



REPORT ON ASSESSING SERVICE DELIVERY GROUPS
Marakwet Highlands Farmers Association (MHFA)

September 13, 2018

Kapcherop Trading Center, Sirya Hall.

Contents

1.0. Executive Summary	2
2.0 Introduction	2
3.0 Workshop Objectives	3
4.0 Workshop and Sessions	3
4.1 Session 1: Welcome and Introductions	3
4.1.1. About CIOG Kenya	3
4.1.2 About MHFA.	3
4.1.2.1 The association's motivation to offer public services	3
4.1.2.2 Successes, achievements and challenges	4
4.2 Session 2: Introduction to Public Finance	4
4.4 Critical Issues of Service Delivery	4
4.4.1 MHFA - Service Delivery Category	5
4.4.2 Community Based Organizations (CBOs) - Group Enterprise Category	7
5.0 Pre and Post-Surveys	8
6.0. Collective Organizing	9
7.0 Observations and Conclusions	9
8.0 Next Steps, Recommendations and Clarification	9
9.0 Appendices	11
Appendix A: About CIOG Kenya and Why We Are Here	11
Appendix B: Workshop agenda	12
Appendix C: Participants introduction session and issues they cover (unedited)	13
Appendix D: List of participants	14

1.0. Executive Summary

CIOG Kenya is shifting its strategy in efforts to strengthen its advocacy outcomes. Since inception in 2017, CIOG Kenya's budget advocacy has been targeted at general budgetary improvements, however, in order to fully achieve better advocacy results, CIOG Kenya is re-assessing the target audience for its budget advocacy work. This report documents proceedings of a day's workshop held with one of CIOG Kenya's target service groups - Marakwet Highlands Farmers Association (MHFA) on 13/9/2018 at Sirya Hall in Kapcherop Trading Center. The Workshop brought together 30 participants drawn from Community Based Organization (CBOs), member groups of Marakwet Highlands Farmers Association.

The workshop was convened to facilitate CIOG Kenya to understand the work of the association and its members and to assess how it aligns to its work and fit into its broader strategy. This follows prior preliminary discussions held between the CIOG Kenya and the association which prompted the need for a more deliberate and targeted discussion. The workshop was designed to provide a platform for the MHFA to review the services it offers, understand responsibilities of government and the opportunities for engagement that exist within public finance management processes. To obtain a better view of the association and its members' knowledge in public finance, CIOG Kenya conducted surveys before and after the forum.

2.0 Introduction

Kenya's devolved system of governance was designed to strengthen service delivery at the local level by facilitating citizens engagement in development planning and budgeting decisions. Specifically, Article 174 of the Constitution lays out the objects of Kenya's devolved system, among them, facilitating proximity between the citizens and their governments. To date, great initiatives have been undertaken by local governments to involve citizens in the governance process while non-state actors have undertaken budget advocacy initiatives which are both fundamental steps towards strengthening service delivery.

Even with great efforts to promote fiscal transparency and strengthen CSO capacity to advocate for effective service delivery, such efforts are yet to result in better policies and outcomes because government spending is yet to fully meet public service needs. Partially, this is due to the absence of more active citizen collective action and engagement in government planning and budgeting to allow them to directly shape and align government budget and policy priorities closer to the needs and preference of their communities as they know them.

Consequently, citizens such as farmers are struggling from inadequacies that exist in public service delivery. Crucial services for improving agricultural productivity such as agricultural technical services; poor market accessibility and linkages and post-harvest losses are not fully accessible. As a result, organized groups of citizens have decided to fill these service gaps and deficiencies, either consciously or unconsciously. Marakwet Highland Farmers Association is an example of such groups that have assumed the responsibility of direct delivery of primary public services. The association provides farmers with services such as extension services, farmer training on good agricultural practices, storage facilities and market linkages – all which are primary public services.

In August 2018, CIOG Kenya visited the group to discuss and further understand the association's work which gave CIOG Kenya a sense of what they do. Subsequently, CIOG Kenya hosted a workshop for the association and brought on board its members to further discuss and obtain better understanding of the extent to which the association's work is related to public services. The workshop was also meant to establish collective and shared understanding on the questions below whose responses would facilitate CIOG Kenya to better assess opportunities for building synergies and to strengthen achievement of the association's goals, however, from a government responsibility perspective. The workshop was intended to answer the following questions:

- a. Whose responsibility is the delivery of the services directly delivered by the Marakwet Highland Farmers Association?
- b. What is the motivation for such groups' decision to directly fill service gaps?

- c. What should be the primary role of groups such as the Marakwet Highland Farmers Association in the services delivery chain?
- d. Or should such groups advocate for responsive and accountable governments, and what limitations stand on their way to do advocacy?

3.0 Workshop Objectives

The training objectives were to:

1. Create awareness among MHFA members to explore and better understand government service delivery responsibilities, including functions of national and county governments that have been funded over the years.
2. Identify the actual public service delivery gaps and deficiencies the group has been/aspires to fill and assess what falls under 'public services' and what does not.
3. Collectively explore how the group could still achieve the same goals, but in a more sustainable way by mobilizing its members to advocate for better government budgets and programs.
4. Assess the extent and how the association is currently engaging (or would engage) with service delivery providers/authorities on these issues to generate ideas on how the association could strengthen participation of its members.

4.0 Workshop and Sessions

The workshop was designed to serve two main purposes:

- a. enlighten the association on basics of public finance including responsibilities of various government organs, government planning and budgeting and explore opportunities for participation.
- b. facilitate the association members to share their work, experiences with service access including opportunities and impediments. See annex B for the workshop agenda.

To achieve this, the workshop was structured into sessions which covered various facets of the deliberations. These are discussed in detail below.

4.1 Session 1: Welcome and Introductions

In addition to understanding who was in the room, the introduction was aimed at addressing two key issues below:

4.1.1. About CIOG Kenya

It was important that there was clarity on what the workshop was intended for, understanding the mandate of CIOG Kenya and its partners as well to kick off the workshop from a shared view of its output. See annex A for the introduction to CIOG Kenya.

4.1.2 About MHFA.

MHFA was formed in 2014 and registered in 2015 as a Community Based Organization. It started as a CBO and has since grown to a membership organization of over 10 CBOs. The structure and functionality of the association is that the member organizations who are majorly farmers join for free. The member organization undertakes various agricultural enterprises while the association provides agricultural services to the members as listed in table 1 and 2 respectively.

4.1.2.1 The association's motivation to offer public services

The establishment of the association was primarily prompted by exploitation of farmers by middlemen. The association's chairperson in his introductory statement cited occasions where brokers would buy

potatoes at low prices by taking advantage of poorly organized farmers. The exploitation includes manipulation of the measurements and packing of potatoes among other targeted farm produce. The association was therefore formed to bring farmers together to take advantage of economies of scale. Collectively, they have since made some level of progress. In the process of cutting off middlemen, the association realized the need for improved productivity of the target farm produce if it was to fully utilize the advantage of economies scale. Agricultural services such as agricultural technical services, post-harvest management facilities and guaranteed access to markets were key to achieving increased productivity, however, were not accessible as desired. This informed the association's desire to offer direct agriculture services to its members and farmers in the region.

4.1.2.2 Successes, achievements and challenges

Currently, the association runs a number of service delivery programs at no cost to the farmers, with support from its partners. Main among the services offered are:

- a. agricultural extension services in which the association has hired two extension officers
- b. potato marketing services where the association has created market linkages to processors such as Kenya Defense Forces and are currently working on contracting with the both the farmers and the Kenya Defense Forces.
- c. The association has also constructed two potato cooling and storage facilities and aims to construct additional stores across its areas of coverage as part of its strategy to increase productivity so as to meet the market demand.

These successes are not without challenges among them:

- a. inability of farmers to meet current market demand of potato quantities for example, one of the processors demands about 30 tons of potatoes per day. With inadequate agricultural technical services, achieving this target remains a challenge.
- b. inadequate resources to provide extension services and meet the demand for extension services by its farmers, services which are considered requisite for productivity. The group is well aware that, even with its two agricultural officers, it is yet to fully reach its farmers and broadly, risk failing to offer the services if its partners were to shift focus from current support.

The full list of the services offered by the group, their levels of access and sustainability forecasts is presented in the following sections.

4.2 Session 2: Introduction to Public Finance

This session enlightened participants on the roles and responsibilities of various levels and government organs in the service delivery chain and, to understand the various stages and opportunities for participation. Other sessions included understanding of the structure and content of the Agriculture sector budget and most importantly, listing of the services offered by the association and an assessment of level of access by the service users as well as the sustainability of such services.

The aim of the sessions was to facilitate the participants to realize the extent to which the government at different levels is responsible for the activities they are engaged in, the services sought by farmers/offered by the association and, to stimulate the group to consider advocacy for sustainable delivery and improved access and quality of these services.

4.4 Critical Issues of Service Delivery

After completing sensitizing participants on budget structure, participants were guided to rate accessibility of services sought and offered by MHFA and the CBOs as high, medium or low and to describe their sustainability as captured in table 1 below.

4.4.1 MHFA - Service Delivery Category

Marakwet Highland Farmers Association provides about eight (8) types services some of which are public services and have different levels of access by the groups with the ability of the association to provide the services sustainably also varying across board. Our assessment indicates that the key services provided by the association and sought by its farmers have medium to low levels of access by the target groups. These key services also have low sustainability levels which calls for the association to rethink ways to improve access levels, quality and sustainability.

Table 1 below gives a summary of the services offered by MHFA, showing the association's ability and sustainability to continuously offer these services.

Table 2: Identification of Services sought and offered by MHFA, its accessibility and sustainability

No.	Service identified	Describe ability to provide these services by the group			Describe sustainability for MHFA to offer these services and what risks exist?
		High	Medium	Low	
1.	Provision of agricultural extension services				It is not sustainable since there is high demand by farmers and unsustainability of donor funds for its delivery.
2.	Provision of potato (Irish) storage and cooling facilities and services				Challenges of mobilizing all farmers to join the association present a threat to sustainability of this service. However, guarantee to markets could provide an opportunity to pool farmers to saccos and improve maintenance and expansion of the stores.
3.	Provision of potato seed multiplication services				Not sustainable without linkages with the county government and other actors. Even if farmers were to produce seeds on their own as a sustainability strategy, such practices increase explore diseases.
4.	Providing for market access to farmers for their produce.				Market access comes with risks. Foremost, requires legal agreements between parties which comes with liabilities which the association as anchor may not have full control over the events and performance of such contracts, therefore, the service is not sustainable without close working with the county government.
5.	Provision of quality farm inputs e.g. seeds for farmers, fertilizers				Sustainable as long as farmers are able to access and service the loan facility offered by private financial institutions.
6.	Supporting environmental conservation through planting trees in water catchment areas				It is sustainable because through training of farmers on seed collection which is a knowledge transfer, farmers are able to support themselves even in the absence of MHFA.
7.	Supporting environmental conservation through provision of tree seedlings.				Sustainable. This is because a number of groups in the association have tree nurseries and this is a source of the tree seedlings that can be redistributed to other groups.
8.	Supporting linkages, networks and collaboration between farmers and other actors such as financial institutions e.g fertilizer loans, farm mechanization equipment etc				Sustainable because it does not require financial resources.

3.4.2 Community Based Organizations (CBOs) - Group Enterprise Category

To raise their living standards, the association's members (farmers) share a common interest of finding solutions to barriers impeding on accessing to Agricultural services. Table 2 below summarizes the activities of the association's members, showing levels of access to services for each enterprise, the service types sought and challenges faced by farmers.

Table 3: Identification of Services sought and offered by CBOs, its accessibility and sustainability

No.	Farming enterprises	Highlight level of access to Agricultural services by the group members and farmers?			What services are farmers seeking on these enterprises?	Describe challenges faced by farmers?
		High	Medium	Low		
1	Irish (and recent/emerging breeds) potatoes				Services sought include: Quality certified seeds, disease control, price controls, farm produce packaging, soil testing, markets access (sustainability).	Unstable market price, unpredicted weather patterns, poor road networks, unaffordable clean certified seeds,
2	Poultry farming				Trainings on poultry management and market access	Unstable market (a lot of brokers) of poultry and poultry products, inadequate farmer knowledge in poultry management including feeding and disease controls.
3	Fish farming				Training on fish management including feeding, marketing, disease controls etc.	Unaffordable feeds, negative attitude of farmers on fish, lack of knowledge on fish farming including benefits.
4.	Bee keeping				Training and Value addition, bee harvesting training and equipment, packaging and labelling.	Low honey production due to inadequate knowledge on beekeeping management, use of pesticides

						that are harmful to the bees.
4.	Village Savings Loans (VSLAs)				Training on financial literacy (credits and collateral).	Members default on payment is rampant.
6.	Coffee farming (Seedling nursery)				Training on coffee framing, seedlings.	Negative farmer attitude, inadequate training officers to generate farmer interest through knowledge of the product and the market, unaffordable seedlings.
7.	Maize farming				Farm input subsidy such as fertilizer and seeds, disease controls.	Poor market access and fluctuating prices, Fall armyworms.
8.	Livestock keeping - Dairy farming				AI Services, acaricide subsidy, disease control, value addition (coolers, processing plants).	Livestock diseases, low quality of AI services such as ineffective breeds, inadequate technical expertise managing the processes.
9	Merry Go Round				Similar to VSLAs	Defaulters, lack of collateral, no economic value (no profits made) from the venture.
10	Tea farming				Farmer training on tea farming, affordable seedlings, market access and tea promotion programs are available.	Poor road networks, low production (few farmers practicing), negative farmer attitude towards the crop.
11.	Provision of water services (Funded				Funding for competing underway water projects. Clean water for domestic use and commercial purposes and conservation of water catchment	Inadequate funding for community (groups)

	by World bank)					undertaken projects, inadequate/low access to safe drinking water, lack of policies to guide conservation of water catchment areas hence affecting water capacity.
12.	Horticulture: Passion fruits, avocado farming, snow peas, sugar snaps				Farmer training, on fruit seedling grafting, access to seedlings, pests and disease controls services, value addition, market access, water for irrigation.	Limited access to irrigation services including water for irrigation, rampant pests and diseases.
13.	Mushroom farming				Access to technology for production, mushrooms seedlings, funds, market access.	Inadequate access to technology, low production affects market access.
14.	Conservation				Awareness creation on climate change and its effects, funds for community groups to engage in conservation, friendly wild animals (antelopes).	Human activities (poaching, logging), requires a lot of resources (financial and technical support), low support from surrounding communities due to poor attitude.

5.0 Pre and Post-Surveys

To establish baseline knowledge of the framers and means of assessing impact of the workshop as well as identify angles of public service delivery, the CIOG Kenya team conducted surveys before and after the forum. The surveys had similar and targeted questions that intended to assess each participant's basic understanding of the public service delivery ecosystem. The data will be analyzed and presented in a brief as part of this report.

6.0. Collective Organizing

The association is a free-to-join membership organization. It has 2640 individual members of which 1500 are female and 1140 male members – both of which are farmers. These members are drawn from 15 Community Based Organizations (CBOs). The CBOs are Self-Help Groups (referred to as CIGs - Common Interest Groups) which further draw membership from households and from Village Savings and Loans groups (VSLs). The association covers areas within two sub-counties of Elgeyo Marakwet i.e. highland parts of Marakwet East and Marakwet West.

7.0 Observations and Conclusions

The CIOG Kenya noted both from the closing remarks, preliminary data from the surveys and the interactions during the workshop that the participants appreciated the workshop and the content covered. Furthermore, participants learnt about budgets for the first time, interacted with roles and responsibilities of various public service delivery officials and government organs. The Chairperson of the association requested the CIOG team to organize more similar workshops to facilitate the association and its members to engage with service delivery officials and utilize opportunities for public participation to improve delivery of the services offered by the association and sought by its members.

8.0 Next Steps, Recommendations and Clarification

The main aim of this workshop was to gather the level of interest and desire of the association to engage in advocacy for the improvement of Agricultural services delivery in Elgeyo Marakwet County. From what we gathered as a way forward from the workshop is that the group is now aware and also concerned about the low levels of access to the services it offers and moreover, the fact that the delivery of these services is not sustainable.

Whereas we may not conclusively claim with authority to have reliable sense of drivers and factors that may sustain such interest of the association to venture into advocacy yet, the desire of the group to produce more to meet market demands which appeared to be a strong interest of the association serves as motivation to improve access to and sustainability of the services it offers to its members (farmers) and therefore presents an opportunity to strategically cultivate and build a stronger and sustainable driver for advocacy.

From this background, we intend to have a follow-up targeted discussion with the leadership of the association to further explore and understand how the association views and plans to engage in service delivery advocacy.

Here below are proposed actionable steps we intend to take:

- a. discuss with the association's leadership a shared way forward on the findings from the workshop.
- b. Key questions to tackle include: what about the low levels of access and unsustainability of the services offered by the association? How is the association planning to improve access and sustainability of these services as a tool for improving productivity?

9.0 Appendices

Appendix A: About CIOG Kenya and Why We Are Here

CIOG Kenya is a non-profit that seeks to transform citizens' lives through effective public financial management (PFM). Through research and experimentation, CIOG Kenya seeks to establish and promote scaling of good PFM / governance practices. CIOG Kenya's mandate is to create a platform for partnerships and to develop the capacity of stakeholders engaged in the public finance sector through research and testing of innovative ideas to influence prudent management of public finances. This is achieved through engagement with organized groups of citizens, government and other non-state actors.

Recently, CIOG Kenya paid a courtesy call to the Marakwet Highlands Farmers to understand their work, achievement of their goals and plans. Following CIOG Kenya's understanding of the association's aspiration to fill services gaps in the public service delivery chain, the workshop was therefore designed to facilitate collective learning about associations' work and how it interfaces with government responsibilities and opportunities throughout the planning and budgeting ecosystem. In summary, the workshop intended to:

- a. Create an understanding of government service delivery responsibilities, including functions of national and county governments.
- b. Understand and share the associations' aspiration to meet farmer needs and plans for the future and
- c. Explore ways of how the association can use its resources including its members to strengthen the association's aspiration.

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Appendix B: Workshop agenda

Workshop | Marakwet Highland Farmers Association

September 13, 2018 | Sirya Hall, Kapcherop Trading Center | 9am – 3pm

Time	Activity	Person Responsible/ Facilitator
8:30 - 9:00 am	Arrival and Registration <ul style="list-style-type: none"> Participants arrive and register 	Gladys
9:00- 10:00 am	Welcome and Introductions <ul style="list-style-type: none"> Introductions and expectations – why we are here About CIOG Kenya. About the MHFA and member groups and overview of the group's work. 	Timothy and MHFA lead
10:00 - 11:00 am	Introduction to Public Finance – when to influence, engagement with whom? (1 hr.) <ul style="list-style-type: none"> Understanding division of functions – Agr sector <i>(25 minutes)</i> Opportunities for participation: the budget cycle <i>(20 minutes)</i> Plenary – Q/A <i>(15 minutes)</i> 	Barbara, Cheboi
11.00– 11.20 am	TEA-BREAK	ALL, MHFA/Phyllis
11.20 – 12.05 pm	Group work: Further assessing the associations work (45 minutes) <ul style="list-style-type: none"> Use of prescribed templates to assess the groups activities <i>(30 minutes)</i> Group presentations <i>(15 minutes)</i> 	MHFA and Group Members
12.05 – 1.00 pm	What is in the county budget for Agriculture and Irrigation and Livestock and Fisheries? Review of 2018? (55 minutes) <ul style="list-style-type: none"> Understanding a structure of a budget? <i>(10 minutes)</i> Review of 2018 for Agriculture and Irrigation, and Livestock and Fisheries? <i>(30 minutes)</i> Plenary – what does the budget provide for the services the group offer/seek? <i>(15 minutes)</i> 	Tim
1.00 – 2.00 pm	LUNCH-BREAK	All, Phyllis/MHFA
2.00 – 3.00 pm	Whose responsibility are the services offered by the group, as identified in session two and should the group engage these actors for improvement? (45 minutes) <ul style="list-style-type: none"> National government? County government? MHFA and members? Plenary - Groups Presentation (15 Minutes)	Tim
3.00– 3.30 pm	Way forward (30 minutes) <ul style="list-style-type: none"> What next after this workshop for the association? 	MHFA/Tim

Appendix C: Participants introduction session and issues they cover (unedited)

Group (CBOs)	Activity/issues covered
Kapyego	Tree planting and table (VSL) banking, poultry,
Kararia	Tree nursery (Sold about tree seedlings of about 78000, Breeding - AI, dairy farming
Sogut	Potatoes, VSL, Poultry
Nature based	Fish farming, bee keeping, passion fruits, greenhouse, tomatoes, VSL, potatoes, conservancy
Cheptobot/Tenden	Tree nursery (sells to county), VSL, Potato farming
Koitugum	Maize, Livestock, Coffee (40 farmers, subsidy from CG, of EMC), tree nursery, potatoes (small scale), bee keeping,
Kaptiony	Poultry keeping, bee keeping, table banking, conserve environment thru tree nursery and energy saving. Venturing into coffee, potatoes (small scale)
Kipkundul	Tree nurseries, Tea leaves
Yatoi	Tree planting (nursery of indigenous) – sells to farmers and citizens, merry go round (every Tuesday)to venture into beekeeping.
Kamoi	CIG, 5 with different objectives – tree nurseries is common. Horticulture, seed multiplication, dairy farming, table baking, empowerment, poultry. Tree nursery (coffee, fruits), horticulture – snow peas, snap
Water-towers	Water supply to households, to meet vision 2030, ex: - Kapcherop, Kapsowar etc. funded by WB - How is this aligned to government Potatoes farming Avocado farming
Ebeneza	Tree nursery, tree planting, VSL – 24 members share 600k as profit Beekeeping, 59 beehives, experimenting on conjo, tigoni and shanghim with support of Agriculture department/ministry – success, need for follow-up To venture into tea farming, target 100,000 seedlings
Lepkeyo CBO	Demonstration farm, given an acre by government – with 40 tree planting (indigenous)
Syria	Table banking, Tree nursery to supply institutions with tree seedlings Maize farming. Formed sacco and lending money to members and envision to offer loans to non-members, Offer Tent and PA hiring services Running a resource centre – consider approaching the group to capacitate, OGP commitment 4, Targeting to venture into tea framing in the near future.