

# **MAKING AGRI-FOOD SYSTEMS WORK FOR THE RURAL POOR IN EASTERN AND SOUTHERN AFRICA**

**Kenya Agricultural  
Research Institute**

**International  
Development  
Research Centre**



**TEGEMEIO INSTITUTE OF  
AGRICULTURAL  
POLICY AND DEVELOPMENT**

Presented during dissemination workshop on making the agri-food system work for the poor held on 11th March 2011 at the County Hotel, Sagana



# Workshop Outputs

- Introduce Agri-food Systems Project
- Share findings from study
- Get Feedback from stakeholders
- Chart a way forward/Action plan



# **Overall Goal of Agri-Food Systems Project**

- Enhance adaptation of pro-poor agri-food system innovations to improve food security and sustainable natural resource management



# Objectives of Project

Specifically the project will:

1. Identify and promote local innovations and adaptation strategies that work for the poor rural men and women to cope with food security vulnerabilities.
2. Adapt and scale up technology and **market innovations** for promoting orphan crops that enhance food security, increase incomes and ecosystem integrity in selected areas of Malawi, Kenya and Uganda.
3. Analyze and **promote specific policies and governance** mechanisms for sustainable agri-food systems.
4. Determine mechanisms for scaling up agri-food systems and sustainable agriculture



# Workshop Outputs

- Introduce Agri-food Systems Project
- Share findings from a recent study on Governance
- Get Feedback from Stakeholders
- Chart a way forward/Action plan



**ORGANISATIONAL  
STRUCTURES AND  
COMMUNITY'S VOICE/PRESENCE  
IN GOVERNANCE OF FOOD  
SECURITY RELATED INITIATIVES**



# Objective I of Study

- Characterize the governance structures and profiles of various organs identifying the:
  - representation of various players
  - vertical and horizontal linkages between oversight committees at the local and regional, national levels



# Source of Information

- DC/DO1, DAO, DAEO, NGO representatives, CDF manager, community leaders
- Farmer Representatives



# **Governance Structures in Food Security Related Initiatives**



# Oversight Committees



# Influential Committees

- **At Division level**

- Div. SHF
- Div. Implementation Team (DIT-NMK)
- Rianjeru FDA
- Sub-DAC

- **At District level**

- DAC
- DDC
- DMT-NMK
- DSHF

# Influential Committees

- **At Village level**

- Baricho Kadongu water Project
- Kangonde water Project
- Kathaka Nerica Growers
- Kathuiria Poverty Reduction Comm
- Kavaratani Water Project
- Mukui Marketing group
- Mukuria Ngunyumu Comm
- Nguvuini Dispensary Comm
- Ragati WRUA
- Rutho dairy Comm
- VDC

- **At Location level**

- FADC- NALEP
- KenFAP Div. Comm.
- KIFCO
- LDC - local leaders meeting
- Mukadima Water Project

# Key Oversight Committees in Food Security Initiatives

Committee	Function	Representation	Linkages
<b>District Development Committee/ District Steering Committee</b>	(1) Deliberate on issues concerning the wellbeing of the citizens in the district for prioritization  (2) Monitors crop and food security situation in the district	DC, Head of departments at the district, DOs, Chiefs, Religious representation, NGO/CBO/FBO, MP	<b>Vertical</b> - from the VDCs, LDC, sub- DDC  <b>Horizontal</b> - through the invitation of line ministries

# Key Oversight Committees in Food Security Initiatives

Committee	Function	Representation	Linkages
<b>District Agricultural Committee</b>	1)Deliberate on all Agriculture and also environmental related issues 2)Platform for generation and recommendation of agriculture related policy items	DC, Head of departments at the district,4 farmers rep, Religious representation,	<b>Vertical</b> - through incorporation of farmers representative to the Sub-DAC (Division level) and in the DAC

# Key Oversight Committees in Food Security Initiatives

Committee	Function	Representation	Linkages
<b>District Stakeholder Forum</b>	1) Empowerment of rural citizens i.e. thro' advocacy, improved marketing channels 2) Solicit for funds for local projects 3) Plan for agricultural Activities i.e. Field days	Government department , NGO/CBO, private sector, financial institution and farmer representation	<b>Vertical</b> - Stems from absorbing FADC (location) members to the Div. stakeholder Forum and DSHF <b>Feedback mechanism</b> - expected that with the strong presence of farmers, civil society, decisions made at the committee will trickle down to local

# Key Oversight Committees in Food Security Initiatives

Committee	Function	Representation	Linkages
<b>District Coordinating Unit (DCU)</b>	1) Vet on proposals for funding and submits them to the national secretariat 2) Access the progress of the funded groups and give technical support	Government department , NGO/CBO, private sector, technical experts i.e in food process and farmer representation	<b>Horizontal</b> - at the grass-root level uses the same groups as Nalep <b>Vertical</b> - (1) Through the Sub DCU groups are prepared with proposal writing skills

# Observations

- Decentralized agri-food system at various administrative levels
- Vertical linkages across the committees at different levels – from group to district level
- All stakeholders represented
  - High government representation at district and division level committee
  - Modest representation by farmers, low civil and private sector
- Different committees addressing social and productive issues on food security, environment
  - Horizontal linkages??



# Objective 2 of Study

- Assess/evaluate citizen awareness and participation in governance of food security initiatives by evaluating citizens' perceptions and satisfaction with:

- activities and
- management

of food security related initiatives

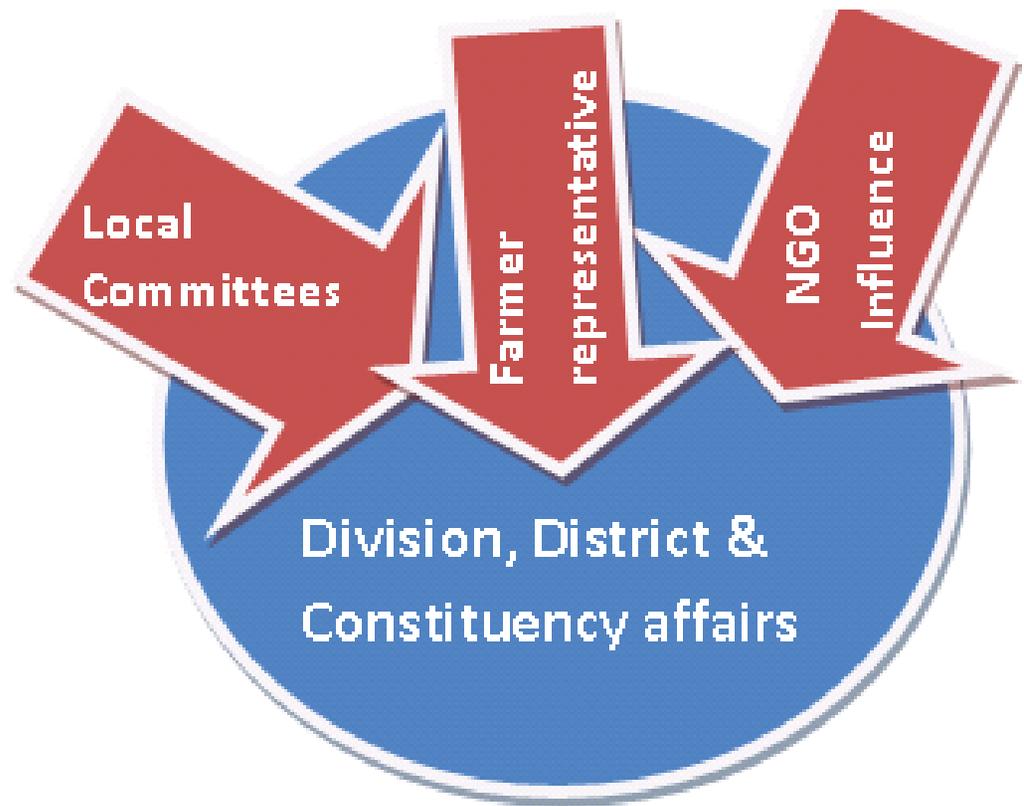


## **Method used in Evaluation of Governance**

- Based on **2 outcomes of Good governance**
- **Outcome1**
  - ACCOUNTABILITY Micro-accountability
- **Outcome2**
  - EFFECTIVE & EFFICIENT

# ACCOUNTABILITY Micro-accountability

- *Citizens Perception of management in committees*
- *Citizens participation in various committees & in civil society*
- *Citizens empowerment – Their perception of their influence:*





# **EFFECTIVENESS & EFFICIENCY**

## ***Awareness & satisfaction with services***

- aware of specific agricultural/food/environment related project (use list projects on site)
- Satisfaction with agricultural/food/environment related services/facilities

## ***Participation of civil society or private sector in production or service delivery***

- Number of NGO, CBO, firms engaged to produce or deliver services to local community
- Number of NGO, CBO, firms engaged in monitoring and evaluation (oversight) of production or delivery of services to local community



## **EFFECTIVENESS & EFFICIENCY**

### *Extent and quality of participation of civil society or private sector in local bodies*

- Proportion of civil society or private sector in local agricultural/food related bodies/organs/committees
- Frequency of meetings of local agricultural/food related bodies/organs/committees
- Attendance rate (number of meetings attended out of total meetings, number attending each meeting) of civil society or private sector in local agricultural/food related bodies/organs/committee meetings



**END of First Part of  
Presentation**



**COMMUNITYS'  
VOICE/PRESENCE IN  
GOVERNANCE OF FOOD  
SECURITY RELATED  
INITIATIVES**



# Source of Information

- Farmers
- Farmer Representatives
- DC/DO1, DAO, DAEO, NGO reps., CDF manager, community leaders
- Office records/minutes & attendance lists for committee meetings



# Sampling Procedure

- Contacted MOA for a list of NALEP/NMK groups operating in the district
- Got a list of 23 groups
- Telephone interviews with the all the 23 group
  - Membership, activities, collaboration and representation
- Purposively selected 8 groups based
  - experience with NALEP, Natural Resource Management and orphan crops
  - Experience with local committees and programs
- Purposively selected 3 MOA official, 3 farmer representative and 3 reps of the civil society

# Sampling Respondents

<b>Respondents</b>	<b>Total sample</b>	<b>Target</b>	<b>Position</b>	<b>Sampling procedure</b>
Farmers groups	345	24	2 officials and 1 farmer per group	Purposive
MOA		3	DAO , DCDO, DAEO	Purposive
Civil Societies	5	2	KENFAP,ACK,	Proportion to size
Farmers representatives	6	3	<b>DSHF, DAC</b> , District Peace Committee	Purposive

# Geographic location of the farmers

<b>District</b>	<b>Division</b>	<b>Location</b>	<b>Village</b>
Kirinyaga West	Ndia	Kariti, Kiine,	Mururuini  Kibirigwi,  Thingirichi,  Kiangai , Nguvuini,  Gatithi  Kiamugwongo,  Karima, Kamworo



# Results

- Awareness of oversight committees
- Farmer representation & Farmer influence
- Farmer satisfaction with interventions & benefits from
- Perception on management
- Farmer participation in activities & meetings
- Farmer awareness of civil society, their activities & their influence



# Oversight Committees



# Influential Committees

- **At Division level**

- Div. SHF
- Div. Implementation Team (DIT-NMK)
- Rianjeru FDA
- Sub-DAC

- **At District level**

- DAC
- DDC
- DMT
- DSHF

# Influential Committees

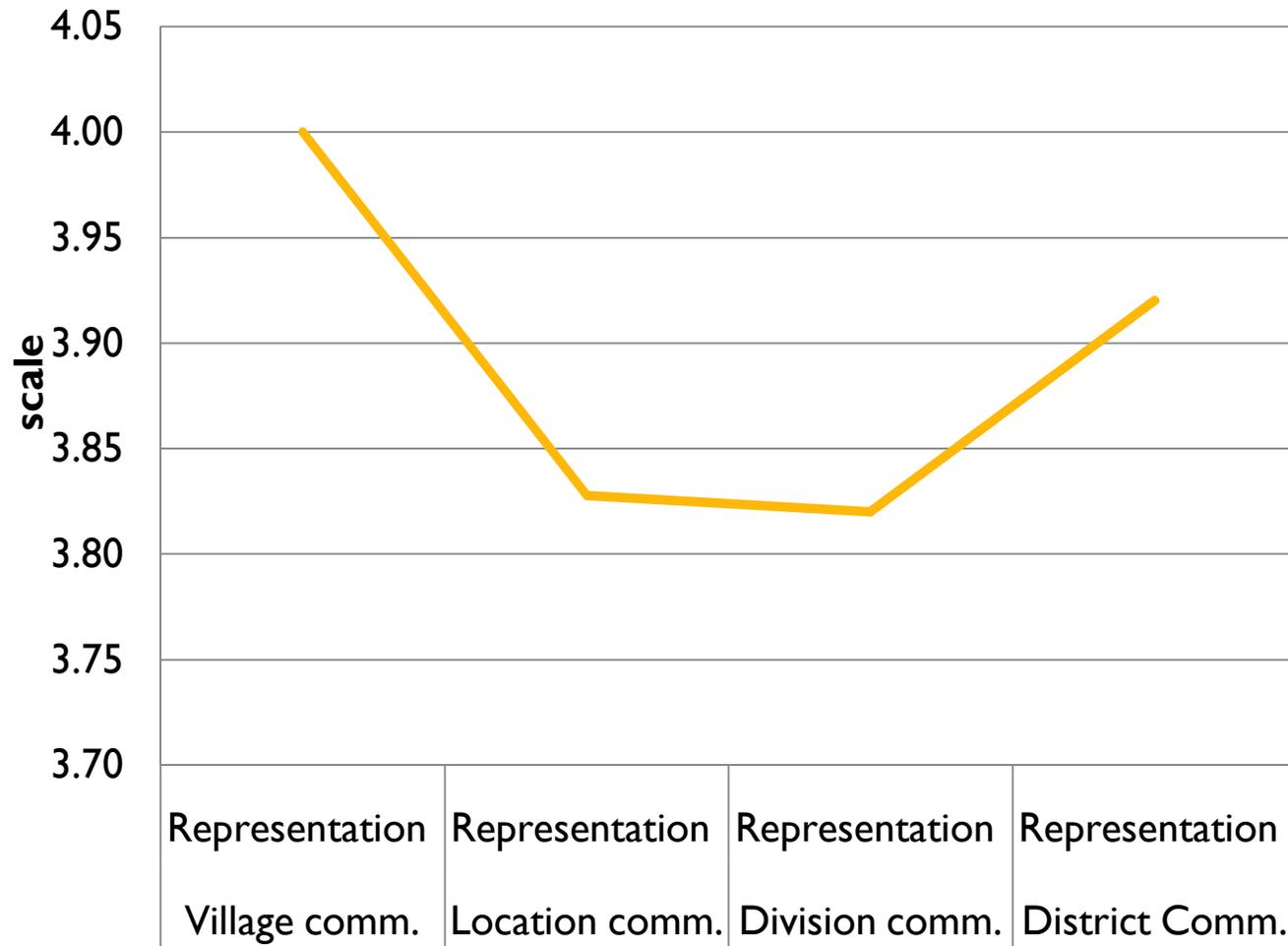
- **At Village level**

- Baricho Kadongu water Project
- Kangonde water Project
- Kathaka Nerica Growers
- Kathuiria Poverty Reduction Comm
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- Mukui Marketing group
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- Nguvuini Dispensary Comm
- Ragati WRUA
- Rutho dairy Comm
- VDC

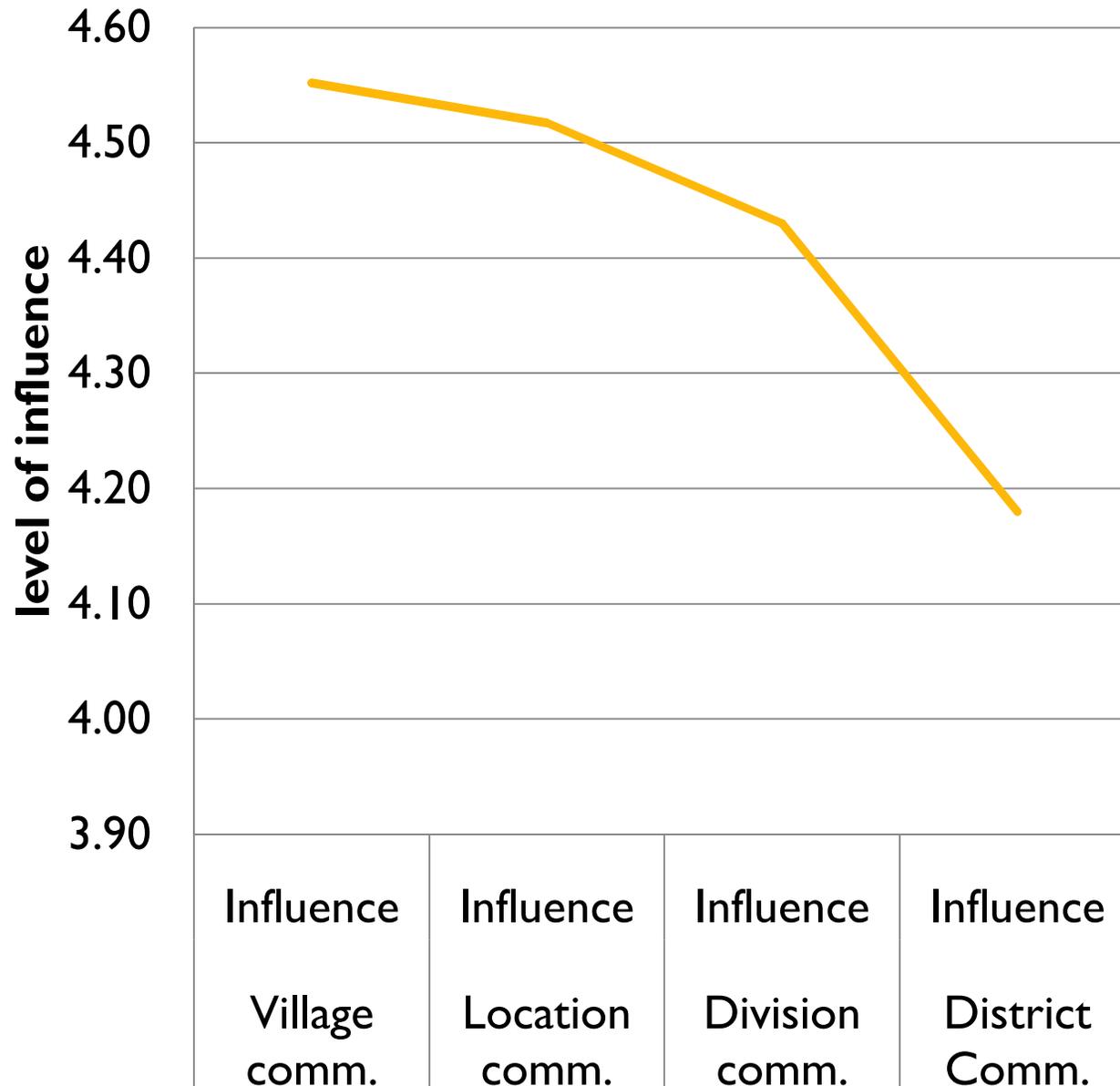
- **At Location level**

- FADC- NALEP
- KenFAP Div. Comm.
- KIFCO
- LDC - local leaders meeting
- Mukadima Water Project

# Perception on Farmer Representation in Oversight Committees (on a scale of 1-7)

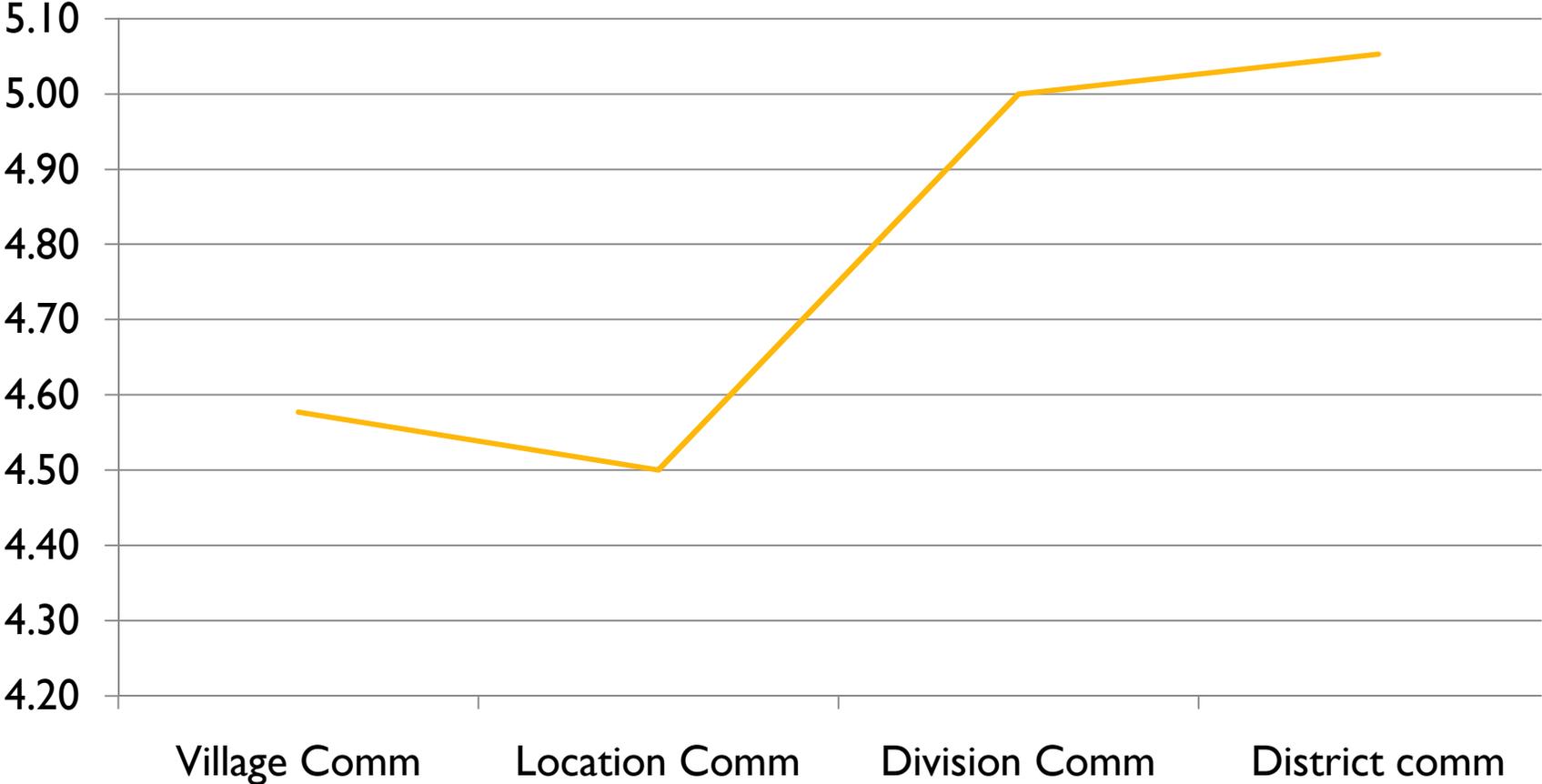


## Perception on Farmer Influence in Oversight Committees (on a scale of 1-7)

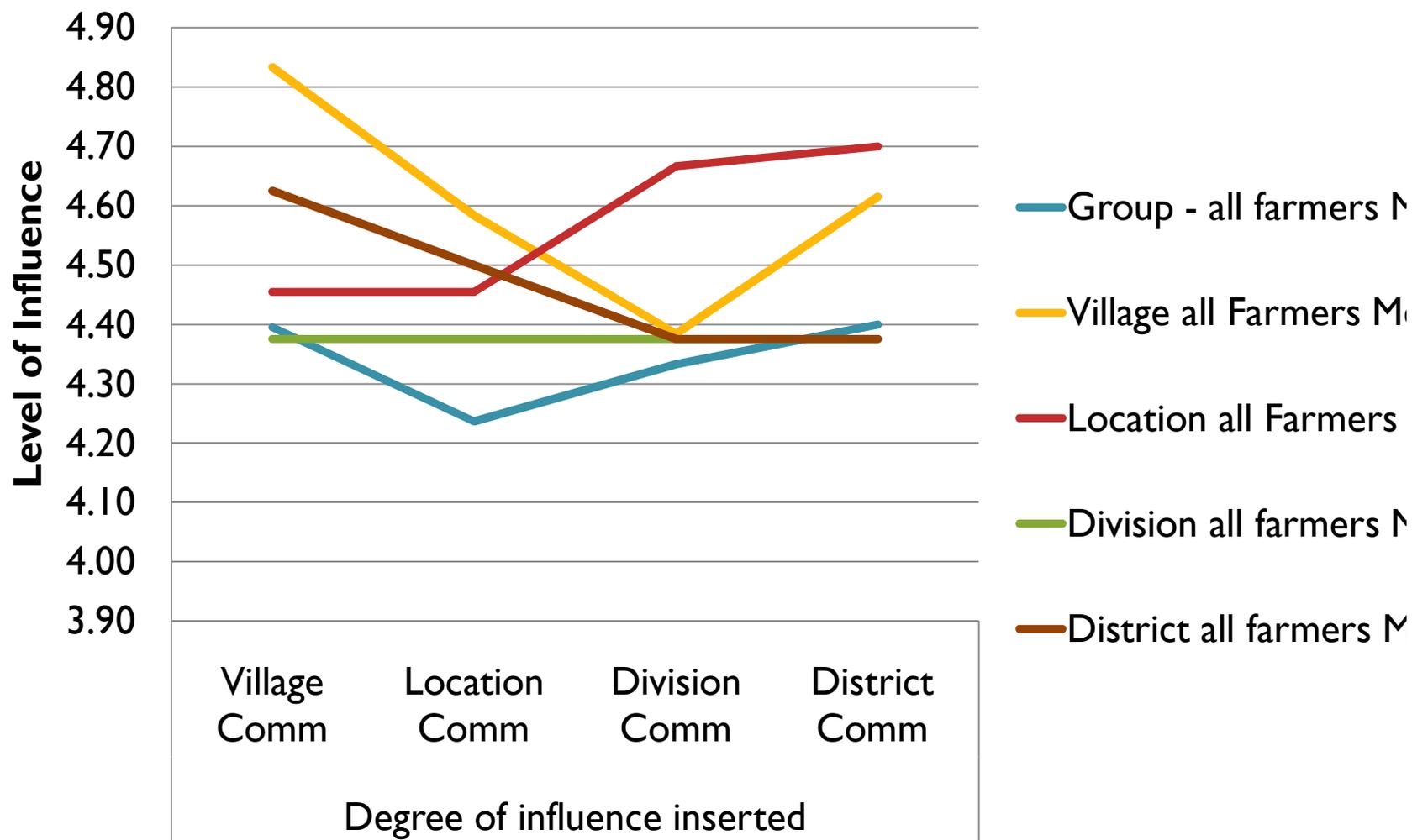


# Perception of Management in Oversight Committees (on a scale of 1-7)

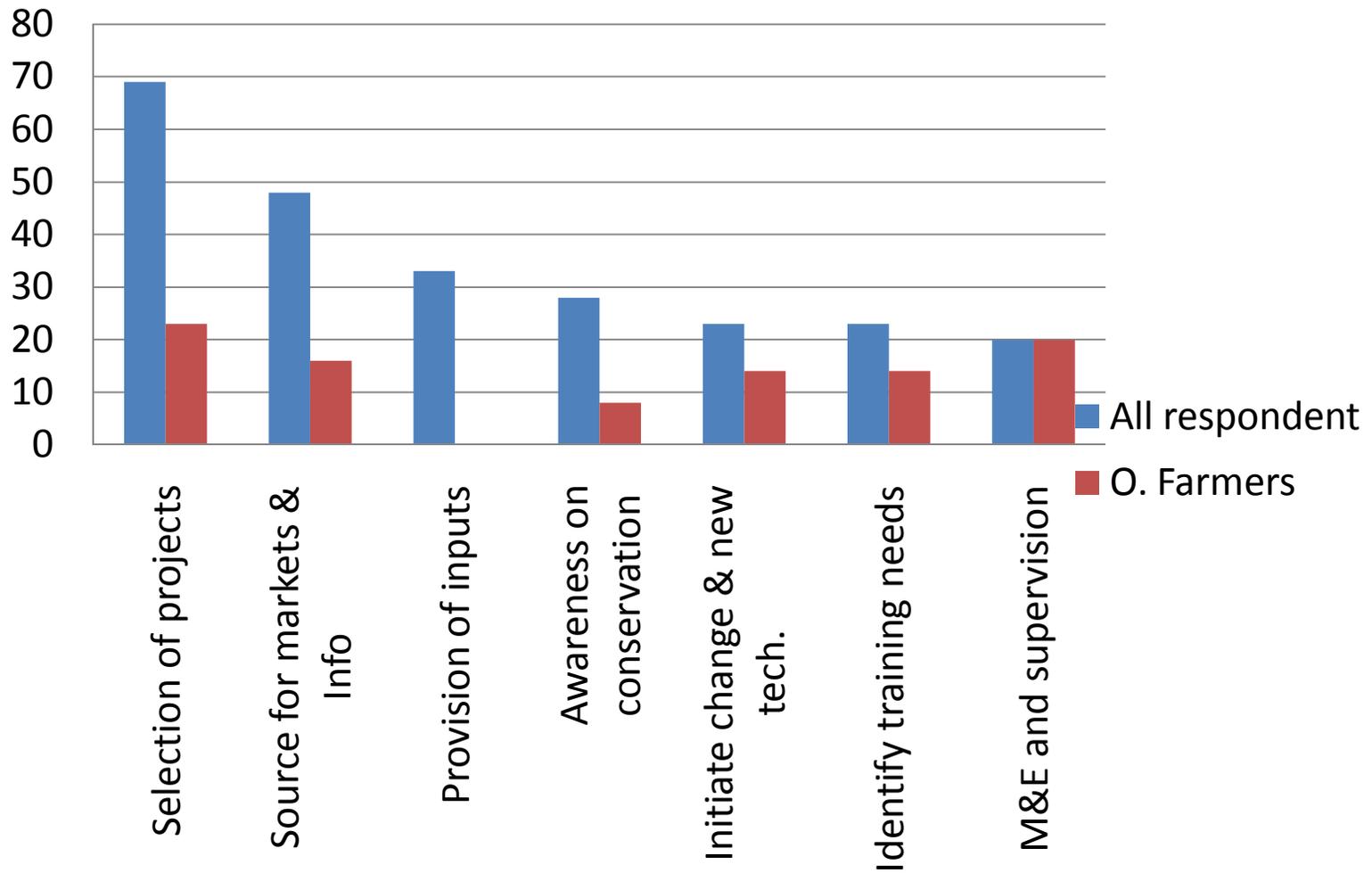
Nalep - all respondents



## Farmers Perception of the Influence of Various Committees on Issues Discussed and Decisions Made at Different Levels in Kirinyaga



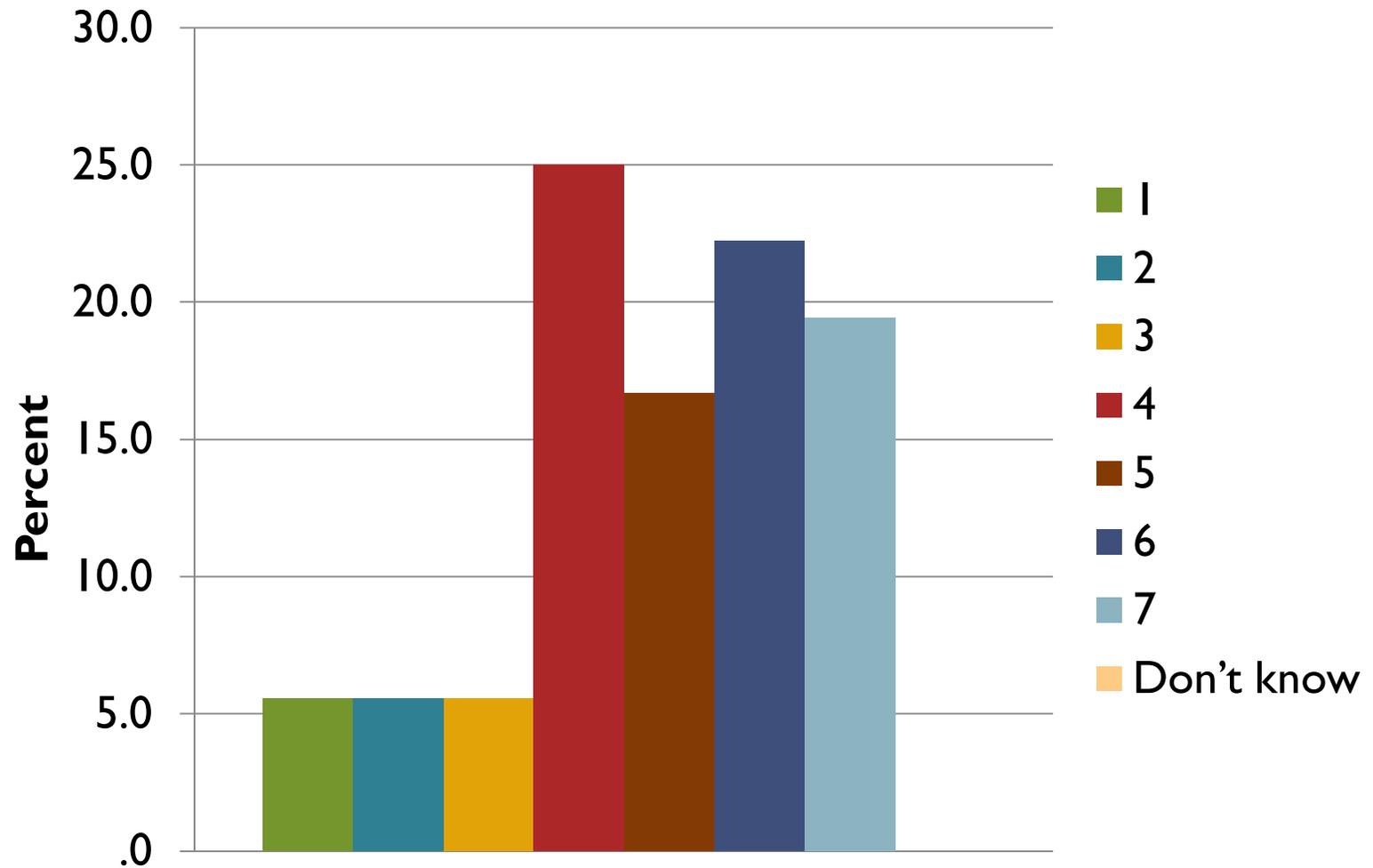
## Top 7 issues Influenced by local committees (frequency mentioned)



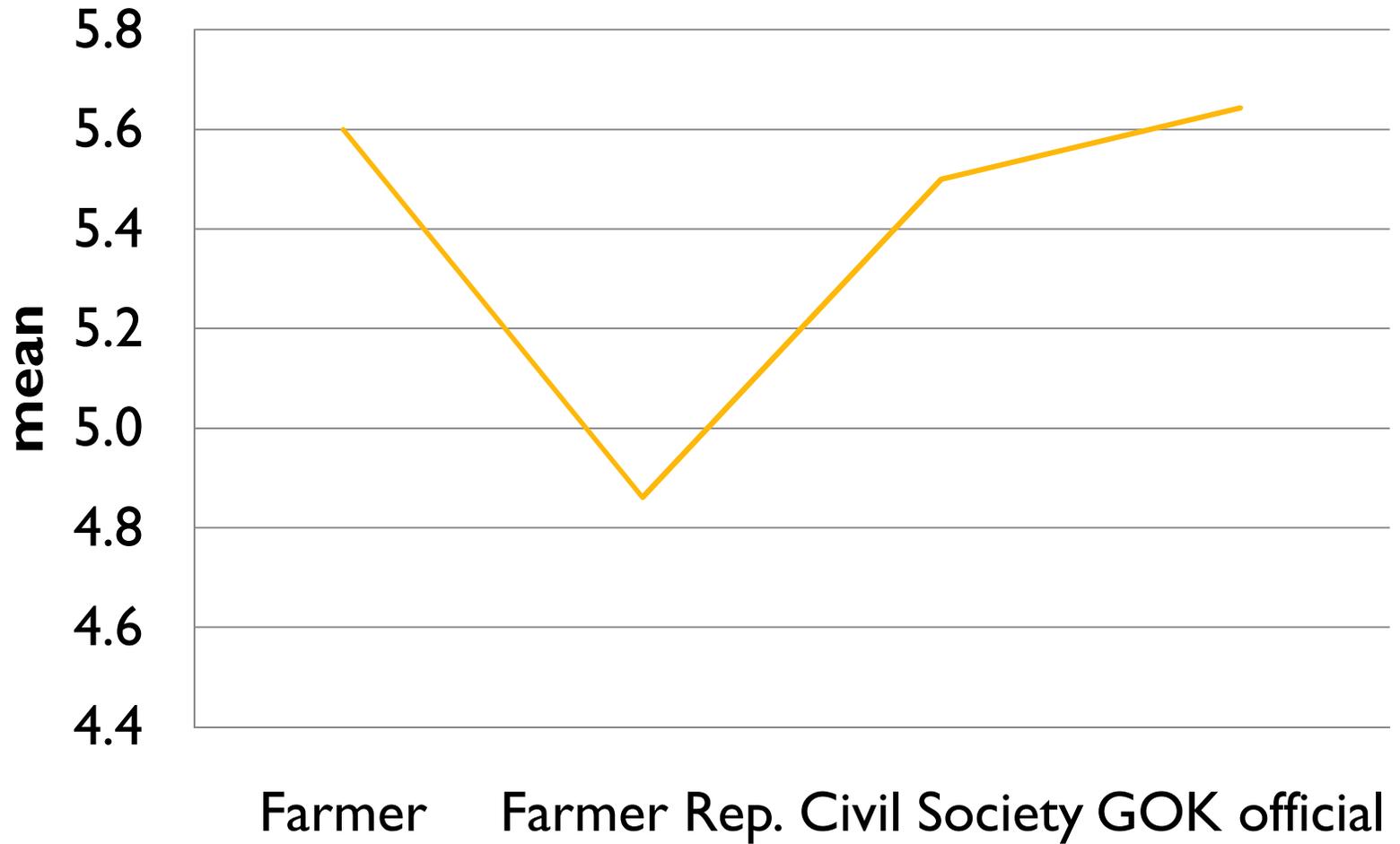


# CITIZEN SATISFACTION

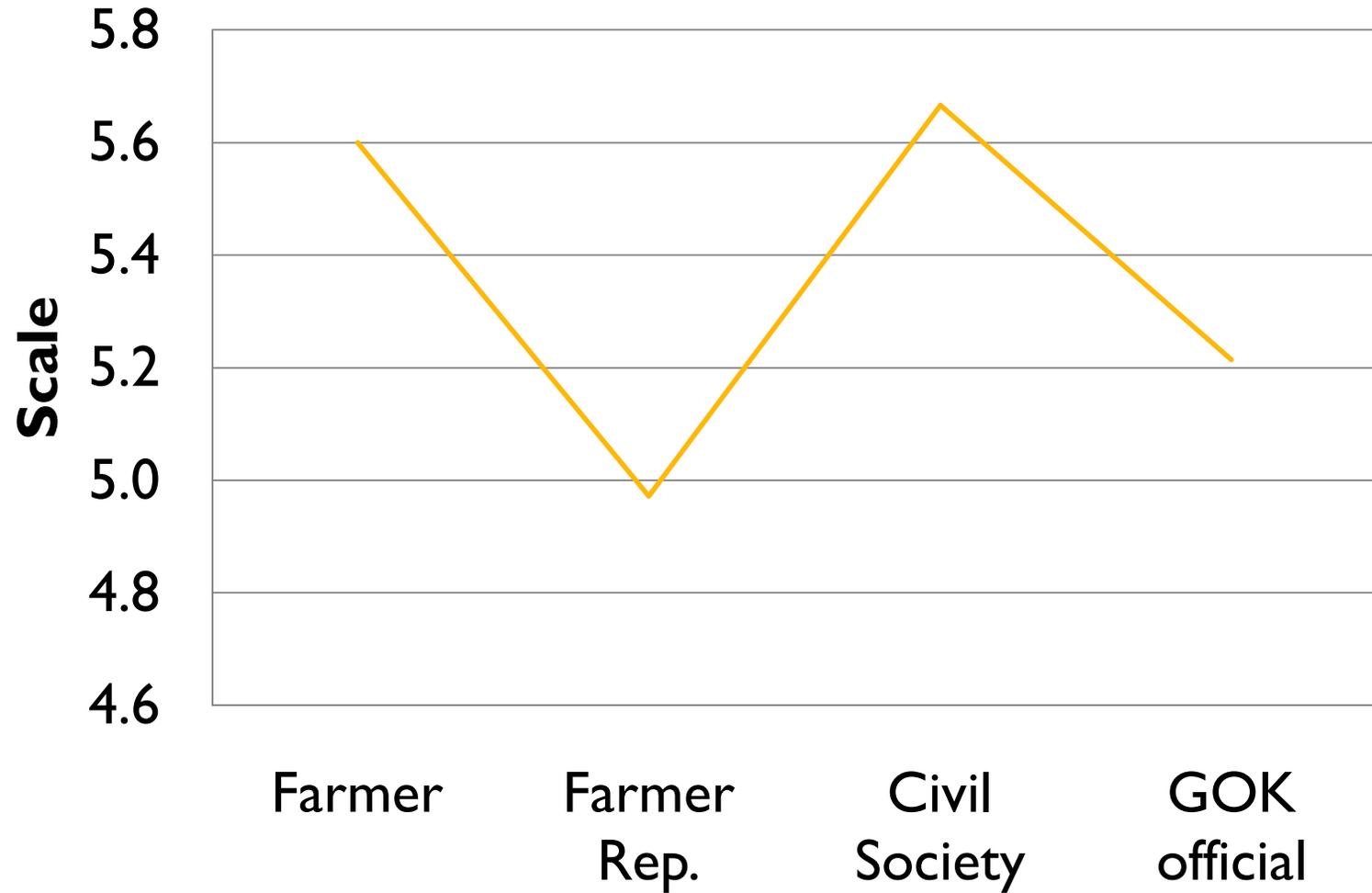
## Ordinary Farmer Satisfaction with Programme Activities (NALEP)- on a scale of 1 - 7



## Satisfaction with Project Intervention (on a scale of scale 1 - 7)



# Satisfaction with Project Benefits (on a Scale of 1 - 7)

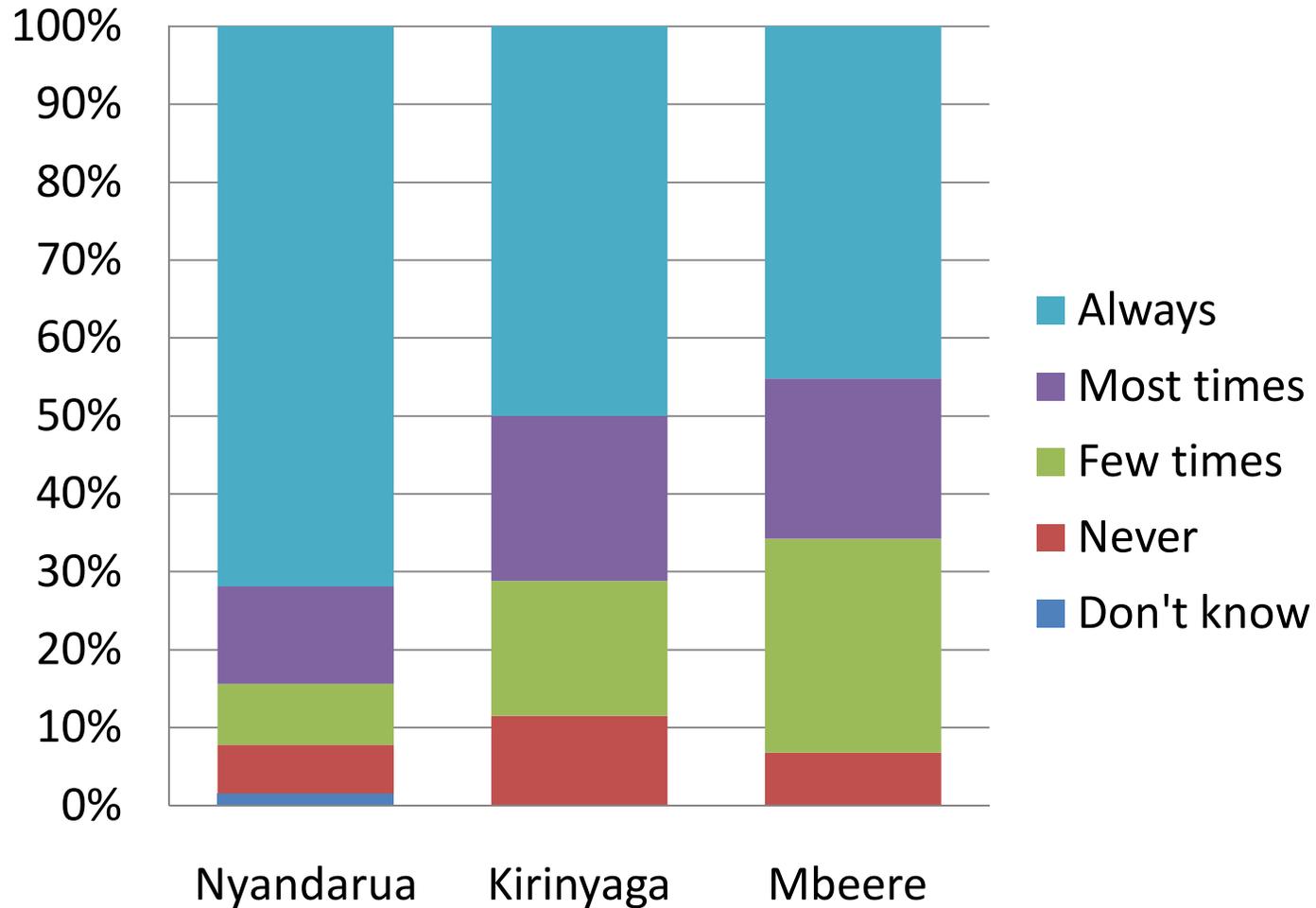




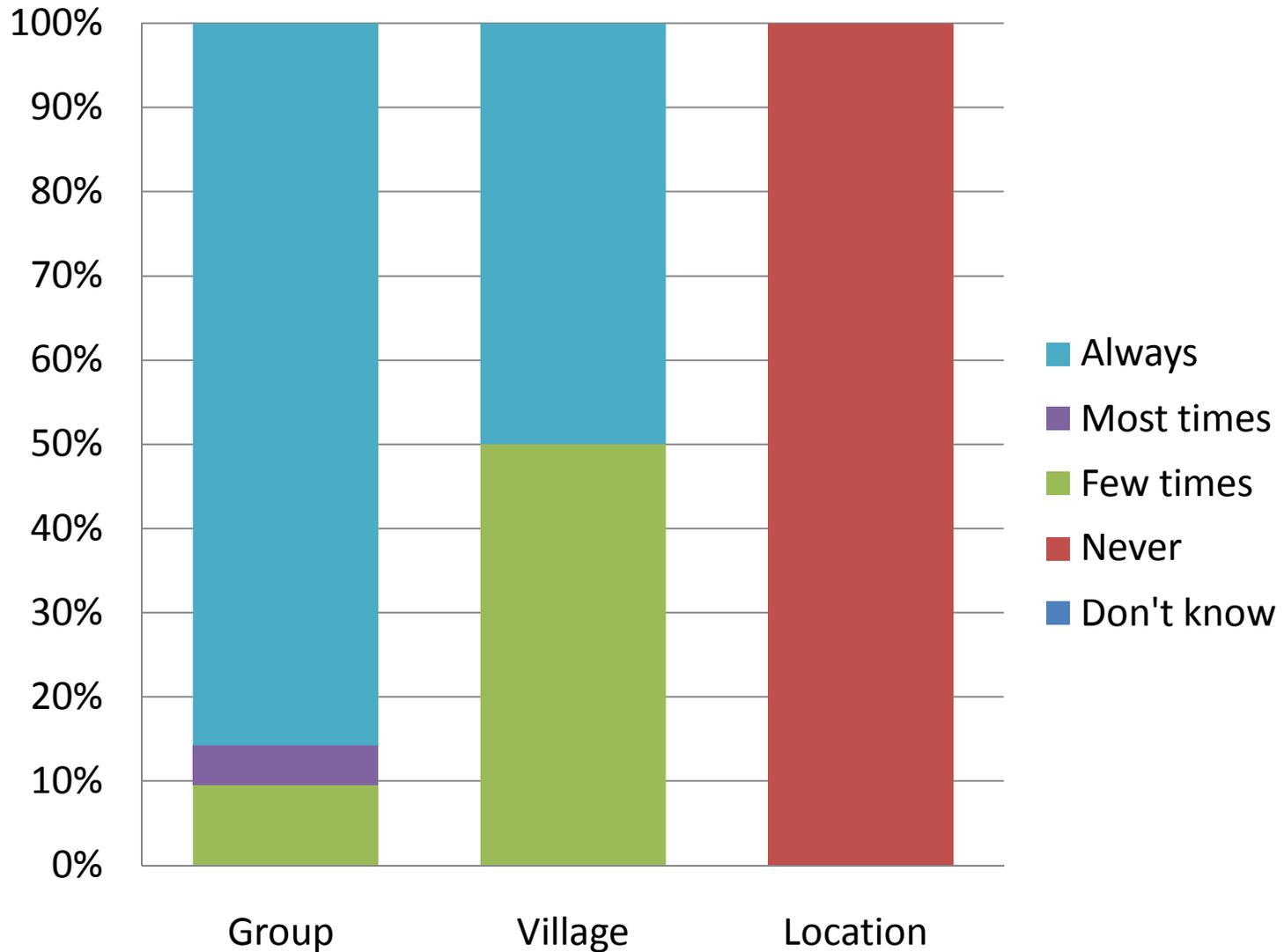
# CITIZEN PARTICIPATION

# Involvement in Project Activities

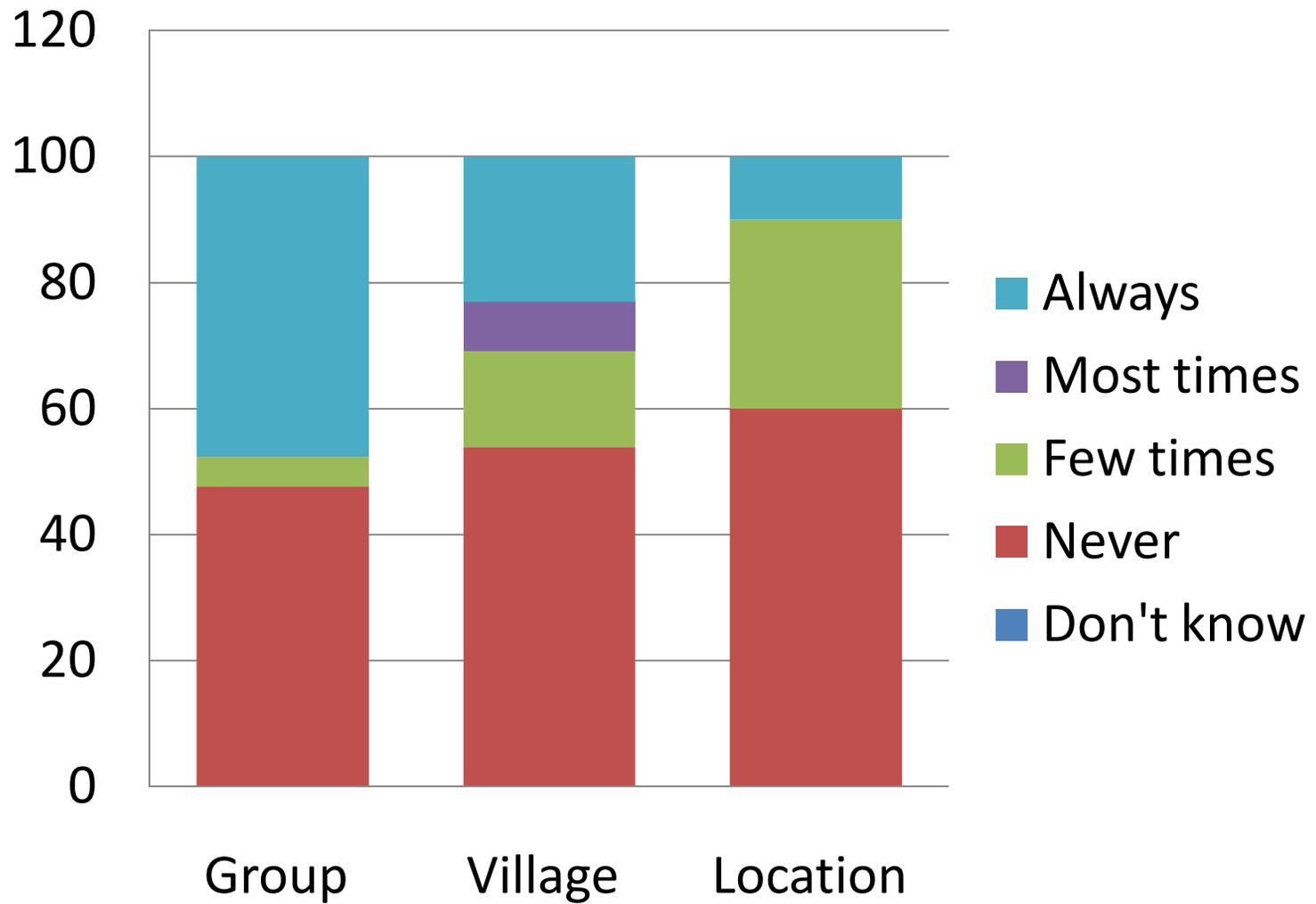
all levels all respondents



# Involvement in Project Activities by Ordinary Farmers



# Involvement in Project Meetings Called by Committee



# Mandate of Committees -Kirinyaga

## Group level



- Supervise, settle conflicts and report back on activities
- Mobilising and maintain membership registry
- Coordinate day to day activities
- Plan, Dev. strategies and organise project activities
- Represents group interests in different fora
- Prioritising project and exploring opportunity for advancement
- Custodian of groups assets and constitution
- Allocation of tasks and deligation of duties
- Don't know

## Village level



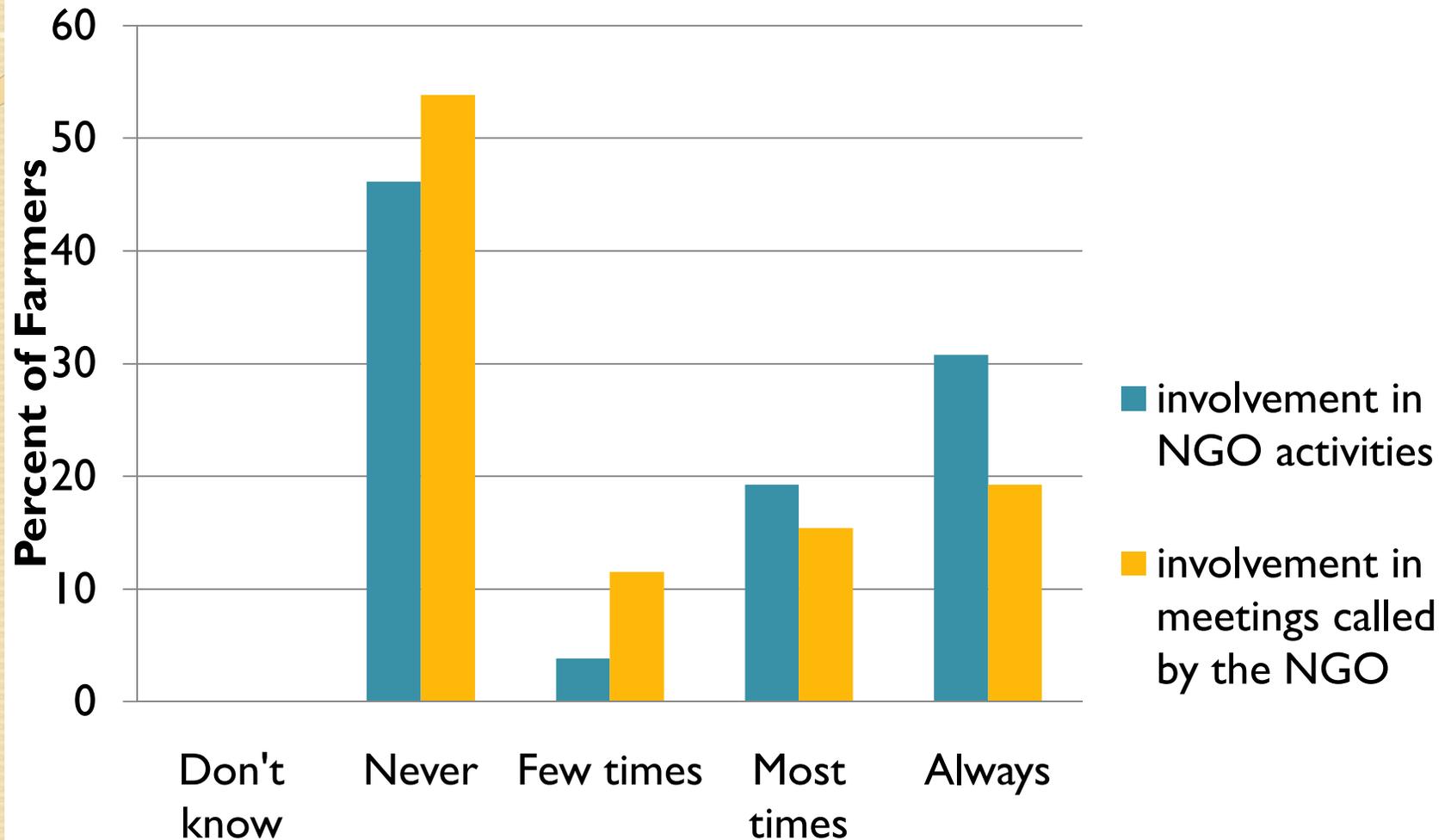
- Coordinate day to day activities
- Plan project activities
- Supervise & settle conflicts
- Sourcing for fund
- Don't know
- Project Prioritisation
- Community welfare
- Perform audits, M&E

## Location level

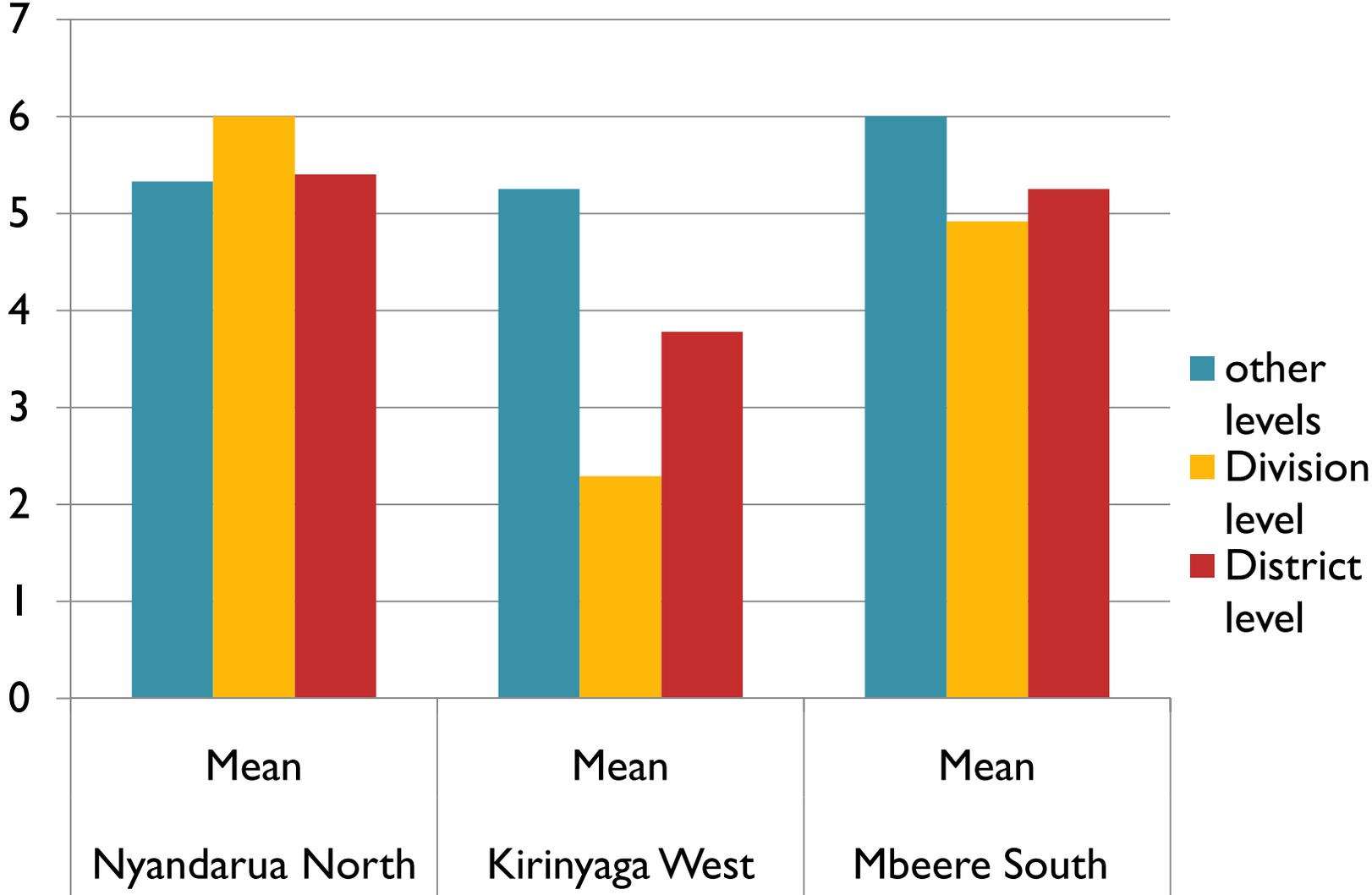


- Allocation of tasks and deligation of duties
- Awereness creation and and offering advise on cross-cutting issues
- Coordinate day to day activities
- Don't know
- Improve gen. welfare of the community
- Mobilising and maintain membership registry
- Perform audits, follow-ups, monitoring and evaluation
- Prioritising project and exploring opportunity for advancement
- Proposal writing, sourcing and utilisation of funds
- Represents group interests in different fora
- Train and desseminate information

# Ordinary Farmer Involvement in NGO Activities & Meetings

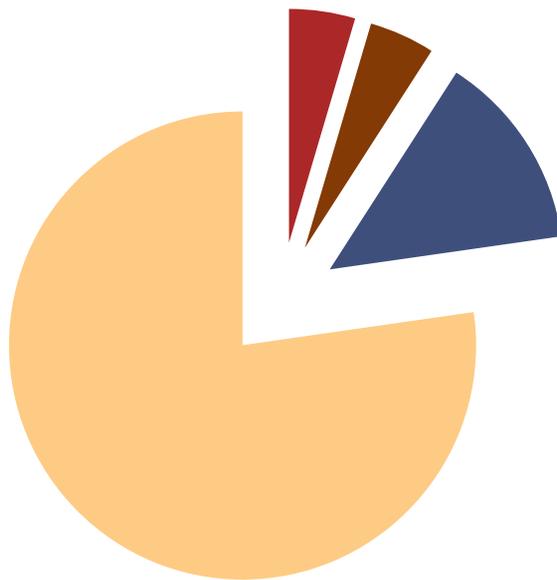


# Citizen Perception on NGOs' influence in Oversight Committees



# Ranking Perception on NGOs influence in Committees

## Ordinary Farmers



## All respondents



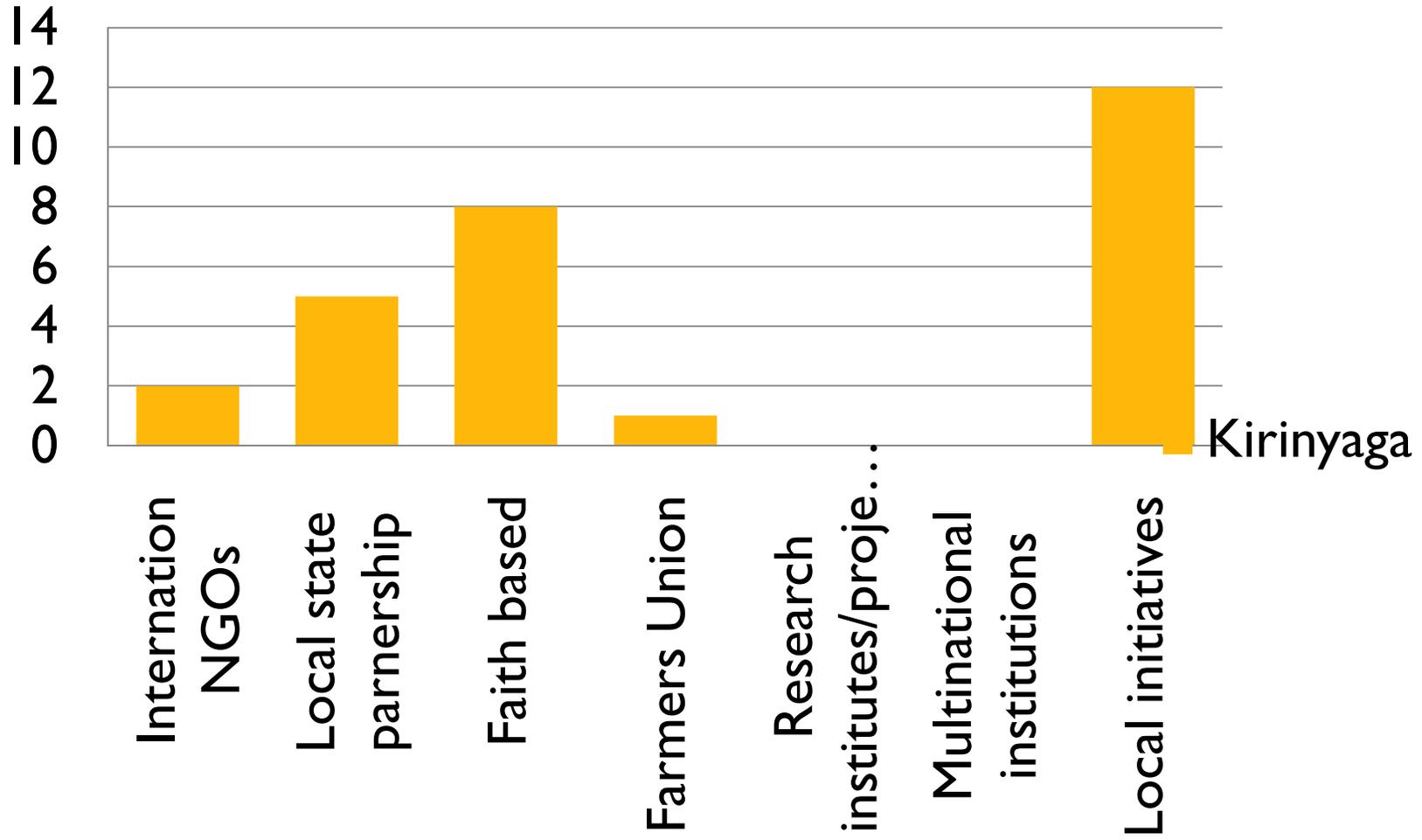
- None
- Very little
- Little
- Average
- Above average
- Satisfactory
- High
- Don't know



## NGOs by category

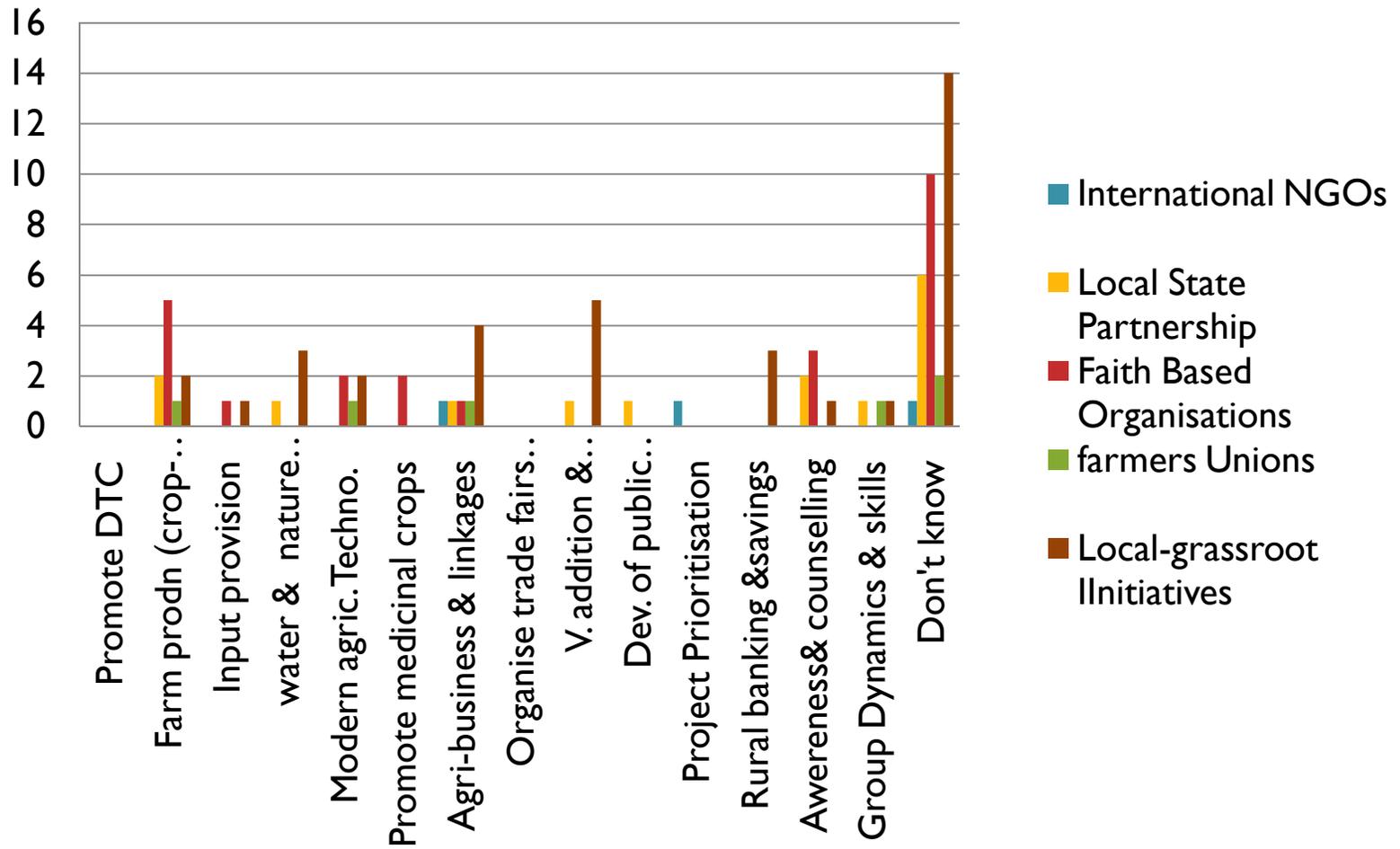
- International NGOs i.e. GTZ Joint programs
- Local state partnership i.e Kenya govt. and the US or Japan Under a faith denomination
- Faith based i.e. ACK church. This does not include Big NGOs like world vision or CRS
- Farmers Union i.e. KenFAP and Kenapofa
- Research institutes i.e. KARI
- Multinational institutions i.e. the EU and the UN organisations
- Local initiatives i.e. with a kenyan 'Origin' and or operates within a small geographical area. May or may not have external support

# Frequency of Mention of by NGO Category



Kirinyaga

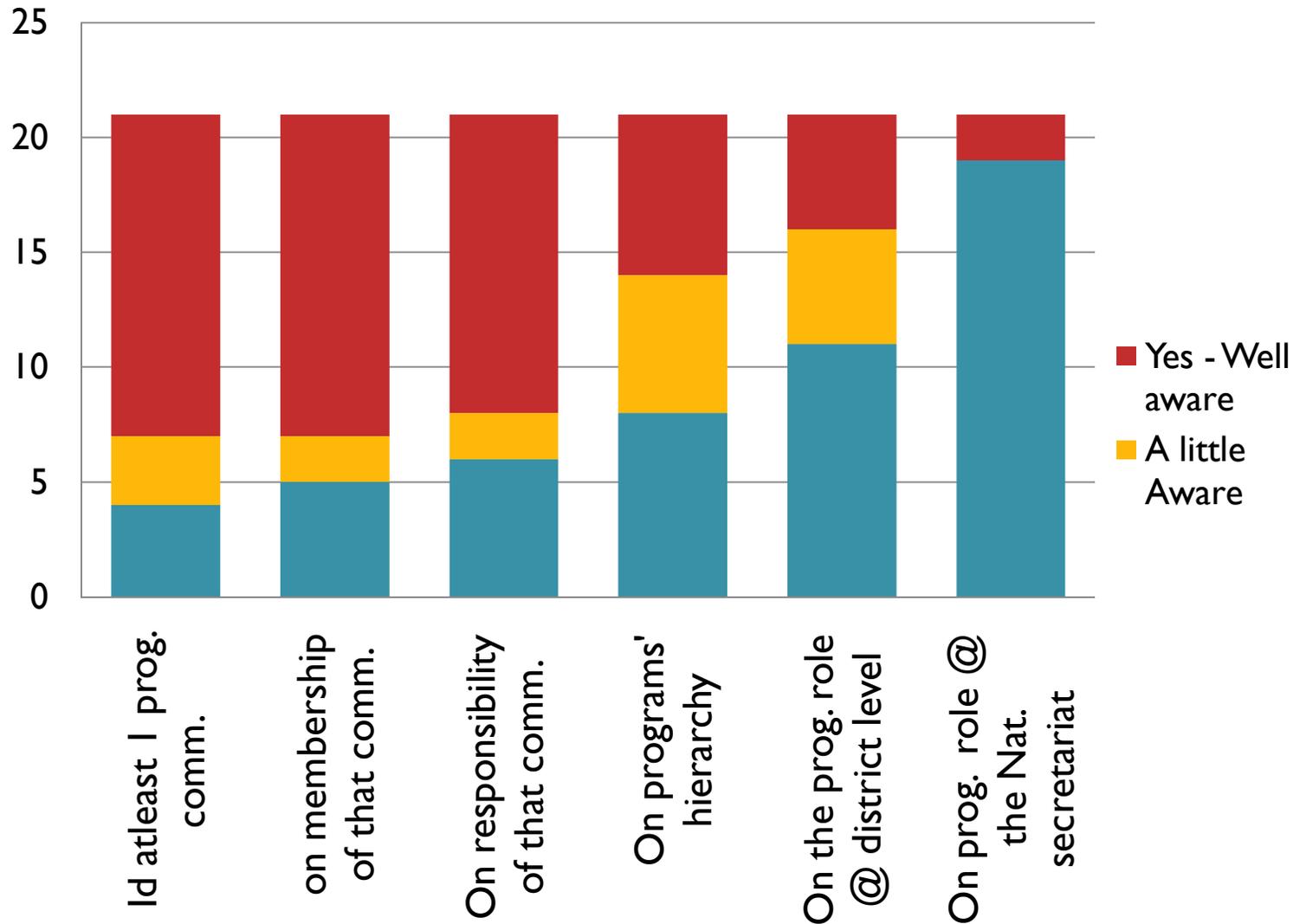
# NGO Activities by Category



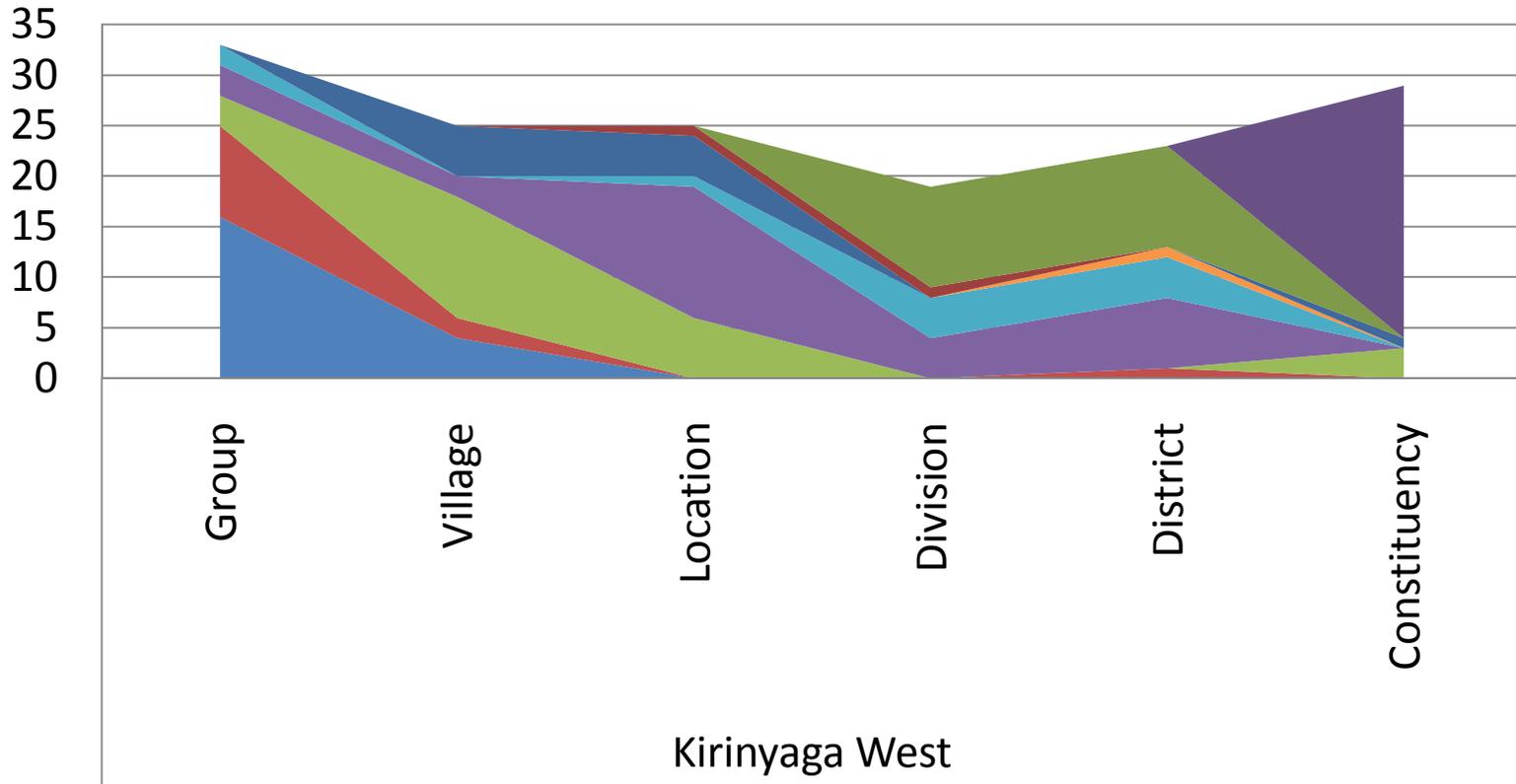


# Awareness

# Ordinary Farmers Awareness of Program Structure and Composition (NALEP Program)



# Committees at Various Administrative Levels



Food prodn, nutrion security

Local Committees

Other programs Committees

Water & Conservation

Public technical Committees

Marketing & V. addition

Nalep program Committees

NGO Committees

Farmers Unions

Main CDF Committee

# Village Level Committees



- Livestock related Committees
- Food security
- Marketing
- Security
- Health Committees
- Nalep Committees
- Local initiative (multi-purpose)
- Water project committees

# District Level Committees



■ DSHF

■ DCU\_NMK

■ DGAK

■ DMT-NMKK

■ Stakeholder Forum

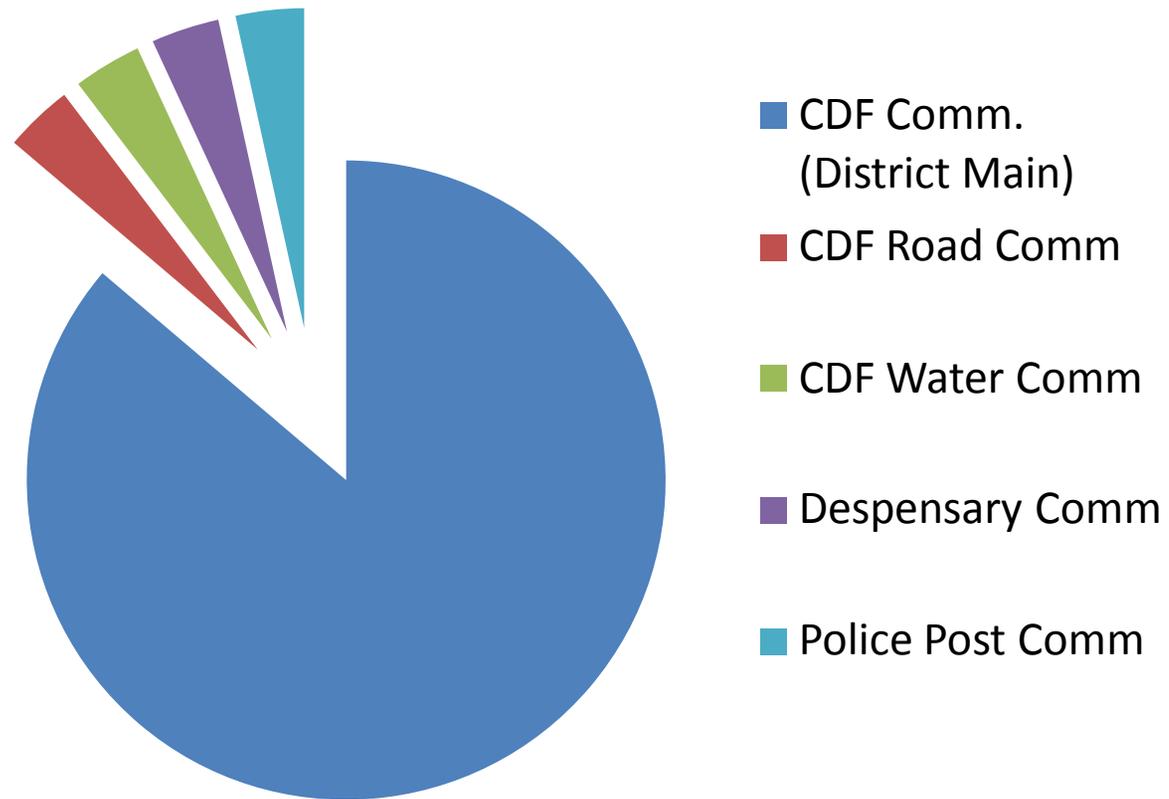
■ DAC

■ DDC

■ Div. Peace Comm.

■ Kirinyaga highrage and marketing

# Constituency Level



# Committees in Kirinyaga

Division



- Div. SHF
- Sub DDC
- Sub-DAC
- Div. Implementation Team (DIT-NMK)
- Sub- DCU - NMK
- DDC
- Div. Peace Comm.
- KenFAP Div. Comm.

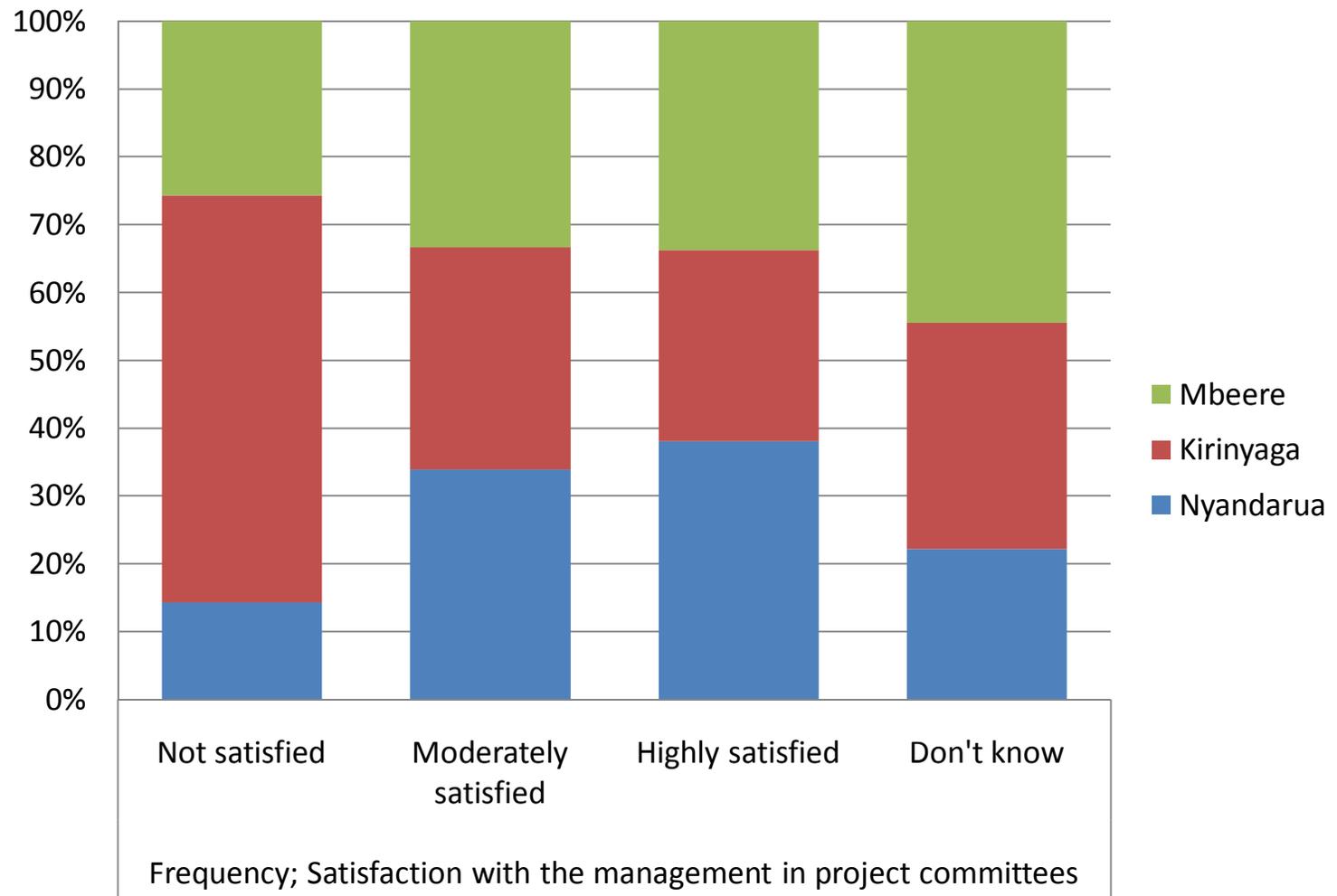
Location



- CCSP Loc. Comm
- FADC- NALEP
- Karuiru Water Project Comm
- Karuiru SHG
- KenFAP Loc. Comm
- Kithumbu water project
- LDC - local leaders meeting
- Loc. Peace Comm

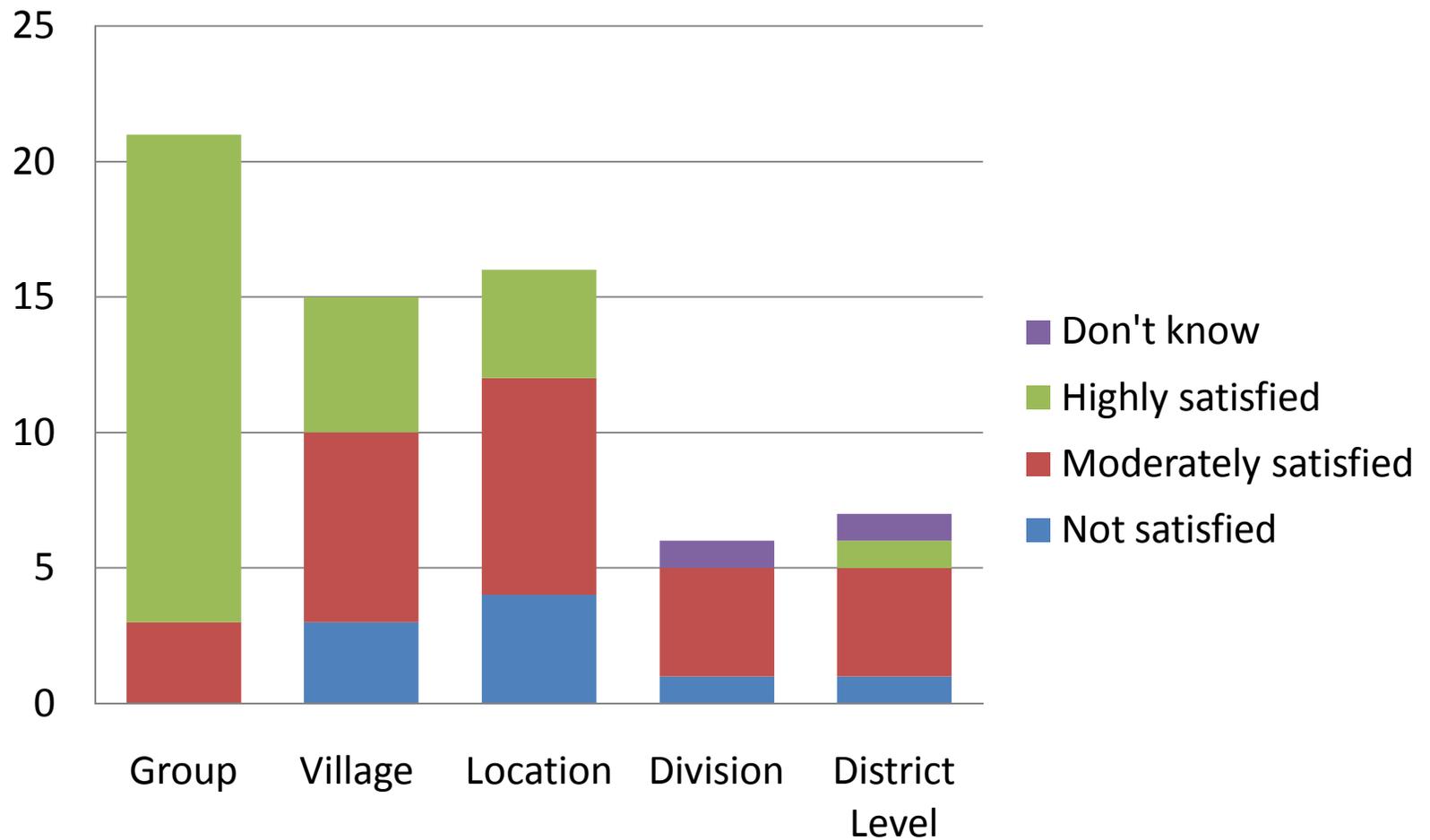
# Satisfaction with Management in Project Committees

All levels all committees

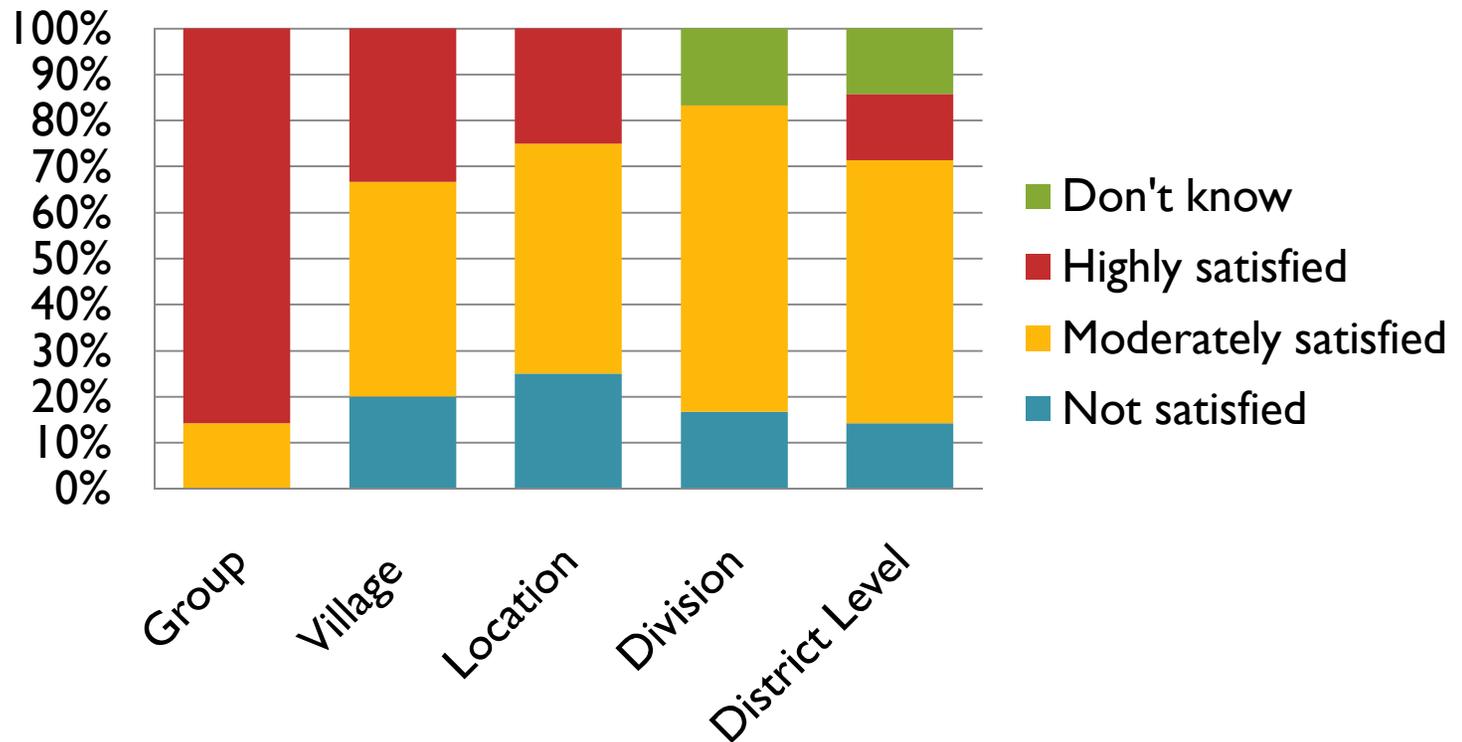


# Satisfaction with Management in Project Committees

## Ordinary Farmers in Kirinyaga



# Satisfaction with Management in Project Committees





# Evidence of Representation and Participation in Oversight Committees at the District Level

# Participation in Production or Service Delivery to Local Community in the Nalep and NMK Programs

District code	Name of Project	Number Participating in Each Committee				
		NGO/C. Society, CBO	Govt. Dept.	Private sector	Parastatal	Farmer Rep clusters
Kirinyaga	Nalep	2	7	3	-	3
Kirinyaga	NMK	1	4	1	-	1

# Proportion of civil society in District Level Governing or Management Committees

Name of committee	Total Number in Committee	Representation in Committee (%)				
		male	female	Govt. Ministries	Farmer Representatives	Civil Society
Stakeholders Forum (SHF)-KIR	30	70	30	33	53	7
District Coordination Unit (DCU)-KIR	8	50	50	75	13	13
District Agricultural Committee (DAC)-KIR	15	73	27	73	27	0

# Frequency of District Level Committee Meetings

Name of committee	No. of Planned Meetings (July 2009-June 2010)	Number of times Committee Met Over 12 months			
		1st quarter	2nd quarter	3rd quarter	4th quarter
Stakeholder Forum	4	1	1	1	1
DCU	4	1	1	1	1
DAC	1	0	0	0	0

# Stakeholders Attendance in Committee Meetings

Name of committee	Total No. of meetings held	No. of meetings a category of stakeholder was represented				
		NGO	Farmer Rep	Private sector	Parastatal	Govt.
Stakeholders	4	4	4	3	0	4
DCU	4	1	0	0	0	4
DAC	0	0	0	0	0	0



# Conclusions

- Decentralized system with many oversight committees at various administrative levels
  - Vertical linkages across the admin. Levels
  - High government representation at district and division level committee
  - Modest representation by farmers, low civil and private sector
- Numerous committees addressing productive & social issues on food security, environment
  - Horizontal linkages? Not formal



# Conclusions

- Perception of farmers on
  - Representation and influence in the various oversight committees declines up the administrative levels
  - Management of committees (NALEP) increases up the administrative unit
- Satisfaction with management in project committees
  - Declines up the administrative units
- Civil Society – not many but present, not strengthened



# Recommendations

- Harmonization/merging of the various committees
  - Duplication, costs and fatigue
  - More funds at the district and divisional level
- Civic education for farmer groups on how to increase their influence in resource allocation and M & E
- Increase farmers and civil society representation at district and division level



# Recommendations

- Education on how a strengthened civil society can contribute to increased food security especially for poor and vulnerable
- Civic education on issues that farmer groups can influence and on how to lobby is necessary.