Grant report to The Sylvia Adams Charitable Trust

October 2013 – November 2014
Background and project purpose

Farm Africa has delivered a number of highly successful sustainable agriculture projects in Kitui County in Eastern Kenya, which is among the most food insecure regions in the country. Sixty percent of the population rely on government relief food rations and seventy six percent live below the poverty line. In 2011 Farm Africa conducted a Participatory Rural Appraisal – a consultation process with the Kitui community – to assess the challenges faced by farmers and potential of poultry keeping for addressing these. The poultry sector in Kenya is an important source of livelihoods for smallholder farmers and indigenous poultry farming has significant potential to improve livelihoods and food security. However, multiple restrictions exist to production and marketing of poultry products, including a lack of knowledge of improved poultry techniques and the weak bargaining position of farmers in the market.

Farm Africa has been working with Kitui Development Centre (KDC) to strengthen this important sector and capitalise on the potential offered by poultry farming to improve the livelihoods and food security of disadvantaged smallholder farmers. The project is being implemented over 3 years with funding from Big Lottery Fund. The Sylvia Adams Charitable Trust has also generously provided a grant of £40,000 over 3 years towards the project. The project has the following objectives:

- Increased poultry production and productivity through improved commercially focused poultry management techniques and community organisation, leading to a greater number of improved chickens and eggs available and poultry protein consumption at household level.
- Increased household income from poultry farming through strengthened farmers’ capacity to collectively link to market for inputs and the sale of poultry products, leading to an increased number of eggs and chickens marketed collectively.
- Improved effectiveness of the Kenyan national poultry policy through community level analysis of the current policy and sharing project-generated best practices.

The project start date was October 2012, however challenges with recruitment meant that the project was not able to launch until February 2013. With agreement from the donors the project end date was extended but the delayed start meant that activities due for completion in 2013 did not take place. A number of these activities took place in 2014 however unfortunately the project has experienced delays in key project activities funded by The Sylvia Adams Charitable Trust, most notably the construction and subsequent maintenance of collection and marketing centres. The project staffs have also recently revised the budget for a number of these activities so we have included a proposed new budget; this includes all of the activities that The Sylvia Adams Charitable Trust had agreed to fund, with some additional activities within the £40,000 grant. Details of these changes are included in the Challenges and Lessons Learnt sections and the Expenditure report in the following sections.

This report covers the 12 month implementation period of October 2013 – November 2013. The report proceeds as follows: 1) activities and outcomes, 2) impact on the organisations, 3) challenges and lesson learnt, 4) human interest case study, 5) conclusion and 6) expenditure report. The report provides details on activities funded specifically by The Sylvia Adams Charitable Trust and outlines more general progress with the project as a whole.
1) What has been achieved? – Activities and Outcomes

This section outlines activities undertaken in this reporting period presented under each outcome followed by an analysis of progress against outcomes using key indicators.

Activities

Outcome 1 - Increased poultry production and productivity through improved commercially focused poultry management techniques and community organisation, leading to a greater number of improved chickens and eggs and poultry protein consumption at household level.

Organise 1,200 farmers, of whom 60% are women, into 60 groups of 20 members each – The project has now successfully formed 60 farmer groups – 100% of the project target and an increase of 3 groups over the past 12 months – with a total of 1,213 members of which 74% are women poultry farmers. Each group has received 4 training sessions on different elements of the poultry value chain as well as training on disease diagnosis, vaccination, feeding, brooding, poultry management and improved housing from KDC and government trainers. 500 farmers have been trained in feed formulation and feeding regimes for birds at different ages. Self Help Group clusters, which facilitate training and data collection, have been established in Nzangathi and Katwala, incorporating 35 groups in 7 clusters. Similar clusters will be established in two further locations next quarter.

Establish 2 demonstration sites at which training on improved technologies will take place - In year one of the Poultry Production and Marketing Project, KDC mobilised poultry groups and disseminated information on the benefits and purpose of demonstration sites. The initial project design included two demonstration sites to serve all groups. However, in year two, through consultations with communities and an assessment of their training needs, it was decided an additional two demonstration sites would be made available. This process has continued into year two and it was decided that a further two demonstration sites would be established bringing the total to six demonstration sites now established and in operation. Each of these demo sites have been equipped with poultry feeders and drinkers and stocked with improved poultry breeds. Four demonstration site open days have been conducted and one exchange visit to KARI has been scheduled for December 2014. One demo open day providing training cultivating drought tolerant crops such as cassava, sorghum, sun flowers and green grams to use in chicken feed formulation.

Groups trained in group dynamics, gender and leadership – The project has implemented a training programme on group dynamics, gender and leadership. Production and marketing groups are the focus of training and marketing of poultry products, so the impact on the project will be determined by the effectiveness and sustainability of the groups. In this reporting period training manuals on group dynamics, gender and leaderships were developed to be used by KDC staff, government trainers and community-based trainers. All groups have received 4 separate training sessions on the stages of group formation, conflict resolution, record keeping, and gender roles. The manuals have guided training delivered to the groups, but will also serve to provide guidance on group
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dynamics and gender training among groups external to the project.

**Group members identify 3 community-based trainers per group** – Three members from each group have now been identified and trained as community-based trainers to provide technical support to farmers in their group. This is a total of 180 trainers, of which 112 are women, 68 are men and 8% represents youth (15 – 35). Regular training session and technical support to farmers are primarily conducted through peer learning with the Training of Trainers approach. Community based trainers have provided training through informal training sessions to a further 4,000 adopter farmers who are not group members directly supported through the project.

**Hens and cockerels purchased and distributed to build up a commercially viable flock size** - The project has procured and distributed a total of 377 improved Ken bro cockerels and distributed them among the farmers to crossbreed with local chickens. The project promotes a poultry rotation scheme in which poultry farmers make an in-kind payment of the offspring from improved chicken varieties. An agreed number of chicks are transferred to other poultry farmers as an in-kind payment. Chick transfer started in this reporting period and an estimated 400 chicks have now been repaid in-kind. In addition to this, the project has coordinated the exchange of cockerels between farmers to avoid inbreeding. The exchange is facilitated every 6 months and within this reporting period 100 cockerels have been exchanged. Poultry stocks were also boosted through a vaccination programme through which 30,000 chickens were vaccinated against fowl pox and 36,000 were vaccinated against Newcastle disease. This was conducted by farmers with assistance from government extension officers.

**Purchase of an incubator to hatch eggs** - In December 2013 KDC purchased an incubator which is now in operation at the KDC office where all the farmers can access services. The incubator is providing a sustainable source of one-day-old chicks to poultry groups while allowing hens to continue laying eggs for a longer period contributing to increased production. Seven farmers from the project groups were identified and trained on egg handling and are supplying fertile eggs for hatching. They are now also responsible for managing the incubator. KDC has purchased 9,000 fertilized eggs from participating farmers, which have been incubated and one-day-old chickens sold to group members, adopter farmers and other poultry farmers in the Eastern Province. The effectiveness of the incubator has been constrained by the lack of a constant power supply. The project will purchase a generator in 2015 to avoid losses attributed to egg spoilage as a result of power fluctuations. There are plans in place to relocate the incubator to the main collection centre which is due to be established in 2015 in Kitui town. In this reporting period local individual farmers have bought 1,400 day old chicks at ksh. 80 per chick, generating funds for office running costs and building up the stock of improved varieties of chickens.
Outcome 2 - Increased household income from poultry farming through strengthened farmers’ capacity to collectively link to market for inputs and poultry and poultry product sales, leading to an increased number of eggs and chickens marketed collectively.

**Poultry Producer and Marketing Association registered at the district level** - The project has supported representatives from the sixty farmer groups to organise into an apex organisation. The Poultry Producer and Marketing Association will perform an essential function in the marketing of poultry products, representing farmer interests in negotiations with buyers of poultry products and eventually establishing contracts with buyers serving domestic markets. Within this reporting period members of the association have been trained in cooperative management and are in the process of cooperative registration. Registration documents have been forwarded to the commissioner for cooperative development. Associations also provide a channel through which farmers can assess reliable sources of quality inputs and veterinary supplies. Farmers have now been linked to 4 agro-veterinary suppliers in Kitui.

**Establish collection and marketing centres** – The project has established four chicken collection points located in Nzangathi, Kanduti, Katwala and Kanzau where farmers aggregate and sell collectively to traders. These points yet to be developed into physical structures but they currently provide central points where farmers meet once a week on a specific day when chickens can be aggregated and sold collectively. The project has enabled the groups to coordinate the aggregation process however storage and handling practices are still rudimentary and farmers are not able to meet during the rainy season. The project is due to construct 4 permanent collection and marketing centres in early 2015. KDC has initiated discussion with each group cluster to identify a suitable site, make arrangements with land owners and begin construction. The structures will improve bird handling and farmers will be able to aggregate the birds any day of the week even in adverse weather conditions. A permanent fifth collection centre which also serves as a hatchery, a brooding unit and holding centre for birds before selling and distribution will also be established in Kitui Town. The main collection centre will host the incubator and slaughter slab and will also be a major brooding centre as well as holding ground for birds before they are sold.

**Farmers and the association supported to identify profitable markets, access credit and engage in value addition** - The project has identified key potential markets for poultry products through a market survey conducted in this reporting period. Markets identified include local shops and hotels. Farm Africa has supported KDC to implement capacity building activities with various stakeholders in the poultry value chain, including traders, hoteliers, and micro finance institution, as well as Kenya Agricultural Research Institute (KARI), to ensure that target beneficiaries can engage in poultry production as a commercial undertaking. An extensive value chain analysis building on that from the project inception and an additional market surveys will be conducted in early 2015. Access to credit markets has been strengthened and a number of groups have opened bank accounts with and have applied for financial support from Uwezo Funds – a government initiative to support groups. Ten groups were trained on value addition and will start activities at the collection and marketing centres ones completed.
Objective 3 - Improved effectiveness of the Kenyan national poultry policy through community level analysis of the current policy and sharing project-generated best practices.

Information gathered at training sessions and joint research initiatives – KDC staff have gathered data on the impact of the project which will contribute to generating lessons learnt to be shared with other actions within Kenya’s poultry sector and other NGOs embarking on similar interventions. This has been generated through a combination of data collection during the demo open days and data collected during regular monitoring visits. KDC will work with KARI, a research institute which has been supplying cockerel, and Farm Africa will support the two organisations to generate and publish findings on the approach enable the project to identify policy issues and possible solutions. This will be part of the agendas during the planned December 2014 visit to KARI.

All training materials and best practices disseminated to the wider community – The project is developing a set of comprehensive training materials to be disseminated to the wider community including poultry farmers outside the target groups. So far training content has been developed by KDC with the support of Farm Africa staff but manuals have not been finalised and printed. However KDC has partnered with a popular local radio station to reach the wider community in Eastern Province, which hosts poultry experts to educate farmers on best practice and hold question and answer sessions. The programme has promoted the project and encouraged poultry farmers to engage as adopter farmers who have received training from the 180 community-based trainers. It is estimated that 1,250,000 people have been reached through the radio programme.

Farm Africa and KDC influence the poultry sector - Representatives of the apex organisation and KDC have engaged in quarterly consultative forums on agricultural value chains hosted by the district government. Learning from the project has been shared with local government through KDC’s membership of the Kitui Food Security Steering Groups and quarterly forums hosted by the regional government providing a platform for the project to share learning and inform and advocate on this key value chain for smallholders in Kitui. It is hoped evidence from the project will guide the development on regional and national policy on poultry production and marketing leading to livelihoods improvements and integration into poultry value chains for poultry farmers outside the target project area.
Outcomes

The project collects data to monitor progress towards the change that the project seeks to achieve. Over this reporting period the following progress has been made towards achieving these key outcomes:

- For this reporting period, a total of 580 birds were sold collectively at an average of ksh. 450 generating a total ksh. 261,000 (£1,950)

- The proportion of group members practicing at least three improved poultry production techniques has increased from 35% to 60% over this reporting period.

- Average clutch size has increased to 4 clutches per hen per year, with 14 eggs per clutch, from 2 clutches and 10 eggs in the previous reporting period.

- There has been an increase in the number of birds available for sale per household from 23 to 32 per year.

- The survival rate to maturity has increased from 60% to 77% over the past 12 months.

- Business development training has enhanced farmer’s knowledge of marketing and collective selling leading to improvements to farmer’s collective bargaining power.

- Day old chicks sold by individual farmers have increase from 359 to 661 per month.

- The project introduced sales based on a weight basis, leading to 50% price increase on average for large birds.

- The project has achieved a reduction in cases of fowl pox and Newcastle disease and 50% reduction in chick mortality.

2) What has the grant contributed to the organisation?

In addition to the benefits felt by the target groups and wider community, the grant has made a contribution to Farm Africa in several ways. The grant has provided important co-funding to the larger Big Lottery Fund grant, which will have a particular impact in 2015 when some of the more substantial activities supported by The Sylvia Adams Charitable Trust will take place. In addition to this, the grant supports a project which provides a number of important learning opportunities for Farm Africa, including:

1) Farm Africa has pioneered the model of livestock transfer with particular expertise in goat rearing and this project with generate evidence on the strength of the model for poultry rearing and marketing at scale in the Kitui context.

2) The project is a scale-up from Farm Africa’s Maendeleo Agricultures Technology Fund, a regional
grant making scheme similar to the current Maendeleo Agricultures Enterprise Fund which Farm Africa is currently operating in East Africa, so provides an important source of learning on how investment in a small Community Based Organisations can lead to significant improvements in production and market access.

The grant has also given our partner organisation, KDC an opportunity to improve their financial and programmatic management skills to serve communities better and raise their profile. The organisation is now in a better position to partner or source additional private or public funds to upscale the project.

3) Challenges and Lessons Learnt

- The project has experienced significant delays in the establishment of collection and marketing centres. In order to increase ownership the coordination of construction has been led by farmer groups themselves and farmer have been supported to indentify community land and provide unskilled labour as in-kind contributions with some project resources going towards land acquisition where required. Materials, skilled labour and the process of land registration has been provided through the project. A number of challenges experienced by the community have caused delay to the start of this work. Farmer groups struggled to come to agreement on the location of the marketing centres. However, four locations have been identified by the communities and one central location have been agreed with the Farmers Cooperative Committee. Other contributing factor include high staff turnover creating a gap in technical assistance and follow up which led to lack of clear direction and delays in implementation. The farmer groups are in the process of identifying land for the construction and the expectation is that they will get land in the market centres where the current collection points are based.

- While key capital items and marketing activities are due to be in place by early 2015, the project has also undergone a process of budgeting revisions of these activities, which includes some adjustments to the cost of specific activities funded by Sylvia Adams Charitable Trust. There were some inaccuracies in the original project budget which were most pronounced for the capital and marketing activities so the project has had to adjust accordingly. Details of this re-budget are included in the expenditure report below.

- The project staff have experienced some challenges in reaching all 60 farmer groups. However the process of clustering groups has improved access and eased delivery. It has also been noted that the two project officers, one a marketer and the other veterinarian experienced some challenges in engaging the community. KDC has engaged volunteers to assist them in community mobilisation. They also plan to engage more community facilitators, increase the frequency of trainings and target more farmers.

- Farm Africa identified a potential challenge with water supply to poultry production. It is anticipated that water requirements for rearing chickens will increase beyond the capacity of the local supply as chicken stocks increase. This issue has been discussed at meetings at the country level between KDC, lead farmers from the apex organisation and Ministry of Environment, Water and Natural Resources. Farm Africa is currently recruiting a new Project
Coordinator, with extensive experience of water management. The Kitui county government is undertaking a scheme to connect water scarce locations in Kitui to the Tana River. KDC have been lobby the local government to include locations in Eastern Province targeted by the project in this programme.

4) Success story

Rose Kasyoka lives in Kamulu in Kitui county. She is 42 years old and married with four sons aged between 7 and 21 years old. Rose belongs to the Eitu ma Amwei self help group which is being supported by the Poultry Production and Marketing Project.

Before joining the poultry project group Rose depended entirely on her husband for income to provide for her family and managing family finances. She has owned chickens for a few years but they were constantly affected by disease so few of her chicks would survive to maturity. Rose had aspirations to start poultry production as a business but she was never able to produce for her family to consume at home and for surplus to sell at market. Rose is delighted to be participating in a project which is helping her to establish links to profitable markets.

Rose’s story starts with her joining the Eitu ma Amwei self help group through which she was introduced to the need to breed improved varieties of hens in order to establish commercial poultry production. After joining the poultry project she acquired 5 hens for 1000 ksh. She was then loaned a hybrid cockerel by KDC through the project. As part of the group she has received training on poultry husbandry such as disease control, feeding and housing. With this knowledge, her flock has been on an upward trend and she has a total of 120 birds. A key new skill is being able to perform
diagnosis and she has been vaccinating her own flock and the flocks of other farmers in the community. Through these controls, mortality has reduced to less than 10%. She has sold 42 birds at an average price of ksh 450 giving her an income of ksh 18,900 this year. Using her proceeds, she has bought a donkey which she uses for fetching water and has also improved her house. Rose is hoping to buy a vehicle to help her in transporting her chicken to the market.

5) Conclusion

The project has made significant advances in the standard of poultry husbandry and production practices, while a number of the more market focused elements of the project have been slower to progress. This is reflected in the outcome data which indicates significant improvements in the health and longevity of poultry stock. The incubator scheme is also contributing significantly to the stock of improved chickens available on the market. Indicators also reflect an increase in sales. This is possibly partially due to the increased supply of chickens, however there have been increases in the average price of poultry sales, which indicate that aggregation practices through the informal collection centres are contributing to more effective marketing with the potential to contribute significantly to household income. The project has experienced significant delays to activities which are key to strengthening poultry farmers’ market access, such as the 5 marketing centres now due for construction in early 2015. Despite these delays the project has identified potential markets for poultry products and the structure of poultry groups and marketing associations is in place with members equipped with the skills and knowledge to engage in collective marketing and negotiating deals with traders. Such skills and knowledge are already being applied to collective marketing through the collection points which will provide a more reliable and formalised location for aggregating chickens and poultry products when properly serviced.
6) Expenditure Report

The below outlines proposed revisions to the budget assigned to The Sylvia Adams Charitable Trust and spend against items in Years 1 and 2 of the project. We would be very happy to discuss in more detail the rationale behind this revision and the possibility of allocating funds to other activities. This adjustment has been the result of 1) the significant delay in construction of the marketing centre and consequent delays in marketing activities and 2) overestimates of activities allocated to The Sylvia Adams Charitable Trust at the proposal stage which have only recently come to light.

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<th>Activity Description</th>
<th>Lifetime Budget (GBP)</th>
<th>Year 1 Spend - Last reporting period (GBP)</th>
<th>Year 2 Spend - This reporting period (GBP)</th>
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<td>Cost of incubator</td>
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Total income from The Sylvia Adams Charitable Trust £30,000
Total expenditure of The Sylvia Adams Charitable Trust Grant £13,561
Variance against budget 45%