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Danida

KENYA
KITUI INTEGRATED DEVELOPMENT PROGRAMME

FOR ARID AND SEMI-ARID LANDS

LIBRARY
NATIONAL RESOURCE CENTRE
FOR COMMUNITY WATER SUPPLY AND
SANITATION (IRC)

PLAN OF OPERATIONS

PHASE I

VOLUME I

STRATEGY AND ORGANISATION

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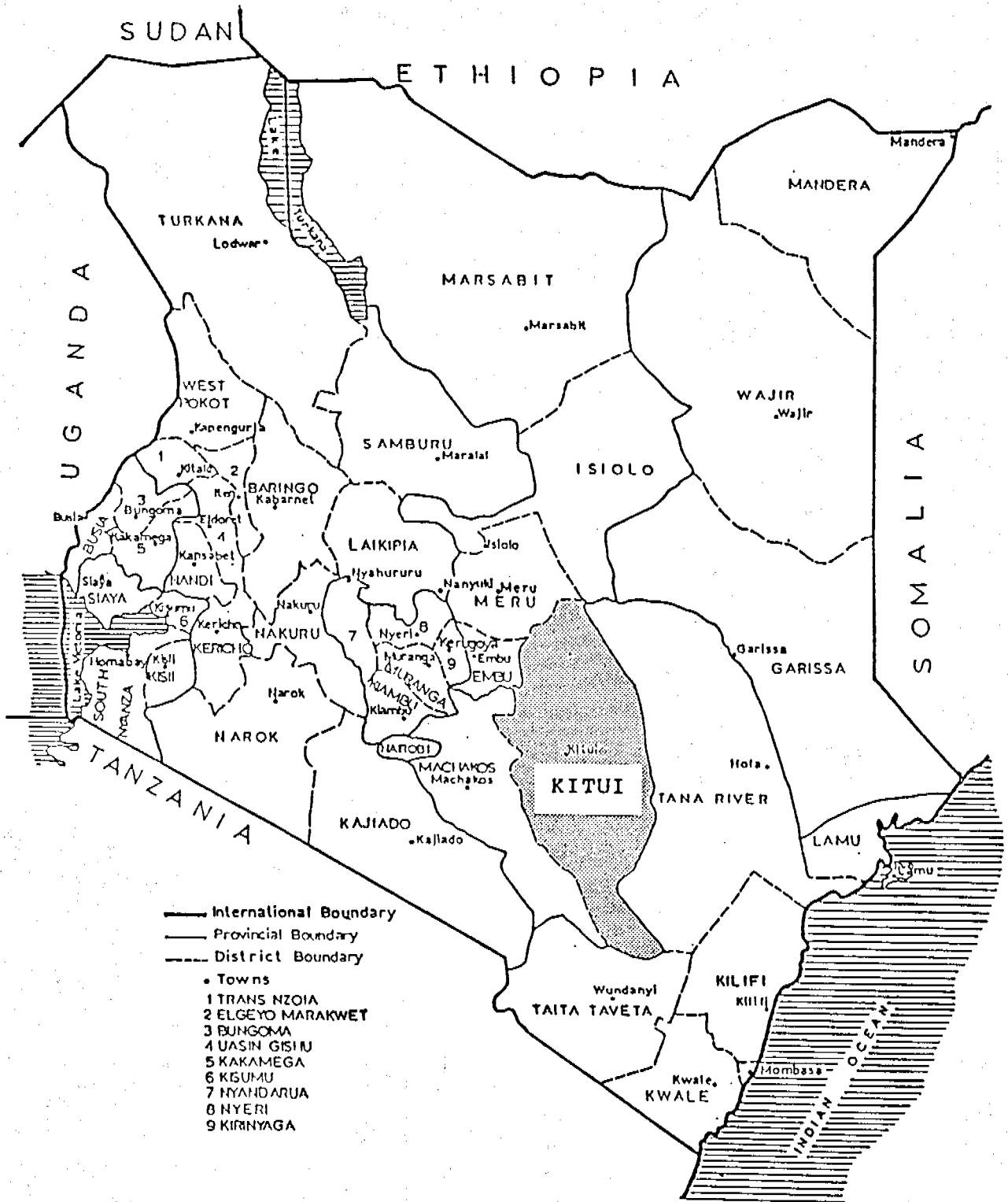
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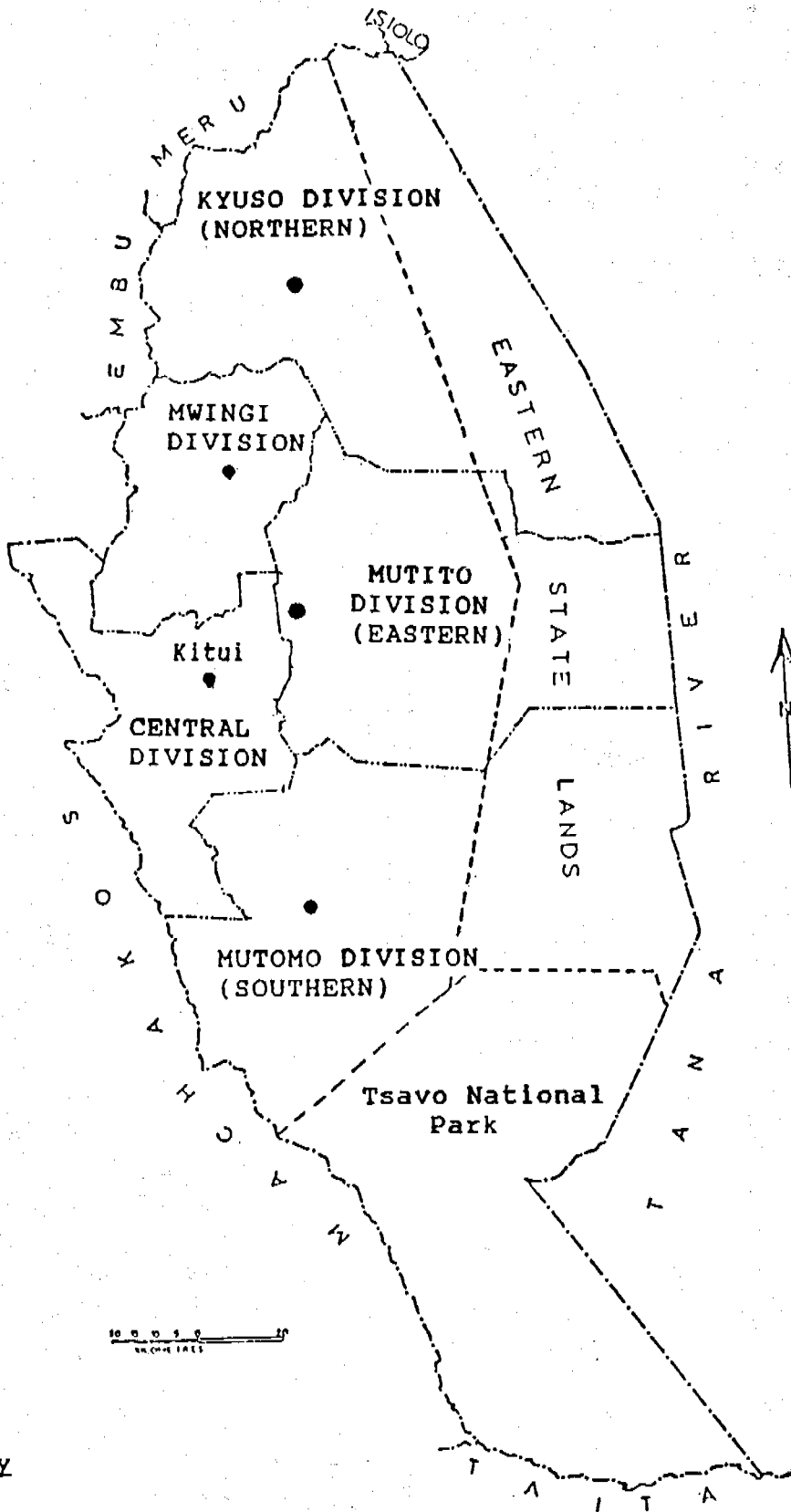
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Map 1: Location of Kitui District

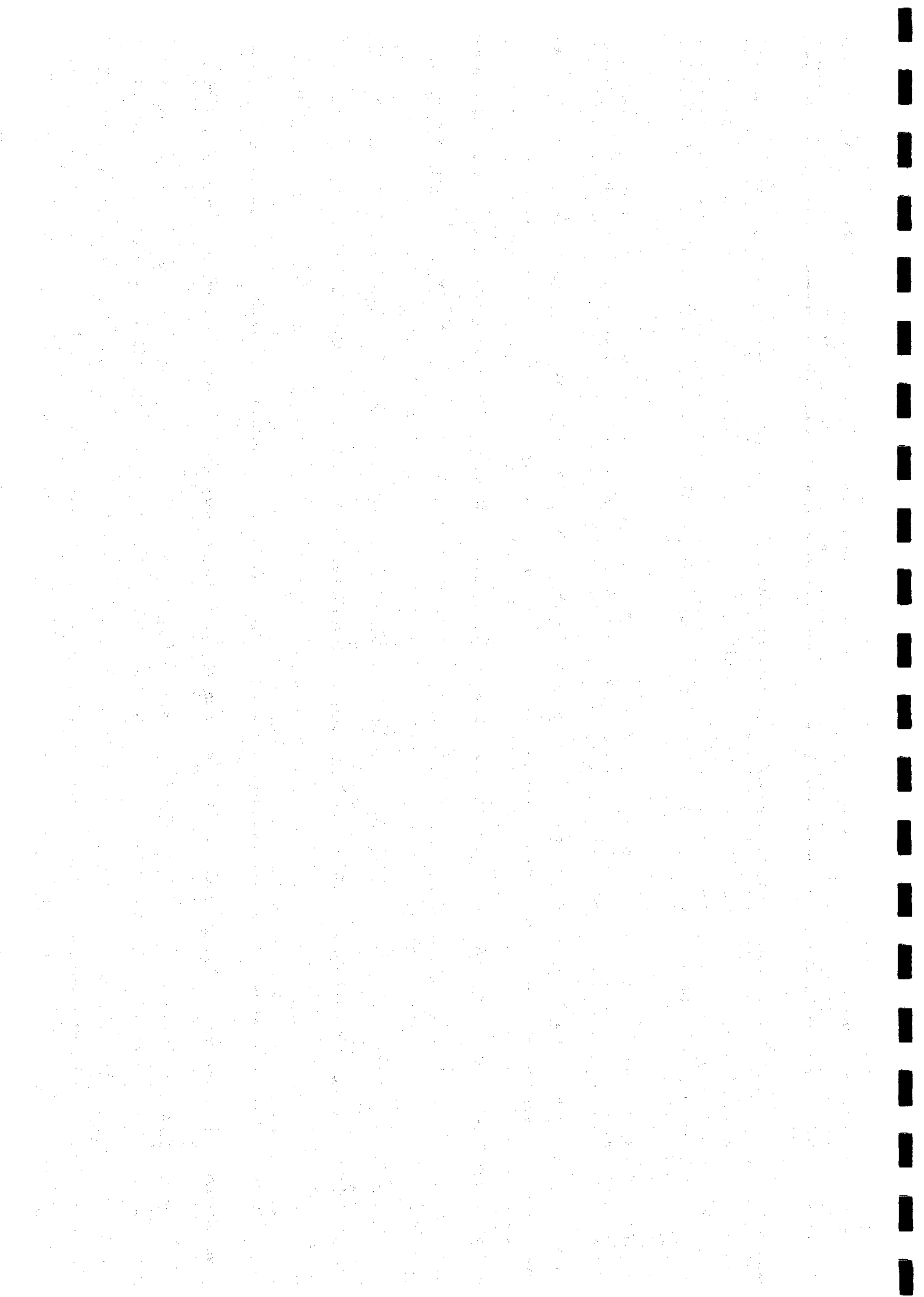


Map 2: Kitui District -
Administrative Boundaries



Key

- District Boundary
- Division Boundary
- Division Centre



ACRONYMS AND ABBREVIATIONS

AAPO	Assistant Animal Production Officer
ACS	Assistant Construction Supervisor
AE	Adult Education
A-in-A	Appropriation-in-Aid
AHA	Animal Health Assistant
AI	Artificial Insemination
AIE	Authority to Incur Expenditure
ALDEV	African Land Development Organisation
ARO	Assistant Range Officer
ASAL	Arid and Semi-Arid Lands
ATO	Assistant Training Officer
bgl	below ground level
BLI	Better Living Institute
CBPP	Contagious Bovine Pleuro-pneumonia
CCPP	Contagious Caprine Pleuro-pneumonia
CDA	Community Development Assistant
CET	Community Education and Training
CETS	Community Education and Training Section
CF	Conservator of Forests
CPR	Common Property Rights
DAdEO	District Adult Education Officer
DAEO	Divisional Agricultural Extension Officer
DAO	District Agricultural Officer
DAPO	District Animal Production Officer
DC	District Commissioner
DDC	District Development Committee
DDO	District Development Officer
DEC	District Executive Committee
DFEO	District Forestry Extension Officer
DFO	District Forestry Officer
DLEO	District Livestock Extension Officer
DLMO	District Livestock Marketing Officer
DLO	District Livestock Officer
DLPO	District Livestock Production Officer
DPO	District Programme Officer
DFU	District Planning Unit
DRO	District Range Officer
DRP	District Range Planner
DSDO	District Social Development Officer
DSO	District Statistical Officer
DTB	District Tender Board
DWE	District Water Engineer
Dv/Div	Divisional
Div.FEO	Divisional Forestry Extension Officer
DvSCO	Divisional Soil Conservation Officer
DVO	District Veterinary Officer
E/GT	Extended Ground Storage Tank
E/DM	Earth Dam
E/DS	Small Earth Dam

FY	Financial Year
GASP	Goat and Sheep Project
GOK	Government of Kenya
G/T	Ground Tank
GWD	Groundwater Dam
ha	hectare
HQ	Headquarters
H&S	Hides and Skins
H&SI	Hides and Skins Inspector
IMMC	Inter-Ministerial Coordinating Committee
JP	Joint Project
JTA	Junior Technical Assistant
KANU	Kenya African National Union
KIDP	Kitui Integrated Development Programme
KGGCU	Kenya Grain Growers Cooperative Union
km	kilometre
KREMU	Kenya Rangeland Ecological Monitoring Unit
KTB	Kenya Top Bar (Hive)
KWIFT	Kenya Women's Finance Trust Ltd
LDC	Locational Development Committee
LDO	Livestock Development Officer
LEO	Locational Extension Officer
LPO	Local Purchase Order
lps	litres per second
LSO	Local Service Order
LWB	Long Wheel Base
MENR	Ministry of Environment and Natural Resources
MIDP	Machakos Integrated Development Programme
MOA	Ministry of Agriculture
MOALD	Ministry of Agriculture and Livestock Development (now divided into MOA and MOLD)
MOCSS	Ministry of Culture and Social Services
MOF	Ministry of Finance
MOH	Ministry of Health
MOLD	Ministry of Livestock Development
MOPND	Ministry of Planning and National Development
MOWD	Ministry of Water Development
MRDASAW	Ministry of Reclamation and Development of Arid, Semi-Arid and Wastelands
MSWCP	Mutomo Soil and Water Conservation Project
NEP	National Extension Project
NGO	Non-Governmental Organisation
OHP	Overhead Projector

PC	Programme Coordinator/Personal Computer
PMU	Programme Management Unit
PO	Programme Officer (or Post Office)
PSC	Programme Steering Committee
PY	Programme Year
RAES	Rural Afforestation Extension Service
R/C	Rock Catchment
RDF	Rural Development Fund
RO	Range Officer
RRA	Rapid Rural Appraisal
S&M	Survey and Monitoring
SC	Soil Conservation
SCO	Soil Conservation Officer
S/D	Sand Dam
SDA	Social Development Assistant
SIDA	Swedish International Development Authority
SLDC	Sub-Local Development Committee
SMA	Survey and Monitoring Assistant
SMD	Survey and Monitoring Officer
SMS	Survey and Monitoring Section
S/P	Spring Protection
SSC	Site Survey Consultant
SS/D	Subsurface Dam
STO	Senior Training Officer
S/W	Shallow Well
SWB	Short Wheel Base
SWCB	Soil and Water Conservation Branch
SWE	Senior Water Engineer
TA	Technical Assistant (MOA field staff)
TARDA	Tana and Athi River Development Authority
TO	Technical Officer
TOT	Training of Trainers
TRA	Technical Range Assistant
TTAP	Taita-Taveta ASAL Programme
T&V	Training and Visit (extension system)
USAID	United States Agency for International Development
VO	Veterinary Officer
WPCU	Water Programme Coordination Unit
W/S	Water Supply

CHAPTER 1

INTRODUCTION

Background

1.1 The Government of Kenya (GOK) has pursued an active strategy for the development of Kenya's Arid and Semi-Arid Lands for more than a decade.^[1] Since the early 1980s GOK has also adopted the so-called "District Focus" approach to the administration of development.^[2] Under District Focus, there has been more emphasis on coordination of Government Departments at District level, with a considerable delegation of administrative and financial responsibility to the District Heads of Department, who are coordinated through the District Development Committee (DDC) and the District Executive Committee (DEC), both of which are chaired by the District Commissioner (DC).

1.2 Kitui District lies entirely within the ASAL zone, and was one of the first to be considered for inclusion in the ASAL development programme. Preparatory work began in the late 1970s, and the Kitui ASAL programme was operational in the District from 1981/82 with support from the United States Agency for International Development (USAID). The USAID Kitui ASAL Programme was wound up in 1987, at which point GOK asked Danida to take over ASAL support to Kitui District. Danida had already been supporting a Soil and Water Conservation Project in Mutomo (Southern) Division of Kitui, and it was envisaged that the Mutomo activities would be incorporated within a District-wide ASAL programme which would commence in Fiscal Year 1989/90.

1.3 A number of preparatory studies were undertaken, including pre-appraisal and appraisal missions mounted by Danida and culminating in the fielding of a consultancy team to expedite the preparation of the present Plan of Operations.^[3] The TOR for the consultancy are contained in Annex A, Volume III of the Plan of Operations.

[1] A seminal policy paper was Arid and Semi-Arid Lands Development in Kenya: The Framework for Implementation, Programme Planning and Evaluation, published by the Government in 1979. ASAL is the common abbreviation for the Arid and Semi-Arid Lands.

[2] See District Focus for Rural Development (revised March 1987), Office of the President.

[3] The various studies are listed, together with other important source documents, in Annex I, Volume III.

1.4 According to the Appraisal Report (April 1989) the overall objectives of the Kitui ASAL Programme will be to support a development process in the District based upon

- Regeneration and preservation of natural resources through soil and water conservation, afforestation and range rehabilitation.
- Strengthening of community participation in development activities.
- Improving agricultural and livestock practices.

This should lead to the increased agricultural and livestock production required to maintain the standard of living for the growing population.

1.5 The target group of the Programme includes all the rural households of the District. The Appraisal Report recommends that a special emphasis be given to the poorest households in the higher potential agriculture zones as well as in the arid agro-pastoral zone. The heads of many of these poorer households are women. Attention will be given to decreasing their work burden and improving their income.

1.6 The Appraisal Report proposed the following sectoral activities:

- water development and water conservation
- soil and moisture conservation and related agricultural practices
- livestock development
- non-farm activities
- forestry activities including support to conservation measures within forestry reserves and to extension;

and the following cross-sectoral support components:

- general institutional development support
- specific support to mobilization and training of the community
- survey and monitoring programme activities.

1.7 The Plan of Operations preparation team worked in Kitui during April and May 1989, consulting closely with District officials as well as with Danida representatives and GOK officials in Nairobi.^[4]

[4] The team comprised: Martin Adams (agricultural planner, Team Leader), Pieter van Dongen (water engineer), Kathy Higgins (training specialist), Farooq Khan (building engineer), Philip Lister (report coordinator), Stephen Lister (financial planner), Rie Odgaard (Danida, sociologist). Erik Nissen Petersen (water conservation adviser) briefed the team on water conservation and conducted the team around the programme area.

1.8 A revision of the water component work programme and financial tables took place in early September 1989^[5] for inclusion in the final edition of the Plan of Operations. This was based on a review of the originally planned phasing of the rehabilitation and new construction work. The revised programme has been reproduced in Chapters 6 and 7 (Volume II).

Purpose and Status of the Plan of Operations

1.9 This Plan of Operations is intended:

- to set out the guiding principles and general framework for the Programme for its first five-year phase (1990/91 - 1994/95).
- to provide a detailed work plan and budget for the start up of the Programme and its first year of operation.

1.10 The Plan of Operations further develops the project strategy and components proposed in the Appraisal Report (Danida, 1989) which is the basis for budget approval by the Danish Government.

1.11 The Kitui Integrated Development Programme (KIDP) is a collaboration between the Kenya Government and Danida. The Plan of Operations is incorporated in the Project Agreement between the Governments of Kenya and Denmark and it specifies the agreed contributions of both parties.

Format of the Plan of Operations

1.12 The Plan of Operations is set out as follows:

- Volume I describes KIDP's development strategy and rationale and explains the management system and procedures for the planning, implementation and monitoring of the Programme.
- Volume II describes the main components of the Programme:
 - Soil and Water Conservation and Crop Development
 - Water Supply
 - Animal Health and Livestock Development
 - Forestry
- Volume III contains detailed annexes on Programme inputs and costs and includes background information on the District and the planning context.

[5] Pieter van Dongen, 8 September 1989.

1.13 This final edition of the Plan of Operations updates the draft edition (May 1989). It takes account of comments made on the draft by Danida and the MRDASAW.^[6] Due to unexpected delays in signing of the Agreement, KIDP Programme Year 1 has slipped from Financial Year (FY) 1989/90 to FY 1990/91. However, the Plan of Operations envisages a number of actions in the remainder of the current financial year (1989/90) necessary to establish the Programme Management Unit ready for full operation in July 1990. The delay in signature of the Agreement has not affected the planned phasing of activities in Mutomo Division, only the transfer of authority to Kitui which is now scheduled for 1 July 1990.

[6] Formerly the ASAL Section of MOPND.

CHAPTER 2

STRATEGY AND RATIONALE

General Principles

2.1 The Programme's design reflects the following basic principles:

- (a) Concentration on natural resource related interventions. The Programme does not constitute a comprehensive District Development Plan in itself: rather, it is intended to complement parallel support from the GOK, other aid agencies and NGOs to social services and infrastructure development.
- (b) Participatory surveys prior to construction and community mobilization for construction and maintenance.
- (c) Complementary and simultaneous interventions by the different sectoral departments, e.g. water supply, arable and range land conservation.
- (d) Promotion of technologies that are appropriate and sustainable with local resources.
- (e) Programme implementation through the District Focus system and in support of existing developmental agencies of Government.
- (f) Deliberate flexibility, with an internal planning capacity for the Programme to enable it to adjust to changing circumstances and the lessons of its own experience.

The arrangements for the organisation and management of KIDP, which reflect these principles, are explained in detail in Chapter 3. This Chapter is concerned with the strategy and reasoning underlying the interventions proposed.

Natural Resource Conservation and Development

2.2 The objectives of KIDP are set out in the Appraisal Report and summarised in Chapter 1 of this volume. The emphasis is on supporting natural resource rehabilitation, conservation and sustainable development. This is in recognition of the direct dependence of the rural community, now and in the future, on soil, water, plants and animals and of the potentially negative effects of land-use practices on these resources.

2.3 Natural resource depletion and poverty alleviation is of greater concern in semi-arid areas like Kitui:

- because of the inherent scarcity and fragility of the resource base;
- because of the unremitting pressure of population, resulting from natural increase and migration from land-scarce higher potential areas;
- because of the increasing vulnerability of the population to drought-related disasters; and

- because poverty both causes and results from environmental problems.

Geographical Targeting

2.4 This concern for reversing environmental decline and for reaching the most vulnerable groups caused the Appraisal Mission to highlight the needs of the drier, climatically marginal lowland areas of the District. However, the following considerations also have a bearing on the geographical targeting of the Programme:

- Although the lower-altitude, more marginal areas of Kitui may generally be poorer than the more densely settled areas that receive more rainfall, it is often in the densely settled areas that the natural resource base is more immediately threatened (e.g. by soil erosion and deforestation).
- There is little reliable information concerning the geographical distribution of wealth. It is difficult to target the poorest households when it is not known with certainty who and where they are. One of the Programme's aims will be to gain a better understanding of the factors most closely linked to poverty and marginalisation through the baseline survey.
- Approaches to soil and water conservation often need to be directed at communities and catchments rather than individual households. Area-focused interventions should benefit all income levels.
- KIDP is a bilateral programme implemented by the District administration and departments under the aegis of the District Commissioner, the DDC and its constituent development committees (see Annex K). Local representatives require that foreign aid is equitably distributed among the various administrative divisions and political constituencies of the District. Decisions on the allocation of funds for water supplies (rehabilitation and/or new construction) are vigorously contested.

The above factors will tend to undermine any attempts by the PMU to plan an orderly progression of activities through the District.^[1]

[1] The TOR for the PlanOp Mission required the formulation of "a strategy for the geographical progression of the project as well as its development over time".

2.5 However, it is important not to spread resources too thinly and to ensure that the complementarity of sectoral programmes is adequately exploited. Some elements will have geographical focus, at least initially. The aim will be to obtain the agreement of local communities and field departments to implement a package of improvements comprising water supply, soil conservation upstream, inputs for farm forestry, range rehabilitation and intensified animal production and health extension.

Community Approach to Natural Resource Conservation and Development

2.6 In the past, joint interventions by the different field departments have been constrained by conflicting priorities and separate programming and budgeting. It has proved difficult not only to link the work of departments, but also to relate this to locally expressed needs and priorities.

2.7 With its flexible system of annual programming and budgeting, of seeking complementarities between the work of different departments and of working through the chain of development committees from sub-location to District level, KIDP aims to overcome the difficulties routinely faced by departments at District level in responding to local initiatives.

2.8 In this respect, the Survey & Monitoring Section (SMS) and the Community Education and Training Section (CETS) of the PMU will work to ensure that community involvement in planning and implementation is a reality. Local communities will be consulted and, where necessary, mobilised for action in advance of KIDP construction, rehabilitation and conservation work, especially in water supply.

2.9 It is important to realise, however, that the idea of participative planning and implementation will take time: a) to be accepted by the departments concerned and b) to apply in Kitui District.

2.10 Both the SMS and the CETS will be starting from scratch and it will be several years before they become fully operational in the field. The implementing departments (Animal Health, Livestock Production, Agriculture, Water Supply, Forestry), which are already committed to their routine programmes, will take time to adjust to the idea of cooperating with the PMU and jointly programming activities. It would be unrealistic in the meantime to restrict KIDP funding to intersectoral communally-planned and implemented projects. Nonetheless, it will be the task of the SMS and CETS to work towards the goal of community involvement and integrated planning, gradually enlarging their sphere of influence to embrace the length and breadth of KIDP.

Choice of Sectors and Balance between Sectors

2.11 Table 2.1 shows the planned allocation of KIDP funding among the main sectors involved in the Programme. The figures given indicate how it is currently envisaged that the budgeted Danida contribution of 96.6 million Danish crowns will be allocated over Phase 1 as a whole. (Details of projected year-by-year expenditures are given in Annex L.)

2.12 It is clear that water supply, and hence water conservation, must be at the centre of any natural resource development strategy for Kitui. Water supply is the most pressing problem faced by rural communities and assistance with water provision can lead to greater community involvement with resource conservation.

2.13 It is anticipated that about 42% of KIDP funding will be absorbed by the rehabilitation and construction of water supplies. Both the Ministry of Water Development and the Ministry of Agriculture are involved. The division of funds between the ministries is a reflection of the priority given to simple water conservation structures in the initial years and takes account of their capacity to support implementation by local communities.

2.14 The next largest KIDP allocation is for soil conservation and agricultural extension. This accounts for about 18% of allocated expenditures, and takes the Ministry of Agriculture's share of the Programme to 40%. The Ministry of Livestock is expected to utilise 18% of funds and Forestry 4%, with Community Education and Training accounting for about 7% of the Programme.

2.15 It should be stressed that the allocations shown in Table 2.1 are indicative: there is scope for adjusting the balance of the Programme in the light of performance, and the implementing departments will need to demonstrate their capacity to absorb KIDP resources effectively.

2.16 The Appraisal Mission recommended that consideration should be given to ways of supporting income generation by groups and the unallocated portion of the budget includes funds for this purpose. It is considered that the Programme should first concentrate on the core activities outlined. The budgetary framework includes funds for local consultancies, and it is planned to investigate income-generation possibilities further, with possible implications for project activities in the second half of Phase 1.

2.17 An annual consultancy budget of up to Ksh 2m is anticipated. Consultancy funds will appear in MRDASAW's estimates, but many consultancies will be attributable to a particular sector. Annex F summarises the consultancies that are foreseen at this point. The Programme is much less reliant on long-term Technical Assistance personnel than its forerunners. Most leading positions in the PMU will be filled by Kenyans, including a number of Kenyan specialists to be recruited on contract by KIDP. Both the PMU and participating line departments will also be able to draw on support from short-term inputs, in the form of local or external consultancies to be agreed between GOK and Danida. It is believed that systematic short-term inputs of this kind can be effective without generating too great a dependence on external support.

2.18 The rationale for each of the major components of the Programme is summarised below. The components are fully described, department by department, in Chapters 3, 4 and 5 in the remainder of this volume and in Volume II.

Community Education and Training

2.19 Most, if not all, of the Programme's sectoral activities can be successfully planned, implemented and sustained only in cooperation with local people. An important feature of KIDP is the central position of the Community Education and Training Section within the Programme Management Unit. In addition to its responsibility for coordinating support to the training of the government staff in Programme implementation, the CETS is charged with informing the rural community about the Programme and how people might participate in it.

2.20 The CETS will aim to facilitate the dialogue between the community and the technical ministries concerned. It will work with the community and the field staff of MOA, MOLD, MOWD and MENR in the planning and implementation of KIDP interventions, especially those which require sustained public support, e.g. water supply, soil conservation, tree planting, and hill top enclosure. This strategy is based on the expectation that, by involving local people in planning and implementation, it should be possible to avoid committing resources to ventures which the community do not want, will not support or are unable or unwilling to maintain. To this end the CETS will work through and collaborate with the MOCSS, i.e. the DSDO and the Social Development Assistants under his direction and the Department of Adult Education. The CET strategy and work plan is detailed in Chapter 5 of this volume of the Plan of Operations.

2.21 KIDP will mount multi-disciplinary surveys in areas of planned Programme activity. The purpose will be to take stock of local problems and to mobilise local support for their resolution. The Survey and Monitoring Section of the PMU, in cooperation with the CETS, will coordinate teams for this purpose (see Chapter 4).

Rural Water Supplies

2.22 The population of the District is doubling every twenty years or so and the demand for water is rapidly outstripping available supplies, especially in townships. The KIDP is aimed at natural resource conservation and regeneration in ASAL areas and the pressing problems of urban water supply lie outside the scope of the Programme. However, by assisting the MOWD with the larger of the rural water conservation structures and the MOA with smaller conservation structures and by fostering self-reliance among rural communities, KIDP will contribute to the improvement of the overall water supply situation in the District.

2.23 The guiding principle for water provision under KIDP is drawn from the ALDEV water schemes. The method employed has to be suited (a) to the locality and (b) to the ability and skill of the people, both inasmuch as they assist in construction and as they take responsibility for future maintenance. Thus, although it might be possible to employ complex methods in installing water supplies, regard has to be paid to the problem of supervision and recurrent costs. Many of the ALDEV projects survive in Kitui District today, which bears witness to their durability and the validity of their design principle.^[2]

2.24 The rural water supply and water conservation strategy adopted for KIDP also draws on the experiences of the Danida-funded Mutomo Soil and Water Conservation Project (1982-89) and the Taita-Taveta ASAL Programme and the USAID-funded Kitui ASAL programme (1982-87).

2.25 The Mutomo Soil and Water Conservation Project concentrated on the provision of similar water conservation structures (tanks, rock catchments, shallow wells, sub-surface dams, sand dams, earth dams, and spring protections). Over the project period, some 496 structures were completed. Work was done by project-paid artisans supervised by MOA and expatriate staff. Local people provided voluntary labour or worked for food in times of drought. Although the water conservation structures were relatively inexpensive, quick and simple to build and maintain, they rarely provided a perennial supply. The Joint Danida/GOK Evaluation of the MSWCP, which visited the project area in November 1987, reported that supplies failed in 80 per cent of the structures in a one-in-three-year drought. They recommended that more attention be paid to designing structures which would retain water for longer during dry periods. The MSWCP responded by extending rock catchments and raising impounding walls. Groundwater, which in other areas of Eastern Province can be relied on as a perennial source, proved to be saline in boreholes drilled in Mutomo. Thus, the approach adopted by the MSWCP, although not providing the complete answer in terms of reliability and quality of supply, provided more water, to more people and livestock, more cheaply than could have been delivered by any alternative means.

[2] See African Land Development in Kenya 1946-1962, Ministry of Agriculture, Animal Husbandry and Water Resources, Nairobi, 1962.

2.26 An evaluation^[3] of the USAID ASAL water projects revealed that, of the 269 known structures built by the project, only 12 could be considered completed and functioning when USAID withdraw support. The technology used was basically the same as that adopted by MSWCP, but the arrangements for project identification, design and implementation were more lax.^[4] On the USAID ASAL project, structures were implemented by MOALD^[5] (169), MOWD (63); MOPND (37), concentrated on water tanks.

2.27 Under KIDP, the District Soil and Water Conservation specialists of MDA, assisted by TAs, will continue to supervise the construction of small, community-based water conservation structures. At the same time, KIDP aims to strengthen the capacity of the District Water Engineer to improve the availability of safe and reliable water supplies. In an attempt to resolve the problems of water security in drought years, KIDP will carry out a survey of groundwater and spring development potential in PY1, focusing on the more densely settled areas of the District.

Soil Conservation and Agricultural Extension

2.28 KIDP interventions in the crop, livestock and forestry sectors have the common objective of developing sustainable systems of land use, reducing degradation and erosion and raising productivity on the conserved area. KIDP will seek to foster collaboration between the government agencies and departments in the natural resources sector by supporting joint action; for example, by fostering joint training sessions of the Range Officers of the Livestock Production Department and the staff in the Soil and Water Conservation in the MDA. Similarly, the MDA and Forest Department will be encouraged to rationalise tree nursery work in the District.

2.29 Since the suspension of the USAID ASAL Project, the supply of tools and materials for soil conservation groups in the District has markedly declined. At the same time, there has also been a marked decrease in the availability of operating funds for the Ministry of Agriculture, particularly for transport which is necessary for routine supervision and technical back-up of front-line staff. Mutomo Division has been an exception; transport and operating expenses have not been a constraint and extension staff have been able to carry out their work without delays caused by the non-arrival of funds.

[3] See Evaluation of USAID-ASAL Water Projects in Kitui District, by E N Petersen, Danida/Kitui, July 1989.

[4] See Interim Evaluation of the Kitui ASAL Project Phase II, Peter Weisel, USAID/Kenya, July 1985.

[5] The Ministry of Agriculture and Livestock Development, then a single ministry.

2.30 The T&V extension system is encountering problems (e.g. contact farmers fail to turn up, attendance is poor, often repeated extension messages have become tedious, it is difficult to schedule training because of the unpredictability of rainfall, logistics are difficult in lowland areas where farmsteads are scattered). Problems will be tackled by: improving the reliability of transport and the flow of funds to support training, demonstrations, supervision, etc; placing more emphasis on contact groups; linking crop extension more closely to soil and water conservation and mwethya groups; improving practical training of extension staff; improving the relevance and technical content of the extension message; and improving the interaction of MOA field staff with MOLD staff on the ground and in training workshops.

2.31 KIDP will support a catchment approach to soil conservation drawing on the experience of the MOA's Soil and Water Conservation Branch and the national SIDA-funded project. This will combine material incentives to mwethya groups backed by technical support from the extension service aimed at crop and yield improvement on conserved land.

Livestock Extension

2.32 The livestock sector plays a significant role in the economy, although it is not the mainstay. The main conclusion of the Livestock Sector Study^[6] is that livestock keeping in Kitui District is in a state of rapid change, having evolved from a transhumant system on open access land to a predominantly sedentary one on enclosed land. There is a widening gap between those who own stock and those who own no stock at all (see Annex K). Stock losses are the result of disease and drought-related crisis consequent upon the increasingly marginal conditions for stock rearing brought about by pressure on land and water resources.

2.33 Under KIDP the purpose of support to the Livestock Development Department is to help reduce the risks and uncertainties of livestock production in the District and to help farmers adjust to changing circumstances. The current performance of the Department is seriously constrained by the lack of resources which has seriously affected morale. The problem is no less acute in the Veterinary Department.

2.34 An important conclusion which emerged from the Livestock Sector Study was the difficulty of implementing an expanded work programme without a major investment in administrative infrastructure and transport. This was the experience of the second phase of the USAID Kitui ASAL Project: it provided funds for an extended work plan for the District Livestock Production Officer, but failed to take account of the fact that his department was without the basic resources necessary to implement even a routine extension project. Thus, under KIDP priority will be given to furnishing the Livestock Production Department with these basic requirements (transport, buildings and an operating budget). The programme for the first year deliberately avoids the temptation to include peripheral sub-projects (e.g. bee-hives and rabbits), as the

[6] Kitui Arid and Semi-Arid Lands Development Programme, Livestock Sector Study, prepared for Danida, M E Adams, April 1989.

first task must be to re-establish the Department's capacity to fulfil its main role as an extension service.

Animal Health

2.35 The Socio-Economic Survey of the Livestock Sector Study⁷⁷ found that there had been a fall both in stock numbers and in productivity in Kitui District over the last decade. A major causal factor was believed to be the increased incidence of animal disease. Many farmers were of the view that animal health services had steadily declined and that this was a significant factor in the rising incidence of disease. This view is corroborated by veterinary reports from divisional offices and the frequency and duration of orders banning livestock movement due to disease outbreaks. In recent years annual cattle vaccination campaigns have covered a decreasing number of animals due to the scarcity of transport and of operating funds and the inadequacy of basic laboratory, office and storage facilities. There is no routine preventive vaccination of smallstock, although there is circumstantial evidence that CCPP is a problem. The planning of preventive animal health is constrained by the lack of systematic information on disease incidence in the District.

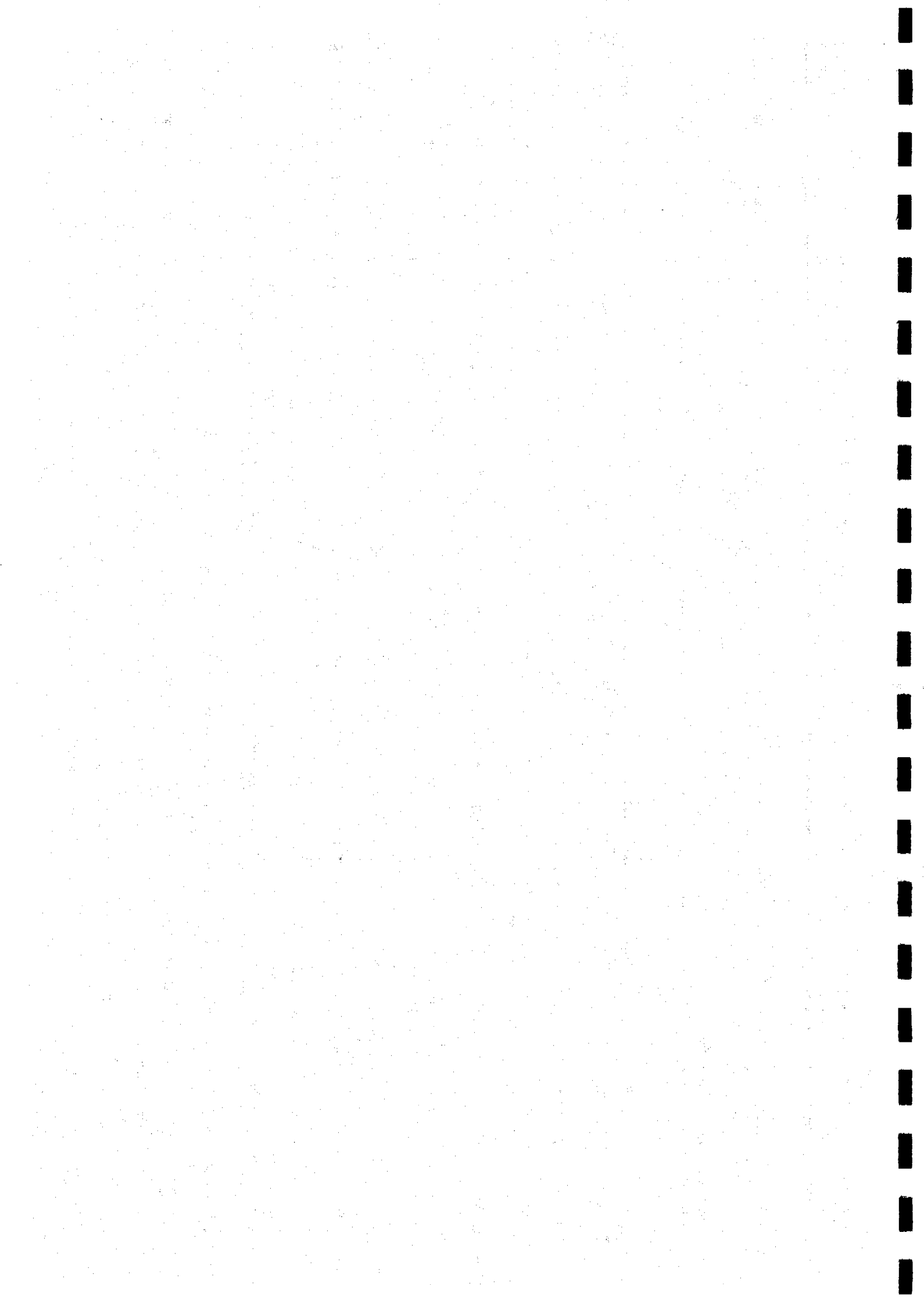
2.36 KIDP will support the resumption of a District-wide vaccination programme, starting in two Divisions in PY1. At the same time KIDP will finance a comprehensive field inventory of animal disease in the District including clinical and lab confirmation to determine the extent and severity of CCPP. This will provide the basis for strategic planning of preventive health work in subsequent years.

Forestry

2.37 The capacity of the DFO to carry out routine regulatory functions necessary to protect important gazetted hill catchments in the District and to increase community participation in tree planting and conservation measures and to produce and distribute seedlings for on-farm tree-planting is seriously impaired by the current state of vehicles and scarcity of operating funds. The allocation of GOK funds to agro-forestry enterprises run by other ministries has resulted in a parallel decline in the capacity of the Forestry Department. Project-run nurseries lie side by side with moribund Department nurseries. There is an unsatisfied demand for seedlings in the higher potential areas of Mwingi and Central Division where farmers are keen to plant trees on their recently adjudicated and enclosed holdings.

[7] The Socio-Economy of Livestock-Keeping in Kitui District, by Liz Wily, Annex 2 to the Livestock Sector Study, Danida Kitui ASAL Programme, April 1989.

2.38 KIDP will contribute to improved regulatory work by the DFO and his field staff and to progress on the gazettelement of important catchments which remain outstanding. KIDP will also support the extension work of the Department as the main GOK organisation for the promotion of farm forestry in the District.



CHAPTER 3

ORGANISATION AND MANAGEMENT OF KIDP

A. GENERAL PRINCIPLES

Introduction

3.1 As noted in Chapter 2, KIDP is a multi-sectoral programme whose components will be implemented mainly through existing Government departments. An effective system for planning, coordinating and monitoring the implementation of KIDP is therefore crucial. The present chapter describes how KIDP will be organised.

- Section A explains the general principles that have been followed in determining the management framework for KIDP.
- Section B describes the overall structure and functions of the KIDP Programme Management Unit (PMU).

3.2 The Survey and Monitoring Section (SMS) and the Community Education and Training Section (CETS), both within the PMU, are described in more detail in Chapters 4 and 5 of this volume.

The District Planning Framework

3.3 The Government has an established framework for the management of development at District level. This is briefly described below, as it is important to show how KIDP fits into this framework.

3.4 The Government is organised along sectoral lines, so that most GOK representatives in any District belong to national Ministries with headquarters in Nairobi. The District Focus approach recognises the importance of the District as a geographical and administrative unit within which the planning and implementation of development programmes and the provision of Government services should be coordinated. It provides a framework for balancing sectoral against District considerations, with Development Committees at each administrative level which facilitate coordination and enable community concerns to be taken into account. Figure 3.1 summarises the District Focus framework.

FIGURE 3.1: DISTRICT FOCUS - INSTITUTIONAL CHART*

LEVEL	ADMINISTRATION AND IMPLEMENTATION	COORDINATION AND CONSULTATION
National	<p><u>OFFICE OF THE PRESIDENT</u></p> <p><u>MINISTRY OF FINANCE</u></p> <p><u>MINISTRY OF PLANNING & NATIONAL DEVELOPMENT **</u></p> <p><u>LINE MINISTRIES</u></p>	<p><u>Parliament</u></p> <p><u>Cabinet</u></p> <p><u>Inter-Ministerial Committees</u></p>
Provincial	<p><u>PROVINCIAL ADMINISTRATION</u> (Provincial Commissioner)</p> <p><u>PROVINCIAL PLANNING UNIT</u> (Provincial Planning Officer)</p> <p><u>PROVINCIAL DEPTS</u> (Provincial Heads)</p>	<p><u>Provincial Monitoring and Evaluation Cttee PHEC</u> Chairman: Provincial Commissioner Secretary: Provincial Planning Officer Membership: All Provincial Heads of Department All District Commissioners All MPs All DDOs Meetings: Quarterly</p>
District	<p><u>DISTRICT ADMINISTRATION</u> (District Commissioner)</p> <p><u>DISTRICT TREASURY</u> (District Accountant)</p> <p><u>DISTRICT PLANNING UNIT</u> (District Devt Officer)</p> <p><u>DISTRICT DEPTS</u> (District Heads)</p>	<p><u>District Development Committee (DDC)</u> Chairman: District Commissioner Secretary: District Development Officer Membership: All District Heads of Department MPs, District KANU Chairman Local Authority Chairmen Chairmen of Divisional Devt Cttees Representatives of development-related parastatals Invited representatives of NGOs and self-help groups Meetings: Quarterly</p> <p><u>District Executive Committee (DEC)</u> Chairman: District Commissioner Secretary: District Development Officer Membership: All District Heads of Department Clerks of Local Authorities Representatives of development-related parastatals Meetings: Monthly</p>
Division	<p>District Officer</p> <p>Divisional Officers</p>	<p><u>Divisional Development Committee (DvDC)</u> Chairman: District Officer Secretary: District Development Officer Membership: MP(s), KANU sub-branch Chairman Locational chiefs Clerks and councillors of local authorities All Divisional Department Heads Divisional representatives of development-related parastatals Invited representatives of NGOs and self-help groups Meetings: Quarterly</p>
Location	<p>Chief</p> <p>Field Staff</p>	<p><u>Locational Development Committee (LDC)</u> Chairman: Chief Membership: Assistant Chiefs Councillors, KANU Locational Chairman Departmental Officers Headmasters of Secondary Schools Co-opted local leaders, representatives of cooperatives, NGOs and self-help groups</p>
Sub-location	<p>Assistant Chief</p> <p>Field Staff</p>	<p><u>Sub-Locational Development Committee (SLDC)</u> Chairman: Assistant Chief Membership: Councillors, KANU Sub-Locational Chairman Departmental Officers Headmasters of Primary Schools Co-opted local leaders, representatives of cooperatives, NGOs and self-help groups.</p>

Based on District Focus for Rural Development (Revised March 1987), Office of the President.

** Responsibility for KIDP will be with the recently formed MRDASAH.

Organisation and Management Considerations for KIDP

3.5 The Kitui Integrated Development Programme is intended as far as possible to fit within the District Focus framework just depicted. However, the management system needs to take account of a number of particular aspects of KIDP:

- (a) The bulk of the direct funding for the Programme will be provided by an external aid agency whose requirements concerning planning and financial control, as well as those of BOK, will have to be observed.
- (b) There needs to be provision for certain central services to the departments participating in the Programme. In particular, the Programme must have its own capacity to monitor and evaluate implementation.
- (c) Only a limited number of the BOK agencies represented in the District will be directly involved in the Programme and KIDP will be supporting only a part of the work programme of each of the agencies directly involved.

3.6 KIDP is similar in these respects to a number of other ASAL programmes, and the institutions and procedures to be adopted by KIDP reflect their experience.^[1] Thus:

- (a) The Government and Danida have agreed on systems for the planning, review and financial management of the Programme which satisfy the requirements of both parties and which dovetail with regular BOK procedures.
- (b) A Programme Management Unit (PMU) will be established to undertake the overall coordination of the Programme and its financial administration; activities that do not fall under one of the participating line departments of BOK will be managed by the PMU. In particular:
 - Community Education and Training (CET) and Survey and Monitoring (S&M) Sections will be set up under the PMU, since their services are relevant to all the participating departments (see Chapters 4 and 5 of this Volume).
 - The KIDP water supply and conservation programmes involve both the Ministries of Agriculture and of Water Development.^[2] A Water Programme Coordination Unit will be established under the PMU to oversee KIDP water supply activities in each Division (see paras. 3.63 - 3.66).

[1] The preparation of KIDP has drawn especially on Danida's experience with the Taita-Taveta ASAL Programme (TTAP) and on the systems developed by the EEC-financed Machakos Integrated Development Programme (MIDP).

[2] It may later also involve the Ministry of Livestock Development.

- (c) A Programme Steering Committee (PSC) will be established as a subcommittee of the District Executive Committee; it will bring together those DEC members directly concerned in KIDP implementation and will focus on the KIDP elements of their activities.

Organisational Framework for KIDP

3.7 Figure 3.2 shows the proposed organisation of KIDP in relation to the existing District structures depicted in Figure 3.1 above.

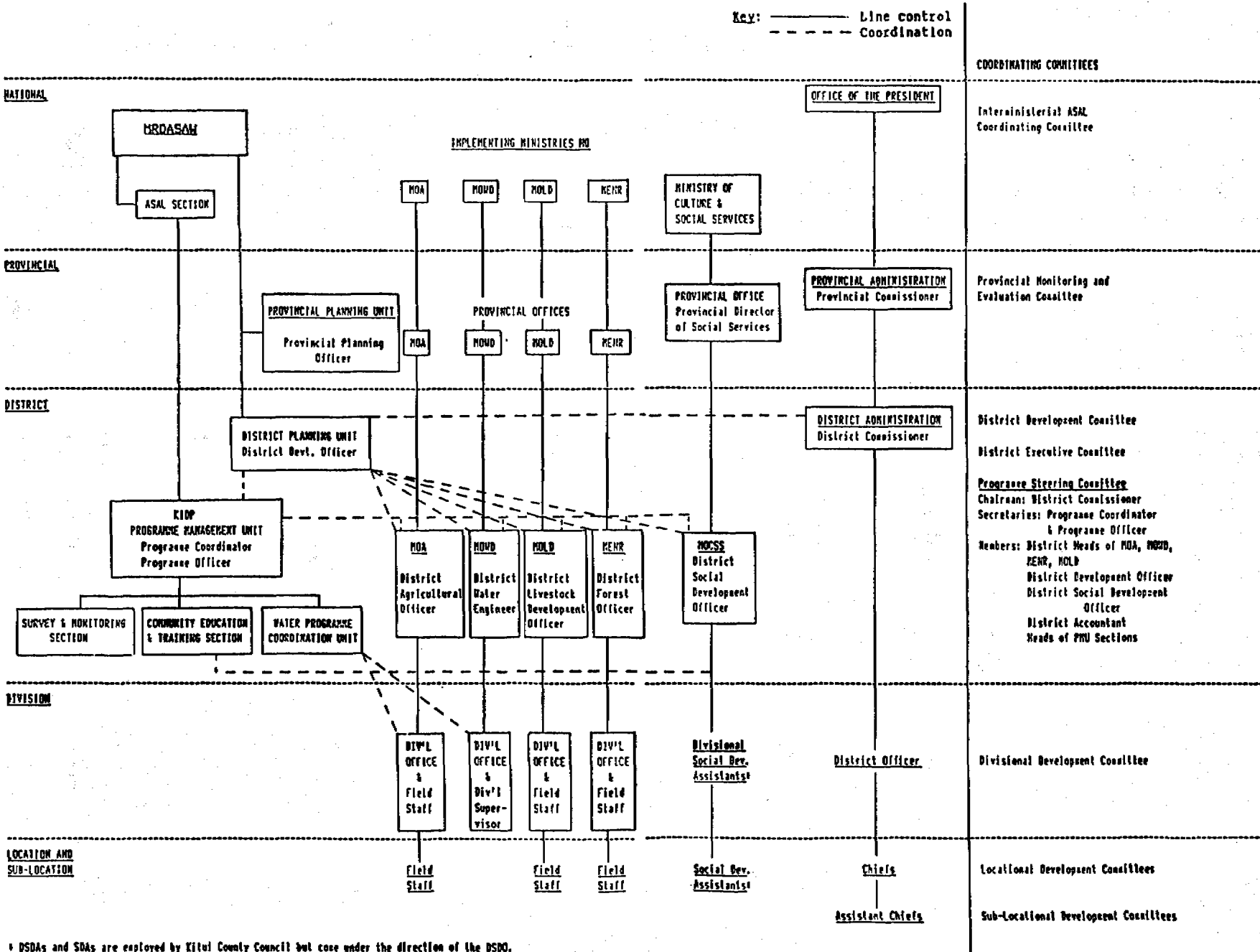
3.8 The Ministry of Reclamation and Development of Arid, Semi-Arid Areas and Wastelands (MRDASAW) will be responsible for the overall planning, coordination and monitoring of KIDP. The implementing departments (initially the Ministries of Agriculture, Livestock Development, Water Development, and Environment and Natural Resources)^[3] will be coordinated by the Programme Management Unit. The senior staff of the PMU will be a Programme Officer (PO) who is a Senior Planning Officer of MRDASAW, and a Programme Coordinator (PC), who will be a senior Rural Development Planning Adviser provided under Danish Technical Assistance. The PO will be the overall head of the PMU. However, the PO and the PC will exercise joint responsibility when it comes to matters pertaining to financial control and monitoring. The PMU will itself work closely with the District Planning Unit (DPU) headed by the District Development Officer.

3.9 The Programme Steering Committee will be formed as a subcommittee of the District Executive Committee. Like the DEC and the DDC, it will be chaired by the District Commissioner. Proposed terms of reference and membership of the PSC are given in Box 3.1.

3.10 It is not considered necessary to form an inter-ministerial coordinating committee at national level specifically to oversee the Kitui Integrated Development Programme. (Such a committee was specified for the Machakos programme, but it was rarely if ever convened.) There is, however, an inter-ministerial coordinating committee (IMCC) for ASAL affairs, whose remit covers all ASAL projects. This committee, too, has been moribund, but the new ministry (MRDASAW) is expected to reactivate it.

[3] As shown in Figure 3.2, the Ministry of Culture and Social Services will also be an important participant, through the links between KIDP's Community Education and Training Section and the DSDO.

FIGURE 3.2: KIDP ORGANISATION



* DSDAs and SDAs are employed by Kitui County Council but come under the direction of the DSDO.

Box 3.1 - Programme Steering Committee**Functions**

1. The KIDP Programme Steering Committee (PSC) will be a special subcommittee of the District Executive Committee.
2. The PSC's functions will include:
 - reviewing and recommending approval of work plans and budgets by the DDC
 - monitoring of the progress of the Programme and of its constituent projects
 - addressing any problems that may arise during implementation.

Membership and Meetings

3. The PSC will be chaired by the District Commissioner.
4. The Programme Coordinator and Programme Officer will jointly act as Secretary.
5. Membership will include:
 - the District Heads of all departments involved in KIDP
 - the District Social Development Officer
 - the District Accountant
 - senior staff of the Programme Management Unit
 - the District Development Officer
 - a representative of the Danida Mission, Nairobi
 - a representative of the Ministry of Reclamation and Development of Arid, Semi-Arid and Wastelands.
6. The PSC may invite or co-opt other persons as appropriate.
7. Meetings will be held monthly.

Links to Other Bodies

8. The District Commissioner is also chairman of the DEC, the DDC and the District Tender Board.
9. The Programme Officer and Programme Coordinator will be members of the DEC and DDC.
10. The Programme Officer and the Programme Coordinator will attend meetings of the inter-ministerial ASAL coordinating committee in Nairobi, or its Kitui subcommittee, as appropriate.
11. The Programme Officer will be a member of each Divisional Development Committee.

3.11 The annual work plan and budget of KIDP will be reviewed by the IMCC or by a special Kitui subcommittee, which will ensure (a) that appropriate provision for KIDP is made in the GOK Estimates and Forward Budget and (b) that agreed GOK inputs (and especially staff postings) to the Programme are forthcoming.^{c42}

Planning and Review

3.12 The KIDP is the subject of an inter-governmental Project Agreement between Kenya and Denmark. This Plan of Operations forms part of that Agreement, and changes to procedures laid down in the Plan of Operations require the concurrence of the two governments. In particular, the Plan of Operations describes agreed procedures relating to financial administration, procurement and audit, and to the further planning and review of the Programme, which will not be modified unless by express agreement between the two governments.

3.13 The Plan of Operations provides detailed budgetary projections for each component of the Programme. These constitute an agreed budget for the start-up period, the first full year of the Programme's implementation (1 July 1990 - 30 June 1991) and an indicative forward budget for the subsequent four years of the Programme's first phase. The budgets for years 2 - 5 of the Programme are subject to review in accordance with the procedures described below.

3.14 Each year GOK and Danida will jointly undertake a review of KIDP implementation as an input into the planning of subsequent years' operations. Outline terms of reference for this exercise are included in Annex F. The review will feed directly into the KIDP planning process.

3.15 The initial planning period (Phase 1) for KIDP is 5 years (1 July 1990 through 30 June 1995). It is envisaged that, depending on performance, KIDP may continue into a subsequent phase or phases.^{c43} During the third year of the Programme (PY3), a joint Danida/GOK Mid-Term Review team will conduct a comprehensive assessment of the Programme's first two years of operation. The Mid-Term Review Team's report will (a) propose any necessary modifications for the remainder of Phase 1, and (b) consider whether and in what form the Programme might be extended. Outline terms of reference for the Mid-Term Review are included in Annex F.

[4] Appropriate membership of a Kitui subcommittee of the IMCC would comprise: MRDASAW (Chairman), MOF (External Resources Department), MOA, MOLD, MOWD, MENR and MOCSS. The KIDP Programme Coordinator and Programme Officer should attend meetings of Kitui subcommittee, and of the IMCC itself when KIDP is on the agenda.

[5] The Appraisal Report recommended "that Danida considers the 5-year period as a first phase of a 15-20 years development programme" (Danida 1989, p 6).

Reporting Requirements

3.16 KIDP will have to meet reporting requirements emanating from a number of sources:

- (a) First, and most important, a systematic flow of information is needed as the basis for KIDP's own internal monitoring and programming.
- (b) Second, it is necessary to keep GOK adequately informed, both in regard to specific ministerial programmes and in regard to the overall performance and budgetary requirements of the Programme.
- (c) Third, it is necessary to meet the reporting requirements of the aid agency (Danida).

3.17 In the short term, inadequate or untimely reporting could cause the flow of resources to the Programme to be restricted. In the longer term, a failure to develop adequate systems for performance review could jeopardise the achievement of the Programme's objectives. At the same time, there is a need to keep reporting procedures relatively simple, so that there is time to implement the Programme as well as to report on it.

3.18 Full details of reporting routines and formats should be worked out and agreed by the Programme's implementing officers themselves, and approved by the Programme Steering Committee, but some of the elements of the required system are set out below.

Responsibilities for Reporting

3.19 Overall responsibility for reporting on the Programme to GOK and Danida rests with the PMU. The Survey and Monitoring Section (see Chapter 4) will play a major role in setting up practical systems for the monitoring of information that can be used for continual evaluation of the Programme's activities. Nevertheless, primary responsibility for reporting on Programme activities will rest with the implementing departments themselves.

3.20 The KIDP accounting unit will compile regular financial reports, but, again, this will not be a substitute for the maintenance by implementing departments of systematic records of expenditure and commitments.

3.21 Intelligent use of microcomputers can greatly ease the burden of reporting, and the PMU's Computer Unit will assist in drawing up suitable formats, data bases, etc.

Financial Reporting

3.22 A system will be established whereby the PMU is able to furnish the responsible officers in implementing departments with computerised monthly statements of budgeted provision, actual expenditure, commitments and available balance. The budget and expenditure statements will be coded so as to yield breakdowns according to both GOK and Danida formats, as well as corresponding to practical categories from the point of view of managing the Programme.

Reporting Intervals

3.23 Meetings of the Programme Steering Committee will be held (at least) monthly. It may not be necessary to require written reports from all officers for each meeting, but:

- (a) A summary of the expenditure position should be presented by the PMU each month.
- (b) Each implementing officer should report, at least orally, on the implementation of his/her work plan.
- (c) Minutes of PSC meetings should be prepared promptly and circulated. They should in particular note any actions agreed at the PSC and form the basis for follow-up at the next PSC meeting. PSC minutes will be copied to MRDASAW, the External Resources Department of Treasury and the Danida mission in Nairobi.

3.24 Written quarterly reports on the implementation of each department's work programme will be mandatory. The PMU will prepare a standard format, but this may be adapted to the nature of different departments' activities. The PMU will prepare an overall quarterly report for the programme as a whole. This will take account of Danida's standard format, so that the basic quarterly report can be forwarded to Danida with only a brief additional covering page.

3.25 The annual work plan and budget will be revised half-way through the year. This will allow for pragmatic changes and reallocation of resources within the Programme based on progress and performance. The revision of the KIDP budget in November/December will allow time for any necessary revisions to GOK Estimates to be included in supplementary Estimates by Treasury. The exercise of revising the budget at this time (which will also consider revisions to the outline budget for the succeeding years) will provide a starting point for the work of the Annual Programming Mission in March/April (see Annex F).

Funding and Resources for the Programme

3.26 Resources for KIDP will be provided both by the Government of Kenya and by Danida.

The GOK contribution will comprise:

- the assignment of Government personnel (as indicated in the detailed sectoral work plans) and the funding of direct staff costs (i.e. at least the basic salary costs of all GOK employees engaged on the Programme);
- staff support facilities and operating costs (although in certain circumstances, specified in this Plan of Operations, Danida may also meet a portion of operating costs);
- provision of land for buildings to be constructed under the Programme and for other project purposes (e.g. nurseries).

The Danida contribution will comprise:

- budgeted funds of 96.6 million Danish crowns over five years;
- additionally, the costs of external Technical Assistance (advisers and overseas consultancies).

3.27 Danida funds may be used to meet both capital and operating costs of the Programme, subject to the following restrictions:

- Danida will not meet the basic salary costs of GOK employees;
- Any equipment, materials, vehicles and supplies imported for the Programme will be exempted from import restrictions, taxes, import duties and other fiscal charges.

3.28 Buildings and equipment financed by Danida will remain the property of Danida for the duration of the Programme. Vehicles that are assigned to Technical Assistance personnel will be registered on "private" number plates and will remain the property of Danida. Vehicles made available to Government for the implementation of the Programme will be the property of the Government of Kenya and will be on "GK" registration. For the duration of the Programme, including any additional phases, these vehicles will remain assigned to KIDP and will be clearly marked as KIDP vehicles. Logbooks and maintenance manuals of these vehicles will be submitted to the PMU for inspection on request. Operation and maintenance costs of these vehicles will be eligible for payment out of Programme funds.

3.29 As specified in this Plan of Operations, Danida will finance the employment by KIDP itself (i.e. not as GOK employees) of a number of Kenyans. Kenyan Programme employees fall into two categories:

- Kenyan experts, whose skills are crucial to the success of the Programme; such people are in great demand, and their remuneration will have to reflect private sector earning levels.

- Other personnel, whose remuneration will be comparable with that of GOK employees of similar grade, making allowance for the non-salary benefit to GOK employees of their permanent and pensionable status.

3.30 All staff employed by the programme will be on limited-term contracts. Annex 8 provides a schedule of the Kenyan project-employee posts to be funded by Danida. This schedule corresponds to an "approved establishment" for the Programme. It will be updated each year, and, apart from casual employees, advance approval from Danida will be mandatory for any Programme employment in excess of the agreed levels.

Financial Management

3.31 GOK contributions to the Programme will be made through the Government's normal budgetary and personnel procedures. Progress reports will include a section on GOK contributions relative to GOK commitments.

3.32 Danida's programmed contributions will be disbursed in two ways:

- Overseas procurement of items specified in the Plan of Operations will be undertaken directly by Danida and expenditures will be reported to Treasury and the PMU. Initiation of procurement will require a formal request from Treasury.
- In-country expenditures will be met from a special Programme bank account in Kitui. Drawings on the account will require the authorising signatures of the Programme Coordinator and of the Programme Officer or of their designated alternates. Expenditures will follow GOK procedures to ensure that they comply with the GOK budget and financial regulations.

3.33 An initial advance by Danida to the Programme's bank account will be replenished against acceptable documentation of expenditures to be provided to Danida by the Programme Management Unit. Requests for replenishment will be routed through MRDASAW to the External Resources Department of Treasury.

3.34 External auditors will be nominated by Danida and ratified by GOK. The auditors will be empowered to conduct unannounced inspections as well as the annual audit of accounts.

3.35 Procedures for procurement and disbursement are described more fully in Annex J, and a manual of financial procedures will be drawn up at the outset of the Programme.

3.36 The services of a reputable accountancy firm will be engaged by Danida at the commencement of the Programme to assist with the initial establishment of the programme's accounting systems, and in particular to supervise the disposition of the assets of the Mutoo Soil and Water Conservation Project as it is incorporated into the Kitui Integrated Development Programme (see Annex H). Terms of reference for the initial accountancy services are included in Annex F.

Budget Preparation

3.37 Although a five-year allocation to KIDP has been made by Danida, the annual budget cycle remains extremely important. Disbursement of Danida funds is contingent on the submission of acceptable work programmes and budgets, as well as the documentation of expenditure already incurred (see Annex J). It is also dependent upon appropriate provision appearing in the GOK estimates, and this makes it crucial that KIDP's budget preparation cycle should dovetail with the regular GOK budget timetable.⁶¹

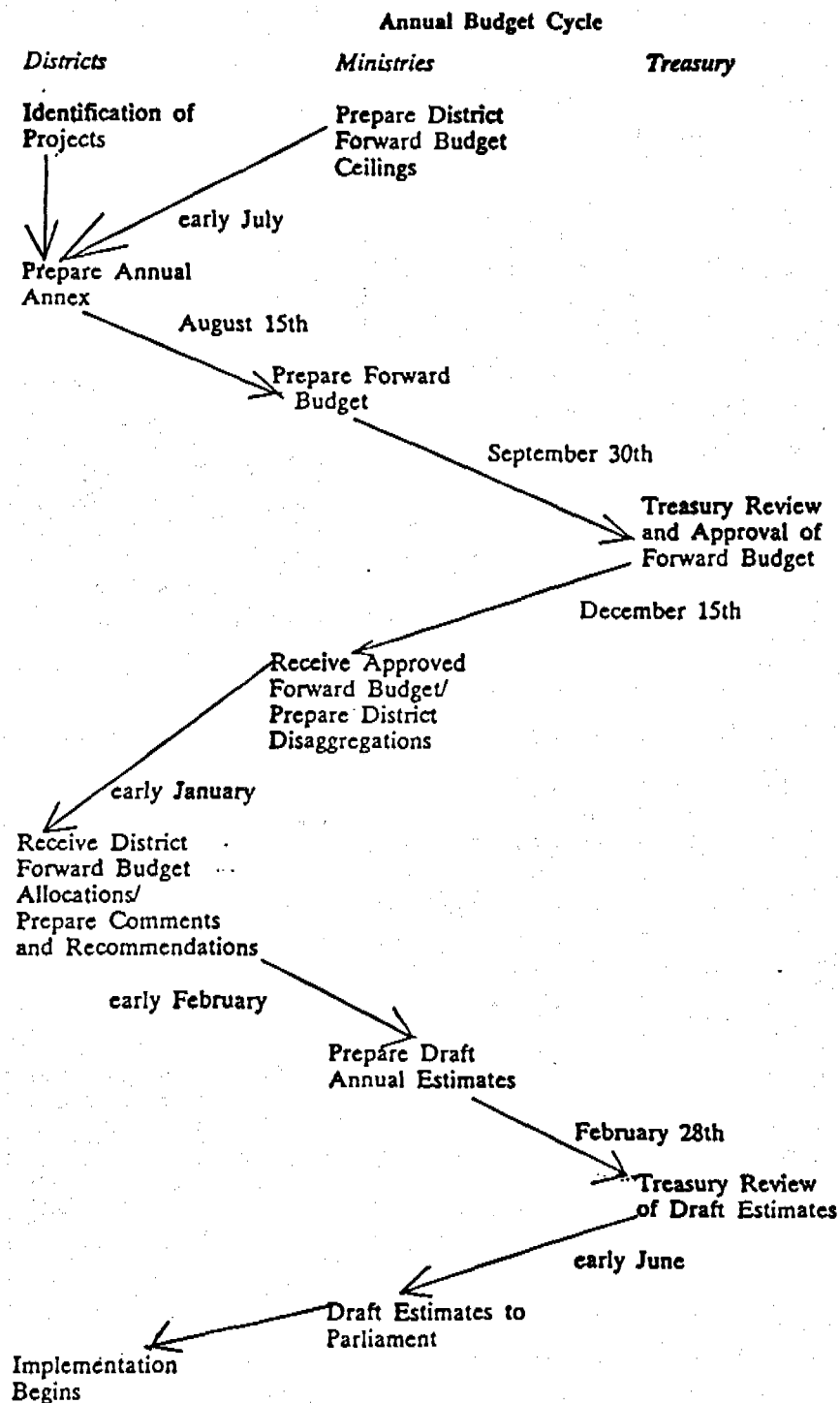
3.38 KIDP expenditures will be included in the GOK budget, and it will not be permissible to incur expenditures for which provision does not appear in the GOK budget. Component programmes will be separately identified within the annual and forward budgets of the participating line ministries, while expenditures to be incurred through the PMU will appear in the Development Budget of the Ministry of Reclamation and Development of Arid and Semi-Arid and Wastelands.

3.39 GOK has a well-established annual cycle for budgeting, which embraces the preparation of the three-year Forward Budget as well as the annual Estimates. (Each District is also required to prepare an annual Annex to its District Development Plan; the Annex should describe all the development projects that will be under way in the District during the year.) This cycle is illustrated in Figure 3.3, which is taken from the District Focus "blue book".

3.40 To ensure that KIDP receives a smooth flow of funds, without delays caused by failure to include adequate provision within the GOK Estimates, KIDP's budget cycle must anticipate GOK's, i.e. KIDP's own budgeting and resource allocation exercise should precede GOK's, so that worked-out details of KIDP requirements are available by the time draft Estimates are requested by GOK. KIDP's ability to do this will be aided by the five-year planning frame of the Programme.

[61] Although most of KIDP's funding is by Danida, it is important that GOK should be aware, and be given adequate notice, of claims upon the GOK's resources in connection with KIDP. (The proposed transfer of certain activities of MSWCP to GOK is a case in point: MOA will need some time to seek approval for the inclusion of the relevant posts and financial provision in its Estimates.)

FIGURE 3.3



3.41 The sequence in which KIDP projections feed into GOK Estimates should be as follows:

GOK Stage and Date	KIDP Input
Preparation of Forward Budget (August/September)	Forward budget projections available from latest revised Plan of Operations (prepared March-June).
Preparation of Annual Estimates (February - June)	Initial figures from six-monthly update of work plan and budget (November/December). Revised figures from Annual Programming exercise (March/April mission, finalisation in May).

B. PROGRAMME MANAGEMENT UNIT

Functions of the PMU

3.42 The organisation of KIDP in relation to existing District institutions is explained in Section A. Figure 3.2 depicts the relationship of the PMU to the various institutions concerned in KIDP. The present Section focuses on the specific functions of the PMU and its internal organisation.

3.43 The PMU may be seen as having three inter-related functions:

- (a) Administration and Coordination. KIDP will be a large programme, with an annual expenditure of around fifty million shillings. Although most of the Programme will be implemented through the participating line ministries, there will be a substantial coordinating role for the PMU, and there will also be direct administrative responsibility for parts of the Programme. Three KIDP Sections that do not fall under any single implementing Ministry (Survey and Monitoring, Community Education and Training, and Water Programme Coordination) will come under the direction of the PMU, and the PMU will also provide certain services centrally; it will initiate all overseas procurement¹⁷ and administer all Programme-employed staff.

[17] It is important that no procurement is undertaken without reference to the PMU; direct overseas procurement by Danida may be undertaken only on receipt of a request via the Treasury.

- (b) Planning and Monitoring. The "process" approach of KIDP requires continual monitoring of implementation and detailed planning of successive annual instalments. The PMU will ensure that there is systematic monitoring of the different sectoral components and that there is coherence in the planning of the Programme as a whole. The PMU will have overall responsibility for reporting on the Programme and for preparation of budgets and work plans. The Survey and Monitoring Section will have a special role in monitoring, but the overall planning of the Programme will be a prime concern of the Programme Officer and the Programme Coordinator.
- (c) Accounting and Financial Control. As explained in Section A of this Chapter, all Danida-funded KIDP expenditures will be processed by the PMU, which will maintain full accounts for all components of the Programme and will also be responsible for the management of stores and other KIDP assets.

3.44 Thus, although the bulk of the Programme will be implemented through the participating line departments of Government, the effectiveness of the Programme as a whole will very much depend on the PMU's performance.

Organisational Principles

3.45 The units included in the PMU represent either (a) management functions related to the Programme as a whole, or (b) coordinating functions which are relevant to specific elements of the Programme but which would not fit easily within any one of the departments to be coordinated.

3.46 From the point of view of appraising the costs of the Programme, the first set of functions are genuine "overheads" of KIDP. The second set represent a sectoral allocation of resources, even though the function is discharged directly by the PMU rather than through a sectoral department. In line with this distinction, costs that can be clearly identified with (a) the Community Education and Training Section or (b) the Water Programme Coordination Unit are treated separately for planning and programming (and ultimately for evaluation) purposes.

Organisation and Senior Staff Requirements

3.47 The main constituents of the PMU will be its Headquarters and Administrative Services, together with three specialist Sections - the Survey and Monitoring Section (SMS), the Community Education and Training Section (CETS), and the Water Programme Coordination Unit (WPCU).

3.48 The proposed organisation chart for the PMU is shown in Figure 3.4. The establishment of the KIDP PMU is complicated by the need for it to incorporate the remaining project-employed staff of the Mutomo Soil and Water Conservation Project for a transitional period. Figure 3.4 therefore shows the staff complement that is expected during the start-up period, separately identifying the staff "inherited" from MSWCP. The following paragraphs describe the senior staff requirements of each of the main elements of the PMU.

Headquarters and Administration

3.49 The senior staff of the PMU Headquarters/Administrative Unit will comprise:

- The Programme Officer
- The Programme Coordinator
- A Programme Accountant
- A Senior Administrative Officer.

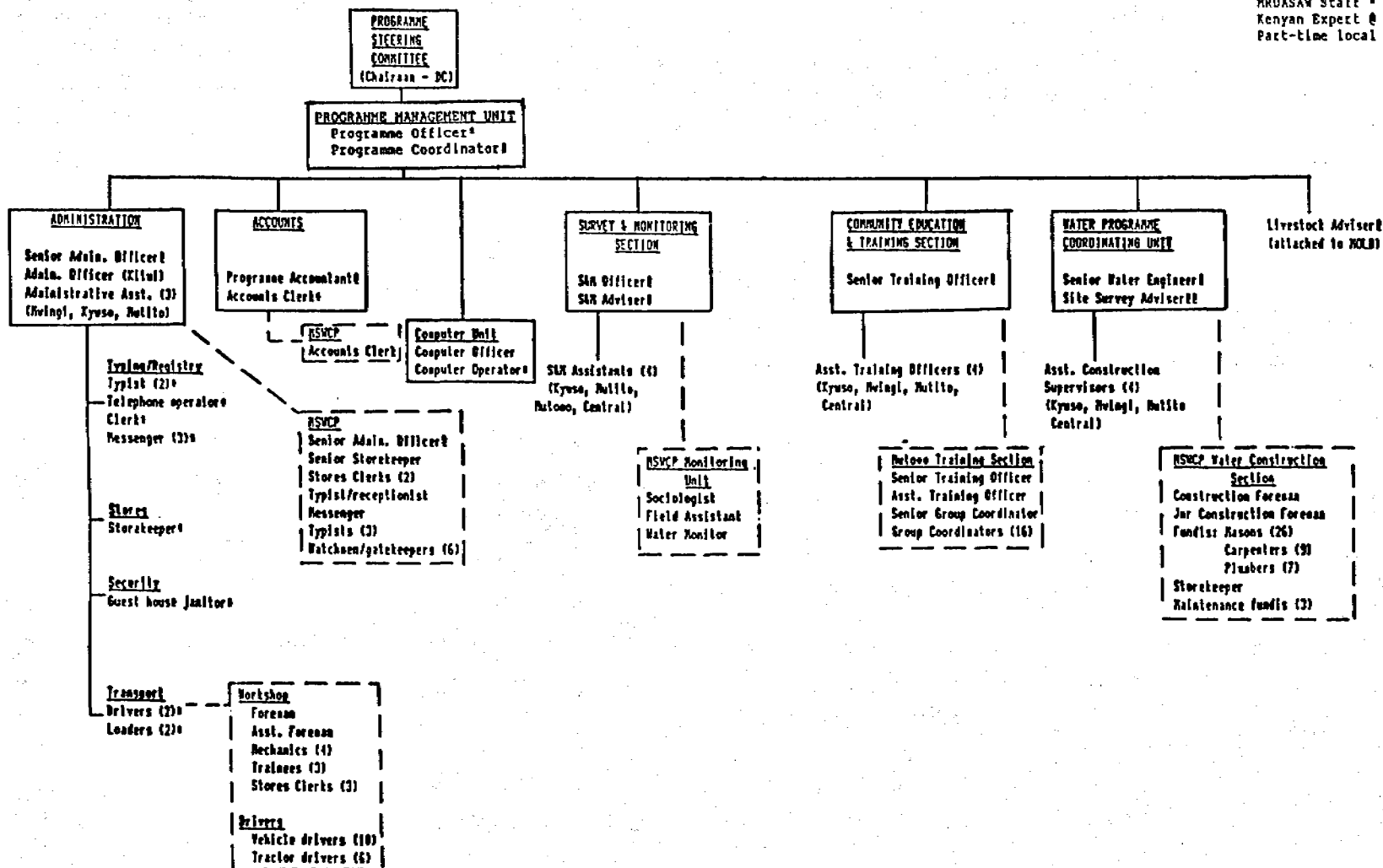
3.50 The Programme Officer will be a Senior Planning Officer of the MRDASAW. He will serve as counterpart to the Programme Coordinator. The standard job description for ASAL Programme Officers, prepared by the Ministry of Planning and National Development, is included in Annex E.

3.51 The Programme Coordinator will be a Senior Rural Development Adviser provided under Technical Assistance from Danida. He will be the Leader of the Technical Assistance Team and will have overall responsibility for the supervision of project-employed staff. A job description for the Programme Coordinator is provided in Annex E.

3.52 The Programme Accountant will be a Kenyan expert employed by the Programme. He will be a qualified and experienced accountant and will be in charge of financial management. A job description for the Accountant is included in Annex E.

FIGURE 3.4: ORGANISATION AND STAFFING OF PROGRAMME MANAGEMENT UNIT (1989/90)

Key: Danida Technical Assistant †
 MRDASAV Staff *
 Kenyan Expert @
 Part-time local consultant @@



3.53 The Senior Administrative Officer will be a Kenyan expert employed by the Programme. He will work under the direction of the Programme Officer and the Programme Coordinator and will, inter alia, have special responsibility for stores control and vehicle management.^(B) A job description for the Senior Administrative Officer is included in Annex E.

3.54 There will be considerable scope for the use of microcomputers within the PMU. Some foreseeable uses include:

- (a) accounts and monthly expenditure statements (PMU HQ);
- (b) survey analysis and maintenance of data bases (SMS);
- (c) data base on water conservation structures (WPCU);
- (d) preparation of simple manuals and workshop materials (CETS);
- (e) word processing for routine progress reports (all sections of PMU and implementing departments).

3.55 Exploitation of computer potential will be facilitated by the employment of a capable Computer Officer to lead a small Computer Unit responsible to the PO and the PC. The Unit's services will be available to all sections of the PMU. A job description for the Computer Officer is provided in Annex E.

Survey and Monitoring Section

3.56 The functions of the Survey and Monitoring Section are described in Chapter 4 of this volume.

3.57 The Survey and Monitoring Section will be headed by a Survey and Monitoring Officer (SMO) who will have as counterpart a Survey and Monitoring Adviser (SMA). The SMO will be a Kenyan expert, while the SMA will be provided through Danida Technical Assistance. The first two years of the Section's operation will be the most crucial as it will be developing the monitoring routines that will be maintained for the duration of the Programme and it will also be involved in the baseline survey and a number of special studies that are required early on. Subsequent specialist support to the SMO should be available through consultancies, and possibly through short-term inputs from the SMA. The situation will be reviewed by the Mid-Term Review Mission. Job descriptions for the SMO and SMA are include in Annex E.

[B] This relates (a) to the PMU's own vehicles, and (b) to the vehicles provided through KIDP to the implementing departments; the PMU's tasks with respect to the latter will be to ensure that they are used for agreed purposes and that operating cost claims are legitimate.

3.58 During PY1, four Survey and Monitoring Assistants will be recruited by the Programme to assist with regular monitoring work in Kyuso, Mwingi, Mutito and Central Divisions, where they will be stationed. A job description is included in Annex E. The SMS will also take over the monitoring unit presently attached to the Mutomo Soil and Water Conservation Project. This comprises a Sociologist (Kenyan expert) with a Field Assistant and a Water Monitor.

3.59 Staff requirements in subsequent years will depend largely on the monitoring systems established in the first year and on the balance between full-time staff and the use of consultancies and temporary enumerators for particular studies. The SMS would be a major user of the services of the Computer Unit.

Community Education and Training Section

3.60 The functions of the Community Education and Training Section of the PMU are described in Chapter 5 in this volume.

3.61 Specialist staff requirements for the CETS are for one Senior Training Officer (STO) and four Assistant Training Officers (ATO).^[9] Job descriptions for the Senior Training Officer and Assistant Training Officer posts are included in Annex E. The STO will be a Kenyan expert; the ATOs will be Programme-paid employees.

3.62 Unless the proposed evaluation of the training and mobilisation activities of MSWCP (see Annex F.VII) concludes otherwise, Mutomo Division will continue to employ 16 Group Coordinators (plus one Senior Group Coordinator) during the start-up period and PY1, under the direction of the MSWCP's current Training Officer and Assistant Training Officer.

Water Programme Coordination Unit

3.63 Functions: The primary function of the WPCU will be to coordinate the water development components of KIDP. In addition to its coordination and liaison function between the District planning bodies, the PMU and implementing ministries, the WPCU will be charged with the technical appraisal and assessment of water development works financed by KIDP. This will be carried out:

- (a) In advance of construction: appraising the technical feasibility of proposed works and preparing bills of quantities; this pre-appraisal work will be done by a short-term consultant (the Site Survey Consultant - SSC) specifically retained for this task. Terms of reference for the SSC are given in Annex F.IX.

[9] One Assistant Training Officer per Division, but Mutomo Division is expected to be covered for the first year by the training and mobilisation team carried over from the Mutomo Soil and Water Conservation Project.

- (b) During construction: on-site monitoring of the progress and quality of the work; scrutinising vouchers presented to KIDP for payments for labour and materials.
- (c) At completion: verifying completion certificates prior to payment of contractors by KIDP.

3.64 The WPCU will also be responsible for the ongoing analysis and review of the KIDP water conservation strategy and programme. This will be assisted by a number of special studies/consultancies which will be coordinated and managed by the WPCU. Three such studies are presently foreseen:

- (a) A study of spring development potential will be carried out in the initial years of the Programme to determine the technical and economic feasibility of developing existing and hitherto unexploited springs as a source of piped supplies, especially in connection with hillside closure and protection.
- (b) A groundwater availability study will evaluate the distribution of groundwater with particular respect to the geographical distribution of salinity hazard and yields, and will indicate the relative availability of groundwater throughout the District. The study will examine the economic feasibility of groundwater exploitation. A pilot study to evaluate selected areas in detail will be included, with the possibility that some exploratory boreholes may be drilled.
- (c) An evaluation of groundwater dams in the District will comprise a technical evaluation of subsurface and sand dams. Field evaluation of a sample of existing structures and a detailed study of technical parameters during the construction of a sand dam will be used to evaluate the effectiveness of groundwater dams as water harvesting structures.

These studies are more fully described in Annex F.VIII.

3.65 **Staffing:** The WPCU will be headed by a Senior Water Engineer, recruited through Danida Technical Assistance. In addition there will be four Divisional Assistant Construction Supervisors/Monitors for Mwingi, Central, Kyuso and Mutito.¹⁰³ Job descriptions for the Senior Water Engineer and the Assistant Construction Supervisors are included in Annex E. The Site Survey Consultant will also perform an important staff function, although his services are not required full-time; terms of reference for the Site Survey Consultant are given in Annex F.IX.

[10] On 1 July 1990 the existing project-paid staff of the Mutomo Soil and Water Conservation Project's water construction section will come under the direction of the KIDP Water Programme Coordination Unit or will work as self-employed artisans or small contractors on KIDP-funded projects.

3.66 **Accommodation and support facilities:** Offices and a store will be constructed for the WPCU adjacent to the ASAL complex at the Kitui administrative centre. The Divisional offices to be constructed in Kyuso, Mwingi and Mutito will include space for the Assistant Construction Supervisors. Transport will be provided for the Senior Water Engineer, Site Survey Consultant (2 x 4WD SWB) and Monitors (4 motorcycles). (See Table 1.2, Annex L.)

Livestock Development Officer

3.67 It is proposed to recruit a Kenyan expert as Livestock Development Officer (LDO) to assist in the KIDP livestock development programme. The LDO will be assigned to work with the District Livestock Production Officer in the Ministry of Livestock Development, but he will be recruited through the PMU (in consultation with MOLD) and will come under the professional supervision of the PC/PO. A job description for the Livestock Development Officer is in Annex E.^[11]

Supporting Staff and Facilities

Support Staff

3.68 A number of support staff are already in place, as shown in Figure 3.4. These comprise:

- (a) Staff of the MRDASAW ASAL section, still in place following the USAID ASAL project.
- (b) Project-employed support staff of MSWCP.

MRDASAW will maintain at least the existing level of support staffing for KIDP. MSWCP staff (with limited exceptions - see Annex G) have been given one year's notice as from 1 July 1989. From 1 July 1990 any remaining project-employed staff of MSWCP will come under the direction of the KIDP PMU. MSWCP staff will be eligible to apply for positions that become available under KIDP, and it may be practical in some cases to assign some existing Mutomo staff to duties in Kitui or at other Divisional centres during the start-up period (1 January - 1 July 1990). It is therefore proposed that KIDP should be cautious about taking on additional support staff except in cases where an important need can be clearly foreseen.

3.69 It is further proposed that PMU support staff should as far as possible be pooled. Thus, for example, one administrative assistant/typist and one typist will initially be assigned to each Divisional centre to serve the Divisional officers of SMS, CETS, and WPCU, instead of each maintaining separate aides.

[11] Professional support to the Veterinary Department will be provided by a qualified veterinarian working as a consultant to the Programme (see Chapter 8, Volume II of the Plan of Operations).

3.70 Support staff requirements that are not likely to be covered by the staff available from MRDASAW or MSWCP are:

- 1 Administrative Officer to work under the Senior Administrative Officer in Kitui.
- 3 Administrative Assistant/Typists - one each for the Divisional centres at Kyuso, Mwingi and Mutito.
- 3 Typists (as above).
- 1 Administrative Assistant/Typist for the WPCU's (separate) offices in Kitui itself.

3.71 The proposed "establishment" for KIDP is summarised in Annex G.

Material Requirements

3.72 Office Space. The PMU will take over the existing office block in Kitui that was constructed for the USAID ASAL programme. The aggregate office requirements of KIDP in Kitui necessitate construction of some additional offices. Annex C describes the construction programme. The estimated costs of office construction attributable to the PMU Headquarters are included in the PMU budget table (Table 1.1, Annex L). The costs of offices for the WPCU at Headquarters and at Divisional level are shown separately in the budget tables.

3.73 Vehicles. PMU vehicles, except those assigned to individual Technical Assistance personnel, will be run as a pool by the PMU administration. They will be GK registered.

3.74 The MOPND, Kitui ASAL section, has the following vehicles assigned:

<u>Registration</u>	<u>Type</u>	<u>Status</u>
GK G686	Datsun pick-up	o.k.
GK B344	L/R LWB	needs minor repairs
GK 676T	L/R SWB	major gearbox problem
GK 886N	L/R LWB	o.k. (on loan to MOWD)
GK F317	Tractor	needs major service
?	Lorry	unserviceable

3.75 PMU vehicle needs are calculated as follows^[12]:

PC & PO	1 4WD LWB plus one saloon
Snr Admin Officer	1 4WD SWB
BMO/SMA	1 4WD LWB
STO	1 4WD LWB
WPCU	1 4WD LWB plus 2 4WD hardtop
Additional for pool	1 4WD LWB
TOTAL:	9 vehicles.

3.76 Assuming that MRDASAW maintains three of the existing vehicles at the service of the PMU (2 4WD LWB and 1 Datsun pick-up), purchase requirements in PY1 are for 6 vehicles, as shown in the PMU budget table.

3.77 12 motorcycles are required (for the four Survey and Monitoring Assistants, the four Assistant Training Officers, and the four Assistant Construction Supervisors).

3.78 MSWCP vehicles engaged in programmes implemented by the Ministry of Agriculture are to be progressively handed over to MOA.^[13] This will release a number of MSWCP's drivers, who should be given the opportunity to transfer to the PMU in Kitui. Recruitment of additional drivers for the PMU in PY1 may not be necessary.

3.79 Housing: The existing ASAL compound in Kitui town, with eight high-grade houses, has been made over to Danida in anticipation of the KIDP ASAL project. Danida's policy is not to guarantee housing to employees, whether expatriate or local. Nevertheless, it is recognised that KIDP's ability to attract suitable senior personnel to live and work in Kitui will be contingent on the availability of adequate housing. Personnel who could be eligible for high-grade housing will be:

Technical Assistance
 Programme Coordinator
 Senior Water Engineer
 Survey and Monitoring Adviser

GOK Staff^[14]
 Programme Officer
 District Development Officer

[12] To repeat, these are not proposed vehicle assignments, just a rough calculation to ensure that there are enough vehicles to go around.

[13] See Annex H for details.

[14] The PO and DDO are already assigned houses in the ASAL compound.

KIDP Kenyan Expert Staff
Livestock Development Officer
Senior Training Officer
Survey and Monitoring Officer
Accountant
Senior Administrative Officer

In addition, one house has to be reserved as a guest house, which will be heavily used, primarily by the various short-term local and external consultancies that are envisaged.

3.80 There is thus a maximum demand for 11 houses, assuming simultaneous posting of all the above staff. It is therefore proposed to construct three^[15] additional houses on the ASAL compound. These will be of the same size and standard as the existing ones (details in Annex C).

3.81 Equipment Major equipment requirements for the PMU are:

- (a) Standard office furniture for newly constructed offices (desks, chairs, typists' chairs, cupboards, shelves, filing cabinets etc). An allowance of 10% of construction costs is made in the budget tables (Table 1.1, Annex L).
- (b) Office equipment (typewriters, photocopiers etc.).
- (c) Computers, printers etc.

Programme Management Unit Budget

3.82 The capital and operating costs of the PMU in the start-up period and Programme years 1 to 5 are contained in Annex L, Table 1.1

[15] This is an update of the two houses specified in the Draft Plan of Operations.

CHAPTER 4

SURVEY AND MONITORING

SECTION

Objectives and Strategy

Introduction

4.1 The Kitui Integrated Development Programme attempts to address the problems of the arid and semi-arid lands of Kitui District. These lands constitute a fragile and uncertain environment which is coming under increasing pressure as the District's population grows. The various elements of the Programme are intended to promote a sustainable balance between the District's resources and its growing population. A particular aim is to assist the poorest households to attain basic standards of subsistence.

4.2 The activities to be supported by KIDP have been selected and designed on the basis of a careful assessment of the District's needs and potential. However, it is recognised that knowledge is incomplete and that circumstances may change. It is therefore important that the Programme should have a built-in capacity to monitor its own performance and effectiveness and to keep abreast of major changes that may be taking place in the economic and social environment of the District.

4.3 The following distinction between survey and monitoring activities should be noted:

- (a) Survey activities are concerned with establishing basic information about the context within which the Programme is operating. Surveys may be conducted in advance of, or independently of, Programme activities, in order to provide a benchmark against which Programme impact may be assessed, or to aid analysis of the types of intervention that are likely to be most appropriate or effective. Follow-up surveys may be undertaken in order to assess the impact of the Programme within a specific area, or more generally to follow social, economic and environmental trends over time.
- (b) Monitoring activities are directly related to the activities of the Programme itself, and may be concerned both with tracking the physical implementation of different activities within the Programme and with discovering whether these activities have had the intended effects.

Objectives

- 4.4 The objectives of the Survey and Monitoring (S&M) Section are:
- to provide the Programme management with basic socio-economic data that will assist in the planning and design of the Programme;
 - to find out if the planned outputs and intermediate goals of the implementing agencies participating in the Programme are being achieved in practice;
 - to provide information needed for the PMU to take corrective action;
 - to strengthen GOK capacity for continuing S&M activities.

Target Groups

4.5 Survey and Monitoring activities may be seen as having the following target groups:

- (a) At the most general level, S&M activities aim to make the whole Programme more effective and their target group is therefore identical with that of KIDP as a whole - i.e. the population of the arid and semi-arid areas of Kitui, particularly the poorest households.
- (b) Specific S&M activities will focus on selected sample populations, key informants and groups within defined geographical areas before, during and after project implementation. However, the populations sampled may not necessarily benefit exclusively, directly or at all from their participation in S&M.^[1]
- (c) KIDP's S&M activities will aim specifically to enhance the performance, understanding and skills of those involved in planning and implementing the Programme, i.e. the staff of implementing ministries and of the Programme Management Unit, together with the members of the various committees that constitute the District Focus planning structure (DDC, DEC, DvDCs etc.).

[1] For example, lessons may be learnt that are of wide relevance and benefit the entire Programme target group; but if the lessons are negative, the effect may simply be to prevent mistakes already committed from being repeated elsewhere.

Strategy and Rationale

4.6 Survey information collected in advance and specific to the interests of the Programme may be valuable, but it can also be expensive to gather, and it may not be practical to postpone project activities while such information is collected, processed and analysed.

4.7 The S&M strategy adopted therefore:

- strikes a balance between comprehensive social survey and rapid rural appraisal techniques;
- lays particular emphasis on the monitoring of Programme activities in a way that provides rapid and direct feedback for the future planning and management of the Programme;
- aims to learn from the S&M experience of other ASAL programmes, and to cooperate with the District Planning Unit in drawing on and strengthening available District data;
- allows for flexibility in responding to the S&M requirements of the Programme as they develop; and
- emphasises the employment and on-the-job training of Kenyan staff in this activity from the outset.

4.8 A Survey and Monitoring Section (SMS) will be established under the PMU. It will provide S&M services to the entire Programme, and will work closely with the implementing agencies in establishing routines for monitoring their programmes. The SMS will have the capacity to undertake monitoring and a number of specific surveys. Consultancy support (local and external) will be available for additional inputs that may be needed. The SMS will take over the activities of the Monitoring Unit of the Mutomo Soil and Water Conservation Project.

4.9 To ensure that KIDP undertakes systematic monitoring from the outset and that benchmark surveys are conducted early in the Programme, it is important for the Survey and Monitoring Section to become fully operational during the first year of the Programme.

4.10 The Survey and Monitoring Section will liaise with the Community Education and Training Section in the assessment of geographical priorities for Programme activities, especially in relation to soil and water conservation. SMS and CETS will be involved in the assessment of priority needs and, equally important, of the community's willingness and ability to participate effectively in the Programme.

4.11 The Survey and Monitoring Section of the PMU will be headed by a Kenyan expert recruited by the Programme, who will be supported by a Danida adviser. The SMS will employ a small number of enumerators/ Survey and Monitoring Assistants and will have transport, office and computer facilities provided through the Programme; the core SMS will be supplemented by temporary staff and consultancies for special surveys (including the initial baseline survey).

Activities and Outputs

Main Activities

4.12 The following main activities are envisaged for the Survey and Monitoring Section:

<u>Category of activity</u>	<u>Output</u>
1. Socio-economic baseline study	Report and data to be used for planning and impact monitoring
2. Participatory socio-economic inventories ("rapid rural appraisals") in delineated areas, e.g. sub-locations. ^[2]	Community involvement in planning and implementation. Basic social, land-use and water-related data to be used in subsequent planning.
3. Progress monitoring (ongoing)	Physical progress data compiled in quarterly reports. ^[3]
4. Impact monitoring (recurrent and through separate studies)	Reports and studies on sectoral impact at group or household level. Reports will include recommendations for action/decision-making by the Programme Steering Committee, PMU or concerned technical sector.
5. Socio-economic impact study (Year 5)	Report with recommendations and proposals for Phase 2 activities.

Socio-economic Baseline Survey

4.13 The objectives of the survey are:

- to provide project implementers with information from a situational analysis of selected areas in the District which will enable them better to plan activities according to the needs and involvement of the target population;

[2] These inventories will be conducted in areas where community water supply projects are under consideration, and will guide the Programme in the selection of communities and groups for assistance. Much of the Programme's support, however, will be to activities, such as agricultural and livestock extension, animal health and forestry, which are not confined to specific sites.

[3] As noted below, primary responsibility for physical progress monitoring will rest with the implementing departments themselves (see paras 3.19 - 3.21 and the WPCU, paras 3.63 - 3.64).

- to establish benchmark data against which progress and impact generated by Programme activities and inputs (towards achieving its objectives) can be measured through impact studies.

4.14 The survey will be conducted in eight sample areas, two from each of the main agro-ecological zones represented within the District. Preparation, conduct, analysis and writing up of the survey will occupy twelve months. Since this will be a substantial undertaking in excess of the regular workload of the S&M section, a consultant will be engaged to manage the survey. However, overall responsibility for the baseline survey will remain with the Survey and Monitoring Adviser and the Survey and Monitoring Officer. Details of the survey's approach, timetable and reporting format are given in Annex F.VI.

4.15 The results of the baseline survey will be discussed in a series of KIDP workshops, run jointly by SMS and CETS in the second year of the Programme.

Participatory Socio-economic Inventories

4.16 The baseline survey will provide in-depth information on the sample areas, and the sample will be so selected as to allow general inferences about the socio-economic situation in the various agro-ecological zones of the District. However, the baseline survey's findings will not be available until some 18 months after KIDP's commencement, and there is in any case a need for more specific, albeit less detailed, information about the areas in which the Programme is active.

4.17 The technique of rapid rural appraisal^[4] will be employed to undertake participatory socio-demographic inventories of Programme activity areas as a regular activity of the phased implementation cycle. They may be supplemented by more technical inventories concerning water, agriculture and livestock.

4.18 The conduct of a rapid rural appraisal requires a multi-disciplinary team^[5] which undertakes field visits to water points, agricultural sites and key infrastructure and also invites community participation in the identification and ranking of development problems. Such an exercise would typically take at least 2-3 days per area. The RRA team would include members of the KIDP Survey and Monitoring

[4] See G R Conway et al (1989), Rapid Rural Appraisal for Sustainable Development, IIED Conference on Sustainable Development, IIED, 3 Endsleigh Street, London WC1H 0DD.

[5] The aim is not only to apply a range of relevant expertise, but more specifically to achieve interaction between the different specialists and the community, so that all can develop a rounded view of the rural situation. It is therefore essential to conduct the appraisal as a team exercise, not as a series of separate visits.

Section, the Community Education and Training Section, and extension and/or technical staff of the implementing ministries. The SMS would be responsible for compiling a report, to which other appraisal team members would contribute.

4.19 The report would address (though it would not provide detailed quantitative data on) such aspects as:

General information on area characteristics:

- average landholding, land tenure;
- land-use patterns;
- animal husbandry practices;
- non-farm income-generating activities;
- community organization (existence of self-help groups, women's groups, etc.).

Demographic characteristics:

- number of people living in the area;
- settlement pattern;
- in and out-migration.

Household data:

- household composition (sex and age);
- head of household (female/male);
- division of labour;
- schooling.

Information related to:

- water availability and usage-patterns for humans and livestock;
- types of problems experienced in relation to water, soil conservation, livestock, trees and firewood, etc.

4.20 The RRA exercise is more than the information-gathering exercise that a statistical field survey would be. It should aim to:

- provide information on the socio-economic and demographic feasibility of proposed Programme activities;
- serve as a tool in planning and carrying out community participation and training activities;
- be the initial point of communication/liaison with the beneficiary communities;
- ensure early orientation and information about Programme activities, possible benefits for beneficiaries and the responsibilities involved for the participating communities and groups.

4.21 In each case, there will be an emphasis on assisting the community to identify and explain its own problems and its own preferred solutions to those problems, rather than importing solutions pre-conceived by the Programme.

Progress and Impact Monitoring

4.22 Progress monitoring involves monitoring of the physical progress of activities. Wherever fixed targets have been laid down within the activity work plan, progress monitoring will measure physical achievements compared with targets. It follows that progress monitoring will have to be based on a simple and easily manageable system.

4.23 Progress monitoring of physical outputs and financial expenditures is already done to various extents by the ministries involved in the Programme. With the introduction of new activities, and the enhancement of the activity level of existing activities, there is a need for systematic progress monitoring which will satisfy the management requirements of the Programme.

4.24 Each participating ministry will monitor the progress of individual activities compared with targets laid down in the work plan (plan of implementation), which formed the basis for the previous disbursement requests. The monitoring data relevant to Programme activities will be the basis for each ministry's progress reports to the Programme Steering Committee. The SMS will have overall responsibility for collating the Programme's quarterly reports to MRDASAW and Danida.

4.25 With the inception of each physical activity under the Programme simple progress monitoring indicators will be identified jointly by the implementing ministry concerned and the S&M Section of the PMU. As mentioned, some indicators of achievement and some data collection are already established and practised (e.g. progress data on soil conservation). Whenever relevant for purposes of performance and accountability, new indicators will be developed. As a general principle, data collection, compilation and reporting will be done by existing departmental staff along established reporting channels. However, considering the increased number and volume of activities, assistance in progress monitoring (data compilation and in some cases actual data collection) will be given by the S&M section through the S&M Officer and Assistants at Divisional level.

4.26 The exact nature of assistance and collaboration between the S&M Section and each implementing ministry will have to be worked out as a first activity of the Section after establishment. The PMU will be responsible for laying down the principles of collaboration since the progress reporting of the Programme (a pre-condition for disbursement release) will depend on such a system of collaboration.

4.27 Impact monitoring is concerned with the achievement or otherwise of the Programme's immediate objectives. It will involve regular follow-up monitoring of Programme activities together with special impact studies. Indicators to be applied in this category of monitoring shall be developed by the SMS based on the baseline survey data and in consultation with the implementing departments. In addition, impact monitoring studies should clarify whether changes - positive or negative - can be ascribed to one or several factors, some of which may not have been foreseen at the time of project design.

4.28 Annex B (the Logical Framework) identifies a range of indicators which may be used in the monitoring of implementation and impact.

The MSWCP Survey and Monitoring Unit

4.29 The Mutomo Soil and Water Conservation Project has a small Survey and Monitoring Unit. It was not established until June 1987, when a Kenyan sociologist was employed by the project. Previously only intermittent socio-economic studies (the first one in 1985) were carried out by short-term consultants and by a Danish sociologist assigned to the Project from November 1986 to June 1987.

4.30 The Unit was set up in response to criticisms that, although the Project was commendably field-oriented, there was not enough systematic monitoring of its activities to provide feedback to subsequent planning.^[6] (No baseline study was ever conducted in relation to MSWCP.)

4.31 The Unit carried out two major surveys during 1988, one requested by the KIDP pre-appraisal mission on reasons behind non-membership of groups, and another, for internal use, on the impact of MSWCP's mobilisation campaign for group training and the first round of the actual training.^[7]

4.32 Its project-employed staff comprise a sociologist, who heads the Section, together with a Field Assistant and a Water Monitor, whose task is to follow up the use and maintenance of MSWCP-assisted water supplies.

[6] The GOK/Danida Evaluation Report on the Mutomo Soil and Water Conservation Project, prepared in late 1987, recommended "the establishment of a central Monitoring Unit with a sufficient number of Monitoring Assistants attached to it. A sociologist could be head of the Unit. The Unit would regularly revise monitoring indicators and formats for all activities in order to arrive at a uniform measure of project impact. It would collate all monitoring data and report monthly to project management. It could also carry out or commission more detailed impact studies and special studies needed by management" (p.21).

[7] The surveys are described in the MSWCP Annual Report for 1988, p.24.

4.33 The MSWCP S&M Unit will continue to operate while the Survey and Monitoring Section of KIDP is being established. Once the Survey and Monitoring Officer and Adviser within the KIDP PMU are in position, they will take over the direction of the Mutomo unit, and its activities will be incorporated within the overall KIDP S&M work plan. Staff of the Mutomo Unit will be eligible to apply for posts within the KIDP Survey and Monitoring Section.

Special Studies

4.34 It is expected that a number of special studies will be conducted in which the SMS will be concerned. (The baseline survey has already been referred to.) A specific study to be undertaken during Year 1 of the Programme will evaluate the approach to group mobilisation being adopted in Mutomo; this study will form the basis for determining whether the intensive approach tried in Mutomo should be continued or extended to other Divisions. Annex F describes the objectives and requirements for the study.

4.35 Another study, specified in the Appraisal Report, is to examine Water Users' Associations. This will be undertaken by the Survey and Monitoring Section.

Inputs

Staff and Material Requirements

4.36 Unless it is otherwise agreed in the course of the Mid-Term Review, the Technical Assistance post of Survey and Monitoring Adviser will be filled by a Danida-recruited person throughout the five-year period. His/her counterpart (the KIDP S&M Officer) will be an appropriately qualified Kenyan sociologist. In addition, there will be a Divisional S&M Officer and assistant at each Divisional headquarters, with the exception of Central Division which will have no divisional S&M Officer as such.

Cooperation with Other Bodies

4.37 The Central Bureau of Statistics maintains a small statistical office in Kitui, as in other Districts. It is headed by the District Statistical Officer (DSO), who, in principle, forms part of the District Planning Unit headed by the District Development Officer. The DSO's resources are very limited, and most of the data he collects is transmitted to Nairobi for compilation (e.g. an on-going crop-forecast sample survey). During 1989 the DSO will be preoccupied with the national census. However, it is important that the SMS does not operate without regard to the DSO. Accordingly, the SMS will liaise with the DSO in drawing up its programme of work, and the DSO will be included on the reference group for any special studies or consultancies mounted by the SMS.

4.38 During PY1 the SMS will cooperate with the DSO and the District Planning Unit in a review of the District's information requirements and resources. Findings of the review will be submitted to the March 1991 KIDP Programming Mission with appropriate recommendations for any KIDP inputs.

Costs

4.39 The capital and operating costs of the SMS in the start-up period and Programme years 1-5 are contained in Annex L, Table 1.3.

CHAPTER 5

COMMUNITY EDUCATION AND TRAINING SECTION

Introduction

Objectives

5.1 The objectives of KIDP's Community Education and Training Section (CETS) will be to:

- Facilitate the participation of the community in all stages of planning, implementation and evaluation of Programme activities.
- Encourage attitudes and practice of self-reliance.
- Increase the knowledge of the community.
- Work with the community to identify projects/activities through which basic needs may be fulfilled and general living conditions improved.
- Support and strengthen existing community-based groups by developing their practical abilities to plan, manage, organise and evaluate self-help activities.
- Consciously seek to identify and work with the poorest sectors of the community.

5.2 It is expected that through the achievement of these objectives the communities themselves will be able to:

- Identify projects/activities through which basic needs may be fulfilled and general living conditions improved.
- Plan, organize and carry out self-help activities.
- Be responsible for future maintenance and management of physical and organisational improvements achieved during the period of project support.

5.3 The CETS will have a further and deeper aim, which underlies all the objectives stated above, i.e. that of the self-development of the individual.

Strategy and Rationale

5.4 The Community Education and Training Section will work on the following assumptions:

- (a) That its role is to work with the community and the technical sectors in the pre-planning phase of any activity. This means that its role is not to be brought in at a later stage to 'persuade' the community to cooperate and work with activities started without their initial involvement.
- (b) That the technical sectors are committed to engaging in dialogue with the community. The CETS will facilitate the dialogue in the initial stages of any activity.
- (c) That an underlying feature of the Programme's rationale is the development of the people themselves, not only their standards of living. Their capacity for self-reliance, analysis of situations, identification of solutions and involvement in decision-making will be supported and developed through involvement in Programme activities. The Programme will not encourage dependency.
- (d) That the Programme will work through existing government structures. CETS will therefore work mainly through the Social Development Assistant (SDA) cadre of MOCSS, and also the Adult Education teachers cadre. These two groups will be strengthened by the provision of in-service and institutional training opportunities.
- (e) That it is acknowledged by the technical sectors (especially water) that KIDP construction activity must not proceed faster than community participation has been facilitated, even if the physical capacity is available to do so. It is crucial to the achievement of the Programme's objectives that the communities 'own' the projects from the beginning. It may be necessary therefore to be flexible in relation to the tempo of construction activities. Guidance will be given by the Survey and Monitoring Section (see paras 4.16 - 4.21).

Methods

5.5 It is noted that the Section will be involved in two distinct, but frequently overlapping, professional areas:

- (a) The community education activities, which involve those approaches developed in the fields of community development and non-formal adult education; the initial attempts to involve the community in Programme activities and subsequent work with groups are examples of activities in this area.

- (b) The training responsibilities involved of government personnel, e.g. updating of staff lists, review of job descriptions, development of a training records system, and organisation of subject-specific courses.

In between these, there are overlapping areas where, for example, group committees are offered practical training in skills of organisation and bookkeeping etc., so that their self-help activities are strengthened.

5.6 In both professional areas, it will be important to match CETS methods to its objectives. A genuine commitment to participatory, community-based development will be reflected in the training techniques adopted. Quite simply, the whole 'training' approach will acknowledge that no adult comes to a learning situation - be it a baraza or a classroom - as a blank sheet. Inclusion of participant experience into a training dialogue is crucial to the development of training conditions which will promote attitudinal changes and the acquiring of new knowledge and skills.

Categories of CETS Activities

5.7 It is necessary to define further some of the terms and activities used in relation to training activities.

- (a) Publicity - involves informing the community, including its leaders, about the Programme. This may be done for example at barazas, short information-giving seminars, and through pamphlets and radio broadcasts. The publicity and information received may sufficiently motivate people to become involved in Programme activities.
- (b) Community participation - involves the initiation of a dialogue with community groups and the development of their active and informed participation in a variety of activities, in line with the objectives set out at the start of this Chapter. A most important initial activity will be the involvement of the community in the preliminary surveys of the area, often based on Rapid Rural Appraisal techniques, organised by the Survey and Monitoring Section (see paras 4.16 - 4.21).
- (c) The schools. Working through school teachers to reach children and hence their parents and the wider community is a well established strategy in a number of conservation programmes in Kenya. Primary headmasters and teachers would be offered one-day conservation seminars, attended also by the locational TA and Forestry staff, who would provide follow-up advice and support to the activity.

- (d) Staff training. The rationale for all staff training in KIDP is that the community will be served more effectively by more skilled, knowledgeable and motivated staff. To this end it is proposed to pay particular attention to the established field cadre whose role it is to work with community groups. The following paragraphs make some detailed proposals for the training of the SDAs of the MOCSS.

MOCSS Staff Development

5.8 The Social Development Assistants (employed by Kitui County Council but a direct line responsibility of the District Social Development Officer) will become the main actors in all community education activities associated with the Programme. The Social Services Department of MOCSS has a well-established brief to work with community groups to strengthen and develop their activities through training activities of all kinds. The KIDP Training Officer should work closely with the DSDO in every area related to community education.

5.9 The SDA cadre will be strengthened and motivated through intensive involvement in the Programme. SDAs will be given an initial training course whose content will include Programme objectives and activities, work plans and reporting, and education/community development methods based on participation. This training will be developed by the Senior Training Officer (STO) and the DSDO together. Outside consultants from the University of Nairobi Department of Adult Education will be resource staff.

5.10 Further training of the cadre will be supported. For example, there is a four-week course in development education offered by the Development and Social Services Department of the Catholic Secretariat in Nairobi. The course content and methods are concerned with developing the skills of community workers to work to strengthen critical participatory involvement of community groups in development and self-help activities. The cadre would attend the secular provision offered to non-Catholic agencies.

5.11 The long-term training plan designed by the KIDP Senior Training Officer should include the provision of training places for the SDAs on the University of Nairobi's formal certificated courses: Certificate in Adult Education, and Diploma in Adult Education.

5.12 Investigation into the possible use of the distance education courses in adult education offered by the Institute of Education at the University of Nairobi will also be made. The KIDP Training Officer will assess the costs and benefits of using distance education as a means of in-service training for all members of the Divisional Training Teams. Assistance to distance education students will be provided by the Divisional Training Officers in the form of study group tuition and use of KIDP's training centre facilities.

5.13 The CETS will also develop close working relations with the Adult Education cadre in MOCSS, and with the extension staff of the Ministry of Health, as well as the other implementing Ministries. There will be provision in the budget to help the District Adult Education Officer (DAEdO) with stationery and for 3 institutional training places per year. Combined workshops will be held in the first 12 months with these cadres (see the outline work programmes later in this Chapter).

Mode of Operation

Establishment of CETS

5.14 The CETS will establish itself in the PMU in Kitui. It will have a training room, office space and administrative support. One Assistant Training Officer (ATO) will assist the STO in organising and implementing training courses in each Division. Office space, training rooms and administrative assistance will be provided in each of the outlying Divisions.

5.15 The STO will establish a close working relationship with the DSDO, who will remain responsible for directing the work of the SDAs in the District, and the DAEdO. The Social Development Assistant cadre and selected Adult Education teachers will be the main agents of the Programme's community education initiatives. There are established, though not yet operational, Divisional Training Teams (TTs). The Programme will help to strengthen and train these teams. Initial coordination and selection of these teams should be done through the District Personnel Officer. Once established, the TTs will be given training in appropriate subjects to strengthen their working practices (see section on Outputs below). Members of the TT will work directly with communities and groups.

5.16 The following cadres will be considered for inclusion in the TT:

- SDAs (MOCSS)
- TAs (MOA)
- Adult Education (AE) teachers (MOCSS/Dept of AE)
- Public Health Technicians (MOH)
- Forest Extension Assistants (MENR)
- Animal Health Assistants and Assistant Range Officers (MOLD)
- other field staff considered appropriate.

This team will, after initial induction and training in Programme aims and approaches (i.e. a Training of Trainers approach), be the means by which the public is reached over the remaining Programme period.

5.17 The CETS will also in the first year inform and train Development Committees at all levels. It is intended thereby to establish a core of competent and committed staff and community leaders who can be called upon to assist with future community education activities.

5.18 These initial activities of the CETS will ensure the integration of the Programme into the District's already established administrative and community networks. It is not anticipated that the Programme's community education objectives and activities will be viewed as unique or distinct from the community-based self-help framework which is a recognised feature of the District. All CETS activities, however, will confine themselves to ASAL-based objectives.

The Project Cycle

5.19 The community-level education activities will begin in collaboration with other sectoral components in the second year, and will then follow a basic cycle:

- (a) Collaboration between CETS, the S&M Section, appropriate technical sector, locational field staff member of TT (i.e., SDA, TA, AE teacher) and members of Development Committee. Implementation of Rapid Rural Appraisal by this team. Development by the technical sector of project options, i.e. type and sites.
- (b) Initial publicity about proposed activity at a baraza where aims are to:
 - give information about project possibilities
 - establish a dialogue with the full community
 - ensure that the decision-making forum about project activities is not confined to the Development Committee members only
 - generally pave the way for the project.Involved staff at baraza: CETS, S&M, technical sector Divisional officers.
- (c) Formation of appropriate project committee (either at same baraza, or another one called to elect a committee) or revitalisation of moribund group/committee, e.g.:
 - water project committee
 - soil conservation committee
 - environmental committee
 - women's group committee.
- (d) Committee training - e.g. for monitoring of the project, simple management, bookkeeping, etc. This training will be scheduled to occur in parallel with any water construction activity so that a fully trained committee plus members are ready to take over care and maintenance of the water point on its completion. (Carried out by training staff/Divisional TT/technical staff.)
- (e) Handing-over ceremony. A formal, celebratory occasion making public witness to the community's ownership of the project.
- (f) Continual evaluation and monitoring of group upkeep of the project. Done by SDA and/or AE staff in liaison with SMS.

- (g) Feedback to other implementing activities of CETS and technical sectors.

Outputs

Introduction

5.20 In the start-up period and PY1 the CETS will aim:

- to establish itself within the PMU;
- to establish a close working relationship with the DSDD (MOCSS);
- to create and train a District-wide Training Team (TT) of front-line extension staff from all implementing ministries;
- to train the Development Committees at all levels.

5.21 The purpose of these last two activities is to create a wide-ranging cross-section of staff and community leaders who are informed of the Programme's aims, structure, philosophy and activities. It is envisaged that the TT will be able to provide communities with two broad areas of skills and knowledge:

- The abilities to plan, organise and maintain their group projects.
- Precise, practical knowledge about the project inputs, expected progress (especially in regard to water projects) and accountability of the Programme. It is intended that communities could thus monitor and evaluate progress of such projects and not simply provide physical labour and material inputs.

Activities for Programme Year 1 (1990/91)

5.22 Courses. Courses to be organised in the first year of the Programme are as follows:

- (a) Type of course Training of Trainers I
- Target group: The Divisional Training Team (Part 1).
- Duration: 10 days.
- Venue: District or Divisional training centre (community centre/school or polytechnic classroom etc.).
- Content: Programme aims and background
Team building
Communication
Adult psychology and human relations
Adult education principles and practice
Working with groups
Participatory surveys (the Rapid Rural Appraisal technique).

Training staff: Project Survey and Monitoring staff
 DSDO and staff
 DAdEO
 Lecturer from Institute of Adult Education,
 University of Nairobi (consultant).

This course to be provided 5 times, once in each Division.

(b) Type of course: Programme Orientation and Strategies

Target group: Divisional and Locational Development Committees; about 8 in each Division.

Duration: 2 days each.

Venue: Community centre/primary school/committee room etc.

Content: Project aims and background
 Implementation strategy - community participation
 Participatory surveys and their role in them
 Role of Development Committee members in Programme activities.

Training Staff: CETS Training Officers
 Programme staff - technical sectors (e.g. MOA)
 - Survey and Monitoring Section.

Five weeks (i.e. 25 working days) have been timetabled for these courses. The CETS will arrange them at various Divisional and locational venues in coordination with the committees. It is expected that at least 8 courses will be delivered in each Division.

(c) Type of course: Training of Trainers II

Target group: Social Development Assistants.

Duration: 10 days.

Venue: District Training Centre (Kitui).

Content: Participatory community development
 Group dynamics
 Communications
 Introduction to psychology of adult learning
 Project - identification
 - planning
 - implementation
 Monitoring and evaluation techniques.

Training staff: CETS Training Officer
 DSDO
 Institute of Adult Education (University of Nairobi).

- (d) Type of course: Training of Trainers III
- Target group: The Divisional Training Team (Part 2).
- Duration: 5 days.
- Venue: District and Divisional training centre (community centre/school or Polytechnic classroom etc.).
- Content: Team building
Adult psychology and human relations
Participatory surveys (group census techniques)
Follow-up of field activities
Liaison in the field
Problems of working practices.
- Training staff: CETS Training Officers
Survey and Monitoring staff
DSDO
DAEEO.

This will be a follow-up course to the Part 1 course. The subjects covered in Part 1 will be deepened, but the course will also give staff the opportunity to meet as a team and discuss problems and ideas.

The administrative arrangements will be as for Part 1. The course will take 2 weeks of CETS time.

5.23 Administrative and management activities. As timetabled, the following activities will be carried out in order to establish a management structure for the CETS.

- Review of staff lists, i.e. a complete inventory of all field staff expected to be involved in the Training Team. Deployment of staff, location by location, and staff vacancies will be listed.
- Contact and working relationships with relevant Heads of Department and field supervisors will be established.
- Time will be allocated to the collection and cataloguing of available training materials.
- In collaboration with the Survey and Monitoring Section, a group census procedure will be developed for implementation by the TT in months 8/9 of PY1.
- Staff lists, job descriptions and training records for BDAs and AE staff will be reviewed and updated.
- Long-term training needs analyses for BDAs and AE staff will be developed.
- Long-term training plan for the above will be developed (i.e. institutional and in-service training).
- An annual report of activities will be prepared.

Activities From Year 2 Onwards

5.24 General activities. The following general activities will be undertaken after the first year:

- After the initial preparatory year of staff orientation and preparation, community-based activities will take up most of CETS time, following the project cycle already outlined.
- The CETS annual work plan will, however, include 2 workshops per year of 5 days each for the TTs to come together. Content will include subjects which will deepen their professional skills and will give them the opportunity to reflect on their working problems and practices. As community group activities develop, the skills training will include:
 - management of group activities
 - meetings skills
 - bookkeeping/simple accounting
 - banking (PO accounts/interest/withdrawal periods etc).

The TT members will teach the committees relevant skills as the needs arise.

- CETS will also manage the training plan developed in Year 1.
- The Section will also act as a service unit to the District departments in the organisation and planning of technical courses.
- A complete analysis of training requirements will be implemented, including forestry, soil and water conservation, agriculture and livestock.
- Study tours and visits for staff and community groups should also be built into the work plan as appropriate.
- The STO will initiate the development of training materials. Consultant staff should be drawn in to this.

Training and Communication Materials^{K11}

5.25 The main thrust of the mobilisation and training activities will be made through verbal and inter-personal communication. Printed communication materials (e.g. printed pamphlets, flip charts and posters with pictures and text) and audio-visual aids will be used. It is important to bear in mind the high illiteracy rate among rural people and to develop appropriate communication materials and techniques.

[1] The paragraphs which follow are based on the Appraisal Report, section 4.5.8.4.

5.26 At the end of the first year and throughout Year 2, the STD will initiate the materials development process. Local consultants and relevant training institutes in Kenya will be involved in producing communication materials on topics/themes related to specific Programme activities.

5.27 The CETS will be responsible for organizing the production of training and communication materials both for the MOCSS and the technical departments. In the preparation of the material, the area-specific environmental conditions and socio-cultural and agricultural practices must be taken well into account.

5.28 Material aimed at individual farmers and groups must be based on established and field-tested communication techniques for rural populations. The Programme should draw upon experiences in other ASAL programmes and in rural development programmes elsewhere in Kenya (e.g. SIDA/GOK National Soil and Water Conservation Programme), before embarking on the development and production of new materials.

5.29 A number of training and extension manuals in the form of handbooks or brief guidelines (e.g. in the form of a handout) on specific activities and topics will be produced in close collaboration with the concerned technical departments.

5.30 Manuals and guidelines will contain advice on e.g. soil and moisture conservation, crop husbandry, range management and rehabilitation, and water conservation, aimed at two different levels of target group:

- (a) Front-line extension workers (TAs), as well as AE teachers and SDAs of MOCSS.
- (b) Individual farmers and self-help groups, and community elders and assistant chiefs.

5.31 The material will include manuals/guidelines on topics such as:

- Group operation and maintenance of water structures.
- Environmental hygiene and sanitation of water supplies.
- Maintenance and improvement of soil and moisture conservation on agricultural land and rangelands.
- Environmental stabilisation through agro-forestry and range rehabilitation.
- Suggested models for group organisation; management and accounting procedures related to income-generating activities.

5.32 Specific training activities in the second year will include the following:

- (a) Activity: **Training of Trainers**
- Target group: Divisional-level officers in the implementing ministries, e.g. Agricultural Extension
Social Development
Forest Extension
Water.
- Duration: 4 days.
- Venue: District training centre.
- Content:
- To enable the officers to help in training their locational-level counterparts.
 - To enable them to assist in awareness barazas to answer community questions.
 - Adult education approaches.
 - The project implementation strategy.
- Training staff: CETS Training Officer
Survey and Monitoring adviser
Lecturers - Mutuga Government Institute.

- (b) Activity: **Group Committee Training**
- Target group: Committee members (i.e. chair/secretary/treasurer) (include other members if group wishes).
- Duration: 3 days.
- Venue: Locational.
- Content: Depends on committee needs. Examples:
- | | |
|---|--|
| <p><u>Committee Management</u></p> <ul style="list-style-type: none"> - Role of committee in the project - Organisation - Leadership - Decision-making - Meetings skills | <p><u>Bookkeeping</u></p> <ul style="list-style-type: none"> - Practical use of simple cash books and receipts. <p>NB. The CETS will provide the appropriate 'books' for the committees to practise on in the course and to and to take back to their groups.</p> |
|---|--|
- Training staff: Members of the TT. (CETS role by now should be to help in arrangement and to advise.)

- (c) **Activity:** Training of Trainers (water projects)
- Target group:** Community fundis
Adult education teachers
SDAs.
- Duration:** 3 days.
- Venue:** Divisional training centre and visit to water point.
- Content:**
- Communication skills
 - Adult education methods
 - Participatory community development
 - Technical aspects of pumps/pipe work.
- Aim:** To enable the community fundis to teach the water committee members how to maintain their water project (see (d) below).
- Training staff:** CETS training officer
Water engineer.
- (d) **Activity:** Maintenance training (water committees).
- Target group:** Identified by committee and group members - at least 5 community members. (Should be 3 women/2 men.)
- Duration:** 1 hour or so per day over 2 week period.
- Venue:** The water point.
- Content:** Maintenance and simple repairs of equipment and structures.
Cleanliness and maintenance of site.
- Training staff:** Community fundi
Adult education teacher
SDA.
- (e) **Activity:** Handing-over preparation and ceremony.
- This activity aims at ensuring the community members participate in and witness a formal occasion to mark the completion of the project and their total control over it. It comes at the end of the construction and training cycle. A number of documents will be prepared to be handed over at the one-day ceremony:
- Documents:**
- a. Registration certificate (MOCSS)
 - b. Handing-over certificate (project document)
 - c. Land agreement certificate (land-owner to community)
 - d. Water Act form (MOWD)
 - e. Document listing responsibilities of:
 - the committee
 - the users
 - the caretakers (fundis)
 - f. Hand pump maintenance and repair guide.

Inputs**Staffing**

5.33 Staffing requirements will be as follows:

- 1 Senior Training Officer (Kenyan)
- 5 Assistant Training Officers (Kenyan)
- 1 driver

The five Assistant Training Officers will each be responsible for a Division.

Buildings and Equipment

5.34 Building requirements will be as follows:

4 Training Centres (a furnished building comprising suitable sized training room (7x8m) plus office and storage space) for Kitui, Kyuso, Mwingi and Mutito. (Mutomo Division will continue to use existing facilities at Itumba Demonstration Farm.)

5.35 Each centre should be equipped with the following:

- fixed blackboard
- overhead projector (OHP) (Kitui and Mutomo only)
- screen
- flip chart stand
- video camera and monitor (2 only - 1 shared between 2 centres; Mutomo has 1 set already, so 1 of each to be procured)
- large pin wall boards.

Stationery:

- OHP transparencies (x 10 boxes)
- OHP pens (all sizes x 4 boxes)
- notebooks (12 dozen)
- lined paper (24 reams)
- flat files (24)
- pencils (12 boxes)
- biro pens (12 boxes)
- magic markers (all sizes x 5 boxes).

Miscellaneous:

- blu-tack
- masking tape
- scissors
- rulers
- drawing pins.

Consultancies

5.36 The following are consultancy requirements and possible sources of such assistance:

- Training of Trainers - Resource staff (e.g. from Institute of Adult Education, University of Nairobi, Mutuga Govt Institute, Maseno Govt Institute).
- Development of training materials (e.g. drawn from other Kenyan adult education/community development programmes).
- Development of women's group (income generating) (Kenya Women's Finance Trust Ltd (KWIFT) - small business management training, provides training for non-literate participants).

Institutional Training Places

5.37 KIDP will fund 6 training places per year for the SDA/AE cadres over three years, starting in Year 2 of the Programme. Possible courses and institutions include:

- Certificate in Adult Education (University of Nairobi).
- Diploma in Adult Education (" " ").
- Further studies in community education.
- Places at Government training institutes.
- Places on Development Education courses (Catholic Secretariat, Nairobi)

Costs

5.38 Annex L contains the capital and operating costs for the CETS (Tables 1.4 - 1.4.6).

*Mutomo Division**Introduction*

5.39 The Training Section of the Danida/MDA Mutomo Soil and Water Conservation Project will come under the Senior Training Officer in the PMU of the KIDP from the beginning of the financial year 1990/91. However, subject to the findings of a detailed evaluation of the social development activities of the MSWCP^[2] to be carried out during the start-up period, the Training Section will continue with its current programme until the end of FY 1990/91.

5.40 During this interim period no new project-paid staff will be recruited. In the event of any of the existing Divisional or field-level positions becoming vacant, they will not be refilled with project-paid staff.

[2] See Annex F.VII.

5.41 Every effort will be made to work more closely with the SDAs. The Training Section will aim to harmonise and integrate its approach with that of KIDP and support the MOCSS and its field cadre of SDAs as the Government agency responsible for community education and training.

Outputs of the Training Section in Mutomo Division

5.42 The following annual programme (July 1989 to June 1990) is based on proposals by the Training Section (TS) of MSWCP:

(a) **One-Day Schools**

Number: 30 x 1 day.

Target group: the community.

These are basically publicity campaigns and awareness-raising events, aimed at the whole community. The intention is to try to reach those individuals who are not involved in groups and to mobilise people generally to take part in development activities.

Subjects: general development issues
attitudes of men towards the division of labour
the Programme's activities
food storage.

The Provincial Administration, i.e. Chiefs and Assistant Chiefs, will continue to be consulted and involved in the organisation and implementation of the 'schools'.

(b) **Group Training**

Number: 60 sessions x 1 day.

Target group: group committees - chair, secretary, treasurer.

The one-day schools frequently inspire groups to form or regenerate.

A group census was completed in 1988/89 to identify registered groups and functioning groups. The 1988 report indicated 670 active groups in the Division with activities ranging through soil and water conservation to school building, brick-making, merry-go-rounds (savings clubs) and handicrafts of various types (including basket-making and knitting).

In 1988/89, 55 sub-locational training centres were established, e.g. in primary schools and at market places, where group training occurred. It is intended to increase these to 60 and run a second round (for the initial 55 centres) of one-day training sessions.

The main weakness identified in functioning groups is their inability to manage money, plan their activities and generally organise their meetings efficiently. The aim of the courses is to overcome these weaknesses.

Subjects: management and organisation of groups
 leadership skills
 simple bookkeeping
 identification of income-generating activities.

Numbers expected: 2 or 3 per group x 700 groups
 = c. 2100 / 60 sessions
 = approx. 35 people per session.

(c) Training of Community Leaders

Number: 20 courses x 1 or 2 days.

Target group: members of DDC, LDC, SLDC.

It is considered important to maintain and strengthen the interest and skills of local leaders in project activities. The aim of the courses is to increase awareness of project activities, encourage cooperative and positive attitudes to development activities, and impart practical skills of project management.

Subjects: roles and relationships - DDC/LDC/Ministries/Danida etc.
 prioritisation of activities
 planning and implementation
 leadership and communication.

Numbers expected: c. 35 per course x 20 courses = 700 people.

(d) The Schools Approach

Number: 16 courses x 1 day

Target group: head teachers
 subject teachers.

The Training Section was involved last year in the switch of emphasis from the MSWCP's 3 nurseries to an agro-forestry initiative aimed at the community through school pupils. This was so successful that the TS has identified teachers as change agents through whom project aims can be carried to the wider community. It is intended to continue to hold one-day seminars with head teachers and selected staff.

The aims of the seminars are to inform the staff about the project's activities in all sectors and to further their cooperation in introducing and strengthening associated developmental activities in the community.

Subjects: tree nursery skills (continued where necessary)
 general development issues
 the project's activities - soil and water conservation
 emphasised.

Numbers expected: 3 teachers per school x 16 = 48 people.

(e) **Project Employee Training**

Number: 5 courses x 2/3 days.

Target group: junior staff.

A number of in-service courses will continue to be offered to staff. The aim overall is to strengthen existing specialised skills and introduce new ones where necessary. The Training Section depends particularly on the input of professional resource people to these training events.

Training groups will include: drivers and mechanics
 Group Coordinators
 Technical Assistants.

Specific training needs identification will be carried out before arranging each course.

Management of Training

5.43 Projections of activity weeks for the Mutomo Training Section are as follows:

Training event	No.	Weeks
One-day schools	30 x 1 day	6
Group training	60 x 1 day	12
Community leaders	20 x 2 days	8
Schools Approach	16 x 1 day	3
Employee training	5 x 3 days	3
Total		32

5.44 This leaves 20 weeks for administration, planning, travelling, development of training materials, staff meetings, holidays, sick leave etc. Given that the training coordinator will be involved in both planning and direct training of all the activities, this is a tight, but fairly reasonable, output target.

Inputs for the Training Section in Mutomo

5.45 Annex L, Table 1.4.6, contains the proposed staffing, operating and vehicle replacement costs of the Mutomo Training Section.

5.46 Staffing. All staff in the TS are currently on the Danida payroll. The staff list includes a Senior Group Coordinator and 16 Group Coordinators under the direction of a Senior Training Officer and an Assistant Training Officer. MSWCP has recently started experimenting with a fairly intensive group training approach using a new cadre of group coordinators (2 per location). They are all Kikamba speakers, coming from the Division itself; all are educated to Form IV level. The TS interviewed the shortlisted applicants and selected 11 women and 7 men, based on their record and interview performance. This support cadre has been charged with the responsibility of identification, mobilisation, monitoring and evaluation of self-help group activities.

5.47 The project-paid Group Coordinators were appointed as it was felt that the SDA cadre in the Division was seriously understaffed. There should be 8 officers, but there are only 4, including the Divisional SDA. However, the situation in other Divisions of Kitui is little better and under KIDP it would not be practical to recruit so many project-paid staff and set up a parallel structure. In the circumstances, it is necessary to phase out the Group Coordinators in Mutomo in 1990/91, but not before some effort is made to benefit from the investment in training which has already been made. In the meantime, it is intended that the TS will work closely with the SDAs and involve them fully in project activities. In line with this approach, it is proposed to pay SDAs per diems (noted as a budget item) when they attend KIDP training courses.

5.48 Training Materials. Mutomo will need to develop its facilities as a sub-centre (in line with the others). It has not so far developed its resource-base as a properly equipped training centre. The following items will be required:

- Overhead projector and screen (1)
- Overhead transparencies (25 packets)
- Overhead marking pens (10 packets)
- Flip chart stands (4)
- Flip chart paper (20 packets)
- Felt tip pens (all sizes) (10 boxes)
- Slide projector
- Training videos
- Blank video films
- Flannelgraphs - different subjects
- Stationery.

Estimated costs are included in Annex L, Table 1.4.6.

5.49 Maintaining the Mutomo Training Section at its present staff level for the first two years of KIDP will mean substantially higher expenditure in Mutomo than in other Divisions during this period. From 1991/92 onwards Mutomo's budget will be in line with the other Divisions.
