

PRODUCTION ECONOMICS, VALUE CHAIN, MARKET & ENTREPRENEURSHIP DEVELOPMENT WORKSHOP



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ABBREVIATIONS

AGM	Annual General Meeting
ALIN	Arid Lands Information Network
C -MAD	Community Mobilization Against Desertification
CCK	Communications Commission of Kenya
EABL	East Africa Breweries Ltd.
EU	European Union
ICT	Information and Communications Technology
KARI	Kenya Agricultural Research Institute
MO	Member Organizations
NIA	Neighbours Initiative Alliance
PELUM	Participatory Ecological Land Use Management
PENELI	Promoting <i>elum</i> in Networking for Livelihood Improvement
R&D	Research and Development
SHF	Small Holder Farmers
SMEs	Small and Medium Enterprises
VAT	Value Added Tax

1.0 BACKGROUND INFORMATION

2.1 About PELUM

Participatory Ecological Land Use Management (PELUM) Association is a network of Civil Society Organizations / NGOs working with small-scale farmers in East, Central & Southern Africa. The membership has grown from 25 pioneer members (in 1995) to over 250 members in 2014

2.2 PELUM Kenya

PELUM- Kenya is the Kenyan country chapter of the PELUM Association and has a membership of 44 member organizations with the vision “Empowered and prosperous communities deriving their livelihoods from sustainable Land Use.” PELUM-Kenya’s Mission is to Promote Participatory Ecological Land Use and Management practices for improved livelihoods among small holder farmers in Kenya. PELUM Kenya’s future focus is on strengthening sharing, learning and Networking between partners and key stakeholders. The organization is also committed to construct, set up and run a Centre to promote ecological land use management (organic agriculture, permaculture, bio-intensive agriculture; biodynamic agriculture and make ecological agriculture work for small scale farmer’s work.

2.3 How to Join PELUM Association as a Member

- i. Get adequate information about PELUM Association.
- ii. Request in writing for a Membership Application Form from the Country Coordinator. The Application form will be sent to the applicant by Email.
- iii. Fill the Membership Application forms and send the same to the Country Secretariat. The applicant should also enclose organizational profiles, brochures, or any other relevant documents as requested by the Country Secretariat or any other relevant document that may support their bid for membership with PELUM-Kenya. NB: There must be cover letter with organizational letter head with a ref: Membership application to PELUM Association.
- iv. The Application is reviewed and processed. A staff member and/ or board members of PELUM – Kenya pays a visit to the applying organization for further assessment.
- v. The Application is presented to PELUM-Kenya National Board. The National Board may approve / disapprove / defer any application. The reason for any action is given in writing by the Country Secretariat’s Coordinator to the applicant.
- vi. If the application is approved by the PELUM-Kenya National Board, the applicant is informed and is admitted as a Temporary member of PELUM-Kenya.
- vii. The case of each Temporary Member is discussed at the PELUM-Kenya next Annual General Meeting (AGM). A representative from the applying member is expected to be present in this meeting to answer any question the AGM delegates may have. If approved, is given the status of the member they had applied for.
- viii. The new Member is asked to immediately pay a Non-refundable joining fee of Ksh.20,000 (US \$ 256) plus the Annual Subscription equivalent to the amount paid by the members in the category they have been approved by the PELUM-Kenya National Board. From there-on, the new Member will be expected in all PELUM Association activities.
- ix. This member is then added in the PELUM-Kenya Membership Register and is also sent to the PELUM Association Regional Desk to be included in the Regional Members’ Register.

2.0 INTRODUCTION

PELUM - Kenya has developed a three year programme (2014-2016) as a second phase of promotion of ecological land use management called PENELI II (Promoting *elum* in Networking for Livelihood Improvement, Phase II) programme. One of the main components is on Market Access for Agricultural Products. The main project objective is to strengthen the capacity of PELUM - Kenya MOs to enable them facilitate small scale farmers' engagement with market.

Poverty alleviation cannot be realized without economic growth, and economic growth cannot be sustained in non-competitive environments. It becomes difficult to reduce poverty or to increase incomes for medium and small enterprises (SMEs) without considering their links to productive markets. Current and relevant information is crucial in a market based economy.

In Kenya, market information and access are poorly developed and there is great need to harmonize and strengthen this aspect, as timely and accurate information plays a crucial role in profitability. The Kenyan Ministry of Agriculture Strategy for the Revitalization of Agriculture (2004 - 2014) has the vision: to transform Kenya's agriculture into a profitable, commercially oriented and internationally competitive economic activity. This may however not be achieved with the current ignorance on, for instance, standards that are essentially supposed to be the gateway-tickets to the market.

PELUM Kenya has in the past engaged farmer groups through MOs in capacity building and implementation of programmes aimed at strengthening market engagements, in isolated marketing initiatives. For instance, in collaboration with the Eastern Africa PELUM Association Chapters, and the Eastern Small Scale farmers Forum (ESSFF), the PESA Agro Marketing Model was developed. A pilot project of the model was implemented by two PELUM Kenya MOs; Baraka Agricultural College and C-MAD. Efforts to replicate this model are underway.

There have also been practical sessions for value addition to agricultural products for strategic market positioning. Another interesting approach that was also implemented by MOs was the PMCA –Participatory market Chain Approach. All these among others have been the foundation on which the Market Access Component of PENELI II has been developed.

This being the first training workshop therefore, the focus will be on improving the technical knowhow in production economics, market research (including product pricing) and entrepreneurship skills for market development practitioners.

In addition to the training, PELUM Kenya will constitute from among the participants a **Marketing Thematic Group** for strategic guidance to the network's marketing engagements based on Terms of Reference to be discussed during the workshop.

2.1 Welcome Remarks



Margret Kisilu (PELUM Kenya Board Vice-Chair) giving a speech to mark the workshop opening

A national workshop on Production Economics Value Chain development and Market Development Entrepreneurship was held from the 24th – 26th June 2014 at Hill Court Resort in Nakuru. The meeting proceedings were coordinated by Maryleen Micheni, Senior Programme Officer, Research and Information Management at PELUM Kenya. She welcomed participants, applauded their remarkable attendance and further advocated for peace in the country while urging them to pray for Kenya. Maryleen later facilitated the introduction and familiarization of the participants in the workshop. The workshop was attended by 34 participants representing various MOs and other coordinating staff.

2.2 Keymark Speech

Mrs. Margaret Kisilu (the PELUM Kenya Board vice chair) thanked PELUM Kenya for organizing the workshop and the participants for planning to attend. She encouraged farmers (targeted beneficiaries) to do agriculture in a different way by subjecting products through value addition systems.

Margret was optimistic that a committee was to be formed at the end of the workshop to guide farmers on Value Chain. She urged participants to share experiences well during the workshop and ensure they complete assignments from facilitators. She officially declared the workshop open.

2.3 Summary on expectations and Fears

Expectations	Fears
<ol style="list-style-type: none"> 1. <i>Learn more on marketing and markets especially on the following issues;</i> <ol style="list-style-type: none"> a) Information on organic products markets and how to market these products b) Ready markets where farmers can sell their goods c) Skills on marketing processes and strategies d) Market segmentation, access information and economics e) How to engage farmers to markets 2. <i>Learn more on value chain systems with the following in mind;</i> <ol style="list-style-type: none"> a) Understanding the principles of value chain development b) How to improve the value chain of milk and beef c) Value chain selection and upgrading d) Product value chain & marketing e) Value chain and entrepreneurship 3. Know appropriate enterprises for small scale farmers and how to develop agricultural based enterprises 4. Better understanding of PELUM Kenya projects and PENELI program 5. Create new partnerships 6. To gain more knowledge on entrepreneurship skills 7. Learn unfamiliar terms emerging in field of agriculture 	<ol style="list-style-type: none"> 1. Current insecurity in the county can affect the economy 2. Short explanations and clarity on issues by the workshop facilitators 3. Inadequate time in facilitation per topic 4. How this information will be adopted by the farmers/ communities 5. As a farmer's trainer I fear being asked "Where do we sell our products" 6. Tailored trainings to all participants irrespective of age and experience 7. Changing government policies on agriculture sector that are hindering development 8. How market information will reach the diverse organizations 9. If the participants expectations aren't achieved 10. Poor learning skills

The following deliverables are therefore expected from the participants towards farmers and other value chain players;

1. Provide them with a clear understanding of markets and marketing
2. Assist them identify products with market opportunities
3. Help them conduct a basic market survey to determine demand for specific products
4. Support them towards upgrading a production system to meet market needs
5. Enable them collectively sell produce to an identified buyer
6. Enable them assess profitability of their marketing strategies

3.0 WORKSHOP OBJECTIVES

3.1 Main Aim:

To enhance the expertise of agricultural market and value chain facilitators in agricultural production economics, Value chain development and analysis; and entrepreneurship

3.2 Key Objectives;

1. To conceptualize and understand the principles of successful entrepreneurship, product selection and market analysis
2. To enhance the skills for application of production economics metrics in agricultural enterprises
3. To get practical exposure in analysis of viable business enterprises for agricultural products
4. To carry out the PELUM Kenya Markets Thematic Committee selection and discuss Terms of reference



Participants interacting during the introduction session

4.0 INTRODUCTION OF PENELI II PROGRAMME

Maryleen Micheni introduced PENELI (Promoting *elum* in Networking for Livelihood Improvement) Program with a clear background that built into the scale-up of PENELI II. Phase 1 of the program was implemented between 2012 to 2013 through regular network forums and technical processes (training on adaptive research and implementation)

PENELI II is a 3 year program that will be implemented from 2014 to 2016 with advanced aspects handled in phase 1. For instance in PENELI I the program handled Ecological production activities but in phase 2 it will embrace market information

The Programme has three main components on Market Access, Policy advocacy and Research & Networking. In Policy advocacy we focus on how policy at national and local level should be supportive of producer groups and Small older Farmers (SHF) specifically. Through networks, PELUM Kenya envisages to share best practices and collaborate with research institutions with factual information on agriculture and related aspects.

4.1 Market Access Component

The objective of this component is to strengthen the capacity of PELUM Kenya MOs in order to facilitate small scale farmers' engagement with markets.

4.2 Some of the envisioned goals on market access include;

1. Member organizations having functional market support programmes through building their capacity on marketing
2. SMES promote their products in organic and conventional markets after market exposure
3. Experiences of market programme shared with others through; documentation, dissemination and print (Media & Audio - visual) of data and experiences
4. Marketing working group established and strengthened in order to decentralize and strengthen PELUM Kenya MOs involves in agribusinesses
5. Implementing the gender sensitive market incubation programme established and operationalized to mainstream gender issues.

5.0 INTRODUCTION TO VALUE CHAIN



David Otieno is the Director of Self Help Africa in Kenya and the lead facilitator of the workshop. He started by defining the focus of the workshop objectives on initiatives that provide opportunities for smallholder farmers to participate in value chains.

5.1 Objectives of Value Chain

1. Defining concept of value chain
2. Acquire clear understanding of value chain
3. To be able to carry value chain analysis

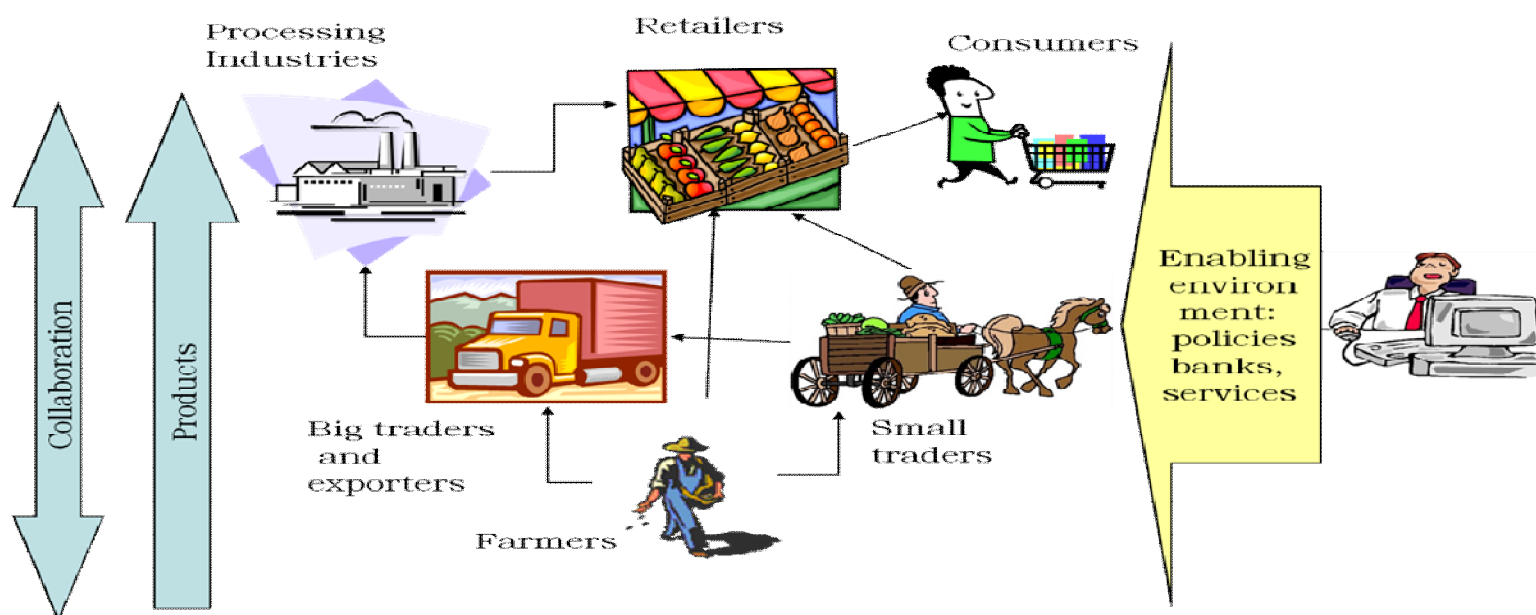
5.2 Definitions

The concept on value chain stems back in 1980s where economies had division of labor but after realigning production systems 'value chain' was the new school of thought after various stages of industrialization. According to David, what's more important for discussion is the 'value' in the chain.

Value chain refers to the activities and service that brings a product or service from consumption to end use. It's a journey or process that starts from production. He urged participants to understand VC definition in context of the workshop while giving a local example where a farmer triggers the value chain process by toiling in his farm.

5.3 Understanding Value Chain

5.4 Table 1: Basic example on how one can make the VC long or short



5.9 Formation of a Value Chain

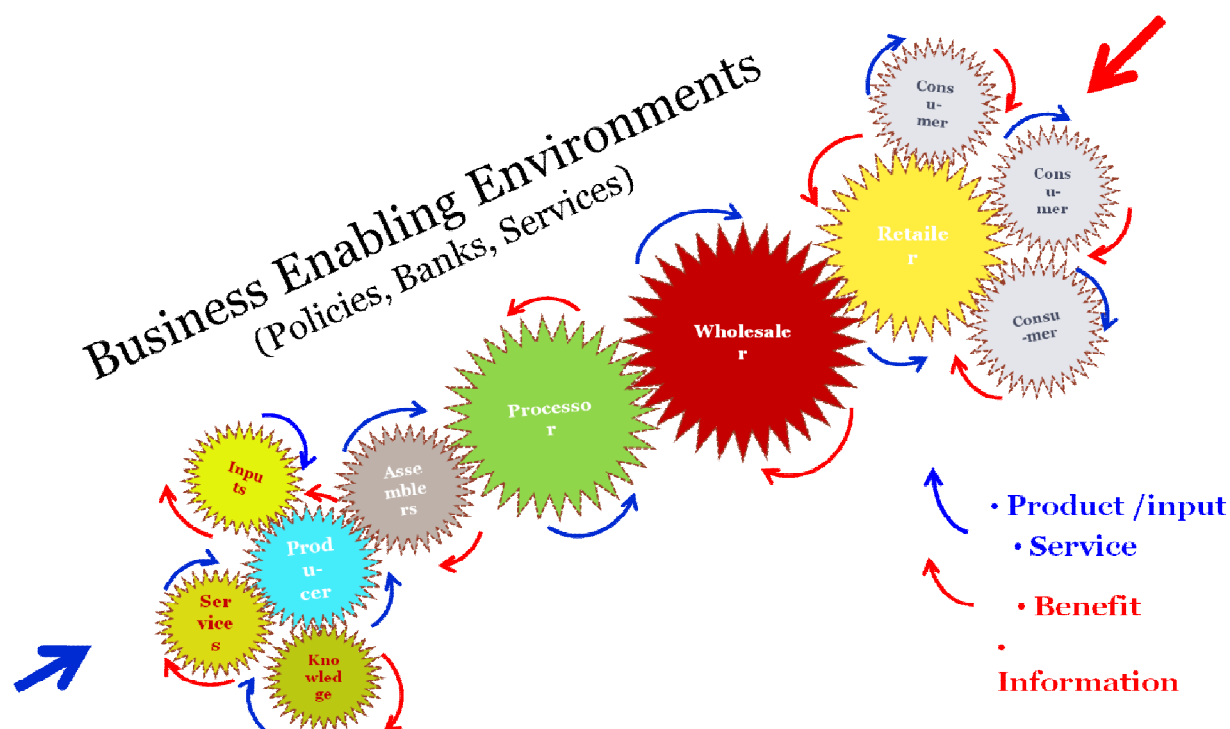
After production small traders are introduced, depending on the farmer's preference i.e. to determine how long the farmer wants the value chain to be.

The formation can begin straight from the source to the big users and experts to industries to retailers then consumers or from source to small traders to retailers then consumers. Either of the two can be cheap or expensive for everything to happen there must be a conducive environment and there should be collaboration in all stages.

The diagram above also shows that in VC mechanisms always remember products start from down going upwards but collaboration and product arrows move both ways

Under PENELI II there is Lobbying and Advocacy; How much are you lobbying to enable the farmer operate in a policy that is conducive for production? If the enabling environment for VC isn't conducive the farmer remains struggling at the same position without much transformation.

6.6 Table 2: Flow of Benefits and Information in Value Chain



NB: key observation in the flow above is that if any stage has a problem the whole process defaults

Plenary question

David inquired from the participants;

Q. What would happen if the gears moved anticlockwise direction?

Q. Assume that one of these synchronizers broke their teeth, what will happen?

Summary responses

The whole value chain gets interrupted, no more flow of processes for instance if the Assembler gets in touch with the Wholesaler directly there would be a missing link hence affecting the whole process

On the second question, the system will stall because all gears have to rotate to enable the

process of reaching the consumer and that's how the VC works

The point is that if the farmer isn't facilitated there will be a lot of backlog. David emphasized that the aim of the workshop was to equip participants with knowledge on VC enabling environment hence train farmers too.

6.7 Key Terminologies defined

Defining a number of terminologies set the context to understanding VC, Market access and enterprise. Participants sought to know the following terminologies;

1. **Agribusiness** - Business rotating on agricultural related enterprises e.g. crops and dairy from production to consumption.
2. **Agro-marketing** - Focusing on marketing aspects of agribusiness
3. **Enterprise** - Business that is rotating on agriculture based on the current concept of value chain.
4. **Value Addition**: Improving a product to a better product.
5. **Value Chain**. Process from production of a product to a consuming.
6. **Value Chain Development**- How to start a value chain then develop it by involving other players
7. **Sector Value Chain** - Value chain confined to a particular product i.e. livestock sector then poultry sub-sector then decide to focus on meat and/or eggs)

Further discussions

Value chain starts as a broad thing but need to narrow it down through an analysis. If its meat you need to find the market, suppliers, intensity of the labour among other marketing aspects. David clarified that farmers need to analyze the broad sector but specialize on the sub-sectors in order to choose products that they can add value ready for marketing.

6.8 What Creates Added Value?

"Value" is usually created by focusing on the benefits associated with the agribusiness product or service that arise from: Quality, Functionality, Form, Place and Time. A product must have one or more of these qualities to generate additional value. David explained that a product **is simply a bundle of benefits**, and that the more benefits there are the more customers will perceive the product as having value.

Further discussions

If you are producing a product and it's lacking some of the values mentioned above, then you need to do further research to strengthen your brand market. For instance why some companies will produce the same product with all the important aspects but customers would prefer your competitor's product maybe the product is misplaced behind visible shelves at the supermarket. David gave an example where product manufacturers employ agents (young attractive females) with branded jackets or aprons to attract customers at the supermarket shelves. These agents guide you to the shelves where their products are placed.

Same product but preference for different quality

Product A



Product B



The products above (sweet potatoes) are similar but customers would prefer the clean product (**Product B**) since it's a peeling and looks fresh.

Plenary question

Q. A participant inquired what if a customer preferred **product A** due to quality and type and not focusing on how appealing it is to the eye.

Summary responses

A. David explained that many times customers prefer what they feel appeals to them than what they imagine to be good. **Product A** could be better in terms of nutritional value but a customer is tempted to pick **Product B** which is more appealing to the eye.

An example was shared where the Chinese prefer to sell fish, crab or mostly sea food that's still alive in order to appeal to customer's "mind of freshness". The same can be learnt in Kisumu town harbours along Lake Victoria where small traders catch live fish then deep in oil to fry in order to lure customer appetite and preference.

6.9 Value Chain Analysis

Traditional Selling Systems Compared with a Value Chain Marketing System

Table 3: Traditional Selling Systems

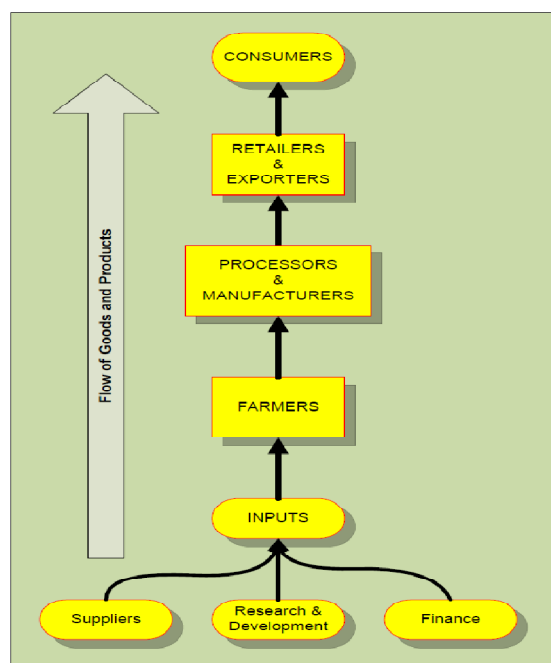
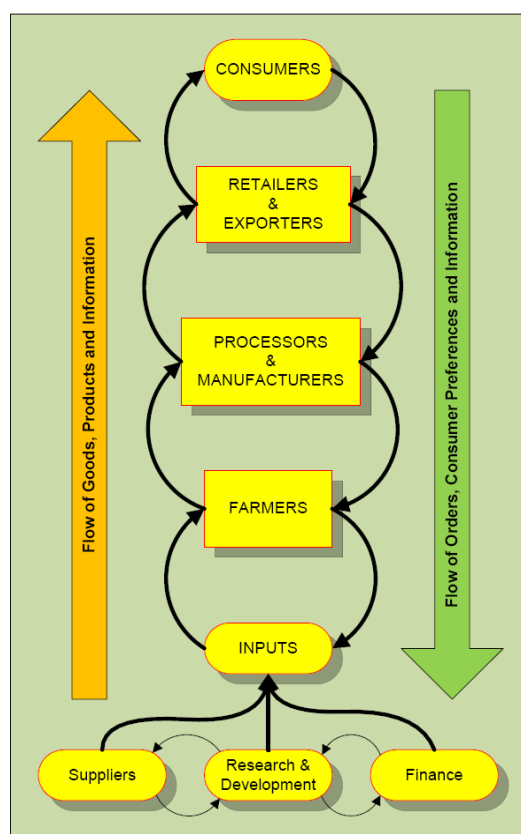


Table 4: Value Chain Marketing System



	Traditional Selling Systems	Value Chain Marketing System
1	Market "Push" tends to be based on independent transactions between each node.	Farmers are linked to the needs of consumers, working closely with suppliers and processors to produce the specific goods required by consumers
2	The farmers are largely isolated from the consumer, and from the demands and preferences of consumers.	Consumers purchase products that are produced according to their preferences
3	R & D ¹ focused on production & on reducing costs of production, and may not take account of other steps, links, or dependencies in the chain	R & D - Focused on increasing production, consumer needs, and attempts to take account of all of the links, and dependencies in the value chain
4	Farmers tend to receive minimal profit	Communication is in both directions

¹R&D - Research and Development (RD) focus on environmental issues, food security etc

In the traditional selling system (TSS) more of market “**push**” is based on independent transactions where one can take goods to the market and definitely sell them because customers are available but there isn’t any relationship. Farmers are likely isolated from consumers and don’t know their demands and preferences, no direct relationships with consumers hence goods are displayed and maybe bought or not.

In the value chain marketing systems (VCMS), there is upward and downwards flow of information where goods are going upwards the ladder while information and orders move from top to reach SHF at the bottom. For example, under the VCMS farmers have an opportunity to do contract farming e.g. if EABL needs some raw materials, they would prefer to deal with farmers directly in the VC. EABL would build their capacity on Agribusiness, farming techniques and quality control in order for the SHF to benefit.

Research is much more involving the producers in VCMS compared to TSS. Research system tends to go through all the spectrums of VC system.

David explained that in VCMS more social responsibility is practiced; he challenged PELUM not to focus fundraising more from the EU but to diversify partnerships even with private cooperate sector or organizations under their Cooperate Social Responsibility (CSR) initiatives. For example PELUM can approach Tuzo as a company and convince them to support SHF on dairy farming in turn they will increase volumes hence the two players in VC benefits greatly. VCs are more private sector driven because it’s a business of making profits. The sector holds the means of production, processing and marketing of goods and services.

Value chains provide profitability to all chain actors but not equity! The farmer at the bottom of VC may make profits but not to the same scale as the processors and exporters at industrial level. However if you compare to TSS, the farmer is much better than being independent

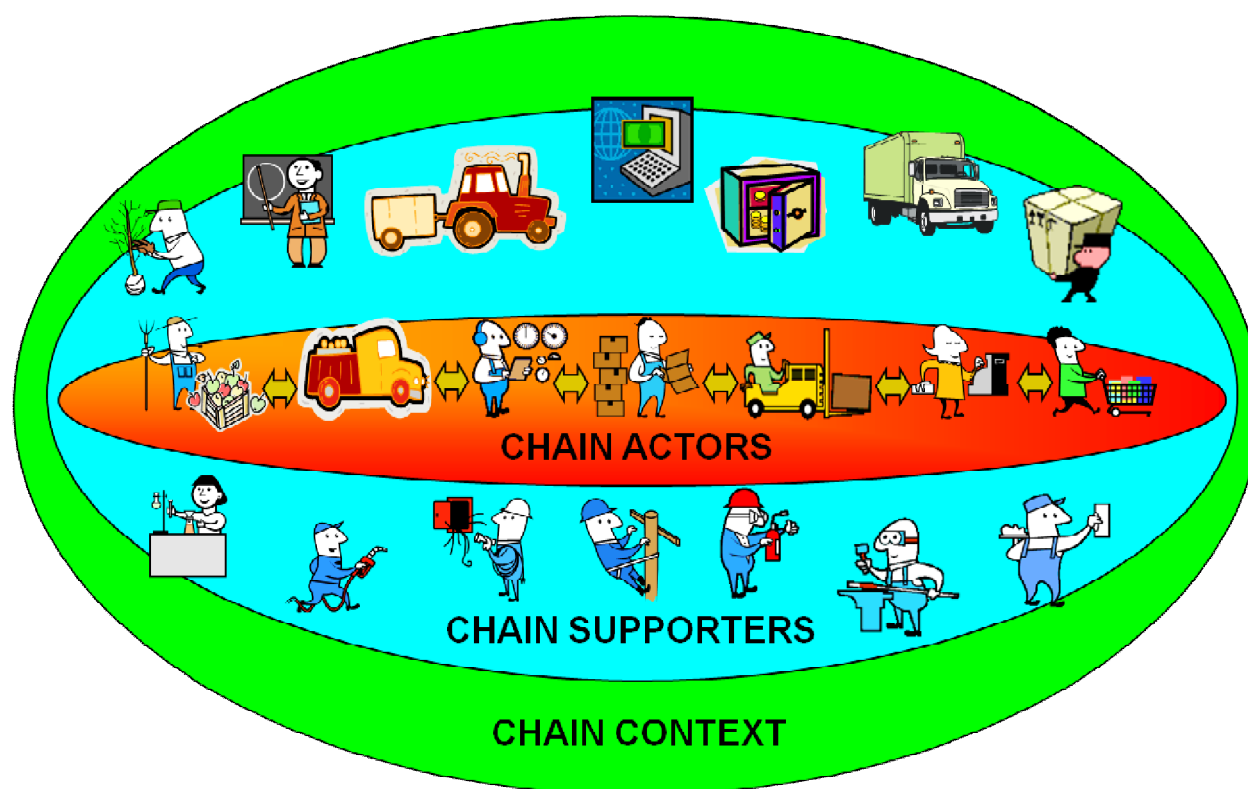
Plenary session

Participants agreed that there are lots of tasks for members working with producers through farmers; they need to become voice of the voiceless since SHF do so much but earn little. David challenged participants to understand their roles after the workshop; they need to interpret contracts for farmers since SHF would rather be within a value chain than being independent. Farmers have the capacity to prefer who they want to work with i.e. is it Keroche breweries or EABL hence VC is between preferred business partners with better terms and conditions.

He emphasized that 2 actors can’t do same functions within the same value chain. Chain actors cooperate to achieve the shared interest: **‘consumer satisfaction at the lowest cost possible’** for instance farmers can have an opportunity to work with KARI to produce better seeds.

Value chains are not ‘closed systems’ they depend on external inputs, information, transport and communication for chain supporters and influenced by external factors in the chain context.

6.10 Table 5: Layers of the Value Chain



In the diagram above the Chain actors do the actual work and the Chain supporters are service providers. The two layers have to work concurrently for the VC to function. The Chain Context is the external environment where the VC is operating e.g. Trade or government Policies, VAT among other regulations. The VC is affected by the Chain context and vice versa and this in turn affect cost of production and pricing for the goods i.e. if fuel prices increase then consumers have to pay higher for the goods.

7.0 VALUE CHAIN SELECTION

At the end of the session, participants were expected to be able to;

1. Identify several potential value chains in their work contexts
2. Develop a criteria and sub-criteria for evaluation of the identified value chains.
3. Use criteria and sub-criteria in prioritizing between a variety of value chains
4. Rank and select value chain/s for promotion

The session put value chain prioritization into context using local examples on how authorities make wrong decisions affecting VC. The facilitator introduced value chain selection as a decision-making process to prioritize a short-list of value chains with high potential to meet project objectives.

Plenary session

Q. What happens in rural areas while prioritizing VCs?

David put the question in the rural community context where a chief *baraza* is convened, community members and other key stakeholders attend; what is the likely scenario in prioritization of VCs is consensus arrived at easily?

Q. If there is funding requiring the community or organizations to prioritize a VC to use, what is the likely scenario?

Summary response

It was learnt that local communities and authorities system tend to move where the wind is blowing to". It's likely that each person has vested interest in the value chain. Most people are undecided whether it's dairy then later change to poultry or something else due to gaps in VC prioritization skills.

David shared a case where he participated in a VC prioritization meeting in Nakuru County on an advisory capacity. In the committee some members opted for fish, others pyrethrum while others settled on dairy. The discussion ensued for a fortnight. He learnt that when selecting value chains for the economy don't use emotions or personal agendas to make decision there are proper processes this session will use to do VC selection.

7.1 Tips: The Chain selection process

While selecting VC include only key actors at the onset not towards the end. Limiting participant's numbers is important. Include farmers, local policy and decision makers, private sector actors, Service providers, development organizations and community representatives.

VC Selection may be re-visited at later stages in the project due to a variety of factors such as: incomplete information, incorrect assumptions during the initial selection, lack of stakeholder commitment, new end market opportunities and threats and unanticipated enabling environment constraints

Organizations have abandoned critical process of selecting VC and concentrate on donor needs; it's not right to get into value chain because "Mr. X" is doing it. Currently donor agencies encourage consortiums where different MOs join hands to work on projects i.e. PELUM-Kenya; however lack of commitment pose a challenge in decision making process. Revisit the VC in case this happens to re-strategize the selection

Market opportunities and threats may also affect the VC selection. An example is the EU's decision banning *miraa*(Khat) *Catha edulis* export to European countries. VC actors are advised to discuss if it's a viable venture or f to another commodity based on prevailing trade conditions.

Watch on the unanticipated enabling environment constraints e.g. mango production at Mpeketoni area is affected due to recent attacks alleged on terrorism and tribal conflicts over resources. This may be re-visited at later stages.

7.2 4 Steps in VC selection

7.2.1 Step 1 Identifying a list of potential VCs

Make a list of potential value chains in the geographic area under consideration. This list is developed in a participatory manner with actors. Look at the agronomic practices and social economic environment in the area. PELUM is a pro-poor organization and that's a good entry-point to look at. Products in the VC should support pro-poor initiatives.

7.2.2 Step 2: Developing criteria and sub-criteria for evaluation and build understanding of priorities.

1. Let the actors identify the most important issues to be addressed by the value chain to be selected. If the VC actors select cassava, they should inquire what are the pros and cons of dealing with this crop and why selection?
2. A combination of qualitative and quantitative tools is used to carry out the selection process.
3. Data is collected primarily from secondary sources where available and reliable, supplemented by primary research.
4. To guide data collection, each criterion is broken down into several constituent elements - sub-criteria

The main criterion in the second step is focusing on; competitive advantage over market rivals through combination of efficiency and product differentiation, pro poor impact potential, food security and nutrition. Cross cutting issues like economic growth is the main goal for most value chain developers.

7.2.3 Step 3: Weighting of criteria and sub-criteria

Some criteria and sub criteria will probably be considered to have a higher level of importance in the decision making process and so should have a greater influence on the ranking of value chains. Weightings are assigned as follows:

a) Weighting of criteria

Proportional, where all of the criteria have a combined weighting of 100 %, and the relative importance of each criteria is reflected in the proportion of the total weighting that is assigned to that criteria.

b) Weighting of sub-criteria

Proportional, where all of the sub-criteria per criteria have a combined weighting of that criteria (assigned in (a) above), and the relative importance of each sub criteria is reflected in the proportion of the total weighting that is assigned to it.

Plenary discussions

David used an example to explain the weightings to the participants

7.2.4 Table 6: A sample on value chain weightings

	Criteria	Sub-criteria	Weight
1	Competitiveness - 30	Strong domestic & international demand	5
		Growth potential	5
		Potential from adding value	10
		Unique product	10
	Sub-total		30
2	pro-poor - 40		
3	food security - 20		
4	cross-cutting issues - 10		

It was noted that while weighting one needs to list the number of criteria, don't engage one aspect only it won't give the correct weighting or may not be a true reflection of the VC. Justify, have specific points while grading the sub-criteria have a clear understanding of issues at hand.

Q. The participants inquired whether voting is important while deriving the right percentages. What kind of matrix can be used to farmers because the concept is technical?

David clarified that it's difficult to co-ordinate these weightings but participants have a duty to help the community (technical advice) and other stakeholders to get the right scale based on the environment. Understand the value chain within the local context.

Anne Enashipae of Neighbors Initiative Alliance (NIA) from Kajiado County, shared NIA's experience of how it took them a week to select the right value chain. The process was tedious with local leaders having many questions on selected product; fish, maize and sorghum. However with the right guidance and long deliberations they were able to choose one item for the VC.

7.2.5 Step 4: Ranking and selection of VC for promotion

1. The actors independently score using these weights against the various Value Chains
2. Ranks are generated from the mean scores for each VC
3. VCs with the highest ranks are selected for further analysis and subsequent promotion

Important note; The initial participatory process of identifying potential value chains can often result in a large number of potential chains being identified. To increase the efficiency of the value chain ranking undertaken, it is advisable to reduce this "long list" of potential value chains to a "short list" of a more manageable size (potentially between three and six chains).

Reduce long list of potential VCs to 3-6 or below in order to have a manageable size. It's important to use right guidelines for VC prioritization and selection to avoid wasting resources.

Translate the content to local languages and prepare in advance before engaging the community.

8.0 ICT BASED MANAGEMENT INFORMATION SYSTEMS FOR ENHANCED PARTICIPATION IN AGRICULTURE VALUE CHAINS, ACCESS TO FINANCIAL & OTHER SERVICES FOR IMPROVED FOOD AND NUTRITIONAL SECURITY

This session was facilitated by Samuel Mwangi, Sokopepe Deployment Coordinator at Arid Lands Information Network (ALIN). ALIN works with SHF communalities, empowering them with information enabling them to enhance livelihood options and diversify the sources. The organization is globally recognized as champions for pioneering ICT for Development (ICT4D) platforms that has transformed livelihoods at the local level through provision of ICT for solutions to remote areas through *maarifa*(knowledge) *centres* in Kenya and Uganda

8.1 Why ICTs?

Participants were challenged to work within a digital sense since the analogue systems isn't effective anymore. According to a CCK report mobile penetration in Kenya is between 77 - 81% and more than half the population can access internet. The future is ICT since access isn't limited to the educated, urbanized or the young it can also be used by old folks. This is evident with mobile money transfer systems like *m-pesa* where old and illiterate women, this makes it an equalizing factor

ICTs are affordable to run, cost effective and have wide range of products. For example Scratch or talk-time card are as low as KES 10 to enable everyone to communicate

The future is ICT investment because statistics show that among the richest people in the world 10% investments are on mobile communications. ICT is increasingly versatile and potential for huge returns in investments.

When technical experts propose 'solutions' to address complexity, it never works well, since it ONLY addresses part of the problem. There is need for integrated solutions / teamwork since a solution or remedy for all difficulties isn't available.

8.2 Farm Records Management Information System – Kenya (FARMIS Kenya)

FARMIS is an innovation aimed at getting small scale farmers to adopt comprehensive record-keeping for their farming enterprises. It's a management tool that aids on decision making with a bargaining power to engage with service providers' e.g. financial institutions, input providers and sources of technical information. It also boosts production, increasing income and nutrition options.

8.3 The Challenge and Situations FARMIS is addressing

Small scale farmers do not keep comprehensive records of their farming enterprises. As a result:

Challenges	Situations
a) They cannot show viability of their farming enterprises b) Their potential credit worthiness is understated c) They are not able to influence or control the “missing middle” in agricultural value chains	i. Weak and ineffective-extension-farmers linkages ii. Poor coordination with other support sectors such as water, roads, energy and security iii. Virtually no awareness about modern ICTs iv. High cost of farm equipment and their input costs v. Unfavourable micro and macro-economic environment vi. Inadequate storage and processing capacity for agricultural produce

FARMIS mainly seeks to help farmers through production of reports (yield, disaggregated by crop, identification of profitable lines etc) and provide timely market reports (farm gate price, lorry price and others for comparative analysis).

It enhances the use of farm records to track behavior, activity and movement in a farm
Identify points of departure from the expected.

8.4 Soko +

This is a commodity trading system, linking small scale farmers to end retailers/bulk purchasers of produce. The system considers the entire value chain involved in farm production-from farm inputs to the buyer of the final products, enhancing the space of the farmer, by-passing the numerous middlemen between the farmer and end consumer

Soko + offers integrated services: prices, e-extension, and logistics

9.0 ECONOMIC ANALYSIS OF VALUE CHAINS

By the end of the module, participants were expected to:

- Determine the cost drivers within value chains.
- Identify the position of the selected chain vis-à-vis alternatives or competitors – benchmarking
- Identify economic issues in the selected chain that can be addressed by policy actions.

The facilitator explained that Economic Analysis of Value Chains (EAVC) looks at a broader spectrum; that consists of the value chain and it enables one to assess performance within the value chain (reviewing production). It also identifies key drivers and constraints of these drivers.

9.1 Importance of economic analysis of value chains

1. It enables one to identify a problem in a value chain. I.e. if a chaff cutter has a problem it enables you to identify a problem and find a way to upgrade it.
2. It delivers data that helps create awareness to value chain players i.e. after analysis.

3. Data generated also provides a way of monitoring the progress e.g. if your tractor breakdown the economic value chain analysis will enable one to know incurred losses due to repairs. It can also show how well the business is performing.

9.2 Value Chain Cost Drivers

Value chain cost drivers are costs directly or indirectly incurred towards a product. The facilitator gave an example of poultry to identified poultry value chain cost drivers as follows; Structure, Feeds, Water, Chicks, Vaccination, Transport, Feeding troughs, Labour, Land, Energy and Disinfectants

One has to determine cost by considering all cost drivers and the market price. i.e. amount spent on building structures buying feeds, transporting them and buying disinfectants. Farmers need to come together and decide on a product market average price so that one can be able to do proper pricing. Participants were challenged to advice farmers not to sell products at a lower price because it affects other farmers in similar product costing. Inability to tract cost is caused by lack of doing Economic value chain analysis

It was observed that for effective entrepreneurship, SHF need to identify cost drivers must do Economic Value chain analysis

9.3 Activity Based Costing (ABC)

This involves costing every activity one undertakes within the value chain. It enables one to identify small expenditures; it will as well enable one to know cost Drivers.

9.4 Table 7: Terminologies in Economic Analysis

	Term	Meaning
1	Cost benefit analysis;	The matching of benefits generated to the costs incurred and comparing the two to see if benefits cover costs.
2	Production costs;	Includes all costs incurred by an enterprise at each stage of the value chain.
3	Performance benchmarking;	It involves comparing a number of key parameters along the value chain against those of other competitors/value chains. Such parameters include, cost of production/labour intensity (group C/study).
4	Profit margins;	Level of profits realised – important towards determining the viability of the business.
5	Fixed costs/investment costs;	These are fixed costs which are independent of the volume of output produced, for instance rent, costs of buying equipment or building stables
6	Depreciation costs;	The diminishing value of investments – machines and buildings
7	Revenues;	The money earned by selling the produce, by-products and waste
8	Gross income;	Revenue minus variable cost
9	Net Income;	Revenue minus total cost (variable and fixed costs) Gross profit margin – percentage of income as a ratio to value of sales

10	Net profit margin;	Percentage of profit after tax
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9.5 Product costing

When calculating costs, include all costs over the life of the product - from field prep and seeds to harvest labour to advertising and transportation costs to get the product to its final market

Factors to consider when doing product costing:-

- i. Cost of production -If its high cost should be high and vice versa.
- ii. Quantity of production – Focus on the quantity of the products
- iii. Price competitors
- iv. Demand
- v. Income levels –This is the income level of the population that's being targeted
- vi. Expected returns- Volume of profits that one expects.
- vii. Overhead cost

9.6 Step by step approach in product costing.

- a) Calculate cost of production,
- b) Lower cost of production within pricing range;
- c) Grow for a multi farm management approach where costs can be shared by all farms.
- d) Access affordable land - look into alternative tenure arrangements like long term leases

9.7 Market and Marketing Development

A market was defined as a place where buyers and sellers meet to make transactions for a common purpose. Market actors are the willing buyers and sellers. Products, demand and supply are some of the factors influencing market activities

10.0 MARKET AND MARKETING

By the end of this session, participants were expected to;

- ∞ Define a market and market segments
- ∞ Explain the elements of market analysis i.e. demand, supply and price setting
- ∞ Understand the importance of certification and standardization

10.1 Definitions of a market

- i. Market is a public place where buyers and sellers make transactions directly or via intermediaries.
- ii. Marketing in the narrow sense has been used to refer to the performance of business activities that direct the flow of goods and services from the producer or seller to the customer or user.
- iii. The broader term refers to people who have the need, purchasing power, willingness to buy and the right to buy the goods or services.
- iv. Marketing is a social and managerial process of business and non-business activities which attempt to satisfy a target individual or group needs and wants for a mutual benefit

10.1.1 A market can be divided into segments

- a) Geographic segments e.g. Location
- b) Demographic segment i.e gender (women, men and young people)
- c) Income segments include the poor, middle and upper class.
- d) Psychographic segment

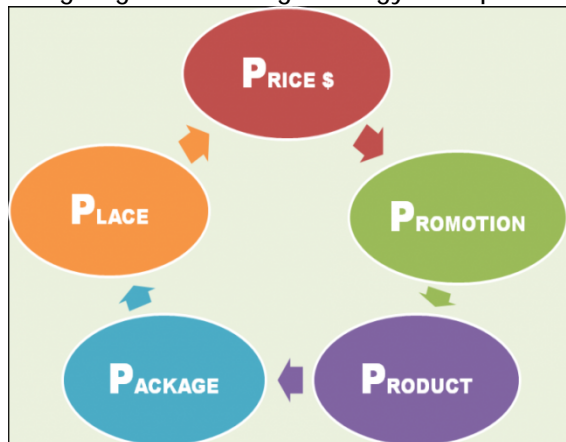
Analyzing competition

10.1.2 Five Competition forces

- i. Strength of suppliers: if there is only one supplier and many buyers it might be difficult to buy what you need
- ii. New participants: enterprises that want to do the same as you do
- iii. Rivalry among existing competitors
- iv. Substitutes: companies that produce products for the same purpose
- v. Strength of buyers: if there is only one buyer and many other companies producing the same product it is difficult to sell your product

10.1.3 Marketing strategies

Designing a marketing strategy for a product



For small farmers, 4 basic marketing strategies can be summarized in "Ansoff's matrix":

- a. A strategy of market penetration implies increasing sales of current products to current markets, without changing the product offered. This can be achieved by either lowering the sale price (e.g. by increasing productivity and reducing production costs), or by improving distribution and/or promotion (e.g. through "vertical integration" or improving links within the market chain).
- b. A strategy of market development means identifying and developing new markets for current products. These new markets can be represented by new outlets (e.g. supermarkets), or new geographical areas including export markets, or buyers using the product in new ways.
- c. A strategy of product development implies adding value to the current product through one of the ways described above (e.g. better quality, improved packaging, washing, grading, processing, etc).
- d. A strategy of diversification implies the developing new products (and hence new markets)

10.1.4 Factors influencing competitiveness

Taxes, Exchange rates, Price of inputs, Sector policies, Infrastructure and Vertical exchange.

10.2 Packaging and Labelling

Package design starts with the identification of all the requirements: Structural design, Marketing, Shelf life, Quality assurance, Legal, regulatory, Graphic design and End-use, environmental.

10.3 Branding

Branding is a term, design, symbol, feature or a combination of all these, meant to identify the goods and services of one seller from those of the others. A brand is memories, feeling, expectations, stories, promises that a good or a service communicate to the consumer.

10.4 Four important elements of Marketing

- i. **The priority of the customer:** begin with the customer not with the product!
- ii. **A selection process:** select the target customer!
- iii. **Promotion:** tell the customer how good the product is and why they should buy it!
- iv. **Trust:** good marketing happens when customer trusts the producer

11.0 VALUE CHAIN FINANCE

Large parts in rural areas can't reach financial institutions so value chain finance can make the farmers/ entrepreneurs to be reached on need e.g. banks like equity and coop have made efforts to reach Locals this is one of the ways to reach entrepreneurs.

11.1 Finance in Value chain

Short term loans in cash or kind in both directions. Finance if from informal to contractual but always based on trust; its purpose is to keep the product flowing through the chain e.g. merry-go-round is an informal form but helps farmers to be able to keep products flowing within the value chain.

Benefits of Value Chain Liquidity	Limitations of Chain Liquidity
<ol style="list-style-type: none"> 1. Low cost no interest no banking business 2. Tailor made e.g. two people to discuss to earn a loan locally 3. Improved chain efficiency. Buyer seller have lower cost and risks 	<ol style="list-style-type: none"> 1. Short term loans that lack transparency 2. Applies in only long standing relationships 3. Risk of dependency(exploitation of active members)

The above 3 limitations are the reason as to why outside agents step in and offer specialized financial services to value chain actors. Some of the risks and limitation can be resolved through innovative value chain finance.

11.2 Limitations of rural finance

1. Undeveloped financial markets – leading to introduce cumbersome procedures i.e. high interest loans, strict requirements.

2. Bankability “of small business lack of accounting little capital assets for collateral (one cannot be able to account of what he has.
3. Risks in agriculture – climate market fluctuations, insurance for crops livestock etc.
4. Irregular cash flow in the agriculture.
5. Bad reputation subsidized credits in the past.

11.3 Advanced Value Chain Finance (AVCF)

In AVCF, the flow of funds is to and among the various links within a value chain. It is any or all of the financial services, products and support services flowing to and/or through a value chain to address the needs and constraints of those involved in that chain, be it a need for finance, a need to secure sales, procure products, reduce risk and/or improve efficiency within the chain. Examples of VCF include; Trade credit, Crop loans, Loan guarantees, Contract farming, Warehouse receipts and Leasing.

11.4 Value chain finance as a soft collateral

VCF partially replaces traditional hard collateral with soft collateral. Soft collateral offers proven risk reduction strategies;

- i. Marketing risks are reduced through sales contracts
- ii. Management risks through producer group formation
- iii. Moral risks through regular information and communication.
- iv. Repayment risk through a claim on the product

12.0 PARALLEL WORKING GROUPS

12.1 Group Exercise on Chain Selection

1. Identify potential value chains for promotion in your area
2. Determine selection/ranking criteria and sub-criteria relevant to your context
3. Weight the criteria and sub-criteria
4. Draw the matrix for scoring against the value chains
5. Generate scores for each value chain
6. Aggregate the scores for each VC and rank

12.2 Group presentations

GROUP I

	Name	Organization
1	Morris Ndereba	ALIN
2	Lydia wekesa	ADS -WR
3	Edwin Wanjohi	GBIAK
4	NichodemusNyongesa	MHAC
5	EmaKiragu	KIOF
6	David Obiero	NASARDEP
7	James mainaKariuki	ARDP/CDN

8	Beatrice Achieng	ACEP
9	Everlyne RIRIPON	SMART
10	OzzefreyOmondi	CREP programme
11	Emily Kendi	CIFORD
13	Johnson njenga	OAK

Criteria	Sub criteria	Weight	Poultry(local)	Wheat	Irish potatoes	Dairy
Competitiveness20%	Growth potential	5	4	2	3	4
	High market demand	6	5	3	5	6
	Proximity to market	3	3	2	3	3
	Potential for value adding	2	2	2	2	2
	Unique product	2	2	2	2	2
	Lower cost of production	2	2	0	1	0
Sub total		20%	18%	11%	16%	17%
Pro poor impact40%	No of household benefiting	12	10	8	11	8
	Potential for labour intensive Technology	5	3	3	4	4
	Low risk	4	1	2	3	2
	Promotion of equity	3	2	2	2	1
	Low barrier to entry for the poor(capital, knowledge)	8	8	6	8	6
	Employment creation	8	5	8	7	5
Sub total		40%	29%	29%	35%	26%
Food security30%	Availability and access to food	15	14	7	15	10
	Lower food prices	10	8	7	8	8
	Improved nutrition and health	5	5	2	3	3
Sub total		30%	27%	16%	26%	21%
Cross cutting issue10%	HIV/AIDS mitigation	3	3	1	1	2
	Gender inclusivity/women/youth income opportunity	3	3	2	3	2
	Environmental compatibility	4	4	3	2	2
Subtotal score		10%	10%	6%	6%	6%
Total score		100%	82%	63%	83%	65%

The identified value chain is cassava Key partners; Transporter, producer/extensionist NGO Banks MOA, farmers/research station (Kakamega, Thika,	Meso chain; i. Inadequate knowledge ii. Inadequate extension services
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<p>Alupe and Mtwapa and some ATC processors distributors and consumers.</p> <p>Challenges;</p> <ul style="list-style-type: none"> i. Pests and diseases ii. Infrastructures(poor) iii. Government policy iv. Unbankable v. Poor pricing 	<ul style="list-style-type: none"> iii. Poor infrastructure iv. Lack of enough resources v. Poor attitude towards the crop vi. High illiteracy level.
<p>Solutions</p> <ul style="list-style-type: none"> i. Capacity building ii. TOT recruitment iii. Improved feeder roads iv. Resource mobilization v. Education and awareness creation vi. Campaign lobbying and advocacy for peaceful nation. vii. Involvement of all stakeholders in policy making. 	<p>Macro chain context</p> <ul style="list-style-type: none"> i. Unfavorable policy. ii. Bureaucracy and red tapes. iii. Political instability

GROUP II

	NAME	ORGANISATION
1	Anne Nashipae	NIA
2	John kemoi	NECOFA
3	Susan wawira	COSDEP
4	Nicholas pande	ADS Mt Kenya East
5	Moses Mwaura	YARD
6	David Githuka	SACDEP KENYA
7	MarrionMasinde	BIOGI
8	Esther makenzi	BAC
9	Kennedy Ogoma	C-MAD
10	Jubilant Kasimu	KDC
11	John Njagi	RIDEP Kenya
12	Francis Khadudu Were	BERMA
13	Daniel Okumu	SHA

Criteria	Sub-criteria	Weight	Cassava	Beef	Indigenous poultry	Cotton
Competitiveness – 20%	growth potential	3	2	2	2	2
	high market demand	4	3	2	3	3
	proximity to markets	3	2	2	2	2
	potential for value adding	4	3	4	1	4
	unique products	1	1	1	1	1
	lower cost of production	5	4	2	3	2
Subtotal		20	15	13	12	14

Pro-poor impact Potential – 30%	# of rural households benefiting	6	5	5	4	2
	Potential for Labour Intensive Technology	3	1	1	2	2
	Low risk	5	4	3	3	2
	Promotion of equity	5	3	2	4	3
	Low barriers to entry for the poor (capital, knowledge)	4	4	2	3	2
	Employment creation	7	4	5	5	5
Subtotal		30	21	18	21	16
Food Security – 40	Availability and access to food	15	13	10	7	5
	Lower food prices	10	9	5	5	0
	Improved nutrition and health	15	5	10	12	0
Subtotal		40	27	25	24	5
Cross- cutting Issues – 10%	HIV/AIDs mitigation	4	2	3	3	2
	Gender inclusivity/women's income opportunities	3	2	1	1	2
	Environmental compatibility	3	2	1	3	2
Subtotal		10	6	5	7	6
TOTAL SCORE		100	69	61	64	41
RANK						

<p>Value Chain – Indigenous Poultry</p> <p>Key Partners:</p> <p>1. Input suppliers</p> <ul style="list-style-type: none"> ∞ Agro-vets – Veterinary services, feeds ∞ Breeders – Supply chicks ∞ Equipment suppliers – Supply poultry production equipment ∞ Hardware – Supply building materials 	<p>2. Market</p> <ul style="list-style-type: none"> ∞ Transporters – Transport services ∞ Hotels – Processing ∞ Middlemen – Stock the chicken ∞ Local government – Policy and inspection ∞ Exporters – Package and export the products
<p>3. Production</p> <ul style="list-style-type: none"> ∞ Farmers – Management of chicken production ∞ Extension officers – Offer technical support services ∞ Skilled and unskilled laborers ∞ Transporters ∞ Research institutions 	<p>4. Consumption</p> <ul style="list-style-type: none"> ➤ Consumers – Consume the products <p>b) Inherent bottle necks</p> <p>1) Micro – Chain Actors</p> <ul style="list-style-type: none"> ∞ High cost of production ∞ Diseases ∞ Inadequate information flow ∞ Low quality farm inputs <p>2) Meso – Chain Supporters</p> <ul style="list-style-type: none"> ∞ Inadequate extension services ∞ Poor infrastructure ∞ Poor handling of products during transportation ∞ High interest rates by financial providers

	3) Macro – Chain Context <ul style="list-style-type: none"> ➤ Lack, poor and unimplemented policies ➤ High inflation rate
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13.0 TERMS OF REFERENCE FOR PELUM KENYA INTERIM MARKETING THEMATIC COMMITTEE

13.1 Responsibilities of committee members

1. Facilitate the achievement of objectives set in the *Market Access* Component of PENELI II
2. Strengthen all components of overall marketing programmes strategies
3. Help identify opportunities and potential partnerships in the region
4. Review proposed initiatives; recommend
5. Develop Strategic Marketing Document, popularize; implement it
6. Facilitate market information sharing and linkages –success stories, up/out scaling
7. Carry out monitoring, follow-ups and reporting on target market proposals per w/plan
8. Meetings will be held three times a year
9. Locations, dates and times decided by majority of the Marketing Committee.
10. Members must not be absent for two consecutive meetings.

13.2 Composition Marketing Committee

- i. 9 members
- ii. Made up of staff of PELUM Kenya MO who are implementing VC
- iii. At least one board member representative
- iv. One staff of PELUM Kenya secretariat
- v. One co-opted member from a non-MO but involved in Market development (VC and ELUM)

13.3 Committee orientation and Review

- i. Meeting to Understand the TORs;
- ii. Roles, responsibilities and specific tasks
- iii. Once in a year review its own effectiveness
- iv. PELUM Kenya AGM of 2015, the interim committee will also carry out a review of the membership

13.4 Table 8: Selected interim Committee

	Region	Name	Profile
1	Nairobi and central region	Morris Ndereba	Working with ALIN He is a deployment manager sokopepe ltd Works with ICT
2	Upper eastern and north eastern	Nicholas Pande	Working with ADS as a programme coordinator. He does marketing of farmers produce.
3	Coast and Lower eastern	Ann Nashipae	Works with NIA as a programme officer on food security and livelihoods Majoring mostly on milk value chain fodder value chain and currently working on Tomato value chain. They mostly deal with women because of the Maasai culture
4	Central Rift	James Maina	Works with catholic diocese of Nakuru, majoring mostly on dairy value chains
5	North Rift	Everlyn Riripon	Working with Smart initiative as a field coordinator She is involved in value chain of honey products sweet potatoes and cassava working with women and teaches them more on value addition.
6	Nyanza and western region	Wafula Fednand	from BIOGI
7	PENELI 2 secretariat member	Maryleen Micheni.	Selected by members because she was available from day one of the project (workshop)

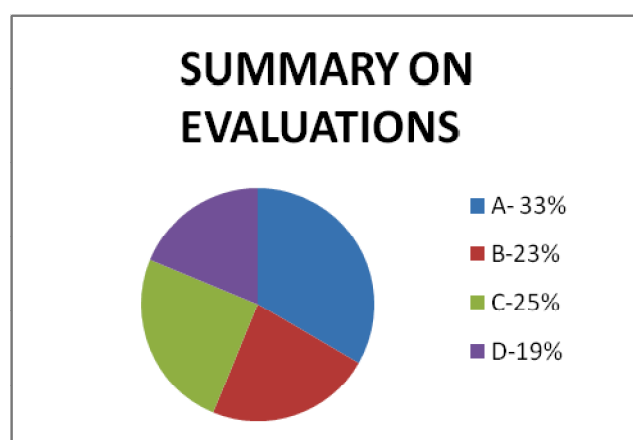
13.5 Composition of membership

6 members from Member Organizations

1 member from PELUM Kenya Secretariat

1 neutral member a technical person who is not a member of the MOs, who is conversant with the markets and who can advice committee members on value chains

14.0 COURSE EVALUATION REPORT



NOTE:

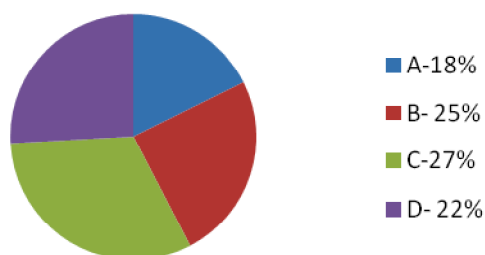
A: Relevance of course to current work positions.

B: How much information members acquired

C: Usefulness of the information

D: Represents course meeting expectations.

EVALUATIONS SUMMARY



Note

A: Relevant of topics in most of the sessions

B: Goodness of the topics very good

C: Possibilities of members participating in the workshop.

D: Course duration in relation to programmed activities which was adequate.

14.1 Aspects that were useful to participants

1. General value chain process and its factors which make it to be successful.
2. Advantages and disadvantages of value chain
3. Value chain governance, upgrading and benchmarking
4. Value chain cost drivers.
5. Value chain models.
6. Value chain criteria and choice ranking
7. Value chain economic analysis financing criteria development.
8. Product costing
9. Market segments and collaborators of value chain.
10. Importance of involving NGOs in value chains and its importance
11. Soko +

14.2 Actions participants are planning to undertake as a result of participating in the workshop

1. Support farmers to start and strengthen their value chains
2. To do extensive value chain orientations to farmers
3. Mobilize MOs to market farmers
4. To engage different actors of value chains when doing value chain selection
5. Engage the county governments to improve on situations on roads for farmers to transport their produce to markets easily.
6. Upgrade farmers to move from subsistence farming to Agribusiness.
7. Practicing what was learnt
8. Use relevant information to help farmers get information for use in poverty reduction
9. Develop value chains with farmer groups they work.
10. Identify value chain with groups and take them through in a simpler way the producers can understand
11. Do advocacy on value chains, organize with different value chains.

15.0 ANNEXES

15.1 Participants' registration form

Participants Name	Organization & Position	Enterprise Name	Email
1. DzeffreyOmondi	CREPP	Improved cassava Local poultry	dzeffreyomondi@gmail.com
2. John Nyaga	RIDEP	Fruits	njagijohn2yahoo.com
3. Anne Nashipae	NIA	Milk, Beef, Fodder Tomatoes	info@niakajiado.org nashipaenn@yahoo.com
4. Esther Makenzi	BAC	Honey	Esther.kimaiya@gmail.com
5. Francis Khadudu Were	BERMA	Cassava, Edible oil crops, Indigenous chicken, Vegetables	fkwere@yahoo.com ngo.berma@yahoo.com
6. Daniel O.Okumu	SHA	Agri-business	Danielokumu48@yahoo.com
7. Margaret Kisilu	BIDII	Indigenous chicken(Poultry) Cassava	maggiekola@yahoo.com
8. Susan Wawira	COSDEP	Indigenous chicken Dairy cows	susankiura@yahoo.com coskenya@yahoo.com
9. MarrionMasinde	BIOGI	Local chicken Indigenous vegetables	Marrionmasinde@gmail.com
10. James Maina	ARDP	Dairy/Post harvest management	Kariukij66@gmail.com
11. Githuka David	SACDEP	Organic cotton, Nuts Small livestock: poultry, rabbits, bees	githukad@yahoo.com githukad@gmail.com
12. Lydia Wekesa	ADS –Western Region	Passion fruits, Amaranth, Tomatoes, Onions	wekesalydia@yahoo.com
13. Johnson Nyaga	OACK	Milk	postkenya@gmail.com
14. Moses NjengaMwaura	YARD	Indigenous chicken	njengamoses79@yahoo.com
15. EverlyneRiripon	SMART Initiatives	Indigenous poultry Honey, Fruits, Cassava	everlyneriripon@yahoo.com
16. Kennedy Ogoma	CMAD	Cassava, Ground nuts	Ogoma_99@yahoo.com
17. Emily Kendi	CIFORD	Dairy goats	araikia@gmail.com
18. Edwin Wanjohi	GBIACK	Indigenous chicken	wanjohiedwing@gmail.com growbiointensivecenterkenya@gmail.com
19. Maurice Ndereba	ALIN		morrisndereba@yahoo.com
20. Sammy Mwangi	ALIN		smwangi@alin.net
21. Nicodemus Nyongesa	MHAC	Indigenous chicken	nyongesa28@yahoo.com nyongesanica@gmail.com

Participants Name	Organization & Position	Enterprise Name	Email
22. Nicholas Pande	ADS – Mt. Kenya region	Indigenous chicken	Nicholas @adsmke.org
23. David Obiero	NASARDEP	Local poultry	obierotunya@gmail.com
24. Jubilant Kasimo	KDC	Poultry	honestmutinda@yahoo.com
25. Beatrice Achieng'	ACEP	Groundnuts	achiengb2011@yahoo.com
26. Emma Kiragu	KIOF	Fruits Vegetables Green grains	emnjoki2@gmail.com
27. EssauMacharia	MEAP	Pyrethrum	emkungu@gmail.com
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15.2 Workshop Program

Agricultural Production Economics, Market Research and Entrepreneurship WORKSHOP PROGRAMME

	8.30 – 10.30am	10.30am – 11.00am	11.30am – 1.00pm	1.00pm – 2.00pm	2.00pm–4.00pm	4.00pm – 4.15pm	4.15pm–5.00pm
Tuesday 24.06.2014	<ul style="list-style-type: none"> Welcome Remarks Official Opening Fears and expectations About PELUM Kenya & PENELI II Market Access <i>(Facilitator: Maryleen)</i> <ul style="list-style-type: none"> Workshop objectives <i>(Facilitator: David)</i>	B	<ul style="list-style-type: none"> Introduction to Value Chain Value Chain Selection (Enterprise Selection Matrix) Value Chain Analysis <i>(Facilitator: David Otieno)</i>	L	Cassava & Indigenous Chicken Case Studies <i>(Facilitator: David Otieno)</i> Market Information Management by Social Enterprises <i>(Facilitator: Samuel Mwangi)</i>	B	Market Information Management by Social Enterprises (Cont'd) <i>(Facilitator: Samuel Mwangi)</i>
Wednesday 25.06.2014	Economic Analysis of Value Chains Product Costing <i>(Facilitator: David)</i>	R	Marketing and Market development <i>(Facilitator: David)</i>	U	Value Chain Finance <i>(Facilitator: David)</i>	R	Chain Empowerment Strategies <i>(Facilitator: David)</i>
Thursday 26.06.2014	Building Engagements within Value Chains <i>(Facilitator: David)</i>	E	Chain Relations and Governance <i>(Facilitator: David)</i>	N	Terms of Reference for the PELUM Kenya Marketing Thematic Committee Roles and responsibilities of Marketing Thematic Committee <i>(Facilitator: Libaisi)</i>	E	Selection on PELUM Kenya Marketing Thematic Committee <i>(Facilitator: Libaisi)</i> Workshop Evaluation & Closure <i>(Facilitator: Maryleen)</i>
		A		C		A	
		K		H		K	