explicitly 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. 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 not contributed to tree planting in these areas, but is lack of clearly laid down programme procedures that can be used to assess its 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 MENR and MoALD&M.

In view of the above, the mission noted that almost all the nursery sites visited had exotic species as the major ones (Appendix). 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 together with 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 potentials 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 that eventually survives. On the other hand, indigenous species were indicated to be adapted well to this problem. 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 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 volkensi 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 no major constraints. 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 away 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 alternative techniques that are available 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 these areas.

Since the groups are aware that payment by GBM is on the number of seedlings raised in nurseries, outplanted to ready dug holes and surviving after a given period of time, a dependence on GBM is developed by groups. This dependence is farther actuated by the openness of GBM and the unspecified number of groups that are registered from any given area or during a specified timeframe (appendix). For example, 31.7% of the groups that the mission interacted with were registered in 1995. The unlimited and unspecified registration of groups have a bearing on the sustainability of the tree planting programme as well as that of GBM.

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 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.

NB this section is to be tidied up by ENK

One of the major challenges of GBM is to maximize the number of surviving seedlings which can be purchased by GBM. Seedlings are not paid for because of unanswered questions that the monitors have vis a vis reports received from field staff.

Indeed this is the driving force behind the decentralization process: the need to have closer supervision and leadership so that records may be more accurate. This is also the reason why forms have been translated into local languages and record books have been produced. According to GBM, few groups have genuine reasons for not forwarding accurate records.

(add percentages for dormant and active)) add Njogus comments...

The following is the distribution of tree nurseries:

Districts	Active	Dormant	Total
Kiambu	26	156	182
Kilifi	—	7	7
Kisii	110	132	242

Kisumu	2	76	78
Lamu	-	18	18
Murang'a	394	314	708
Nyeri	346	271	617
S. Nyanza	172	158	330
Siaya	-	89	89
Taita Taveta	-	7	7
TOTAL	1048	1230	2278

- GBM does not have the capacity to pursue group dynamics.
- In our limited field work, the mission established at least four sources of dormancy, (1) some groups are conceptually ahead of the GBM's scope, level of activities, (2) intra-group dynamics, (3) environmental –unsuitable climate (4) multi-activities concerns of groups.

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 consultant was informed orally that they were estimated as 900 at the end of August 1997. No formal staff/payroll list was availed thereby limiting verification.

The consultant was informed orally that Headquarters staff were as follows in August 1997:

Title	No.	Gender
<u>1. Headquarters</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	?

2. Field Staff

Sublocation Mini Advisers	400	30% Women
Nursery Attendants	500	50% Women
Total 1& 2	952	

This listing of staff conforms to the organizational chart developed by the consultant and the GBM staff in a meeting. 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. In the same meeting, 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. Commission on Global Governance.

The bulk of the headquarters staff are monitors. Overseeing the staff is of course 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 consultant was orally informed that staff turnover is high without being presented with analysis of the staff over time.

On Governance the consultant was informed that there is a process on 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 to operate at Divisional level for a national total of 480. These Divisional Tree Nursery Representatives will meet and select from themselves one 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, % Externally Invited persons and the Coordinator which will become the Supreme GBM policymaking 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, 3 Secretariat Representative, Five Externally Invited Persons and the Coordinator. This 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, we refrain from making recommendations on policy-making for it is not expressly called for in the terms.

Conclusion: It is clear to the consultant that GBM does not have the organizational set up and staff to implement its worthwhile programmes effectively.

The consultant conclusions on current staff, management style, propose a new organizational structure specifying 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 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

growing. If anything they are part of the corruption problem for 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 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 and planting.

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.

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.

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 it? 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 GOK technical staff will be the resource on nursery techniques. This is not so for GBM does not have rapport with the GOK. Where there are strong groups they can demand the service. 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 to 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 citing of nurseries. The best cited nurseries had other 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 conclusion 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 Miricho Food Security activity is perhaps a way to the future. In brief the person responsible for Miricho 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 not to speak 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: 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. Among these are KIOF, CARE,

ACTION AID, MANOR HOUSE, ICRAF, KWDP, KREP, KWAP, SASOL, DANIDA, GTZ, various Catholic and CPK diocese. All 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 collection 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.

GBM is no doubt the leading advocate of tree culture in Kenya. One should note the advocacy activities from the 1970s when no other agency was interested in the problem. To-date, GBM integrates civic education and peace trees currently. 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 consultant 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 been implementing FSP since 1989 although in a very limited scale. The objectives include reduction of hunger at household level, preservation of indigenous knowledge on local foods and conservation of their biodiversity. Although not stated as an objective, the mission noted and observed 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 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 Kanyanyariri HighSchool. 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 FS 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 build 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 the “successful areas”.

The development of an association of groups at the sub-location level was viewed by this 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, this 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 sited 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 of 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 areas 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 5. Recommendations

5.1 Recommendations

Recommendation:

The consultant 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 since the socio-political environment is conducive to grassroots development in contradistinction to the past twenty years of its existence.

Recommendation: Funds expended on nursery attendants and mini advisers are not effectively used for the groups can undertake the work of these cadres.

Recommendation: This cadre needs to be abolished for their input is essentially clerical. Perhaps a few can be trained to operate an electronic database.

Recommendation: The 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.

Recommendation: GBM needs to establish a relevant staffing policy now for it has become a very large organization in terms of budgets and activities. Such policy should specify formal norms which specify on salaries, benefits, promotions, career paths and duties.

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 persons basic responsibilities will be to co-ordinate the planing and supervision of all the development activities other than policy. The person will further act on behalf of the Coordinator when the later is unavailable.

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 sectors. Perforce these must be graduates.

It is proposed that the four Assistant Coordinators/Project Officers have the following responsibilities.

Assistant Coordinator Land Management

This person should be responsible for all 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 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 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 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 organizational chart of the top management of the GBM, is found in Appendix//////////

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 be more than thirty people at most.

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 NGO in electronic form from some sources.

Recommendation: It is recommended that all staff to be hired 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.

Recommendation

Recommendations: 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 too go commercial for there also is a market for trees. Seedling prices range from Ksh. 5 to Ksh. 20 in districts like Muranga, Kiambu, and Kisii.

The form system should be applied selectively. The number of forms should be reduced 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 Miricho Food security model, it can train trainers from the groups who in turn will train their sublocations.

In the new training, the plastic bag based central nursery should be evaluated. It is costly and hard to manage especially where citing, security and water are problematic. Other nursery systems 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.

Recommendation: It is recommended that project resources, time and professional input, be put into building good 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.

Recommendation: There is need to consciously recruit the new staff with gender balance in mind. Servicing the new groups should include a criteria that they achieve gender balance and their needs addressed accordingly. GBM should incorporate a gender training component to equip staff with tools and techniques to address the needs of different groups involved in the programmes.

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.

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 free planting activities. Appropriate means of assessing seedlings raising should be developed.

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 Zone 3 should be allowed to follow the Miricho 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 zones 4 and 5 should be piloted over the next two years.

Recommendation: Groups from agro-ecological zones 3 should be allowed to go commercial for there is demand for trees within their communities. Tree raising techniques are widely known in the communities. GBM can buy the trees from the women if it is interested but commercial prices are about ten times the GBM current offer price.

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.

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

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

Chapter 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.

Strategies for the GBM

- Development of long term strategy for the GBM, including the costings of the various 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

- Civic education
- Water harvesting
- Production and consumption of indigenous crops
- Conservation of biodiversity
- Anti -corruption campaigns
- Green belt learning safaris.
- Conservation and multiplication of bio-diversity.
- 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.

Appendix

- TOR for the mission.
- Maps and photographs.
- Questionnaires.
- Checklists.
- References.
- List of tree nurseries and people that the mission visited.
- List of tree species in the nurseries that the mission visited.
- Data for the tree nurseries that the mission visited.