

**PLAN OF OPERATION WORKSHOP FOR ITFSP**  
**at**  
**The Methodist Guest House-Nairobi**

**February 17- 21**

**REPORT PREPARED BY**  
**G-C. M. MUTISO**

**1. FIRST DAY**

**General**

The most outstanding fact of the first day was the lateness of programmed activities. The first session was supposed to start at 9:00 a.m. but it did not until 10:00 a.m. The bulk of the participants had not arrived. The guest of honour did not arrive at 10:00 a.m. and indeed the whole of the first day.

Consequently the programme was adjusted and the GTZ-ITFSP Team Leader Dr. Manfred van Eckert introduced the programme after the consultant Prof. G.C.M. Mutiso conducted the wam-up/introduction exercise. For the rest of the morning the participants were broken into two groups to work on the problem of Extension and Mango/Fruit Drying. The adjusted timetable is appended.

The initial training room was uncomfortable and didn't fit all the participants. Fortunately, by the afternoon the conference centre agreed to allow the group to use the rooms which had been assigned to it thereby greatly improving the training environment.

**GROUP WORK**

The mango fruit group got into plan of operations planning quickly by concentrating on sub-activities. By the end of the day, some of them were a bit concerned about integrating those into the major problem areas but the group process was fine.

14. Increase the farmer participants.
15. More time allocation to avoid crash programmes.

**Question 3:**

**Was the setting of the workshop suitable?**

1. The premises was a non-smoking zone.
2. The setting was suitable.

**Question 4:**

**What is your evaluation of the actual discussions?**

1. The evaluation of the actual discussions was fairly good.
2. The discussions were fruitful.
3. The discussions held will help solve some problems experienced in the field.
4. The discussions were very representative.
5. At times, personal issues swayed the workshop procedures.
6. Discussions good but more time required.
7. A realistic budget was made.
8. The project is likely to expand in the future.
9. The discussions were good although most speakers seemed to have vested interests.
10. There wasn't enough time allocated to the presentation of the achievements in the on-going districts.

## **THIRD DAY**

### **MORNING SESSIONS**

First session of the day had two separate groups. The extension group continued its work and finished the plan of operation by tea break. The second main group titled: "Tree Crop in Research in ASALs" met over the first session to identify broad areas of the topic. The group established that the broad areas of concern were:

1. Reports on ongoing ITFSP applied research.
2. Future needed research , closer to pure research.

It was decided during tea break to break the large diverse group into two where one would be Applied Research (including the presentation of previous ITFSP studies) and the other "Basic" Research - to plan some specific activities which had been identified before.

### **APPLIED RESEARCH GROUP**

This group decided to get reports from ongoing work first. The first report was made by Mr. Holger Marbach who is based in ITFSP and is working on the analysis the sample of farmers in different ecological regions. This is a statistical based study which will inter alia:

Elaborate the role of trees in agro-ecological different small scale farming systems  
Cover different agro-ecological zones: Nyeri, Mwingi, Machakos, East Pokot.  
Develop concepts and methods to introduce tree crops to small scale farming systems

The survey has held 18 group meetings, covered 1000 participants with equal gender breakdown..

220 farms have been surveyed covering

- ⇒ farm plans
- ⇒ role of tree

Methods used have been:

Mapping, historical talk on tree calendar, money calendar farm walk, key word guideline for interview, farmer's own monitoring system

Future activities will include among others:

Feedback to farmers and evaluation of farm plans  
Concepts development

Mr. Ashford Njenga presented the second report on research comparing high potential and low potential districts -Nyeri and Mwingi.

The objectives are to identify what determines different farm plans, determine the economics of trees and determine the dissemination of tree information.

Economic role of trees in West Pokot , the third report, was presented by Ms. Dagmar Runge. This study is totally case study based.

Doris Mutta presented the fourth, ongoing research of medicinal, food and cultural plants. Work has covered Kajiado, Machakos, Kitui, Siaya & Kilifi. Collections and establishment in KEFRI is feedback to the herbalists. Now research is moving to economic policy level.

## **AFTERNOON SESSIONS**

### **APPLIED RESEARCH**

This session was essentially concerned with presentations from some potential and past collaborators.

### **Integrated Food Security Programme**

IFSP will need to develop a concept of developing trees input into the project. It is not possible to develop a budget now on how much this activity will cost. The Tseikuru survey of 30 farms cost Kshs 60,000.00 The concept of what to do next is problematic.

### **CARE**

The working areas are not properly ASAL but Lower midlands one to four. Care works with 520 women groups, and 45,000 school children and 8,000 farmers.

The project objectives are to increase food production, income generation and environmental protection.

Care has 120 adaptive farmer researchers trained. They collect data and present data to their groups. They decide their local specific solutions. The project further analyses data and presents it to district officers. Yearly Care present it widely at MASENO for all stakeholders. Basic research on sweet potatoes is being undertaken. Work is being done in collaboration with KEFRI & PANA seed company. This infrastructure is available to ITFSP if it so desires.

### **KIOF**

The basic aim of KIOF is to teach organic farming. It works in Eastern and Central and consults in other areas where there are no programmes. No budget on collaboration is available. However KIOF is available to be used in tree related work.

### **KAMURUGU**

Its objective is to uplift standard of living of its participants. The project is working on improved mangoes and trains farmers in the technology. They have worked on foods security in the past and use the trees as to address incomes. They are also addressing agroforestry by domesticating traditional trees including encouraging the planting of *melia volkensii* which has a major problem of establishment. Need to get new help in IPM. For future they are interested in water conservation. 5 species are being propagated for extension but many more were identified by farmers. The five species are being marketed locally.

## **JAMABA**

It is primarily environmental oriented but linked to poverty and economic issues. It is not in position to do research on trees for its is not a research programme. Can provide land. Highlands are citrus particularly rough lemon so ITFSP could look at marketing. On citrus they would like white fly research, and would like expertise for setting up research as well as commercialisation of traditional trees especially *parinus africanus*. There is need to use work on uses of Tamarind, Aloe and Melia.

## **MINISTRY OF AGRICULTURE**

Ministry of Agriculture Research Extension Liaison is present to listen and find out who is doing what so that they can incorporate them into the extension messages. So far have currently concentrated on food crops & livestock but have not done much work on trees.

## **GARA**

The GARA presentation was made by A.K Hassan. Its issues are covered in the GARA specific workplan.

## **“BASIC” RESEARCH GROUP**

The “Basic” research group worked satisfactorily and produced a plan of operations.

## **CONSULTANT’S COMMENTS ABOUT PARTNERSHIP-**

During the days evaluation meeting between the ITFSP and the consultant, it was pointed out that it is important for the project to evaluate how to work with partners for some seem to use the project as agency.

The project should also have an approach for systematising collaborating agency demands since handling them on a case by case basis creates a heavy management load for the project. Towards that end it is a good idea to bunch proposals from many collaborators and then to process them jointly in a one day planing workshop.

**Participants strongly felt that they should take up their interests with the project on their own time and convenience rather than develop a workplan which would merge all interests. The implication of this is that the independent ideas are not**

**part of the 1997 work plan but can be picked up in later workplans. It should also be noted that this is commentary on how the project has been working so far. It is not an ideal situation for it does not lead to systematic workplanning.**

#### **FOURTH DAY**

##### **GUM ARABIC AND RESINS ASSOCIATION-(GARA)**

This first session started late for the participants had not arrived. However this was not too damaging since the participants have been meeting in the past. Already GARA is organised into two groups, one with emphasis on extension and the other applied research. Since the group had done some systematic work it was easy to complete their work by lunch hour.

##### **DATE PALM**

This afternoon session started on time. There was a presentation of the history of struggles to introduce date palms into the Kenyan farming systems by Larry Loewen-Rudgers from Mennonite who had initiated some work on dates about four years ago.

The ITFSP has concentrated on making tissue culture based planting material. This has been a very major bottleneck. in the past. Tissue culture work is to be done at Jomo Kenyatta University. Now the system is ready for large scale seedling production. Dates for onfarm testing will be ready in three years time. Tissue culture seedlings produce in five to six years but natural ones about seven years.

The group was very focused and produced a good work plan.

## FIFTH DAY

The session started three hours late since the collaborating agencies did not come.

The four programme personnel initially discussed past problems.

Among them were:

- a) Lack of a formal system of making proposals to the project.
- b) Lack of a formal memorandum of understanding between agencies.
- c) Too many collaborators without very clear ideas on what they need from the project and the converse. There are about 60 collaborators. These are too many and the project should as a matter of urgency structure the modalities of collaboration.
- d) Because of unsystematic relationships between collaborators and the project some agencies (especially Govt. ministry people) are demoralised about the project.

Past collaborators made the following points:

- a) The university people have problem with releasing the senior people to collaborate with the project. It would therefore be useful to seek collaboration with students. The strategy will be to sign a formal memorandum of understanding with the various universities spelling out the relationships. Project should work on getting students in environment, forestry etc. It maybe necessary to co-ordinate with DAAD which can provide money for students.
- b) There should be a strategy formulated by the project on how to work with religious organisations which offer the greatest reach and effective resource management across the country. This would be an easy way of transferring knowledge effectively.
- c) For the future there should be formal contracts spelling out rules and responsibilities for collaborators and the project including specifying objectives and outputs.
- d) Some activities like gum arabic call for co-ordination between govt, ITFSP, business people and collectors. Perhaps in each district one person should be identified to be incharge of the collaborative efforts in gum s and resins. Logically it could have been the GoK foresters but they do not have knowledge. There also may be need to get a central co-ordinator for gum resins.
- e) MCC only acts as a catalyst. It therefore needs ITFSP and others to act as facilitators. ITFSP has facilitated the work on dates.



- f) To improve collaboration maybe a newsletter/bulletin to keep the network going should be initiated.
- g) Create databank of NGOs and institutions which are interested in trees. For example Siaya mango activity can spread to Busia if a proper program is worked out.
- h) Perhaps ITFSP should travel accompanied by NGOs when travelling to increase its impact.
- i) Collaboration has been useful to support graduate students and equipment.
- j) The workplans developed by different GTZ projects e.g. Transmara -which is interested in some activities, should be co-ordinated into a formal workplan.

It was concluded that the project will draft specific document to streamline structure, process and content of collaboration.

## SPECIFIC WORKPLANS

PLAN OF OPERATION FOR: COLLABORATION		Result No.	Planning Period: 1997 Prepared: 02/97
<b>1. Structure</b>	Structure of future collaboration.		<ul style="list-style-type: none"> <li>-Identify/select collaborators (intermediate NGO's)</li> <li>-Strengthen co-operation with local universities &amp; DAAD.</li> <li>-Use existing networks and rural NGO's to develop or disseminate concepts.</li> <li>-Identify levels of co-operation with collaborators.</li> <li>-Elaborate common annual workplan.</li> <li>-Newsletter to improve co-operation (bi-monthly) to inform about activities.</li> </ul>
<b>2. Process</b>	Formalise response to requests for collaboration.		<p>Send annual workplans of activities in which ITFSP services are needed i.e.</p> <ul style="list-style-type: none"> <li>- training</li> <li>- materials</li> </ul> <p>Indicate:</p> <ul style="list-style-type: none"> <li>- kind of service required</li> <li>- timeline</li> <li>- budget available.</li> </ul> <p>Clarify roles and responsibility in joint working approaches. Memo of understanding of cooperation.</p>
<b>3. Content</b>	<ul style="list-style-type: none"> <li>-Facilitate workshops to get co-ordination &amp; co-operation among stakeholders.</li> <li>-Joint planning of new concepts and implementation.</li> <li>-Follow-up implementation.</li> <li>-Analyse constraints and make amendments in concepts.</li> <li>-Support applied research.</li> <li>-Support student attachments and applied research work to students.</li> </ul>		<ul style="list-style-type: none"> <li>-Provide/organise training support.</li> <li>-Provide information.</li> <li>-Provide materials (seeds, scions, etc.)</li> <li>-Provide allowances, transport.</li> <li>-Support decentralised co-ordination.</li> <li>-Provide backstopping in existing processes.</li> <li>-Facilitate field trips and study tours</li> </ul>

PLAN OF OPERATION FOR: DATE PALM.		Result No. 2	Planning Period: 1997 Prepared: 02/97					
ACTIVITY	INDICATOR/ MILESTONE	TIMETABLE					RESPONSIBILITY	RESOURCES
		'97 1/4	'97 2/4	'97 3/4	'97 4/4	1998		
<b>2.1. Network on dates elaborated</b>								
Contact DDC's in Mandera, Isiolo, Mwingi, Lodwar to identify collaborators.	4 meetings conducted			A			ITFSP&MOALDM, KARI, KEFRI, IRRO, MCC, MDP, SDP, Young Muslim Asso. RAPID	50,000/-
Organise workshop to revive date network					N			
<b>2. Date palm plantlets imported and multiplied</b>								
Support importation of dates for tissue culture. Produce date palm seedlings	5-8 invitro date varieties imported. 5000 date seedlings produced		A	J			ITFSP/MCC JKUAT/ Hunja Murage	50,000/- 50,000/- 200,000/-
<b>Nurseries for hardening date palm seedlings supported.</b>								
	3 nurseries prepared. 5000 seedlings distributed		A				ITFSP	50,000/-
<b>4. Extension of and support extension of dates organized and supported.</b>								
	Plan of Operation for extension of dates completed on the basis of workshop results				N		ITFSP	50,000/-
<b>5. Soil &amp; climatic conditions matching of varieties to sites elaborated</b>								
	Data review done and report for implementation submitted.			J			ITFSP/KU	60,000/-

**PLAN OF OPERATION FOR GUM ARABIC AND RESIN PRODUCTION FROM NORTHERN KENYA (GARA)**

textures, taste appearance	season per group to KBS by ITFSP								
Supervision of trained groups	540 visits	Mango Season							Kshs 810,000.00
Interaction between group of farmers and horticultural aid organizations including church groups	one day workshop per district	M>	<D						Kshs 60,000.00
<b>Marketing</b>									
Grading storage and selling	All produce graded into grade I +II	M>	<D					Group Members and area staff	Covered by visits
Packaging	Precise weighing Air tight sealing Attractive labelling	M>	<D					Group members and area staff	Provided by the groups
Storage	Central Storage facility	F>	<D					GTZ -ITFSP	Kshs 250,000.00
Selling	Selling strategy developed Training group members on marketing	F>	<D					GTZ - ITFSP	20M <sup>3</sup> Store
								Local NGOs groups and GoK National International GTZ-ITFSP	
								Local NGOs, groups and GoK National and international - by GTZ ITFSP	
								Marketing consultant/GTZ	
Research and developed									
Suitability of different mango varieties and drying regimes									
Evaluation of current - GTZ solar dryer performance.	Technical evaluation report	By Aug. 97 - Preliminary report						Kenyatta University (ACTS)	Kshs 200,000.00
Develop construction/training manual for operators/users in English and Swahili	Manual developed	By September 97 - Final report						GTZ/ITFSP ITDG/Kenyatta University	Kshs 400,000.00
Monitoring and evaluation Groups	Group functioning according to targets dynamics	2 visits per group season						GTZ-ITFSP	
Quality (see under production)									
Marketing (refer to earlier data on marketing)	- Field reports								

Co-ordination	- Financial returns & narrative				
Replan of projects	2 visits per groups per season Semi annual review	continuous	District ⇄ Project		

PLAN OF OPERATION FOR: <b>RESEARCH</b> Pests and Diseases	<b>Result No.</b>	<b>Planning Period: 1997</b> <b>Prepared: 02/97</b>			
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ACTIVITY	INDICATOR/MILESTONE	TIMETABLE				RESPONSIBILITY	RESOURCES
		'97 1/4	'97 2/4	'97 3/4	'97 4/4		
1. Pest and disease survey in Nyanza and follow-up survey in Baringo on citrus and other trees. - Analyse second data about fruit tree pests. - ODA- Crop Protection Project. If required: > conduct disease surveys > develop / screen & update training material.	Report/ dissertation. Reviewed material compiled by fruit.		J		O/N		20,000.00  60,000.00 30,000.00
2. Citrus greening survey in Transmara, Migori.	Report with recommendation about citrus extension approach.		M/J				ITFSP for KARI allowances (transport) 30,000.00
3. Train farmers on pest management and develop citrus management improvement programme.	Training seminar conducted - report management guidelines developed.		J >				60,000.00
4. Survey on important fruit tree diseases in major production areas.	Report and Thesis.		J-			June	ITFSP, Universities, ICIPE. Collaborators.  60,000.00





## Appendix 1: Statements by collaborators

### **ITFSP- E**

As a food security programme IFSP-e is interested in bringing the research on the role of tree crops in farming systems of ASAL to a point that research results can be made integral part of extension/advisory work.

This could include:

- Extension concept development and implementation for the introduction/promotion of economically beneficial trees in prevalent farming systems.
- Extension concept development and implementation for the use of trees in soil conservation activities.
- Budget to be worked out depending on scale of intervention

### **KEFRI**

Documentation and conservation of indigenous medicinal and food plants

General objective:

To promote conservation and utilisation of medicinal and nutritional plants through understanding of traditional uses and adoption of active *in situ* and *ex situ* conservation strategies involving local people particularly of rare, endangered or threatened germ-plasm for the welfare of humanity.

Specific objectives:

- a) Identify and document existing traditional uses of indigenous plants for different human and livestock ailments, their cultural and nutritional potentials among different communities and methods of preparation.
- b) Carry out resource assessment on availability and physiochemical studies of plants materials with promising remedial preparation against problem disease and nutritional potential.
- c) To undertake germplasm conservation and to explore opportunities for sustainable production systems.
- d) To domesticate and to explore opportunities for commercialising selected species or their products for the communities benefit.
- e) To provide advising services and consultancies and to promote training programme for schools, colleges, extension personnel, resource managers, communities and herbalists and to collaborate with appropriate institutions for more gainful management of local plants for improved community welfare



## **KIOF:**

To train farmers on an alternative production system that is environmentally sound, economically viable and socially just.

The first priority of resources exploitation is given to those that are found within the farmers locality.

As much as possible practical methods based on organised farming principles are presented to farmers in a simplified manner which should easily be understood and implemented.

Collaboration and networking with diverse other organisation which are more less in similar fields with an objective to increase the access to information on sustainable farming methods in the region and to stimulate the exchange of valuable experiences between organisation and persons.

To give institutional support to organisation so as to make farming more sustainable and to enable agriculture extension staff and trainers to improve their insight in principles of organic farming/agriculture, to increase their knowledge on practical methods and developed related skills.

KIOF would really appreciate collaboration with ITFSP especially to enable farmers to broaden and understand the integration of useful tree species in their farming systems. This can no doubt be realised through involving KIOF research team and hence linking this message to farmers. We would also appreciate joint workshops programme in both ITFSP operational areas and KIOF main areas of operation.

Our real interest at the end of the day is to see the uplifting of farmers living standard especially in addressing the issue of food security.

## **JAMABA**

Suggestions for collaboration between JAMABA and ITFSP:

- a) Assistance with propagation research of indigenous species in two large programme nurseries (One for highland and one lowlands) Provided and funded by JAMABA.
- b) Research on potential for group marketing of citrus (rough lemon) and constraints to citrus production (IPM on woolly white fly).
- c) Research on live fencing using *acacia nubica* etc.
- d) Research on commercialisation of melia, Aloe, tamarind etc. Prunus agroforestry.

## **KAMURUGU**

Kamurugu project is interested in promotion of growing tree crops in semi-arid areas.

It would be interesting to address the problem of tree establishment problems soil and water conservation issues.



- Trees and materials to promote integration.
- Farmer training on awareness, integration and promotion of tree crops in farming systems to prevent environmental degradation and to prevent food insecurity.

Kshs \_\_\_\_\_

4. Study on methods as above of adoption participatory. Possible solutions of low adoption implement them

based.

## Appendix 2: Timetable

### Day 1

08.30 a.m. - 09.00 a.m.	Warm up exercise
09:00 Am. - 09:30 Am.	Introduction of ITFSP
09.30 a.m. - 10.00 a.m.	Group work
10.00 a.m. - 10.15 a.m.	COFFEE BREAK
10.15 a.m. - 1.00 p.m.	Group work
1.00 p.m. - 2.00 p.m.	LUNCH
2.00 p.m. - 3.30 p.m.	Group work
3.30 p.m. - 4.30 p.m.	Presentation

### Day 2 timetable

08.30 a.m. - 09.00 a.m.	Formal workshop planning opening
09.30 a.m. - 10.00 a.m.	Group work
10.00 a.m. - 10.15 a.m.	COFFEE BREAK
10.15 a.m. - 1.00 p.m.	Group work
1.00 p.m. - 2.00 p.m.	LUNCH
2.00 p.m. - 3.30 p.m.	Group work
3.30 p.m. - 4.30 p.m.	Presentation

### Day 3 - Day 5

09.30 a.m. - 10.00 a.m.	Group work
10.00 a.m. - 10.15 a.m.	COFFEE BREAK
10.15 a.m. - 1.00 p.m.	Group work
1.00 p.m. - 2.00 p.m.	LUNCH
2.00 p.m. - 3.30 p.m.	Group work
3.30 p.m. - 4.30 p.m.	Presentation

On its part, the extension group started by getting verbal presentation from participants. In some ways this ventilation of experiences unfocused the group to the planning task. When they got around to identifying activities, it was hard.

Facilitation in this group was a bit verbose, again slowing group process. Other participants who were expected in the conference later, did join the group. This again slowed it down.

## **CONFERENCE MANAGEMENT**

At the end of the day, the GTZ team and the consultant met and agreed as follows:

1. Time was to be kept with sessions run as scheduled
2. Facilitators were to speak less and allow more comments from the floor
3. There was to be one spokesman on procedures and conference business arrangement.
4. An attempt was to be made to finish both mango/fruit drying and extension plans of operation by 3.30 p.m. of day two for presentation to the plenary.
5. The secretariat needs to be beefed up by addition of a secretary. The GTZ team leader was to investigate.

## **OVERALL PREPARATION**

There was not systematic planning and follow up of the conference for the GTZ team seemed to have differing expectations on procedures. For future, pre-planning and follow up even of keynote speakers need to be systematically managed.

## **2. SECOND DAY**

### **OFFICIAL OPENING**

The official opening of the conference was done by Mr. F.K. Rimberia from the Ministry of agriculture -Research Extension Division.

The point emphasised was that the ministry is interested in innovations in extension particularly in integrating trees into farming systems.

It is important that other organisations assist ITFSP. The project seeks to meet the interests of the farmers and other stakeholders. They pay special attention to issues of marketing especially in organising farmers to improve their processing and marketing. In collaboration with the Ministry, the Prisons Dept. and HCDA, joint activities have been undertaken especially in fruit tree production. Solar drying of mangoes has become an important innovation in the farming systems. It is estimated that 2 tonnes of dried mangoes will come into the market.

In the ASALs the project has undertaken joint activities in establishing important crops like coconuts and dates into these areas.

The participants contribution to this workshop will be to assist the project to plan future activities.

### **GROUP SESSIONS**

#### **Mango and fruit processing group:**

This group began its deliberations by discussing with the ITFSP leader on the issue of dried mango buying. The problem seems to be that some groups were introduced into mango drying in the past without adequate planning of:

- a) group dynamics supervision,
- b) specific targets in mango drying,
- c) clear definitions of relationships between MOALDM and ITFSP
- d) marketing strategies and plans for dried mangoes.

It was agreed that as an interim measure ITFSP would purchase the mangoes already dried by groups. After this specific discussion the groups continued group work related to plan of operations for calendar year 1997. It was cohesive and business

oriented. This group was so committed to its work that it worked through lunch hour. By 3.30 p.m., as scheduled, the group presented a draft plan of operations for calendar year 1997. Generally the output was acceptable.

### **Extension group:**

This was an extremely problematic group for structurally it formed into two subsets. One was GoK staff who preferred the training and visit extension system. The second was farmers trained to do farmer to farmer extension in collaboration with GoK extension staff but not part of the formal GoK extension systems.

By very tedious working through why ITFSP supports elements of both elements of both a modicum of group solidarity was created to allow the beginning of putting a plan of operation together. Of the activities identified, indicators and timetable were partially completed. The other elements, responsibility and resources were deferred to be completed during the first part of day three. The project will need to manage the extension components more tightly.

### **Complimentarities:**

Mango drying activities are essentially in Eastern and Coast province where traditional types and exotics types are found. Mango extension activities are essentially in Nyanza district where there are limited traditional or exotic types and where basic fruit technologies are subject of extension unlike in Eastern or Coast. Therefore experiences of the eastern part will be useful if and when enough mangoes are planted in Nyanza.

### **Evaluation:**

All the end of day two, a simple four question evaluation questionnaire was passed out. The tabulations are as follows:

### **FIRST TWO DAYS WORKSHOP EVALUATION.**

#### **Question 1:**

**What did you like about the workshop?**

1. The workshop was well organised and was timely.
2. The issues discussed were relevant and have an immense contribution towards promoting fruit tree growing among farmers.
3. The participants chosen for the workshop are in the mainstream of the project activities.
4. Accommodation was comfortable.
5. Virtually all present actively participated in the discussions.
6. The workshop brought together people with different ideas and experiences whose contribution was useful in drawing up a workable programme.
7. The venue was conducive for learning.
8. The depth of the discussions was very good.
9. The workshop was focused.
10. There was an inclusion of farmers as well as intellectual which provided a good forum.

### **Question 2:**

#### **What can be improved about the organisation of the workshop?**

1. Make sure that the materials used in the future are in better condition.
2. Room allocation should be done such as to cater for individuals with differences in their religious affiliations.
3. Recreation facilities should be provided.
4. More marketing channels should be established in order to cater for the production costs.
5. A precise definition of the workshop objectives should be given.
6. Proper invitation information should be supplied e.g. the duration.
7. Facilitation/moderation should be improved to make it more contact/interperson oriented.
8. Discussion leaders need to be drilled more.
9. Participants should be allowed to break off at the right time e.g. for meals.
10. Introduction should be more intensive.
11. Improve time management.
12. Allowances should be increased.
13. Every participant should present his/her report.



<p>PLAN OF OPERATION FOR: <b>IMPROVEMENT OF GUM ARABIC AND RESIN PRODUCTION</b></p>	<p><b>Result No. 1</b> <b>PRODUCTION, COLLECTION AND HUDDLING OF GUMS AND RESINS IMPROVED</b></p>	<p><b>Planning Period: 07/96 - 06/98</b> <b>Prepared: 05/96</b></p>
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No. ACTIVITY	INDICATOR/MILESTONE	TIMETABLE/Biannual	RESPONSIBILITY	RESOURCES (Ksh.)	ASSUMPTIONS
<b>1.0 ORGANISATION OF COLLECTORS FOR PRODUCTION ENHANCED</b>					
1.1 Develop a process for dissemination of information at all levels.	i. Organise a one day collectors workshop in Lokichar. ii. Develop a general information pamphlet for extension personnel and collectors.	97	SDDP, GoK, NGO, Salt-Lick, NOPPO, MDP	30,000.00 10,000.00	i. That members of several working groups will be committed to undertaking the responsibilities jointly agreed up on.
1.2 Develop extension approach based on existing contacts to collect and local traders.	i. Develop extension material that address specific problems for collectors and extension personnel. ii. Hold a one day workshops to test the extension material in all gum producing areas.	97	ITFSP, KEFRI, Salt-Lick, NALEPO	150,000.00 100,000.00	
1.3 Meet with extension agents to discuss and elaborate extension messages.	Correct and distribute the developed extension material.	97	ITFSP	overheads	
1.4 Pass messages to collectors, local leaders and traders.	i. A 40 consultancy study report outlining the extension structure based on existing information systems. ii. Implement the recommendations of the study report.	98		533,000.00	ii. That the different teams and merchants work together well
<b>Sub-total</b>				<b>823,000.00</b>	

<p><b>2.0 Management of resources and quality of gums and resins enhanced.</b></p>	<p>2.1 Carry out resource mapping by district.</p> <p>i) Acquire GIS and Topo. Maps, climatic and soil data for relevant districts.</p> <p>ii) Organise a meeting for stakeholders to explain project and identify sites based on community's experience.</p> <p>iii) Identify 2 gum collectors and/or elders per site knowledgeable in gum and resin production. Further discuss experiences related to production.</p> <p>iv) Map areas based on local experiences and verify main species, extent of distribution, abundance, associated species and environmental characteristics.</p>	<p>J</p> <p>A</p> <p>D</p>	<p>KEFRI, NMK, KARI</p> <p>KEFRI, NMK, KARI</p> <p>KEFRI, NMK, KARI</p> <p>KEFRI, NMK, KARI</p>	<p>30,000/- (impl.)</p> <p>overhead</p> <p>70,000/-</p> <p>40,000/-</p>
<p>2.2 Develop improved methods of tapping, collection and storage.</p>	<p>i) Develop relevant manuals on: - main species/characteristics. - time/method of tapping including tools/collection. - cleaning, sorting and storage.</p> <p>ii) Establish 23 sample plots and continually budgeted</p>		<p>Research group Dr. Jagoud Dr. Jagoud/ merchants Research group</p>	<p>80,000/-</p>
<p>2.3 Establish farmer based gum gardens</p>	<p>i) Procure seeds OFI/Zimbabwe Forestry Commission.</p> <p>ii) Collect contrasting local provenances.</p> <p>iii) Establish community based gum gardens and research plots.</p>	<p>M</p> <p>M</p> <p>J</p> <p>N-D</p>	<p>KEFRI/ITFSP</p> <p>Research group, KEFRI, NMK</p> <p>GARA/ITFSP</p>	<p>Overheads</p> <p>50,000/-</p> <p>50,000/- contribution of merchants</p>
<p>2.4 Develop improved monitoring</p>	<p>i) Make range-wide collection of gum and resin by:</p>	<p>J</p>	<p>Research group</p>	<p>Overheads</p>



<p>4.3 Training on gum arabic and resin grading system.</p> <p><b>Sub-total</b></p> <p><b>GRAND TOTAL</b></p>	<p>i. Develop and produce a training schedule for field trainers.</p> <p>ii. Develop and publish 7 training manuals (tools used, timing of tapping, timing of collection, cleaning and grading, species/varieties in several local languages) for extension and collectors.</p>	<p>O</p> <p>D</p>	<p>GARA &amp; KEFRI</p> <p>KEFRI, Afri-Gums Ltd., KEFRI, East Afro Agrostock Ltd.</p>	<p>120,000.00</p> <p>870,000.00</p> <p><b>2,573,000/-</b></p>
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		Results No. 1		Planning Period: Prepared:		
Activity	Sub Activity	Indicators	Timeplan	Responsibility	Resources	
Awareness campaigns( including tours)	Create awareness to all relevant staff in the district	6 district workshops held for SMS and NGOs	M>	<N	District Home Econ Officers	Trained personnel Subsistence Kshs 300,000.00 Transport Kshs 84,000.00
			Continuous		National-AIC Home Econ Branch District - information officers	
Production	Training on other mango products.	5 new products introduced 1 training per group (45 trainings)	M>	<D	District Home Economics	Kshs 420,000.00
			Already being written			
Evaluation of quality of dried products - toxins,		2 random samples per	M>	<D	GTZ ITFSP	Kshs 135,000.00

## **Community Based Organisations (CBOs)**

There is a traditional premium placed on the utility of grassroots organisations as the basic plank towards giving voice to popular demands, thereby creating confidence at the local level. Yet, it is equally plausible, as the late Claude Ake suggests, to view grass-roots organizational activity as a constraint on democracy that separates citizens from meaningful participation and "underlines the confinement of local people and their disenfranchisement."<sup>52</sup>

However, there is no doubt that in a place like Kenya, where provincial administration is pervasive, organized activity at the local level serves as a bulwark against misuse or abuse of power at that level; it is instructive that the Government has always discouraged such manifestations of self-governance and self-reliance which are elements which militate against the notion of sheepish followers.

As one scholar has noted of Ethiopia, "the democratic traditions of many local cultures suggest a stronger basis of a civil society than is often acknowledged, and as Ethiopian political life becomes more inclusive, these traditions may contribute to the growth of democracy."<sup>53</sup>

## **3. Political Parties**

The first necessity for meaningful elections is an organized party system. This is so because political parties play a key role in the electoral process. They provide the means through which voter needs and discontents are heard and resolved. Without a choice between at least two parties, the electorate is powerless to exert its influence.

A related vital requirement is for free competition between parties. The voters must be able to hear diverse opinions and be able to make a free choice. To provide this, the parties must be allowed significant opportunities to make their appeals. Nomination and campaigning must be available to the full range of candidates and the means provided for getting across their views and policies to the electorate.

Political parties in Kenya generally lack clear-cut ideological standpoints. Additionally, and this applies especially to the recently established ones, they lack resources to enable them function properly and efficiently.

## **4. The Electoral Commission**

Section 42A of the Constitution of Kenya, added through a constitutional amendment passed by Parliament in 1992, provides that the Electoral Commission shall be responsible for:

- (a) the registration of voters and the maintenance and revision of the register for voters;
- (b) directing and supervising the Presidential, National Assembly and Local Government elections; and
- (c) such other functions as may be prescribed.

The Electoral Commission is also responsible for the determination of boundaries of parliamentary constituencies. In sum, this electoral body is the very nerve-centre of the electoral process.

The Electoral Commission has been perceived as not being independent and impartial on account of its composition which is not broad-based and whose members are seen as pro-executive.

The electoral body also suffers from a number of weaknesses, namely:

- (a) lack of adequate resources, especially material and human resources (To date, that is over five years since its "resurrection" in 1992, the Electoral Commission has not appointed a Director of Elections and his or her Deputy);
- (b) lack of financial autonomy;
- (c) Worryingly inadequate civic education programmes

It is important to attend to the foregoing factors which have been debilitating the efficacy and effectiveness of the electoral body.

## **5. The Press**

The press can play a very significant role in the minimization of conflict. An independent and impartial press can greatly assist in the democratization process. As such, then, it is necessary to do all that is possible to ensure there is in place a fearless but fair press - both electronic and print - out to establish the truth and to speak for the majority who are voiceless.

## **6. A Conference on Peacemaking and Conflict Resolution in the Greater Horn of Africa**

Such a regional meeting is necessary so that the needs in the states concerned can be clearly delineated.

Ideally, the meeting should be attended by representatives of both the governments and civil society institutions in the region as well as political parties or movements.

## **Summary of Strategies/Plan of Action (with Special Emphasis on Kenya)**

### **(a) Government**

- Public education of public servants on human rights, democracy on the Rule of Law. (Already there is a programme financed by ODA to sensitize the Kenya Police on some aspects of human rights like domestic violence and social conflict). **Target Groups:** Security forces, including the armed forces).
- Civic education programmes on the electronic media. Special emphasis on voter education.
- Freeing of the airwaves: Balanced coverage on Kenya Broadcasting Service and licensing of radio/tv stations as a matter of course. This includes community radio stations.
- The ending of corruption which has eaten into the marrow of the body politic.
- Abrogation and/or repeal of oppressive laws such as the Public Order Act, Societies Act, Chiefs' Authority Act, Preservation of Public Security Act and sections of the Penal Code (on sedition) criminalising activities of a purely political nature.
- Enactment of electoral laws aimed at ensuring free and democratic elections.

- The initiation of the constitutional process
- Ensuring independence and impartiality of the Judiciary.
- Strengthening of the various Parliamentary Committees.
- Non-selective enforcement of laws and order.
- Introduction of human rights education in primary and secondary schools.
- Prevention and alleviation of poverty
- Delinking of the public service from the ruling party.
- Promotion of dialogue between the Government and Civil Society institutions.
- Promotion of dialogue between the Government and political parties.
- Creation of a conducive environment for the 1997 general elections and beyond.

**(b) Civil Society**

- Strengthening of institutional capacity.
- Training of civil society leaders
- Self - reliance in raising funds.
- Dialogue between civil society organisations/institutions and the Government
- Dialogue between civil society organisations/institutions and the political parties.
- Dialogue between civil society organisations/institutions and donors
- Uninhibited registration of NGOs
- Review of the NGO Coordination Act
- common civil society strategies in the process of democratisation including the electoral process (e.g. civic education, provision of election monitors).
- Observance of code of ethics
- Practice of internal democracy.
- A research on the performance of civil society organisations/institutions in Kenya to date, with regard to the protection and promotion of human rights, peacemaking and conflict resolution.
- Identification of non-legal mechanisms of peacekeeping and conflict resolution including traditional ones.
- Creation of a regional centre for research in peace and conflict by a consortium of NGOs.

**(c) Political Parties**

- Establishment of a code of conduct
- Public education of party leaders.
- Financing of political parties by the Government.
- Ceiling of funding of political parties from private sources and the vetting of such sources.
- Formation of coalitions amongst political parties.
- Removal of the "turn coat" provision in the Constitution to ward off "defections".
- The right of independent candidates to take part in elections for public offices.
- Speedy registration of political parties.
- Supervision over the conduct of political parties to be within the province of the Electoral Commission registration to be also effected by the electoral body.
- Recognition, via substantive law, of Official Opposition.

#### **(d) Electoral Commission**

- Reconstruction of the Electoral Commission to make it broad-based and accountable to all the players in the electoral process as well as to the people of Kenya. Plus enhancement of its independence and impartiality.
- Enactment of an Electoral Code strengthening the autonomy and powers of the Electoral Commission - e.g. financial independence, control over the electronic media in ensuring truly competitive politics amongst the various political parties, powers to enforce security during elections and the control over political parties in the running of their affairs.
- Conferment on the Electoral Commission of the power to prosecute election offences.
- A review of the present electoral system which makes it possible for a minority government to be in power.
- A review of the current law and practice on election petitions.
- Strengthening of the resource base of the Electoral Commission in terms of equipment, facilities and human resources. (The latter includes the immediate appointment of the Director of Elections and his/her Deputy to enhance managerial capability of the electoral body).
- The training of security officials involved in the electoral process.

#### **(e) Citizenry**

- Civic education (by both Government and civil society)
- Creation of political consciousness based on human values.
- Popular struggles for democracy.
- Advancement of the economic, social and cultural rights of the disadvantaged and other casualties of society.
- Self-governance at local level (especially the strengthening of local authorities).

#### **(f) Leaders**

- Inculcation of qualities of leadership and political morality as a first step towards the creation of a national democratic culture.
- Seminars for leaders on good governance and accountability (both at grassroots, district and national level).

#### **(g) Donors**

- Continued support to the democratisation process, both morally and materially.
- Permissible intervention aimed at creating a wider democratic space.
- Facilitating dialogue between the Government, civil society and political parties.
- Dialogue with civil society organisations/institutions.
- Specific assistance to the electoral process especially in the area of election monitoring and the institutional capacity - building of the Electoral Commission.

#### **(h) Institutions of Higher Learning**

- Creation of centres of peacemaking and conflict resolution.
- Ensuring academic freedom
- Formation of staff associations
- Formation of student associations
- All governing bodies of institutions of higher learning to comprise different sectors of the academic community.



**(i) International and Regional Bodies**

- Creation of a regional centre on documentation in the area of peacemaking and conflict resolution.
- Involvement of the people of the Greater Horn of Africa in the activities of the various regional arrangements such as IGAD and the revived East African Community. (the activities of IGAD and also the other regional arrangements need to be systematically documented and popularized.
- Creation of a regional Human Rights Court.
- Linkages of efforts of civil society institutions in the states comprising the sub-region in the area of peacemaking and conflict resolution.
- The development of a regional Charter on Peacemaking and Conflict Resolution.

**(j) The Press**

- Training of journalists on human rights, democracy and the Rule of Law.
- Abrogation or repeal of laws which impede the exercise of the Freedom of the Press.
- Involvement in the constitutional Process
- Freeing of the air waves.
- Civic education through the media.

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## ENDNOTES

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