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**Improved food crop marketing through appropriate transport for poor farmers in Uganda. Report of Golden Milestone Workshop in Igana, 2-4 July 2003 (NRI report no. 2765)**

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**Greenwich Academic Literature Archive (GALA) Citation:**

Kwamusi, P., Kaira, C., Kleih, U., Iga, H. and Smith, D. (2003) *Improved food crop marketing through appropriate transport for poor farmers in Uganda. Report of Golden Milestone Workshop in Igana, 2-4 July 2003 (NRI report no. 2765)*. Documentation. Natural Resources Institute, Chatham, UK.

**Available at:**

<http://gala.gre.ac.uk/12208>

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**NRI Report No. 2765  
Project A1046**

# **Improved Food Crop Marketing through Appropriate Transport for Poor Farmers in Uganda**

**Report of Golden Milestone Workshop in Iganga,  
2 – 4 July 2003**

**P Kwamusi, C Kaira, U Kleih, H Iga, and D Smith**



*This report is an output from a research project funded by the United Kingdom Department for International Development (DFID) for the benefit of developing countries.  
The views expressed here are not necessarily those of DFID.  
Crop Post-Harvest Research Programme – Project R8114*



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**DFID** Department for  
International  
Development



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## Abbreviations

AEATRI	Agricultural Engineering and Applied Technology Research Institute
AGOA	Africa Growth Opportunity Act
ART	Agricultural Rural Transport
ATNESA	Animal Traction Network for Eastern and Southern Africa
CAO	Chief Administrative Officer
CBOs	Community base organisations
CDO	Cotton Development Organisation
CPHP	DFID Crop Post-Harvest Programme
DAP	Draught animal power
DFID	United Kingdom Department for International Development
DAPCWI	Draught Animal Power Community Welfare Initiative
FABIO	First Africa Bicycle Information Office
FHH	Female Headed Household
GIAT	Gender in Animal Traction, Kasese
GoU	Government of Uganda
HH	Household
IFRTD	International Forum for Rural Transport and Development
IDEA	Investment in Developing Export Agriculture, USAID Funded
IGA	Income Generating Activities
IITA	International Institute for Tropical Agriculture
IMTs	Intermediate Means of Transport
KDDP	Katakwi District Development Programme
KENDAT	Kenya Network for Draft Animal Technology
KPF	Karughe Farmers Partnership, Bwera, Kasese
LC	Local Council
MAAIF	Ministry of Agriculture, Animal Industry, and Fisheries
MHH	Male Headed Household
MTCEA	Multi-Purpose Training and Community Empowerment Association, Iganga
NAADS	National Agricultural Advisory Services
NALG	Nakisenhe Adult Literacy Group
NARO	National Agricultural Research Organisation
NEIC	National Environment Information Centre
NFG	National Forum Group
NGOs	Non-government Organisations
NRIL	Natural Resources International Ltd
NRI	Natural Resources Institute, University of Greenwich
PACODEF	Poverty Alleviation and Community Development Foundation
PCT	Presidential Commission for Teso
PAP	Poverty Alleviation Project
PEAP	Poverty Eradication Action Plan
PMA	Plan for Modernization of Agriculture
PM&E	Participatory Monitoring and Evaluation
PRA	Participatory Rural Appraisal
RO	Regional Office, Crop Post-Harvest Programme
RTS	Rural Transport Services

RTTP	Rural Travel and Transport Programme
SAARI	Serere Agricultural and Animal Production Research Institute
SOCADIDO	Soroti Catholic Diocese Development Organisation
SRI	Silsoe Research Institute
SSATP	Sub -Saharan Africa Transport Program
TFG	Transport Forum Group, Kampala
TRAP	Technology for Rural Animal Power
TRL	Transport Research Laboratory Ltd
UNATCA	Uganda Network for Animal Traction and Conservation Agriculture
UNFFE	Uganda National Farmers Federation
UNHS	Uganda National Household Survey
UPPAP	Uganda Participatory Poverty Assessment Project
USAID	United States Agency for International Development
WFP	World Food Programme
YWAM	Youth with A Mission, Katakwi

**Exchange Rate**

£1 = US\$3,100

## **ACKNOWLEDGEMENTS**

The authors of this report would like to thank all the workshop participants for their valuable contributions.

The generous technical and logistical support provided by the local authorities of Iganga District is gratefully acknowledged.

We would also like to thank the Secretariat of the Plan for Modernisation of Agriculture (PMA) for their interest in this research. Last but not least, we are grateful to the DFID Crop Post-Harvest Research Programme for providing the funds for this project.

## BACKGROUND TO THE PROJECT

The project **Improved Food Crop Marketing through Appropriate Transport for Poor Farmers in Uganda** was approved for funding for one year by the DFID Crop Post-Harvest Programme in April 2002. Following a review in February 2003, the project was extended for another year until March 2004.

The project purpose is to develop and promote strategies that will improve food security of poor households through increased availability and improved quality of food and better access to markets. The main outputs of the project are:

- a) Capacity building,
- b) Improved understanding of poor farmers' transport needs,
- c) Validated technology for Intermediate Means of Transportation (IMTs),
- d) Promotional material.

During the first year of the research (i.e. April 2002 – March 2003), the project has carried out the following activities:

- Assistance to the Transport Forum Group of Uganda in setting up an office;
- Strengthening of existing networking mechanisms and creation of new linkages within Uganda and international partners;
- Organisation of a kick-start workshop in May 2002 in Jinja, with the main objectives of presenting the project to stakeholders, exchange of information amongst partners, and participatory planning of the baseline survey;
- Carrying out of baseline survey using participatory and quantitative tools between September and December 2002;
- Processing, compilation and analysis of data between January and March 2002.
- Training of five Ugandan artisans in cart manufacturing in Kenya.
- Purchase and distribution of some IMTs in selected communities where the survey took place. This activity has been put on hold at the recommendation of the review team.

The project includes the following partners: Natural Resources Institute (Managing partners), Transport Forum Group (Project Co-ordinators in Uganda), Transport Research Laboratory<sup>1</sup>, Silsoe Research Institute<sup>2</sup>, and local partners mainly at District level (e.g. Multi-Purpose Training and Community Empowerment Association in Iganga, Gender in Animal Traction in Kasese, and Youth With a Mission in Katakwi). In addition, GoU organisations such as the Secretariat of the Plan for Modernisation of Agriculture (PMA), and Local Government departments are interested and involved in the project.

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<sup>1</sup> TRL Limited, Old Wokingham Road, Crowthorne, Berkshire, RG45 6AU, UK; [www.trl.co.uk](http://www.trl.co.uk);

<sup>2</sup> Silsoe Research Institute, Wrest Park, Silsoe, Bedfordshire, MK45 4HS, UK; [www.sri.bbsrc.ac.uk](http://www.sri.bbsrc.ac.uk).

# **WORKSHOP PROCEEDINGS**

## **1.0 Introduction**

The Golden Milestone Workshop on improved food crop marketing for poor farmers through appropriate means of transportation was held in Iganga on 2 - 4 July 2003. Forty-seven participants including poor farmers drawn from mainly three project Districts of Kasese, Katakwi and Iganga attended. Two participants were from Kenya and three from the United Kingdom (for details see Appendix 2).

### **1.1 Opening address**

The Resident District Commissioner of Iganga, Mr. Katinti, who was the chief guest at the opening ceremony, appreciated the magnitude of the transport problem of farm produce. He welcomed the project initiative as it is in line with government programmes and also suggested government support of the project. He pointed out the need to empower the population to produce for the market, but at the same time expressed concern about the low productivity by the households, indicating that some households are food insecure.

## **2.0 Background to the Workshop.**

As highlighted above, during the first year of the research (i.e. April 2002-March 2003) this project has carried out a number of activities, such as capacity building, improved understanding of poor farmers' transport needs (i.e. baseline study), and preparation of a proposal for phase II of the project.

The second phase of the project (i.e. July 2003- March 2004) has commenced with this Golden Milestone Workshop in order to include direct project partners and other stakeholders more fully in the project process. This necessitated the holding of a workshop to bring together stakeholders to agree on the aims of the project of selecting and validating appropriate choices of Intermediate Means of Transportation and planning and preparing for promotion and uptake of appropriate means of transport.

### **2.1 The objectives of the Workshop**

Following the presentation by Dr Kaira of the workshop objectives (Appendix 3), the participants were requested to write down their expectations of the workshop. The expectations are attached as Appendix 8. It is pertinent to note that many participants were in line with the objectives set for the workshop as follows:

- a. Review of the research project activities.
- b. Presentation of findings of the baseline study.
- c. Development of the project partnerships.
- d. Planning of IMT (Intermediate Means of Transportation) distribution strategy.
- e. Development of monitoring and evaluation strategy.



### **3.0 Workshop presentations and activities - Day 1**

#### **3.1 Project objectives, output and activities by C.K Kaira.**

Dr Kaira provided participants with key objectives, outputs and activities of the project. The presentation is attached in Appendix 4.

#### **3.2 Baseline study findings by U. Kleih**

The objective of this session was to help participants understand the key findings of the baseline study, which took place in phase 1. It was revealed that baseline findings would form the basis of the project activities in phase 2. The presentation is attached in Appendix 5.

#### **3.3 Discussions chaired by P. Kwamusi**

The discussion raised a number of issues regarding the project progress process. Key issues raised were:

- *Land tenure system*

An argument was raised that the research should have investigated the size of land holdings to total land cultivated. This was seen a reason for low production levels among the communities. While the project desires to introduce IMTs to convey the produce from the villages, efforts must be made to increase production in the communities. The figures presented of volume of produce for sale per 12 months did not warrant a transport intervention. The participants were informed that there are government efforts to increase production through a number of interventions in the broad modernization of agriculture framework

- *Rural wealth and well-being*

It was pointed out that the relevance of the investigating radio and paraffin lamp ownership was to try and gauge the livelihoods of the communities.

- *Rural infrastructure network*

A concern was raised regarding the state of the road networks in the communities. While funds have been invested to access village roads and feeder roads, the quality of work done leaves a lot to be desired. The responsible institution or office for rural access roads and feeder roads does not seem to be sufficiently equipped (technically) for this task.

- *Cultural issues*

A concern was raised on cultural issues that may affect the project implementation – for example the mountainous communities of Rwenzori area and the preference to small stock rather than livestock – meaning that introduction of Oxen is not likely to succeed.

- *Policy Outputs*

The participants were informed that the outputs of this project would be presented to policy makers bearing the project experiences in mind. The participants recommended that in the transport economics section, comparative figures on the different IMTs will be included to make a case for recommendations clearer.

### **3.4 Partnership development by F. Almond and D. Smith.**

The facilitators begun by helping participants to understand the project aims, which were revealed as:

- (a) To select and validate appropriate choices of Intermediate Means of Transportation
- (b) To plan and prepare for promotion and uptake through appropriate means

They showed the project coalition process as one involving the following stakeholders:

- Coalition knowledge providers,
- Coalition intermediaries, and
- Coalition users.

Regarding the relationships with the project it was seen that stakeholders were either internal or external to the project process. A stakeholder analysis was carried out and a list of stakeholders was generated.

A categorization of stakeholders was carried out by the team which led to the following two criteria:

Criteria 1:

Based on generation of information. Groups include generators, intermediaries and users.

Criteria 2:

Based on level of involvement in project activity. Both internal (Directly involved in project activities and external (not directly involved in project activities).

Participants were drawn into the above groups and requested to discuss the underlying relationship issues. It was pointed out to the participants that the area of transport and especially IMTs is a complex subject requiring a complex response. The response involves many players with varied roles and responsibilities all of which affect the implementation of the project. In view of longer-term activities, it was indicated that the current project cycle format means that the project comes to an end and there is a need to have continuity. Therefore the identification of stakeholders who are in a position to take on the responsibility of continuing the work is important.

## 4.0 Workshop presentations and activities - Day 2

### 4.1 IMT Distribution Strategy by C.K Kaira and U. Kleih

A definition of Intermediate Mode of Transport was provided as being means of transportation between human portage and motorised vehicles. The criteria for selecting IMTs were listed. Participants were asked to provide information on selection criteria in relation to different farming systems.

**Criteria** identified include the following:

- Road conditions,
- Terrain,
- Affordability / economic considerations,
- Security
- Social and cultural factors,
- Type of load,
- Speed / versatility of vehicle,
- Environmental and ergonomics issues.

A full list of the criteria is attached in Appendix 9.

A **list of IMTs** was drawn up together with the workshop participants, i.e.

- Ox carts, 2 and 4 wheel
- Hand push carts
- Wheelbarrows
- Donkeys (pack animals)
- Donkey carts + donkeys
- Bicycle adaptations
- Trailers (single wheel and double wheel)
- Ambulances
- Heavy-duty carriers
- Tandem
- Gears
- Sledges
- Boats
- Cable transport

An identification of **clients** was made and the following issues were considered:

- Client groups – low/middle income
- Men/Women –ability to be monitored
- Better off/Poor – ability to present a business plan
- Groups/ individuals
- People with disabilities
- Youth/adults
- Community resource centres

## **4.2 Discussion on IMT distribution by C. K Kaira and U. Kleih**

The above exercises were accompanied by a lively discussion during the course of which the following issues were highlighted and agreed:

- The poor may not be able to generate and provide data. The identified clients must be economically viable i.e. middle-income farmers with a minimum of literacy are likely to be better able to monitor and undertake research.
- The resources available may not be adequate for the team to be able to generate information from all categories.
- Generation of brief business plan for appreciation. This should point out the type of load and distance from which it can be judged whether the income provided by the IMT is appropriate.
- Consider payback schemes for accountability and to be able to capture those individuals that may not be able to afford the initial costs of IMTs (livestock loans). This requires that donkeys be purchased pregnant and those that are born are bred and passed on to other farmers.
- Donkeys must be well transported and must be well looked after.
- The middle-income people will pay back by passing on offspring/foal. A balanced mixture of the above beneficiary groups will enable the project to generate data and give informed ideas on the introduction of IMTs.
- It was agreed that the risk of purchasing cost should be shared, i.e. 60% would be borne by the farmers, and 40% by the project.
- Donkeys (as pack animals), donkey carts, oxen and ox-carts, hand carts / wheelbarrows, and bicycles were identified as the main IMTs the project should concentrate on (for details of matrix exercise see Appendix 9).
- It was suggested that the project might also look into improved equipment for human portage (e.g. back-packs), however the workshop participants preferred that the project concentrates on IMTs.
- Critical mass is important for the adoption of IMTs, this needs to be evaluated through demand assessments.

## **5.0 Workshop presentations and activities - Day 3**

### **5.1 Presentation by Dr. Mutua, KENDAT**

He informed participants about the work being undertaken by the sister project in Kenya. Unlike the Ugandan project, the Kenyan project is being funded by three donors and is bigger. He stressed the need for networking between the two projects for the benefit of sharing experiences. The presentation is attached in Appendix 7.

### **5.2 Participatory Monitoring and Evaluation by D. Smith and F. Almond**

Participants were drawn into groups with the aim of defining their role within the project. This was done in light of the project aims, i.e. selecting and validating appropriate choices of Intermediate Means of Transportation, and planning and preparing for promotion and uptake of project findings.

The groups were requested to define their role statement(s) in contributing to the above project aims. In order to define their role, they were asked what contribution they could make towards the achievement of the project aims.

They were asked to test their role statements using the guidance notes given by the facilitators. Those statements that did not meet the test were discarded. The role statements had to be measurable and time bound. The results of this exercise are included in Appendix 10.

Participants were further asked to review their links to other partners. This was meant to understand the nature of that link (e.g. direct or indirect links).

## **6.0 Closing Ceremony**

### **6.1 Appreciation by Kwamusi Paul**

He thanked participants for having put in a lot of effort to make the workshop a success. He requested Dr Kaira to summarise for the chief guest what the workshop had covered over the three days.

### **6.2 Closing remarks by Chief Guest**

The Chairman, Iganga District Council, Mr Chafu, thanked the workshop organisers for having chosen Iganga not only as a venue for the workshop but also as a research area. He emphasised the need to modernise agriculture and hard work if Uganda was to develop as a country. He decried social problems in his district which compromise productivity.

## **7.0 Developing a Participatory Monitoring and Evaluation Framework**

The project's mid-term review recommended that the project team should ensure that a participatory monitoring and evaluation framework was developed during the Golden Milestone Workshop (2-4<sup>th</sup> July, 2003), and that the framework is reflected in adjustments to the project's logical framework (Communication from DFID CPHP East Africa Office, May 2003).

Due to the number of issues that needed to be covered during the three-day Golden Milestone Workshop (documented in-part through the Building Partnerships Memo), and the attendance of external stakeholders, it was felt that a separate two-day workshop should be convened the following week to address monitoring and evaluation amongst the project's coalition partners. Consequently, this workshop was convened, and took place on the 8-9<sup>th</sup> July, 2003, in the Sports View Hotel, Kampala. All of the coalition partners were represented (see Appendix 10 for details).

At the end of the workshop the core project team prepared an implementation plan as outlined below.

**Project Implementation Plan: July – September 2003**

No.	Activity	Time Frame	Responsibility
1	Intermediaries to make budgets for their Action Plan for July-September 03 and submit to TFG for necessary action	By Last Week July 03	Intermediaries, TFG and NRI
2	Meet Clients to negotiate their role and our role in the project	By First Week August 03	Intermediaries, Clients
3	Assessment of effective demand for IMTs taking into consideration the beneficiary selection criteria agreed on at the Iganga Golden Milestone Workshop	By First Week August 03	Intermediaries, Clients. TFG and NRI
4	Purchase and Distribution of IMTs	By Last Week August 03	TFG, NRI, Intermediaries, Suppliers, Manufacturers, Clients
5	Train Clients in the use and maintenance of IMTs	By Second Week September 03	Intermediaries, Clients, TFG and NRI
6	Make quarterly reports for consideration by the First Partnership Meeting 23-26 September 03	By Second Week September 03	Intermediaries, Clients, TFG, NRI
7	Review Partnership with other stakeholders	On-going	Intermediaries, Clients, TFG, NRI, other Stakeholders
8	First Quarterly Partnership Meeting to be held 23-26 September at the Catholic Social Center, Kasese	23-26 September 03	TFG, Intermediaries, Farmers, Suppliers, Manufacturers, etc.

## **APPENDICES**

**Appendix 1: Workshop Programme**

**Appendix 2: List of Participants**

**Appendix 3: Golden Milestone Workshop – Objectives and Outputs,  
by Dr Charles Kaira, TFG**

**Appendix 4: Project re-cap, by Dr Charles Kaira, TFG**

**Appendix 5: Summary of Findings of the Baseline Study, by U Kleih, NRI**

**Appendix 6: Building Partnerships: The Participatory Planning Process at the  
Golden Milestone Workshop, by David Smith**

**Appendix 7: Improved Agricultural Transport for Kenya: Results from  
Baseline study, by Dr Mutua.**

**Appendix 8: Participants' Expectations of the Workshop**

**Appendix 9: Selection Criteria for IMTs**

**Appendix 10: Developing a Participatory Monitoring and Evaluation  
Framework, by Mr D Smith, NRI. (This training was conducted  
in Kampala on 8-9 July 3003)**

## APPENDIX 1

### Programme For The Golden Milestone Workshop On Improved Food Crops Marketing Through Appropriate Transport For Poor Farmers In Uganda, Iganga, 2 – 4 July 2003

Wednesday, July 2 <sup>nd</sup> , 2003	
08:00 - 9:00	Arrival and Registration
<b>TECHNICAL SESSION I: Chairman, Mr. Paul Kwamusi, Transport Forum Group (TFG)</b>	
09:00-9:15	Self-Introductions by Participants
09:15 – 9:25	Workshop Objectives and Outputs - <b>Dr. Kaira, Local Project Coordinator TFG</b>
09:25-9:45	Recap of Rural Transport Project - <b>Dr. Kaira, Local Project Coordinator TFG</b>
09:45 – 10:30	Presentation of the Baseline Study - <b>Mr. Kleih, Team Leader NRI</b>
10:30 –10:45	<i>Opening Address by Mr Francis Batinti, RDC Iganga District</i>
10:45 – 11:00	<i>Group Photograph</i>
<b>11:00-11:30</b>	<b>COFFEE/TEA BREAK</b>
11:30-13:00	Discussions
13:00-14:00	Lunch
TECHNICAL SESSION II: Mr. David Smith & Mr. Frank Almond	
<b>14:00-15:30</b>	<b>Theme: Developing Project Partnerships</b>
<b>15:30-16:00</b>	<b>COFFEE/TEA BREAK</b>
16:00-17:00	IMT Demonstration at Local Government Headquarters
Thursday, July 3 <sup>rd</sup> , 2003	
8:30-10:30	<b>Theme: Developing Project Partnerships Continued</b>
10.30 – 11:00	<b>TEA/COFFEE BREAK</b>
<b>TECHNICAL SESSION III: Theme: Plan For Action Research</b>	
10:30-11.30	Sub-theme: Distribution Strategy Identification of Clients Economics Ergonomics
13:00-14:00	<b>Lunch</b>
14:00-15:30	Sub-theme: Distribution Strategy Support services Acquisition of IMTs by the Clients (selection, critical mass, credit lines, give a calf.)
<b>15.30 –16:00</b>	<b>TEA/COFFEE BREAK</b>
16:00-1630	<b>Presentation of KENDAT Baseline Study</b>
16:30-16:45	<b>Discussion</b>
16:45-17:15	<b>Presentation of KENDAT Plan For Action Research</b>
17:15-18:00	<b>Discussion</b>
Friday, July 4 <sup>th</sup> , 2003	
8:30-10:30	Sub-theme: <b>Participatory M&amp;E</b>
<b>10:30-11:00</b>	<b>COFFEE/TEA BREAK</b>
11:00-13:00	Sub-theme: <b>Participatory M&amp;E Continued</b>
13:00-14:00	<b>Lunch</b>
14:00-15:30	Sub-theme: <b>Participatory M&amp;E Continued</b>
<b>15.30 –16:00</b>	<b>TEA/COFFEE BREAK</b>
<b>TECHNICAL SESSION IV: Closing Session Chairman, Mr. Paul Kwamusi, Transport Forum Group (TFG)</b>	
16:30-16:45	Presentation of the workshop outputs – <b>Dr. Kaira, Local Project Coordinator TFG</b>
16.45-16.50	Vote of Thanks – <b>Mr. Paul Kwamusi, Chairperson, TFG</b>
16:50-17.00	Closing Remarks – <b>Mr. A. Kyaffu, Chairman LCV, Iganga District</b>
18:00	<b>COCKTAIL</b>



## APPENDIX 2

### List of Workshop Participants

NAME	DESIGNATION	ADDRESS	E-MAIL	TELEPHONE
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WAKABAKA VT	FARMER	KIROBA BUDOMA IGANGA DISTRICT		
KANGE KATIRINI		KIROBA BUDOMA IGANGA DISTRICT		
BALIDAWA BADRU	ADMINISTRATOR	NTEGA-IGANGA		
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TAKEM TOM	ASSISTANT	P.O BOX 50		045-73070

		KATAKWI		
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WADNELA MOHAMMED	CORPARATION/ARTISAN	IGANGA FURNITURE MARK.		
DR. C.K. KAIRA	LOCAL PROJECT CO- ORDINATOR TFG	P.O. BOX 20 KYAMBOGO	ckkaira@africaonline.co.ug	077- 041-
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NABIRYO EDITH				
KAZUNANI D				
MBABAZI M.C.				

**APPENDIX 3**

**Golden Milestone Workshop  
Objectives and Outputs**

**Presentation by Dr C K Kaira, TFG**

# Golden Milestone Workshop Objectives & Outputs

By

Dr. Charles K. Kaira  
Local Project Coordinator

## Main Objectives

- Review of research project activities in the last twelve months
- Presentation of the Baseline Study on household livelihoods and transport needs in Iganga, Kasese and Katakwi Districts
- Development of Project Partnerships:
  - Coalition Framework for Research Project
  - Map of stakeholder Relationships

2

## Main Objectives (Continued)

- Formulation of Plan for Action Research:
  - Distribution Strategy for IMTs:
    - Economics of IMTs
    - Ergonomics of IMTs
    - Identification of Clients
    - Acquisition of IMTs by Clients
      - Selection
      - Meeting a critical mass
      - Availability of credit lines
      - Give a calf, etc.
    - Support services

3

## Main Objectives (Continued)

- Development of Participatory Monitoring & Evaluation (PM&E)
  - Preparation of PM&E system
  - Stakeholder Involvement
  - Information needs
  - Information collection tools
  - Resource requirements
  - Allocation of responsibilities

4

## Outputs

- Action Plan Strategy
  - IMT Distribution strategy
  - Participatory Monitoring & Evaluation Framework
- The Way Forward

5

Thank You For Your attention!

6

## **APPENDIX 4**

**Recap of Project, Presentation by Dr C K Kaira, TFG**



# Improved Food Crops Marketing Through Appropriate Transport For Rural Farmers in Uganda

## Project Recap

By

Dr. Charles K. Kaira  
Local Project Coordinator

## Research Collaborating Institutions

- Natural Resources Institute (NRI) – Lead
- Transport Forum Group (TFG) – Local
- Transport Research Laboratory (TRL)
- Silsoe research Institute

## First Year Activities

- Assistance to TFG Uganda to set up an office
- Kick-start Workshop - 27-29<sup>th</sup> May 2002
- Strengthening of existing networking mechanisms & creation of new linkages within Uganda and international partners
- Baseline Study PRAs - 22 Sept. to 12 Oct. 2002
- HH Questionnaire - Mid-Nov. - Dec. 2002
- Trial Introduction of IMTs - Mid-Nov. 02 – Jan.03
- Training of Artisans in Kenya December 2002
- Prepare Baseline Study Report – Jan.-March. 2003

3

## Assistance to TFG Uganda to set up an office

- Opened Office in May 2002
- Address:
  - 5 Edinburgh Avenue, Lower Kyambogo Estate, P.O. Box 20 Kyambogo, Uganda.
  - Telephone: 256-41-288312
  - Fax: 256-41-286218
  - Email: [ckkaira@africaonline.co.ug](mailto:ckkaira@africaonline.co.ug)

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## Kick-start Workshop

- Selected three Districts:
  - Kasese (Mountainous)
  - Katakwi (Teso Farming system)
  - Pader (Lango Farming system) due to insurgency now replaced by Iganga (Banana Farming system)

5

## Strengthening networking mechanisms & creation of new linkages

- Plan for Modernization of Agriculture (PMA), Kampala
- Serere Agricultural and Animal Production Research Institute (SAARI),
- Multi-Purpose Training and Community Empowerment Association (MTCEA), Iganga
- Youth With a Mission (YWAM), Katakwi
- Karughe Farmers Partnership, Bwera, Kasese
- T Triple W Engineering Ltd, Kenya
- KENDAT

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## Baseline Study PRAs

- Three Sub-counties in each district
- One Village in each sub-county
- One day (11 am – 4 pm) in each village
- Six Experts (Marketing, Engineering, sociology, Gender, Transport Economist, Veterinary Medicine)

7

## Household Survey

- Total of 397 HHs in nine Sub-counties
  - Iganga (Ivukula, Bukanga & Makutu)
  - Kasese (Kyabarungira, Mahango & Nyakiyumbu)
  - Katakwi (Asamuk, Orungo & Kapujan)

8

## Trial Introduction of IMTs

- Purchase of IMTs (20 Donkeys, Ox-ploughs, 6 pair of Oxen, Animal Carts)
- Training of Farmers in Draught animal utilization
- Activity put to a stop by Review Team until Baseline Study Report Ready & Action Research Plan ready.

9

## Training of Artisans in Kenya

- One week training in Kenya in the art of animal-cart wheel-making (wooden, steel & rubber) at Ms Triple W. Engineering Ltd, Naro Moru, Kenya for:
  - Mr. Wakesa (Kamwenge)
  - Mr. Simon Aliao (Katakwi)
  - Muhamed Wadude (Iganga)
  - Mr. M. Muhindo (Kasese)

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**Thank You For Your Attention!**

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## **APPENDIX 5**

**Results of the Baseline Study, Presentation by Mr U Kleih, NRI**

**APPENDIX 5**

**Results of the Baseline Study, Presentation by Mr U Kleih, NRI**

**Improved Food Crops  
Marketing through  
Appropriate Transport for  
Poor Farmers in Uganda**

**Baseline Study in 9 Sub-Counties of  
Iganga, Kasese, and Katakwi Districts**

**Study funded by DFID  
Crop Post-Harvest Research Programme**

**NRI**

**TFG**

**TRL**

**SRI**

**Local  
Partners**



# **Summary of Findings of the Baseline Study**

## **The Survey**

### **Survey Locations**

### **Participatory Rural Appraisal**

### **Household Questionnaire Survey**

## Survey Locations

<b>District</b>	<b>Sub-Counties</b>	<b>Accessibility</b>	<b>No of Households Interviewed</b>
<b>Iganga</b>	<b>Ivukula</b>	<b>Medium</b>	<b>45</b>
	<b>Bukanaga</b>	<b>Good</b>	<b>45</b>
	<b>Makutu</b>	<b>Remote</b>	<b>44</b>
<b>Kasese</b>	<b>Kyabarungira</b>	<b>Mountains, poor access</b>	<b>43</b>
	<b>Mahango</b>	<b>Mountains, poor to medium access</b>	<b>45</b>
	<b>Nyakiyumbu</b>	<b>Mountains and flat terrain, variable access</b>	<b>42</b>
<b>Katakwi</b>	<b>Asamuku</b>	<b>Good</b>	<b>44</b>
	<b>Orungo</b>	<b>Remote</b>	<b>45</b>
	<b>Kapujan</b>	<b>Medium</b>	<b>44</b>

# **Participatory Rural Appraisal**

## **Techniques used**

**Literature survey**

**Key informant discussions**

**Semi-structured interviews**

**Maps, e.g. of transport and travel patterns**

**Scoring and Ranking, e.g. on use of certain means of transportation**

**Calendars, daily activity profiles**

**Transect walks**

**Case studies**

## **Issues Covered**

**District setting, LG, NGOs**

**Farmers' livelihoods:**

- Assets, vulnerability context,
- Farming, marketing, other income generating activities

**Availability of means of transportation  
(motorised, non-motorised)**

**Transport knowledge, use, patterns**

**Road network**

**Suggestions**

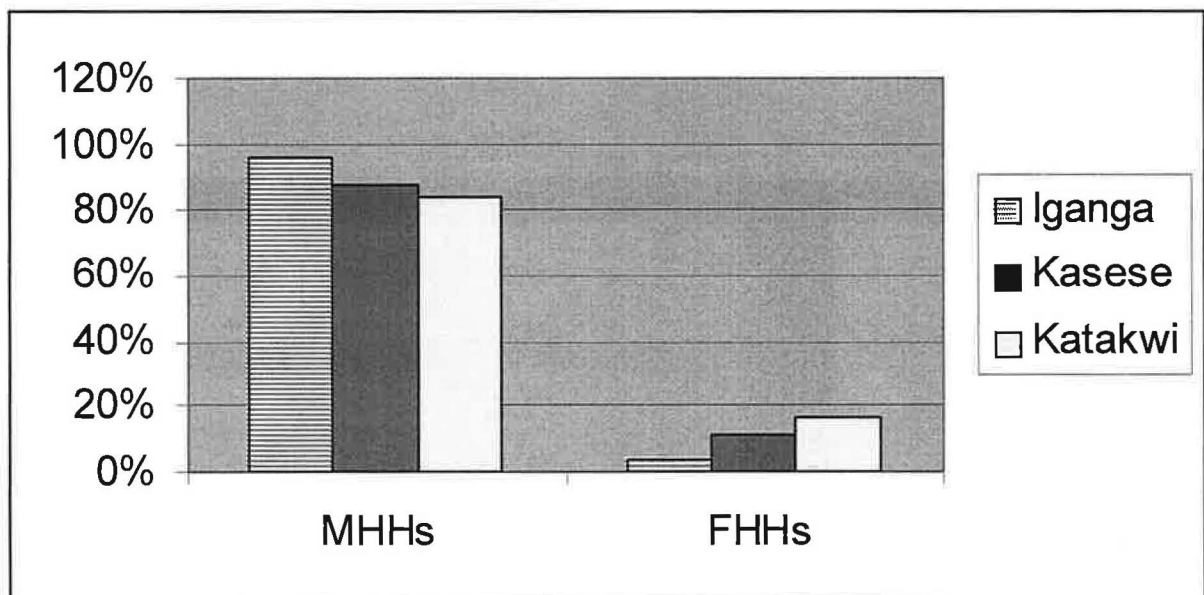
# Questionnaire Survey

**Iganga District: 134 Households**  
**Kasese District: 130 HHs**  
**Katakwi District: 133 HHs**

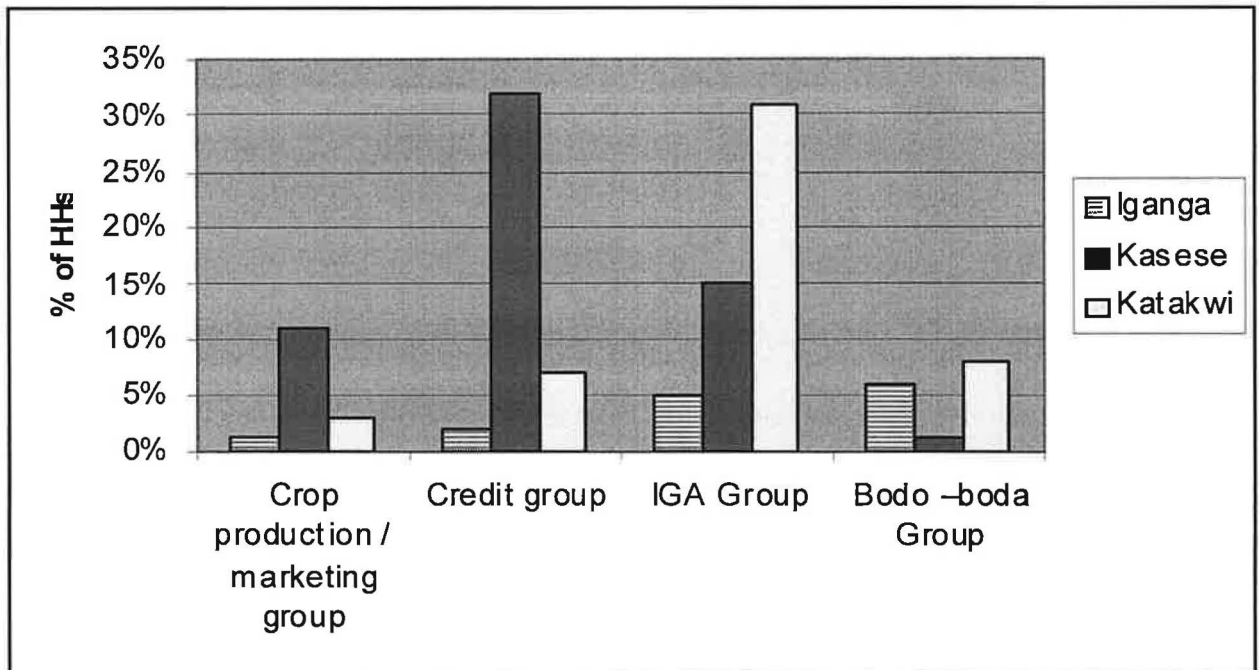
## Sex of Interviewees

District	Male	Female
Iganga	91%	9%
Kasese	82%	18%
Katakwi	51%	49%

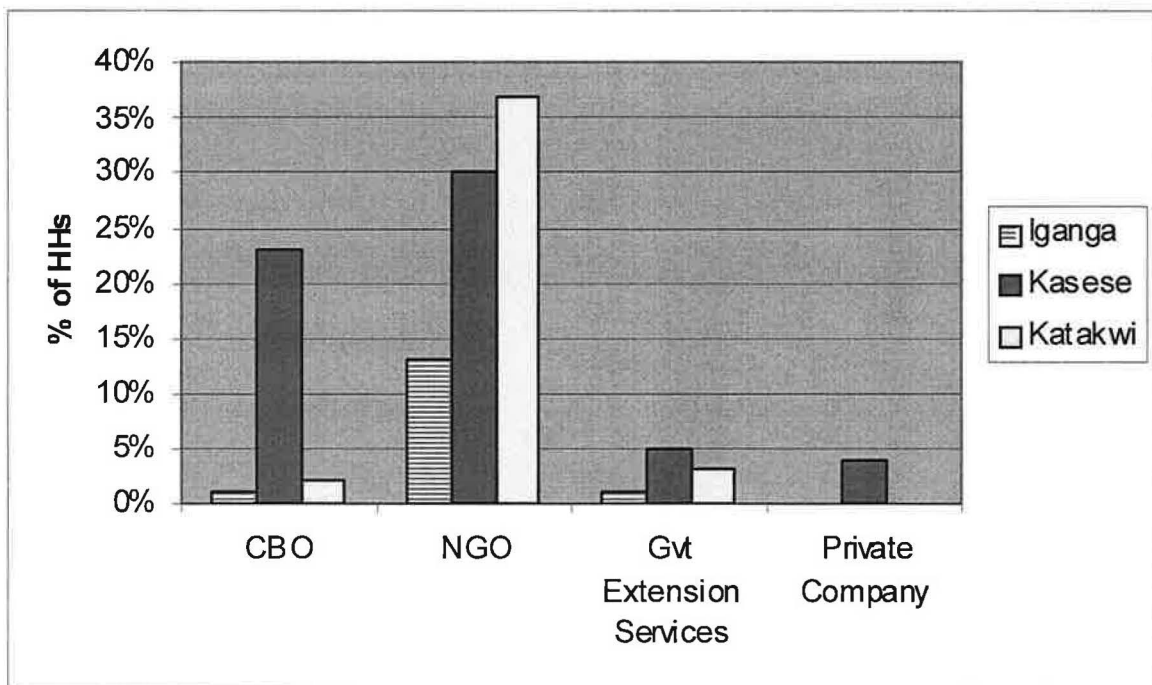
## Household Heads by Gender



## Membership in Different Groups

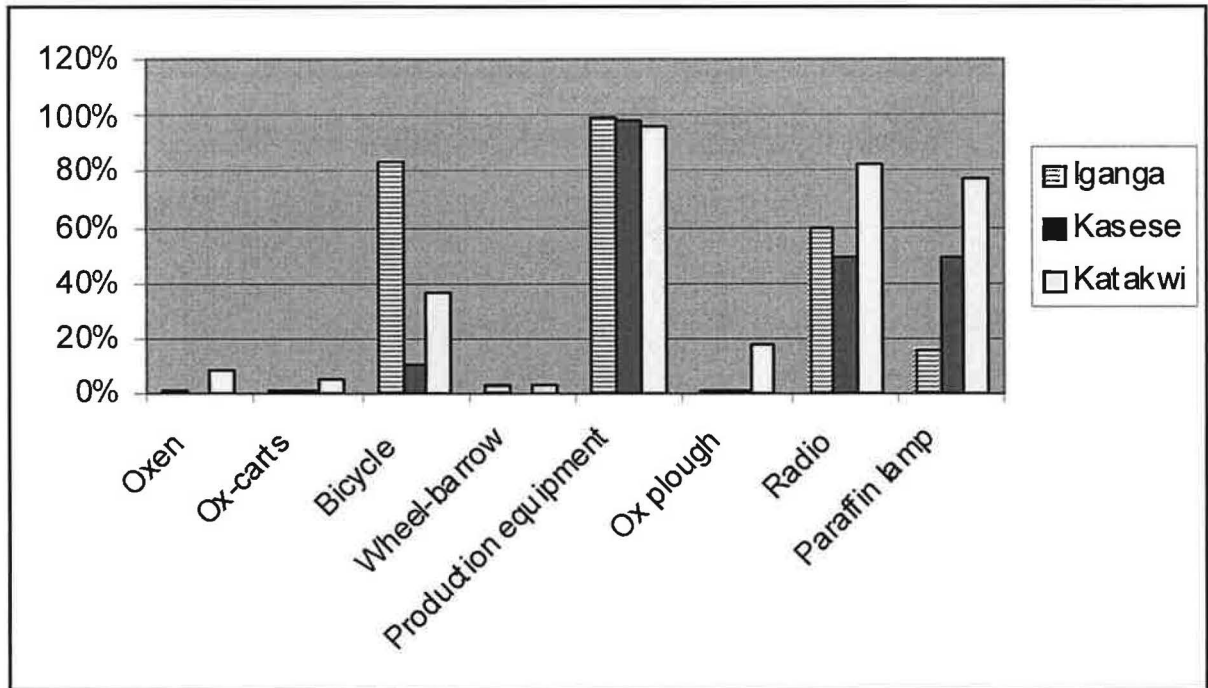


## Linkages with Organisations

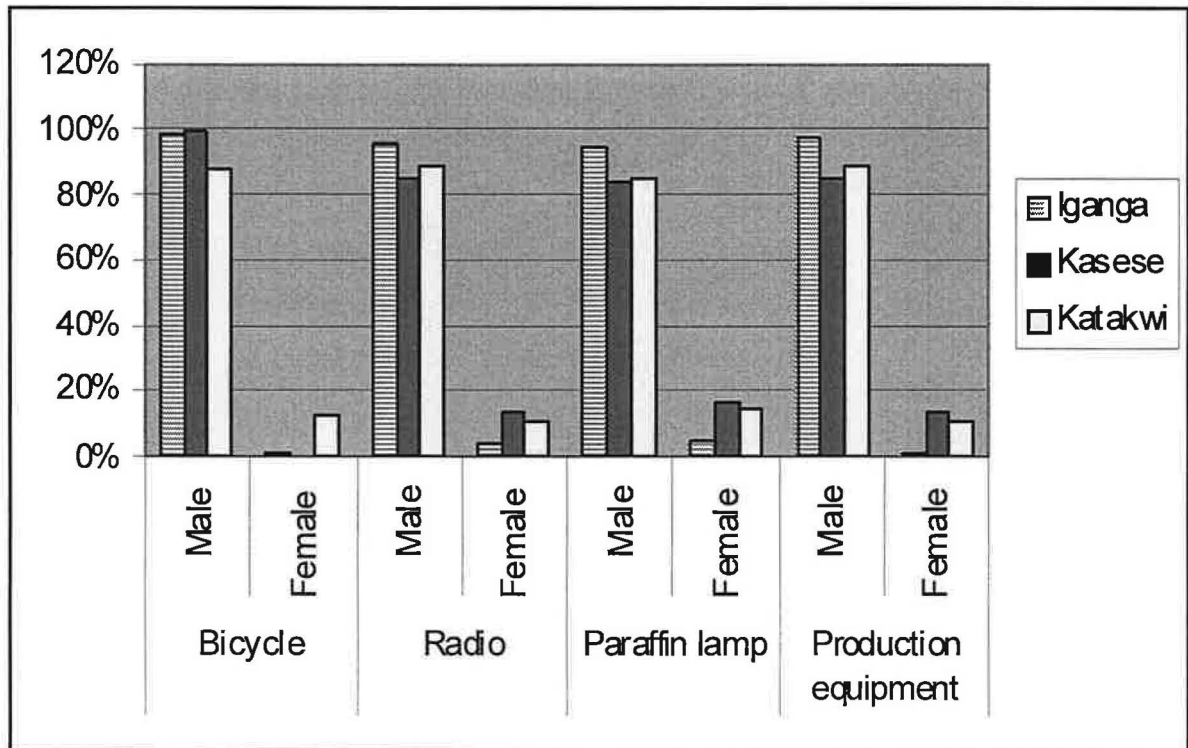


NB: Question was posed as 'Have you, or any member of your family, ever received support from the following'.

## % of Households Owning selected IMTs, and other Goods



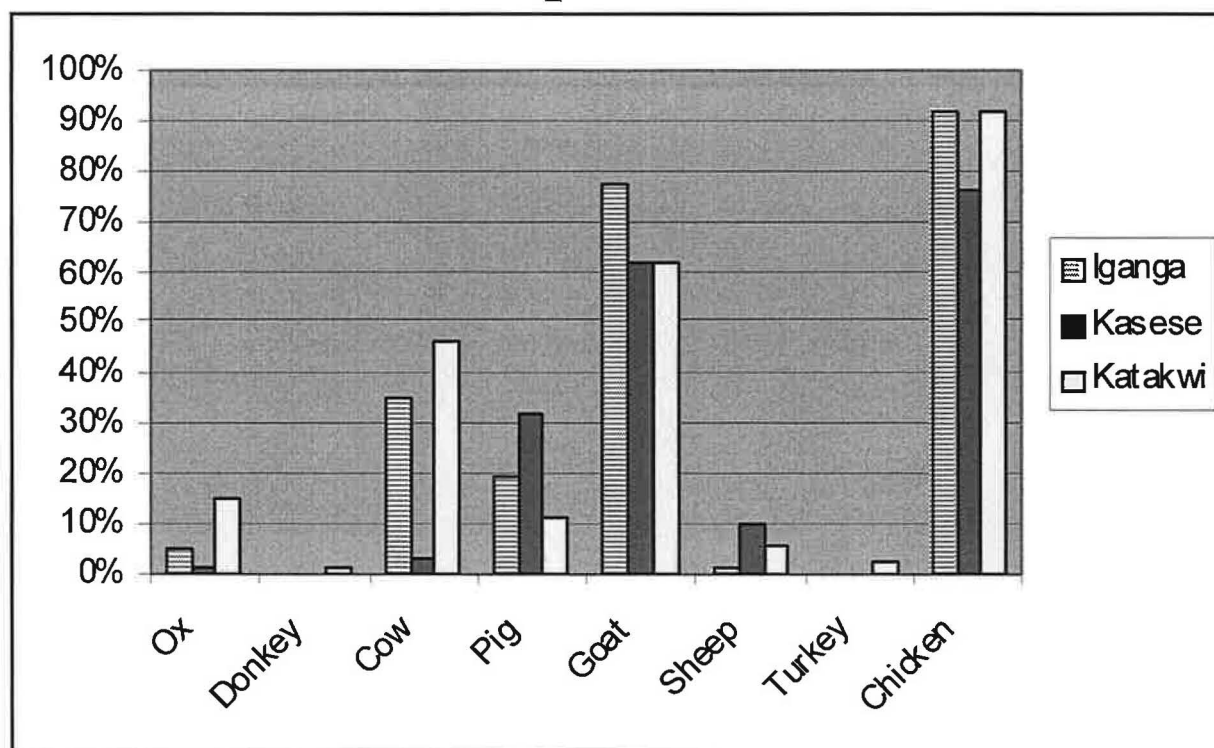
## Ownership of Bicycles and other Selected Goods by Gender



## Land Cultivated

District	Estimated mean total acreage cultivated
Iganga District	3.6
Kasese District	2.8
Katakwi District	4.0

## Livestock ownership



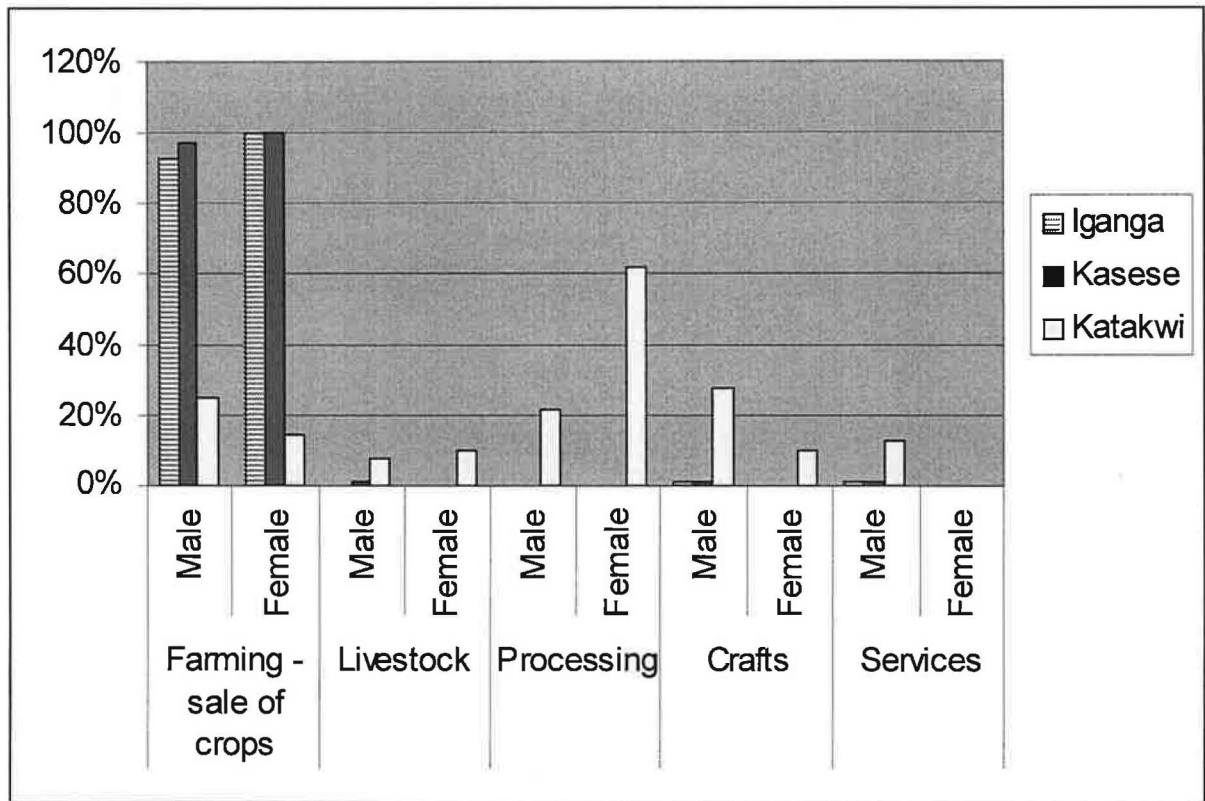


# **Vulnerability Context**

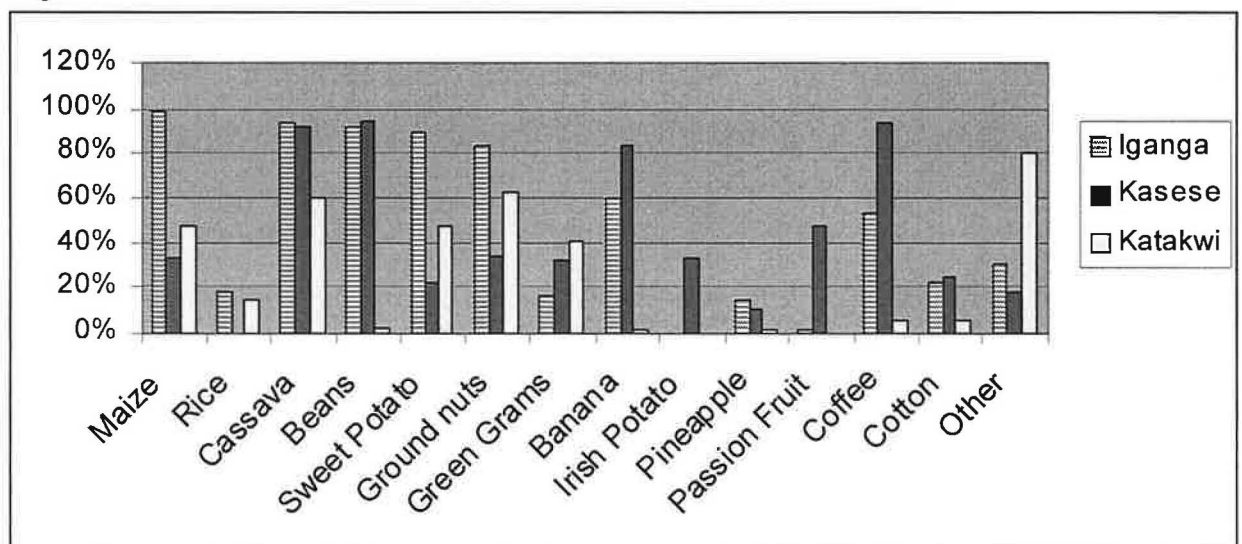
**Context: shocks, trends, and seasonality, i.e.**

- **Insurgencies**
- **Cattle rustling**
- **Aids**
- **Weather related problems**
- **Declining soil fertility**
- **Fluctuating prices of agricultural commodities**

## Selected Primary Occupations / IGA by Household Head, by Gender



## Crops planted by Households, by District



## Main Crops Planted (% of households)

	<b>Iganga</b>	<b>Kasese</b>	<b>Katakwi</b>
Maize	<b>99%</b>	<b>33%</b>	<b>47%</b>
Rice	18%	0%	15%
Cassava	<b>93%</b>	<b>92%</b>	<b>60%</b>
Beans	<b>92%</b>	<b>94%</b>	2%
Sweet Potato	<b>89%</b>	23%	<b>47%</b>
Ground nuts	<b>84%</b>	34%	<b>62%</b>
Green Grams	16%	32%	41%
Banana	<b>60%</b>	<b>84%</b>	1%
Irish Potato	0%	33%	0%
Pineapple	15%	11%	1%
Passion Fruit	1%	<b>47%</b>	0%
Coffee	<b>54%</b>	<b>93%</b>	5%
Cotton	<b>23%</b>	<b>25%</b>	5%
Other	31%	18%	<b>80%</b>

## Crops Marketed (% of Households)

	Iganga	Kasese	Katakwi
Maize	<b>95%</b>	13%	11%
Rice	7%	0%	4%
Cassava	9%	<b>36%</b>	13%
Beans	<b>46%</b>	<b>28%</b>	0%
Sweet Potato	4%	0%	7%
Ground nuts	18%	7%	8%
Green Grams	9%	2%	15%
Banana	10%	0%	0%
Irish Potato	0%	14%	0%
Pineapple	10%	1%	0%
Passion Fruit	1%	<b>38%</b>	0%
Coffee	<b>46%</b>	<b>85%</b>	2%
Cotton	<b>24%</b>	<b>25%</b>	1%
Other	22%	7%	12%

# Quantities marketed, per HH

## **Iganga District: Highest Quantities**

<b>e.g.:</b>	<b>Maize:</b>	<b>901kg</b>
	<b>Beans:</b>	<b>278kg</b>
	<b>Coffee:</b>	<b>644kg</b>
	<b>Cotton:</b>	<b>490kg</b>

## **Kasese District: Medium Quantities**

<b>Cassava:</b>	<b>282kg</b>
<b>Passion fruit:</b>	<b>405 kg</b>
<b>Coffee:</b>	<b>134kg</b>
<b>Cotton:</b>	<b>547kg</b>

## **Katakwi District: Low Quantities**

<b>Maize:</b>	<b>81kg</b>
<b>Cassava:</b>	<b>88kg</b>
<b>Green grams:</b>	<b>66kg</b>
<b>Other:</b>	<b>77kg</b>

# **The Rural Transport System**

## **Motorised Transport:**

**Varies considerably according to location, and accessibility**

**Kasese has the lowest use of motorised transport**

**Iganga and Katakwi have higher use of motorised transport**

**Difficult to discern clear gender patterns**

**Motorised transport is mainly used for travel and not for transport of goods**

# **Intermediate Means of Transport (IMTs)**

**Bicycles are by far the most common IMT**

**Bicycles are more used by men since they are mostly the owners**

**Bicycle ownership is highest in Iganga, followed by Katakwi, whilst it is limited to non-existent in Kasese**

**Other IMTs include:**

- **Stretchers (mainly Kasese)**
- **Sledges (mainly Katakwi)**
- **Ox-carts (mainly Kapujan)**
- **Boats (Kapujan)**
- **Wheelbarrows (although few own them, use is higher due to borrowing / hiring)**

# **Human Porterage**

**Most common mode of transport in the villages of all three districts**

**Head, back, shoulder and hand loading was encountered**

**In particular, women spend much more time with porterage, as a result of both domestic and productive tasks**

**Farmers in the Kasese hills rely heavily on human porterage, and have much longer trip times than their colleagues**



## **Transport Economics - Capital Costs of Selected IMTS**

**USh**

<b>Bicycle:</b>	<b>100,000</b>
<b>Oxen:</b>	<b>300,000 – 350,000</b>
<b>Donkeys:</b>	<b>80,000 – 100,000</b>
<b>Ox-carts:</b>	<b>250,000 – 700,000</b>
<b>Donkey-carts:</b>	<b>200,000 – 300,000</b>
<b>Wheelbarrows:</b>	<b>about 40,000</b>

### **Issues:**

- **Amount of operating costs for different IMTs**
- **Availability and cost of veterinary services**
- **In most cases IMTs are not only used for agricultural purposes**
- **Bicycles have the lowest operating costs over short distances and if loads are low**
- **Ox-carts become cheaper option once loads become heavier**

**Villagers in all three Districts expressed a need for better availability of means of transportation**

**It will be decided at the workshop which means of transportation should be tested in which area**

**The condition of road infrastructure most not be forgotten;  
Community access roads are important;  
Maintenance is an issue, in particular of trouble spots such as drainage structures.**

## **Local Organisations and Support Services:**

**A number of organisations were visited and several of them have participated in the survey: e.g.**

### **Local Government Departments**

**PMA / MAAIF**

**Multi-purpose Training and Community and Empowerment Association (MTCEA), Iganga**

**Karughe Farmers Partnership in Kasese**

**Youth with a Mission (YWAM), Katakwi**

**SAARI**

## **APPENDIX 6**

### **Building Partnerships: The Participatory Planning Process at the Golden Milestone Workshop**

## APPENDIX 6

### **Building Partnerships: The Participatory Planning Process at the Golden Milestone Workshop**

#### **1. Context and Aims**

- 1.1 The project's mid-term review (Howe and Underwood, February 2003) highlighted a number of areas that required strengthening as a basis for improving the quality of the project's deliverables, and to enhance the likelihood of dissemination and uptake. The relationship between the project's primary stakeholders was found to be largely contractual in nature, and thus it was suggested that the project would benefit from defining and developing a more coherent approach to partnerships.
- 1.2 The *innovation systems* approach outlined by DFID CPHP (CPHP Starter Pack, 2002) recognises the complexity of the research and development (R&D) process, stressing that it is the way in which actors relate to one another in the wider environment that determines the direction, practice and outcomes of R&D systems. This reflects a shift from an insular and linear process of knowledge transfer passed down from R&D institutions to passive recipients, towards a recognition that all those involved or affected by the R&D process have roles to play, based on their interests and expectations that may change over time. This not only emphasises the needs for clear primary partnerships (i.e. those directly involved and affected by a particular initiative), but also for broader partnerships with those who may influence or be influenced by it. It is these broader partnerships that may represent the best opportunity to effectively disseminate and adapt the products and practices of the project, enabling change at a significant scale.
- 1.3 Recognising this need to strengthen both the 'internal' and 'external' partnerships of the project, half of the three day Golden Milestone Workshop (2-4<sup>th</sup> July, 2003) was dedicated to the following processes: clarifying the project's aims, identifying and classifying partners and stakeholders, considering their contributions, clarifying roles and responsibilities and defining their inter-relationships.

#### **2. Process and Immediate Results**

- 2.1 ***Clarifying the project's aims.*** Consequently, a brief time was spent at the beginning of the workshop clarifying the major aims of the project as a basis for identifying partners roles and responsibilities in contribution to these aims. The following two aims were agreed upon:
  1. To select and validate appropriate choices of Intermediate Means of Transportation

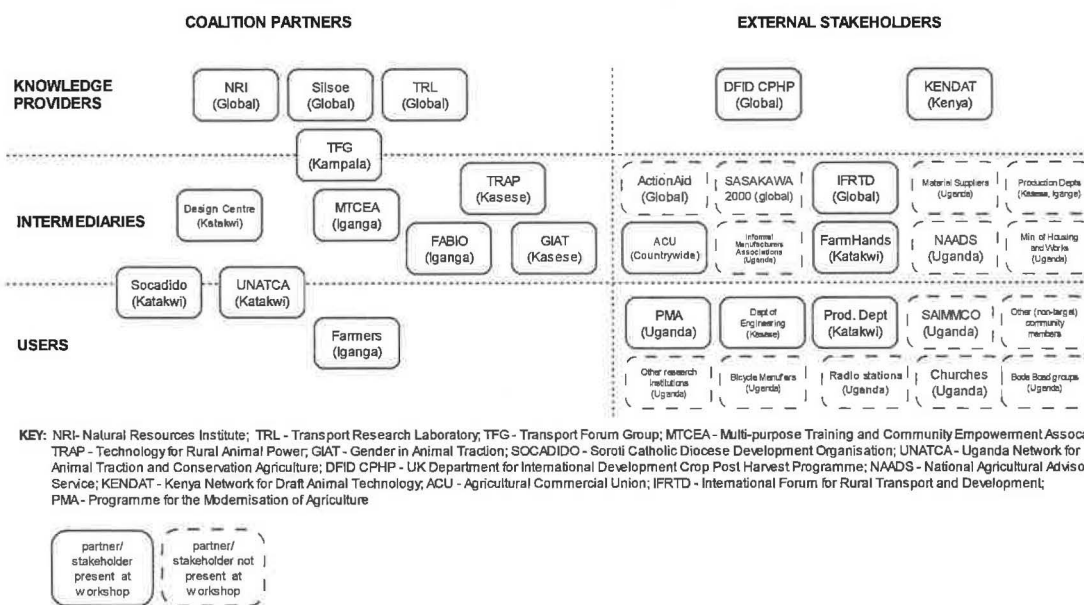
2. To plan and prepare for promotion and uptake through appropriate means

These two aims reflect what were felt to be realistic expectations in view of the changes proposed to the project's management and implementation structure, and the limited time left for project implementation (EOP late 2004/ early 2005). The first aim reflects the direct expected achievements of the 'bounded' project, the second refers to the need for a clear strategy to enable the results of the first to be effectively disseminated.

- 2.2 ***Identifying and classifying partners and stakeholders.*** The workshop was well attended, with virtually all those directly involved in the project represented, joined by a number of external, interested parties. An exercise was conducted in plenary through which a list of all engaged and interested parties, or stakeholders, was generated, including those not represented at the workshop. This list was then divided into two, separating those directly involved in the project's implementation, the project's *coalition of partners*, and those not directly involved, the *external stakeholders*. The external stakeholders were defined more closely as those interested in the project, who are likely to affect, or be affected by its process and/or results.

Having divided the stakeholders into two groups: coalition partners and external stakeholders, an attempt was made to define the primary function of each: knowledge providers (those responsible for gathering and sharing information of relevance to the project, and/ or generated by it); users (those who will ultimately apply the knowledge generated), and intermediaries (those who represent a link between the providers and users). Whilst it was recognised that these three categories are somewhat arbitrary, and that each stakeholder may have several functions, it was felt to be of use as a basis for primary categorisation. Consequently, all coalition members and external stakeholders were grouped.

CLASSIFICATION OF PROJECT PARTNERS AND STAKEHOLDERS



2.3 **Considering Partners and Stakeholders contributions.** Having defined the members of the coalition partnership responsible for the project’s implementation, and identified the range of stakeholders with whom the project partners may relate, an exercise was conducted to consider their contributions. Each of the partners and stakeholders present at the workshop were asked to note down what they felt they could contribute to the two project aims. The purpose of the exercise was to enable each partner/stakeholder to consider, on an individual basis, their role in both the project’s delivery (Aim 1) and the dissemination strategy (Aim 2). The results of this exercise were fed back in plenary to enable all participants to begin to get a sense of the project as a whole (see Annex 2. for details).

2.4 **Defining Roles and Responsibilities: Coalition Partners.** Based on the preliminary identification of potential contributions (section 2.3), each coalition partner was then asked to define more clearly their role in the project, in view of the project’s two aims. They were asked to define one or more clear role statements, describing what they aim to have *achieved* by the end of the project (i.e. defined as an outcome). Annex 3. outlines the process followed.

Whilst the emphasis was on defining roles, as the process began it was clear that a number of partners felt it easier to clarify their responsibilities, or activities, as a basis for determining their roles. Thus, in most cases, each partner also developed a list of activities based on their potential contributions previously determined.

A matrix was formed on the basis of this exercise, detailing each partner’s role statement(s) and the activities outlined to achieve this role. This matrix (Annex 4.) was then discussed in plenary, including the external stakeholders, to assess the likelihood of the project achieving its two aims on the basis of the

roles defined, and activities outlined. There was general agreement that all the core elements were there, but refinement of activities was required (action point).

- 2.5 ***Considering partners and stakeholders inter-relationships.*** Having identified the partners and stakeholders, defined roles and responsibilities, the final planning exercise aimed to look at the strength and nature of existing and potential relationships between the actors. To achieve this, the coalition partners and external stakeholders carried out separate exercises.

*The coalition partners* were asked two questions:

- (a) Within the context of your role within this project, how important is your direct relationship to this other stakeholder? 1= very important, 2= quite important, 3= reasonably important, 4= not important
- (b) If you consider your relationship to this stakeholder to be very or quite important, please describe the nature of this relationship.

Each partner filled in a table (Annex 5) with responses to the two questions in relation to each other partner and all of the external stakeholders identified in the first exercise (2.2).

*The external stakeholders* were asked two sets of questions, those relating specifically to the project, followed by the relationship to the coalition partners.

Regarding the project:

- (a) Consider what, if any, effect you (the group or organisation you represent) currently have on the project, in views of its two aims
- (b) Consider what, if any, ways you (the group or organisation you represent) may be able to utilise (or be affected by) findings from the project in view of its two aims

Regarding the coalition partners:

Having thought about (a) and (b), put this within the context of the individual coalition partners:

- (c) Consider what, if any, relationship you (the group or organisation you represent) currently have with any/ each of the coalition partners. What is the nature of this relationship?
- (d) Consider what, if any, relationship you (the group or organisation you represent) may have after the life of the project with any/ each of the coalition partners. What do you anticipate being the nature of this relationship?



Each external stakeholder filled in a table (Annex 6) with responses to these questions. The result of both the partners and the stakeholders exercises were a full set of tables presenting the perceptions of each group of actors (of those present at the workshop) about the strength and nature of their existing and potential future relationships with each other. A brief time was spent towards the end of the workshop discussing the results of these exercises in plenary. The example of MTCEA (a coalition partner, intermediary) was used, reviewing its perceptions of its linkages with other partners and external stakeholders, receiving the responding views of those present as a basis for negotiation.

A copy of all tables were circulated to each participant at the end of the workshop for consideration. No time was available to take this further during the workshop, but an action point was agreed upon to follow up and clarify these relationships between the end of workshop and the next coalition partnership meeting.

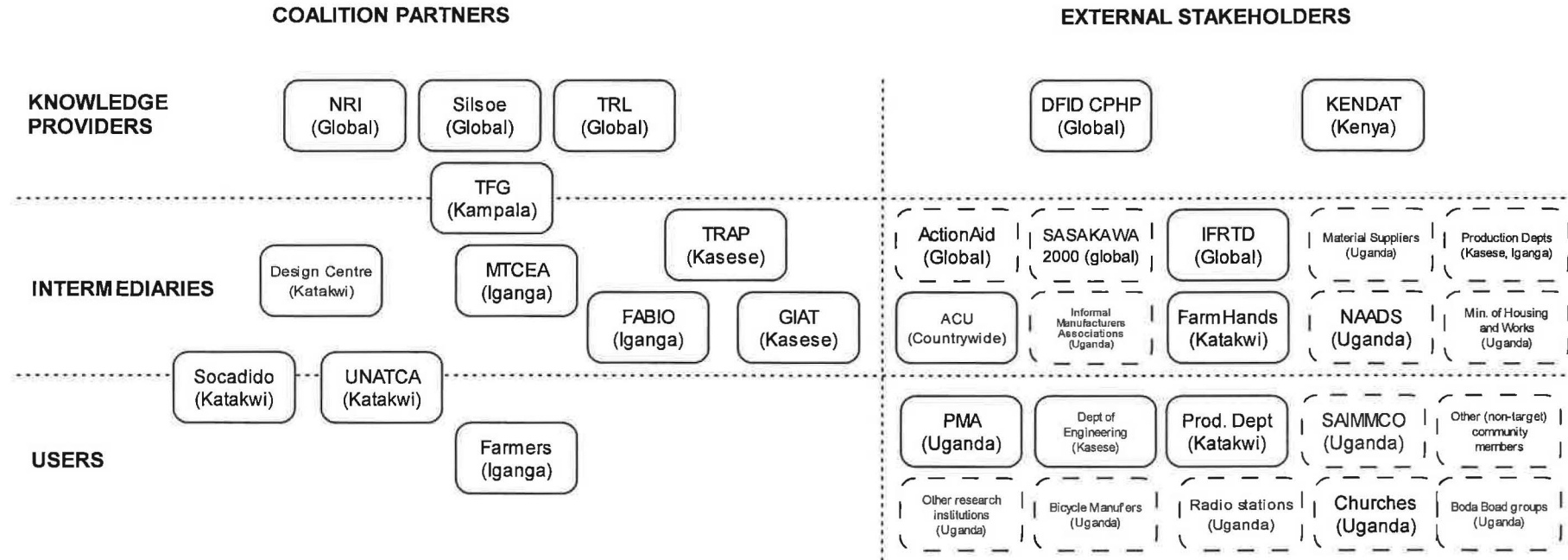
### **3. Conclusions and Proposed Actions**

- 3.1 The five exercises carried out during one-and-a-half days of the three day workshop represented the initiation of a participatory planning process. The process aimed to clarify the aims of the project amongst all key groups (to gain a sense of a shared vision), followed by the defining of clear roles and responsibilities of each and the mapping of internal and external relationships.
- 3.2 The group of principal stakeholders who have carried the project through its first year have been brought together as a coalition partnership, aware of their own and each others mandates, and with a clearer understanding of how they expect to relate to one another to achieve the project's aims.
- 3.3 The external stakeholders have been exposed to the project's aims and the partnership tasked to carry it out, identifying and clarifying possible entry points and effects as a basis for disseminating and uptaking the lessons and products that the project produces.
- 3.4 To build on the process followed in the workshop, the following action points were outlined to be achieved by the next meeting of coalition partners:
  - (a) Each partner's representative(s) at the workshop to return to their organisation or group to share and discuss the process and findings as a basis for negotiation and fine-tuning
  - (b) Update of the project's logical framework to include the details of each partners roles and activities (who has taken responsibility for this action?)
  - (c) Establishment of the modalities for communication amongst the partners, and between the partners and external stakeholders

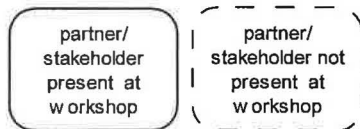
- 3.5 The Golden Milestone workshop was followed by a two-day coalition partnership workshop on participatory monitoring and evaluation. The details of the aims, process and results of this workshop are outlined in a further memo.

# Annex 1. Identification and Classification of Partners and Stakeholders

## CLASSIFICATION OF PROJECT PARTNERS AND STAKEHOLDERS



**KEY:** NRI- Natural Resources Institute; TRL - Transport Research Laboratory; TFG - Transport Forum Group; MTCEA - Multi-purpose Training and Community Empowerment Association; TRAP - Technology for Rural Animal Power; GIAT - Gender in Animal Traction; SOCADIDO - Soroti Catholic Diocese Development Organisation; UNATCA - Uganda Network for Animal Traction and Conservation Agriculture; DFID CPHP - UK Department for International Development Crop Post Harvest Programme; NAADS - National Agricultural Advisory Service; KENDAT - Kenya Network for Draft Animal Technology; ACU - Agricultural Commercial Union; IFRTD - International Forum for Rural Transport and Development; PMA - Programme for the Modernisation of Agriculture





		<b>What can you or your group/ organisation contribute to:</b>	
<b>See Code List</b>	<b>GROUP/ ORGANISATION</b>	<b>Project Aim 1: To select and validate appropriate choices of IMTs</b>	<b>Project Aim 2: To plan and prepare for promotion and uptake through appropriate means</b>
<b>I-IM</b>	<b>DESIGN CENTER</b>	<ol style="list-style-type: none"> <li>1. Makes different designs of IMT and harness', tests them with customers for hire and purchase plus offering them for sell</li> <li>2. Monitoring plans already in place for customers and clients of TFG</li> <li>3. Link up with university design departments for design research e.g. Warwick University EDAT</li> <li>4. Train citizens to make IMTS = tools for manufacture.</li> <li>5. Train customers to use IMT's</li> </ol>	<ol style="list-style-type: none"> <li>1. YWAM is linked with most churches, for promotion of IMT's to their members, who are mostly farmers, builder's e.t.c.</li> <li>2. YWAM networks with many organizations and can promote</li> </ol>
<b>I-User/IM</b>	<b>TRAP</b>	<ol style="list-style-type: none"> <li>1. To access credit facilities</li> <li>2. To own machinery/tools</li> <li>3. To manufacture appropriate donkey/oxen carts for rural farmers</li> </ol>	<ol style="list-style-type: none"> <li>1. Manufacturing;</li> <li>2. Wooden carts</li> <li>3. Metal carts for both donkeys &amp; oxen</li> </ol>
<b>I-IM</b>	<b>GIAT</b>	<p>The appropriate IMT:</p> <ol style="list-style-type: none"> <li>1. Donkeys on hilly areas to reduce burden on women and children</li> <li>2. Vehicles to take trainers to the high lands during evaluation and training</li> <li>3. Encouraging sustainable agriculture to utilize donkey droppings for high productivity</li> </ol>	<ol style="list-style-type: none"> <li>1. Training of the stake holders</li> <li>2. Well equipped animals</li> <li>3. Well selected animals young in age</li> <li>4. Effective monitoring and evaluation</li> <li>5. Exchange visits of farmers</li> <li>6. Back packing and pulling technology</li> <li>7. 7. Encourage women groups to join the project</li> </ol>
<b>I-IM</b>	<b>TFG</b>	<ol style="list-style-type: none"> <li>1. Purchasing and distributing IMTs</li> <li>2. Backstopping the local project implementation</li> <li>3. M&amp;E the impact</li> </ol>	<ol style="list-style-type: none"> <li>1. Networking especially on policy issues</li> <li>2. Dissemination of the lessons for the project</li> </ol>

## Annex 2. Considering Partners and Stakeholders Contributions

<i>See Code List</i>	<b>GROUP/ ORGANISATION</b>	<b>What can you or your group/ organisation contribute to:</b>	
		<b>Project Aim 1: To select and validate appropriate choices of IMTs</b>	<b>Project Aim 2: To plan and prepare for promotion and uptake through appropriate means</b>
<b>I-EN</b>	<b>FARMERS (Iganga)</b>	1. We shall select and validate appropriate choices of IMT by sensitization and training through demo's, on-farm trainings, field visits and field days	As per Aim 1.
<b>I-EN/ IM</b>	<b>SOCADIDO KATWAKI (NGO/ farmer representatives)</b>	1. To sensitize the partners about the values of good transport network in the area 2. They should be aware of distance from the main road to the farms	1. Educating partners on modern methods of farming e.g. use of good quality seeds, agro-forestry e.t.c. 2. Elimination of illiteracy through adult education.
<b>I-IM/ EN</b>	<b>UNATCA KATAKWI</b>	1. UNATCA forms groups of different customers in the district for testing the equipment.	1. The field days exchange visits and forays that UNATCA is planning to run will serve to promote equipment. 2. Devise radio programmes for promotion and invite local newspaper reporters to field days
<b>I-IM</b>	<b>MTCEA IGANGA</b>	1. Conduct sensitisation meetings 2. Feasibility analysis 3. Demonstration of the appropriate IMTs 4. Conducting initial training on the use and practicality of IMTs 5. Conduct performance monitoring and evaluation to access the impact 6. Encourage the farmers to buy	1. Involve the Local leaders in planning and promotion 2. Strengthening the publicity strategy through partnerships. 3. Improve on networking and collaboration strategy to have long term credit schemes

		<b>What can you or your group/ organisation contribute to:</b>	
<b>See Code List</b>	<b>GROUP/ ORGANISATION</b>	<b>Project Aim 1: To select and validate appropriate choices of IMTs</b>	<b>Project Aim 2: To plan and prepare for promotion and uptake through appropriate means</b>
<b>I-KP</b>	<b>NRI</b>	<ol style="list-style-type: none"> <li>1. Project management</li> <li>2. Coverage of agricultural marketing economics</li> <li>3. Assist in design of participatory monitoring and evaluation system</li> <li>4. Training of project partners in PM&amp;E</li> </ol>	<ol style="list-style-type: none"> <li>1. Analysis of results</li> <li>2. Preparation of outputs (papers and policy)</li> <li>3. Lobby with government and development partners</li> <li>4. Dissemination of outputs</li> </ol>
<b>E-User</b>	<b>PMA</b>	Steven's notes..	...
<b>E-EN</b>	<b>FARM HANDS A.T.E.M.A</b>	<ol style="list-style-type: none"> <li>1. To assist in engineering "do-ability"</li> <li>2. To assist in marketing "Update info"</li> <li>3. To assist with training of USE</li> <li>4. To assist market requirements</li> </ol>	As per Aim 1.
<b>E-User</b>	<b>ENGINEERING DEPARTMENT, DDA</b>	<ol style="list-style-type: none"> <li>1. To make a feasibility study for the infrastructure</li> <li>2. To have the technical staff in place</li> <li>3. To mobilize the community by using the local councils</li> <li>4. To make priority areas of the project</li> <li>5. To make the work plan of the project.</li> <li>6. To identify the funding agency</li> <li>7. To advertise the work to be done</li> </ol>	<ol style="list-style-type: none"> <li>1. Supervision and monitoring of the project</li> <li>2. Maintenance of access roads</li> <li>3. Sensitization of the communities on the importance of the project</li> <li>4. Mobilization of stakeholders on the project</li> <li>5. Structural flow of information and instruction</li> </ol>
<b>E-IM</b>	<b>ACU</b>	<ol style="list-style-type: none"> <li>1. ACU will get the target group to: <ol style="list-style-type: none"> <li>a) Form groups/ associations</li> <li>b) Sensitize them on a number of IMT's i.e. the pros and cons of each under the current status</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Get in touch with the producer/manufacturer of the selected IMT's to plan for demonstration and subsequent uptake if it met the expected target of the group</li> </ol>

		quo	
		<b>What can you or your group/ organisation contribute to:</b>	
<i>See Code List</i>	<b>GROUP/ ORGANISATION</b>	<b>Project Aim 1: To select and validate appropriate choices of IMTs</b>	<b>Project Aim 2: To plan and prepare for promotion and uptake through appropriate means</b>
<b>E-IM</b>	<b>IFRTD</b>	1. Provide a global perspective on use and performance of different IMT's	1. Use of project information to develop policy briefs for upstream dissemination
<b>E-KP</b>	<b>DFID CPHP</b>	1. Link project to other projects, organizations that can use project outputs	1. Assist in dissemination of project outputs
<b>E-KP</b>	<b>KENDAT</b>	1. Training of trainers on: General draft animal power utilization; harnessing/ cart-making	1. Facilitation of exchange visits between farmers and end users

I= Internal/ Coalition Partner E= External Stakeholder ACU= agricultural Commercial Unions KP= Knowledge Provider IM= Intermediary  
EU= End User

NB. A distinction was made between a user, someone who may use the information, adapt it and pass it on, and an end-user who is the final 'beneficiary' of the knowledge.



### Annex 3. Exercise - Defining your role within the project

#### A. What are the aims of the project?

1. To select and validate appropriate choices of Intermediate Means of Transportation
2. To plan and prepare for promotion and uptake through appropriate means

#### B. How do you define your role statement(s) in contributing to these aims?

To define your role or role statements in the project, ask yourself two questions:

1. What can we contribute towards the achievement of one or both aims?
2. How can we define this contribution in a way that is clear and concise?

Guidance material:

#### Defining your role statement(s)

- ❖ *Each role statement should be expressed as an outcome.* In other words, the result of the actions, not the actions or processes themselves.
- ❖ *Clear and measurable.* Each role statement should be stated clearly and precisely and in a way that can be objectively measured. For example, the statement “increased ability of farmers to respond to an improved technology environment” is both ambiguous and subjective. How one defines or measures “ability to respond” to a changing technology environment is unclear and open to different interpretations. A more precise and measurable role statement in this case is “increased level of utilisation of technologies”
- ❖ *Unidimensional.* A role statement ideally consists of only one outcome. Singular role statements help clarify management questions, improve the targeting of resources, and permit a more straightforward assessment of performance.
- ❖ *Timebound.* Role statements should be achievable within a clear time frame.

Note: it is common for people to consider activities as roles, they are not the same things. A role, or role statement, is an objective to which activities contribute.

For example:

Role statement of MTCEA: Targeted user (farmer) groups in Iganga District are utilising the IMTs that they have selected by March 2004.

Activity of MTCEA: Providing 10 training sessions to targeted user (farmer) groups in Iganga district on animal care.

#### C. Process

1. Gather together in your partner group. The group should have a copy of their earlier contribution to the stakeholder analysis, paper and a pen.
2. Consider the two project aims, and your contribution to the stakeholder analysis (answer to the question: what can you contribute to the project’s

aims). Consider the two questions which help you clarify your role statement(s) in the project, and the guidance material above.

3. Generate role statements. Each member of the team should write down one or more sentences defining the role or roles they feel that their organisation/ group should play in the project (each role statement should be no longer than 15 words, outcome orientated, clear and timebound). Take 10 minutes to do this.
4. Accumulate thoughts. One member of the group should write a list of the role statements that each member has generated, grouping them into whether they refer to Aim 1. or Aim 2. Of the project.
5. Determine the best statements. Rank the statements in the group, and select the best one, two or three (depending on the number of project aims covered)
6. Test each of the role statements: Use the following three tests to consider the strength of each role statement. If it passes, it can be used. If not, consider how it might be changed to pass the test.

ROLE	DOES IT MEET THE TEST?					
	T1?		T2?		T3?	
	YES	NO	YES	NO	YES	NO
1.						
2.						
3. etc...						

Test 1 (T1): Is it reasonable to believe that the group/ organisation can influence the role in a meaningful way?

Test 2 (T2): Would measurement of the role help identify group/ organisation successes and help pinpoint and address problems or shortcomings?

Test 3 (T3): Will the group/ organisation's various stakeholders accept this as a valid objective?

#### Annex 4. Coalition Partners Roles and Responsibilities

COALITION STAKEHOLDER:	ROLE STATEMENT (S) – contribution to the aims: * To select and validate appropriate choices of Intermediate Means of Transportation * To plan and prepare for promotion and uptake through appropriate means	ACTIVITIES TO ACHIEVE THIS ROLE
<b>Coalition Knowledge Providers</b>		
NRI	Management & Facilitation To have successfully managed the project by 2005 To have successfully designed and operationalised the PM&E System by July 2003 Knowledge Provision To have successfully generated knowledge on agricultural marketing and transport by December 2004 To have successfully disseminated the research findings by mid-2005	N/A
TRL & Silsoe	Successfully provided advisory support to the project To have successfully disseminated the research findings by mid-2005	N/A
<b>Coalition Intermediaries</b>		
Gender in Animal Traction	User farmer groups in 5 sub-counties in Kasese District utilizing IMTs and planning together Farmer training successfully conducted to groups and individuals in two locations, central and western, on IMT use and management 100 farmers/ groups in the 5 sub-counties, by the end of the project, will be in a position to train each other and pass on a donkey to the next group to ensure sustainability	Participate in the selection of donkeys/ purchase and supply to user farmers groups Acquire the IMTs on a risk-sharing basis and sensitize the farmers regarding adoption On-farm training and follow up on a monthly basis to farmers using the IMTs See the welfare of the animals and the management of the IMTs for sustainability and making reports Ensuring the security of the IMTs by involving government leaders by inviting them to training Select farmers for exchange visits to see appropriate IMTs used by other farmers/ first priority will be women Have of the above number will be women and have access and ownership of IMTs within 2 years of the project life

<b>COALITION STAKEHOLDER:</b>	<b>ROLE STATEMENT (S)</b>	<b>ACTIVITIES TO ACHIEVE THIS ROLE</b>
MTCEA	By the end of the project, the prize award strategy shall have established to ensure competence and sustainability within the groups and individuals	<p>By the end of 2004, 43 farmer families from 20 groups in three sub-counties will acquire skills and use of IMTs</p> <p>By Nov 2003, we shall have conducted 20 sensitisation meetings to 20 groups in three sub-counties</p> <p>By Feb 2004, we shall have conducted 4 training and planning sessions in animal management in the three sub-counties</p> <p>By end 2004, all local leaders in the 3 sub-counties will be actively involved in the project promotion and dissemination</p> <p>Within one year of operation, we shall have established direct networking with local authorities, sister NGOs/CBOs, departments and partners in development in Iganga District</p> <p>By the end of the project, we will have expanded the work into 2 other sub-counties</p> <p>By the end of the project, 3 exchange visits will have been conducted</p>
Transport Forum Group	<p>Selected IMTs successfully distributed to other intermediaries in the sub-counties by September 2003</p> <p>Successful M&amp;E of the project outputs by March 2004</p> <p>Successful dissemination of the project's good practices by March 2004</p>	<p>Determine the demand by Aug 2003</p> <p>Purchase and distribute by Aug 03</p> <p>Monitor the activity by Aug 03</p> <p>2.1 Training TFG and intermediaries in M&amp;E in July 2003</p> <p>2.2 Monitor and Evaluate Aug 03-Mar 04</p> <p>2.3 Report writing and dissemination</p> <p>2.4 Participate in the annual report preparation</p> <p>Collect data through M&amp;E</p> <p>Report preparation</p> <p>Publication</p>

<b>COALITION STAKEHOLDER:</b>	<b>ROLE STATEMENT (S)</b>	<b>ACTIVITIES TO ACHIEVE THIS ROLE</b>
Design Centre and UNATCA	<p>8 farmers groups and 8 individuals are encouraged to grow and bring more crops to market because of less transport constraints by July 2004</p> <p>10 Artisans in manufacturing businesses that are viable by July 2004</p> <p>6 km of community road made suitable for easy cart use by July 2004</p> <p>Public appreciation of DAP transport raised by 6 field days which are covered by public media</p>	N/A
TRAP	<p>Ensuring that workshops are facilitated by TFG to produce IMTs selected: 5 donkey carts and 5 ox-carts by the 4<sup>th</sup> quarter of 2004 installed in 10 farmers groups</p> <p>Ensure that farmers are trained in the technologies of IMT usage and tested by the 4<sup>th</sup> quarter of 2004 (10 farmers groups)</p> <p>Ensure that farmers acquire/ own IMTs and put to use by the end of 2004 (10 farmers groups)</p>	<p>Procure machinery to manufacture IMTs by end of Dec 03</p> <p>Start production of IMTs Feb-June 2004</p> <p>2.1 Training farmers groups June-Dec 2004</p> <p>3.1 Supply IMTs June-December 2004</p>
FABIO	<p>Targeted IMT users (men and women) are aware of the potential different usages of the bicycle technology as an IMT</p> <p>Targeted IMT users and implementers of the project are exposed to the different technologies that validate the bicycle</p> <p>Targeted farmers acquire bicycles under the FABIO facility integrated in the project area</p> <p>Effective monitoring and evaluation and follow-up systems established.</p>	<p>Sensitize the target IMT users through demonstrations in the different bicycle technologies under the different contexts between Nov 03 and August 04</p> <p>Provide information and knowledge in the effective utilisation of the bicycle technology during the life of the project</p> <p>2.1 Design and supply (at cost) bicycle related technologies to the target users (Jan 04-)</p> <p>2.2 Provide technical training in bicycle technology usage and maintenance (Jan 04-)</p> <p>Provide 100 bicycles to each in the target district under the FABIO bicycle cost-sharing and credit facilities for the project life (Dec 03-</p>

		) Help in the monitoring and follow-up of the different bicycle beneficiaries (Jan 04-)
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<b>COALITION STAKEHOLDER:</b>	<b>ROLE STATEMENT (S)</b>	<b>ACTIVITIES TO ACHIEVE THIS ROLE</b>
Coalition Users		
FARMER'S GROUPS (Iganga)	Test and confirm the IMTs in our areas, use them and report back Increased food security, income and decrease heavy work load in the communities especially for women Adopt appropriate technology of the IMTs	Management Feeding animals Treatment of animals Maintenance and repair of the implements Use oxen in ploughing and transportation Be creative Have bylaws and use them M&E  Group formation and strengthening Meetings and sensitisation Membership Bylaws, aims and objectives Implementation
SOCADIDO (Katakwi)	The women's groups in the targeted area should be able to utilize IMTs such as ox-carts, donkeys etc for transportation of their produce	The women's groups are given one week's training on how to use and manage IMTs Women's groups are encouraged to clean the local paths within their localities for easy use of IMTs M&E

**Annex 5. Exercise**

**Coalition Partners – Strength and Nature of Relationships.**

**(NB. Details of each partner’s responses can be found in Appendix 1.)**

<p>STAKEHOLDER:  E.G. UNATCA  <i>(Users)</i></p>	<p>Within the context of <u>your role</u> within this project, how important is your <u>direct</u> relationship to this other stakeholder? 1= very important 2= quite important 3= reasonably important 4= not important</p>	<p>If you consider your relationship to this stakeholder to be <u>very</u> or <u>quite</u> important, please describe the nature of this relationship.</p>
<p>Coalition Knowledge Providers</p>		
<p>NRI</p>		
<p>TRL</p>		
<p>Silsoe</p>		
<p>Coalition Intermediaries</p>		
<p>Gender in Animal Traction (GIAT)</p>		
<p>MTCEA</p>		
<p>Transport Forum Group</p>		
<p>FABIO</p>		
<p>TRAP</p>		
<p>Design Centre</p>		

STAKEHOLDER:  UNATCA  (Users)	Within the context of <u>your role</u> within this project, how important is your <u>direct</u> relationship to this other stakeholder? 1= very important 2= quite important 3= reasonably important 4= not important	If you consider your relationship to this stakeholder to be <u>very</u> or <u>quite</u> important, please describe the nature of this relationship.
<b>Coalition Users</b>		
SOCADIDO- Katakwi		
Farmers – Iganga		
<b>External Knowledge Providers</b>		
DFID CPHP		
KENDAT		
<b>External intermediaries</b>		
SASAKAWA 2000		
Action Aid		
Informal Manufacturers Associations		
Material Suppliers		
NAADS		
Production Department		



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STAKEHOLDER: UNATCA <i>(Users)</i>	Within the context of <u>your</u> <u>role</u> within this project, how important is your <u>direct</u> relationship to this other stakeholder? 1= very important 2= quite important 3= reasonably important 4= not important	If you consider your relationship to this stakeholder to be <u>very</u> or <u>quite</u> important, please describe the nature of this relationship.
Ministry of Housing and Works		
ACU		
International Forum for Rural Transport and Development (IFRTD)		
Farmhands		
External Users		
Saimmco		
Other (non-target) community members/ communities		
Other research institutions under NARO		
Bicycle Manufacturers		

Radio Stations		
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<p>STAKEHOLDER:</p> <p>UNATCA</p> <p><i>(Users)</i></p>	<p>Within the context of <u>your role</u> within this project, how important is your <u>direct</u> relationship to this other stakeholder?</p> <p>1= very important  2= quite important  3= reasonably important  4= not important</p>	<p>If you consider your relationship to this stakeholder to be <u>very</u> or <u>quite</u> important, please describe the nature of this relationship.</p>
Churches		
Boda-Boda Groups		
PMA		

## **Annex 6. External Stakeholders Exercise**

### **Defining your Relationship to the Project and the Coalition Partners**

**(NB. Details of each stakeholder's responses can be found in Appendix 2.)**

What are the aims of the project?

To select and validate appropriate choices of Intermediate Means of Transportation

To plan and prepare for promotion and uptake through appropriate means

Who are the Project's Coalition Partners?

#### **Coalition Knowledge Providers**

NRI

TRL

Silsoe

#### **Coalition Intermediaries**

Gender in Animal Traction (GIAT)

MTCEA

Transport Forum Group

TRAP

Design Centre

FABIO

#### **Coalition Users**

UNATCA

SOCADIDO- Katakwi

Farmers – Iganga

How can you define your relationships with....?

The Project:

Consider what, if any, effect you (the group or organisation you represent) currently have on the project, in views of its two aims

Consider what, if any, ways you (the group or organisation you represent) may be able to utilise (or be affected by) findings from the project in view of its two aims

The Coalition Partners:

Having thought about (a) and (b), put this within the context of the individual coalition partners:

Consider what, if any, relationship you (the group or organisation you represent) currently have with any/ each of the coalition partners. What is the nature of this relationship?

Consider what, if any, relationship you (the group or organisation you represent) may have after the life of the project with any/ each of the coalition partners. What do you anticipate being the nature of this relationship?

**4. TABLE TO FILL IN:**

<b>EXTERNAL STAKEHOLDER:</b>	<b>E.G. Production Department, Katakwi</b>	
Current effect you have on the project		
Ways in which you may be able to utilise (or be affected by) findings from the project in the future		
	<b>CURRENT NATURE OF RELATIONSHIP</b>	<b>ANTICIPATED POST-PROJECT RELATIONSHIP</b>
<b>Coalition Knowledge Providers</b>		
NRI		
TRL		
Silsoe		
<b>Coalition Intermediaries</b>		
Gender in Animal Traction (GIAT)		
MTCEA		
Transport Forum Group		
TRAP		
Design Centre		
<b>Coalition Users</b>		
UNATCA		
SOCADIDO- Katakwi		
Farmers – Iganga		

## **APPENDIX 7**

**Improved Agricultural Transport for Kenya: Results from Baseline study, Presentation by Dr J. Mutua, KENDAT**

## **Improved Agricultural Transport for Kenya: Results from Baseline study**

Prepared for presentation at “The Golden Workshop On  
Improved Food Marketing Through Appropriate Transport  
for Poor Farmers in Uganda”

*By Joseph Mutua*  
**KENDAT**

### **Project components**

- Comprised of three components referred to after supporting donors:
  - Sida component (Emphasis on logistics, gender and environmental interface in RTS Research & Development)
  - IUDD component (Emphasis on livelihoods scoping studies especially in relation to IMT mainstreaming and policy implications)
  - NRIL component (Strong focus on identifying the role played by RTS interventions in Enhancement of Smallholder Agricultural Sector (SAS) production through smoother, easier transport in post harvest operations)

## Outputs for the NRIL component

- Socio-economic aspects of transport services for smallholder agricultural sector (SAS) assessed
- Options for provision and utilization of appropriate motorized and non-motorized transport services for improved SAS performance investigated
- Factors that determine successful partnerships in delivery of intermediate RTS identified

## Major activities under NRIL component

- **To assess density of demand for rural transport services, life cycle costs and capacity to satisfy needs of SAS**
- **To quantify role and potential of various intermediate RTS and importance of infrastructure (foot-bridges, footpaths, etc) including transport avoidance measures,**
- **To conduct report on dissemination of RTS (user/supplier gaps/links) and ways of promoting appropriate transport means in private sector driven SAS,**
- **To conduct a survey of existing intermediate RTS and means and report on technological and infrastructural qualities for utilization by SAS,**

## Major activities continued...

- **To user-test appropriate exotic intermediate RTS and means and assess local industry capacity and user environment to sustain them,**
- **To evaluate socio-economic impact of intermediate RTS and means on the performance of SAS with special regard for agricultural production and marketing**
- **To conduct a comprehensive who is who in rural transport development and a stakeholders purpose, work outputs and activities survey for Kenya and beyond**
- **To receive recommendations on participatory involvement of parties in voicing and sharing fir RTS advancement,**
- **To report on best practice of building individual and institutional partnerships (roles of planners, implementers, service providers and users in intermediate RTS)**

## Activities in first year

- Building the research teams
- Kick-off workshop (Oct. 2001)
- Preliminary field data collection and definition of boundaries
- Merger workshop (May 2002)
- Development of guidelines and research tools
- Testing of research guidelines and questionnaires
- Data collection, analysis, reporting & identification of gaps
- Additional data collection and reporting
- Golden Milestone Workshop (Oct.2002)
- Evaluation
- Preparation for year 2



## Study areas

- **Five study areas selected to provide widely varying situations in regard to**
    - **Population densities**
    - **Economic activities**
    - **Household transport patterns**
    - **Access to means of transport**
    - **Proximity to different economic and social services**
- 1. Lari division – Lumuru**
  - 2. Mwea division – Kirinyaga**
  - 3. Kalama division – Machakos**
  - 4. Ngoromani – Magadi**
  - 5. Busia – Matayos and township divisions**

## Data collection

Literature, PRA, Key Informant interviews  
**Household surveys, Case studies,**  
**Focus Group Discussions**

## Household survey

- Establish household transport patterns in study areas
- Implications on gender, livelihoods and socio-economics

## Case studies

- **Engineering case study focusing on engineering issues of IMT adoption, use and servicing,**
- **Bodaboda case study focusing on modal composition of local traffic flow, distances and payloads capacities of different types of IMTs and other modes of transport, and a critical examination of bodaboda as an option for rural transport services provision**
- **Agricultural Transport economics aimed at establishing comparative advantages (cost benefits analysis) of various modes of transport**
- **Rice and horticulture case study based on Mwea irrigation scheme**
- **Logistics of rice and horticultural crop production in Limuru and Mwea areas**

## **Selected findings of the study**

## **Typical Gender Roles in Study areas**

**Use of Household means of Transport by Gender in all study zones**

**Gender Access and control over Household Resources and Assets**

**Comparison of Income Sources**

**Common Types of IMTs and percentage ownership**

### Bodaboda ownership in Busia and Mwea

	Busia (%)	Mwea (%)
Personal bicycles	68.0	77.2
Hired out from other people	30.0	17.6
Father giving out to his child	1.0	3.5
Mother giving out to her child	1.0	1.7

### Proportion of different uses of bicycles in Busia and Mwea

Use	Busia (%)	Mwea (%)
Personal transport	32	38
Transport of crops and farm produce	24	19
<i>Boda boda</i>	8	14
Water collection	21	18
Getting children to school	12	4
Other	3	7

## **Production and service capacity**

- **Varied from area to area depending on IMTs density**
- **Only 25% of total business turnover was from manufacture and maintenance of IMTs**
- **Most artisans lacked adequate technical skills and tool base required for production of quality IMTs**
- **This was in spite of 75% and 37% of the artisans having attained secondary and college education**
- **Only 12.5% had attended low level village polytechnic**

## **Quality, cost and availability of raw materials used in fabrication of IMTs**

- **Most materials available locally or within easy reach except in Kalama and Magadi**
- **Variations in quality and prices materials and spare parts**
- **Hence quality and cost of repairs and finished product differed**

### Profitability of IMTs

- **Kshs 10,00 Average monthly net income from artisans**
- **Kshs 7,500 average monthly net income from transporters**
- **Kshs 2,500 net from making one carts**

#### Annual demand for carts

Area	Annual demand for carts
Machakos	<10
Mwea	25
Magadi	<10
Busia	15
Lari	30

### IMTs contribution to local economy

- **IMTs are an important source of livelihoods for thousands of people**
- **The typical Jua Kali employs 2-4 persons on full time basis**
- **The *bodaboda* industry in both Mwea and Busia has created jobs for thousands of people**
- **IMTs form a very important link between walking and motor vehicle**
  - 31% of men/women access markets and their work places using IMTs
  - 50% of farm produce is transported to the homestead and nearby markets using IMTs
  - 47% of Building materials are transported with IMTs
  - 38% of water is transported to homesteads & commercial centres using IMTs



### **Appropriateness of IMTs**

*(on basis of availability, cost(affordability), versatility and dependability)*

- In Machakos, IMTs were less suited to the rough and hilly terrain, and further inhibited by low levels of agricultural productivity and high levels of poverty
- In Mwea, Lari and Busia, the relatively flat terrain rendered itself suitable to IMTs.
  - The vibrant cash based economy in these areas based on rice and horticultural crops & high profile markets centres point to great potential of IMTs

### **Roads infrastructure**

- **In all study areas, interior road network was in poor state and usually impassable in rainy weather**
- **Lack of bridges in most parts of Magadi and Kalama**
- **Paths and tracks too narrow in most cases limiting the use of IMTs and making walking difficulty in wet conditions**
- **Repairs were irregular and far between, often carried shoddily and hurriedly**
- **Community and local institutions involvement in repair of murrum and earth roads**

## **Way forward for year 2 and beyond**

- **Advance case studies and PRAs to generate more solid cost-benefit, factual and key information data – eg socio-economics and business operational aspects**
- **Dialogue with stakeholders in agricultural rural transport services to define actions and roles of the various partners (workshop planned for 28-29 July 03)**
- **Action research based on defined interventions as identified by baseline study**
  - e.g 2<sup>nd</sup> hand motorcycles, the moped motorcycle for Mwea and Busia
  - Revolving fund for IMTs purchase
  - Training local artisans
- **Lobbying for rural transport and related policy issues**
- **Pilot work involving communities participation in identifying bottlenecks and participation in spot improvements using labour based methods**
- **Partnership workshop and plans for 3<sup>rd</sup> year**

## **APPENDIX 7**

**Improved Agricultural Transport for Kenya: Results from Baseline study, Presentation by Dr J. Mutua, KENDAT**

## **APPENDIX 8**

### **Participants' Expectations of the Workshop (Summary of brainstorming exercise)**

- To get knowledge from the workshop to improve and modernise the agriculture.
- Defining the role of the farmer.
- Sharing of ideas.
- To get certificates.
- To come up with improved rural transport system for farmers to enhance productivity thus eradicating poverty.
- To add on the knowledge farmers have already acquired elsewhere.
- Sharing experiences for mutual benefit of the stakeholders.
- Get new friends.
- Certificate of attendance.
- To share technology experiences with various experts on appropriate designs and seek for credit facility to demonstrate the same.
- To discuss ways on improving easy means of rural transport for farmers.
- Sharing of experiences in animal traction in the districts.
- Planning the way forward for the project.
- How we can expand the project to the rest of the areas.
- Support for more donkeys in the mountains.
- Contract renewal.
- The training of more farmers and them sharing together what they need to help them.
- Development and uplifting the standards of women and also the youth after school.
- To improve the available means of transportation and their facilities.
- To discuss the findings of the survey and develop workable ways forward.

- To arrive at workable and the most appropriate means of developing the cheapest/locally available means of designing the cheapest means of transportation.
- To learn and identify the appropriate mode of transport.
- To come up with sustainable system of transporting farmers produce from the field to the store/market.
- A review of objectives and achievements of the project.
- Feedback on financiers.
- Feedback on the baseline survey year 1 activities.
- How these findings will be built upon.
- To take forward partnerships developed by the project.
- At least every participant will acquire new knowledge from this workshop.
- More farmers will come out in hope of being assisted in their farms.
- Knowledge and practical skills acquisition.
- The acquisition of financial support for the above mentioned issues.
- Distribution of donkeys in adequate numbers.
- To spread more knowledge about farming.
- To gain friends from other districts.
- To have good feeding.
- To review the achievements of phase 1 and consolidating gains into the plans for phase 2.

## **APPENDIX 9**

### **Criteria for Selection and testing IMTs**

## APPENDIX 9. Criteria for Selection and testing IMTs

Factor	Donkey			D+Cart			Oxen			Oxcart			Hand cart			Wheel barrow			Bicycle			Bicycle Trailer			Ambulance- Bic			Bicycle Gears			Boats					
	I	K	KT	I	K	KT	I	K	KT	I	K	KT	I	K	KT	I	K	KT	I	K	KT	I	K	KT	I	K	KT	I	K	KT	I	K	KT			
A	Condition of Road infrastructure			Weather			Terrain																													
	+	+	+	+	*	+	+	*	+	+	*	+	+	*	+	+	+	+	+	*	+	+	*	+	+	+	*	+	+	+	-	-	-	-	-	+
B	Affordability			Return to investments			Running/ operating costs			Return to investment			Sharing/ collective ownership			Hire																				
	+	+	+	+	+	+	+	+	-	+	+	+	+	+	+	+	+	-	+	+	-	+	+	+	+	+	+	+	+	+	+	+	+	-	*	+
C	Security																																			
	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
D	Social/cultural/political factors																																			
	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
E	Durability			Availability			Animal welfare			Availability of support services																										
	Management to decide.																																			
F	Type of load (Volume/weight)			Nature of load (perish ability)																																
	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+			
G	Safety, Speed, Labour			Operational characteristics			(language, permits), Skills																													
	Management to decide.																																			
H	Versatility/flexibility (multi purposes)																																			
	+	-	-	+	+	+	+	+	+	+	+	+	-	-	-	-	-	-	-	-	-	+	+	+	+	+	+	+	+	+	-	-	-	+	+	+
I	Distances and range of operation																																			
	+	+	+	+	+	+	+	+	+	+	+	+	-	-	-	-	-	-	-	-	-	+	+	+	+	+	+	+	+	+	-	-	-	+	+	+
J	Environmental issues																																			
	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
K	Ergonomics																																			
	Management to decide.																																			

I= Iganga K= Kasese KT= Katakwi \* Applicable in some areas of the district.

N.B Sledges were applicable only in Katakwi district.





**APPENDIX 10**

**Developing a Participatory Monitoring and Evaluation Framework,  
by Mr D Smith, NRI**

## APPENDIX 10

### **Developing a Participatory Monitoring and Evaluation Framework, by Mr D Smith, NRI**

#### **Context and Aims**

The project's mid-term review recommended that the project team should ensure that a participatory monitoring and evaluation framework is developed during the Golden Milestone Workshop (2-4<sup>th</sup> July, 2003), and that the framework is reflected in adjustments to the project's logical framework (Communication from DFID CPHP East Africa Office, May 2003).

Due to the number of issues that needed to be covered during the three-day Golden Milestone Workshop (documented in-part through the Building Partnerships Memo), and the attendance of external stakeholders, it was felt that a separate two-day workshop should be convened the following week to address monitoring and evaluation amongst the project's coalition partners. Consequently, the workshop was convened, and took place on the 8-9<sup>th</sup> July, 2003, in the Sports View Hotel, Kampala. All of the coalition partners were represented.

The context for developing a participatory monitoring and evaluation (M&E) framework for the project reflects the need for information as a basis upon which lessons can be learned during and after the project cycle, and as a means to measure and account for performance during and after the project cycle. The emphasis placed on a participatory approach highlights the questions of who initiates and undertakes the process, and who learns and benefits from the findings. This implies a move away from so-called 'conventional' approaches to M&E, characterised by pre-determined, extractive processes run by project managers and/or outside experts, to one which engages all key stakeholders in the determination, implementation and utilisation of information.

The adoption of an innovation systems approach (see Building Partnerships Memo) by the project places further emphasis on a participatory and inclusive approach to monitoring and evaluation. Numerous individuals, groups and organisations have a stake in the project, in the sense that they stand to be affected by it and/or have an influence over its process and outcome. Thus, effective M&E needs to be based on a multi-level approach that recognises (and where possible, harmonizes) the different, often competing information needs of these various stakeholders<sup>3</sup>.

To address these needs, the approach to monitoring and evaluation stressed the need for a strong and inclusive planning process, with clear aims, a road map of how they are to be reached, and a clear identification of those that have a stake in the project.

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<sup>3</sup> It is important to stress that participatory M&E should not be interpreted as M&E only with and by end-users (as has been commonplace), which overlooks the key roles and responsibilities of other stakeholders in the design and implementation process.

This process was initiated during the Golden Milestone Workshop, and thus presented a platform for considering M&E needs.

The two-day workshop on monitoring and evaluation sought to achieve a number of aims: the identification of information needs by the coalition partners, the translation of these needs into measurable indicators, the determination of appropriate methods for information gathering, and the development of individually tailored partner action plans. These aims are outlined in the workshop programme (Annex 1.)

## **Process and Immediate Results**

***Introducing, Discussing and Clarifying the Concepts.*** The first workshop sessions aimed to take stock of existing knowledge and experience of Monitoring and Evaluation, and of Participation. Each participant noted down on cards their understanding of the terms Monitoring and Evaluation, and these were posted up, grouped and discussed. The ensuing discussion revealed a good understanding of the terms by all participants, outlining the differences between monitoring and evaluation, separating the accountability from learning functions, identifying the questions of what information is needed, by whom and how collected, and raising concerns over capacity.

A similar exercise was conducted to discuss the term participation, with the responses grouped and reviewed. A typology of participation was used as a framework for analysing the responses (Pretty et al, 1995:61<sup>4</sup>), and discussions centred around the level and nature of participation that should be expected in monitoring and evaluating the project.

The two sets of terms, participation and M&E, were brought together to discuss what Participatory M&E (or PM&E) actually means, how it may differ from more conventional approaches to M&E, and why it may be applied (discussion material can be found in Annex 2.). Views varied, with some consensus over the need for differing levels of participation for different activities; namely, more engaged participation (somewhere between functional and interactive participation in the framework) being required in the regular monitoring, with perhaps a need for less participation (somewhere between participation in information giving and participation by consultation) in periodic or final evaluation.

Having discussed and clarified the meaning and possible value of varying levels of participation within monitoring and evaluation, two further terms were introduced: performance and impact. *Performance* was defined as ‘the functioning of the project over which the partners involved have direct control or a manageable interest’. *Impact* was defined as ‘the sustainable change of a particular initiative attributable to specific actions in and among different stakeholder environments’.

The terms were used to clarify different levels of attribution and timing in M&E activities, concluding that the project and its partners would require both performance

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<sup>4</sup> Pretty, Jules N, et al (1995) Participatory Learning and Action - A Trainer's Guide, IIED, London.

information (telling the project partners how well they are doing as they are doing it), and impact information (telling the project partners and other stakeholders the extent to which they are achieving/ have achieved the project's aims and what that actually means).

**Reviewing Roles and Activities.** Through discussion, it was felt that there had not been sufficient time available during the Golden Milestone Workshop to reflect on the role statements and associated activities generated by each of the coalition partners. As clarity of implementation roles and responsibilities are prerequisites to developing M&E plans, some time was spent reflecting on this earlier work. Each partner considered its own role statements and activities, and those of the other members of the partnership. Some revisions were made and discussed (see Building Partnerships Memo, Annex 4.)

**Determining Information Needs.** To begin the process of constructing an M&E framework for the project, each of the partners were asked to write down what information they felt would be needed to tell them how they were doing in their day-to-day activities, and in terms of understanding their accomplishments. Using their role statements, and their activity lists, the partners were presented with the following guidance:

**Why might we need information?**

to determine how well we are accomplishing our activities in view of our role.  
to see how the achievement of our role contributes to the achievement of the aims  
to assess the extent of achievement of the aims

How do we decide upon the types of information we might need?

Ask yourself:

What information could be used to demonstrate how successful we are being in achieving a particular activity in contribution to our role(s)?

What would we point to if we were asked how we were doing in achieving a particular activity?

Further guidance was provided to assist in the generation of indicator type information statements (see Annex 3. for details).

The extensive responses from each partner were posted on a wall, grouped according to their specific roles and activities. Time was spent reflecting on the variety of types of information outlined, and whether or not the questions posed were being suitably answered.

**Developing Frameworks.** The process of reviewing and piecing together information was an iterative one, and was used to guide the framework development. With the concepts of performance and impact as a backdrop, three separate, although linked, frameworks emerged from the information;

Performance Monitoring Framework: to track the progress and performance of day-to-day activities as a basis for learning and corrective action

Impact Monitoring Framework: to track progress towards the roles of each partner, and be able to say something about changes occurring as a consequence of the interventions as a basis for learning

Impact Assessment Framework: to review the extent of achievement of the roles by each partner, their contribution to the aims of the project and the achievements of the project as a whole as a basis for learning and accountability.

These frameworks emerged out of reflecting upon, and grouping of, the different types of information: what collection of this information might be used for, who will collect it, who will use it and how it may be used. Where types of information were felt to be addressing similar activities or impact issues, the information was standardised. Following this grouping and standardisation process, the information texts were translated into more measurable indicators. This not only helped question and clarify what the information might be used for and by whom, but also posed the question of whether or not it was collectable (dealt with in the next section).

The indicators outlined fell broadly into two types: those measuring the quantity of achievement, and those measuring the quality of achievement. For example, the number of training events conducted, and the satisfaction with the training events conducted as perceived by key stakeholders.

The grouping of indicators for performance monitoring was centered around the different phases of implementation: resource flows, sensitisation and training processes, utilisation and feedback. A separate set of indicators was outlined for measuring the level and quality of interaction amongst the partners. These partnership indicators were established at a generic level, and it was agreed that having reviewed and agreed the modalities of specific partner-partner and partner-stakeholder links (see Building Partnership Memo: Action Points), these indicators would be made more specific and relevant. All of this information was felt to be vital on a regular basis to guide performance.

The impact monitoring indicators focused more closely on the technical aspects of IMT performance, and the satisfaction of the users. This information was felt to be useful on a periodic basis, to guide progress and process.

The impact assessment indicators identified during the workshop were few in number, and it was expected that more would be generated prior to, and during the follow-up partnership meeting. It was also noted that some of the indicators listed for 'impact monitoring' may not be collectable on a periodic basis (due to time or cost restrictions), and thus moved to the impact assessment framework. Two key areas were identified for impact assessment: cost effectiveness, and attitudinal change amongst users.

The frameworks are outlined in Annex 4.

***Outlining possible methodologies.*** Having identified the types of information that needs to be collected to review the project and partners' performance and impact, the next step was to determine how this information should be gathered. The process for identifying appropriate methods was based on a review of each of the indicators

outlined in the three frameworks in the context of instruments already being used or known about.

The types of instruments outlined reflect the nature of the indicators being measured, the purpose of measurement, and who is responsible for it. In some cases, specific instruments were suggested (e.g. delivery notes and payment receipts to assess the purchase and distribution process), in other cases, more generic tools were outlined which could be adapted to suit each specific need (for example, planning and checking forms for counting the completion of activities). For assessing the quality of particular activities, a quality assessment questionnaire was outlined (Annex 5).

Whilst checklists and questionnaires were felt to be potentially useful for the measurement of certain indicators by certain partners, it was also recognised that client or end-user assessment of performance and impact may require different tools. In the absence of strong client representation at the workshop, it was suggested that each of the intermediary partners present that have a mandate to work directly with different client groups would need to develop appropriate strategies in situ. This would include developing role and activities plans with each client group, followed by identifying M&E needs including appropriate methodologies. A number of different participatory tools were briefly outlined which may be used with clients by intermediary partners to assess the nature, quality and attribution of change as a consequence of project activities.

Due to the incomplete status of the frameworks (including the lack of representation of client groups), and slippage during the workshop, this exercise was not completed. It was suggested that due to the breadth and detail of discussions during the workshop, and the prior sessions held during the Golden Milestone workshop, some time could be usefully spent by all participants reflecting on the planning processes, and filling in the gaps where appropriate. Thus, an action point was drafted for all participants to spend time between the end of workshop and the next partnership meeting reviewing what has been discussed, and considering possible methods where they have not already been identified.

## **Conclusions and Proposed Actions**

The aims of the workshop were partially completed. The concept of participatory monitoring and evaluation was discussed and clarified, the information needs of the coalition partners were identified and translated into measurable indicators, and a number of methods for gathering this information were outlined. Three frameworks were designed which present the basis upon which the details can be fleshed out, enabling the assessment of the performance and impact of the project. However, insufficient time was available to outline a full range of indicators, methodological options, or the development of specific action plans for each partner to take away.

An informal feedback process conducted at the end of the workshop suggested that it had been a useful exercise, resulting in an improved understanding of the role and function of participatory monitoring and evaluation, and the initiation of a process through which the project partners can assess change. The frameworks developed

helped focus the partners' attention of what needs to be done by whom, and for what purpose.

A series of generic action points (Annex 5) were outlined as a basis for carrying the process forward between the end of workshop and the next partnership meeting. These points should be viewed in conjunction with originating from the Partnership Building work (see Memo), as more work is required on understanding and operationalising the intra-partnership and partnership-external stakeholders links as a basis for refining certain indicators and instruments.

**The action points are as follows:**

### ***1. Performance and Impact Frameworks***

Review the three frameworks: Performance Monitoring (the regular collection of information to tell you and others how well you are doing in your activities); Impact Monitoring (the periodic collection of information which tells you and others how well you are doing in achieving your role and the project's aims); Impact Assessment (the final collection of information to assess the effect of the project against its aims)

Make notes on the indicators- suggesting changes or refinements where you think necessary

List where you feel that specific performance and impact monitoring issues are your responsibility and consider how, and how often you feel you may be able to carry out these activities

Where you are responsible for refining a method for information collection (NB. Transport Forum Group, Design Centre) – do so.

Refinement of the logical framework based on the indicators outlined in the three performance categories and impact frameworks, and fleshed out by the partners (point b. above).

### **2. Implementation, Monitoring and Evaluation Training with Clients**

A number of intermediaries are responsible for working with their clients to facilitate the development of client action and M&E plans

For implementation action plans, intermediaries should outline the purpose of the project with clients, and facilitate the development of client roles and activities and timescales. As a guide, look at the role and activities outlined by the Iganga farmers during the Golden Milestone workshop

This should be followed by facilitating the determination of information needs of these clients as per the Performance Monitoring and Impact Frameworks.

If possible, methods should be developed with the clients to collect this information, and timescales set as to when this data should be collected

The result of these facilitatory activities between intermediaries and clients should be implementation action plans, and associated M&E plans.

By when?

The review activities (action points under Section 33 (1) should be completed by the next project partnership meeting.

The implementation and M&E training should have been started by the next project partnership meeting.

The logical framework should be revised during the next project partnership meeting.



Annex 1. Workshop Programme

**DEVELOPING PRACTICES IN PARTICIPATORY MONITORING AND  
EVALUATION**

**Convened on: JULY 8<sup>th</sup>-9<sup>th</sup>, 2003 by: David Rider Smith**

DAY 1 AIMS:

**Introduction to Participatory M&E**

Determining M&E information needs

Introduction – outlining Day 1 and Day 2 aims, determining needs	09:00-09:30
Defining M&E and Participation	09:30-10:30
Elements of participatory M&E	10:30-11:00
<i>Break</i>	<i>11:00-11:30</i>
PM&E Planning Exercise – part 1: Reviewing roles and activities	11:30-12:30
<i>PM&amp;E Planning Exercise – part 2:</i> Determining own information needs	12:30-13:00
Lunch	13:00-14:00
<i>PM&amp;E Planning Exercise – part 2 (continued)</i> Turning information needs into assessable indicators	14:00-15:30
<i>Break</i>	<i>15:30-16:00</i>
<i>Day Review</i>	16:00-16:45

DAY 2 AIMS:

**Clarifying performance and impact indicators**

Determining appropriate methods for information gathering

Drawing up action plans

<i>Summary of Day 1, Outline of Day 2</i>	09:00-09:30
<i>PM&amp;E Planning Exercise – part 3</i>	09:30-10:00
Testing performance and impact indicators	
<i>PM&amp;E Planning Exercise – part 4</i>	10:00-11:00
Outlining possible methods for information gathering	
<i>Break</i>	<i>11:00-11:30</i>
<i>PM&amp;E Planning Exercise – part 4 (continued)</i> Determining appropriate methods for information gathering	11:30-13:00
Lunch	13:00-14:00
<i>Action Plan Development</i> Roles, activities, indicators, methods, timescale, responsibility	14:00-15:00
<i>Reviewing the System</i>	15:00-15:30
Fitting the action plans together	
<i>Break</i>	<i>15:30-16:00</i>
<i>Reviewing the System (continued)</i>	16:00-16:30
Workshop Review	16:30-17:00

## Annex 2. Discussion notes on clarifying Participatory Monitoring and Evaluation

	Conventional	Participatory
Who does it?	External Experts	All key stakeholders
What is it based on?	Predetermined indicators of success, mainly associated with costs and the production of outputs	Stakeholders identify their own indicators of performance and success (which may include outputs, but will be broader)
How?	Focused on 'scientific objectivity', distancing those doing the M&E from other participants, often using complex procedures, with a delay to the presentation of results	Emphasises 'self-evaluation' – simple methods adapted to each stakeholders circumstances, open, immediate sharing of results through involvement
When?	Periodic monitoring, mid-term and final evaluations	More continuous (monthly), smaller-scale
Why?	To account for money spent on the basis of outputs delivered.	To learning lessons to improve performance, to empower stakeholders to take control, and to account for money spent

Growing dissatisfaction with conventional monitoring and evaluation approaches, for the following reasons:

They are expensive, and often ineffective in terms of measuring and assessing project achievements

They have failed to actively involve project beneficiaries and other stakeholders who may be involved or directly affected by monitoring and evaluation

They have become an increasingly specialised field and activity, conducted and controlled mostly by outsiders and removed from the ongoing planning and implementation of development initiatives

They serve primarily as a tool to control and manage projects and resources, alienating intended beneficiaries and others involved in project planning and implementation from taking part in project appraisal

They emphasise quantitative measures ("facts") and tend to ignore qualitative ("truth") information which provides a fuller understanding of process and change.

In response, the involvement of 'participation' in development thinking has provided new ways of approaching monitoring and evaluation, being more responsive to people's needs and real-life contexts. The arguments for participatory M&E are as follows:

Enhanced participation, especially of beneficiaries, in M&E helps improve understanding of the development process itself

Increased authenticity of M&E findings which are locally relevant

Improving the sustainability of project activities, by identifying strengths and weaknesses for better project management and decision making

Increasing local level capacity in M&E, which in turn contributes to self-reliance in overall project implementation  
Sharing of experience through systematic documentation and analysis based on broad-based participation  
Accountability to donors: to report to funding agencies the extent to which efforts are meeting intended objectives  
More efficient allocation of resources: PM&E findings help determine how limited resources could be used more effectively

**Summary of the key features of PM&E:**

PM&E should seek to give voice to local needs, priorities, aspirations and resources  
PM&E tools are not ends in themselves, but a vehicle for stakeholder discussion, analysis, problem solving and action  
PM&E builds on the participatory creation of expected results or changes  
PM&E is not a one-off exercise, but a process that is ongoing reflecting the actions of a project  
PM&E should emphasise a positive approach to learning and improving performance, recognising commitment, innovation and flexibility rather than judgement or punishment  
PM&E should emphasise action taken to achieve meaningful change rather than simply collecting information.

### **Annex 3. Turning Information into Measurable Indicators - guidance**

Each information statement was reviewed in light of the following characteristics:

#### **An indicator should:**

***Track actual change.*** Measures progress towards achievement, both in terms of quantity (e.g. the number of training sessions held) and the quality (e.g. levels of participation in these training sessions)

***Be controllable by your actions.*** The information gathered should relate specifically to things that you are doing (e.g. providing funds to another stakeholder) rather than to more general objectives that are outside of your control

***Be objective.*** There should be general agreement over what the information is being gathered for and what type of results you might expect.

***Be practical.*** The information should be obtainable without too much time or financial cost

***Be Reliable.*** The information gathered should be of sufficiently reliable quality to enable it to be used confidently, i.e. that it provides a basis for making decisions.

#### Annex 4. The Three Frameworks

#### PERFORMANCE MONITORING FRAMEWORK – IMT PROJECT – DRAFT 08/07/03

Indicator for Information Collection	Who will collect it?	How will it be collected?	How often will it be collected?	Who will use it?	How will it be used?
<b><i>Production and Resource flow process</i></b>					
Efficiency and effectiveness of the flow of financial and other resources between partners	All partners?	To be determined	<i>To be determined</i>	All partners	To assess efficiency and effectiveness as a basis for learning from problems to improve the process
Efficiency and effectiveness of the purchase and distribution process	Various (name)	Delivery Notes Payment Receipts	As and when purchase and distribution occurs	Receivers of the IMTs – intermediaries and clients Distributions of the IMTs	To assess efficiency and effectiveness as a basis for learning from problems to improve the process
Number of IMT's manufactured against targets	Manufacturers	Planning and Checking Form	Planning – tri-monthly? Checking – as per production levels	Producers, Clients, Intermediaries	To assess supply against demand
<b><i>Sensitisation and training process</i></b>					
Number of sensitisation events conducted	Intermediaries (name)	Planning and Checking Form	Planning – monthly? Checking – as per events	Intermediaries And to share with other partners during tri-monthly meetings as the basis for progress reports	To provide a check on the progress of event-based activities

<b>Indicator for Information Collection</b>	<b>Who will collect it?</b>	<b>How will it be collected?</b>	<b>How often will it be collected?</b>	<b>Who will use it?</b>	<b>How will it be used?</b>
Quality of sensitisation events conducted	Intermediaries (name)	To be determined	To be determined	Intermediaries And to share with other partners during tri-monthly meetings as the basis for progress reports	To provide evidence on satisfaction with events as a basis for learning and corrective action
	Clients	<i>To be determined by clients</i>	<i>To be determined by clients</i>	Clients	<i>To be determined by clients if necessary</i>
Number of training events	Intermediaries (name)	Planning and Checking Form	Planning – monthly? Checking – as per events	Intermediaries And to share with other partners during tri-monthly meetings as the basis for progress reports	To provide a check on the progress of event-based activities
Quality of training events	Intermediaries (name)	Quality Assessment Tool	After each event	Intermediaries And to share with other partners during tri-monthly meetings as the basis for progress reports	To provide evidence on satisfaction with events as a basis for learning and corrective action
	Clients	<i>To be determined by clients</i>	<i>To be determined by clients</i>	Clients	<i>To be determined by clients if necessary</i>

Indicator for Information Collection	Who will collect it?	How will it be collected?	How often will it be collected?	Who will use it?	How will it be used?
<b>Utilisation and feedback process</b>					
Level of use of IMTs	Clients	IMT Utilisation Form? <i>Possible use of Alan's – Design Centre</i>	Daily	Clients and intermediaries	To provide a basis for assessing whether or not the IMTs are being over- or under-utilised
Level of affordability Ability to agree on cost sharing Ability to pay on time (credit) Level of further demand	Intermediaries	To be determined	To be determined	Clients and intermediaries	To know the extent to which full ownership is likely, and provide a basis for estimating sustainability and future demand
	Clients	<i>To be determined by clients</i>	<i>To be determined by clients</i>	Clients	<i>To be determined by clients if necessary</i>
<b>Demand Assessment process</b>					
Levels of repeat and new demand for IMTs	Intermediaries	<i>To be determined</i>	<i>To be determined</i>	Intermediaries	To enable follow-up, new purchases, etc. and as an indication of the existing and future sustainability of the initiative.

<b>Indicator for Information Collection</b>	<b>Who will collect it?</b>	<b>How will it be collected?</b>	<b>How often will it be collected?</b>	<b>Who will use it?</b>	<b>How will it be used?</b>
<b>Partnership process</b>					
Levels of collaboration between key partners	Partners involved	Available media (telephone, fax, tri-monthly meetings)	As and when	Partners involved	To assess the utility of the relationships over implementation and dissemination issues as a basis for learning and corrective action
Effectiveness of collaboration between key partners	Partners involved	To be determined	Tri-monthly?	Partners involved	
Levels of collaboration between clients and partners	Clients	<i>To be determined by clients</i>	<i>To be determined by clients</i>	Clients	<i>To be determined by clients if necessary</i>
Effectiveness of collaboration between clients and partners	Clients	<i>To be determined by clients</i>	<i>To be determined by clients</i>	Clients	<i>To be determined by clients if necessary</i>
Levels of collaboration between partners and external stakeholders	Partners involved	Available media (telephone, fax, tri-monthly meetings)	As and when	Partners involved	To assess the utility of the relationships over implementation and dissemination issues as a basis for learning and corrective action
Effectiveness of collaboration between partners and external stakeholders	Partners involved	To be determined	Tri-monthly?	Partners involved	



**IMPACT MONITORING FRAMEWORK – IMT PROJECT – DRAFT 08/07/03**

<b>Indicator for Information Collection</b>	<b>Who will collect it?</b>	<b>How will it be collected?</b>	<b>How often will it be collected?</b>	<b>Who will use it?</b>	<b>How will it be used?</b>
Context of IMT use: changes in terrain/ climate changes in infrastructure changes in security situation	Intermediaries	Observation and key informant discussion	Two-monthly?	Intermediaries, clients, knowledge providers	Learning: to assess context as a basis for adapting service delivery
How IMTs are being used* Types and weights of load Length of journey Sole operator/ hire/ group Number of journeys Cost?	Intermediaries	Semi-structured checklist?	Two-monthly?	Intermediaries, clients, knowledge providers	Learning: to assess utilisation as a basis for improved service delivery Accountability: To assess performance against roles and project aims
Satisfaction of IMT users	Intermediaries	<i>To be determined</i>	Two-monthly?	Intermediaries, clients, knowledge providers	Learning: to assess context as a basis for adapting service delivery Accountability: To assess performance against roles and project aims
	Clients	Impact flow charts?	Two-monthly?	Clients, Intermediaries	To provide evidence of satisfaction and change
Maintenance/ Repair* Cost Frequency	Intermediaries	Semi-structured checklist?	Two-monthly?	SOCADIDO, TRAP, GIAT, MTCEA, FABIO	Training

Nature Capacity to do it				Design Centre, TRAP, FABIO	Re-design
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\*NB. Durability will be calculated on the basis of information gathered on use and maintenance

IMPACT ASSESSMENT FRAMEWORK – IMT PROJECT – DRAFT 08/07/03

Indicator for Information Collection	Who will collect it?	How will it be collected?	How often will it be collected?	Who will use it?	How will it be used?
Cost-effectiveness	Based on information available through impact monitoring		Calculated at end of project if not before	Clients Intermediaries Knowledge Providers External Stakeholders	To assess the performance of the project, and the basis for scaling up/ disseminating certain cost-effective IMTs
Attitudinal Change	Intermediaries	<i>To be determined</i>	<i>End of Project</i>	Clients Intermediaries Knowledge Providers External Stakeholders	To assess the performance of the project, and the basis for sharing lessons through dissemination

\*NB: it is expected that more impact assessment indicators will be developed, and/or that certain impact monitoring indicators may not be feasibly assessed during the life of the project, and may therefore be moved to the end of project assessment.

## Annex 5. Sample of the Methodological Tools outlined

### *Planning and Checking Form*

Activity:			
Detail	Expected	Actual	Explanation
Topic(s):			
Location:			
Target audience: Number/ Composition			
Responsible Person(s) for activity			
Start/ End date			
Cost			

### *Quality Assessment Tool*

Activity (or group of):					
Statement	Assessment (tick the box)				Evidence
1. I understood the purpose of what we were doing	<i>1 Completely</i>	<i>2 Kind of</i>	<i>3 Not really</i>	<i>4 Not at all</i>	
2. I understood the content of what we did	<i>1 Completely</i>	<i>2 Kind of</i>	<i>3 Not really</i>	<i>4 Not at all</i>	
3. I found what we did useful	<i>1 Completely</i>	<i>2 Kind of</i>	<i>3 Not really</i>	<i>4 Not at all</i>	
4. I will use what we did in the future to help me	<i>1 Completely</i>	<i>2 Kind of</i>	<i>3 Not really</i>	<i>4 Not at all</i>	
5. I found the person(s) conducting the work helpful	<i>1 Completely</i>	<i>2 Kind of</i>	<i>3 Not really</i>	<i>4 Not at all</i>	
6. I felt able to ask the person(s) questions about the work we did	<i>1 Completely</i>	<i>2 Kind of</i>	<i>3 Not really</i>	<i>4 Not at all</i>	

## **Annex 6: Improved Food Crops Marketing Through Appropriate Transport For Poor Farmers In Uganda**

### ***PROJECT IMPLEMENTATION JULY – SEPTEMBER 2003***

At the end of the Training Workshop on Participatory Monitoring & Evaluation held 7-9 July 2003 at the Sports View Hotel Kireka, the Project Partners agreed on the following Way Forward:

No.	Activity	Time Frame	Responsibility
	Intermediaries to make budgets for their Action Plan for July-September 03 and submit to TFG for necessary action	By Last Week July 03	Intermediaries, TFG and NRI
	Meet Clients to negotiate their role and our role in the project	By First Week August 03	Intermediaries, Clients
	Assessment of effective demand for IMTs taking into consideration the beneficiary selection criteria agreed on at the Iganga Golden Milestone Workshop	By First Week August 03	Intermediaries, Clients, TFG and NRI
	Purchase and Distribution of IMTs	By Last Week August 03	TFG, NRI, Intermediaries, Suppliers, Manufacturers, Clients
	Train Clients in the use and maintenance of IMTs	By Second Week September 03	Intermediaries, Clients, TFG and NRI
	Make quarterly reports for consideration by the First Partnership Meeting 23-26 September 03	By Second Week September 03	Intermediaries, Clients, TFG, NRI
	Review Partnership with other stakeholders	On-going	Intermediaries, Clients, TFG, NRI, other Stakeholders
	First Quarterly Partnership Meeting to be held 23-26 September at the Catholic Social Center, Kasese	23-26 September 03	TFG, Intermediaries, Farmers, Suppliers, Manufacturers, etc.

## **Annex 7: Flow Analysis**

**Aim: to illustrate causal flows, impacts and linkages with clients.**

Process: Start with one of the outcomes identified through the previous exercise: e.g. increased use of transport type X. Draw that in a box in the middle on a piece of paper. Then ask those present to say what effect that has on different economic and social issues of the respondents. Follow the trains of thought of the respondents: e.g. more use of transport X – less time to spend in the gardens, less production etc.. and/or less time spent at home, domestic care becomes the responsibility of other children, and/or more time spent, greater amount of produce moved from gardens to home, home to market, greater value... etc.

Use: This type of impact information should be collected as early as possible, as a basis to guide the activities of the stakeholders, enabling changes to be made where necessary.