Assessment of livestock marketing associations in arid and semi-arid lands in northern Kenya

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The Feed the Future Kenya Accelerated Value Chain Development (AVCD) program seeks to widely apply technologies and innovations for livestock, dairy and staple crop (root crops and drought-tolerant crops) value chains in order to competitively and sustainably increase productivity, contributing to inclusive agricultural growth, nutrition and food security in 23 counties in the country. Supported by the United States Agency for International Development as part of the US government's Feed the Future initiative, its main goals is to sustainably reduce poverty and hunger in the Feed the Future zones of influence in Kenya.

In partnership with the International Crops for Research Institute for Semi-Arid Arid Tropics (ICRISAT) and the International Potato Center (CIP), International Livestock Research Institute (ILRI) will lead the implementation of AVCD. The three CGIAR centres will work closely with partners—county governments, NGOs, CBOs, private sector actors and other USAID-funded projects/programs, as well as leverage knowledge and best practices from academic institutions and foundations.

Contents

Tables

Figures

Acronyms and abbreviations

ADESO	Africa Development Solutions
AVCD	Accelerated Value Chain Development
AVCD-LC	Accelerated Value Chain Development-Livestock Component
CIDP	County integrated development plan
CLMCs	County livestock marketing councils
KLMC	Kenya Livestock Marketing Council
Km	Kilometres
KNBS	Kenya National Bureau of Statistics
KES	Kenya Shillings
LMAs	Livestock marketing associations
RoK	Republic of Kenya
Shoats	Sheep and goats
VC	Value chain

Executive summary

Livestock is the main source of livelihoods for many populations in northern Kenya. Various species of animals are reared in the region including: cattle, sheep, goats, camel and shoats. Northern Kenya accounts for a significant (80–90%) meat supply nationally but demand is higher in Kenya forcing the country to partly rely on livestock importation due to low levels of local production of animals. This demand is driven by urbanization, and rising incomes and population. Insecurity, poor infrastructure, frequent droughts, disease outbreak and market failure have led to severe hunger, malnutrition and increased levels of poverty in northern Kenya.

The economies of arid and semi-arid counties face regular food crisis because they lack properly functioning markets, especially in the marketing of livestock and livestock products. The existing livestock markets are poorly governed, and the existing rules and regulations are rarely implemented. Accountability and transparency for revenue collected from livestock markets is weak and market actors lack business development skills.

In a bid to overcome some of these challenges, the International Livestock Research Institute (ILRI)—which is leading the Accelerated Value Chain Development-Livestock Component (AVCD-LC) within the framework of USAID funded Feed the Future program in Kenya—undertook a needs assessment for the livestock marketing associations (LMAs) to identify capacity training needs. The broad objective of the project is to increase income from sales of livestock by 50% by 2018, lifting an additional 50,000 households in selected regions of Kenya out of poverty and improving their nutritional status. Enhancing capacity and competences of LMAs is expected to increase their efficiency, accountability and transparency in managing the livestock markets which is hoped to enhance revenue collected from these markets and improved livelihood of pastoralists.

Interventions on livestock production alone can no longer meet the currently increasing demand for animal-source foods, as well as the rapidly increasing population. However, interventions should be targeted at the whole value chain, including market-based interventions, since inclusive development can accelerate economic development and poverty reduction. LMAs are supposed to play various critical roles and functions in livestock markets, such as collection and dissemination of livestock market information to various actors, security etc. Therefore, interventions targeted on LMA capacity building would increase efficiency in the management of livestock markets, revenue growth, and subsequent vibrancy in these markets.

The capacity needs assessment exercise of the LMAs was successful in identifying challenges and LMA capacity development needs. The results reveal that LMAs face very common challenges across the five counties and their capacity to effectively manage the livestock markets is weak. Although the results reveal that almost all LMA members had previously been trained, they still did not understand their roles and functions in livestock markets and the management committee skills to effectively manage these markets are low. Therefore, capacity building (mentoring, training and coaching) is required for all LMA members and officials on their respective roles and functions.

Coaching on good governance, leadership, conflict resolution and the establishment of an efficient accountability system would streamline the management of livestock markets and increase efficiency of LMAs in all the study counties. LMA officials should therefore be trained, coached and mentored on governance, leadership, financial management, accountability, transparency and record keeping. Establishment of an efficient LMA audit system is critical to enhance transparency and accountability in running the livestock markets. Training and mentorship on basic business development skills is important for all the LMA members to promote entrepreneurial skills which will lead to increased vibrancy in these markets.

Further, adoption and implementation of co-management model across the five counties is weak with only 48% LMAs implementing it. Sensitization and awareness creation to the county government and the LMAs on importance/benefits of embracing the co-management model is critical and urgent. Evidence from previous market interventions has shown that implementation of co-management models spurs revenue collected from livestock markets (e.g. the case of Oldonyiro-Isiolo County). Therefore, the creation of an enabling environment through domestication of national livestock related policies and development/enactment of targeted public policies implementation frameworks like the sale yard bills is an important pre-requisite for unleashing LMAs' and county governments' response that could lead to embracing (adoption and implementation) of the co-management model.

Further, advocacy and networking skills coupled with basic funding proposal writing skills should be impacted on all LMA members and officials to enable them lobby their respective county governments and development partners to support construction of market infrastructure where this is lacking and purchase other working/office tools and equipment. Business development skills should be impacted on LMAs which can then be mandated to train and mentor other community members to promote side businesses especially provision of value chain support services.

1. Introduction and background

This is a report of the Feed the Future Kenya Accelerated Value Chain Development (AVCD) program's assessment of livestock marketing associations (LMAs) in Garissa, Wajir, Marsabit, Isiolo and Turkana counties of Kenya. The program is promoting and upscaling utilization of improved technologies and innovations in a number of selected value chains (livestock, dairy, staple root and drought-tolerant crops) with the objectives to competitively and sustainably increase productivity, promote agricultural growth, and improve nutrition and food security particularly among women and children. The International Livestock Research Institute (ILRI) is leading the AVCD Livestock value chain Component (AVCD-LC) whose main goal is to increase income from sales of livestock by 50% by 2018, lifting an additional 50,000 households in selected regions of Kenya out of poverty and improving their nutritional status.

The livestock component of the program is implemented in the arid and semi-arid lands (ASALs) in northern Kenya, and more precisely in the following five counties: Garissa, Isiolo, Marsabit, Turkana and Wajir. It involves different partners to enhance resilience, agricultural productivity, food security and overall economic welfare of producers, traders, processors and all the value chain actors involved. The program is scaling up application of agricultural technologies and innovations as well as addressing the weakest points of the value chain. The overall objective of AVCD-LC is to increase income from sales of livestock by 50% by 2018, lifting an additional 60,000 households out of poverty and improving their nutritional status.

'The assessment of livestock marketign associations is an activity implemented under output 1.1 of AVCD's livestock component, on '*improving market management through co-management models supporting 15 innovation platforms and 30 livestock marketing associations (LMAs)*'.

Co-management models are growing in popularity in many organizations today. There are devolved decision making and conflict solving approaches involving sharing of authority and responsibility among government and stakeholders. These models are quality oriented with quality improvement being the driving agenda to benefit all stakeholders. The co-management model has recently been adopted in a number of livestock markets in Kenya to help mitigate the challenges (like poor market infrastructure, conflict, animal thefts, non-existence of market information system, etc.) faced by pastoralist communities. It is a public-private partnership where market management committee and the local county government agree to share revenue and responsibilities in the market. Communities manage markets jointly with the county government. This is aimed at promoting ownership of livestock markets by the local communities in order to advance efficiency and sustainability. Livestock markets are critical to ASAL communities as a gateway to poverty reduction and food security where livestock and livestock products are the major source of livelihood.

LMAs have been established in different interior primary and secondary livestock markets to promote ownership of these markets by the local communities and enhance effectiveness and sustainability. These associations comprise local community representatives (producers, traders, brokers, butchers, local administration and leadership). LMAs derive their mandate from the community and are linked to county livestock marketing councils (CLMCs) and other government bodies. They are responsible for: managing the livestock markets, setting market days, promoting market awareness (like destocking in the face of drought), recording of livestock sales data, cess collection, security, collection and dissemination of livestock market information, disease surveillance, conflict resolution and maintenance of market infrastructure. The LMAs work with different value chain players (producers, traders, brokers, transporters, etc.).

LMAs mainly comprise officials who include: chair/vice-chairperson, treasurer, secretary and six other members. Some of the clear benefits (already witnessed/projected) from co-managed markets/LMA managed markets include: growth in revenue collected, increased security, increased market participation, better/improved infrastructure, increased surveillance and reporting of livestock diseases in collaboration with county directorate of veterinary services, increased side businesses/value chain support services like food, clothes, drugs etc. and social welfare benefits, such as supporting needy community members with payment of medical bills, school fees etc.

In livestock markets, the local authority collects revenue from three sources. These are: auction fees from livestock sales (buyer, seller or both), export fees (livestock exported outside the county) and barter fees (fees charged on other commodities sold in the market). Under the co-management model only auction fees are shared by both the county government and the LMAs. Daily expenditures are deducted from the total collection before sharing. These expenditures include: payment for local cess collectors, security personnel, cleaners and watchmen, while LMAs pay lunch for their members after getting their share.

In a bid to enhance the LMA capacity, KLMC and ILRI conducted a capacity needs assessment for a group of existing LMAs in the five counties. The aim was to identify key training gaps which would enhance the LMA capacity to participate in targeted livestock value chain and subsequently increase market access and trade for most actors along the value chain. In executing this objective the team closely collaborated with various partners including: the county livestock marketing councils (CLMCs), AVCD-LC field coordinators, and the county government technical line departments.

2. Problem statement and objectives

In Kenyan ASALs, livestock sub-sector is critical accounting for nearly 95% of household income and about 90% of livelihood base (GoK 2008). Over 60% of all livestock, i.e. about 60 million in Kenya are found in the ASALs and extensive pastoralism is the main land use and production system (GoK 2010). Livestock value chains and especially livestock markets in the ASALs face different challenges, such as market inefficiency, poor infrastructure, non-availability of market information system, and high number of middlemen, amongst others. Many efforts and initiatives have been made to enhance the livestock value chains and mitigate challenges encountered by the different players. Livestock markets are a potential source of significant revenue for the county government since livestock is the main economic driver of the local economy. Unfortunately, the possible benefits from the livestock markets have not been tapped because of the market failure experienced in most of these markets and especially the primary markets. The county governments are also losing potential revenue which would be realized if these markets were vibrant. At the same time, county governments also lack adequate capacity (resources including scarcity of skilled human capital) to effectively and efficiently manage all the livestock markets, mainly due to expansiveness of the area.

The main objective of this activity/research component is, therefore, to develop and strengthen capacities of the LMAs, which will lead to better market management, increased transparency, improved market infrastructure, and increased market participation of pastoralists. But a necessary first step was to assess the capacity needs of the LMAs. The current report outlines the main results obtained and highlights the main gaps/needs that should be strengthened. The report is structured as follows: the next section describes the methodology followed by chapter four which includes the main results. We opted to present the results by county because we expect more similarities and common identified gaps for the LMAs within the same county. The conclusions and recommendations are reported in chapter five.

3. Data collection and methodology

The first step was to develop the tool. We adopted and adapted, for the specific objectives of this study, a questionnaire previously developed by KLMC. The reviewed questionnaire was mainly structured into three sections. The first section included basic information on the LMAs such as date of creation, number and gender of the LMA members, type of the members (producers, traders, brokers, etc.), cess collected by the LMA, livestock market day(s), etc. The second section was the core of the questionnaire and included questions to assess different characteristics of the LMA or of its members such as the identity of the LMA, its vision and mission, the attitude and cohesion of the group, the organization and structure of the LMA, the leadership and governance, etc. (for additional details see Annex 2 at the end of the document). The third section included a checklist to capture the different documents and book statements kept by the LMAs.

The questionnaire was previously shared with the enumerators (mainly from CLMCs) so they get used to the questions, and then it was pretested in Kipsing settlement (Isiolo County) with LMA members and officials participating to the survey. After pretesting, the questionnaire was fine-tuned and then translated into Kiswahili for ease of communication and data collection, although generally mother tongue of the participants (Borana, Samburu, Somali, etc.) was used during the interview and the responses translated by a member of the LMA group who is fluent in Kiswahili or by one of the CLMC enumerators.

The second step consisted in selecting the LMAs that will be surveyed. The selection of the LMAs was purposely done by KLMC and we followed the number already stated in the project proposal. There was no need to randomly select the LMAs, although we had a full list of the associations, because the final objective was to assess the capacity of these LMAs and then train the members and officials to improve their management capacity. The same exercise might be reproduced during the second and third year of the project by selecting and targeting additional LMAs. In total, 23 LMAs were assessed as indicated in appendix 1. The number of LMAs assessed per county was as follows: four LMAs from Garissa County, four from Isiolo County, five from Marsabit County, four from Turkana County, and six from Wajir County.

4. Results

As indicated previously, results are presented by county in this section due to uniqueness of issues/needs that came up from different LMAs in each county. The decision was also county based taking into account the next step of LMAs training. In fact, LMAs from the same county will receive group training, with specific LMAs issues to be handled separately. We first present an overview of the county, followed by a brief description of the LMAs assessed. We then summarize the common challenges/capacity development needs, followed by the specific LMA capacity development needs.

4.1 Garissa County

Overview of the County

Garissa County covers an area of 44,174 km^2 and borders the Republic of Somalia to the east, Lamu County to the south, Tana River County to the west, Isiolo County to the northwest and Wajir County to the north (RoK 2013). The county is flat and low lying without hills, valleys and mountains. The major physical features are seasonal Laghas and the Tana River Basin on the western side. The River Tana has tremendous effect on the climate, settlement patterns and economic activities within the county. Principally, the county is semi-arid with an average rainfall of 275 mm per year. There are two rainy seasons (short rains: October to December and long rains: March to May). Temperatures are generally high throughout the year averaging 36 $^\circ$C.

Given the arid nature of the county, there is great potential for expansion of agriculture through harnessing of Tana River and Laghas. The soils range from the sandstones, dark clays to alluvial soils along the Laghas, Tana River Basin and the Lorian swamp. White and red soils are found in Balambala Constituency where the terrain is relatively uneven and well drained. The soils have low water retention capacity but support vegetation. These soils have potential for farming. The rest of the county has sandy soils that support scattered shrubs and grasslands which are ideal for livestock production. The county's land is highly erodible.

The County has seven sub-counties (Fafi, Garissa, Ijara, Lagdera, Balambala, Dadaab and Hulugho) with a total population of 700,050 consisting of 376,327 males and 323,723 females (KNBS 2009). Land in the county is communally owned. It is held in trust for the community by Garissa County Government. Majority of the local communities in the county live in informal settlements. The land use system is predominantly nomadic pastoralism. Much of the county's livestock population are indigenous sheep, goats and cattle, found in the southern parts which receive more rain while camels occupy the drier North.

The total road network in the county is 1,804 km comprising 29.9 km of bitumen surface, 1,479 km of earth surface and 304 km of gravel surface. This means that most county roads are in poor conditions and impassable during rainy season. The county is served by three mobile phone service providers and twenty two financial institutions including; eight commercial banks, 13 village banks and one micro-finance institution. There are eight urban centres namely: Nanighi, Hulugho, Dadaab, Modogashe, Bura East, Balambala, Garissa Township and Masalani Township. Garissa livestock market has so far the best infrastructure in the county with: loading ramps, separate sale yards for cattle, shoats and camels. It serves as a regional hub receiving livestock from primary markets within the county and also from neighboring counties (Mandera and Wajir). In addition, there are 19 primary markets located in different parts of the county. Most of the other markets lack adequate infrastructure for instance they have sale yards which combine all species of animals.

In regard to policy and legal framework for the livestock sector, policy formulation and enacting is a mandate of the national government as stipulated in the new Kenyan constitution. In the devolved governance system, County governments are at the nascent stages of development and are still grappling with the realities of devolution. Most of them are in the process of developing and implementing integrated frameworks for county developments. Efforts are being made to help the counties in domestication of some of the national level policies. Garissa County has a first Integrated Development Plan, 2013 as a blue print for development priorities in the next five years.

Brief description of the LMAs assessed

All livestock markets in Garissa County have LMAs in place, except for Block and Kotile livestock markets. According to Naitos (2015a). The CLMC in partnership with other development organizations have been supporting the establishment and training of LMAs in various livestock markets. In the current work, four LMAs were assessed in Garissa County. These were; Balambala, Ijara, Garissa and Bura. Table 1 below gives more details about these LMAs. Results reveal that, on average two-third of the LMA members are men and one-third are women (Figure 1). Livestock producers and traders predominate in the composition of LMA members. Brokers represent around 15% of the LMA members, while processors and butchers represent the lowest proportion. Interestingly, livestock producers predominate (45%) in Balambala LMA which is a weekly market and the smallest among the other three livestock markets in terms of volumes of animals sold, while in Garissa market, the biggest one in terms of number of animals marketed, livestock traders represent half (50%) of the LMA members.

Results further reveal that, all the LMAs assessed are well structured having the required key officials for any organization to operate i.e. (chairperson, vice chairperson, secretary and treasurer) plus other LMA members. On the other hand, Bura and Ijara management committee members were trained by ADESO in 2015 on roles and responsibilities, governance and market management. In the case of Garissa, KLMC trained them on leadership and governance in 2009 while in 2013 they were again trained on record keeping. Balambala LMA has been trained by ADESO and KLMC on record keeping, governance and leadership.

Figure 1. Types of LMA members (number)—Garissa County.
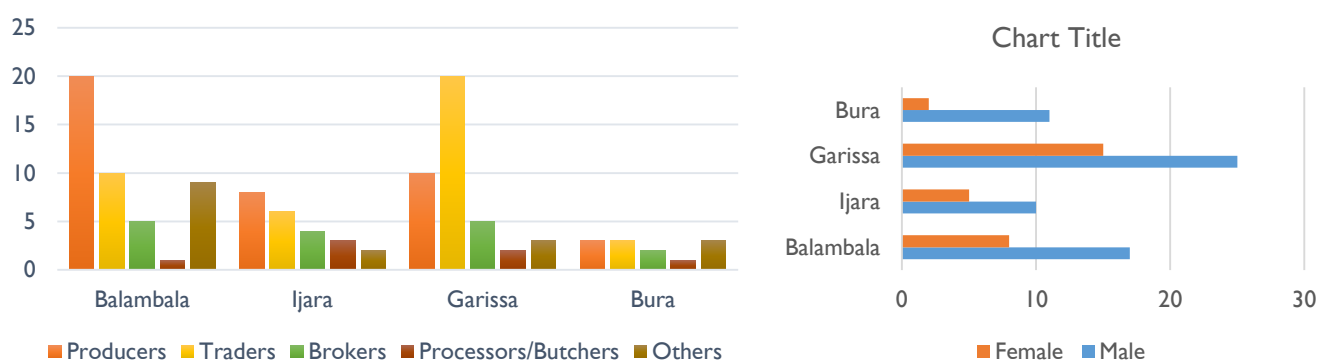
While individuals are the main beneficiaries from the profit realized from transactions that take place in these markets, some of the profit is collected in form of cess and is paid by either the buyer, the seller or by both of them. This revenue is fixed and varies from between the livestock markets and across animal species. In some markets the revenue is shared between the LMAs and the county government. However, Garissa County has not officially signed the MoU with KLMC on livestock market co-management for all the LMAs. Results in figure 2 below reveal that only half of the LMAs assessed (Balambala and Garissa) are implementing co-management model with revenue collected shared between the county government and the LMAs. Also, the revenue distribution between the two parties vary from one livestock market to another (60:40 and 95:5 between the county government and LMAs in Balambala and Garissa livestock markets respectively).

Figure 2. Revenue sharing (%)—Garissa County.
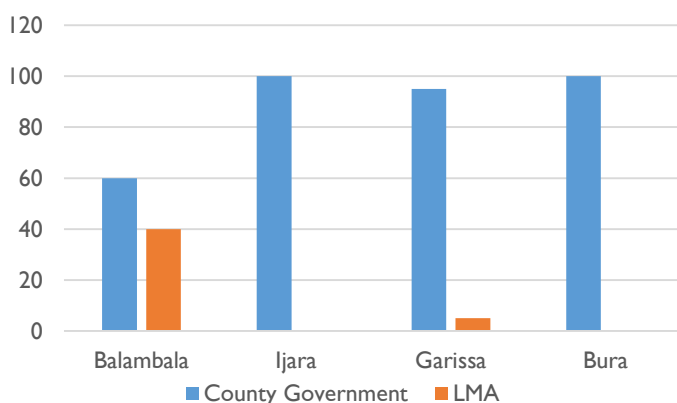
Table 1 presents cess paid in different markets for different species of animals. On average, the cess charged per traded animal is; cattle KES 230, camels KES 330, shoats KES 50 and KES 187 for donkeys paid by either the buyer, the seller and sometimes both. In the smaller markets (Balambala and Ijara) where livestock producers have probably higher participation, it is the seller who pays the transaction fees (cess), while in bigger markets (Garissa and Bura) where brokers and traders predominate, both buyers and sellers, or only the buyers pay the fees. For Balambala livestock market, the county government has stopped collecting the market fee since the market lacks adequate infrastructure. Garissa livestock market is very vibrant drawing animals from the neighboring counties.

Results further reveal that almost all the animals supplied to the markets are purchased in all the livestock markets. For example, 75%, 91%, 85.7%, 92.5% and 79% supplied to the markets are purchased, that is, for cattle, camel, sheep, goats and camel respectively. This implies that the markets are very vibrant and that the demand might be higher to what is actually supplied.

In Addition, all livestock markets in Garissa County have their catchment areas from within the counties except for Garissa livestock market whose catchment areas go beyond the county and national borders- Ethiopia, Somalia and Wajir. Animals from Garissa livestock markets are mainly supplied to Mombasa, Nairobi, Mwingi, Garsen and Malindi terminal markets.

Table 1. LMA characterization—Garissa County

LMA characterization			Balambala	Ijara	Garissa	Bura
					LMAs	
Date of creation			2011	2015	1998	2015
Market Day(s)			Thursday Wednesday (cattle and donkeys)	Daily (shoats only)	Daily (shoats and camels)	Daily
Catchment areas			Ashadin, Hifow, Rahole, Kasha, Kuno, Block, Ohio, Libahlow, Garissa	Kababa, Qatile, Ijara, Sangailu, Hulugho	Somalia, Ethiopia, Wajir, Ladgwdwra, Balambala, Ijara, Fafi	Jambele, Bura, Arbatabolo, Dagwardey
Cess collected (KES/head)	Cattle	Seller	100	0	90	0
		Buyer	0	0	210	300
	Camels	Seller	200	0	150	0
		Buyer	0	0	150	500
	Shoats	Seller	50	50	0	0
		Buyer	0	0	50	100
	Donkeys	Seller	100	100	80	0
		Buyer	0	0	80	300
Number of animals supplied and sold	Cattle	Supplied	10	0	2000	10
		Sold	7	0	1500	10
	Camels	Supplied	4	0	30	0
		Sold	3	0	28	0
	Sheep	Supplied	50	70	200	100
		Sold	40	50	200	70
	Goats	Supplied	300	80	350	70
		Sold	280	60	350	50
	Donkeys	Supplied	4	10	20	0
		Sold	2	5	20	0

Main LMA common challenges/capacity developments needs

All assessed LMAs are registered with the ministry of gender, sports, culture and social services where Garissa livestock market is the oldest since 1998. The LMAs are mandated to manage the markets and offer services like; cess/fee collection, enhance security, infrastructure development or identify facilities that need improvement and repairs/maintenance, coordination, disseminate market information, promotion, disease control and surveillance among others. In addition the LMA officials are mandated to lead and manage the other LMA members including organizing of meetings and documenting meeting minutes by the secretary.

LMAs, however, face key challenges while managing the livestock markets some of which relate to capacity development needs presented in Table 2 below. For example, LMA officials (chairperson/vice chair, secretary and treasurer) lack financial management and record keeping skills. LMA officials should therefore be trained, coached and mentored on financial management, governance, leadership, record keeping, transparency and accountability.

In addition, all LMA members should be trained on conflict resolution, group dynamics and business development. Impacting on them business development skills is necessary for all the LMA members who can then be compelled to train other market actors. This will encourage and grow entrepreneurs who can provide support services to livestock value chains. On the other hand, results reveal that all the LMAs lack an organized structure of reviewing performance and their constitution does not mention issues relating to conflict of interest. Notable also is lack of a working space, equipment and tools for all assessed LMAs to support activities and basic work for the LMAs as well as skills and equipment for collecting and disseminating livestock market information.

Table 2. LMA common challenges/capacity development needs—Garissa County

Capacity development areas	Common capacity development needs
LMA structure and systems (market promotion etc.)	Training all the LMA members on disease surveillance, market information collection and dissemination and, basic management skills.
Leadership and governance skills	Training all members on conflict resolution and peace advocates
	Coach them on plan development and establishment of performance indicators
Knowledge, skills and abilities	Coach and mentor all the LMA members on coordination, accountability and on their roles and responsibilities
	Train all the LMA members on group facilitation skills and group dynamics
	Train all LMA members on business development skills
Officials	Chairman: - Training on financial management skills, governance and leadership
	Treasurer: - Financial management training and record keeping
	Secretary: - Coaching and mentorship on record keeping
	Vice/chair: - Training on financial management skills, governance and leadership
Information system and documentation	Link the LMA with the existing communication platform
	Train all the LMA members on collection and dissemination of market information and disease surveillance
Sustainability—long-term plans, savings, investment	Train the LMA members on business plan development and compel them to train other market actors on business development skills.
	Link the LMAs to financial institutions who can extend the same to other market actors by linking the various business entrepreneurs who can provide support services to the livestock value chain
Resource mobilization and utilization	Training all the LMA members on resource mobilization
	Engage the county government of Garissa to embrace the co-management model

Specific LMA capacity developments needs

Table 3 below shows the specific LMA needs for the assessed four markets. For Garissa LMA, the officials are conversant with the vision, the mission and the objectives of the association but the other LMA members (non-officials) need to be sensitized on the vision, mission, objectives and the entire constitution. They can be mentored on how to form sub-committees which can deal with specific matters like conflict resolution among others as well as coaching of all LMA members on group facilitation. All the LMA members should also be coached on simple proposal development and lobbying skills to be able to lobby for funds which can be used in construction and purchase of office equipment.

Balambala LMA officials need coaching on leadership, planning and organization of meetings, record keeping and minutes taking especially the secretary and treasurer. Sensitization of all the LMA members on their roles and responsibilities is needed since only the LMA officials seem to understand their roles. For Ijara livestock market, the LMA members need mentorship in redrafting the constitution to include their vision, mission and objectives while the other members need sensitization on their roles and responsibilities since only the LMA officials seems to understand their roles. For Bura LMA, all the members need coaching and mentorship on how to review and redraft the vision, mission and objectives of the association as well as market promotion skills.

Table 3. Specific LMA capacity development needs—Garissa County

Capacity development areas	Balambala	Ijara	Garissa	Bura
Vision, mission, objective/goals	Refresher session with the members on the vision, mission, of the association	Review and redraft the vision, mission, of the association	Refresher session with the members on the vision, mission, objective/goals of the association	Review and redraft the vision, mission, of the association
Attitude, cohesion and integration	Training LMA members on roles and responsibilities	Training LMA members on roles and responsibilities	Coaching on formation of sub-committee that handles conflict issues in the market	
LMA structure and systems (market promotion, etc.)			Formation of sub-committee within the LMA structure. Need coaching on market promotion	
Working facilities			Assist the LMA in raising proposals to local development partners and County government for the construction and purchase of office equipment.	
LMA management	LMA officials need coaching on leadership, planning and organization, record keeping and minutes taking		Train the LMA members on their roles and responsibilities	

Most important training needs and challenges

Table 4 below presents the most important training needs and constrains faced by the assessed LMAs in Garissa County. Among them are: governance and leadership skills, financial management/basic accounting and record keeping for all the LMA officials. Both LMA officials and other members need coaching and mentorship on; conflict resolution/group management/group dynamics skills, market management and promotion, disease surveillance and reporting, collection and dissemination of market information, their roles and responsibilities, basic skills on resource mobilization, advocacy, lobbying and networking and, training on business development skills. All the LMA members can also be coached on establishment of linkages especially with financial and other service providers.

These results are in line with recommendation made by Naitos (2015a) '*that there is need for capacity strengthening of LMAs in order to execute their mandate, ensuring that the markets sustainability retain effective and transparent governance system with transparency in collection and utilization of resources on behalf of the community*'. In addition, LMAs should be mentored on adoption of livestock grading schemes to increase transparency of animal pricing within their respective livestock markets. The LMAs can also be trained to become long term business service trainers to the local communities. Dialogues between KLMC and the Garissa County government should be supported to initiate consultative process towards adoption and implementation of the co-management model in all the livestock markets so as to enhance management of these markets. Well managed livestock markets have systems for conflict resolution, traceability of livestock which minimizes sale of stolen livestock and has capacity to generate adequate revenue that is used to maintain market infrastructure, facilitate security agents at the markets and the stock routes as well as manage the activities of market intermediaries (Naitos 2015a).

Table 4. LMAs most important training needs and challenges—Garissa County

Most important training needs highlighted by the LMAs
Governance and leadership
Financial management/basic accounting
Conflict resolution/group management/group dynamics
Roles and responsibilities
Record keeping
Market management and promotion
Livestock market information collection and dissemination
Resource mobilization
Activity and business Plan development
Most important constraints the LMAs are facing
Weather conditions are not favorable , poverty , drought
No resonates available
Poor market structures
Livestock diseases.
Inadequate recognition from the County Government due to lack of a supporting legal framework

On the other hand, the most important constraints facing the LMAs when managing the livestock markets include; poor market infrastructure, inadequate working space to support their activities, disease outbreaks, insufficient tools and equipment and inadequate recognition from the County Government due to lack of a supporting legal framework. All the LMAs also lack a monitoring and evaluation system for the livestock markets.

Further, a check list of documents and records kept by the LMAs was made. Results are presented in Table 5 below. All the LMAs have a constitution, three LMAs have a receipt book except Ijara, and only three of the LMAs have payment vouchers (Garissa and Bura) and a cash book (Garissa and Ijara). None of the LMAs have a filing system, traders' list, strategic and business plan or even market information records. All the LMAs have a meetings and general assembly minutes book as well as membership record except Balambala LMA. However, it was reported that most of the minutes were poorly taken. Only Garissa LMA had bank statement records and an invoice book. This implies that Capacity building is required for the LMAs on documentation, record keeping and minutes taking. Results of the check list are given on Appendix 3.

Table 5. LMA document checklist—Garissa County

No	LMA Checklist documents	Balambala	Ijara	Garissa	Bura
1.	Receipts book	NA	NA	A	NA
2.	Constitution	NA	NA	A	NA
3.	Payment vouchers	NA	NA	A	NA
4.	Invoice book	NA	NA	NA	NA
5.	Filling system	NA	NA	A	NA
6.	Traders list	NA	NA	A	NA
7.	Market information records	NA	NA	A	NA
8.	Membership record	NA	NA	A	NA
9.	Bank statements	NA	NA	NA	NA
10.	Co-management MoU	NA	NA	NA	NA
11.	Strategic and business plan	NA	NA	NA	NA
12.	Meetings and general assembly minutes book	NA	NA	A*	NA
13.	Other (specify): Cash book	NA	NA	NA	NA

*Poorly documented; A: Available; NA: Not Available

4.2 Isiolo County

Overview of the County

The county borders Marsabit County to the north, Samburu and Laikipia counties to the west, Garissa County to the southeast, Wajir County to the northeast, Tana River and Kitui counties to the south and Meru and Tharaka Nithi counties to the southwest. The county covers an area of about 25,700 Km². Isiolo has two parliamentary constituencies (Isiolo North and Isiolo South), three administrative sub-counties (Isiolo, Merti and Garbatulla), 10 wards (Wabera, Bulla pesa, Burat, Ngaremara, Oldonyiro, Chari, Cherab, Kinna, Garbatulla and Sericho), 11 divisions, 22 locations and 43 sub-locations (KNBS 2009).

The county's population is 143,294 comprising of 51% (73,694) males and 49% (69,600) females. Several communities are found in this county including: Borana, Turkana, Somali and Meru. Boranas form the largest proportion of the population. There are three main ecological zones in the county: semi-arid (5%), arid 30% and the very arid (65%). The semi-arid zone receives an annual rainfall of between 400–650 mm. The relatively high rainfall is due to the influence of Mount Kenya and Nyambene Hills in the neighboring Meru County. The arid zone receives an annual rainfall of 300 to 350 mm while the very arid zone receives about 150 to 250 mm annually. Land is communally owned and held in trust by the county government with over 80% of the land non-arable (22,000 km²) and is used for grazing by the pastoralists but in some wards such as Kinna, agro-pastoralism is practiced.

Livestock is the pillar of Isiolo's economy as shown in Figure 3 below with an estimated 198,424 cattle, 398,903 goats, 361,836 sheep and 39,084 camels and pastoralism is the dominant production system.

Figure 3. Estimated proportions of livestock population -Isiolo County.
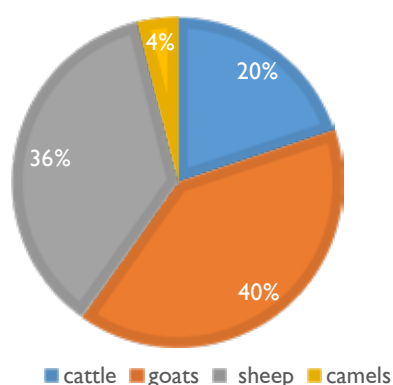
Recently, there has been emergence of other livestock production systems to include; zero-grazing and intensive dairy production in agro-pastoral and peri-urban areas, as well as intensive and free range poultry production. Rangelands are the main source of feed, water and minerals for most livestock reared under pastoral and other livestock production systems. Supplementary feeding has not been embraced by many because of the high cost limiting access by many. Also, the county's potential for livestock production has not yet been exploited. The main barriers include poor governance of the rangelands, largely due to the absence of an appropriate legal framework for land tenure, livestock disease, lack of an organized market for livestock and livestock products, a weak framework for disaster response, and inappropriate and inadequate systems to provide social and financial services.

In regard to policy and legal framework for the livestock sector, policy formulation and enacting is a mandate of the national government. However, Isiolo County has made immense efforts to domesticate the national policies to county context. The county has a county Integrated Development Plan 2013–2017, Isiolo county livestock strategy and action plan (2016–2020) and now in the process of finalizing a livestock sale yard bill through support from AVCD LC project and livestock policy supported by AHADI. Despite the critical role played by livestock in this county, livestock and livestock products, markets are not vibrant. The county has 15 livestock markets (Isiolo, Oldonyiro, Kinna, Belgesh, Duse, Escort, Merti, Yaqbarsathi, Modogoshe, Kipsing, Biliqo, Basa, Koom/ Barambate and Garbatulla) livestock markets, five of which are considered major.

Brief description of the LMAs assessed

In the current study, four LMAs were assessed in Isiolo County. These were; Isiolo, Merti, Duse and Oldonyiro. Results reveal that, the LMAs were formed between 2005 and 2016 with Duse LMA being the youngest. All the LMAs are registered with the ministry of gender, sports, culture and social services. The LMAs are mandated to manage the markets and offer services like; cess/fee collection, enhance security, infrastructure development or identify facilities that need improvement and repairs/maintenance, coordination, disseminate market information, market promotion, disease control and surveillance among others.

Further, results in Figure 4 below shows 74% of the LMA members are men while 26% of them are women. These results imply that LMA composition fulfils the one third gender rule as per the constitution of Kenya except for Oldonyiro LMA where women proportions are around 13%. Actors' representation in the LMAs is also uneven (Figure 5) with only Duse LMA having all the actors represented. Isiolo LMAs comprise traders and brokers and Oldonyiro LMAs comprise producers and traders only.

Figure 4. Composition of the LMAs by gender—Isiolo County.
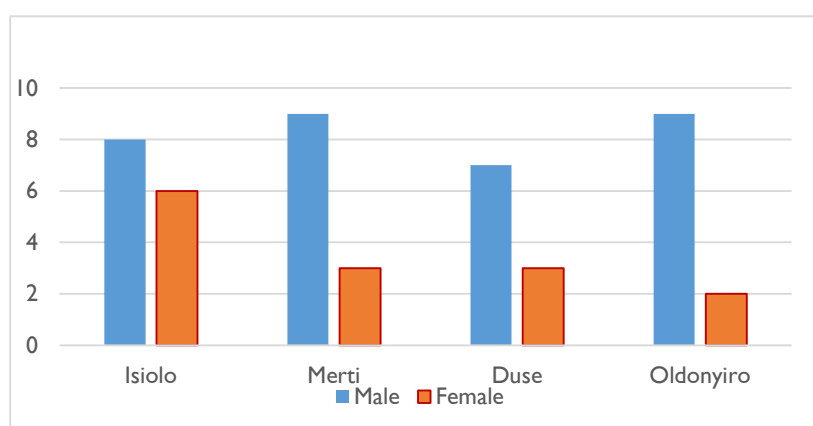
Figure 5. Actors' representation in LMAs—Isiolo County.
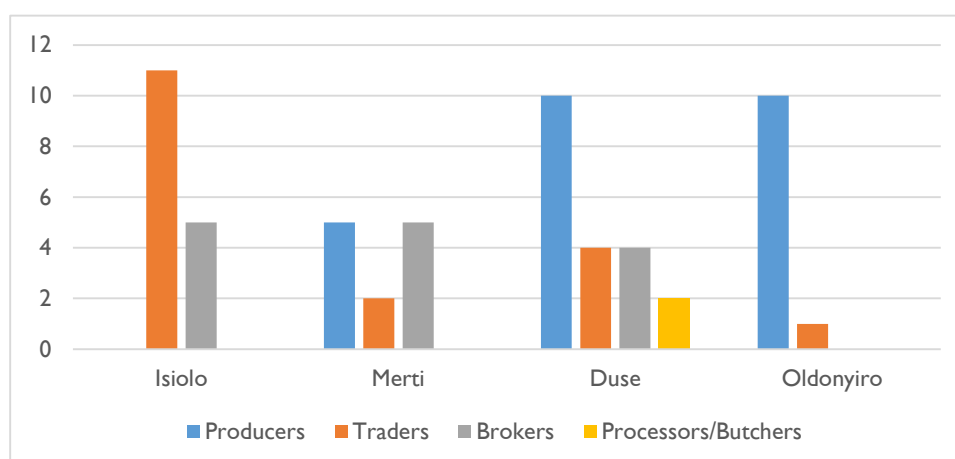
In addition, cess payment for shoats varies from one livestock market to another ranging between KES 50–80 with a fixed amount of KES 100 for large stock (cattle, camel and donkeys) in all the markets which is charged to both the seller and the buyer once a transaction (sale) has taken place. The cess paid in some livestock markets for shoats is higher than the agreed upon amount in the memorandum of understanding (KES 60, that is, 30 paid by buyer and 30 paid by seller). Indeed, Oldonyiro livestock market has the lowest amount of cess paid (KES 60) during a transaction for shoats (Table 6).

Table 6. Cess collected in livestock markets—Isiolo County

LMA characterization			LMAs			
			Isiolo	Merti	Duse	Oldonyiro
Cess collected (KES)	Cattle	Seller	100	100	100	100
	Camels	Buyer	100	100	100	100
		Seller	100	100	100	100
	Shoats	Buyer		100	100	100
		Seller	80	80	80	60
	Donkeys	Buyer				
		Seller	100	100	100	NA

NA: Not Available

Although the co-management model aspires to foster sustainability and efficiency of operations in livestock markets, only one LMA (Oldonyiro) is implementing the co-management model sharing collected revenue in a 50:50 ratio. Oldonyiro has hence become very vibrant since adoption and implementation of this model in July 2012. For example, before co-management launching in Oldonyiro, cess was KES 791,780 in 28 market days (from May 2011–June 2012). This revenue included cess from auction, barter and export fees. During the first seven weeks of co-management, a total of KES 465,355 was collected (Food for the Hungry Kenya, FHK 2012). Figure 6 presents a comparison of cess collected before and after implementation of co-management model in Oldonyiro livestock market for the third quarters of 2011 and 2012 years.

Figure 6. Cess collected (KES) in Q3 (2011) and Q3 (2012)—Isiolo County.
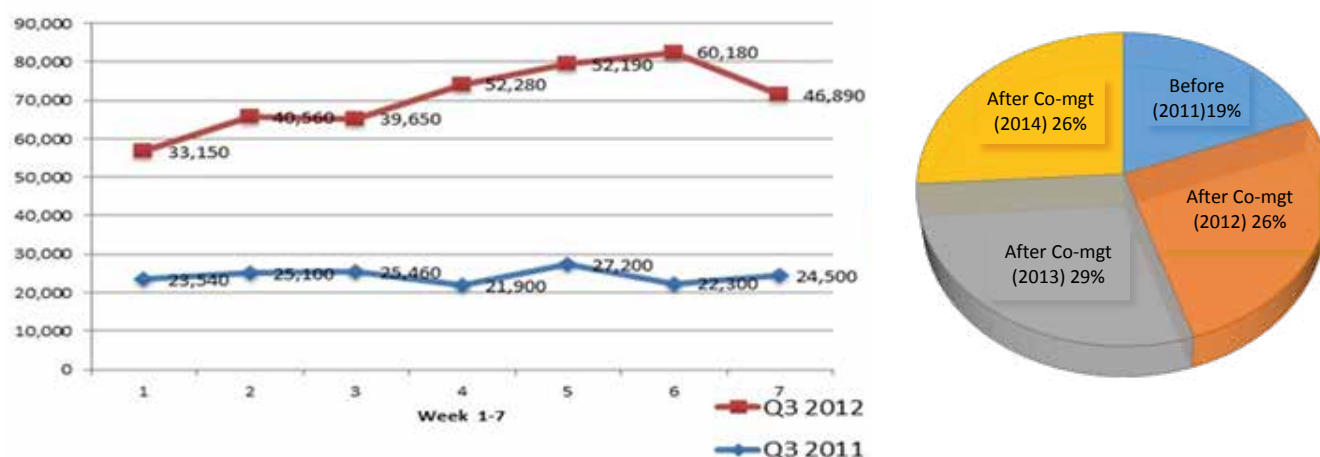
Source: FHK (2012) and SNV (SNV 2013)

There was a 60 % increase in revenue collected between Q3 2011 and Q3 2012 after implementation of co-management model (SNV 2013). In addition, collected revenue from livestock market increased by 26% in 2014 from 19% in 2011. These results imply that adoption and implementation of co-management model in livestock markets can enhance revenue collection and lead to revenue growth for both the county government and the LMAs.

On the other hand, results in Table 7 reveal that Isiolo livestock market has the highest number of shoats (2800) traded per week followed by Oldonyiro (1200) while Merti has the lowest number of shoats (200) traded per week. This is probably because Isiolo is a regional market drawing animals from other livestock markets within the county and also some animals come from the neighboring counties (Marsabit, Garissa and Wajir). In the case of Merti, it is located far from Isiolo market with very poor road infrastructure, limiting its accessibility by external traders. Through the LMAs, the county government should be lobbied to improve the road infrastructure and security to various livestock markets to promote livestock trade and accessibility of far/distant livestock markets.

Table 7. LMA characterization–Isiolo County

LMA characterization		LMAs			
Isiolo		Merti	Duse	Oldonyiro	
Date of creation		2005	2013	2016	2013
Market Day		Daily(shoats and camels) Monday for cattle	Tuesdays and Thursdays Wednesdays (cattle & donkeys)	Tuesdays	Tuesdays
Catchment areas		Merille, Merti, Marsabit, Wajir, Isiolo	Biliqo, Sericho, Belgesh, Malkagala	Boji, Kina, Garba, Kilamawe, Wajir county, Garisa county	Samburu (Kirimon, Ngutukol muget, Ilpus, Lodungukwe), Wamba, Laikipia (doldol, kimanjo), Kipsing', Nyeri, Rumuruti
Revenue sharing (%)	County Gov.	100	100	100	50
	LMA	0	0	0	50
Number of	Cattle	380	80	30	30
animals	Shoats	400	100	500	1200
traded per	Camels	3	0	30	5
Market day	Donkey	0	5	3	0

Source: Survey data 2016

Main LMA common challenges/capacity developments needs

Lack of appropriate skills for accountability and transparency is a key challenge experienced by LMAs in Isiolo County as presented in Table 8 below. LMA members lack skills in group dynamics and conflict resolution. The LMA officials also lack supervisory and leadership skills. For example, two of the assessed LMAs (Oldonyiro and Isiolo) have been trained on co-management model, financial management/records keeping and, organizational development/ strengthening but LMA officials still need training, coaching and mentorship on financial management, governance, leadership, transparency and accountability.

As indicated above, Oldonyiro livestock market is implementing co-management model and the LMA has been taken for exposure visit to Baringo and terminal livestock markets in Nairobi. This partly explains the vibrancy experienced in Oldonyiro livestock market. On the other hand, Isiolo LMA was trained on leadership by ADESO in 2015 while Regal AG trained Oldonyiro LMA in February 2016 on leadership. Duse LMAs have not been trained on leadership.

None of the LMAs have received training on group facilitation or conflict resolution. There is therefore need to support training, mentorship and coaching of all the LMA officials on leadership and organizational skills while all the LMA s members should be trained and mentored on group dynamics to enhance the functioning and efficiency of the LMAs. In addition, adoption and implementation of co-management model in all the livestock markets will increase revenue collected from these markets and also increase efficiency in management of these markets.

Empowerment of all the LMA officials and members by equipping them with appropriate/relevant knowledge and skills coupled with mentorship and training on business development skills will enhance management of the respective local livestock markets. In addition, none of the LMAs have a policy on conflict resolution. The LMAs should therefore be supported to come up with a sustainable strategy for conflict resolution and a monitoring and evaluation system. Implementation of an audit system can also enhance accountability and transparency in management of the livestock markets. LMAs should also be sensitized and trained on adoption of weighing scales so as to facilitate a transparent pricing system in these livestock markets.

Other important skills which should be impacted on the LMAs include: collection of market information data and reporting/dissemination, advocacy and networking skills to enhance their bargaining power especially when

implementing co-management model, networking skills to take advantage of the missing/insufficient financial services among others and negotiate for the services to be availed. LMAs should be trained on basic proposal development so as to fundraise with local development partners and County government for the construction of market infrastructure in markets where this is lacking. However, revenue collected from these markets should be used to purchase office equipment, tools and equipment for collecting market information.

Table 8. LMA common challenges/capacity development needs—Isiolo County

Capacity development areas	Common capacity development needs
Vision, mission, strategies and objectives	Create awareness to all LMA members on the association vision, mission, strategies and objectives
LMA structure and systems (market promotion etc.)	Training and mentor the LMA members on association structure and roles.
Leadership and governance skills	Equip all LMA members with group dynamics skills and coach them on conflict resolution. Support LMAs to develop indicators for performance review.
Knowledge, skills and abilities	Train the all LMA members on market information data collection and dissemination. Create awareness to all the LMA members on their roles and responsibilities. Train all the members on group dynamics, basic proposal writing and advocacy and networking skills.
Officials	Chairman: - Training on financial management skills, governance and leadership. Treasurer: - Financial management training Documentation and report writing Secretary: - Training on record keeping, filling and minute writing Vice/chair: - Training on financial management skills, governance and leadership Members: - Training on market management Governance and leadership and record keeping
Information system and documentation	Link the LMA with the existing communication platform Train the LMA on proper data collection, reporting and dissemination
Sustainability- long term plans, savings, investment	Train the LMA on plan development and coach all the LMA members on management of logistics within the livestock markets Train the LMA members on business plan development and compel them to train other market actors on business development skills. Link the LMAs to financial institutions who can extend the same to other market actors by linking the various business entrepreneurs who can provide support services to the livestock value chain
Resource mobilization and utilization	Training the LMAs on resource mobilization Engage the County government on implementation of co-management model

Specific LMA capacity developments needs

Specific LMA needs are presented in Table 9 below. Few unique training needs per LMA were identified for LMAs in Isiolo County. All the assessed LMAs have a constitution with the vision, mission, strategies and objectives written except for Oldonyiro LMA constitution. Therefore, Oldonyiro LMA should be mentored on drafting of vision, mission, strategy and objectives. In addition, even where the vision mission and objectives are written, members do not understand them. In the case of Merti and Isiolo LMAs, members do not understand their roles and duties. In addition, officials in Merti LMA are all illiterate. LMAs should therefore be mentored on elections of office bearers who have capacity to execute duties designated to officials.

Table 9. Specific LMA capacity development needs—Isiolo County

Capacity development areas	Isiolo	Merti	Duse	Oldonyiro
Vision, mission, objective/goals	Refresher session with the members on the vision, mission, of the association and	Create awareness on vision and mission	Review and redraft the vision, mission, of the association	Train on drafting of mission, vision and objectives
Organizational structure	Create awareness on organizational structure and roles of every member	Training group members on roles and responsibilities	Create awareness on organizational structure and roles of every member	
LMA management		A proposal to reconstitute the LMA was given to integrate literate members		

Most important training needs and challenges

The most important training needs and constrains highlighted by the LMAs are presented in Table 10 below. The key challenges revealed through this assessment are: low LMA management capacities and Lack of transparency in revenue collection and use of collected revenue. LMAs should be supported to come up with a reliable accountability system and strategies of revenue collection. Support should also be given to facilitate recruitment of an external auditing body/system to check and monitor LMA activities and expenditure. Coaching and training should be given on conflict resolution, group dynamics, group management basic proposal writing skills, market management and promotion, disease surveillance and reporting and advocacy and networking skills.

In addition, the officials should be trained and mentored on governance and leadership, financial management/ basic accounting and record keeping. Also, all the LMA members should be trained on business development skills, gathering and reporting of market information and on simplest, affordable dissemination methods. The LMAs can also be coached and trained on use of weighing scales as an approach to improve the pricing mechanism for traded animals.

Table 10. LMAs most important training needs and challenges—Isiolo County

Most important training needs highlighted by the LMAs
Governance and leadership
Financial management/basic accounting
Conflict resolution/group management/group dynamics
Roles and responsibilities
Record keeping
Market management and promotion
Livestock market information collection and dissemination
Resource mobilization
Activity and business Plan development
Most important constraints the LMAs are facing
Livestock diseases
Poor leadership
Inadequate skills

Results in table 11 on documents checklist reveal that, three of the assessed LMAs did not have all the documents except for a business plan. Oldonyiro LMA had all the documents in place which might have contributed to the market vibrancy. Lack of these documents in the other three LMAs: receipt books, payment vouchers, meeting minutes, invoice book, bank statements, etc., represents a weak point and hinders any effort to improve the efficiency

and transparency of the LMAs. LMA officials and members should be sensitized on these issues, and the proposed training, should include among others the provision of these documents and how to keep records. In the future, an external party, should be designed to audit the LMAs and check for the existence of the necessary documents and receipts.

Table 11. LMA document checklist—Isiolo County

No	LMA Checklist documents	Isiolo	Merti	Duse	Oldonyiro
1.	Receipts book	NA	NA	NA	A
2.	Constitution	NA	NA	NA	A
3.	Payment vouchers	NA	NA	NA	A
4.	Invoice book	NA	NA	NA	A
5.	Filling system	NA	NA	NA	A
6.	Traders list	NA	NA	NA	A
7.	Market information records	NA	NA	NA	A
8.	Membership record	NA	NA	NA	A
9.	Bank statements	NA	NA	NA	A
10.	Co-management MoU	NA	NA	NA	A
11.	Strategic and business plan	A	A	A	A
12.	Meetings and general assembly minutes book	NA	NA	NA	A
13.	Other (specify): Cash book	NA	NA	NA	A

4.3. Marsabit County

Overview of the County

Marsabit County occupies the extreme part of northern Kenya bordering Ethiopia to the north, Lake Turkana to the west, Samburu County to the south and Wajir and Isiolo counties to the east. The county covers an area of 70,961 km^2 and is divided into four constituencies namely: Moyale, North Horr, Saku and Laisamis with 20 electoral wards.

Most parts of the county are arid, with the exception of high potential areas around Mt. Marsabit including: Kulal, Hurri Hills and the Moyale-Sololo escarpment. Rainfall is low, unpredictable and erratic. Generally, rainfall ranges between 200–1000 mm annually with mountainous areas receiving moderate rainfall (about 700 mm annually) while areas below 700 m above sea level receive as low as 200 mm. Extreme temperatures are experienced in the county ranging from 10.1°C to 30.2°C with an average of 20.1^{0}C. Drought is quite recurrent posing a major challenge to the development of the county and worsening of water scarcity, loss of livestock, shortage of food and pasture and loss of bio-diversity.

According to Kenya the population is 291,166 comprising of 151,115 male and 140,054 females. There are over 12 communities scattered all over the county in both rural and urban areas. Most land is communally owned and only less than one per cent of land is registered. The mean holding size of adjudicated sections is 0.8 ha. The main features are; the Chalbi Desert, Ol Donyo Ranges in the South West, Mt. Marsabit, Hurri Hills in the North Eastern part Mt. Kulal in North West and the mountains around Sololo-Moyale escarpment in the North East. The county has one indigenous forest known as Mt. Marsabit, with a size of 152.8 km2 which is the only gazetted forest in the county. The other two (Mt. Kulal and Hurri hills) are non-gazetted forests. Soils are shallow and poor.

Livestock keeping is the main economic activity with limited crop production. There are no registered group or company ranches, however different communities have their own grazing areas resulting to resource based conflicts especially in drought season where community competes for grazing fields. This also results in environmental degradation mainly due to deforestation and forest encroachment. In addition, the county has high potential for a number of mineral deposits. Some mining and open cast quarrying activities of blue quamline, mica, chromite and sand harvesting is being done in various parts of the county. Exploration of petroleum is also on-going at Maikona, Laisamis and Kargi.

There is about 370 km of new tarmac road cutting through the county which offers new opportunities in trade and commerce. This means that most county roads are in poor conditions and are impassable during rainy season. The poor state of roads has led to limited cross border trade and also provision of essential services such as health, education, security and extensions services.

The county has two towns: Moyale and Marsabit and three urban centres: Sololo, Loiyangalani and Laisamis with the main traded goods being: livestock, fruits, vegetables, maize, beans, wheat, teff and millets. Majority of maize and beans come from other counties whereas some fruits and vegetables come from Ethiopia through Moyale. There are also some co-operatives societies in the county which are not very vibrant, majority of which are involved in marketing livestock products. The main livestock markets are Moyale, Marsabit, Turbi and Merille and the main terminal markets for livestock are Nairobi and Ethiopia. There are also about 480 self-help groups, most of which are involved in social economic activities like goat keeping, bee keeping, poultry rearing and small micro enterprises.

Currently, the livestock markets in the county are inadequate. Livestock farmers are forced to travel long distances to the market areas, making the exercise expensive in terms of time and energy and this limits market access for the pastoralists. Additionally, the livestock are emaciated on the way to the markets.

Brief description of the LMAs assessed

Marsabit County has twelve LMAs covered in the memorandum of understanding signed between KLMC and the county government. These are; Merille, Illaut, Korr, Turbi, Moyale, North Horr, Diribgombo, Sololo, Odha, Jirime, Kalacha and Jaldesa livestock marketing associations. This study assessed five LMAs including: Merille, Illaut, Moyale, Turbi and Korr. Results in Table 12 shows that all LMAs were formed recently between 2007 and 2012 with variations in the year of registration. The LMA composition has met the one-third gender rule as stipulated in the constitution of Kenya 2010 except for Moyale LMA standing at 17% for women. In addition, 72% of all the LMA members are male and 28% female as presented in Figure 7 below.

On the other hand, 57% of LMA members are producers, 21% traders, 4% brokers, and 10% processors/butchers while the remaining 8% were not specified. In Merille and Turbi LMAs livestock producers are not represented in the LMA. This is probably because Merille livestock market is a vibrant secondary market with traders and brokers being majority. There is, however, a need for LMA reconstitution to ensure representation of all the market actors.

Figure 7. Composition of the LMAs—Marsabit County.

Market days for different livestock markets are at least once a week except for Moyale where the market day is on daily basis. Primary and bush markets within the county are the main catchment areas for these livestock markets with some animals traded in Moyale coming from Ethiopia especially old cattle and from the neighboring counties. Cess collected is charged on both the seller and the buyer for all the animals traded with amount variation across the animal species. For example, large herd (cattle, camel and donkeys) cess paid is KES 100 in all the livestock markets except for Moyale where cess for cattle is KES 200 and KES 50 for small stock (shoats). In comparison with the previous two counties, it is interesting to note that in this case both the seller and the buyer have to pay and the amount paid by each of them is the same. In addition, the co-management model has been implemented in all the livestock markets and revenue is shared in 70: 30 ratio between the county government and LMAs respectively.

Unfortunately, Moyale livestock market is currently not operating/functioning as a result of disputes between the local community and the elected LMA members where the community is advocating for a better representation of all the market actors elected into LMA. All the LMAs should therefore be supported and mentored in electing officials and members who are representative of all the market players to avoid such conflict.

Table 12. LMA characterization—Marsabit County

LMA characterization			LMAs				
Merille			Illaut	Moyale Central	Turbi*	Korr	
Date of creation			2007 registered in 2014	2012	2011 registered in 2013	2007	2007 registered in July 2013
Market day			Tuesday	Tuesday	Daily	Thursday	Saturday
Catchment areas			Serolip, Lesamis, Ilaut, Korr, Loglogo, Garki	Arsim, Gurnid, Lependera, Soita, Farakon, Seren, Oldonyomara, Korr,	Dabel, Golbo, Odda, Bori, Tulta, Bajerero, Sololo, Ethiopia	Bulgabo, Idido, Elobor, Funagurubi, Rawana, Ambalo, Walda, Doswachu, Tigio	Hafarne, Buuro, Rirma, Elaut, Namaeria, Hakesumwa, Balla
Co-management	County government		70	70	70	70	70
	LMA		30	30	30	30	30
Cess Collected (KES)	Cattle	Seller	100	100	200	100	100
		Buyer	100	100	200	100	100
	Camels	Seller	100	100	100	100	100
		Buyer	100	100	100	100	100
	Shoats	Seller	50	50	50	20	50
		Buyer	50	50	50	20	50
	Donkeys	Seller	0	100	100	0	100
		Buyer	0	100	100	0	100
Animals supplied and sold	Cattle	Supplied	50	20	390	23	30
		Sold	47	15		15	15
	Camels	Supplied	39	7	100	17	13
		Sold	35	5 (shoats)		12	7
	Sheep	Supplied	515	200	500(shoats)	68	100
		Sold	490	166		50	70
	Goats	Supplied	802	470		120	410
		Sold	780	290		902	270
	Donkeys	Supplied	0	10	200	0	6
		Sold	0	8	0	0	6

*Turbi data is for April only. The market has not been operational since July due to livestock migrations while the numbers for May and June were negligible
Moyale market has not been consistent in livestock sales since its launching in August
Data for Merrile, Illaut and Korr a is a three months average from August to September 2016

Merille and Moyale livestock markets have the highest number of shoats and large herd supplied to the market per week respectively (Table 12). These results are indicative of markets' vibrancy. LMAs in these markets should be trained on collection and dissemination of market information which can enhance livestock marketing and revenue collection.

Main LMA common challenges/capacity developments needs

Table 13 present the main challenges/capacity development needs identified from all the assessed LMAs. All LMA members do not understand their roles and responsibilities within the LMA. They also lack sufficient tools for basic work and lack indicators of the market success. In addition, they all lack plans which are consistent with their respective constitution. LMAs should therefore be mentored and trained on development of market success indicators and how to integrate them in their plans. Awareness raising for all the LMA members on their respective roles and functions is critical.

LMA officials should also be coached on their responsibilities including organization, management and record keeping skills. Conflict among the livestock market players is common, all the LMA members should therefore be trained on best ways for resolving conflicts by impacting them with group dynamics skills. Most LMAs are aware of the local opportunities and threats facing them, they should therefore be coached on the best way to tap on prevailing opportunities and also on best ways to mitigate/overcome threats facing them and their respective markets.

One constantly highlighted threat is insecurity, the LMAs should be coached, mentored and supported to develop or adopt models that have worked elsewhere for handling insecurity matters. A good example is a model being implemented in Oldonyiro livestock market in Isiolo County. Additionally, advocacy and networking skills should be impacted on all LMA members to enhance their bargaining skills especially with the county government and other development partners. Also to enable them hold dialogues, identify and address emerging community and market stakeholder's need. End market linkages through the LMAs will also be enhanced.

All the LMAs lack a financial accounting system and other records needed for smooth management and accountability. They all should be supported to come up with a reliable and sustainable accounting system to promote their accountability. All the LMAs should also be supported with tools and equipment for accurate market data collection e.g. on livestock supply, sales, prices etc.

Like in other counties, no LMA has developed plans even in draft form. Coaching, training and mentorship are needed to enhance development of short term and long term plans for the LMAs which are consistent with their vision and mission. This will lead to focused leadership, market operations and management of the livestock markets. They should also be coached on distribution of duties among its members.

Table 13. LMA common challenges/capacity development needs—Marsabit County

Capacity development areas	Common capacity development needs
Vision, mission, objective/goals	Hold refresher session to create awareness to all LMA members on the vision, mission and objectives of the association
LMA structure and systems (market promotion etc.)	Training LMA members on group facilitation, and conflict resolution
Leadership and governance skills	Train, coach and mentor on a good model for handling insecurity in livestock markets
	Develop plan and indicators for performance review
Knowledge, skills and abilities	Hold refresher session to create awareness to all LMA members on their roles and functions
	Train all LMA members on basic resource mobilization skills
	Train them on use of weighing scales to enhance animal pricing
Officials	Chairman: - Training on financial management skills, governance and leadership
	Treasurer: - Financial management training
	Secretary: - Governance and leadership Record keeping training
	Vice/chair: - Training on financial management skills and governance and leadership
	Members: - Training on Market management Governance and leadership and record keeping
Information system and documentation	Link the LMA with the existing communication platforms/ local broadcasting platforms for information dissemination
	Train the LMA on proper market information collection and dissemination
Sustainability- long term plans, savings, investment	Train the LMA on plan development
Resource mobilization and utilization	Training on basic resource mobilization

Specific LMA capacity developments needs

Capacity development needs identified during this survey are common to all the LMAs and only a few of them are unique to each LMA. Table 14 below shows the specific LMA needs. For example: Moyale LMA; reconstitution of the LMA is urgently needed to resolve the current conflict caused by poor representation of market players. They should also be supported to come up with a common unifying factor. This will promote cohesiveness in running and managing of the livestock markets. LMA members should be coached on being more proactive to be able to question decisions made by LMA officials. Awareness creation should be done to all LMA members on services they ought to provide at the market.

In the case of Merille LMA, all the members should be coached and mentored to take part in local level development activities and forums. In Korr livestock market some LMA members were said to be inactively involved in management of the livestock market. Mentoring and coaching of the LMA officials to allocate duties to their members can keep them engaged and motivated.

Table 14. Specific LMA capacity development needs—Marsabit County

Capacity development areas	Merille	Moyale Central	Korr
Attitude, cohesion and integration	local level development activities and forums	Supported the LMA to reconstitute the LMA members and to come up with a common unifying factor	Training on how to best replace inactive LMA members
LMA Management		Train the LMA roles and responsibilities Train on co-management model and linkages	

Most Important training needs and challenges

Increasing advocacy efforts through building the LMA capacity and skills to deal with threats and tap on opportunities facing their respective livestock markets will enhance management of these livestock markets and lead to increased livestock marketing as well as growth in revenue collected from these markets. Table 15 presents the most important training needs and most important constraints highlighted by the LMAs. Linkages of LMAs to the end markets can enhance dissemination of price related information to market actors and ease exploitation which may happen especially to producers. Advocacy and networking skills should be impacted on all LMA members and especially to the officials who can lobby for favourable business environment between financial institutions and county government.

All LMA officials need training, mentorship and coaching on leadership, general management skills, financial management, record keeping and documentation for efficient running of the LMAs and the livestock markets in general. In addition, mentorship on conflict resolution and group management is critical to promote unified co-existence of all stakeholders within the livestock markets. Awareness creation on roles and functions should urgently be done to all LMA members. Additionally, all LMAs should be supported to establish a reliable and independent audit mechanism and a standard monitoring and evaluation mechanism for all the LMAs. They all should be coached and mentored on business development skills.

Table 15. LMAs most important training needs and challenges—Marsabit County

Most important training needs highlighted by the LMAs
Governance and leadership
Financial management/basic accounting
Conflict resolution/group management/group dynamics
Roles and responsibilities of all the LMA members
Record keeping and documentation
Market management and promotion
Livestock market information collection and dissemination
Resource mobilization and linkages establishment
Activity and business plan development
Most important constraints the LMAs are facing
Lack of business development skills
Lack of monitoring and evaluation mechanism of their own market and an audit mechanism
Inadequate financial management skills for the officials
Poor market information access for all the market players
Weather conditions are not favorable, poverty, drought

Results in table 16 on documents checklist reveal that, data for all the LMAs was missing. LMA officials and members should be trained and mentored on record keeping and documentation.

Table 16. LMA document checklist—Marsabit County

No	LMA Checklist documents	Merille	Illaut	Moyale Central	Turbi	Korr
1.	Receipts book	NA	NA	NA	NA	NA
2.	Constitution	NA	NA	NA	NA	NA
3.	Payment vouchers	NA	NA	NA	NA	NA
4.	Invoice book	NA	NA	NA	NA	NA
5.	Filling system	NA	NA	NA	NA	NA
6.	Traders list	NA	NA	NA	NA	NA
7.	Market information records	NA	NA	NA	NA	NA
8.	Membership record	NA	NA	NA	NA	NA
9.	Bank statements	NA	NA	NA	NA	NA
10.	Co-management MoU	NA	NA	NA	NA	NA
11.	Strategic and business plan	NA	NA	NA	NA	NA
12.	Meetings and general assembly minutes book	NA	NA	NA	NA	NA

NA: Not available

4.4 Turkana County

Overview of the County

Turkana County lies north of the equator and has borders with South Sudan to the North, Uganda to the West and Ethiopia to the North-East. The county neighboring West Pokot and Baringo counties to the South-West, Samburu County to the South-East and Marsabit County to the East (CRA 2011). It has 6 sub-counties including: Turkana North, Turkana West, Turkana Central, Loima, Turkana South and Turkana East. The county is one of the largest in Kenya, 68,680 km2, and is classified as; semi-arid (19%), arid (42%) or very arid (38%) (Figure 8) (Turkana County CIDP 2015). The county receives very erratic rainfall of between 150 and 400 mm annually with an average precipitation of 250 mm. Temperatures ranges between 20 to 410C, with an average of 30.50C. As a result of this low rainfall and high temperatures are experienced in the county, Turkana residents face persistent threat of starvation and lack of water for both people and livestock.

Figure 8. Climatic classification-Turkana County.
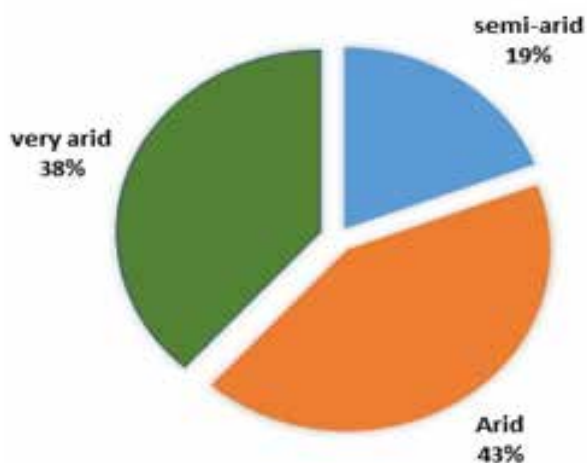
The population is around 855,399 (male 52.03% and female 47.97%) (KNBS 2009) with the dominant community being the Turkana who is the second largest community after Maasai in Kenya. Several other tribes have settled in the county such as El Molo people who live on the southern shores of Lake Turkana. It is believed to be the cradle of humanity with the discovery of 'Turkana Boy' 1.6 million years ago.

Livestock farming is the main economic activity. However, there is also fair level of basket weaving especially among women in Lodwar and other urban centres. Fish farming and trade is practiced in Lake Turkana primarily by El Molo people (CRA 2011). The main land use system is nomadic pastoralism and livestock kept are; cattle, donkeys, camels and goats. These animals are the main source of food and wealth for the majority of the population. Notable is the recent establishment of irrigation schemes for crop production along Kerio and Turkwel rivers.

The county is low lying with open plains, mountain ranges and river drainage patterns and is endowed with the world's largest desert lake—Lake Turkana. Rivers found in the county include: Tarach, Kerio, Kalapata, Malimalite and Turkwel giving the county great potential of producing large amounts of food and fodder, if properly utilized (CRA 2015).

Soils in Turkana County are not well developed due to aridity and constant erosion by water and wind, often capped by stone mantles. Colluvial soils tend to be reddish over the basement system and generally grey buff or white over the volcanoes. Aeolian soils are dune sands either active or fossil; Alluvial soils range from coarse sands to flash flood silts, while black or brown clays occur locally in areas of impended drainage. Due to the low rainfall and high temperatures there is a lot of evapo-transpiration resulting into deposition of salt in the soil and capping on the surface. As a result, only 30% of the county's soil can be rated as moderately suitable for agricultural production.

Road network in the county is appalling. The main roads (from Kainuk to Lodwar and the Lodwar to Lokichoggio) are in poor state. Feeder roads are also dilapidated causing movement of people and goods to be difficult especially during the rainy season. The county has got one airport and 22 airstrips spread across the county which are not well developed.

National electricity grid is connected only to one shopping centre-Kainuk. Unreliable Kenya power Co. diesel generators are used to generate and distribute power in Lodwar town. The available financial institutions are concentrated within one central place—Lodwar. This leads to low savings rate, low borrowing and slow uptake of investment opportunities within the county. In addition three mobile companies operate in the county. Markets are poorly organized with financial institutions concentrated in Lodwar only. They include; three commercial banks (Kenya Commercial Bank, Equity Bank and Post Bank) and several micro-finances serving the local residents including KWFT, Kadet Micro-Finance, Elimu Sacco and Turkana Teachers Sacco.

In regard to policy and legal framework for the livestock sector, policy formulation and enacting is a mandate of the national government. In the devolved governance system, County governments are at the nascent stages of development and are still grappling with the realities of devolution. Most of them are in the process of developing and implementing integrated frameworks for county developments. Efforts are being made to help the counties in domestication of some of the national level policies. Turkana County has now a second annual development plan 2015/2016 to guide the county development agenda. Also a County Integrated Development Plan (CIDP), 2014 as a blue print for development priorities in the next five years.

Brief description of the LMAs assessed

The roles of LMAs in the livestock markets are to educate the producers, negotiate with partners, persuade buyers and make the market attractive. In addition, other LMA functions are: awareness raising and educating pastoralists on market participation, carry out minor repairs and maintenance of market infrastructure, enhance security in livestock markets, manage various logistics in livestock markets e.g. cess collection and collect and disseminate market information to all market players for informed decision making. Livestock markets in Turkana County are yet to become vibrant as expected. This study assessed four LMAs to identify training gaps and challenges highlighted by LMAs when managing the livestock markets. These LMAs were: Lodwar town, Turkwel, Lokichar and Locher Edome.

Figure 9 shows that, the two thirds gender rule has been met in LMA composition with 73% male and 27% female. However, the LMAs lack good representation of all market players. For example, Locher LMA is only made up of traders while Turkwel LMA constitutes of traders and processors/butchers only. On the other hand, all the LMAs constitute 31% producers, 43% traders, 10% brokers, 1% processors/butchers while the remaining 15% comprise other players. Lodwar LMA has the highest number of producers represented in the LMAs. There is therefore an urgent need to reconstitute the LMAs especially in Lokichar and Turkwel for them to be representative of all the market players.

Figure 9. Composition of LMA members by gender and by actors' representation—Turkana County.
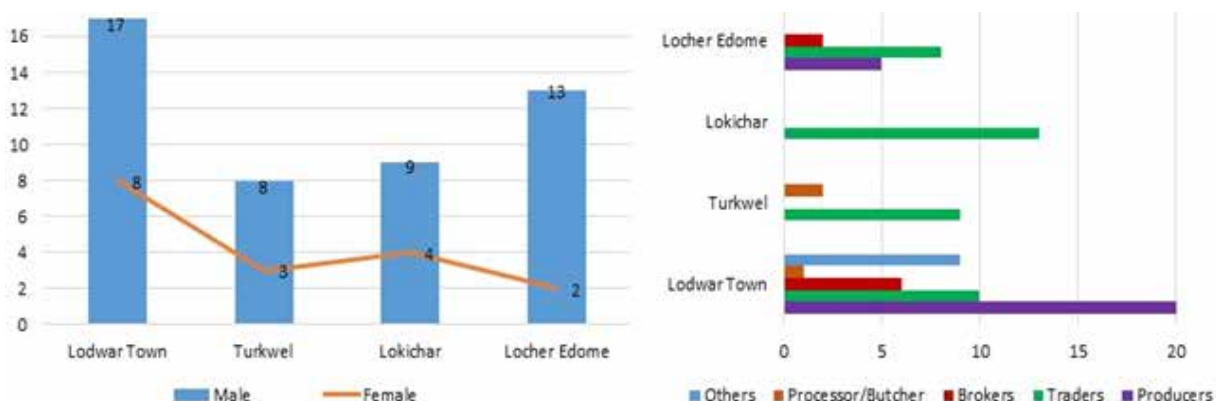
Results in Table 17 reveals a possible shortage of all the animals supplied in all the livestock markets except for Locher Edome where animals supply exceeds the demand. Through the LMAs, pastoralists can be sensitized on the benefits of market participation and market orientation. This will be expected to change pastoralists' subsistence approach. In addition, dissemination of market information to all market players by the LMAs could promote livestock marketing by enhancing informed decision making.

In regard to the co-management model implementation, Turkana County has not yet signed any MoU with KLMC to guide on management of livestock markets. While in the other previous counties cess is paid by the seller, the buyer or both, in Tukana County cess collected in these livestock markets is paid by both the seller and the buyer. Actually the LMA collects cess from the traders while the County collects from Producers. The collected revenue (cess) is however shared between the county government and the LMAs in the ratio of 50:50 for Lodwar and Turkwel livestock markets, while in Lokichar revenue is shared in the ratio of 50:40 and 0:100 in Locher Edome for the county government and the LMAs respectively.

Awareness creation and capacity building for LMAs on adoption and implementation of co-management model could enhance vibrancy of the markets. Support should also be given to facilitate discussions and the signing of MoU between the county government and the LMAs to enhance implementation of co-management model. The assessed markets have daily market days and animals traded come from within the county. Lodwar town and Locher Edome livestock markets have the highest number of traded animals.

Table 17. LMA characterization—Turkana County

LMA characterization			LMAs			
			Lodwar town	Turkwel	Lokichar	Locher Edome
Date of creation			2009	2005	2001	2011
Market day			Daily	Daily	Daily	Daily
Catchment areas			Kapna, Kalokol, Kerio, Kotamk, Kalemunyang, Lokichar, Loima	Kachemeri, Lolupe, Kaitese, Tiya, Movuese, Natutun, Kalemengur, Nakamane	Kamarese, Kalapata, Nakukulas, Lomunyen, Kupurat, Lokabuuru	Lopetaragae, Lopur, Natira, Pelekech, Lokangae, Lodakach
Cess collected (KES)	Cattle	Seller	200	200	200	200
		Buyer	NA	NA	NA	NA
	Camels	Seller	200	200	100	200
		Buyer	NA	NA	NA	NA
	Shoats	Seller	50	50	50	50
		Buyer	NA	NA	NA	NA
	Donkeys	Seller	200	200	200	200
		Buyer	NA	NA	NA	NA
Revenue sharing (%)	County Government		50	50	50	0
	LMA		50	50	40	100
Animals supplied and sold	Cattle	Supplied	3	3	1	15
		Sold	3	3	1	8
	Camels	Supplied	4	0	3	20
		Sold	4	0	3	6
	Sheep	Supplied	25	5	10	45
		Sold	25	5	10	10
	Goats	Supplied	150	20	50	200
		Sold	150	20	50	100
	Donkeys	Supplied	3	4	2	0
		Sold	3	4	2	0

Main LMA common challenges/capacity development needs

Although the LMAs management committees had received some training, for example Locher and Turkwel were trained by ADESO between June and July 2015 while Lokichar was trained by World Vision on leadership skills in 2010, officials highlighted the need for training on leadership, governance and record keeping. In the case of Lodwar LMA the management committee was suspended. All LMA officials should therefore be trained, coached and mentored in the following areas: financial management, record keeping, governance and leadership among others. For example, skills on record keeping should include; type of records, importance and how to keep them, etc. On the other hand, all LMA members including the officials require training on: conflict resolution, group dynamics, advocacy and networking, and basic resource mobilization (Table 18).

The LMA members in all livestock markets are not conversant with their mandate/roles. Therefore, awareness creation and mentorship on roles and functions is critical. Training should be given on business development skills and linkages (with financial institutions for capital acquisition). The LMAs can then train other community members especially women and youth and promote/encourage entrepreneurship in livestock trade and in other support services like; food, clothes, etc. Additionally, all LMA members should be coached on plan development which should be in line with their vision, mission and objectives to enhance focused management and leadership of these markets.

Infrastructural support should also be given to livestock markets in this county. For example in, Locher Edome, to enable them acquire/construct the necessary tools and equipment needed for animal trading process (e.g. loading and unloading ramps). Dialogues should be supported between county government- livestock department and the LMA officials and members to enable the signing of the MoU and the sales yard bill to facilitate implementation of co-management model and boost the livestock markets in the region.

Table 18. LMA common challenges/capacity development needs—Turkana County

Capacity development areas	Common capacity development needs
LMA structure and systems (market promotion, etc.)	Train LMA members on business development skills
Leadership and governance skills	Train LMA members on conflict resolution and group dynamics
	Develop plan and indicators for performance review.
Knowledge, skills and abilities	Train LMA members on record keeping, governance, market management, roles and responsibilities
	Train the management committee on group facilitation skills
	Train the top officials on financial skills
Officials	Chairman: - Financial management skills, governance and leadership
	Treasurer: - Financial management and record keeping
	Secretary: - Record keeping and minute writing
	Vice/chair: - Financial management skills, governance and leadership
Information system and documentation	Link the LMA with the existing communication platform
	Train the LMA on proper documentation
Sustainability- long term plans, savings, investment	Train the LMA on plan development
Resource mobilization and utilization	Training on resource mobilization
	Engage the County government on implementation of co-management model

Specific LMA capacity developments needs

All the LMAs highlighted have almost similar capacity development needs, however, Turkwel LMA desire training on livestock grading system and disease surveillance. This could promote a transparent pricing system and marketing of quality animals. Lokichar LMA highlighted the need for training on business development skills for all LMA members and coaching of LMA officials on leadership and management. In the case of Locher Edome LMA, they require support on representative elections of LMA members and officials to reconstitute the LMA. On the other hand, Lokichar and Locher Edome should be coached on basic proposal writing skills for fund raising to improve the livestock market infrastructure and buy equipment for collecting and disseminating market information efficiently (Table 19). All LMA members of Lodwar Town market should be trained on roles and functions and officials coached and mentored on leadership and management of the LMA.

Table 19. Specific LMA capacity development needs—Turkana County

Capacity development areas	Lodwar Town	Turkwel	Lokichar	Locher Edome
Knowledge, skills and abilities	Train LMA members on roles and functions	Train on livestock grading system and disease surveillance		Reconstitute the LMA membership and incorporate more women
Working facilities			Assist the LMA in raising proposals to local development partners and County government for the construction and purchase of office equipment.	
LMA management	Coach officials on leadership and management	Train on monitoring and evaluation	Coach officials on leadership and management	Train on election of new members

Most important LMAs training needs and challenges

The most important training needs and constrains highlighted by the LMAs are; governance and leadership, financial management/basic accounting, record keeping and market management and promotion skills for LMA officials. In addition, coaching/training and mentorship for the other LMA members should cover; roles and responsibilities, conflict resolution/group, management/group dynamics, livestock disease surveillance, collection and dissemination of livestock market information, resource mobilization and, activity and business plan development (Table 20). A major challenge highlighted by all LMAs is the lack of external traders in the livestock market. LMAs should therefore be coached on market promotion, identification and adoption of an efficient security enhancement model to mitigate incidences of insecurity in the county.

Further, a check list of documents and records kept by the LMAs was made (Table 21). All the LMAs have a constitution, a receipt book, a traders' list, list of all the membership and meetings and general assembly minutes book. However the minutes are poorly written. There were no LMAs with a strategic business plan and co-management MoU. There is therefore need to train and coach the LMA officials on the kind/type of documents LMAs ought to keep and how to document and keep/file them.

Table 20. LMAs most important training needs and challenges— Turkana County

Most important training needs highlighted by the LMAs
Governance and leadership
Financial management/basic accounting
Conflict resolution/group management/group dynamics
Roles and responsibilities
Livestock disease surveillance
Market management and promotion
Livestock market information collection and dissemination
Resource mobilization
Activity and business plan development
Most important constraints the LMAs are facing
Ineffective top management of LMAs
Lack of market information
Lack of external traders
Inadequate water supply
Poor transport facilities and infrastructure in the markets

Table 21. LMA document checklist—Turkana County

No	LMA checklist documents	Lodwar	Turkwel	Lokichar	Locher Edome
1.	Receipts book	A	A	A	A
2.	Constitution	A	A	A	A
3.	Payment vouchers	A	A	NA	A
4.	Invoice book	NA	A	NA	NA
5.	Filling system	A	A	NA	A
6.	Traders list	A	A	A	A
7.	Market information records	A	A	NA	A
8.	Membership record	A	A	A	A
9.	Bank statements	A	A	NA	NA
10.	Co-management MoU	NA	NA	NA	NA
11.	Strategic and business plan	NA	NA	NA	NA
12.	Meetings and general assembly minutes book	A*	A*	A*	A*
13.	Cash book	NA	A	NA	NA
14	Delivery book	NA	A	NA	NA
15	Petty Cash book	A	NA	NA	NA
16	Bank deposit slips	A	NA	NA	NA

* Poorly documented; A: Available; NA: Not available

4.5 Wajir County

Overview of the county

Wajir County covers an area of 56,686 km². It borders Somalia to the east and Ethiopia to the north, the counties of Mandera to the northeast, Isiolo to the southwest, Marsabit to the west and Garissa to the south. The county comprises six sub-counties namely: Wajir East, Wajir West, Wajir North, Wajir South, Eldas, Tarbaj. Temperatures are very high ranging between 21–360C and an average of 28 °C. The county receives low rainfall ranging between 200-700mm and an average of 240mm per annum. The higher areas of Bute and Gurah receive higher rainfall of between 500–700mm.

The county has a population of 727,966 people projected at an annual growth rate of 3.22% from 661,941 in 2009 (MODP 2013). It has 88,574 households with 57% of the population being male and 43% female and a population density of 12 people per square km. Most of the land in the county is arid and the main economic activity is livestock rearing with some agro-pastoralism being practiced in the northern part of the county. The entire county is categorized as trust land apart from a small proportion of the total area occupied by townships. The main land use system is nomadic pastoralism.

The county is featureless plain with seasonal river and Lake; Ewaso Nyiro and Yahud respectively. It has seasonal swamps and drainage lines which serve as grazing zones during the dry season and are used for cultivation during the rainy seasons. Sedimentary rocks are common in the county and loamy soils in the north. Ground water is the main source of water harvested mainly from; numerous wells, earth pans, dams and boreholes. The county has mineral resources like limestone and sand and has great potential for solar and wind energy.

Establishment and management of livestock markets is the sole mandate of county governments and LMAs. There are two secondary markets (Wajir and Habaswein) whose infrastructure is relatively better developed. These markets have a sale yards, loading ramps and toilets which have been installed through donor support. Livestock traded in these markets comes from primary markets within the county and the neighboring counties like Mandera and Marsabit, as well as from neighboring countries, like Ethiopia and Somali. Most of these animals are sold in Nairobi,

Mwingi, Thika, Garissa and Mombasa. The primary markets do not have adequate infrastructure except; Bute, Eldas and Kuturo which have sale yards and loading ramps constructed through donor support. In such markets with no market infrastructure, livestock trading takes place under a tree, in the grazing areas or watering points.

While vibrant interior markets can increase uninterrupted market participation of livestock producers especially by eliminating the brokers-who take advantage of the distances to exploit producers and also reduces other en-route charges. These benefits have not been tapped effectively in Wajir market due to inadequate or lacking infrastructure in these bush and primary markets. Producers are therefore left with less/no alternatives but to trek the animals to distant markets (Wajir and Habaswein) and those who cannot make it to the distant markets are exposed to exploitation by middlemen. Besides, the livestock body condition is wasted when trekked for long distances. In addition, the primary interior markets are spread within the county and include: Griftu, Eldas, Bute, Tarbaj, Kotulo, , Khorof Harar and Sebuli. All the primary markets operate on a daily basis, supplying livestock to the two major secondary markets in the county.

Brief description of the LMAs assessed

LMAs assessed in the current study are; Bute, Wajir, Habaswein, Griftu, Khorof Harar Centre and Sarman. The results reveal that most LMAs are male dominated—78%. (Figure 10). With regard to actors' representation, the majority of the LMAs do not include all value chain actors (Figure 10). For example, in Bute and Habaswein the LMAs comprise producers and traders with no representation of brokers, processors and other types of players. In the case of Wajir the LMA includes traders and brokers while Sarman, Khorof Harar Centre and Griftu comprise producers, traders and brokers. There is therefore an urgent need to support reconstitution of all the LMAs to have better representation of value chain actors.

Figure 10. Composition of LMA by gender and by actor's representation-Wajir County.
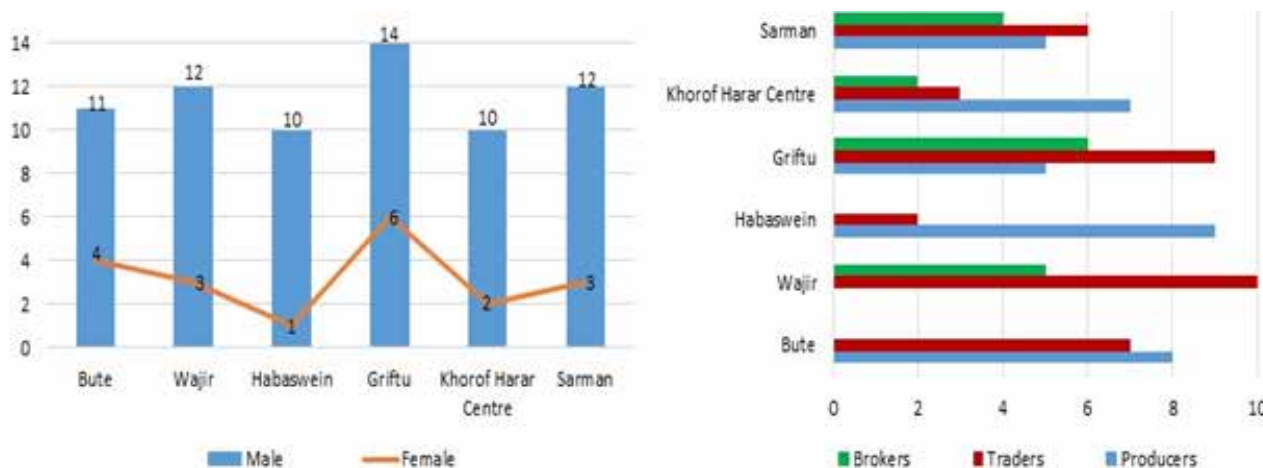
On the other hand, co-management model has not been adopted in Wajir County. The revenue collected is not shared with the LMAs. All LMAs have been trained on governance and leadership. For example, Bute was trained in 2015, Wajir in 2014, Habaswein in 2013 while Griftu and Khorof Harar LMAs were trained by ADESO in 2016. The LMAs were created between 2004 and 2015. Further, results reveal that animals traded in these markets come from within the county except for Habaswein and Wajir markets where some animals come from Garissa, Moyale and Mandera. In addition, cess collected in livestock markets is payable by the seller only, a scenario very unique from the other counties where cess collected is paid by the seller, the buyer or both. Cess for cattle and camels is KES 400/ head in all the markets except for Bute and Habaswein (KES 0 and KES 200 respectively). In the case of shoats, cess ranges between KES 80- 100 while cess for donkeys is KES 200 in all the livestock markets except for Habaswein (KES 100) and Bute (0).

Co-management model has not yet been adopted in all the markets. All collected revenues go to the county government. There is therefore an urgent need to support and initiate dialogues between the county government, LMAs and KLMC geared towards signing of MoU to facilitate adoption and implementation of co-management model. Just as witnessed in other counties which have adopted the model, revenue growth will be realized coupled with vibrancy in livestock markets and improved security. In addition, the majority of animals supplied to these markets are bought/sold. This is indicative of the high demand for livestock (Table 22).

Table 22. LMA Characterization—Wajir County

LMA characterization			Bute	Wajir	Habaswein	Griftu	Khorof Harar centre	Sarman
Date of creation			2004	2010	2009	2015	2015	2015
Market day			Daily	Daily(shoats and camels) Monday (cattle)	Daily (shoats) Saturday (cattle and camels)	Daily	Daily	Daily for shoats and camels, Thursday (Cattle)
Catchment areas			Takaba, Qurmayo, Qofule, Tanaba, Koronhile, Buna	Wajir, Mandera, Moyale	Haherr, dado, Sericho, Modogashe, Basaa, Garissa	Mato, Fatumanur Jigaherr, Doble	Somalia Khorof location	Dunto, Tarbaf, Bute, Kutulo, Sarman
Cess collected (KES)	Cattle	Seller	0	400	200	400	400	400
		Buyer						
	Camels	Seller	0	400	400	400	400	400
		Buyer						
	Shoats	Seller	100	80	100	100	80	80
		Buyer						
	Donkeys	Seller	0	200	100	200	200	200
		Buyer						
Revenue sharing (%)	County government		100	100	100	100	100	100
	LMA		0	0	0	0	0	0
Number of animals supplied and sold	Cattle	Supplied	0	300	400	0	10	100
		Sold	0	260	350	0	8	80
	Camels	Supplied	0	120	53	0	20	50
		Sold	0	120	53	0	15	40
	Sheep	Supplied	40	200	200	30	50	200
		Sold	40	200	150	25	50	200
	Goats	Supplied	40	250	150	50	60	200
		Sold	40	250	100	40	60	200
	Donkeys	Supplied	0	30	7	0	2	0
		Sold	0	10	7	0	2	0

Main LMA common challenges/capacity developments needs

Although LMAs are found in most livestock markets in Wajir County, their capacity to effectively implement the co-management model is weak. The whole concept of livestock co-management and the central role of LMAs in the growth of interior markets is not clearly understood by the LMAs. Capacity building is required for all LMA members to sustainably retain effective and transparent governance system that can ensure transparency in collection and utilization of resources on behalf of the community. The key challenges/capacity development needs identified are presented in Table 23 below. In addition, all the LMA members require training on their roles and functions and further coaching on how to develop performance indicators against which they can be evaluated. Also, LMAs need training on plan development in line with their vision, mission and objectives.

On the other hand, the officials require training and coaching on record keeping, organization and management of their respective LMAs. They should also be mentored on distribution of duties among the LMA members for each member to identify with the LMA. Business development skills should be imparted to all LMA members to encourage entrepreneurial skills among them and also compel them to train their respective community members on entrepreneurial skills. This is expected to increase/promote market vibrancy as well as provision of livestock market support services.

Training on collection, documentation and dissemination of livestock market information is critical to all LMA members. Additionally, advocacy and net-working skills should be impacted on all LMA members to enhance their collaborations and partnership with development partners and the county government. This will also enable them build sustainable relations with established linkages especially with the end market traders.

Table 23. LMA common challenges/capacity development needs—Wajir County

Capacity development areas	Common capacity development needs
LMA structure and systems (market promotion etc.) vision, mission, objective/goals	Awareness creation on vision, mission and objective of their vision, mission and objectives
Leadership and governance skills	Training on conflict resolution to all LMA members and officials
Knowledge, skills and abilities	Coaching on plan development and on development of performance indicators for their respective livestock markets
Officials	Chairman: Training on financial management skills and governance and leadership
	Treasurer: Financial management training
	Secretary: Governance and leadership Record keeping training
	Vice/Chair: Training on financial management skills and governance and leadership
	Members: Train the management committee on group facilitation skills.
Information system and documentation	Link the LMA with the existing communication platform
	Train the LMA on proper data collection, documentation and dissemination of livestock market information
Sustainability- long term plans, savings, investment	Train the LMA on plan development
Resource mobilization and utilization	Training on resource mobilization
	Engage and coach the county government and the LMAs on implementation of co-management model

Specific LMA capacity development needs

Table 24 below presents the specific LMA needs. Few unique training needs per LMA were highlighted implying that common needs were experienced by most LMAs in Wajir County. Khorof Harar Centre LMA members require sensitization on gender equity to promote better women representation in LMA membership. Sarman LMA members need to be supported and mentored on LMA registration. For Bute LMA, training and mentorship on participation in local development activities and forums is necessary. In the case of Habaswein LMA, the members need training on resource mobilization to enable them write simple funding proposal to raise funds for improving the market infrastructure.

Table 24. Specific LMA capacity development needs—Wajir County

Capacity development areas	Bute	Wajir	Habaswein	Khorof Harar Centre	Sarman	Griftu
Attitude, cohesion and integration	Local level development activities and forums	Training group members on roles and responsibilities	Formation of sub-committee that handles conflict issues in the market	Sensitization on gender equity	Mentorship on registration of the LMA	Refresher training on development of LMA structure
LMA structure and systems (market promotion etc.)			Formation of sub-committee within the LMA structure.		Refresher training on development of LMA structure	
Working facilities			Coach the LMA on simple proposal writing skills			

Most important LMAs training needs and challenges

Table 25 presents the most important training needs and most important constraints highlighted by the LMAs. Training and mentorship on advocacy and networking skills will build LMAs capacity and skills to deal with threats and tap on opportunities facing their respective livestock markets. This is expected to enhance management of these livestock markets and lead to increased livestock marketing as well as growth in revenue collected from these markets. Linkages of LMAs to the end markets can enhance dissemination of price related information to market actors and ease exploitation which may happen especially to producers. Advocacy and networking skills should be impacted on all LMA members and especially to the officials who can lobby for favourable business environment between financial institutions and county government.

All LMA officials need training, mentorship and coaching on leadership, general management skills, financial management, record keeping and documentation for efficient running of the LMAs and the livestock markets in general. In addition, mentorship on conflict resolution and group management is critical to promote unified co-existence of all stakeholders within the livestock markets. Awareness creation on roles and functions should urgently be done to all LMA members. Additionally, all LMAs should be supported to establish a reliable and independent audit mechanism and a standard monitoring and evaluation mechanism. They all should be coached and mentored on business development skills.

Table 25. LMAs most important training needs and challenges-Wajir County

Most important training needs highlighted by the LMAs
Governance and leadership
Financial management/basic accounting
Activity and business plan development
Roles and responsibilities
Record keeping
Market management and promotion
Livestock market information collection and dissemination
Advocacy and networking

Most important constraints the LMAs are facing
Poor/lack of market structures- holding pens, roads
Vandalism of market properties
Insufficient water in the market
Livestock diseases
Lack of resources to maintain the market

Further, a check list of documents and records kept by the LMAs was made. Documentation is very poor in all the LMAs. Meetings and general assembly minutes are kept in all the LMAs where data was available, however, these minutes are poorly written and poorly filed with some minutes missing. As expected, none of the LMA has the following documents; Invoice, filing system, traders list, bank statements, co-management MoU, strategic and business plan, cash book, delivery book, petty cash book and bank deposit slip. However all the LMAs have a constitution as presented in Table 26 below. The LMA officials should be coached on record keeping, documentation and filing of LMA documents.

Table 26. LMA document checklist—Wajir County

No	LMA checklist documents	Bute	Wajir	Habaswein	Griftu	Khorof Harar Centre	Sarman
1.	Receipts book	A	NA	NA	A	A	NA
2.	Constitution	A	NA	A	A	A	A
3.	Payment vouchers	NA	NA	NA	A	A	A
4.	Invoice book	NA	NA	NA	NA	NA	NA
5.	Filling system	NA	NA	NA	NA	NA	NA
6.	Traders list	NA	NA	NA	NA	NA	NA
7.	Market information records	NA	NA	NA	NA	NA	A
8.	Membership record	A	NA	NA	A	A	A
9.	Bank statements	NA	NA	NA	NA	NA	NA
10.	Co-management MoU	NA	NA	NA	NA	NA	NA
11.	Strategic and business plan	NA	NA	NA	NA	NA	NA
12.	Meetings and general assembly minutes book	A*	NA	A*	A*	A*	NA
13.	Cash book	NA	NA	NA	NA	NA	NA
14.	Delivery book	NA	A	NA	NA	NA	NA
15.	Petty Cash book	NA	NA	NA	NA	NA	NA
16.	Bank deposit slips	NA	NA	NA	NA	NA	NA

*Poorly documented; A: Available; NA: Not available

5. Conclusions and final recommendations

Pastoralism today accounts for over 80% of the population of northern Kenya, mainly from livestock and its products and by-products which contribute more than 90% of the population's food and income requirements (directly or indirectly). Interventions on livestock production alone can no longer meet the currently increasing demand for animal-source foods, or the rapidly increasing population. There exist significant challenges to smoothing household incomes. Some of these challenges include: weak policies/disabling environment, poor/missing services, drought, long distance to the markets, limited integration, poor infrastructure and long livestock value chains among others. Market-oriented interventions/initiatives are critical to promote market participation of the pastoralists. One such initiative is the co-management model which has so far been adopted in few livestock markets across the study counties. But, such interventions should be targeted on the whole value chain, including market-based interventions, since inclusive development can accelerate economic development and poverty reduction.

LMAs are supposed to play various critical roles in livestock markets, such as collection and dissemination of livestock market information to various actors, provision of security for market actors, etc. Therefore, interventions targeted on LMA capacity building (training, coaching and mentorship) could increase efficiency in the management of livestock markets, revenue growth, increased transparency and accountability and, subsequent, vibrancy in the markets.

In addition, evidence from previous market interventions has shown that the implementation of co-management models spurs revenue collected from livestock markets (e.g. the case of Oldonyiro market—Isiolo County). In this context, the creation of an enabling environment through the domestication of national livestock-related policies and the development/enactment of targeted public policies implementation frameworks, like the sale yard bills, is an important pre-requisite for unleashing the LMA response that would lead to the adoption and implementation of co-management model. Revenue sharing between LMAs and respective county governments will lead to improved security, maintained markets infrastructures and market vibrancy which is urgently needed to meet the increasing demand for animal-source foods.

This study contributes to this debate by assessing the challenges and training needs for the LMAs to inform AVCD-LC interventions aimed at increasing income from sales of livestock by 50% by 2018, lifting an additional 60,000 households in the study regions out of poverty and improving their nutritional status.

The capacity needs assessment exercise of the LMAs was successful in identifying challenges and LMAs capacity development needs. The results reveal that LMAs face very common challenges across the five counties. Although LMAs are in existence in most livestock markets, their capacity to effectively manage livestock markets is weak. The roles and functions of LMA members are not clear/known to them. In addition, all LMA members lack conflict resolution and group dynamics skills necessary in ASAL counties due to the frequent number of conflict and cattle rustling cases. Further, the management committees lack skills to effectively manage these markets. For example, LMA officials lack the financial management skills, record keeping and leadership skills. A structured accountability system is also lacking. Therefore, capacity building (mentoring, training and coaching) is needed to enhance management of the markets.

While results from elsewhere reveal growth in revenue when the co-management model is implemented, its adoption and implementation in the five counties is still low. In fact, only 48% of the LMAs assessed are implementing the co-management model. Awareness raising is urgently required for all stakeholders (county governments and the LMAs) on the importance/benefits of embracing the co-management model. Dialogue with all stakeholders should be supported to establish county sales yard bills which will guide market management and the implementation of the co-management model.

A good governance platform and accountability system is also critical to enhance transparency and accountability in the management of these markets. There is, therefore, an urgent need to train, coach and mentor LMA officials on: governance, leadership, financial management, accountability, transparency and record keeping. Support is also needed in the establishment of an efficient LMA audit system. All LMA members need training and mentorship on basic business development to promote/encourage innovativeness and entrepreneurial skills which could lead to increased vibrancy in livestock markets. The trained LMAs can then be mandated to train and mentor other community members to promote support businesses, especially the provision of value chain support services.

Further, advocacy and networking skills coupled with basic proposal writing skills should be imparted to all LMA members and the officials to enable them lobby their respective county governments and development partners for funding. Increased resources raised from these sources could support the construction of market infrastructure where this is lacking. AVCD-LC in collaboration with the CDVS could support LMAs in livestock disease control through training and coaching LMAs on disease surveillance and reporting, especially of trade-sensitive diseases. The collection and dissemination of market information system is critical to enable value chain actors to make informed decisions. The LMAs should be coached on the collection and dissemination of such information (prices by species grade, numbers of animals traded, animal disease reporting, etc.).

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Annexes

Annex 1. List of the LMAs assessed in the five counties

No.	LMA	County	Date interviewed
1	Balambala	Garissa	19/4/2016
2	Ijara	Garissa	17/4/2016
3	Garissa	Garissa	20/04/2016
4	Bura	Garissa	16/4/2016
5	Merille	Marsabit	10/3/2016
6	Illaut	Marsabit	15/04/2016
7	Moyale Central	Marsabit	14/03/2016
8	Turbi	Marsabit	17/3/2016
9	Korba	Marsabit	11/03/2016
10	Bute	Wajir	22/04/2016
11	Khorof Harar Centre	Wajir	20/04/2016
12	Wajir	Wajir	18/04/2016
13	Habaswein	Wajir	16/04/2016
14	Sarman	Wajir	21/04/2016
15	Griftu	Wajir	2104/2016
16	Isiolo	Isiolo	10/03/2016
17	Merti	Isiolo	14/03/2016
18	Duse	Isiolo	12/03/2016
19	Oldonyiro	Isiolo	16/03/2016
20	Lodwar Town	Turkana	30 /05/2016
21	Turkwel	Turkana	28/05/2016
22	Lokichar	Turkana	26/05/2016
23	Locher Edome	Turkana	27/05/2016

Annex 2. LMA capacity needs assessment questionnaire

Kenya Livestock Marketing Council assessment tools

Date of assessment: _____   Place of assessment: _____

The purpose of this exercise is to assess the capacity of the LMA's and identify the strengths and especially the gaps that should be strengthened. The desired end result is high efficiency of the LMA which will result in a vibrant market and increase of earnings from the livestock trade for the community.

LMA Details

a)   Name of LMA: _____

b)   Date of creation: _____

c)   Number of members: _____   Gender: Male_____   Female_____

d)   Type of members (number): Producers_____   Traders_____   Brokers_____

        Processors/ butchers_____   Others (specify: ………….)_____

e)   What is/are the livestock market day/s: _____

f)   Cess collected by the LMA: Sheep and goats _____ KES/head

        Cattle_____ KES/head   Camels_____ KES/head

        Donkeys_____ KES/head

g)   Proportion of revenue sharing: County government: _____%   LMA: _____

h)   Number of animals supplied and number sold per market day:

	Number of animals supplied per market day	Number of animals sold per market day
Cattle		
Camels		
Sheep		
Goats		
Donkeys		

i)   Specify the catchment area/s: _____

Assessment scores:

1. Does not comply with the statement
2. Somehow complies with statement/ improvement could be done
3. Completely complies with the statement

Characteristics	Score			Explanation behind the scores
I. Identity	1	2	3	
1. The LMA is registered with the relevant legal authority				
2. The LMA works with or for a target group				
3. The LMA has a constitution that governs its operations				
4. Members were involved in the formation and creation of the LMA (explain how?)				
5. The LMA is visible and is integrated within the community (give evidence)				

Average score for identity: _____

Characteristics	Score			Explanation behind the scores
II. Vision, mission, strategies and objectives	1	2	3	
6. LMA members understand the vision and mission of the organization (can the members state the mission and vision?)				
7. The vision and mission are written down				

Average score for vision, mission, strategies and objectives:_____

Characteristics	Score			Explanation behind the scores
III. Attitudes, cohesion and integration	1	2	3	
8. There is a common factor binding the members of the LMA together (which factor is binding the LMA?)				
9. Members are interested and contribute to the LMA's existence and growth (members contribution/cess payment, attending meetings/ level of attendance, etc.)				
10. Members question decisions made by the LMA's leadership (Level of democracy/ interest, forum for discussion and challenging decisions, etc.)				
11. The LMA has defined ways for resolving conflicts (explain)				

Average score for attitudes, cohesion and integration: _____

Characteristics	Score			Explanation behind the scores
IV. Organizational structure	1	2	3	
12. The LMA structure is clear and understood by the members (explain the structure)				
13. The structure is functioning well (explain)				
14. The structure exists to serve the interest of members and market stakeholders				
15. The LMA provides services at the market (what type of services; score the overall quality of services)				
16. The LMA has financial accounting system and other controls (list)				

Average score for organizational structure: _____

Characteristics	Score			Explanation behind the scores
V. Leadership and governance	1	2	3	
17. The roles and functions of the LMA are written, clear and understood				
18. Roles and functions of office bearers are written down and understood (Chairman, secretary, treasurer, etc.)				
19. Free and fair elections of the LMA members are held regularly as per the constitution				
20. The LMA's members and market stakeholders are consulted and participate in decision-making				
21. The LMA leaders are accountable to members and market stakeholders (decisions, audit and sharing)				
22. Annual general meetings for the LMA members are held as per the constitution				
23. The committee meets regularly as per constitution				
24. Minutes of the committee meetings are documented				
25. A policy or constitution mentions issues of conflict of interest				
26. The LMA has a way of reviewing its performance (explain how/ indicators)				

Average score for leadership and governance: _____

Characteristics	Score			Explanation behind the scores
VI. Gender	1	2	3	
27. Tasks are allocated in a gender sensitive manner (are there gender specific activities/task?)				
28. All members are encouraged to give their views and are listened to irrespective of gender, age or ethnicity (observations form the current meeting)				

Average score for gender: _____

Characteristics	Score			Explanation behind the scores
VII. Knowledge, skills and abilities	1	2	3	
29. The management committee members are trained in leadership skills (list the trainings provided and when was the last training?)				
30. The management committee are trained in group facilitation skills				
31. The three officials have high level degree studies (ask for the level of each: chairman, secretary and treasurer)				
32. The three officials have adequate financial management skills (explain)				

Average score for knowledge, skills and abilities: _____

Characteristics	Score			Explanation behind the scores
VIII. Resource mobilization and utilization	1	2	3	
33. The LMA mobilizes support from the different sources (CDF, county government, donors, etc.)				
34. The LMA collects membership fees (how much? Is it renewable?)				
35. The LMA has assets (what type?, list)				
36. The LMA raises resource from other activities other than Auction revenue shares (from what? How much per month/ year?)				
37. Resources are utilized for maintenance of the market, and for investments (what percentage is used for maintenance of the market? Any evidence of resource use? Any investment by LMA?)				

Average score for resource mobilization and utilization: _____

Characteristics	Score			Explanation behind the scores
IX. Working facilities	1	2	3	
38. The LMA has adequate working space to support its activities (office space, where is it located? Meeting space?)				
39. Equipment and tools are sufficient for the basic work of the LMA (list and identify what is lacking)				

Average score for working facilities: _____

Characteristics	Score			Explanation behind the scores
X. Information system and documentation	1	2	3	
40. There is smooth and efficient information flow internal within the LMA (how is information shared? Frequency?)				
41. There is smooth and efficient information flow external with different stakeholders/ chain actors (how is information shared? Frequency?)				
42. The organization keeps a record of major decisions, project activities, events and achievements. Livestock sales, volume, traders and producers contacts, account statements, etc. (list)				

Average score for information system and documentation:_____

Characteristics	Score			Explanation behind the scores
XI. LMA management	1	2	3	
43. The LMA undertakes regular planning (check existence of draft plans; For how long?)				
44. The LMA involves members and market stakeholders in needs identification and planning (how are they involved?)				
45. The LMA has indicators of the market success in the plans (specify the indicators?(Example: Improvement of market infrastructure, increase in the number of traders in the market, increase in the number of livestock sold, increase in revenue collection, proper record kept)				
46. The LMA's plans are consistent with the mission as listed in the Constitution				
47. Responsibilities are shared by staff and members/volunteers (check the draft plan)				
48. There is team work and involvement of all members in LMA activity implementation (check the allocation of duties)				
49. LMA activities are monitored by CLMC (explain)				
50. Members are involved in monitoring and evaluation of their own market (check report, how do they do it)				

Average score for LMA management:_____

Characteristics	Score			Explanation behind the scores
XII. Collaboration	1	2	3	
51. The LMA works with government departments (specify departments/collaboration areas)				
52. The LMA participates in local level development activities/ forums (which ones)				
53. The LMA works with other development agencies (specify collaborations)				

Average score for collaboration:

Characteristics	Score			Explanation behind the scores
XIII. Sustainability	1	2	3	
54. The LMA has some savings and reserve to cushion it at a time of funding shortfall (how much? Financial statement)				
55. The LMA is aware of local opportunities and threats facing it (list opportunities and threats)				
56. There is continuous dialogue, identification and addressing emerging community and market stakeholder needs (give examples)				

Average score for sustainability:

Overall score for the LMA assessment:

Which are the most important training needs for the LMA
members?_____

_____

Which are the most important constraints the LMA is
facing?_____

_____
_____

_____
_____

Checklist

No	Checklist of the documents with LMAs	Available	Not available	Comment
1.	Receipts book			
2.	Constitution			
3.	Payment vouchers			
4.	Invoice book			
5.	Filling system			
6.	Traders list			
7.	Market information records			
8.	Membership record			
9.	Bank statements			
10.	Co-management MoU			
11.	Strategic and business plan			
12.	Meetings and general assembly minutes book			
13.	Other (specify): _____			
14.	Other (specify): _____			

Evaluator's Name(s): _____ Signature(s): _____ Date: _____

Program Officer Approval: _____ Date: _____

Regional Manager Authorization: _____ Date: _____