



Facilitating the Introduction of a Participatory and Integrated Development Approach (PIDA) in Kilifi District, Kenya

Volume I: Recommendations for Institutionalising PIDA Based on Four Pilot Projects



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**Facilitating the Introduction of a Participatory and
Integrated Development Approach (PIDA) in
Kilifi District, Kenya**

Volume I

**Recommendations for Institutionalising PIDA
Based on Four Pilot Projects**

Report on a project conducted in cooperation with the
Kilifi Water and Sanitation Project (KIWASAP)

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Foreword

This report is the result of a three months' mission carried out by a project team from the Centre for Advanced Training in Agricultural Development (CATAD), Humboldt University Berlin. All members, except the team leader, were participants in the 32nd one-year training course which prepares junior professionals for assignments in bilateral and multilateral development organisations. The team was composed of two agricultural socio-economists, an economist, a geographer, a social anthropologist, an agronomist and an agricultural engineer.

The project was conducted on request of and in close collaboration with the German-funded Kilifi Water and Sanitation Project (KIWASAP).

Interdisciplinary consultancy projects are an integral part of CATAD's training programme. It enables participants to practise the use of action and decision oriented appraisal methods in identifying and solving problems of rural development. At the same time, the projects contribute directly to the development activities of the host countries.

In 1994, the three groups of participants in CATAD's 32nd course simultaneously conducted projects in Honduras, Kenya and Morocco.

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Executive summary

There is a felt need for a fundamental change in the development approach as currently practised in Kilifi District. This need has been expressed at community level as well as by numerous officers of development agencies (DAs). In order to be more effective and in order to lead to more sustainable development impacts compared to the current situation, the new approach has to be based on two principles:

a felt need for change

- The communities should be the initiators, owners and managers of development activities. Project planning and implementation must therefore be based on those problems, constraints, potentials and solutions as perceived by the communities.
- Mass poverty is a complex problem, which can in most cases not be solved by monosectoral interventions. It needs an approach by which the main causes of poverty are attacked simultaneously in an integrated way. This requires cooperation of different sectoral development agencies at community level.

The Kilifi Water and Sanitation Project (KIWASAP) is in a process of gradual transformation from a sectoral project to an integrated development programme. At the same time KIWASAP's role will also change from direct implementation to the role of a facilitating agency. In this context the Centre for Advanced Training in Agricultural Development (CATAD) has been contracted to assist KIWASAP in working out an appropriate development approach and in redefining KIWASAP's role in Kilifi District.

KIWASAP

An interdisciplinary CATAD team was stationed in Kilifi from 28-7-94 to 29-10-94. During these three months the CATAD team, together with personnel from KIWASAP and from a number of other development agencies, implemented the KIWASAP-CATAD project: Facilitating the introduction of a participatory and integrated development approach in Kilifi District. This project produced the following results:

CATAD

1. A vision of a Participatory and Integrated Development Approach (PIDA) has been generated (chapter 1). PIDA includes Participatory Rural Appraisal (PRA) but goes beyond PRA. It emphasises not only participation but also integration and it includes not only the appraisal stage of a project but also its approval and implementation. It is built on the following principles:

a vision for PIDA in Kilifi District

- **Participation** is the active involvement of community members in situation analysis and in all decisions related to development objectives and activities, as well as in the activities themselves. The primary purpose of participation is to encourage community self-determination and thus foster sustainable development.
- **Integrated development** is based on a holistic problem and potential analysis at community level. It aims at combining sectoral activities in such a way that synergetic effects are achieved. As a result of integrated planning, sectoral development agencies are able to coordinate their development activities at different institutional and regional levels (community, division, district).
- **Development** is a change for the better. It should be seen as a process which is spearheaded by the communities. Wherever communities mobilise themselves and start solving their problems, development is happening. The role of the development agencies is to observe carefully what the communities discuss and decide and do; and then to assist the communities, where they need assistance and request it.

2. The hypothesis of the KIWASAP-CATAD project is that PIDA is feasible under the institutional framework of Kilifi District and that it leads to:

the hypothesis

- awareness creation, empowerment and self-help motivation within the communities
- demand-oriented and integrated development activities of the development agencies
- the feeling that the communities are the owners and managers of development activities, which will hopefully increase the sustainability of the impacts of these activities.

In order to verify this hypothesis, four PIDA pilot projects have been carried out. Each pilot project involved the following sequence of activities:

testing the hypothesis in four pilot projects

- Training of the PRA team which on the average consisted of 12 officers from KIWASAP and other development agencies (3 days)
- Preliminary visit of the community and planning of the village workshop by the PRA team (2 days)
- Conducting the village workshop (4 days)
- Writing the village workshop report and evaluating the whole PRA phase (2 days)

- Appointing a follow-up coordinator, drawing up a project proposal and starting the project approval process (4 weeks).

The experience gained in the first two communities (Majajani and Jila) served to improve the approach. The improved approach was used in the last two pilot communities (Ngerenya and Dungicha).

3. The evaluation of the four pilot projects arrives at the conclusion that PIDA had been readily accepted by the 50 officers who conducted the pilot projects as well as by the four pilot communities. It is technically feasible, the costs are moderate and the impacts in terms of awareness creation, empowerment and self-help motivation are high. There is a good chance that the momentum created by the village workshops will lead to integrated development activities and will contribute to sustainable improvements in the living conditions of the participating communities.

a PIDA design based on the pilot projects

Based on this analysis, officers of KIWASAP and of different development agencies, together with the CATAD team, have designed a Participatory and Integrated Development Approach for Kilifi District. In this report the approach is described in detail (chapter 3.1 to 3.4), costs and impacts are assessed (chapter 3.5) and unresolved issues are discussed (chapter 3.6). Guidelines for practising PIDA are given in the PIDA Manual (Volume II of this report).

The specific results of the four pilot projects are documented in four separate village workshop reports. One example of a village workshop report is given in annex 10.

4. In order to assess how PIDA fits into the institutional framework of Kilifi District, the potential and constraints for using participatory approaches are analysed (chapter 4). It is concluded that PIDA fits very well into the District Focus Strategy for Rural Development (DFSRD) and could substantially contribute to putting the principles of the DFSRD into practice. The constraints for introducing PIDA are to a large extent the same as those that have so far hindered the DFSRD's effectiveness:

potential and constraints for using PIDA on a larger scale

- Deficits with regard to the vertical and horizontal flow of information and with regard to decision-making procedures

- Limitations on human and budgetary resources

Given the political will and a moderate amount of donor assistance, most of these constraints can be overcome.

recommendations for institutionalising PIDA

5. Recommendations for institutionalising PIDA in Kilifi District are based on the experience gained in the pilot projects (chapter 3) and on the organisational analysis (chapter 4). They are made under the assumption that the District Focus Policy Institutions (the Development Committees and the District Development Officer) should not be by-passed but should play a central role within the limits of their capacity. This role is different in each PIDA-phase:

the role of District Focus Policy institutions

- In the initiating phase all applications for conducting a village workshop in a particular community should be channelled to the District Development Officer (DDO) in a nonbureaucratic way. The DDO should then assist the applicants to identify funds, an Organising Agency, and other development agencies which should join the PRA team. The DDO will be supported in this task by a PIDA Coordination Committee.
 - The PRA-phase, which involves training the PRA team, planning and conducting the village workshop and writing the village workshop report, will then be conducted by the organising agency and the PRA team without further assistance of the DDO.
 - In the follow-up phase, the community elaborates a project proposal, for submitting to the Sub-locational Development Committee. From there onwards it should be channelled through the whole chain of Development Committees to be finally approved by the District Development Committee.
6. The most difficult task will be to overcome the disintegrating effect of splitting up a project proposal into sectoral components. This disintegrating effect happens to all proposals for integrated projects as soon as they have reached the divisional level. The DDO, the assistant DDO and the follow-up coordinator will have to ensure that all involved sectoral departments include their respective project components into their annual workplans. If some of these components are not approved at national level, a replanning of the project has to be initiated. In order to avoid these problems the DDO should try to solicit open funds for financing community level integrated projects.

7. The coordinating function of the DDO will be limited to the initiating phase of a specific PIDA, to soliciting funds and to monitoring the workplans of all involved DAs in order to avoid disintegration. All other planning, implementing and coordinating tasks have to be taken over by the sectoral Government Departments, NGOs, programmes and projects. For each PIDA project, an organising agency has to be appointed, which coordinates all other participating DAs, takes over the logistics, and provides the follow-up coordinator.
- the roles of other development agencies*
8. At the moment, many DAs are prepared to provide personnel for PRA teams and to get involved in the follow-up. However, they are hesitant to take over the role of an organising agency. They have proposed that KIWASAP should play this role because they did it successfully in the pilot projects. At the same time they realise that this is not a sustainable solution. This problem has to be solved by the PIDA Coordination Committee, which will be formed soon. It will be a sub-committee of the District Executive Committee.
- appointing organising agencies for each PIDA project*
9. The IFAD-financed Coast ASAL Programme has the potential to play an important role in the use of PIDA in Kilifi District. The philosophy of Coast ASAL and PIDA are identical. PIDA can therefore be seen as a way of putting the principles of Coast ASAL into operation. The possibilities for Coast ASAL to make direct use of PIDA are:
- the role of the Coast ASAL programme*
- The Community Mobilisation and Development Units (CMDUs), which Coast ASAL plans to establish at divisional level, could use PIDA as their appraisal and development approach.
 - Coast ASAL could make open funds available for financing community-based projects. Preferably these funds should be available district-wide. For a start they could be limited to Coast ASAL's Focus Development Areas.
10. Planners at district level can also benefit from the wealth of information, which is documented in the village workshop reports. Once an increasing number of PRA village workshops have been conducted, planners can get a clearer picture of the problems, potentials and constraints as perceived by the communities in different parts of Kilifi District. They will also be able to know which solutions or projects have priority in the opinion of the communities. This information can be used for two purposes:
- using information generated by PIDA for district level planning*

- Sectoral development agencies like the Ministry of Agriculture and Livestock, can use this information for adjusting their future annual workplans to the needs and potentials as perceived by the communities.
- Coordinating agencies, like the District Planning Unit and the Coast ASAL Programme, can use the information for regional planning and for defining Focus Development Areas.

11. Recommendations for the future role of KIWASAP with regard to facilitating the introduction of PIDA in Kilifi District (chapter 6) entail the following tasks:

recommendations on the future role of KIWASAP

- KIWASAP should inform communities, local leaders, Chiefs, Assistant Chiefs, development committees, politicians and development agencies about PIDA and about how PIDA activities for a specific community can be initiated.
- KIWASAP should conduct PIDA activities on request and act as an organising agency for approximately 8 PIDA projects per year. This role is similar to the role which KIWASAP has played in the four pilot projects. An organising agency coordinates all other agencies involved in a PIDA project and provides the logistics for the PRA phase. This will help KIWASAP to gain more experience in preparing and conducting PIDA projects. It will also help in changing from a supply-oriented sectoral project focusing on direct implementation to a demand-oriented integrated development programme focusing on facilitation.
- KIWASAP should simultaneously support and promote other development agencies in order to enable them to take over the role of an Organising Agency. This task is essential for institutionalising PIDA in Kilifi District. If other development agencies are not qualified to act as Organising Agencies, then PIDA can only be used as long as KIWASAP is operating in Kilifi
- KIWASAP should assist the District Planning Unit and the Coast ASAL programme to use information generated by PRA village workshops for regional planning and priority setting. KIWASAP should also assist other development agencies, who want to use information generated from village workshops, for District level planning.

12. None of the tasks listed in point 11 are incorporated in KIWASAPs planning documents for the current project phase (1994-1996). As the pilot projects have shown, there is some flexibility to carry out additional activities, which have not been planned and budgeted. However, it is

objectives for phase IV of KIWASAP

recommended to replan the current project phase. This should be done after this report has been discussed with all parties concerned, say by middle of 1995. We recommend that KIWASAP should gradually phase out its sectoral objectives and activities in the second half of the current project phase. Instead, it should increasingly concentrate on integrated community-based projects and on the role of a facilitating and innovating agency, which can serve Kilifi District as a whole. This transition should be completed by 1996. In the next project phase (1997-99) KIWASAPs main task should be to facilitate the introduction and sustainable use of a participatory and integrated development approach in Kilifi District.

13. Once KIWASAPs objectives and activities have been replanned in accordance with its new role, its organisational structure has to be adapted accordingly. In its next project phase KIWASAP will no longer need sectoral departments and sectoral specialists because the sectoral aspects will be left to the respective development agencies. Instead, the personnel of KIWASAP will have to engage in activities which are related to capacity-building for all levels of development organisations in Kilifi District. This will involve providing assistance in situation analysis, planning, budgeting, organising, monitoring and evaluation and in regional planning.

*consequences
for the organ-
isational struc-
ture of
KIWASAP*

14. Volume II of this report contains a PIDA Manual, which should serve as a guideline for all persons, development agencies and communities who are considering, preparing and implementing PIDA activities. It is organised in such a way that

*the PIDA
Manual*

- Organising agencies
- PRA trainers
- PRA teams and team leaders
- Follow-up coordinators
- Village committees

can easily find those sheets which describe their tasks. It is a 150 page, loose-leaf manual which can readily be adopted and improved as further experience is gained. We recommend that the task of frequently updating this manual should be taken over by KIWASAP.

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We want to extend our thanks in advance to all those who will now have to continue what we have started together.

List of acronyms

AFC	African Finance Corporation
AMREF	African Medical Research Foundation
ASAL	Arid and Semi-Arid Lands
CAP	Community Action Plan
CATAD	Centre for Advanced Training in Agricultural Development
CDA	Coast Development Authority
CMDU	Community Mobilisation and Development Unit
DA	Development Agency
DDC	District Development Committee
DDO	District Development Officer
DEC	District Executive Committee
DFSRD	District Focus Strategy for Rural Development
DPO	District Programme Officer
DPU	District Planning Unit
DSCO	District Soil Conservation Officer
DSDO	District Social Development Officer
DvDC	Divisional Development Committee
DO	District Officer
EEC	European Economic Community (European Union)
FDA	Focus Development Area
GOK	Government of Kenya
GTZ	Gesellschaft für Technische Zusammenarbeit (German Agency for Technical Co-operation)
IFAD	International Fund for Agricultural Development
KARI	Kenya Agriculture Research Institute
KFFHC	Kenya Freedom from Hunger Council
KIWASAP	Kilifi Water and Sanitation Project
Kshs	Kenyan Shilling
KWFT	Kenya Women Finance Trust Ltd.
LDC	Locational Development Committee
MIRDP	Malindi Integrated Rural Development Programme
MLRRWD	Ministry of Land Reclamation, Regional and Water Development
MoALD&M	Ministry of Agriculture, Livestock Development and Marketing
MP	Member of Parliament

NGO	Non-Governmental Organisation
ÖED	Österreichischer Entwicklungsdienst (Austrian Service for Development Co-operation)
PHC	Primary Health Care
PIDA	Participatory and Integrated Development Approach
PRA	Participatory Rural Appraisal
PSCO	Provincial Soil Conservation Officer
RDF	Rural Development Fund
SIDA	Swedish International Development Authority
SLDC	Sub-locational Development Committee
SSI	Semi-Structured Interview
SWCB	Soil and Water Conservation Branch
ZOPP	Zielorientierte Projektplanung (Objectives-oriented project planning)

How to read this report

The report has five distinct parts, each of which may be of interest to different groups of readers:

- 1. Readers who are mainly interested in the Participatory and Integrated Development Approach (PIDA) as such, should read chapters 1 and 3, which describe:**
 - The principles of participation, integration and development and the need for practising these principles in Kilifi District
 - How these principles have been operationalized and applied in four pilot projects
 - The technical feasibility, the costs and impacts of PIDA and questions that are still unanswered.
- 2. Decision-makers who may want to assess if and how PIDA could be introduced in Kilifi District on a broader scale, following on from the pilot phase, should, in addition, read chapters 4, 5 and 6. They provide:**
 - An analysis of the potential and constraints for introducing PIDA in Kilifi District on a broader scale
 - Recommendations on how PIDA could be institutionalised in Kilifi District under the given institutional framework
 - Recommendations for the future role of KIWASAP with regard to supporting and promoting the further introduction and broad-based use of PIDA in Kilifi District.
- 3. Readers who are interested in the specific results of a Village Workshop should read annex 10. It documents for one of the four pilot communities, Dungicha, the Village Workshop Report, which contains:**
 - An analysis of the resources, potential, problems and solutions as perceived by the community
 - The Community Action Plan.
- 4. Readers who want to actively apply PIDA should use the PIDA Manual which forms Volume II of this report. It contains sections which should be read by all readers and specific sections for:**
 - PRA trainers
 - PRA team members
 - the Organising Agencies
 - the Village Committees
 - the follow-up coordinators.
- 5. Readers interested in the context, the objectives and the methodology of this KIWASAP-CATAD Project should read chapter 2, which explains in detail why, for whom and how the project has been conducted.**

1 Vision of a Participatory and Integrated Development Approach (PIDA) for Kilifi District

PIDA is in many ways exactly the opposite of the development approach now practised in Kilifi District. The presently used approach has so far not resulted in much development (see chapter 2.1) and the chances that it will be more successful in the foreseeable future are slim. In our discussions on community level as well as with officers of development agencies (DAs) in Kilifi District on various administrative levels, dissatisfaction with the currently practised development approach and its meagre results was voiced by all sides (see annex 4). There is a widely felt need for a fundamental change.

To illustrate what is meant by a fundamental change of the development approach, let us refer to a tale about the most famous type of tree found in Kilifi District, the Baobab.¹ The Baobab



looks somewhat unusual and funny compared to other trees. Its branches are incredibly thick and bulky and are shaped like roots. The appearance of the Baobab is so completely different from any other tree that people have always wondered what made it so different.

¹ The picture reproduced below is copied from Noad et al., 1989, who also describe, how the Baobab is used by the local population: "Numerous seeds are enclosed in a whitish, edible pulp which contains tartaric acid, the pulp can be used for flavouring, or soaked in water to make a refreshing drink. The leaves are used for vegetable, and the fibrous bark is used for weaving and making rope".

Here is the story: In ancient times the Baobab was considered a useless tree and people did not like it. It was big and proud and consumed a considerable amount of space, water and nutrients but it produced no significant benefits. So one day the Gods got so angry that they uprooted all the Baobabs, turned them upside down and planted them with their roots in the air. Since then they look a bit strange but have become useful and every-body likes and respects them.

The fundamental changes involved when turning the development approach currently practised in Kilifi District into a Participatory and Integrated Development Approach are:

- From top-down to bottom-up
- From sectoral to integrated
- From reaching mainly the better-off to reaching the majority of the poor with special emphasis on the poorest
- From teaching and informing to listening, observing and learning from the villagers
- From supply orientation to demand orientation
- From centralised to decentralised planning and decision-making
- From agency ownership and management to community ownership and management of development projects.

Unlike in the Baobab tale, there are no Gods to make this change happen overnight. It involves deep-rooted beliefs and attitudes of people which cannot be changed from outside. If it happens, the change will come from inside the system of development agencies and from the communities. This process will take years.

The CATAD team, as outsiders, has tried to contribute to this change by making available some of the experience gained from similar attempts which are currently happening all over the world. And the CATAD team facilitated four PIDA pilot projects, which gave KI WASAP and other DAs the opportunity to experiment with this approach and to develop a specific PIDA design for Kilifi District. Before the objectives and methods of this KI WASAP-CATAD project are discussed in detail in Chapter 2 and the results of the PIDA pilot projects in Chapter 3, a closer look has to be taken on what PIDA means in detail.

Participation

Participation is the active involvement of community members in situation analysis and in all decisions related to development objectives and activities, as well as in the activities themselves. The primary purpose of participation is to encourage community self-determination and thus foster sustainable development.

This belief in the fundamental importance of participation is not new. For more than two development decades, professionals have been talking and writing about the need for participation², but very few organisations did it or knew how to do it. It was one of those phrases like "with special emphasis on small farmers" or "poverty-oriented" or "taking socio-cultural factors into account", which are continuously repeated but hardly ever practised on a large scale.

Since 1989, a new approach has been discovered how to carry out participatory situation analysis and decision-making in practice. Suddenly, a flush of reports and studies were published, which indicate that people in many parts of the world were experimenting with practising participation (e.g. Chambers, 1992; Pretty et al. 1992; Schönhuth & Kivelitz, 1994; Westphal et al. 1994). The clear and simple message of all these publications is: participation is feasible, relatively easy to do and is very successful in promoting sustainable development.

The new approach is called **Participatory Rural Appraisal (PRA)**. PRA is a set of principles, tools and methods which are used to facilitate a community to become aware of and analyse their problems and potential, set priorities and take decisions regarding development activities.

In this report Participatory Rural Appraisal (PRA) is seen as part of a Participatory and Integrated Development Approach (PIDA). This means that PIDA and PRA are not different concepts. PIDA is a wider concept involving not only an appraisal phase but also a follow-up phase and aims not only at participatory but also at integrated development. To further clarify the PIDA concept, the following paragraphs will elaborate on the meaning of "integration", "development" and "approach".

Integration

An integrated development approach assumes that mass poverty is a result of multi-causal and interdependent factors. Therefore in most cases sustainable development impacts cannot be achieved by mono-sectoral interventions or by sectoral development agencies, like the Department of Agriculture acting in isolation from other Departments. Sustainable development requires intervention strategies, which consist of well-selected and well-coordinated efforts from different sectors. The integrating factors in such an approach are both: the problems of people or communities in a specific area and their potential for solutions.

Integrated planning is therefore based on a holistic problem and potential analysis at community level. It aims at combining sectoral activities in such a way that synergetic effects are achieved. As a result of integrated planning, sectoral development agencies are able to coordi-

² The role of participation of people in development activities is reviewed and summarised in a comprehensive way with special regard to Kenya by Chitere (1994), pp. 2-10.

nate their development activities at different institutional and regional levels (community, division, district). An integrated development approach is a dynamic process in which all partners have to continually check their roles, activities and their common goals. It requires good communication between all partners.

The problems and the potential of communities, which are the integrating factor for designing an integrated approach, differ often from community to community. Combinations of sectoral activities, which simultaneously attack the main causes of specific problems and/or exploit specific potential can therefore only be achieved, if the situation analysis and the planning of development activities are done at community level. In short: Integrated development is, by definition, community-focused or at least area-focused.

Development

Development is a change for the better. If a group of people recognises that they have a common problem, from which they suffer and which they do not want to tolerate any more, say,

*The incidence of diseases and the child mortality
in the community are high*

and if this group of people gets together, analyses the causes, discusses ways of solving their problems and agrees on common objectives, say,

*The incidence of diseases and the child mortality
in the community are reduced*

and if the community then takes decisive action in order to solve their problems and reach their objectives - this is then development.

Development is not an abstract concept which is only understood by experts. Development is the process of improving the lives of people, especially the lives of those people whose elementary basic needs are not fulfilled. The people in the communities know which improvements they need. By setting their priorities, they define what development means for them.³

Approach

Development agencies are often tempted to analyse the situation of people and to tell them what problems and potential these people have. Then the same development agencies start to

³ A variety of definitions of development with emphasis on community development in Africa, specially in Kenya, is given by Chitere (1994), p. 14.

set priorities and make development plans - and fail. Kilifi District is full of dams and pans and cattle dips and cooperative stores which have been planned and constructed by the DAs for the communities, and which are abandoned, or badly maintained and more or less useless. They are the embarrassing monuments of a fundamental fault in the development approach of most DAs.

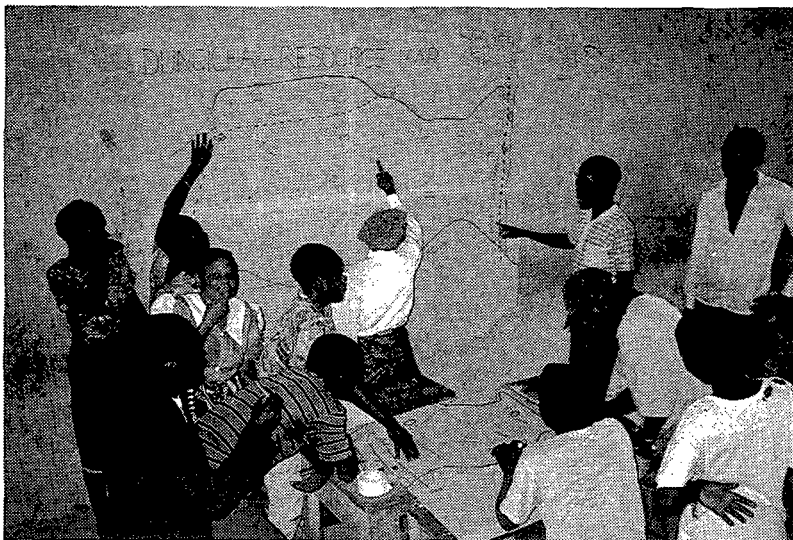


Plate 1: Development in practice: People in Dungicha have identified their problems and have decided to solve them with their own resources

The development agencies have always believed and still act as if they should set the priorities and formulate the strategies and then "mobilise" the communities to do what the DAs think is good for the people. Instead of listening to the people to understand their perspectives and priorities, and instead of learning from their indigenous knowledge, which helped them to survive over centuries in an harsh environment, the DAs give advice and guide and urge and push. They feel superior to the "backward" farmers and see them as objects not as subjects of development. ⁴

Because of this approach so many of the big donor-funded projects like the infamous Magarini Settlement Project (Porter, et al., 1991) have failed in a big way. And smaller projects which

⁴ In a discussion with agricultural officers the question was asked: "We have the problem that farmers are not planting the hybrid maize, which we want them to plant. Can PRA help us to solve this problem?" This question summarizes in a nutshell the current development approach.

distribute a few goats here and a few seeds there are failing in a small way with regard to having significant and sustainable development impact for the people of Kilifi District. The main reason is always that the "development" was not initiated by the people but for the people and often even disregarding the objections of the people.

Development should be seen as a process which is spearheaded by the communities. Wherever communities mobilise themselves - even if no DA is involved - development happens. The role of the DAs should be to observe carefully what the communities discuss, decide and then do, and to assist the communities, where the communities need assistance and ask for it. They should empower the communities by handing over the leadership role and the responsibility for development to them.

Empowering the communities to take over the leading role in their own development is also indispensable for the simple reason that the shrinking resource endowment of most DAs does not permit them to contribute much to development. In order to ensure that development takes place at all, most development activities have to be done by the communities themselves. The DAs can only be called in to assist by supplementing the activities of the communities where needed.

This approach is called demand-oriented development in contrast to supply-oriented, where DAs offer or even push their priorities, their programmes, their extension messages. Most of the recent publications on development issues from "Rural Development: Putting the Last First" (Chambers, 1983) to "Putting People First" (Cernea, 1991) point in this direction. They invite development agencies to consider the communities' priorities as being much more relevant than the DAs' own priorities and to go out to the people to listen, to observe and to learn.

At the same time, the DAs have to take into account that the communities do not only consist of the leaders and the better-off and the well-educated but also of women, youth, the illiterate, the marginalised and the poorest. They need development most. Therefore the approach used by the DAs should not concentrate on "contact farmers" but has to ensure the participation of the marginalised groups in all development activities from the beginning.

This fundamental change in the development approach of the development agencies in Kilifi District is at the moment only a vision. It is, however, not unrealistic. The experience from four pilot projects described in chapter 3 indicates so far that the PIDA approach is feasible if a

certain framework is provided.⁵ It is not an out-of-this-world idealistic concept. It is a realistic vision.

Before we proceed to describe PIDA in detail in chapter 3, analysing the Kilifi institutional framework for PIDA in chapter 4 and giving recommendations on how PIDA can be institutionalised in Kilifi District (chapter 5 and 6), we will now briefly introduce in chapter 2 the context, the objectives and the methodology of this KIWASAP-CATAD project.

⁵ The follow-up phase of the four PIDA projects has just started. An ultimate assessment of the feasibility of PIDA can only be given at the end of the follow-up phase. For details see chapter 3.4.

2 Context, objectives and methodology of the KIWASAP-CATAD project

This chapter outlines in which context, why and how the KIWASAP-CATAD project has been carried out. After a brief description of Kilifi District it explains:

- Why KIWASAP, which was up to now a sectoral project attached to the Department of Water, is interested in a participatory and integrated development approach for Kilifi District.
- Which objectives had to be reached within the three months duration of the KIWASAP-CATAD project in order to contribute effectively to the long-term goal of introducing and institutionalising PIDA in Kilifi District.
- Which activities have been done by the KIWASAP-CATAD project to achieve the objectives and which role the PIDA pilot projects played in this process.

2.1 Kilifi District in brief ⁶

Kilifi is one of the six districts in the Coast Province of Kenya (see figure 1) covering an area of 12,464 sq. km. It is very heterogenous with regard to soil and rainfall conditions which determine the resource potential and land use patterns. The average annual rainfall ranges from 400 mm in the hinterland to over 1,200 mm at the coastal belt. Rainfall is bimodal with long rains falling from April to June and short rains from October to December. Rainfall varies from year to year and is very unreliable.

Kilifi District is administratively divided into 5 Divisions, 34 Locations and 114 Sub-Locations (see table 1). In 1989, the population was 591,903 (Kenya Population Census, 1989), the population growth rate 3.4%.

Small-scale agriculture, livestock-keeping and fishing are the main sources of income for about 80% of the population. The main food crop is maize, supplemented by sorghum, rice, cowpeas, greengrams, beans, cassava, sweet potatoes and groundnuts. Cash crops are coconut, cashewnuts, simsim, cotton and fruits. Other income opportunities are provided by the public service, the tourist industry and the informal sector.

⁶ The information given in this chapter is mainly extracted from the Kilifi District Development Plan 1994-96, and the Population Census of 1989.

Figure 1: Location of Kilifi District



Table 1: Administrative units and population density in Kilifi District

Division	No. of Locations	No. of Sub-Locations	Persons per Sq km
Kaloleni	8	29	267
Bahari	8	22	207
Malindi	5	20	35
Magarini	6	20	23
Ganze	7	23	37
Kilifi District	34	114	62

Welfare indicators show that Kilifi is one of the poorest districts in Kenya:

- Infant mortality was 149 per 1000 in 1991, compared to a national average of 86
- 40% of the children are stunted, which is the highest percentage of stunted children in Kenya

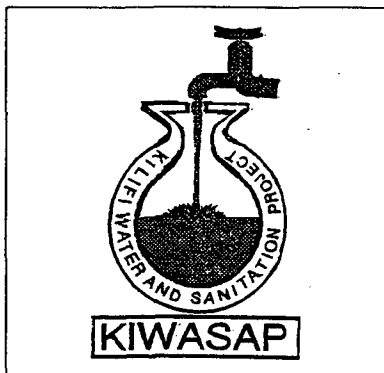
The main causes of poverty are

- Unfavourable climatic conditions in most parts of the District, especially the extreme unreliability of rainfalls
- Inadequate surface and ground water resources
- Low literacy levels, especially with regard to women, resulting in poor sanitation, hygiene and nutrition levels and in high birth rates
- Lack of physical and social infrastructure, especially with regard to health facilities
- Lack of opportunities for employment and income in the non-agricultural sector

2.2 KIWASAP: On the way from water and sanitation to integrated development

The Kilifi Water and Sanitation Project is a project in transition. For people who believe in "Nomen est Omen" (Latin for "Names are telling"), the problems, uncertainties and inconsistencies typical of such phases of transition are symbolised by the discussions about the name of the project.⁷ Sometimes the project uses the name "KIWASAP - Kilifi Integrated Development Programme", mostly only KIWASAP. The project logo as copied on the right, still implies a sectoral focus.

KIWASAP was established in 1988 as a German-supported project within the Department of Water De-



⁷ In the Report on the ZOPP-Workshop held in August 1993 the project name is discussed on pp.10: "The workshop discussed the possibilities of changing the project name. Clearly, the participants noted that "KIWASAP".... would be unsuitable during the next phase, given the proposed conceptual augmentation and widening of scope.... It was resolved that "KIWASAP" be retained as the project name. It was further resolved that the name "KIWASAP" would henceforth cease to be an acronym for "Kilifi Water and Sanitation Project". Instead it will be just a name such as say, "Toyota"."

velopment. Its objective in phase I and II (1988-1993) was to assist the communities of Bahari and of Ganze Divisions of Kilifi District to:

- initiate, construct, operate and maintain sustainable water facilities
- promote hygiene education
- construct sanitation facilities, particularly pit latrines.

KIWASAP has successfully implemented these three components in 4 of the 8 locations of Bahari Division (Chonyi, Kauma, Ngerenya, Mwarakaya) and in 4 of the 8 locations of Ganze Division (Ganze, Bamba, Digiha, Vitengeni).

In the current project phase (1994-1996) KIWASAP will extend its activities beyond the initial three sectoral components listed above. This is necessary because it was felt that improvements with regard to water, hygiene and sanitation are not sufficient to improve the living conditions of the target population on a sustainable basis.

During the last project planning workshop it was, therefore, decided to extend the project activities to (see Project Planning Matrix in annex 7):

- basic health care
- agricultural income generation
- non-agricultural income generation.

Since the beginning of 1994, KIWASAP has started data collection and pilot activities in these three new sectors.

However, the question has come up as to whether or not the expansion from three components to six would be sufficient for contributing effectively to the sustainable reduction of mass poverty in Kilifi District. It was felt that the project could contribute more to development (as defined in chapter 1) if it changed

- from a multi-sectoral to an integrated approach, and
- from an implementing to a facilitating agency.

In this context of finding the most appropriate approach and role for the second part of the current project phase and for phase IV (1997-1999) the idea of designing and introducing a PIDA for Kilifi District arose. KIWASAP facilitating the introduction of PIDA in Kilifi District was seen to serve a number of purposes:

- It addresses the need for fundamental change in the development approach currently used in Kilifi District (see chapter 1).

- It serves as a starting point for KIWASAP to gradually transform its approach and role in the desired direction
- It has the potential to empower the communities and to strengthen the development agencies which have the task of supporting the development efforts of the communities.

For these reasons KIWASAP, after consulting the District Development Officer (DDO), the District Programme Officer (DPO) and the district heads of a number of development agencies, has invited a CATAD team to assist in:

- designing a PIDA for Kilifi District
- introducing PIDA on a pilot basis
- assessing the feasibility of a broad-based application of PIDA to Kilifi District.

2.3 Objectives of the KIWASAP-CATAD project

The goal, to which the KIWASAP-CATAD project can only indirectly contribute, is that

An increasing number of communities in Kilifi District has been empowered to initiate and to manage their own development activities which aim at exploiting unused potential to solve problems which are given priority by the communities.

This goal which describes the ultimate benefits for the target population, can only be achieved, if the development agencies (DAs) of Kilifi District change their current approach and deliver more effective services to the communities. This organisational development and increase of effectivity which has to happen on DA level is purpose B of the KIWASAP-CATAD project:

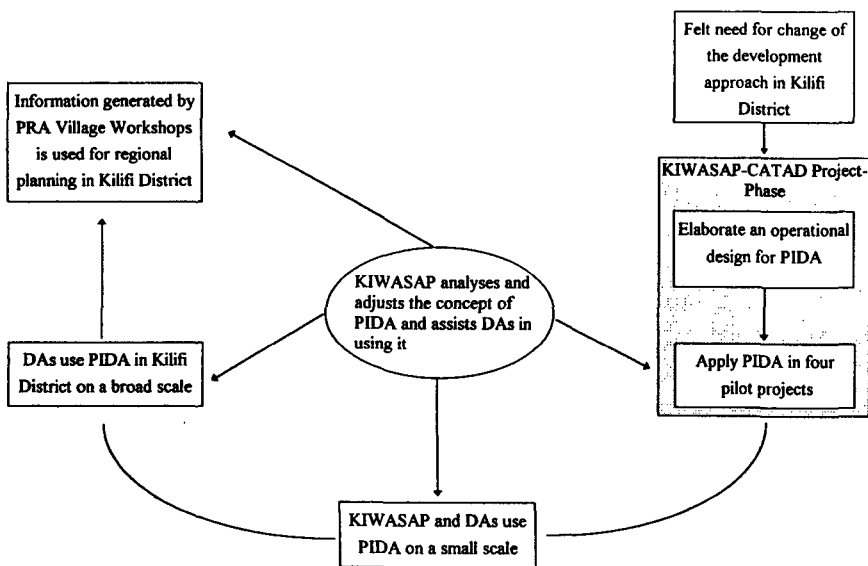
Development agencies in Kilifi District practice a participatory and integrated development approach.

When purpose B and the goal formulated above will have been reached, then the vision laid out in chapter 1 has become a reality. Clearly this cannot be achieved within the three months duration of the KIWASAP-CATAD project. If everything goes well, purpose B can be reached in three to five years. The KIWASAP-CATAD project can only facilitate the first steps of the long process of institutionalising PIDA in Kilifi District (see figure 2).

In the four pilot projects, some impacts on the goal level and on purpose B level can be observed (see chapter 3.5). These observations indicate that the empowerment of the

communities has started. At the same time, many of the 50 officers of different DAs involved in the pilot projects have realised the potential of PIDA and see it as a realistic option for their organisation (see annex 4). Discussions on issues relating to a change in the development approach of the DAs have been triggered off. This report has the function of facilitating more discussion and eventually reaching decisions with regard to the introduction of PIDA in Kilifi District.

Figure 2: The process of institutionalising PIDA in Kilifi District



It would, however, be unrealistic to expect that a three-month project alone would be sufficient to start a process of institutional change which can continue under its own momentum for the years to come and would eventually lead to a fundamental change in the development approach of the whole District. Even after a good start the process of change needs continuous support. CATAD will not be able to provide this support because the CATAD team will leave Kilifi by the end of October 1994. But KIWASAP will remain. Thus a second purpose of the KIWASAP-CATAD project is to empower KIWASAP to become an

agent of change in Kilifi District. The purpose A of the KIWASAP-CATAD project is therefore that :

KIWASAP supports development agencies in Kilifi District in their use of a participatory and integrated development approach.

Achieving this purpose A will contribute substantially to reaching purpose B. This is why the outputs which had to be produced during the three months of the KIWASAP-CATAD project only partly aimed at contributing directly to purpose B. The bigger part aimed at empowering KIWASAP to play its role as an agent of change in the years to come.

Outputs are the products which a project plans to produce as a result of its activities. They have to be sufficient to achieve the project purposes, which in turn should contribute to the project goal. Figure 3 shows the six outputs of the KIWASAP-CATAD project and their function within the hierarchy of objectives. The arrows indicate the cause-effect relationships between outputs, purposes and goal. Figure 3 also shows for each output where the results, which have been actually achieved, are documented.

2.4 Activities of the KIWASAP-CATAD project

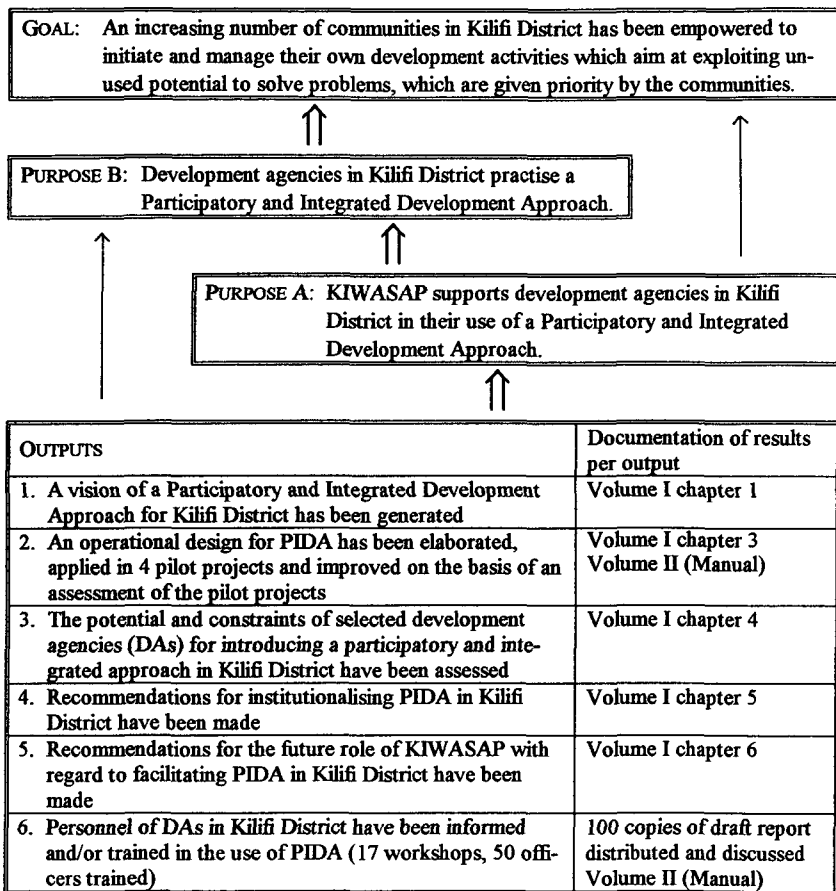
*Change is disturbing when it is done to us, exhilarating when it is done by us*⁸

The sentence quoted above summarises in a nutshell the strategy of the KIWASAP-CATAD project: The task of the CATAD team was not to introduce PIDA but to facilitate the introduction of PIDA. This strategy was developed during a six weeks' project preparation period (June - July 1994) in Berlin. The Project Manager of KIWASAP, the Head of the Community Development Department of KIWASAP and the District Farm Management Officer of the Kilifi Department of Agriculture joined the CATAD team, during this period for three weeks. They helped to elaborate a realistic plan for conducting the KIWASAP-CATAD project.

When the CATAD team arrived at the end of July 1994 they did not have a blueprint of a PIDA ready for being introduced in Kilifi District. All they had were the PIDA principles (see chapter 1),

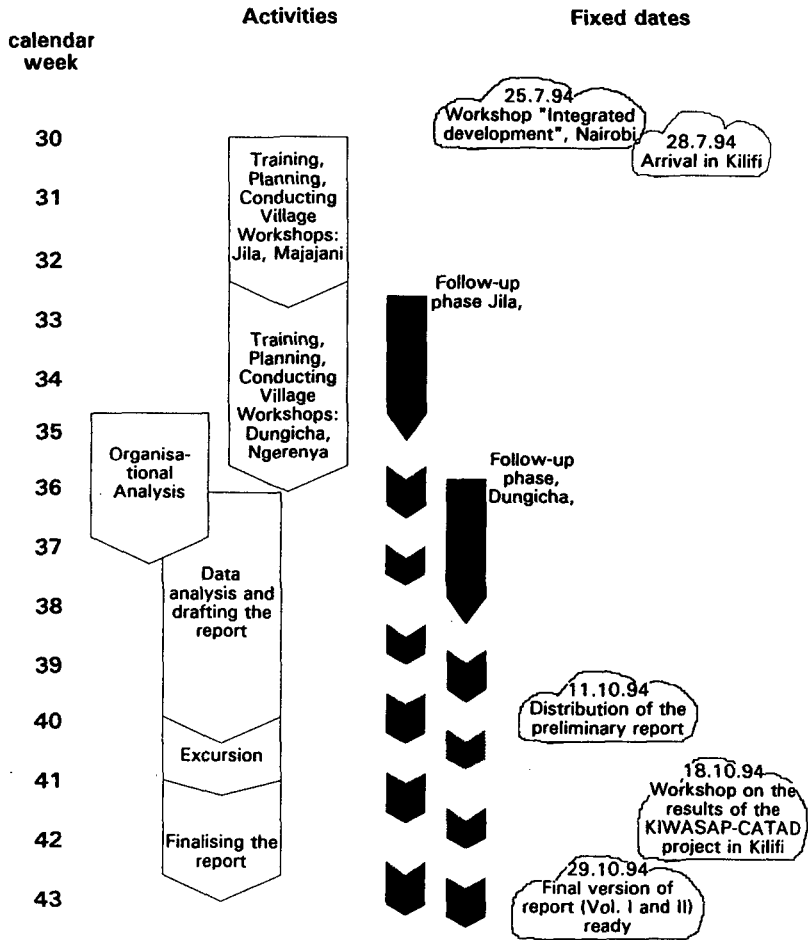
⁸ Kanter, R.M., The change Masters, as quoted in Horn et al. (1994)

Figure 3: Objectives of the KIWASAP-CATAD project on facilitating the introduction of a Participatory and Integrated Development Approach (PIDA) in Kilifi District.



Remarks: The hierarchy of objectives is formulated in the ZOPP-terminology. ZOPP is the acronym for Zielorientierte Projektplanung (objectives-oriented project planning). The different levels of objectives are connected by cause-effect relationships. They are defined in the following ways: The outputs are the results, which the KIWASAP-CATAD project produced from July to October 1994. These outputs contribute to the purpose A which describes what KIWASAP will have to do in the next two years in order that the development agencies (DAs) can achieve purpose B. To a smaller extent (indicated by a smaller arrow on the left), the outputs of the KIWASAP-CATAD project also contribute to purpose B. Purpose B in turn describes what the DAs will have to do to contribute effectively to the goal. The goal expresses the benefits which the target-population will be able to achieve if the DAs provide effective services as described in purpose B. To a smaller extent (indicated by the thin arrow on the right), KIWASAP will also directly contribute to this goal.

Figure 4: Timetable of the KIWASAP-CATAD Project



some PRA experience from other countries and a plan on how to cooperate with officers from KIWASAP and from many other development agencies in:

- designing a PIDA for Kilifi District
- introducing it in two pilot projects (in Majajani and Jila)
- evaluating the pilot projects
- improving the PIDA design on the basis of the evaluation
- using the improved design in two more pilot projects (in Ngerenya and Dungicha)
- evaluating the second set of pilot projects
- improving the PIDA design again on the basis of all the pilot projects
- assessing the costs, the impacts and the feasibility of introducing PIDA under the institutional framework in Kilifi District.

These activities were carried out during the first six weeks of the project (weeks 31 to 36 in figure 4). It involved 16 workshops:

- Two PRA training workshops (2 days/3 days) for altogether 50 participants
- Four workshops for planning the village workshops (2 days)
- Four village workshops (4 days/5 days). Each workshop was conducted by a PRA team of 9 to 16 members
- Four workshops for evaluating the village workshops and for report writing (2 days)
- Two workshops for improving the PIDA design (2 days).

In all workshops, the CATAD team members acted as moderators, as observers and partly as trainers.⁹ CATAD also assisted in the documentation of the results of the different workshops. The actual work in terms of planning, conducting and documenting the village workshops and evaluating the process was done by 50 officers of KIWASAP and other development agencies. They acted as team leaders, facilitators, note takers and follow-up coordinators. They also wrote the village workshop reports.

In this way, the CATAD team facilitated an intensive learning process in which the DAs of Kilifi systematically tested, evaluated, improved, retested and further improved a PIDA design for Kilifi District. *Annex 2 documents the conclusions and recommendations, which were elaborated during*

⁹ The first two day training workshop was conducted by Mr. Njuki, a PRA trainer from the National Environmental Secretariat (NES). The second training workshop was done by CATAD in cooperation with personnel from KIWASAP and from the Department of Agriculture.

the evaluation workshop after the first two pilot projects had been completed. It is one of the many papers which were written during these six weeks to document and discuss intermediate results of the learning process. This process aimed at simultaneously achieving output 2 (a PIDA design, which is feasible for Kilifi District) and output 6 (training of as many officers as possible in the use of PIDA).

The four pilot communities were selected from a list of 20 options. The main selection criterion used was a tentative commitment by KIWASAP to finance the follow-up for the particular community. The other criterion used related to the geographical position of the communities (see figure 5):

- Majajani and Ngerenya are located in the relatively fertile cashewnut - cassava zone of Bahari Division at a distance of less than 20 km from Kilifi Township. Both areas are relatively densely populated.
- Dungicha and Jila are located in the dry livestock - millet zone of Ganze Division at a distance of more than 60 km away from Kilifi Township. Both areas are sparsely populated.

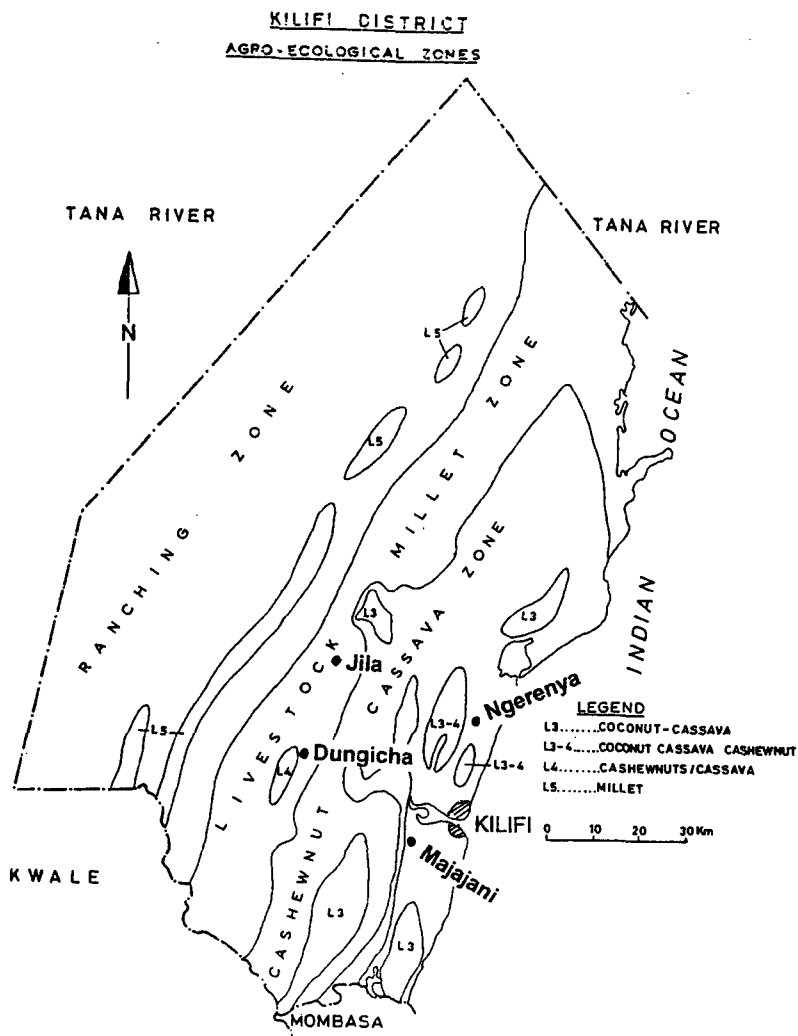
While the PRA phase of the second pair of pilot projects was carried out (weeks 34 to 36), part of the CATAD team concentrated on the follow-up in the two communities, which had already completed the PRA phase. In close cooperation with the two follow-up coordinators and with the village communities in Majajani and Jila guidelines for the follow-up phase were developed and tested.

After completing the PRA phase of the second pair of pilot projects, the CATAD team conducted the following activities simultaneously (weeks 37 to 40):

- Observing the follow-up phase in the four pilot communities and refining the follow-up procedures in cooperation with the four follow-up coordinators
- Conducting an organisational analysis of selected development agencies in Kilifi District in order to identify the potential for and constraints to the institutionalisation of a participatory and integrated development approach
- Compiling the data from the pilot projects and from the organisational analysis and drafting the report.

On 11 October 1994, draft reports were distributed to all persons and organisations involved or interested in the KIWASAP-CATAD project. On 18 October, a one-day workshop was held in which the results of the KIWASAP-CATAD project were discussed (see programme in annex 3).

Figure 5: Location of the four PIDA pilot projects



Source: Office of the Vice-President and Ministry of Planning and National Development, Kilifi District Development Plan 1994-96, p.21

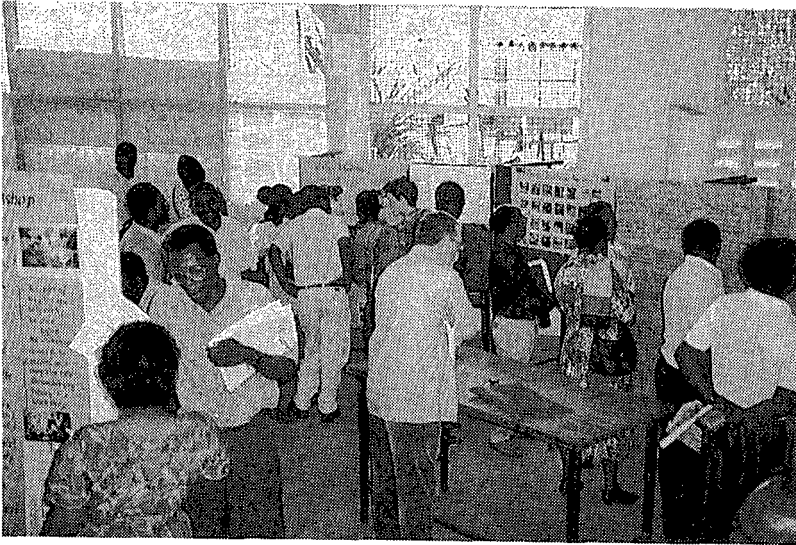


Plate 2: Workshop held on 18 October, 1994, to discuss the results of the KIWASAP-CATAD Project

The workshop was attended by more than one hundred persons, including 20 representatives from the four pilot communities. Based on the results of the workshop (see protocol in annex 4) and on written comments received from a number of readers of the draft report (see annex 5), this final report was written before leaving Kilifi on 29 October, 1994.

3 From vision to action: A PIDA design based on four pilot projects

This chapter documents how far the vision of a participatory and integrated development approach for Kilifi District has been operationalised. It outlines the PIDA design which has been developed on the basis of four PIDA pilot projects. It assesses the costs involved and the impacts achieved. It gives empirical evidence of the validity of the main hypothesis of this project, which is:

A participatory and integrated development approach is feasible under the institutional frame conditions in Kilifi District and leads to:

- *awareness creation, empowerment and self-help motivation within the communities*
- *demand-oriented and integrated development activities of the development agencies (DAs)*
- *the feeling that the communities are the owners and managers of development projects, which will hopefully increase the sustainability of the impacts of these projects.*

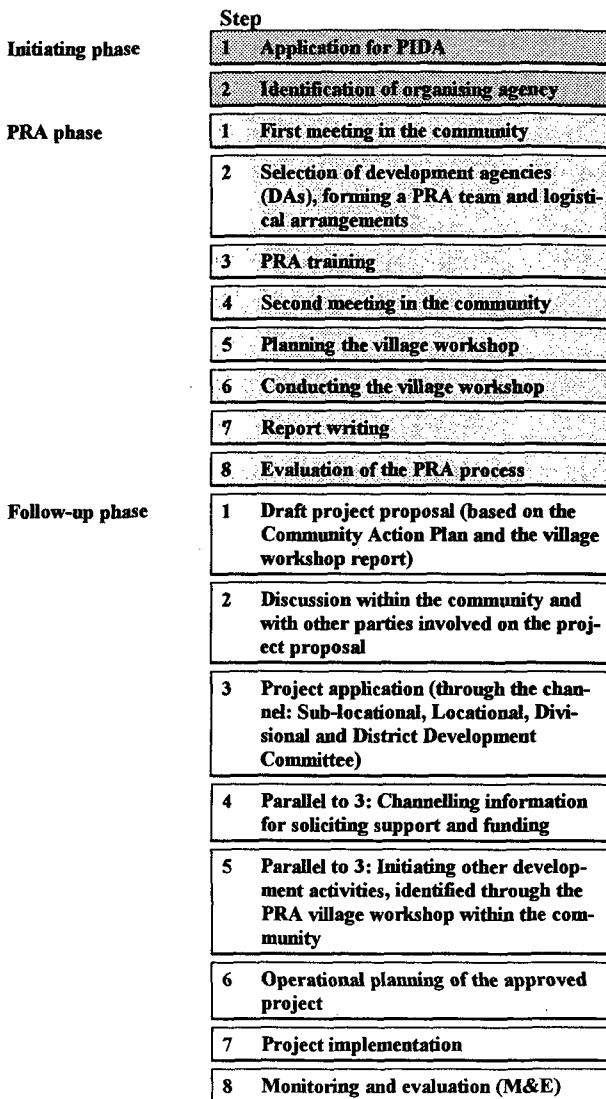
The purpose of this chapter is to provide information for those readers who may want to assess, whether or not PIDA is a suitable development approach for the DAs in Kilifi. It has been kept as brief as possible. The reader who wants to know details on how PIDA should be done will find such information in the PIDA Manual, which forms the second volume of this publication. To make it easy to find these details, frequent reference is made to respective sections and/or sheets of the Manual.

The Participatory and Integrated Development Approach (PIDA) consists of much more than conducting a village workshop using the Participatory Rural Appraisal (PRA) philosophy and PRA tools. The PIDA involves three phases:

- The initiating phase
- The PRA phase
- The follow-up phase

Each phase has a number of steps (see figure 6 and annex 1), which will be described in detail in the following chapters.

Figure 6: Flow chart of the Participatory and Integrated Development Approach (PIDA)



3.1 Identification of a community, an organising agency and funds

Ideally, the communities should take the first step and request PIDA activities. This will only happen if the communities know that this possibility exists and how to request PIDA activities. We will elaborate on this in chapter 5.1. At this point, it is important to note that a request coming from a community (Chiefs or Assistant Chiefs, councillors, other local leaders or groups) would be a desirable first step, but that the first step can also be done by any other person or party involved. These parties might be the development committees at different administrative levels, all types of development agencies, like Government Organisations, NGOs or development projects.¹⁰

The second point which has to become clear very early in the process is the identification of a development agency (DA) which is willing to act as an organising agency. An organising agency is a DA which takes over the responsibility for organising and coordinating all the phases and steps of a PIDA project (see figure 6). The organising agency is especially responsible for all the logistical arrangements involved in preparing and conducting the village workshop. It has also to provide a coordinator for the follow-up phase.¹¹

The task of finding an organising agency is solved from the beginning, if a DA (not a community) does the first step to initiate a PIDA and is at the same time prepared to act as organising agency. However, if the community or any other party, which is not able to act as organising agency, does the first step to initiate PIDA activities, finding an organising agency becomes a problem.

Once the community and the organising agency have been identified, the question of funding the village workshop has to be solved and at least a tentative idea on how to finance the follow-up is required. A cost estimate for a PRA village workshop is given in chapter 3.5. For funding the village workshop and its preparation, a firm commitment is needed. This can but

¹⁰ In the case of the four pilot projects the first step was done by KIWASAP in consultation with representatives from the Departments of Water, Agriculture and Livestock. The four communities were selected from a list of 20 options using a number of selection criteria (for details see chapter 2.4). After that, pre-selection representatives of the communities were contacted and asked if they agreed to having PRA-workshops, which they did. This procedure was used in order to get the pilot projects started, but is not recommended as the best possible way to start.

¹¹ In the case of the four pilot projects KIWASAP acted as organising agency. In future, this role could also be played by other DAs. This would help to ensure that PIDA finds a sustainable institutional base and could be used on a broader scale in Kilifi District.

has not necessarily to come from the organising agency.¹² Financial commitments for the follow-up can only be provisional, because at the beginning of the PIDA process nobody knows what resources will be needed for the follow-up. It is, however, not recommended starting PIDA activities without having any idea how to finance the follow-up.

Which institutions should in future be involved in solving the tasks of initiating a PIDA project, appointing an organising agency and soliciting funds will be discussed in chapter 5.2.

Once the community, the organising agency and funds have been identified, representatives of the organising agency should visit the community to:

- discuss the purpose of the village workshop, observe how serious the interest of the community is, and probe if all community groups are or can be involved.
- elaborate on ideas as to what the priority needs of the community are
- collect secondary data
- ask the community to appoint two community members, who can participate in the preparation of the village workshop.

The results of all activities listed in this chapter should be documented in a short paper by a member of the organising agency, who will act as a coordinator of the preparation phase.

3.2 Preparing a village workshop

The purpose of the preparatory steps to be taken (see figure 6) is to ensure that a well-selected PRA team is formed and the PRA team and the community are well prepared for conducting a village workshop. All parties involved have to reach a consensus on the objectives and the programme of the village workshop and on the responsibilities and the commitments needed. They also have to acquire the skills needed to conduct a village workshop. The parties involved are the community, the local leaders and politicians, the PRA team, the organising agency, and all other development agencies, which are required for the follow-up.

Forming the PRA team

The PRA team should include members from all development agencies required to analyse the problems of the respective community and who may be able to assist the community in solving

¹² In the case of the four pilot projects, KIWASAP is not only the organising agency but has also committed itself to providing resources for the follow-up, depending on the activities and costs of the respective projects resulting from the village workshops. In future, such commitments would also have to come from other sources.

these problems in the follow-up phase. As a result of a first meeting in the community the organising agency will at this point already have an idea of what the main problems of the community might be and which other DAs will be needed. These parties should all be invited to a meeting at which the organising agency and the community representatives can explain the context and purpose of the intended village workshop and where the composition of the PRA team can be discussed.

The invitation for this type of meeting could be done through the District Development Officer (DDO), who should also be the chairman. This is recommended because the DDO has the mandate for coordinating development activities in the District and is able to invite the various actors for interagency meetings.

From the experience gained during the four pilot village workshops the optimal size of a PRA team is one team leader, one secretary and eight team members. The composition should be interdisciplinary and interdepartmental and should include at least two women. It is also advisable to include those officers who are directly responsible for the respective community. This means that some PRA team members will come from the locational level (like Locational Extension Officers and Technical Assistants), some from divisional level and some from district level. The team leader could, but does not necessarily have to, come from the organising agency.

Training the PRA team

Training is required for all those members of a PRA team, who have no or little previous experience in planning and conducting a village workshop. If possible, two community members should be integrated into the training. At the end of the training, the participants should:

- understand the philosophy, principles and main features of PRA
- know the objectives and steps of the PIDA
- be familiar with and have practised selected PRA tools
- know how to plan a village workshop
- be able to work as *facilitators* and *note-takers*
- be prepared to analyse PRA results and to elaborate a village workshop report with clear and consistent recommendations
- be motivated to work as members of a PRA team.

The training should be done by a trainer who has the following qualifications:

- didactical skills including skills in using visual aids

- experience in preparing, conducting and evaluating PRA village workshops
- knowledge about the specific role of PRA in the PIDA
- the ability to establish a good rapport and to integrate and motivate participants from different DAs and different administrative levels
- the flexibility to adjust the training programme to the needs of the participants
- the humility to know and admit that no trainer knows all the answers and that a good trainer is also a learner.

Efforts should be made to breed such trainers in Kilifi District.



Plate 3: A sub-group is drawing a resource map of Kilifi as part of the training of a PRA team

The training programme should ensure that every skill and every tool and method which is presented can be tried out and applied by the participants. This should be done in small groups with the assistance and supervision of experienced participants who can act as co-trainers.

A minimum of three days of training is needed. The organising agency is responsible for organising the training.¹³ The venue should not be a classroom where people sit in rows but a large

¹³ In chapter 6.3 it is recommended that KI WASAP makes such training available not only when acting as an organising agency but also on request when other DAs act as organising agencies.

and friendly place where participants can sit in a semi-circle. There should also be the opportunity to split up in sub-groups and to try out some PRA tools in the open air to simulate village conditions.

The Manual (Volume II of this publication) is designed to serve as a reference text for the trainer and at the same time as a hand-out and guideline for the participants. It should be distributed to all participants well in advance of the training as soon as they have confirmed their participation.

Preliminary visit of the community by the PRA team

The preliminary visit should be done by the PRA team after the training and before planning the village workshop. For the organising agency, and for the community this is already the second meeting, but for other members of the PRA team this is their first contact with the community. It should serve three purposes:

- The PRA team members should become familiar with the community and the area and should be introduced to the local leaders.
- All logistical arrangements which have not already been organised and discussed with the community by the organising agency, should be finalised. This involves accommodation, food, drinking water and agreements on the place and time where the village workshop will start.
- The PRA team should rediscuss and check with the local leaders all important points which have already been discussed in the first meeting. This includes, who will do the invitation to the village workshop, who will be invited and how the invitation will be communicated to the members of the community. It should be made very clear that participation should be completely voluntary.¹⁴

Details about how to organise the familiarisation and guidelines for the logistical arrangements are given in the Manual section 3. An important purpose of the preliminary visit is to verify if the invitation to the village workshop has reached all the different groups in the community. Efforts have to be made to ensure that invitations are not restricted to privileged individuals or groups, such as the village leaders, the well-off, particular ethnic groups or friends of the Assistant Chief of the respective sub-location. The invitation should reach all community groups: men, women, elders, youth, including marginalised groups, like ethnic minorities and the poorest community members. At the same time, the invitation should not raise misleading

¹⁴ In one of the pilot communities the attendance of the community members was recorded by the assistant-chief, and the chief reminded the people that he had the authority to jail those who did not attend. In future, such incidents will have to be avoided by thoroughly discussing the principles of PRA with all parties involved before the village workshop starts.

expectations. It should clearly communicate why and what for the village workshop is being held and that the emphasis will be on self-help. The invitation should also signal that the workshop will be a new form of dialogue between the DAs and the community and within the community, which may have considerable consequences for the development of the community.

Planning the village workshop

In order to be able to conduct the village workshop in a systematic and well coordinated way, the PRA team needs to discuss and to agree on:

- the objectives of the village workshop
- the key questions for which answers should be found during the first day of the village workshop
- a detailed programme of activities
- roles, responsibilities and protocol.

To achieve this the PRA team should conduct a two-day planning workshop before starting the village workshop. If it proves possible to integrate community members into the training, the same community members should also participate in the planning workshop.

However, it is not recommended to try to do all the planning before the village workshop. The key questions and the programme can be planned in detail only for the first day of the workshop. Those for the second day have to be based on the analysis of the information generated on the first day. Similarly, those for the third day have to be based on the analysis of the information collected on the second day.

Therefore, the village workshop has to be designed as a sequence of planning, information gathering, data analysis and replanning. The programme has to ensure, that the PRA team spends only half of their time each day communicating with the community. The rest of the day and the evening is needed for data analysis, discussion within the team, drawing and documenting preliminary conclusions, formulating new key questions, selecting appropriate PRA tools for these key questions and planning the next day in detail. In this way the team plans as it goes along.

In the initial two-day planning workshop the team has to come up with a framework which allows for flexibility. The cornerstones of this framework, which should be clearly defined in the planning workshop, are the objectives, roles, responsibilities and the protocol of the PRA team. Details on how to plan a village workshop are given in the Manual, section 5.

For understanding the subsequent text, the roles and responsibilities in a PRA team which should be fixed during the planning meeting, will be explained at this point. The team has to agree on:

- **A team leader**, who coordinates the team, acts as a representative of the group and is responsible for all logistical and organisational requirements, which ensure the smooth running of the workshop. He also has to moderate the evening sessions of the PRA team. In most cases the team leader will be a senior officer from the organising agency. He/She should keep close contacts to the decision makers of the organising agency especially with regard to all issues that may have financial consequences for the organising agency. In all logistical and organisational functions the team leader is assisted by a secretary.
- **Subteams** which consist of a facilitator and a note-taker. As a result of planning the workshop, each subteam knows when and where they will meet a certain community group and which PRA tools they will use to find answers to certain key questions. The **Facilitator** will invite the community group to use a certain tool (like resource mapping) and will guide the process and do the interviewing. The **note taker** will write down all information which is generated while the community group is using the tool. The facilitator and note-taker can swap their functions whenever they find it appropriate. In the process of replanning new sub-teams can be formed every day.
- **A follow-up coordinator** should be appointed as early as possible, at the latest, however, in the planning phase of the workshop. He/she should be a senior officer of the organising agency and a member of the PRA team. If possible, the PRA team leader should take over this role. The duties of the follow-up coordinator are discussed in detail in chapter 3.4

The community members which take part in the planning workshop have a double role: during the planning they will serve as **resource persons** and advise the PRA team on matters related to the community; after the planning workshop they will serve as **link persons**, who introduce the PRA team to the community members and explain their intentions to the community.

The results of the planning workshop will be documented in a plan for the village workshop (an example is given in the Manual, annex.1). This plan should also indicate which secondary data (maps of the area, demographic data, information about ongoing or planned projects in the area, etc.) will be collected by whom before the village workshop starts.

3.3 Conducting the village workshop and writing the village workshop report

The village workshop is the crucial event in the sequence of PIDA phases. The other phases either prepare the village workshop or follow-up on what has evolved in the village workshop.

Fortunately, it is also enjoyable for all parties involved. In the four pilot village workshops many community members and also some members of the PRA team got so enthusiastic that they called it an historic event. It was something which they had never experienced before and which they appreciated very much.

Conducting the village workshop and writing the village workshop report is done in three stages:

- Three to four days and nights in which the PRA team stays in the community. The first half of each day is spent on an intensive dialogue between sub-teams of the PRA team and different community groups. The second half of each day is used by the PRA team for exchanging, structuring, analysing and documenting the information generated so far, and for planning the next day.
- Then the community is left alone for five to seven days to elect a committee and to elaborate a community action plan (CAP). After a week, the PRA team and the community meet again for half a day. At this event the CAP is presented by the Village Committee to the community and to the PRA team and is discussed.
- Immediately after the village workshop the PRA team drafts the village workshop report, which includes the documentation and assessment of the results and an evaluation of the process of the village workshop.

To get a relaxed start at the village workshop, the PRA team should arrive in the village in the afternoon and settle down in the school or wherever they will be accommodated during the next days and nights. Then they should meet informally with some village leaders and check if everything has been prepared for officially opening the workshop on the next day. They should have a walk through the village in small groups guided by some leaders or link persons and socialise with the villagers. After dinner, the PRA team should hold a meeting and go step by step through the plan for the next day to ensure that all sub-teams are well prepared. It might also be necessary that last minute information is discussed and that replanning of the programme has to be done to accommodate that information.

The dialogue on resources, potential, problems and solutions and the setting of priorities by the community

On the morning of the first day, a meeting is held in which the whole PRA team and as many community members as possible should participate. During this meeting the PRA team will be introduced and the objectives of the workshop will be clearly explained by the team leader. It is important not to raise expectations during this meeting, which may not be fulfilled later. In this meeting the community should also be informed on the activities planned and on the time schedule for the workshop.

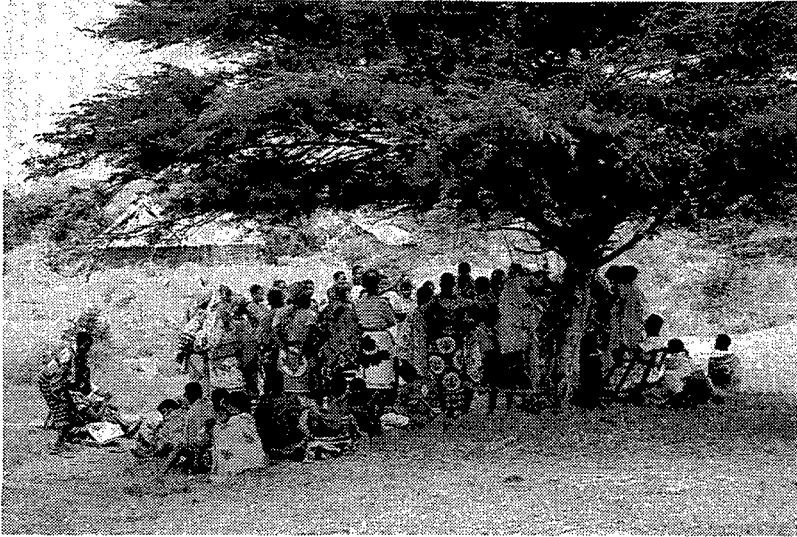


Plate 4: A women's group using PRA tools under a tree on the first morning of the village workshop in Majajani

At the end of the meeting, the community members are asked to split up in sub-groups. A useful grouping is:

- elders and village leaders
- middle-aged men
- women
- youth

Each PRA sub-team (a facilitator and a note-taker) will now join one of the groups and introduce one or a sequence of PRA tools, like resource mapping, problem-listing and ranking. This is done in accordance with the village workshop plan (see chapter 3.2) and has the purpose of generating information on certain key questions. On the first day, such key questions could well be:

- Which resources and potential are available in the community?
- Which problems does the community face?
- Which of these problems need to be solved with the highest priority in the opinion of different community groups?
- Which criteria did the different groups use for priority-setting?

PROBLEMS	SUBJECT	REMARKS	SOLUTIONS	SUBJECT	REMARKS
DISEASES	13	2	EDUCATION/ HOSPITAL	11	2
LOW INCOME	7	7	TRAINING/ BUSINESS	9	2
ISLAND	11	3	EDUCATION/ CONTRACT/ TRUCK	10	1
SANITATION	6	8	EDUCATION	ALL	
HIGH MORTALITY RATE	10	4	EDUCATE MUMS/ MEN	11	2
TRAMP-PORT	3	1	2 MATERIALS	ALL	
TELEPHONE	9	5	INSTALL EQUIP	ALL	
FOOD SCARCITY	5	9	MACHINERY/ FERTILISER	21	1
WOMEN EMPLOYMENT	8	6	EDUCATE MEN	ALL	

Plate 5: Listing and ranking of problems and solutions done by the women's group in Majajani.

In addition to generating information, the PRA tools also aim at creating awareness within the community about their situation and at increasing the self-help motivation of the community.

Most PRA tools use visualisation techniques, like drawing maps and producing diagrams. This is very motivating and often the whole group contributes actively by drawing on the ground or on a chart spread out on the ground. Instead of writing, the use of symbols is encouraged using whatever local material the groups want to use. This facilitates full participation of those community members who are not able to read and write.

After working in sub-groups the whole community meets again. Each sub-group presents its results and the PRA team leader ensures that each result can be discussed by the community. This is easily achieved because the results are visible on the ground and the discussion is often very lively.

For the rest of the day the PRA team retreats to their camp to structure, analyse, discuss and draw conclusions with regard to all the information the sub-teams have received during the first day. On the basis of this analysis the team then plans the second day.

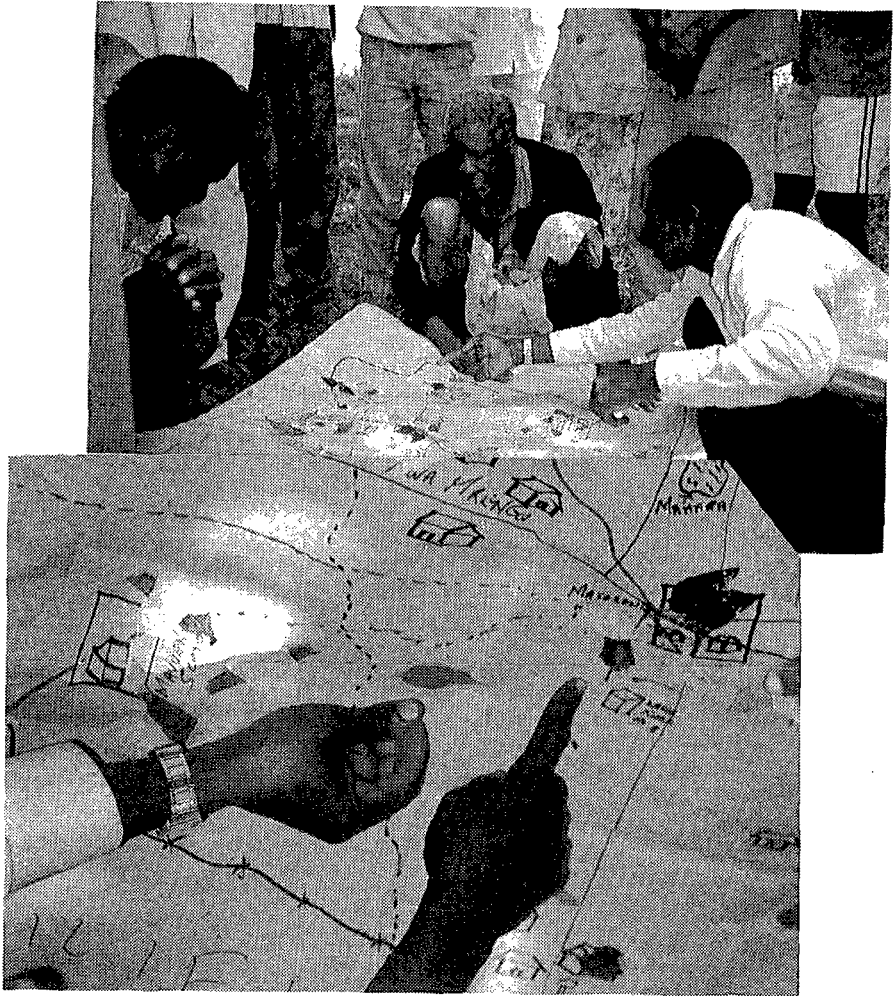


Plate 6: Community members drawing a resource map

The next two days follow the same pattern as the first day, except that the PRA team seeks additional information with regard to other key questions and therefore uses other PRA tools, like Venn-diagrams, Historical Calendars, Transects and Semi-Structured-Interviewing (SSI). All these tools are described in detail in section 6.4 of the Manual. The purpose of such activities is:

- to focus on the main problems and needs as perceived by the community
- to discuss with the community the history and the causes of these problems and the inter-relationships with other problems
- to identify possible solutions for the most urgent problems which make full use of the resources and self-help potential of the community
- to identify interrelationships between the solutions to different problems
- to find options for problem-solving strategies which take into account ongoing programmes (if any) as well as the capacities of existing institutions
- to reach consensus about which of the possible strategies the community wants to follow
- to collect those data and opinions still missing.

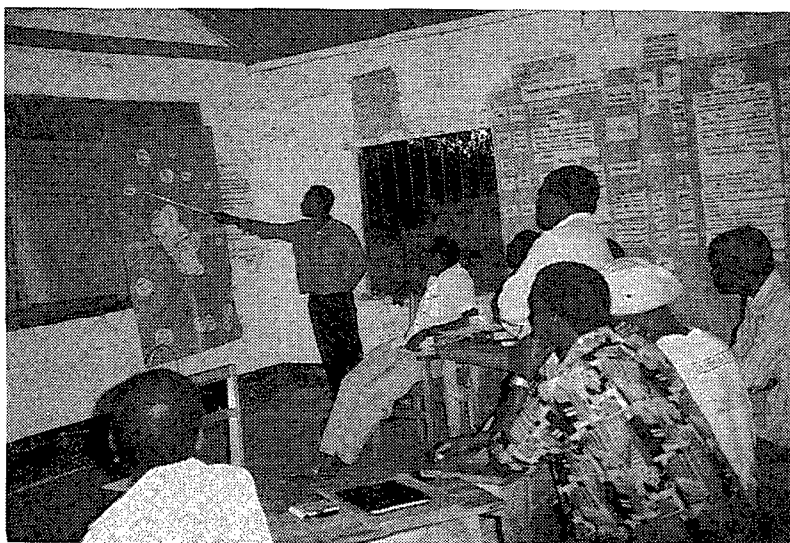


Plate 7: PRA team having an evening session in a primary school of Majajani discussing information generated during the day

At the end of the third day, the team leader explains to the community that the PRA team will meet them again after one week. During this week the community should:

- elect a development committee which represents all community groups
- produce a Community Action Plan (CAP).

Besides this, it is helpful to talk to community members individually. This can lead to a better understanding of the situation of the community. It can also help the community to better un-

derstand the purpose of the village workshop. For the same reasons, some community members should attend evening sessions of the PRA team.

The Community Action Plan (CAP)

The CAP is always the last PRA tool in the sequence of events of a village workshop. All other workshop activities lead to this final event and contribute to motivate and enable the community to produce the CAP. The CAP is a tool which empowers the community to make their own independent and unbiased decisions on their development.

The CAP should be done by the community without external influence. PRA is based on the assumption that projects are only sustainable if the communities are the owners of the projects. In order not to interfere with this ownership feeling, the planning done by the community should not even be moderated by outsiders. This attitude is also dictated by the principle of self-help: "Don't do for the community, what the community can do by itself!" And - as we will elaborate in chapter 3.6 - the communities are absolutely capable of producing a CAP. The four pilot projects have clearly shown that the villagers are very competent planners. Annex 8 and annex 10, chapters 7, document the CAPs of two pilot communities.

The only assistance which the community should get from the PRA team before it leaves is:

- to suggest to the community to elect a well-balanced committee in which all groups of the community are represented
- to distribute a hand-out (see Manual, sheet 6.5.3) in English and Swahili in which the format of the CAP is clearly described
- to explain the CAP format to the community using a simple example and answer all questions which the community may have with regard to that format
- to suggest to the community that, while planning, the committee members should keep in close contact with the groups which they represent in order to ensure that the CAP meets the needs of all community groups
- to indicate that members of the PRA team can be called in if the community needs any type of assistance when producing their CAP.

The community should not be rushed, but at the same time the momentum and enthusiasm created in the first three days should not be lost. It is therefore suggested that the community should have between five and seven days before the PRA team returns for the last day of the workshop.¹⁵

¹⁵ In the pilot projects the CAPs were produced in 2 to 3 days but the communities felt that this time was too short.

On the final day, the committee should have the CAP completed and presents it to the whole community using the visual aids and language that all community members can understand. In the discussion following the presentation, the community members should be given plenty of opportunity for raising questions, making comments and suggestions and voicing criticism and objections.

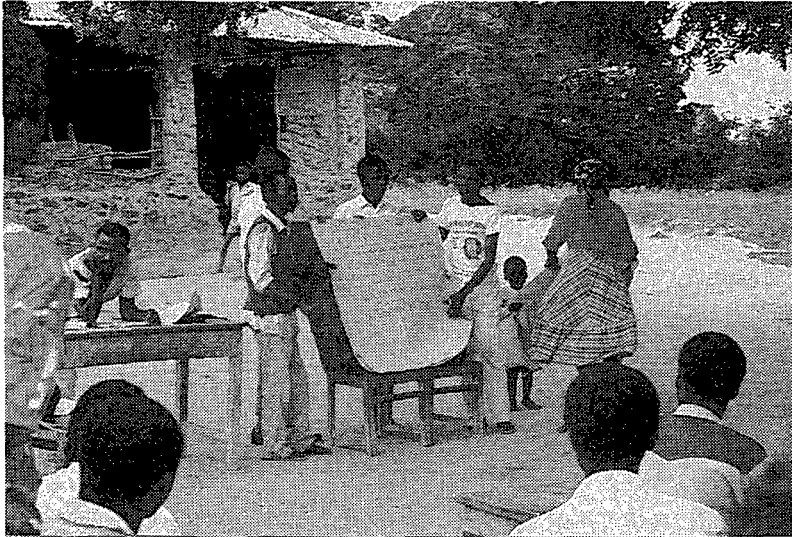


Plate 8: The Village Committee in Dungicha presenting their CAP

The PRA team should keep a low profile and keep their questions and contributions until the community members have made their contributions. As in the whole village workshop, the PRA team should do more listening and observing than talking. The questions asked and comments made should not be condescending or the "wise-guy" type of questions but should be encouraging and constructive.

After the CAP has been thoroughly discussed and a copy has been handed over to the PRA team leader, a proposal for the steps to be taken may be given to the community and a date for the next meeting should be fixed. The village workshop can then be closed by concluding statements on behalf of the PRA team and the community.

The village workshop report

The village workshop report is the link between the PRA phase and the follow-up. It documents and evaluates the process and the results of the village workshop. At the same time, it forms the basis for the future dialogue within the community and between the community and the DAs. It should facilitate an effective decision-making process by all parties involved in the approval of community projects. Therefore it has to:

- be well structured and precisely formulated
- give clear recommendations based on a systematic analysis of the workshop results and of relevant secondary data
- be both reader-friendly and interesting.

Most members of a PRA team may not be particularly fond of report writing and many may feel that this is the toughest of all the steps in the PRA sequence. However, the considerable amount of motivation and enthusiasm, which accumulates during the village workshops, will help the participants to struggle through this phase and come up with useful reports. An example is given in annex 10.



Plate 9: A PRA team is writing the village workshop report

The report writing should be organised in three stages:

- On the day after the village workshop, the whole PRA team should meet and spend a full day on drafting the report.
- After that, an editing committee should spend three to four days to complete the report and to give it an excellent quality. This editing committee should be composed of the team leader, the follow-up coordinator and one or two team members who are really good in writing.
- Once the English version of the report is completed, a Swahili translation should be made for the DA officers at the local level and for those community members who do not understand English well.

The "Outline for Writing a Village Workshop Report" (Manual, sheet 7.5) helps to structure the report well. It should be distributed and discussed during the training of the PRA team. Knowing in advance which topics have to be covered in the report helps to make and note down respective observations during the village workshop.

If the report elaborates on possible commitments of specific DAs, it is advisable for the PRA team to bring this to the attention of persons in charge of the respective DAs at an early stage. This will ensure that the village workshop report contains a realistic assessment of the feasibility of the CAP.

3.4 Implementing the follow-up

The PRA phase is comparable to one of the songs used as energisers in the PRA training: "The kick which sets the ball rolling is just a little kick". To keep the ball rolling and to finally score a goal needs many more kicks from a considerable number of players. The same is true for PIDA: After the PRA kick, which mobilises people and organisations, a number of well-coordinated activities have to be done before a project is well formulated, approved, funded and implemented and before the goals of the community can be finally achieved. This long and difficult process following the PRA phase is called follow-up.

Surprisingly, the follow-up phase has so far been totally neglected in the PRA literature. The flood of PRA manuals, PRA handbooks and PRA guidelines which have been published in recent years all end with the village workshop (e.g. Schönhuth & Kievelitz, 1994) or give only vague and general hints with regard to any follow-up (e.g. Pretty et al., 1993). Some do not even include the Community Action Plan or a similar tool.

In our view it is over-optimistic to assume that after a good PRA village workshop everything else will fall into place and development will automatically follow. On the contrary, we feel that

without follow-up, PRA is like a straw fire: The PRA team disperses and everybody goes back to his daily routine. The community may or may not struggle on for some time but nobody would even notice. A lot of fuss but no sustainable development impact.

In our opinion, the follow-up is as important as the PRA phase. It is also more time-consuming, more costly and even more difficult, especially when integrated development involving the community and more than one agency is required.

The following paragraphs outline how the follow-up could be organised and coordinated within the institutional framework of Kilifi District. The reader should, however, take into account that the design of the follow-up given in this chapter has so far only been partly tested in the pilot projects. Because the follow-up of the pilot projects is still going on while this report is written, only the experience gained up to October 1994 could be integrated. At this point of time, three project proposals (this term is explained in detail on p. 41) of the four pilot projects are about to be forwarded to the Sub-locational Development Committees and one has not yet been completed.

Steps of the follow-up

The follow-up phase starts with distributing the village workshop report to all those who have participated or will be involved in the proposed project. On the basis of this report eight follow-up steps have to be carried out, which may take between two and five years (see figure 6):

- After distributing the village workshop report, a project proposal is worked out which is based on the Community Action Plan (CAP). This project proposal should have the backing of the whole community and should at the same time be technically sound and feasible. It has to evolve from a number of discussions and meetings between the community, the development committee and all DAs which should be involved in the project implementation.
- Once a consensus on a feasible project proposal has been reached by all parties involved, this proposal has to be sent for approval to the District Development Committee through the channel Sub-locational, Locational and Divisional Development Committees.
- Latest after the approval funding (which was tentatively identified in the Initiating Phase) needs to be solicited and operational planning has to be done.
- Then full-scale project implementation, monitoring and evaluation can start.

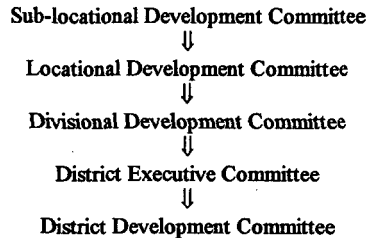
The actors involved and the main activities to be done by them at each step are given in annex 1. For each of these activities the following principles have to be taken into account by all actors:

- Participation is not only important in the PRA phase but also in the follow-up phase. This means that the community representatives and the representatives of the DAs have to

work together closely. It needs the DA officers to maintain a "observe, listen and learn" attitude rather than one of "teach and instruct".

- The community has always to be considered as the owners and managers of the project. They should only be assisted were absolutely necessary and should not be patronised. Everything they can do by themselves should not be done for them. They should be the pushers, not the pushed. At the same time, everything should be done to empower the community members and to strengthen their confidence in their own capabilities.
- Simultaneously with monitoring the approval process of their project proposal (which can take a number of months), the community should be encouraged to start tackling other problems, which have been discussed in the village workshop but were not included in the project proposal. They should try to solve such problems which are within their reach.¹⁶

During the many discussions on how to structure the follow-up, the question of short-cuts or jumping some of the eight steps has been discussed a number of times. Should the project proposal really be channelled through the whole chain of District Focus Policy institutions? Would it not be better to by-pass these institutions and shortcut the process? Chapter 5.2 analyses this issue in detail and arrives at the conclusion that by-passing would:



- undermine the District Focus Policy,
- exclude those committees which are by-passed from the flow of information and from participating in decision making,
- result in losing the support from the decision-makers and officers of those levels which have been by-passed,
- make it more difficult for such projects which cannot by-pass the official channel and which would consequently have to deal with institutions which are inexperienced in handling PIDA project proposals.

The option of short-cutting was therefore rejected as being not participatory and in the long run not successful. However, the Village Committee and the follow-up coordinator have to guide the project proposal through the various levels to ensure that it is not delayed or taken apart.

¹⁶ This process has started in Majajani shortly after the village workshop. While the project proposal of Majajani focuses on the rehabilitation of the dam, the development committee is already active in solving the transport problem with their own means.

The project proposal

The project proposal plays an important role in most steps of the follow-up:

- In the first two steps of the follow-up phase (see figure 6), the Community Action Plan (CAP) is transformed into a project proposal, which has the backing of the whole community and is feasible from the point of view of the DAs
- In the following three steps of the follow-up phase, approval, support and funding of the project proposal are solicited
- Once it is approved and before project implementation can start, the project proposal has to be transformed into an Operational Plan
- Because of its crucial role in the follow-up, the project proposal has to be elaborated in a participatory process which should be managed by the Village Committee with the assistance of the follow-up coordinator. They have to manage more or less simultaneously:
 - The internal process of reaching a consensus in the committee and in the community as a whole.
 - The communication process with various DAs on the feasibility and the technical details of the project proposal.
 - The soliciting of support (e.g. from members of parliament) and funding (e.g. from donor agencies) keeping in mind that such support will best be achieved, if the potential supporters are involved in the process as early as possible.

As a result of these iterative processes, which may take approximately one month, the project proposal should have the following qualities:

- The project proposal should have clear and precise objectives in terms of
 - the goals (benefits) which the community wants to achieve through the project
 - the community groups who will hopefully benefit from achieving these goals (beneficiaries) and the number of people who will be reached by these benefits
 - the outputs (intermediary results of the project activities) which have to be produced by the project in order to reach the goals
- The project proposal should list in chronological order for each output all the activities necessary to achieve this output. For each activity the project proposal has to specify:
 - The time span in which the activity will be carried out
 - A milestone specifying which event marks the successful completion of that activity
 - The agency or group responsible for carrying out the activity

- The equipment and material required for each activity
 - The agency or group responsible for providing the respective equipment and material.
- The project proposal should be realistic and feasible. With regard to this aspect the committee should seek and incorporate advice and technical know-how from the respective DAs. It is also advisable for the committee to visit other communities who have already carried out similar projects, in order to learn from their experience.¹⁷
 - The project proposal should be clearly understood by all community groups and have their full support. It must therefore be discussed thoroughly in the community before it is finalised and handed in for approval. In order to achieve this, *community meetings* have to be held to discuss the project proposal. When presenting the project proposal to the community, the committee should use visual aids, pictures and symbols to ensure that also those community members who cannot read can understand the proposal.

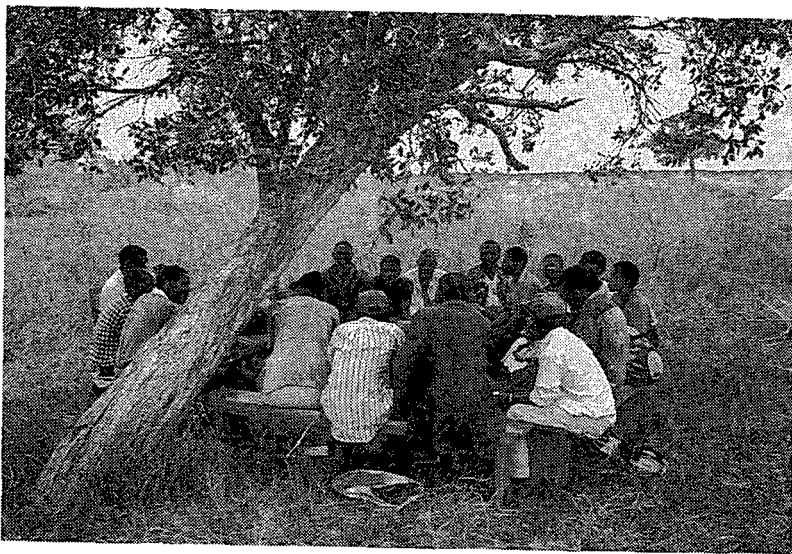


Plate 10: The Village Committee of Jila holding a meeting to work out the project proposal .

In accordance with the self-help principle, the responsibility for carrying out most of the activities and for most of the equipment and material needed must be taken over by the community itself. This should be reflected in the project proposal. Only for such activities, equipment or

¹⁷ The Majajani Village Committee plans to visit Jila, where a pan rehabilitation has already been carried out and a well-organised pan committee is successfully controlling the use and maintenance of the pan.

material which are beyond the reach of the community, should the responsibility be taken over by a DA.



Plate 11: The secretary of the Village Committee in Majajani using visual aids for presenting the project proposal at a community meeting.

In order to avoid misunderstandings and conflicts in the implementation phase, the project proposal also has to be very clear and specific with regard to specifying the responsibilities. For each activity only one actor (the community or a specific DA) should be responsible. The same clarity is needed for equipment and material. Phrases, like "The Community and the Department of Water", are not acceptable. If necessary, an activity has to be split up in two or more activities until it is possible to clearly indicate who will be responsible for what.¹⁸

Only after the project proposal has satisfied the above, it should be channelled into the official pipeline for project approval. It is hoped that the good quality of the proposal and the participatory process in which it has been produced, will help considerably in getting the project ap-

¹⁸ In one of the pilot communities it was observed that the committee, when presenting a draft of the project proposal to the community, had written "Community and KIWASAP" into the responsibility columns for most activities, equipment and material. This had been done to make it easier for the community to support the project. Afterwards KIWASAP had to inform the committee that this lack of preciseness is self-deceiving and that a project proposal which fails to pinpoint responsibilities will be difficult to implement.

proved within an acceptable time span. A project proposal of one the pilot projects is documented in annex 9.

Coordination of the follow-up

As the community is the owner and manager of the project, it is also responsible for its coordination. For the Village Committee, to whom the community delegates this responsibility, management and especially coordination is a difficult task, because:

- A considerable number of actors have to be coordinated in each step of the follow-up
- Most of these actors have never worked together and have no experience in participatory and integrated development
- While the community and their Village Committee usually have considerable motivation and common sense and are willing to try and learn, they will have little knowledge on how to manage a project.

In order to assist the Village Committee in managing the eight steps of the follow-up, the organising agency has to appoint a follow-up coordinator. He/she should at the same time serve as liaison officer between the community, the organising agency and the other DAs involved.

The follow-up coordinator is of crucial importance for the success of the follow-up phase. He/she should, however, not play this role in a dominating way. It should be understood as a backstage or behind-the-scene role, effective and helpful, but keeping a low profile.

The qualifications and skills needed to be an effective follow-up coordinator, are demanding. He/she has to be able to:

- communicate and negotiate well with community members as well as with officers of different DAs and from different administrative levels
- analyse, plan and write clear and precise reports and to assist the committee in these tasks
- moderate and facilitate meetings
- organise, motivate and empower people.

The follow-up coordinator should not work in isolation but hand over responsibilities for areas outside his/her field of competence to other officers from his/her own DA or from other DAs. He/she must ensure a continuous flow of activities and encourage people not to wait to be told to do the next step. In the pilot projects it has not been difficult so far or even necessary to mobilise the Village Committees. The really tough task seems to be to approach fellow officers and to team up with them in order to react to the initiatives of the communities.

In other words, a follow-up coordinator must have specific leadership qualities combined with patience, self confidence, flexibility, energy, reliability, self restraint and humility. He/she must also be well acquainted with and experienced in PRA and PIDA. The organising agency should be very careful in appointing the right persons for these roles.

The activities to be done by the follow-up coordinator are listed in detail in section 7 of the Manual. In the first six weeks after the village workshop, these activities will absorb approximately 50% of the labour capacity of a person. After that the workload will gradually drop to approximately 15 to 25%.

3.5 Costs and impacts of the PIDA pilot projects

In order to assess PIDA, decision-makers may be interested in the costs and benefits. To date this information is only partly available, because the follow-up phase of the four pilot projects has only just started. The analysis is therefore restricted to those costs and impacts (positive and negative) which can be observed or expected at this point of time.

Community level costs and impacts of the PRA phase

For the communities the costs of the PRA phase are:

- The preparation of a village workshop (steps 1 to 5 of the PRA phase in figure 6) involves village leaders for approximately 50 person days
- On the average, 200 people participate in the village workshops for four days = 800 person days
- Preparing a Community Action Plan (CAP) will involve approximately another 50 person days for the members of the Village Committee.

Under the assumption that the village workshop is conducted in the off-season the opportunity costs per person day are estimated at Kshs 50,-. Nine hundred days times Kshs 50,- are Kshs 45,000,- equivalent to 900 US Dollars.

Although the impacts of the village workshop on community level cannot be quantified in monetary terms, they can be described:

- Community members expressed that this was the first time the community had ever met to discuss in a participative way their problems, potentials and scope for action. They realised the importance of such meetings for the development of their community. Some called it an historic event.
- Underprivileged groups, like women and youth, used the village workshop to discuss their special needs and presented them to the communities. The awareness that these

groups are fully able to analyse their situation and to voice their opinion was a big surprise to most parties involved. This and the fact that members of these groups were elected to the Village Committee helped to increase their self-confidence.

- The invitation to form a Village Committee and to elaborate a Community Action Plan (CAP) was immediately put into action. In this process the community realised that they are capable of planning their own development and that they have considerable unexploited self-help potential. They have also started to realise that development will only happen if they take the initiative. It will not be given to them from outside. This awareness creation is maybe the most important of all the impacts.
- As a result of the awareness creation the communities immediately started development activities without even waiting for the reactions of the DAs to their CAPs:
 - Majajani started activities to solve their transport problem (negotiations with the Kilifi Plantation for the right to pass through the estate). They negotiated with KARI (Kenya Agricultural Research Institute) to get machinery for scooping their dam. They produced a detailed map of the dam and its environment. They plan to visit the Jila Pan Committee to learn from them how to protect and maintain a dam or pan.
 - Jila did not only produce a CAP for the rehabilitation of one pan, but immediately proceeded to planning the rehabilitation of 4 other pans and the road to Bamba. They also started to plan for improved agricultural extension and for improved access to markets.
 - Dungicha has tested the soil at the site for a new pan and has cleared the bush around three other pans which they want to rehabilitate.
 - Ngerenya visited four Youth Polytechnics in different parts of Kilifi District to learn from their experience before proceeding with their own plans.

It was as if the village workshops had set free considerable energies, which had been dormant for a long time.

All in all, three of the four pilot communities experienced substantial positive impacts of the PRA phase.¹⁹ Negative impacts have so far not been observed. Community members expressed the view that the time was spent well and that, if needed, they would be prepared to allocate even more time to PRA.

¹⁹ In one of the communities (Ngerenya) the fact that the majority of the community was not involved in the Village Workshop has led to a situation where the Village Committee and the CAP do not seem to have the backing of the whole community. To solve this problem, it is considered to repeat part of the Village Workshop with all those who feel left out from the first workshop. The lesson learned from this is to put more emphasis, in future, on carefully preparing the village workshop together with the community (see chapters 3.1 and 3.2). This will hopefully ensure that all community groups are involved from the beginning.

This is, however, only a preliminary assessment of the impacts. It may be that important positive or negative impacts have escaped our attention or will only be visible after some time. We will elaborate on a number of unresolved issues in chapter 3.6. We also recommend that the further performance of the pilot projects is closely monitored by the Village Committees and by KIWASAP.

Development agency level costs and impacts of the PRA phase

For the development agencies the cost of the PRA phase involve a considerable investment in terms of manpower and travel costs including allowances.²⁰ A rough estimate of the average costs per community for the eight steps of the PRA phase (see table 2) is Kshs 172,900.-. This is equivalent to 3,450 US Dollar. The costs are composed of

- salaries of a PRA team of 10 members
- allowances and food for the PRA team
- transport
- paper, photocopies and other material.

With the exception of the PRA training costs, the costs listed in table 2 are equivalent to those incurred as part of the normal, everyday field work carried out by the agencies. Training will only be required until most personnel of Kilifi District has been involved in PIDA events and has acquired all the skills needed for conducting the PRA phase.²¹

²⁰ For the four pilot projects, personnel was provided by KIWASAP and by different DAs. All travel costs, including allowances, were covered by KIWASAP. Costs for training, visualisation material, stationery and photocopies were provided by KIWASAP and CATAD.

²¹ The second PRA training workshop was already partly conducted by members of KIWASAP and of the Department of Agriculture. Training for the next village workshop should be mainly done by them and can be based on the Manual. It is, however, advisable to contract an experienced PRA trainer who acts as trainer of trainers by assisting in the preparation of the training and by coaching (see chapter 6.3). We recommend further, that after most officers in the District have acquired basic PRA skills, a more advanced training should be offered. This second training would aim at enabling the PRA teams to fully exploit the potential of the PRA approach for empowering the communities.

Table 2: Estimated average costs of development agencies for the PRA phase per community

Steps of the PRA phase	Salaries		Allowances ³			Food ⁴	Transport		Stationary photocopies ⁷	Costs per step
	Person days ¹	Kshs ²	days	nights	Kshs	Kshs	vehicle days ⁵	Kshs ⁶	Kshs	Kshs
1. First meeting in the community	10	3,000	6		1,200		1	2,000		6,200
2. Selection of development agencies (DAs) and forming a PRA team										
3. PRA training ⁸	51	15,300	25	20	7,000	8,800			20,000	51,100
4. Second meeting in the community	20	6,000	10	10	3,000	4,000	2	4,000	3,000	20,000
5. Planning the village workshop										
6. Conducting the village workshop ⁹	50	15,000				15,000	9	18,000	7,000	55,000
7. Report writing ¹⁰	42	12,600	15	10	4,000	4,000			20,000	40,600
8. Evaluation of the process										
Total costs	173	51,900	56	40	15,200	31,800	12	24,000	50,000	172,900

Remarks:

1. The number of person days has been calculated by multiplying the number of days needed for a certain step with the number of persons involved. It is assumed that a PRA team consists of a leader, a secretary and 8 other members and that 2 link persons from the community are integrated in the steps 3,5,7 and 8.
2. The costs (salaries) per day of the personnel from DAs is calculated at an average of Kshs 300,- per day
3. Field days are such days for which allowances are paid because officers have to work out of their duty station. The allowances are calculated on the basis of Kshs 200 per day. If meals are provided, like during phases 3 to 8, the allowance plus Kshs 100 for accommodation has to be paid only to those officers who are not stationed in Kilifi. About 50% of the PRA team is not stationed in Kilifi.
4. Meals consisting of lunch and tea/coffee twice a day have to be provided in steps 3,4,5,7 and 8 at costs of Kshs 200 per day. During the village workshop three meals per day have to be provided costing Kshs 300 per day.
5. The number of days a vehicle is needed is calculated on the basis of one car for 5 participants and one car being stationed in the community for emergencies during the village workshop.
6. Average all inclusive costs for a 4 wheel-drive vehicle per day have been calculated at Kshs 2000,-.
7. Assumption: 100 pages hand-outs per person during steps 3 to 6 and 30 copies of the village workshop report which has on the average 40 pages.
8. Assumption: Training is done by personnel from the DAs (e.g. KIWasAP) without extra costs for external trainers. For the trainer 5 days of preparation and 4 days for running the training are calculated. One participant who has already been involved in PRA, acts as co-trainer with 2 days of preparation.
9. The first part of the village workshop is conducted for 4½ days, the last part after a break of one week takes 1 day. No allowances are paid during the village workshop because food and accommodation are provided.
10. It is assumed that the whole PRA team spends 2 days on report writing and evaluation. An editing team of 3 and a typist work another 4 days. For translating and typing another 6 person days are required.

Source: Own calculations based on a discussion with the KIWasAP accountant.

The impacts at development agency level as stated by DA officers in the evaluation of the PRA phase are:

- A unique exposure to the community. Most of the 50 officers involved in the village workshops admitted that they had never before stayed overnight in a village and never thought they would. The majority assessed the experience as positive and some expressed their willingness to even go as far as sleeping in the homesteads in order to have more intimate contacts with the community
- An experience in and an appreciation of working as an interdisciplinary and interagency team
- The opportunity to try out new approaches, methods and skills
- The awareness that the communities are interested, active, resourceful and capable when approached in a participatory way
- The insight, that compared to questionnaire type surveys, a village workshop provides more relevant data and does this much faster and at lower costs.²²

Negative impacts were experienced where the PRA activities conflicted with the regular duties of the respective officer. The problem was partly caused by the fact that the pilot projects were organised at short notice. This should be avoided when organising future PRA activities.

In summary, the PRA phase was an eye-opener for the members of the PRA teams. Many expressed the feeling that a participatory and integrated development approach is in many ways more effective and efficient than any other approach they had experienced before (see annex 5).

Costs and impacts of the follow-up phase

The eight steps of the follow-up phase involve costs for project planning and approval (steps 1 to 6 in figure 6) and costs for implementation, monitoring and evaluation (steps 7 and 8 in figure 6). These costs depend to a large extent on the type of project. They differ from the costs involved in "normal" projects in a number of ways:

- Project planning involves more efforts for the communities as well as for the DAs. The reason for this is that reaching agreement between all groups of a community and between the community and different DAs involves considerable more communication and coordination than mono-sectoral projects prepared by a single DA. These costs in terms

²² The potential of PRA for generating relevant information has, however, not been fully exploited during the pilot projects, because the PRA teams had only received basic training. Advanced training should be offered during the further process of introducing PRA (see chapter 6.3)

of person days have to be mainly borne by the Village Committee and by the organising agency, which has to supply the follow-up coordinator (see chapter 3.4).

- Project implementation involves higher costs for the community but considerably lower costs for the DAs compared to "normal" projects. The reason for this difference is that PIDA projects are mainly self-help projects. They are owned and managed by the community and the community is responsible for carrying out most of the project activities and for supplying most of the material required. The project proposals of the pilot-projects (see annex 9) show this in detail.

With regard to impacts it is hoped,²³ that

- the objectives defined in the project proposals will be achieved
- these impacts will be sustainable because there are good reasons to believe that a pan which has been rehabilitated by a community will be well protected and maintained by the same community (ownership effect)
- the successful planning and implementation of a PIDA project will increase the self-help motivation of the communities and the confidence in their own potential to such an extent that the same communities will by their own initiative take up additional projects.

If the PIDA projects succeed in empowering the communities to actively manage their own development, this will be the most important impact. Judging from observations made during the PRA phase and during the first steps of the follow-up, it is not unrealistic to expect that this will happen.

3.6 Unresolved issues

The four pilot projects and the analysis of the experience gained from them has not answered all the questions with regard to an appropriate design of a PIDA for Kilifi District. Before we elaborate on these open questions let us mention one question, which has been answered without any doubt: The question how the Giriama and other Mijikenda groups respond to PRA.

In different reports (e.g. Coast ASAL Development Programme, 1991; Islam, 1986) the Mijikenda have been portrayed as people who are difficult to work with, stubbornly clinging to their traditional beliefs and resisting development. They have been further characterised as people who are rigidly controlled by their elders. The women and the youth were said to have no role to play in community affairs. Therefore, when designing the KIWASAP/CATAD proj-

²³ Again the term "hoped" has to be used because at the time of writing this report, none of the project proposals of the four pilot projects had reached the implementation stage.

ect it was not clear how the Mijikenda would react to PRA. Is PRA in the hinterlands of Kilifi District not like trying to grow pineapples at the North Pole?

To everybody's surprise this problem turned out not to be a problem. In all four pilot communities which are located in different parts of Bahari and Ganze Divisions and have different ethnic compositions, PRA was readily accepted and welcomed by the communities. We found no evidence supporting the many discriminating remarks we had read and heard about the Giriamas and other Mijikenda groups. The response to PRA was positive.

Having said this, the next paragraphs will describe some of the issues which are still unresolved or controversial. When KIWASAP takes up the role of monitoring and evaluating the follow-up phase of the four pilot projects and of future PIDA projects these issues should be given special attention.

Focused or unfocused PRA village workshops?

When conducting the first two PRA village workshops (Majajani and Jila) the PRA team focused on the first day on under-utilised dams and pans. Only on the second day were other problems and potential discussed. In the evaluation of the first sequence, this approach was criticised by most participants. It was recommended to do the second sequence without any bias and leave it to the communities to decide on what problems and potential they want to focus.

In accordance with this recommendation the village workshops in the second sequence (Ngerenya and Dungicha) were planned and conducted in a more open manner. The intention was to let the communities determine the focus of the workshop according to their priorities. The rest of the workshop would then analyse the priority problems and find the appropriate solutions. This approach was later evaluated as more suitable than the focused approach used in the first sequence.²⁴

Based on this experience, chapters 3.2 and 3.3 and the Manual concentrate on describing how PIDA should be done, when an unfocussed approach is used. This does not mean, that a focused approach is ruled out. Focused approaches may be suitable for monitoring and evaluation, for research and for other situations. If a PRA team decides to use a focused approach, they will have to plan the village workshop differently from what is recommended in the Manual, section 5.

²⁴ Some participants felt that in practice also the second sequence was to some extent biased with regard to the focus, because the PRA-teams travelled in KIWASAP vehicles. This can have influenced the communities to focus on water.

How will the local leaders and administrators react to PIDA?

From the contributions of the Village Committee members during the PIDA workshop on the 18 October, 1994 it became clear that the introduction of PIDA tends to influence the relationship between the community members and the local administrators.

In the existing system (originally introduced by the British colonial administration) the chiefs of the locations and the assistant chiefs of the sub-locations call meetings in which they address the communities. If committees are to be formed, the Chief selects the members.

PIDA facilitates that all different groups in a community are able to participate in discussions and decisions concerning the development of their communities. It also facilitates that the Village Committee is elected and is composed of representatives of all groups in a community. PIDA introduces principles of grassroots-democracy into a hierarchically structured system.

The dangerous aspect is, that on the one hand the chiefs might feel that they lose some of their influence and, on the other hand, the community members might demonstrate their new self-confidence to such an extent that PIDA is no longer acceptable to the local administrators. The same conflict could also happen with the elders (local leaders) who normally take the decisions in the community (together with the chiefs).

A solution proposed by the committee members during their presentation on 18 October was that the chiefs should be involved as much as possible in all decisions taken by the committee and receive the minutes of each meeting. The PRA teams and especially the coordinators should pay particular attention to this issue.

Is PIDA able to take fully into account that a community is a heterogeneous mixture of different groups?

The problems and potential of communities differ not only from community to community, but also between different interest groups within the communities who have their own particular problems and concerns; such as the better-off, the poor, the elders, the women, the youths, the children as well as the different occupations such as farmers, livestock holders, fishermen and shopkeepers.

During the village workshops, the communities are asked to divide themselves into subgroups. Usually the PRA team suggested the subgroups: women, men, elders (local leaders) and youth. This is to give a framework where everybody can express her/his own view without being dominated by others. The subgroup results are presented after each day of the workshop to the whole community. When later in the course of the village workshop a Village Committee is elected, all these different groups should be represented.

Figure 7: Groups and their particular daily routines and problems in a community

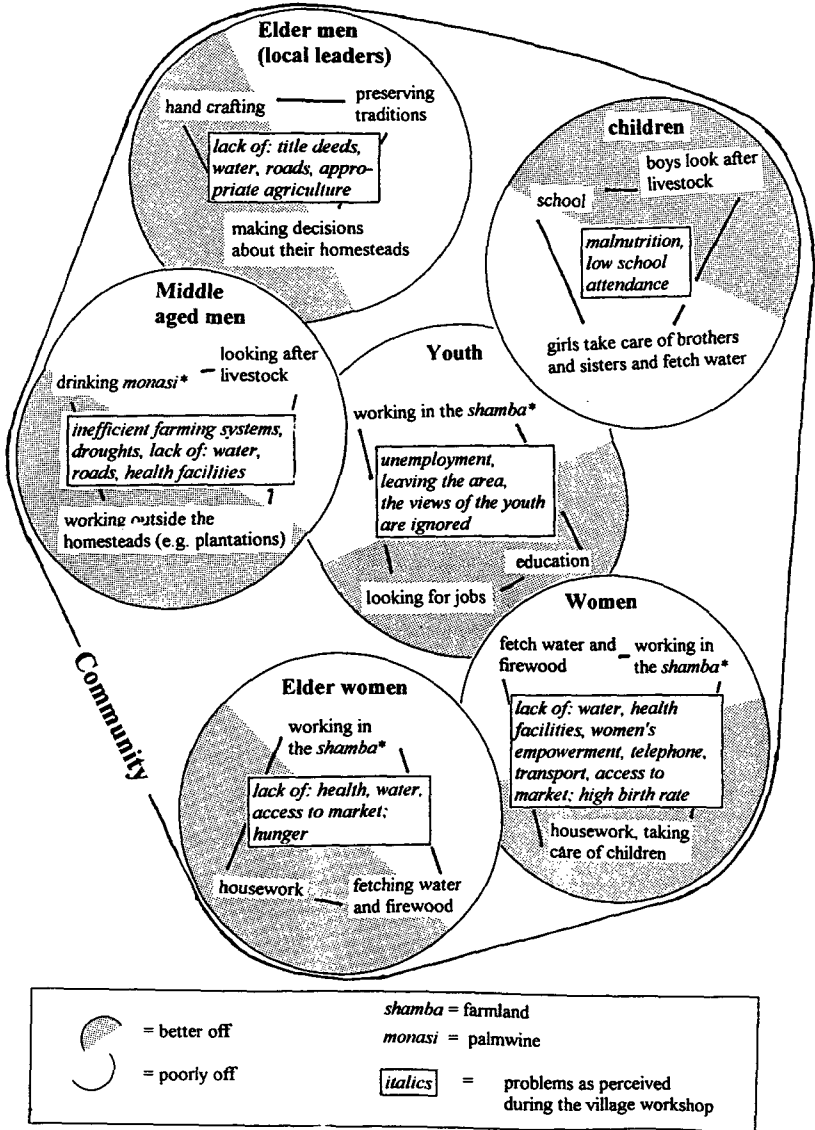


Figure 7 shows different groups within the community with their specific daily routine and their specific problems as experienced during the village workshops. The figure is not complete and only helps to show the heterogeneity within the community. Having this heterogeneity in mind, the following issues are important but could not be sufficiently clarified:

- Who will be the one(s) to win and who will be the ones(s) to lose as a result of the CAP?
- Who will have to do the work?
- What happens among the different groups after the village workshop?
- How did PIDA affect the social order in the community?
- Should groups with less influence in the community be more supported by the PRA team than others?
- How can one find a consensus on the project proposal and get the support of the whole community without placing anybody at a disadvantage?

The position of the women, compared with the men, was found rather weak, as was the position of the youth. Probably the greatest part of the work resulting from the planned project will be done by women. Issues mentioned by women, like high birth rates or women's empowerment, are very sensitive issues and the men were not willing to discuss them. It may be that these issues have the chance to come up again, when the village committees are more established. Also other projects proposed by women and youth could be initiated besides those projects proposed in the Community Action Plan, once the village committees are well functioning. So far the influence of PIDA on the social structure of the community, and the constraints of PIDA resulting from this structure have not become very transparent in the pilot projects.

Will the follow-up coordinators be able to cope with their tasks?

The role of the coordinators is not easy. Like a coin it has two sides. One side is the role which they have to play in the communities. In this role, the coordinators have to keep a low profile. They are not teachers but facilitators, not masters but friends, not superior but equal. For a public servant or an expert of a project who is used to enter the village on a four wheel drive car this attitude may not come naturally. It has to be learned. The follow-up coordinators have to realise that the committee members are in a situation which is new for them. They are now the ones to decide and to be active and are not supposed to wait until the experts tell them what to do. To enable the committee to play this new role, the coordinator has to "train them on the job" and at the same time he/she has to exercise restraint.

Will the follow-up coordinators of the four pilot communities and the coordinators of future PIDA projects learn this new attitude towards the communities and their representatives? Will they :

- keep under all circumstances the appointments which they have made with the Village Committees, realising that the committee members may have walked for two or three hours in order to attend a meeting and may be demotivated when the coordinator is two or three hours delayed or does not appear at all?
- not take the best chair, like a guest of honour, and sit in front of the committee, but sit together with them in a circle, like any other member of the committee?
- not compulsively talk and advise but listen, observe and ask helpful questions?
- not come unprepared to the meeting but think and plan ahead so that the valuable time of the committee members, who may have other urgent duties to attend, is not wasted?
- regularly visit the community as friends (every week or more, if necessary) even when there is no meeting, just to see how things are going on and to stay in touch?

The other side of the coordinator's role is equally demanding. It is the role they have to play as advocates and coordinators and mobilisers of support for "their community". This is a role where they should not keep a low profile, not relax and not mainly listen, but where they should fight like lions to mobilise from their own organisation and from other DAs the support which "their community" needs. Will the coordinators:

- show initiative, energy, flexibility in teaming up with specialists from their own organisation and from other DAs to support the community with regard to producing feasible project proposals?
- not accept that editing, translation and distribution of village workshop reports gets delayed for weeks but treat each single step of a PIDA process as urgent in order not to lose the momentum generated by the village workshop?
- meet their superiors and remind them with stamina to take decisions related to "their community" without delay?
- not play it safe by waiting but foresee problems which the communities cannot solve alone and to take decisive, courageous, forceful and timely action?

If a coin had three sides the third side would be the coordinators' need for a framework in which they can play their roles. Will a clear framework or management system be defined, in which:

- the coordinators clearly know their roles, rights and duties?
- the coordinators know how to allocate their time between their ongoing sectoral tasks and responsibilities and their new role as coordinators?
- the coordinators have frequent and regular management meetings in which the progress of the PIDA process is discussed and problems are identified, analysed and solved?
- the coordinators are frequently encouraged to meet their superiors whenever they need advice, assistance or decisions?

The empirical evidence of the pilot projects does so far not permit clear answers to these questions. This is, to a large extent, due to the fact that the roles of the coordinators have just been defined and so far all parties involved have had very little time to gain experience in mastering these roles.

Variations of the PIDA design

The PIDA design, as described in chapters 3.1 to 3.4 and in the Manual, is based on the experience gained from the four pilot projects. We recommend, however, that this design should not be seen as something static. It should rather be taken as a base which is open for variations. As soon as KIWASAP and the other DAs have gained more PIDA experience, say by the end of 1995, such variations should be designed and tested. This would be one of the tasks of the KIWASAP Department for PIDA Development, Training and Extension.²⁵ The next paragraphs outline some of those variations of the PIDA design which have not been tested by the KIWASAP-CATAD project but may be promising. They all aim at giving more responsibility to the communities.

Drafting the village workshop report and evaluating the PRA phase is done by the PRA team in Kilifi immediately after the village workshop has been completed. The community is not involved in this step and is later confronted with the completed report. Would it not be more participative to extend the field phase for two or three days and to do the drafting of the report and the evaluation on site giving the community the opportunity to observe and to contribute? This could strengthen the ownership feeling of the community. It would also give the opportunity to clarify issues or misunderstandings, which inevitably come up during the report writing, by asking community members. Even the editing team which finalises the report after the whole PRA team has drafted it, could integrate one or two representatives of the community.

It is however, not recommended that the communities take over the full responsibility for writing the village workshop report. They are responsible for the Community Action Plan (CAP) and for the final version of the project proposal. The village workshop report - even if drafted on site - should reflect the professional judgement of the interdisciplinary PRA team.

Follow-up coordinators are provided by the organising agency of a specific PIDA project. Could this role possibly also be played effectively by a member of the respective Village Committee? Some advantages of this variation are that a follow-up coordinator who is a member of the community is "nearer", is more easily accessible, is more accountable, is better ac-

²⁵ See recommendations for the future organizational structure of KIWASAP given in chapter 6.6

quainted with the conditions of the community and maybe has a higher motivation to struggle for "his/her community".

Some of the disadvantages are that the members of the community may not be well acquainted with the bureaucracy of the organising agency and of the other DAs involved and may, therefore, face difficulties in coordinating the efforts of the DAs. There is the danger that his/her role in the community could become too dominant. Also the question of payment or compensation for the heavy workload involved with playing the role of a coordinator arises. Some of these disadvantages could be reduced if a coordinator, who is member of the Village Committee, works in close cooperation with a counterpart from the organising agency. However, all these pros and cons are speculations as long as they have not been tried out.

Open funds for community based integrated projects would be an ideal source for financing PIDA activities (see chapter 5.2.2). Once such funds are available they could be administered by the organising agency. An alternative is to hand over the responsibility for administering such funds to the communities. If this is done, the final decisions on how to spend the funds would be taken by the communities themselves. They would pay for assistance required and it would be up to the community to decide if they want to "buy" services from a Government Department, from a NGO or from the private sector. This seems to be a bit unconventional and risky but complies fully to the widely accepted principles of privatisation, limiting the role of the state and making the communities owners and managers of their development activities. It may, therefore, be worthwhile trying. Simple procedures for regulating, supervising and auditing the expenditures of the communities would have to be designed by the funding agency.

The three variations described above are just examples. They are given to indicate that PIDA is not a blueprint or recipe but a flexible approach. PIDA can and should be further developed in order to find increasingly better ways how - within the framework of Kilifi District - the communities can be supported in managing effectively their own development. These ways may be unconventional and administrators usually feel much safer walking on a trodden path and playing it safe. It is, however, the privilege of development projects, to be more flexible than the established organisations and to promote innovative processes. Therefore, in the next three to five years it will be mainly the role of KIWASAP and of similar projects to spearhead the process of making the participatory and integrated development approach in Kilifi District increasingly effective.

4 Assessment of the potential for and constraints to the introduction of PIDA in Kilifi District

The analysis of the pilot phase of PIDA shows that the approach is feasible within the framework of the KIWASAP-CATAD project (see chapter 3). To assess whether, under the existing institutional structures, PIDA can be introduced on a broader scale in the Kilifi District, this chapter will:

- describe which participatory and integrated development approaches already exist in the Kilifi District and
- analyse the main institutional constraints with regard to information flow, decision-making procedures and resource endowment which could hinder development agencies in introducing and using PIDA in Kilifi District.

4.1 Participatory and integrated development approaches already existing

In theory, many policy concepts, principles and guidelines commit themselves to participatory and integrated development. In practise, none of the development agencies in Kilifi District use a broad-based integrated and participatory approach:

- the District Focus Strategy for Rural Development (DFSRD) is weak in its implementation
- the Kilifi-Kwale Development Project or the Coast ASAL programme, both meant to strengthen the DFSRD, have so far not been very effective
- the Soil and Water Conservation Branch of the Department of Agriculture uses PRA but has been restricted to one sector
- the Bamako initiative uses an approach in primary health care integrating only health-related sectors
- the Malindi Integrated Rural Development Programme uses a participatory and integrated approach but has been restricted to a specific area in the Malindi Division.

This chapter focuses on previous experiences of DAs in relation to participatory and integrated approaches. It tries to identify possible starting points for the broad-based introduction of PIDA in the Kilifi District. The assumption is that PIDA is, in principle, not a new idea; it is something which has been accepted in theory and has been partially introduced by a number of organisations with varying degrees of success. Any new attempt to introduce PIDA must, therefore, build on what already exists.

The following sections will describe the above organisations and their roles in more detail.

4.1.1 District Focus Strategy for Rural Development (DFSRD)

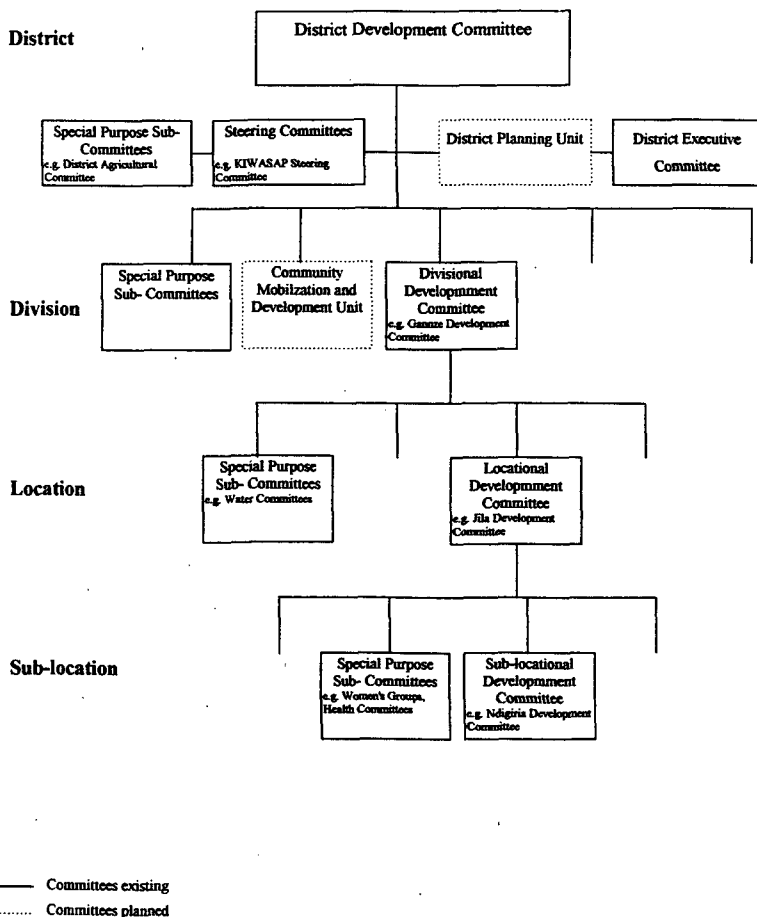
The DFSRD became operational on 1st July 1983 and was reorganised in March 1987. The DFSRD is a the key element in decentralising planning and decision-making of development agencies. It reallocates the responsibility for planning and implementation from the headquarters of ministries to the district level. "The objective of this strategy is to broaden the base of rural development and encourage local initiative, in order to improve problem identification, resource mobilisation, and project design and implementation" (District Focus for Rural Development, 1987, p. 1). As the development efforts of various sectors are complementary to one another, strong emphasis is given to their coordination. Integration of all development activities and local participation are the core features of the DFSRD.

The institutional structure of the DFSRD is based on the idea of having development committees at all administrative levels (Sub-Location, Location, Division and District), meeting on a regular basis and discussing development activities of their area of concern. The composition of these committees and how they function will be discussed below. (For an overview of the composition of these committees, see table 3).

The **Sub-Locational Development Committee (SLDC)** and the **Locational Development Committee** are the lowest level of committees established to promote development in the rural areas. These community-level committees are regarded as an essential element in promoting increased local participation. Both committees largely depend on the personality of the Chiefs, who should create an open atmosphere and invite contributions from each member. At this level the identification of projects is supposed to take place.

In theory the committees meet ad hoc if need arises and discuss development-related issues at a short notice. Meetings of the SLDC are called by the Assistant Chief, on his own behalf or on that of community members. Hand-written minutes (3-5 pages) of the meetings, which summarise the discussion and decisions taken, are submitted to the next higher level. In practice, LDCs and SLDCs are not sufficiently active. The few meetings that are held are not effective, as personnel at locational and sub-locational level are neither equipped with basic skills in project planning and monitoring nor trained in preparing detailed minutes, which hampers communication between the committees. (District Focus for Rural Development, 1987, p. 21).

Figure 8: Organisational chart of the District Focus Strategy for Rural Development



From the Sub-Locational and Locational Development Committees project ideas are forwarded to the **Divisional Development Committee (DvDC)**. This committee has the responsibility of assembling initial project ideas and sorting them out according to local priorities. No one could explain what criteria are applied to the choice of projects other than that on-going projects have priority over new applications. Project proposals are then given to the District Development Committee for formal review and assessment. The committee assembles at least four times per year.

Table 3: Membership of Development Committees at different levels

District	Division	Location	Sub-Location
<ul style="list-style-type: none"> • District Commissioner ◆ District Development Officer ◆ District Programme Officer ◆ Chairmen of DvDCs ◆ Department Heads of all ministries represented in the District ◆ Members of Parliament ◆ District party chairman ◆ Chairmen of local authorities ◆ Representatives of development-related parastatals²⁶ ◆ Invited (ad hoc) representatives of non-governmental development related organisations and self-help groups 	<ul style="list-style-type: none"> • District Officer ◆ District Development Officer ◆ Locational chiefs ◆ All Divisional Department Heads ◆ Members of Parliament ◆ Divisional party sub-branch chairman ◆ Clerks and Councillors of local authorities ◆ Representatives of development-related parastatals ◆ Invited (ad hoc) representatives of non-governmental development related organisations and self-help groups 	<ul style="list-style-type: none"> • Chief ◆ Assistant chiefs ◆ Departmental Officers ◆ Members of Parliament ◆ Locational party chairman ◆ Councillors ◆ Locational representatives of development-related parastatals ◆ Co-opted local leaders, cooperatives, NGOs, self-help groups ◆ Headmasters of secondary schools 	<ul style="list-style-type: none"> • Assistant Chief ◆ Departmental Officers ◆ Sub-Locational party chairman ◆ Councillors ◆ Co-opted local leaders, cooperatives, NGOs, self-help groups ◆ Headmasters of primary schools
> 60	> 30	> 20	> 20 members

- Chairman
- ◆ members of the committees

The District Development Committee (DDC) is the central committee in the DFRDS. Its role is to establish local development priorities, monitor all other sub-committees as well as monitor the progress of all rural development activities carried out in the district. This includes:

- setting the priorities for development in the Kilifi District, involving the activities of all development agencies (documented in the District Development Plan),
- reviewing the implementation, operation and maintenance of projects,
- endorsing project proposals in the Annual Annex to the District Development Plan. This brings together the annual workplans of all departments,
- considering new project proposals submitted by the DvDCs.

²⁶ Parastatal: an organisation closely related to the governmental structure, such as a development corporation, which often relies on public and private funding.

To ground the strategy on a broad technical base and to integrate local politics, the composition of the committees represents all relevant ministries, all important political parties as well as all other development organisations (see table 3).

The Development Committees already described are supplemented by a number of other committees and institutions. Their aim is to coordinate on-going and planned development activities of the various sectors. A short overview is given below:

The **District Executive Committee (DEC)** is to provide technical support to the DDC. It drafts the District Development Plan and prepares the Annual Annexes. Monthly meetings of the DEC are suggested in the DFSRD.

The **District Planning Unit (DPU)** is supposed to be a secretariat to the District Executive Committee for day-to-day coordination of planning and implementation. The committee should be assisted by sufficient personnel from various departments, such as District Physical Planners, Valuers and Architects, etc., to ensure not only planning and monitoring but to also carry out technical activities, such as costing of projects, and technical appraisal. For the time being, the DPU for Kilifi District is dormant.

There are **Special Purpose Sub-Committees** at all levels. For example: the District Agricultural Committee, the District Nutritional Committee (district level), water committees, women's groups (locational level), etc. These committees act as forums to discuss special topics not covered by the normal development committees. New committees are established whenever there is a special need. For example, during a discussion with department heads and their deputies, on matters related to the introduction of PIDA, the need for the formation of a PIDA Coordination Committee was identified.

Steering Committees have been created as a link between donor-funded projects and Kenyan institutions (e.g.: KIWASAP Steering Committee).

The **District Development Officer (DDO)** has the task to coordinate all on-going activities of the development committees at district and divisional level. As a secretary to the DEC and DDC he coordinates the meetings of the DEC and DDC and gives a tentative schedule for the meetings at the beginning of the year so that lower-level committees can adjust their planning accordingly. He is also supposed to coordinate Special Purpose (Sub-) Committees and Steering Committees, at district level. In practice, it is impossible for the DDO or his assistant to attend all these meetings as he has no transport facilities at his disposal. This also makes communication between these committees weak.

4.1.2 Development agencies on provincial and district level

The objective of the Coast ASAL²⁷ programme can be summarised as broad-based strengthening of the institutional capacity of all major governmental departments in the coastal area through the provision of equipment and facilities as well as training. (Kilifi Kwale Development Project, Annual Report, 1991/92, p.3). Coast ASAL is an IFAD-funded programme, operating in the Coast Province which includes Kilifi District. It is attached to the Ministry of Land Reclamation, Regional and Water Development (MLRRWD). The Coast ASAL programme came into existence in 1991 and financed activities of different departments which are scattered over the whole District except areas where the Kilifi-Kwale Development Project is in operation. Kilifi Kwale Development Project is also funded by IFAD but ends this year. The District Programme Officer (DPO) has the task to coordinate both projects.

The main coordination activity of the DPO consists of the preparation of an annual work plan for programme funding. Department heads forward projects to be financed by Coast ASAL, as part of their departmental workplans. The annual work plan for Coast ASAL is passed on to the parent ministry (MLRRWD) and then referred to the National Treasury. The National Treasury can disapprove proposed projects or components of the projects. IFAD cannot directly disburse funds, and does not have open funds. Budget dispersion of IFAD funds is done by the National Treasury, allocating them directly to the respective ministries. The integrated nature of the project is at risk as a result of this process.

To facilitate area-focused integrated development, Coast ASAL had planned to conduct technical and socio-economic baseline studies in several Focus Development Areas (FDA)²⁸. The first and only FDA surveyed so far has been the Mapotea Group Ranch in Bamba (for further information see Coast ASAL Development Programme, 1991). The DPO has expressed the intention to take up the idea of FDAs in collaboration with the Department of Social Services again and at the same time to activate the Community Mobilisation Development Units (CMDUs).

The CMDU was supposed to be composed of the district level administrators of 11 departments, as a sub-committee of the Coast ASAL District Steering Committee for the preparation and implementation of an integrated and multidisciplinary district extension plan. Guidelines for the CMDU were issued (see annex 6) but were never implemented in Kilifi District. Coast

²⁷ ASAL is the acronym for Arid and Semi-arid Lands

²⁸ From these areas data and information of the crop and livestock production systems were to be collected, to serve as a baseline for development planning. Common problems and possible solutions were to be looked into by the Kenya Agricultural Research Institute, and strategies for possible development packages in the fields of water, livestock, crops, agro-forestry and fishing were thought to be introduced in a common extension programme.

ASAL and the Department of Social Services now plan to establish this unit at divisional level, as it was felt that this staff is closer to the ground and could strengthen the bottom-up approach. If this unit really comes into existence, it could possibly use PIDA. (see chapter 5.2.5.)

At provincial level, the **Coast Development Authority (CDA)** was formed by an Act of Parliament in 1990 with the purpose "to plan and coordinate the implementation of development projects in the whole of the Coast Province". (Coast Development Authority, 1994.) As CDA has only recently started to operate, it is too early to assess its achievements with regard to participation and integration. Generally it can be stated, that CDA as a whole should be seen as an organisation which operates at macro-level, benefiting the whole Province rather than aiming at area focused development.²⁹

The CDA is a parastatal³⁰ which receives funds for operational costs from the Government of Kenya (GOK). Projects coordinated by the CDA have to be funded from external sources. As a parastatal it can complement development activities from other departments but can not allocate funds to other governmental organisations.

CDA can call for collaborative efforts between the parties involved in specific projects, e.g. line ministries, farming communities, input supply agencies, financial institutions, NGOs, etc. Integration of aspects of these projects may come about through the forging of linkages between community enterprise groups (e.g. women's groups, youth groups, farmers' clubs) and community-oriented organisations, agencies and individuals.

Thus the formation of community enterprise groups is facilitated and participatory methods (semi-structured interviews, group discussions) are used to assist the groups in identifying, preparing, managing and evaluating projects.

4.1.3 Sectoral participatory approaches

One of the big Kenyan success stories of participatory approaches is the catchment approach of the **Soil and Water Conservation Branch (SWCB)** within the Ministry of Agriculture. This approach is also applied in the Kilifi District but not as successful as in other districts.

²⁹ This relates to the so-called flag post projects (major or large in terms of investment), which may be located in any part of the Province, where a resource is identified for exploitation. Such projects are aimed at benefiting the entire Province and Kenya as a whole. An example is the upcoming Lake Challa Irrigation Project in Taita-Taveta District.

³⁰ CDA is a parastatal as it is a governmental organisation but not a department within the ministry (Parent Ministry: Ministry of Land Reclamation, Regional and Water Development). It is headed by a board of directors.

In 1974, the National Soil and Water Conservation Programme was established within the Ministry of Agriculture, with the financial support of the Swedish International Development Authority (SIDA). At first this programme used a standardised approach, through the training of farmers and by offering them financial subsidies. However, this approach did not result in the required conservation and protection of the environment. In 1989, the Soil and Water Conservation Branch introduced the Catchment Approach, to accelerate the rate of implementation of conservation measures across the country. The main idea behind this concept is to concentrate efforts and resources within a specified area. The SWCB uses PRA methods for analysing, planning, implementing and monitoring these catchment conservation areas in order to assure both a high degree of participation within the communities and the sustainability of the measures taken³¹.

Ideally, the choice of catchments in which conservation measures are necessary, should be made by the communities, i.e. by the SLDC and/or the LDC. In practice, for Kilifi District, it is at divisional, and sometimes at locational level, where SWC staff identifies possible catchment areas for the approach. The project proposals are included in the annual workplan of the division and budgeted accordingly. They are brought together at district level by each District Soil Conservation Officer and then passed on to the Provincial Soil Conservation Officer. The Headquarters counter-check the proposed areas and then refer the project proposal to the National Treasury for funding by SIDA.

To include other sectors, from situation analysis to implementation, in the catchment areas, a District Environmental Committee was considered, where different departments could come together and analyse catchment areas in the District. However this has never happened in practise.

In Kilifi District, areas for the catchment approach are mostly not defined by the communities. Because the choice is made at a higher level, the communities have to be made aware of belonging to the respective area. Since they are not involved in the choice of the catchment area their interest in any active participation in the process is very limited. Up to now, the SWCB does not work together with other Departments in analysing catchments and in implementing measures of environmental improvement.

In the **Primary Health Care (PHC)**, the approach in Kenya has, over the last few years, changed from a technical health delivery system to a community-based approach, which aims at maximum community participation and self-reliance. As the PHC situation reflects the eco-

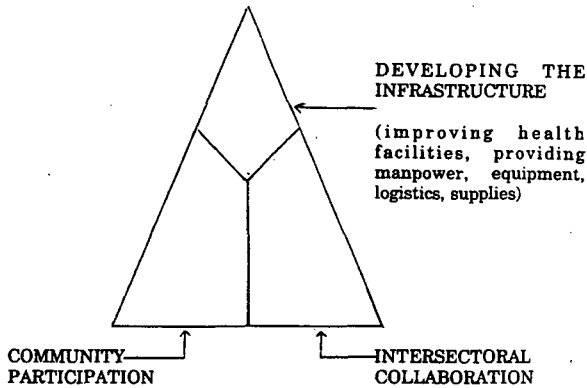
³¹ For further details of the Approach see Pretty et al. (1994), *Agricultural Regeneration in Kenya: The Catchment Approach to Soil and Water Conservation* (1), Ambio (in press)

nomic and socio-cultural situation of communities, improvements can only be achieved by simultaneously addressing all health-related sectors. The three principles of PHC are given in figure 9.

Figure 9: The Primary Health Care triangle

12 YEARS OF PRIMARY HEALTH CARE IN KENYA

THE PRIMARY HEALTH CARE TRIANGLE



Source: Maneno, J., Mwanzia: 12 years of Primary Health Care in Kenya, WHO, Ministry of Health, UNICEF, Nairobi, 1991. p. 4

In February 1994, KIWASAP started supporting, as one of its components, a community-based Primary Health Care programme, based on the **Bamako Initiative**³². "The goal of the Bamako Initiative is universal accessibility to PHC with an emphasis on women and children"

³² The Bamako Initiative was an initiative of the World Health Organisation's African Regional Committee meeting of Health Ministers at Bamako, Mali, convened in Sept. 1987. The resolution passed intends to accelerate the implementation of primary health care at district level, giving priority to women and children.

(Maneno, J. et al., 1991, p.1). The attainment of this goal will be enhanced through decentralisation of health decision-making to the district level, community-level management of PHC, and user-financing under community control. This presupposes a functioning of the drug supply system and the affordability of these drugs by the community. It calls for the integrated development of the community, including, for instance, water, sanitation, immunisation, nutrition and income-generating activities.

This approach is based on the participation of the community, as it relies on the formation of village health development committees (so far there are 16 in Bahari and Ganze), on volunteer health workers and community pharmacy attendants and, on the community's contribution towards the construction and maintenance of buildings. The PHC programme is integrated in the sense that, when KIWASAP assists a community with regard to primary health, they simultaneously address water, sanitation and agricultural problems.

4.1.4 NGOs

The **Malindi Integrated Rural Development Programme (MIRDP)** of the Kenya Freedom from Hunger Council (KFFHC) is funded by the Austrian Government through the ÖED (Österreichischer Entwicklungsdienst, Austrian Service for Development Cooperation). Its area of operation is partly inside and partly outside the Magarini Settlement Scheme. The MIRDP has a community-based approach and its programme integrates health and nutrition, water development, food security and income-generating activities with community mobilisation and training. PRA methods are also used at various phases of the project and have been employed for situation analysis and problem identification. Currently PRA methods are used during mobilisation and training workshops of community committees, such as health and water committees.

4.2 Main constraints for the introduction of a participatory and integrated development approach

4.2.1 Constraints with regard to vertical and horizontal information flows and planning and decision making procedures

The initiating phase and the PRA phase of PIDA (see figure 6) do not seem to face any problems with regard to the information flow. If the PIDA Coordination Committee and the organising agency play their roles well, all the important departments will be involved and will contribute to preparing and conducting village workshops. Where information exchange between and within the DAs becomes important is in the use of the data collected in the village workshop, which should be recorded in the village workshop report. The use of this report has to be

integrated into the already existing system of information exchange. For the Ministry of Agriculture, for example, this exchange relies on a reporting system and on meetings. The co-operation between the different branches and with other DAs is weak, and, so far, information originating from the "target groups" has not been used in decision-making³³. At this point of time it is difficult to assess how much use of the data collected in the village workshop report will be made by the DAs.

The participation of the community is not only limited in the process of planning and decision-making of development agencies but also with a view to the DFSRD. Even though this strategy should enhance participatory decision-making and planning, the meetings of the development committees are not public. At locational level, community participation may be achieved by calling a baraza³⁴. Often it seems that a baraza is perceived by the community as a meeting where the community is taught or told something. People might ask questions but are not invited to give their opinions. Sometimes attendance to these meeting is forced by the authority of local administrators (e.g. as happened during the PIDA pilot project in Dungicha) or combined with vital issues (e.g. registration of present community members to enlist for famine relief). Therefore barazas are not a floor for open discussions, especially for women and marginalised groups who may not be able to express themselves.

In Sub-Locational Development Committees, the community is not fully represented by their local leaders, who are mostly male elders, or chairmen of cooperatives or the chairlady of a women's group. For instance, in the discussions during a village workshop, the youth subgroup (males) expressed that they do not feel well-represented in the decision-making procedures. Young women and girls seem to have only limited or no opportunity at all to express their aspirations in public or during the meetings of Development Committees.

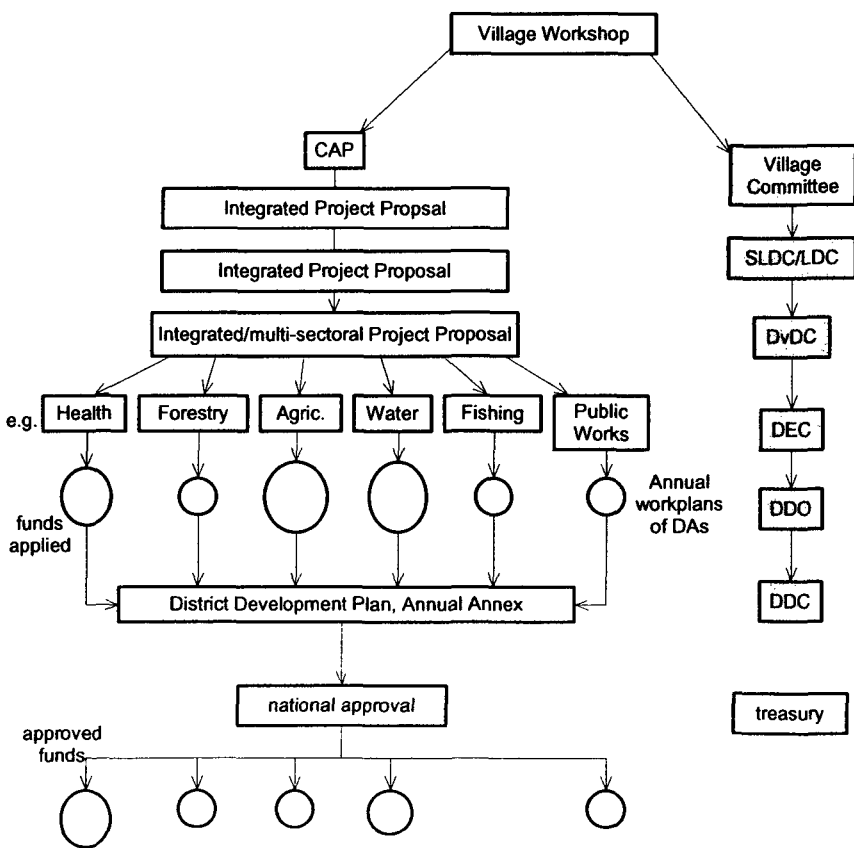
At divisional level the Village Committee is no longer represented and they have no control of what will happen to their project proposals. It is also at this point that project proposals relating to more than one sector are split into the various components, falling under the responsibility of each sectoral department. The components of the projects are incorporated into the annual workplan of the respective divisional department and forwarded to the district officer of the department. At national level, each Ministry will approve or disapprove sectoral components of the proposed integrated projects. It may therefore happen that some components are

³³ When officers participating in the village workshop were asked how they use the data they collected in their daily routine, they stated that it could only be used if it fitted into the already existing approach. The flexibility to adjust their existing programmes was seen as limited.

³⁴ Baraza: Open meeting mostly used to inform the community of whatever and/or for political reasons. It is usually called by the Chief or Assistant Chief. All community members can be invited. Many forms of meetings are called Baraza and attendance to these meetings can vary.

approved, while others are not, and thus the benefits of an integrated approach are lost. Figure 10 below illustrates how project proposals proceed from community level through the various committees. At the same time it demonstrates how and when integrated projects are taken apart and how they are passed on for funding. The different sizes of the circles demonstrate the relative sizes of proposed and approved budgets. The desintegration of such projects can only be avoided if they are financed by a single agency or financed through an open fund. To overcome this constraint, the Rural Development Fund (RDF) was created in Kenya and also in the Kilifi District as an open fund to act as a "gap filler" to the regular ministerial programmes.

Figure 10: The flow of a project proposal from Community Action Plan (CAP) to budget allocation



Even though it only constituted 5% of the District Development Budget, it was seen as very beneficial, as it funded projects started by self-help initiative. But these projects related only to single sectors, the fund was never used for integrated projects. Unfortunately it has ended its operation on 30th September 1994. Furthermore, there was a freezing of funds by international donors in 1991 affecting some approved and many proposed projects financed by other open funds. Presently the only open fund existing for integrated projects from community level is the EEC Micro Project. However, this fund is only financing one Micro-Project per district and year.

4.2.2 Constraints with regard to resources

A participatory and integrated development approach does not require more resources than traditional approaches. In the long run, it will hopefully save resources by making the interventions of development agencies more cost-effective and by making better use of the self-help potential of the communities. In the short term, however, the introduction of PIDA will need resources which may not be available or may already have been earmarked for other purposes. Taking a short-term view, say over the next three years, and assuming that there is the political will to introduce PIDA, our conclusion is:

- resource constraints would limit but not prevent the DAs from conducting PRA village workshops
- but the follow-up for these village workshops would face serious constraints with regard to funds.

If such short-term resource constraints could be overcome by external assistance (see chapter 6), a period of three to five years would probably be sufficient to readjust the resource allocation of the DAs by basing their planning and budgeting more and more on information generated from PRA village workshops. This would ensure that after three to five years PIDA could be used by the DAs in Kilifi without relying heavily on external resources.

Resource constraints for the initiating phase and for the PRA phase

The pilot projects have shown that human resources for initiating, preparing and conducting PRA village workshops are available. This is especially true with regard to the Departments of Agriculture, Livestock, Forestry, Social Services, Water and Health and the Kilifi Town Council, who all participated actively in the pilot projects. Some of these Departments, like the Department of Agriculture, have a relatively large number of personnel at locational level. Others, like Forestry, have less personnel and are only represented down to divisional level (for details see chapter 4.1). The pilot projects have shown that all these personnel are able to work in a PRA team, after three to four days of training. We assume that this is not very different for

the personnel of those DAs (like the Departments of Settlement, Public Works, Veterinary Services etc.) who have not actively participated.

The fact that some DAs have much less personnel than others may pose problems, when a large number of village workshops have to be done at the same time. This can, to some extent be overcome by suitable timing and coordination. With regard to the number of personnel from the DAs in Kilifi District it should be possible to prepare and conduct approximately 20 village workshops per year. Not all PRA teams would have an optimal mix with regard to disciplines and gender, but for practical purposes the number of personnel available would not pose a serious problem.

We expect, however, that finding a sufficient number of PRA team-leaders may not be so easy. As can be seen from the job-description (see Manual, sheet 2.2), this role is very demanding. It requires specific leadership qualifications and experience in PRA. Such experience has been gained to some extent already through the pilot projects. If more PIDA projects were done (see chapter 6.2), such experience could continuously be built up, taking into account that personnel with leadership qualifications are frequently transferred to other districts. But it may be difficult for the departments to allocate enough of the time of this type of personnel to be trained for and act as PRA team leaders. It is not that such people are not available. But they may already have a heavy workload and may be urgently needed for other leadership tasks. This is, as far as human resources for the introduction of PIDA are concerned, most probably the biggest constraint. It would limit the number of PRA workshops which could be done in the District, unless the departments gave PIDA a very high priority and reallocated their personnel accordingly.

Transport is a big problem for many DAs but not so much for others. One could argue that PRA is the most economic use of existing transport facilities. This is because not each DA has to travel to the community with its own vehicle. The whole PRA team can share two vehicles or can even go and come back in shifts, using only one vehicle for 10 persons. This means that the transport problem is solved already, if at least one of the DAs participating in the village workshop can provide a vehicle.

Funds for preparing and conducting a village workshop involve the costs for:

- a trainer and training material
- allowances and food for the PRA team
- material and photocopies (see table 1).

Training will only be required until most of the personnel of the DAs in Kilifi District have been involved at least once in conducting a village workshop. After that only some retraining

and training for personnel newly transferred to the District is required. Financing approximately 20 four-day PRA training workshops within the next two years would be a problem for the DAs. We therefore recommend in chapter 6.3 that such training should be offered by KIWASAP.

Allowances and/or food for the PRA team, material for the village workshop and photocopies for the report add up to about Kshs 60.000 (see table 2). These costs would have to be shared by the participating DAs or financed from project funds, where appropriate. If extra funds are not available, the departments will have to check if funds for allowances, materials and photocopies, which were earmarked for other purposes, can be reallocated.

Summing up, DAs in Kilifi District face a number of resource constraints, but it seems that, if PIDA is given priority by a number of DAs and if KIWASAP provides for training, PRA village workshops can be conducted in spite of these constraints.

Resource constraints for the follow-up

No PRA village workshop should be conducted without knowing at least tentatively, how the follow-up can be financed. For the four pilot projects KIWASAP has committed itself to finance those parts of the follow-up which can be neither financed by the communities nor by the other DAs (provided the projects are feasible and the funds required are within the financial scope of KIWASAP). If this commitment had not been given already before doing the village workshop, these workshops would not have been started.

Which DA will be able to make such tentative commitments for future PIDA activities? The fact that this question cannot easily be answered shows that there is a serious constraint for the introduction of PIDA. This constraint involves human resources and funds.

To make things worse, the exact amount of resources required will only be known, once a project proposal has been approved and operational planning has been done (step 6 of the follow-up phase as described in annex 1). The pilot projects have not yet reached that step of the follow-up. This means that even estimates on the average resource requirements are not possible at this point of time.

The human resource requirements, which can be foreseen already now, are related to the provision of follow-up coordinators. The tasks of a follow-up coordinator are described in chapter 3.4 and in the Manual (Manual, sheet 2.5). It is a function that requires leadership qualifications which are nearly as high as the qualifications needed for being a PRA team leader. The difference is that a PRA team leader is only required for a period of approximately three weeks. The follow-up coordinator has to spend about 50% of his time on this task during the first six weeks after the village workshop. After that this task will absorb approximately 15

to 25% of a person's time for a period which varies between one and three years. Frequent transfers of personnel with the respective qualifications will aggravate this human resource constraint. Under these conditions it is difficult to assess the capacity of the DAs to provide a follow-up coordinator for each community which has started PIDA activities. If the DAs require assistance to overcome constraints in this area, KIWASAP could possibly provide specific training (see chapter 6.3).

Funds for financing follow-up activities, which may range from providing equipment to a community intending to rehabilitate a pan, to providing technical know-how for repairing the spillway of a dam or equipment for a youth polytechnic are usually not flexibly available. Such funds need to be planned and budgeted for and may or may not be forthcoming two years after a project has been approved. Only if DAs have already foreseen the requirements of the communities and have budgeted accordingly or if open funds are available, would the DAs be able to react flexibly to the demands on their financial resources created by the village workshops.

Once the DAs have started to base their planning and budgeting more and more on information generated from PRA village workshops and set their priorities accordingly, the financing of follow-up activities will become less difficult. The provision of open funds for community-related projects by Coast ASAL or other programmes would also contribute considerably to reducing the financial constraints.

As the constraints on the DAs with regard to financing the follow-up can most probably not be overcome within the next three years, their ability to engage in PIDA activities is limited. If the momentum generated by this KIWASAP - CATAD project is to be kept up and if the introduction of PIDA in Kilifi is given priority in spite of the financial constraints of the DAs, a major commitment by one or more donor agencies is required. This will be dealt with in chapter 6.

5 Recommendations for institutionalising PIDA in Kilifi District

Based on the experience gained in four pilot projects (chapter 3) and on the analysis of the existing institutional preconditions in Kilifi District (chapter 4), this chapter outlines how PIDA could be institutionalised in Kilifi District. It gives recommendations on:

- What needs to be done to ensure that the communities in Kilifi District have access to PIDA?
- Which roles need to be played by different development agencies in Kilifi District in order to ensure that PRA village workshops can be conducted on a larger scale and that the follow-up to the village workshops can be effectively implemented.
- How the information generated by the village workshops can be used not only for the follow-up with regard to the specific community, but also for priority-setting and regional planning at higher administrative levels.

5.1 Creating and channelling the demand

To initiate PIDA activities it is first necessary to provide information about the approach. Only when this information is available and clearly understood by the people they can become active. How the information about PIDA can be disseminated is described in this chapter.

Once they know about the possible benefits from PIDA activities, the communities will wish to articulate their demands. Ways of channelling these requests have to be discussed and established. New ways may need to be found so as not to suffocate a germinating idea, before it emerges, through lengthy, formal and bureaucratic procedures. A possible way how applications can be made to the DDO and the PIDA Coordination Committee is described in the second section of this chapter. Recommendations are given on what information should at least be included in the application.

Information about PIDA is a precondition for the demand

To ensure a bottom-up approach, it is best if the community applies for PIDA activities. There are a number of possible ways to ensure that the information about PIDA will be disseminated at community level:

- To some extent, the concept of PIDA will spread from project communities to neighbouring ones, once the first project activities are evident in the pilot communities. In future, communities in the vicinity of the selected PIDA communities should be invited to

the public presentations at the end of the PRA phase or the beginning of the follow-up phase. Even without official invitations neighbours may come to these meetings.

- The information about PIDA will spread through the Locational and Divisional Development Committees when project proposals, resulting from PRA village workshops, are discussed.
- Information and training of local administrators (e.g. Chiefs and Assistant Chiefs) should be offered. Local leaders could also be invited. Seminars can be provided by KIWASAP, CDA and Coast ASAL. These seminars should include the basic concept of PIDA, the District Focus for Rural Development, skills in project planning and formulation (e.g. an introduction to the concept of a Community Action Plan), formation of committees, monitoring and evaluation of community-based development projects, basic accounting, and concepts of organising self-help groups.
- Community-based personnel, like Community Development Assistants, Community Animators, Community Mobilisers, Technical Assistants etc., should inform the community members in their area about the possibility of initiating a village workshop. Similar seminars to those described above will be necessary for training this personnel. The Community Mobilisation and Development Unit (CMDU) may eventually be able to provide such training when it starts operating.
- Articles in newspapers can be useful for spreading the information about PIDA within the area of distribution of these media in each of the Divisions of the District. Journalists should be informed and invited by the organising agency. The formation of the PIDA Coordination Committee³⁵ should be published in the newspapers.

When advertising PIDA, information must also be included about the application procedure. Information and training of the Chiefs is crucial since they may apply on behalf of the community. It should be pointed out that the application should be done to serve the community and should not have any hidden motives. Officials in the administrative process need to be kept informed to ensure their support, even if they may not have been included in the application procedure.

Before advertising PIDA on a large scale, it has to be realistically assessed how many PIDA projects can be handled per year. For 1995 the capacities of KIWASAP and other DAs will limit this number³⁶. It is therefore not recommended to intensify the advertising of PIDA until it is possible to organise more PIDA projects than are requested by the communities.

³⁵ The task and composition of the PIDA Coordination Committee and its role for the introduction of PIDA is described in detail in chapter 5.2.1.

³⁶ A maximum number of 15 PIDA projects per year may be likely for 1995. This number was considered possible during discussions with KIWASAP and other DAs at the presentation of the PIDA concept in Kilifi.

Channels for articulating the demand

The bureaucracy required for initiating a PIDA project should be kept to a minimum. Applications for PIDA activities should be channelled directly to the DDO. He will then present the application to the PIDA Coordination Committee. Copies of the application should be sent to the relevant development committees for information.

Possible applicants for PIDA activities are the community, local leaders, Chief, Assistant Chief, development committees, local authorities, politicians and development agencies.

To be able to identify the relevant development agencies to be invited to the meeting of the PIDA Coordination Committee and to set the agenda for the meeting, the application should fulfil certain minimum requirements. It should be possible to apply in handwriting giving the following details about the requesting community:

- the name of the community, (sub-) location
- a brief description of the community's situation
- a justification for requesting a PIDA
- a list of organisations/DAs operating in the community
- a description of on-going projects/activities in the community

KIWASAP and other DAs involved in the pilot communities anticipate that neighbouring communities may approach them to initiate a PIDA. In this case the request can be forwarded to the DDO and presented to the PIDA Coordination Committee by one of these DAs.

Through the Triple-P (People's Participatory Programme), the Coast Development Authority should also be in a position to forward demands for PIDA activities to the DDO.

5.2 Institutional arrangements for using PIDA on a larger scale

The roles and tasks required for introducing PIDA successfully on a larger scale will be explained in the following paragraphs. The main organisations which have to get involved in the different phases of PIDA projects are:

- the PIDA Coordination Committee
- development committees
- the sectoral departments
- the projects and programmes of the GOK and of NGOs which may receive donor funds.

5.2.1 The role of the PIDA Coordination Committee and the District Development Officer in the initiating phase of PIDA

We recommend to establish a PIDA Coordination Committee which should act as a sub-committee to the District Development Committee. It can meet ad hoc and will be chaired by the DDO. The secretary to the committee can for the first few years be provided by KIWASAP. The tasks of the committee will be:

- to coordinate all on-going or planned PRA and PIDA activities in the District
- to act as a neutral institution which appoints an organising agency for the coordination of specific PIDA projects.

<p>Members of the committee are the district department heads of</p> <ul style="list-style-type: none"> • Agriculture • Water • Social Services • Health • Education • Public Works (Rural Access Roads) • Coast ASAL • Coast Development Authority 	<p>Furthermore representatives of</p> <ul style="list-style-type: none"> • other departments • NGOs • other development-related projects and programmes <p>can be co-opted members.</p>	<p>For each specific PIDA project, the DDO should invite</p> <ul style="list-style-type: none"> • community representatives <p>to the meetings of the committee.</p>
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When an application reaches the DDO, he should organise a meeting of the PIDA Coordination Committee with the department heads of all relevant DAs who may be involved in the specific PIDA.

The agenda for the meeting should be set by the DDO and have the following topics:

- identification of funds for the PRA phase and the follow-up phase
- identification of the organising agency

Commitments in terms of staff and resources for the next activities are required. It is therefore necessary to involve the department heads (e.g. District Agricultural Officer, District Water Engineer, etc.) in that meeting, because they will know if funds are available which can be allocated for the PRA phase and tentatively for the follow-up phase. An agreement on the allocation of staff from all the DAs involved in the PRA phase and on the appointment of a follow-

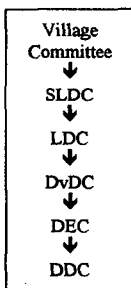
up coordinator from the organising agency should be reached. Possible sources of open funding³⁷ will be known to the DDO and should be presented at the meeting.

Community representatives will also be invited to this meeting. This will ensure that any open questions with regard to the PIDA application can be dealt with.

It is necessary to know the likely problems of the community to roughly foresee the required disciplines and their involvement (financial and physical resources) during the PRA phase and the follow-up. However, this does not mean that the results of the village workshops should be, in any way, predetermined at this meeting.

5.2.2 The role of the development committees and the District Development Officer in the follow-up phase

For the follow-up phase of a PIDA project, the roles of the different committees, the DDO and their interactions with the follow-up coordinator³⁸ will be discussed with regard to the sources of funding.



In the follow-up phase of a PIDA project, the Village Committee in close co-operation with the follow-up coordinator of the organising agency draw up a project proposal. The consultation of DAs with regard to the feasibility of the venture will provide most or all of the necessary technical information required by the development committees. From community level to divisional level the project proposal passes the respective development committees (see chapter 3.4). The initial involvement of the Chief, Assistant Chief, local leaders and authorities, as members of the locational committees, will facilitate the processing and endorsement at SLDC and LDC level.

At the next administrative level, the DvDC, technical aspects can be refined before the project proposal is forwarded to the development committees at district level.

It is at this stage when the integrity of the project may be at stake (compare chapter 4.2.1, figure 10). The roles of the development committees will differ depending on the source of fund-

³⁷ The Rural Development Fund (RDF) was open to a range of community-based projects but the programme is being phased out.

EEC-micro-project funding is still in operation. It is limited with regard to coverage as only one project is funded in a district per year. Some districts sometimes even go without a project, because not all districts receive funds in a year.

Currently other open funds are not available.

³⁸ A job description for the follow-up coordinator is given in the Manual, section 2.5, Volume II of this report.

ing for the integrated project. First let us assume that the project will be funded by line ministries and by the other DAs involved.

Sectoral funding by the involved DAs

The nature of an integrated project may involve more than one sector. Coordination at this stage between the involved sectoral departments/ministries and all other involved DAs is vital. This will require the attention of the Assistant DDO at the Divisional Development Committee and the DDO at district level and of the follow-up coordinator assigned to the project by the organising agency. They have to ensure that all components of the proposed project are included in a coordinated manner in the annual workplans of the respective DAs. Integrated funding of the sectoral proposals in the annual workplans by Coast ASAL, under the coordination of the DPO, may be possible, but this represents only a temporary solution.

Preparing the Annual Annex to the District Development Plan will again call for the coordination of the DAs involved to ensure that the sectoral components of the integrated project are included in the Annual Annex. Our proposal is that this should be done by the inclusion of integrated projects in a separate section (e.g. under the title: Integrated projects and programmes) of the Annual Annex, so that the respective responsibilities of the various DAs are clearly outlined. Reference to these projects can be given in the chapter on sectoral programmes. The section on integrated projects of the Annual Annex should be edited by the DDO.

The DDC will be in a position to approve the components included in the annual workplans and the project as a whole. Since the PIDA and this type of project proposal on village/community basis is new to the system, it will be necessary for the DDO to explicitly put the first project proposals resulting from PIDA activities on the agenda of the DEC and DDC.

Throughout these steps the follow-up coordinator will need to be in close contact with the relevant committees, the DDO and the DAs. Dissemination of information to all parties involved and facilitation and stimulation of discussions will be a primary activity. Additionally, the identification of sources of funding of the project, according to its components from sectoral sources, will require close attention. The chairpersons of the development committees will need to invite the follow-up coordinator to the respective meetings. Village Committee representatives should be invited to the meetings of development committees where possible. This helps to empower the community to manage their own development.

Open funds

If open funds are available and one DA is responsible for administering these funds, the procedure for PIDA project proposals of passing through the channel of development committees is

less complicated. Endorsement by the different committees will still be necessary, but the projects will not be disintegrated. Hence, after the DDC approval the operational planning and implementation can start without any further bureaucratic delays. A memorandum between the DAs and the funding organisation or donor might be necessary to ensure that no standstill occurs and to reconfirm the initial agreement.

The close attention of the follow-up coordinator will always be required during the entire process, but less demanding than described above (page 79).

The form of funding also has an impact on the feeling of ownership of the community with regard to the proposed project. If the project is disintegrated, the community will, later, not recognise the (partly) implemented components as belonging to one project.

The development committees at all levels will need to play their role in an unbiased manner, which might be difficult, especially if the nature of the project means that politics and prestige are involved.

5.2.3 The role of sectoral departments

Each of the sectoral departments can take over specific functions during a PIDA. These will be discussed with regard to

- the allocation of personnel for PIDA activities
- the facilitating function of the organising agency
- the funding for the follow-up phase.

Allocation of personnel for the interdisciplinary PRA team will be the minimum input required from the DAs. Local experience with PIDA should be built up to ensure that experienced staff from the departments can act as co-trainers for the PRA workshops and as resource persons for all phases of PIDA.

As an organising agency a sectoral department will need to organise the preparation of the village workshop (Manual, sections 3-5), the village workshop (Manual, section 6), the report writing (Manual, section 7) and the evaluation (Manual, section 8) (see also figure 6 and annex 1). The Departments of Agriculture, Water and Health may be able to take over the responsibility of an organising agency but only with external support and/or planning ahead to budget for this. The sectoral departments will need to organise the budget planning in such a way that funds can be made available for PIDA activities which can be used with some flexibility.

This applies even more to funds needed for the follow-up phase. Within each department budgets should, in future, be made available which are not only specifically allocated to existing or planned projects, but which can be made available for the flexible funding of the respective sectoral components of PIDA projects.

To be able to provide qualified follow-up coordinators, the sectoral departments should make training in moderation and community mobilisation available to their staff.

The roles to be played by the governmental departments will largely depend on the department heads. Substantial commitments to a specific PIDA can only be expected if the latter are convinced that the approach will be beneficial to their department. Therefore, the invitation and involvement of department heads is necessary during the initial meeting before the PRA phase starts.

The Department of Social Services may play a special role if the CMDU can be revived at divisional level. It receives funding from IFAD through Coast ASAL and the DPO is the chairperson. The role of the CMDU will be described in more detail on page 83.

5.2.4 NGOs, projects and programmes

NGOs and special projects or programmes can act more independently than ministry departments with sectoral mandates. For the funding of some projects evolving from village workshops credit institutions and programmes may be able to contribute.

An NGO which is already using an approach similar to PIDA is the Malindi Integrated Rural Development Project of the Kenya Freedom from Hunger Council. Since they are restricted to their area of operation, their role with regard to introducing PIDA in the whole District would be limited to an exchange of experience and some joint ventures with regard to training of PRA teams and PRA trainers. Joint development and use of training materials and techniques could also be imagined.

World Neighbours as an organisation promoting the use of PRA would be willing to cooperate with the provision of trainers, but their limited capacities may be a constraint. Their strength lies in the availability of local trainers from Kilifi District which are familiar with the cultural environment and the predominant languages.

The African Medical Research Foundation (AMREF) could possibly cooperate in the provision of training. This includes training and supervision of primary-health workers who are

volunteers from the villages. The office in the Kaloleni Division does not have any PRA experience, but the AMREF office in Nairobi could possibly offer such skills.

The experience with the **Bamako Initiative** for community-operated health facilities is also present in a variety of organisations.

The combination of the NGOs with government staff from various levels and departments in the PRA team forms a nucleus for the integration of government activities and activities of NGOs. NGOs should be included because of their different attitudes and approaches to the communities. The good reputation the NGOs have in the communities would contribute to the necessary rapport for the village workshop.

NGOs may, in future, contribute substantially towards individual PRA village workshops and the resulting proposals and projects. Limited or restricted funds and resources (personnel and logistics) as well as sectoral approaches and/or restrictions to specific areas limit the role which the existing NGOs can play for introducing PIDA on a large scale.

The independent role of the organising agency could be ideally played by a NGO. No NGO operating on such a broad scale currently exists in the District. As a temporary solution, KIWASAP may play such a role. Recommendations for this are given in chapter 6.

Credit institutions/programmes

For the funding of specific projects, Kenya Women Finance Trust Ltd. (KWFT) and the Agricultural Finance Corporation (AFC) may be appropriate depending on the proposed projects designed by the Village Committees. KWFT and AFC both have IFAD-funded programmes/components. Whilst AFC is geared towards on-farm activities, KWFT concentrates on non-farming activities.

Kenya Women Finance Trust (KWFT) has the objective of advancing and promoting the direct participation of economically active women in viable economic activities aimed at generating income to improve their economic and social status. The KWFT would be in a position to help finance projects of registered committees. The specific design of their credit scheme limits their lending to working capital (e.g. for marketing activities). Credit given does not foresee a grace period, so it could only be used for ventures with quick returns. Capital investments (e.g. posho mills, etc.) may not be possible. KWFT is seeking closer co-operation with other DAs who can provide technical knowledge to investigate further possibilities/forms of credit (e.g. for bee keeping, fruit processing). Information generated by PRA village workshops could be used by KWFT to tailor their credit scheme to the needs of rural people.

The African Finance Corporation (AFC) co-operates with the Ministry of Agriculture, Livestock Development and Marketing (MoALD&M) to identify creditworthy farmers. The credit scheme is designed in such a way that small-scale farmers cannot make use of it. They find it very difficult to provide the necessary loan security. Loan interest rates are 20 %. Also certain managerial skills are required. Most farmers that approach AFC are those already known as contact farmers by the MoALD&M. Only if group lending could be encouraged by the AFC, it is likely that the AFC could assist any of the projects developed by the communities. For example, for the financing of a posho-mill, the registered committee would have to provide 25% of the funds required in advance, as a security. AFC presently reaches about 400 farmers in Kilifi District.

5.2.5 The role of Coast ASAL

Coast ASAL has a mandate to support integrated projects and area-focused development projects and to use a participatory approach. It is recommended that it uses this mandate to support the introduction of PIDA in two ways:

- to provide sectoral funding for integrated project proposals through the line ministries
- to provide open funds and extend the tasks of the CMDU.

The provision of coordinated IFAD funds through the line ministries could enable financing of integrated projects which are split into sectoral components of the respective departments. Annual workplans of the departments, containing the sectoral components of the integrated project, are then endorsed by the DPO and can be submitted to the National Treasury for approval. For appropriate allocation of respective funds, and an integral combination of the individual components into a single unit for funding, the DPO should collaborate closely with the DDO, the follow-up coordinator and the representatives of the Village Committees.

In accordance with the idea of Focus Development Areas (FDA), the CMDUs should not only involve the assessment of extension and technological needs of target groups (annex 6). The role of the multi-disciplinary CMDU should be extended beyond the identification and channelling of integrated extension packages. It should start promoting community-based development activities. For this, open funds will be necessary to react flexibly to the needs identified.

Further discussions with and about the reformed CMDU at divisional level, if and how PIDA and the FDA approach can be complementary, will need to take place in the PIDA Coordination Committee. The potential of combining the FDA approach with PIDA can then be discussed. The Department of Social Services with the District Social Development Officer (DSDO) will have a leading and coordinating function in the CMDU together with the Agricul-

tural ASAL Extension Officer, the Livestock ASAL Extension Officer and the Public Health Educator.

It is under discussion that the CMDU should organise training sessions for divisional and locational staff, community leaders and FDA committee members. The training should involve community development, project identification, project management, group organisation and marketing. This training should be combined with the introduction to the concept of participatory methods. It will be complementary to information about and training on PIDA, as described in chapter 5.1.

5.3 Scaling up: Development committees on all levels should use information generated by PRA village workshops for priority-setting and eventually for regional planning

One of the purposes of "channelling" integrated project proposals and village workshop results through the development committees is to enable them to benefit from the wealth of community level information, which is contained in the village workshop reports. With increasing numbers of village workshops conducted, a clearer picture of the situation in the locations and divisions will be available for decision-making, priority-setting and regional planning at district level.

Using this flow of information from the community level, district priorities can continuously be adjusted to meet the needs as perceived by the people. The use of information generated by PRA village workshops for priority-setting on all administrative levels would allow DFSRD principles to be applied in practise.

To illustrate the use of information generated by PRA village workshops for priority-setting and planning, the current practice is described for the respective levels. The possible role village workshop information should play is elaborated following the steps described in the DFSRD.

At locational level the priorities given in the Community Action Plan (CAP) and the subsequent project proposal reflect the needs of the community within the location. Priority-setting for the location should therefore be combined with the approving of project proposals. Information from village workshops should be made available to all locational staff to be used for normal extension work.

The Divisional Development Committee has the task of compiling requests and priorities coming from the locations. Currently practically all proposals are supported that are in line

with perceived development priorities. At this level, the CMDU could make use of information generated by village workshops for the identification of Focus Development Areas.

The Annual Annex 1995/96 to the District Development Plan contains priority ranking of projects in the annual workplans of the sectoral departments. It is unclear what the criteria for sectoral priority-setting are and whether they are applied consistently. It appears that the priority ranking is done on a first come, first served basis. Further it seems unclear how the setting of development priorities for the District, as a region, is practised. Unless criteria and procedures for priority-setting are established, it will not help to have information generated by village workshops available for priority-setting. A revival of the presently dormant District Planning Unit may be the first step to create a framework for using PRA information for district level planning.

The CDA could use the information coming from village workshops from Kilifi District for regional priority-setting and regional planning as they have a planning mandate for the Coast Province.

The analysis given above shows that information resulting from PRA village workshops can be used at all levels for priority-setting if certain constraints can be overcome. If this is done, the question arises what the DAs will do when the priorities given by the communities differ from their own priorities. Only if the DAs are willing to seriously consider the perspectives of the communities as relevant and only if they are willing to adapt their priorities to the needs perceived by the communities, PIDA will have really been institutionalised in Kilifi District.

6 Recommendations for the future role of KIWASAP with regard to facilitating PIDA in Kilifi District

For facilitating the introduction and institutionalisation of PIDA in Kilifi District the following recommendations are made:

1. KIWASAP should inform communities, local leaders, Chiefs, Assistant Chiefs, development committees, local authorities, politicians and development agencies about PIDA and how to start PIDA activities.
2. KIWASAP should conduct PIDA activities on request and act as the organising agency for approximately 8 PIDAs per year. This will be similar to what KIWASAP has done during the PIDA pilot projects.
3. KIWASAP should support other DAs to enable them to take over the role of an organising agency. This will require management assistance and training. KIWASAP should assist all DAs who request this type of support to change from the currently used approach to a participatory and integrated development approach.
4. KIWASAP should assist the District Planning Unit and the Coast ASAL programme to use information generated by PRA village workshops for regional planning and priority-setting. It should also assist other DAs who want to use information generated at the village workshops for district-level planning.

These are new objectives for KIWASAP, which are not included in the present project plans. Chapters 6.5 and 6.6 give recommendations with regard to the implications of KIWASAP's new role

- for the replanning of the objectives of KIWASAP and
- for the organisational structure of KIWASAP.

6.1 KIWASAPs role in promoting PIDA through information

KIWASAP should start an information campaign about PIDA by training the chiefs of those locations where KIWASAP is already active. In addition to chiefs and assistant chiefs also local leaders, members of development committees, DAs, local authorities, members of parliaments and politicians should be included in the training.

Information about PIDA may be restricted to the more disadvantaged locations at the start, but eventually the whole Kilifi District should be reached. It would be more advantageous to in-

form and later cover communities which are close to each other, compared to a patchy pattern of isolated cases throughout the District. The capacities of KIWASAP and other DAs for conducting PIDA projects must be taken into consideration when spreading the information.

6.2 KIWASAPs role as an organising agency for PIDA

KIWASAP has successfully played the role of an organising agency during the PRA phase of the four pilot projects. It is now playing this role in the follow-up phase of the pilot projects. It can go on acting as an organising agency for approximately eight PIDA projects per year. If this is done, all the 23 Sub-locations of Ganze Division, which is one of the more disadvantaged areas of Kilifi District, could be covered within the next 2-3 years. This would be a remarkable achievement and we recommend that KIWASAP should do this. But this is only an intermediate objective which is not sufficient to reach the purpose of introducing PIDA on a broad scale in Kilifi District. In this chapter we will, however, concentrate on this intermediate objective and will elaborate on:

1. The reasons, why KIWASAP should commit itself to the role of an organising agency for a substantial number of PIDA projects
2. Some recommendations on how this role should be played.

Why KIWASAP as an organising agency?

- To ensure that the process of introducing PIDA continues.
- To be able to assist others in the use of a PIDA it is necessary to:
 - gain more experience,
 - clarify unresolved issues (see chapter 3.6) and further refine the approach based on that experience
 - build and strengthen its own capacities with regard to the use of PIDA.
- To change from a supply-oriented to a demand-oriented approach in their own activities.
- To become an integrated project.

Outline on how to play the role of an organising agency

The proposed activities and the recommendations given below will apply to almost any organising agency working with PIDA. The Manual (Volume II of this report) gives more details. It will also help KIWASAP to play this role.

Informing about and offering PIDA: KIWASAP could offer the possibility of a PIDA project in the Locations/Sub-locations/Communities it is currently working in or is planning to launch development activities. Neighbouring communities of the pilot projects may also approach KIWASAP.

Receive and forward the demand: KIWASAP will act as a "receptionist" for PIDA applications and then assist the communities to forward the demand to the DDO.

Moderate: During the initial meetings of the PIDA Coordination Committee, which is chaired by the DDO, KIWASAP will need to act as a moderator. In this role KIWASAP should assist all members to get familiar with the different steps of PIDA as laid out in figure 6 (chapter 3) and in the Manual. KIWASAP should ensure that the meeting is attended by all parties needed for a PIDA and assist the DDO with logistics, if necessary. Transport should be provided to ensure that community representatives can participate at the meetings, which are held to initiate a PRA village workshop.

Assign/recruit a follow-up coordinator: The organising agency will need to assign a follow-up coordinator, who will be responsible for all aspects related to development activities initiated by the community after the PRA village workshop. For this purpose additional personnel with specific qualifications and personality should be recruited and/or trained by KIWASAP.

Organise and conduct a PRA training: It will be necessary to provide facilities for the preparation, organisation and conducting of a PRA training. Responsibility for training should be given to a person from KIWASAP who has already gained experience in the pilot activities. Until KIWASAP staff feels competent to act as PRA trainers it will be necessary to invite a PRA trainer from a more experienced organisation. KIWASAP should enable its staff from the Community Development Department to attend PRA village workshops of other organisations (e.g. World Neighbours, MIRDP) in order to get additional experience. For the training resource persons from the pilot projects as well as new participants (e.g. Sub-/Locational staff from the respective area) should be invited.

KIWASAP will need to provide training materials and to plan and prepare for PRA training workshops. Sufficient copies of the PIDA Manual (Volume II of this report) will be needed for each PRA training.

Organise and conduct PRA village workshops: It is the responsibility of the organising agency to provide the necessary support for the planning and conducting of PRA village workshops. Planning workshops need to be prepared and conducted. Preparation of a programme and the provision of necessary materials requires attention. KIWASAP will need to provide transport for the visits the PRA team will pay to the communities. Logistical arrangements for preparing and conducting the village workshops will be similar to those made for the pilot projects.

Report writing: KIWASAP personnel who participated in the pilot projects might need to assist in writing the village workshop report. Additional training in report writing will be required to be able to effectively supervise this exercise. Typing services and copying of the reports should be provided by KIWASAP. Finally the report has to be translated into Swahili.

Evaluation of the PRA village workshop: Evaluation of the process of the PRA village workshop will be essential for future recommendations given by KIWASAP to other DAs

to facilitate the institutionalisation of PIDA. This should be carefully planned and moderated by KIWASAP.

Preparation of the project proposal: This requires the full attention of the follow-up coordinator. It is recommended to train all follow-up coordinators in project formulation, operational planning and budgeting.

Channelling the project proposal through the development committees: KIWASAP (i.e. the follow-up coordinator) should be present at the meetings of the respective development committees. Although the projects will basically be funded by KIWASAP and some of the critical issues (splitting into sectoral components) may not arise, all experience and information derived from observing the approval process will be valuable for KIWASAP's future role of facilitating the institutionalisation of PIDA in Kilifi District (see chapter 6.3).

Project implementation: Depending on the scope of the project proposals resulting from the village workshop, it may not be possible to fund the follow-up phase solely from the KIWASAP budget. KIWASAP will then have to assist the parties involved in the proposed project in soliciting funds.

Monitoring and Evaluation of projects: Projects resulting from a PIDA will need to be monitored and evaluated in order to assess their impact. This should be done by the Village Development Committees, the District Officers of the Divisions and the District Development Officer. To do this, they will need assistance from KIWASAP.

Verifying the hypothesis that community participation in development activities contributes to sustainability of project impacts.

Reporting on success and failures of the PIDA: A review on difficulties encountered and resulting failures will be necessary to further refine the approach. This should be organised by KIWASAP in the form of workshops. The exchange of experience with the parties involved in PIDA projects is necessary to make recommendations for future PIDAs.

Refining of the PIDA Manual: The Manual (Volume II of this report) is not to be seen as something static. It will have to undergo changes and will have to be revised and additions will have to be made. KIWASAP should act as an editor to ensure that the Manual is continuously up-dated.

6.3 Facilitating the use of PIDA by development agencies in Kilifi District

Simultaneously with acting as an organising agency, KIWASAP should also enable other DAs to use PIDA. This involves offering different kinds of training and giving advice with regard to the institutionalisation of PIDA.

KIWASAP should continue to train personnel of DAs in the usage of PRA methods. This training has to focus on how to organise and conduct a village workshop, and how to use the information from the village workshop.

With the experience KIWASAP has made, it should be in a position to advise the organising agencies on how to play this role. This would, for example include advice on the organisation of PRA training, offering training for the follow-up coordinator, and advising in all other steps of PIDA.

Other DAs also involved in PIDA will need information with regard to resources needed for PIDA. This information as well as advice on choice and assignment of personnel for the PRA phase and the follow-up should be given by KIWASAP.

DA Heads and/or decision-makers should be advised on how to use PIDA to adjust their priorities and activities to the needs of the communities.

KIWASAP has experience in community work (e.g. forming and training of water committees) and could take up the training of Village Committees formed after the village workshops in the skills needed to enhance the development of their community (for example advice on monitoring and evaluation of the community projects).

KIWASAP should assist in soliciting the provision of open funds for financing community-level projects that result from village workshops. This is a way to overcome the constraints faced by the DAs with regard to financing follow-up activities.

6.4 Promoting the use of information generated by PRA village workshops for regional planning and priority-setting

Information on problems, potential, constraints and solutions as perceived by the communities could be very valuable for planning and priority-setting at district level. The organisation which is best suited to compile and analyse such information, to use it for preparing decisions of the District Executive Committee and the District Development Committee and to follow-up these decisions by monitoring and evaluation (M&E) is the District Planning Unit (DPU).

The DPU consists of the DDO, the assistant DDO, the DPO and the District Statistical Officer. Unfortunately the DPU of Kilifi District is at present dormant. Considering the central role which the DPU has to play in ensuring that not only community-level development activities are participatory and integrated, but that the same principles are also applied at district level, it is recommended that KIWASAP should assist the DPU in becoming functional. This assistance should be provided in the form of a coordination, planning and M&E adviser, who would have the task to facilitate that:

- The DPU sets itself clear and realistic objectives and sets up an organisational structure (job descriptions, procedures, rules) within which these objectives can be achieved.

- The DPU designs and makes use of an information system which is based on the information generated by village workshops and processes this information in such a way that it can be used for decision-making at district level.
- The DPU works out a District Development Strategy. This strategy should be based on information generated in PRA village workshops and should clearly indicate sectoral priorities for the different geographical areas of the District. From this strategy criteria for the approval of projects can be deduced. To develop and update a District Development Strategy appropriate regional planning methods have to be introduced.
- The DPU designs a M&E system, which is used to assess the performance of on-going projects and to monitor the impacts of the District Development Strategy using data generated from PRA village workshops.

6.5 Recommendations with regard to replanning the objectives of KIWASAP

None of the tasks described in chapters 6.1 to 6.4 are incorporated in the planning documents of KIWASAP's current project phase (see Project Planning Matrix in annex 7). The KIWASAP-CATAD project could not be foreseen in the planning documents. The fact that it has been conducted shows a remarkable flexibility of all persons involved. It did, however, stretch KIWASAP's capacities to the limit. There are clear signals that the new tasks associated with facilitating the introduction of PIDA cannot be fulfilled by the existing staff, in addition to the ongoing project tasks. One of these signals are the problems related to providing an effective follow-up for the four pilot communities (see chapter 3.6).

In order to facilitate the introduction of PIDA in Kilifi District, KIWASAP will have to include respective objectives, activities and resources in its planning documents. The replanning should not be postponed to the next project phase which starts in 1997, but should be done already with regard to the current phase (1994-96). We recommend that a replanning, possibly in the form of a ZOPP workshop, is done after this report has been analysed and discussed by all parties concerned, say by middle of 1995.

For the replanning we recommend that the second half of the current project phase (middle of 1995 to end of 1996) is defined as a transitional period in which all sectoral objectives and activities of KIWASAP are phased out. Simultaneously KIWASAP should increasingly concentrate on facilitating the introduction and sustainable use of a participatory and integrated development

approach by the development agencies in Kilifi District. The replanning implies the following changes in the project strategy:

- From sectoral objectives (like "Provision of piped water systems increased") to objectives which support integrated development (like "Services of an organising agency provided")
- From direct implementation at target group level (like "Provision of rain-water harvesting systems increased") to facilitating outputs, which strengthen the implementation capacities of the development agencies in Kilifi District (like "Training and management assistance offered to development agencies")
- From the limited area coverage (8 locations) to serving Kilifi District as a whole in the role of an agency which facilitates innovative processes in the area of development management.

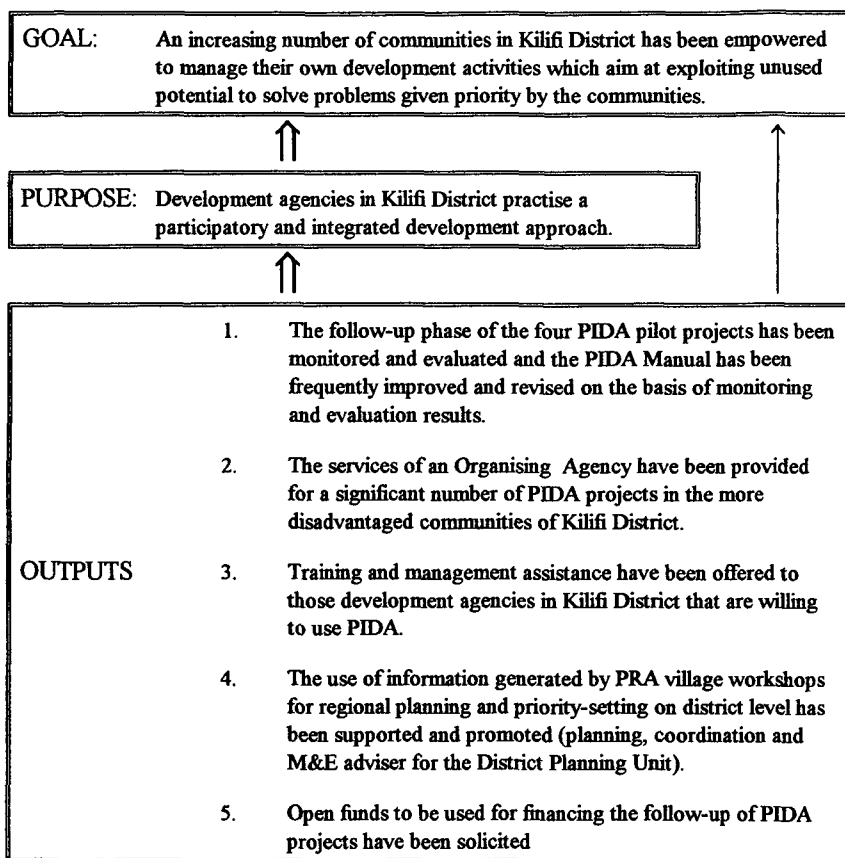
This transition could be completed by the end of 1996. For the next project phase (1997-99) it is recommended that KIWASAP fully concentrates on its new role. A tentative hierarchy of project objectives for Phase IV is given in figure 11.

6.6 Recommendations with regard to the organisational Structure of KIWASAP

Simultaneously with phasing out its sectoral objectives and activities KIWASAP also has to change its organisational structure. The present organisational chart of KIWASAP (see figure 12) shows one administrative department, three sectoral departments and a community development department. Each of the sectoral departments has the task to produce one or two of the sectoral outputs which KIWASAP plans to achieve in the current project phase (see Project Planning Matrix, annex 7). The community development department supports the sectoral departments especially with regard to training and also has to produce one of the sectoral outputs (income-generating activities)

When the sectoral outputs are phased out, the sectoral departments will no longer be required. All the sectoral activities KIWASAP is presently engaged in should in future be left to the respective sectoral development agencies: The increase of piped water systems should no longer be the task of KIWASAP but of the Department of Water Development. Similarly, primary health care should be left to the Ministry of Health and farm-based income-generating activities to the Department of Agriculture and Livestock.

Figure 11: Objectives recommended for Phase IV (1997-1999) of KIWASAP



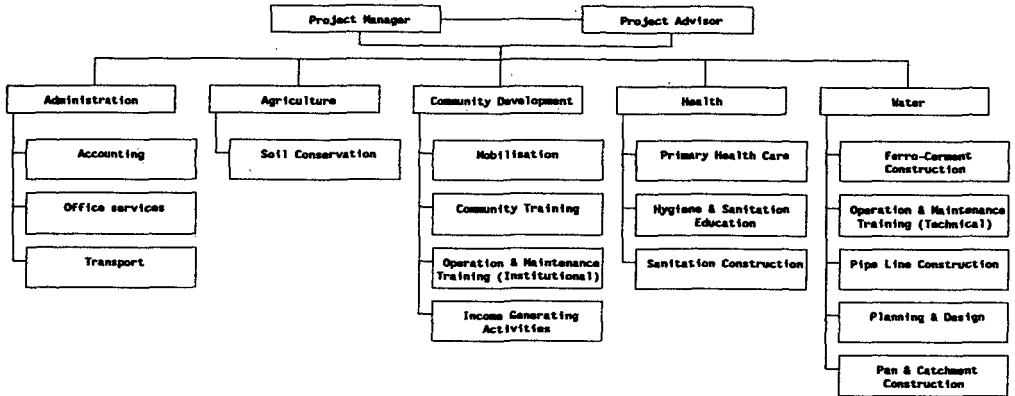
Remarks: The hierarchy of objectives is formulated in the ZOPP-terminology. ZOPP is the acronym for Ziel-Orientierte Projektplanung (objectives-oriented project planning). The different levels of objectives are connected by cause-effect relationships and are defined in the following ways:

The **Goal** expresses the benefits which the target-population will be able to achieve if the project purpose is reached by the development agencies of Kilifi District.

The **Purpose** expresses the organisational development in terms of providing appropriate services which the development agencies have to achieve in order to contribute effectively to the goal.

The **Outputs** are the results which KIWASAP has to produce in order to facilitate that the purpose of the project is achieved by the development agencies of Kilifi District. To a smaller extent indicated by the thin arrow, the outputs also contribute directly to the goal.

Figure 12: Current organisational chart of KIWASAP



Instead of these sectoral departments KIWASAP will need an organisational structure which can effectively produce the outputs listed in figure 11. Tentatively such a structure should have the following departments:

1. A PIDA Development, Training and Extension Department.

This department should be responsible for:

- Evaluating the follow-up phase of the four PIDA pilot projects and of future PIDA projects
- Improving and updating the PIDA Manual on the basis of the evaluations
- Providing training wherever PRA and PIDA training is required by development agencies
- Providing management assistance to all development agencies which request such assistance in the context of introducing PIDA.

2. A PIDA Project Implementation Department.

This department should be responsible for:

- Informing communities in Kilifi District about the possibility of applying for a PIDA project.
- Providing all the services required for those PIDA projects, where KIWASAP acts as an organising agency. The tasks of an organising agency are described in detail in the Manual.
- Providing and supporting follow-up coordinators for all the PIDA projects, where KIWASAP acts as an organising agency. The tasks of a follow-up coordinator are described in detail in the Manual, sheet 2.5.

3. A District Level Planning and Coordination Assistance Department.

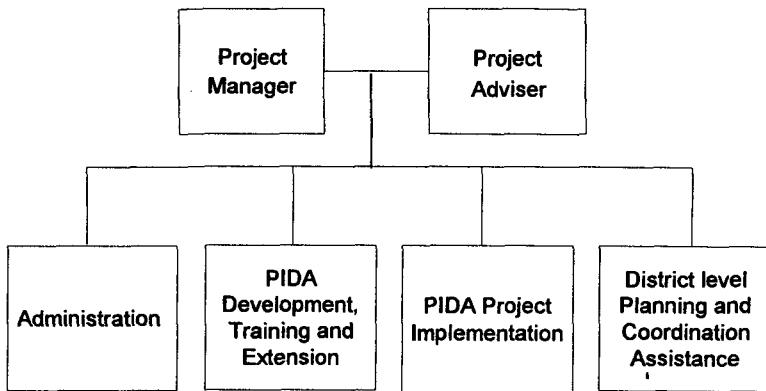
This department should be responsible for:

- Representing KIWASAP in the "PIDA Coordination Committee," which will be established under the chairmanship of the District Development Officer (DDO) and where KIWASAP will provide the secretary.
- Providing assistance of the District Planning Unit (DPU) in all matters related to the use of information generated by PRA village workshops for regional planning and priority-setting.
- Soliciting open funds for financing the follow-up phase of PIDA projects.

The staff required for the new departments will have functions and will need qualifications which are to some extent different from those needed in the existing sectoral departments. Sectoral specialist qualifications will be less important than skills in communication, networking, cooperation, planning, organisation, monitoring and evaluation, training and moderating. The total number of personnel can most probably be reduced, while at the same time the number of personnel which has distinct leadership qualifications (skills, rather than degrees!) has to be increased.

This means that KIWASAP has to invest in human resource development, particularly with regard to breeding a considerable number of efficient follow-up coordinators. Their function is absolutely crucial for the success of PIDA. As the follow-up phase of the pilot projects is still ongoing, it is not yet known whether or not the performance of the follow-up coordinators may become a constraint for keeping up the momentum of the PRA phase (see chapter 3.6). We recommend that this issue is given sustained attention by the management of KIWASAP.

Figure 13: Proposed organisational chart for KIWASAP in phase IV



The question if after this reorganisation KIWASAP should still be attached to the Water Department or should be connected instead to the District Development Officer or the District Planning Unit should also be discussed when replanning and reorganising KIWASAP. However, giving recommendations on this issue already goes beyond the scope of this report.

Glossary

Community: An interacting population of various kinds of individuals and groups in a common location, sharing a history or social and economic interests.

Community Action Plan: The Village Committee elected after the village workshop comes up with a Community Action Plan (CAP). This plan takes into account the various problems and solutions mentioned by the different groups during the village workshop. The CAP can refer to different topics to be handled by the community. The initial activities to be undertaken are pointed out.

Facilitator: The facilitator is a member of a PRA sub-team, which consists of a facilitator and a note-taker. During the village workshop, the facilitator moderates the daily event conducted with a group of community members. Thereby he acts as a catalyst between the individuals of the group and encourages the people to analyse and discuss their environment and living conditions. He/she supports the community in the process of awareness creation and empowerment during the event. He/she is patient, listens carefully and keeps a low profile.

Follow-up Coordinator: The follow-up coordinator is appointed by the organising agency to support the Village Committee in coordinating the follow-up of the PRA phase. The coordinator assists the Village Committee during the decision-making process in the community and supports the dialogue with the different development agencies involved in the follow-up.

Follow-up: The follow-up phase of the PIDA includes all activities to be undertaken as result of the PRA phase. Possible solutions pointed out by the community during the village workshop lead to the planning and implementation of certain development projects in the community by the community. Other development activities initiated by the village workshop are also part of the follow-up as well as the monitoring and evaluation (M&E).

Integration: The integrated development approach assumes that mass poverty is a result of multi-causal and interdependent factors. Therefore in most cases sustainable development impacts cannot be achieved by monosectoral interventions. Sustainable development requires intervention strategies which consist of well-selected and well-coordinated components. The integrating factor in such an approach are both: the problems of people or communities in a specific area and their potential for solutions. Integrated planning is therefore based on a holistic problem and potential analysis at community level. It aims at combining sectoral activities in such a way that synergetic effects are achieved. As a result of integrated planning, sectoral development agencies coordinate their development activities at

different institutional and regional levels (community, division, district). An integrated development approach is a dynamic process in which all partners have to continuously check their roles, activities and their common goals.

Local authorities: Local authorities in Kilifi District are the Kilifi Town Council, Kilifi County Council, Malindi Municipal Council and the Mariakani Urban Council. They consist of wards and form political units under the Ministry of Local Government. The Local Authorities can also initiate development activities within their respective areas.

Note-taker: The note-taker together with the facilitator form a PRA sub-team during the village workshop. The note-taker is the one who collects and documents all relevant information, which is generated within a community group during the daily event. The note-taker listens carefully and takes notes at the same time. He/she observes from the background and documents relevant items according to the process.

Organising Agency: For the organisation and coordination of the PRA phase and for the follow-up phase one development agency will act as an organising agency. The organising agency is responsible for the organisation, preparation and all logistical arrangements for the village workshop. It also has to provide a coordinator for the follow-up phase. Its capacity, in terms of logistics and personnel, must allow it to take over this function.

Participation: Participation is the active involvement of villagers and outsiders in situation analysis and in all decisions related to development objectives and activities, as well as the activities themselves. The primary purpose of participation is to encourage community self-determination and thus foster sustainable development.

Participatory Rural Appraisal (PRA): The "R" in PRA can also stand for Relaxed and for Rapid. PRA is a set of principles and tools and methods which are used to facilitate that a community becomes aware of and analyses their problems and potential, sets priorities and takes decisions regarding development projects.

Participatory and Integrated Development Approach (PIDA): The Participatory and Integrated Development Approach includes not only the appraisal phase (on which PRA concentrates) but also the follow-up phase and aims not only at participatory but also at integrated development.

Project Proposal: The project proposal developed by the Village Committee and the follow-up coordinator of the organising agency is based on the Community Action Plan and aims at realising the solutions to the priority problems as perceived by the community. The project proposal informs about both goals and outputs to be achieved through certain activities and about the beneficiaries of the proposed project. It has to be discussed by the different devel-

opment agencies involved and by the whole community which will apply for the proposed project through the Development Committees of the area.

Team leader of the PRA team: The team leader is responsible for the team from the first day of the planning till the end of drafting the report and evaluating the process. He/she is a main link for the team between both the community and the organising agency. The team leader has to give all his/her personality and skills to ensure the effective and smooth running of the PRA phase.

Village Committee: The Village Committee is an "off-spring" of the village workshop and is responsible for coordinating the planning, implementing and monitoring of development activities resulting from the village workshop. The Village Committee represents the different groups formed during the village workshop and involves the community in all important decisions to be undertaken.

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Annex 1: Flow chart of the Participatory and Integrated Development Approach

	Step	Actors	Activities
Initiating Phase	1.1 Application for PIDA	Community/ local leaders Sub-locational/ locational Development Committee Development Agencies/ projects Members of Parliament/Councillors	<ul style="list-style-type: none"> • awareness creation and spreading information about PIDA by <ul style="list-style-type: none"> • leader meetings etc.
	1.2 Identification of a Organising Agency	Development Agencies (DAs) and Community representatives (meeting under the chairmanship of DDO)	<ul style="list-style-type: none"> • identify funds for PRA phase and tentatively for Follow-Up phase • check ability of proposed Organising Agency for: <ul style="list-style-type: none"> • Organisation of Preparation • logistics of Village Workshop; • Co-ordination of Follow-Up
PRA phase	2.1 First Meeting in the Community	Representative(s) of Organising Agency Opinion Leaders of Community	<ul style="list-style-type: none"> • discuss PRA and self-help philosophy • agree on purpose of Village Workshop (focused or non-focused) • get preliminary impression on priority needs of Community (only Organising Agency?)
	2.2 Selection of Development Agencies (DAs), Forming a PRA team and Logistical Arrangements	Representative(s) of Organising Agency Opinion Leaders of Community District Development Officer (DDO) Department Heads of DAs	<ul style="list-style-type: none"> • Solicit co-operation of those Development Agencies, which can contribute to the analysis and solution of the perceived needs of the community. Form a interdisciplinary team under the aspects of: <ul style="list-style-type: none"> • gender, Follow-Up co-ordination • skills in: leadership, PRA methods, analysis, report writing • maximum size of a team (9-10) • prepare logistical arrangements
	2.3 PRA-Training	PRA team Organising Agency Experienced trainer and co-trainers Selected community members	<ul style="list-style-type: none"> • familiarise PRA team with PRA and self-help philosophy (for Village Workshop and Follow-Up) • enable team to conduct, document, analyse a Village Workshop • build up local capacities
	2.4 Second Meeting in the Community	PRA team Community	<ul style="list-style-type: none"> • meet opinion leaders to avoid unrealistic expectation and forced participation • familiarise with the area • check invitation procedure for village workshop done by the leaders • check logistical arrangements (accommodation etc.)
	2.5 Planning the Village Workshop	Some team members including Team leader (Pre-planning) Entire PRA team (Planning) Selected community members	<ul style="list-style-type: none"> • Planning of objectives, key questions, PRA-tools to be used, time schedules, roles, responsibilities and protocol for the village workshop
	2.6 Conducting the Village Workshop	Community PRA team	<ul style="list-style-type: none"> • Community subgroups, e.g. men, women, youth, identify resources and potential; problems, solutions and constraints • discussion within Community on sub-groups results • election of Village Committee; this elaborates a Community Action Plan (CAP) and presents it to Community and PRA team • PRA team analyses gathered information, draws conclusions
	2.7 Report Writing	Entire PRA team (1 day drafting) Editing team (members of the PRA team, 5 days)	<ul style="list-style-type: none"> • document process and results of Village Workshop • assess the CAP and draw conclusions • identify next steps to be done
	2.8 Evaluation of the PRA Process	Entire PRA team	<ul style="list-style-type: none"> • evaluate PRA phase and give recommendations for improvement
Follow-up Phase	3.1 Draft Project Proposal (based on the Community Action Plan and the Village Workshop Report)	Village Committee Follow-up Co-ordinator Representatives of DAs Manager of Organising Agency	<ul style="list-style-type: none"> • probe if CAP is consistent with the analysis of resources, potential, problems, solutions and constraints given by the Community • consult selected DAs and have a meeting on workshop report • specify goals, beneficiaries, objectives, main activities, timing, responsibilities and equipment/material
	3.2 Discussion within the Community and with other parties involved on the Project Proposal	Village Committee Follow-up Co-ordinator Community Representatives of DAs	<ul style="list-style-type: none"> • Village Committee presents Project Proposal to the Community • Community discusses until consensus is reached • DAs are involved in decision making process by providing technical know-how
	3.3 Project Application (through the channel: sub-locational, locational, divisional and District Development Committee)	Village Committee Follow-up Co-ordinator / Organising Agency	<ul style="list-style-type: none"> • Village Committee, assisted by Co-ordinator, formulates Project Application • Representatives of Village Committee and Co-ordinator/Organising Agency follow up the decision making process through the channel, and take part in all respective meetings <p>(Remark: The approval of project by the DDC is the last step before the operational planning)</p>
	3.4 parallel to 3.3: Channelling Information for soliciting support and funding	Representatives of Village Committee Organising Agency / Follow-up Co-ordinator District Development Officer (DDO) Members of Parliament (MP) Donors	<ul style="list-style-type: none"> • Representatives inform the Village Committee and Community on progress • Organising Agency sends copies of Village Workshop report and Project Application to: DPO, DDO, DO and Department Heads (and Members of Parliament?) • If funds have not been committed already by that time funds have to be solicited at that time
	3.5 parallel to 3.3: Initiating other Development Activities, identified through the PRA within the Community	Village Committee Follow-up Co-ordinator	<ul style="list-style-type: none"> • starts solving other problems mentioned at the Village Workshop which are not covered by the project proposal and which they can solve within their means
	3.6 Operational Planning of the Approved Project	Village Committee Follow-up Co-ordinator Representatives of the DAs	
	3.7 Project Implementation	Village Committee Follow-up Co-ordinator	<ul style="list-style-type: none"> • initiate and co-ordinate the implementation
	3.8 Monitoring and Evaluation (M&E)	Village Committee Follow-up Co-ordinator Representatives of DAs DDO Organising Agency/Donors	<ul style="list-style-type: none"> • write quarterly project progress reports • send copies to facilitating agency, DAs and selected authorities • take corrective action on replan if M&E signals the project is not progressing well

Annex 2: Recommendations for improving the Participatory and Integrated Development Approach (PIDA) on the basis of the experiences made in the first sequence of workshops

This paper draws conclusions from the PIDA pilot activities, which were conducted by KIWASAP in cooperation with several development agencies (DAs) in the sub-locations Majajani (Bahari Division) and Jila (Ganze Division). These activities are:

- A) A PIDA training workshop for all personnel involved in the activities B to D, which was conducted on 2 and 3 August, 1994.
- B) PIDA planning workshops for Majajani and Jila, which were conducted by two PIDA teams on 8 and 9 August 1994.
- C) PIDA village workshops, which were conducted in Majajani and Jila on 10 to 12 and on 15 August 1994.
- D) The evaluation workshops, in which the two PIDA teams elaborated a workshop report (on 16.8.94) and evaluated the whole sequence of activities from A to D (on 17.8.94).

Separate reports have been written on the activities B, C and D. They are available on request. This paper will not repeat these reports but will summarise the discussions on "Lessons Learned" and on "Recommendations for Improvements of PIDA". Such discussions were held by members of KIWASAP, of other DAs, and of CATAD immediately after completion of the first sequence on 18.8.94.

The purpose of the discussions and of this paper is to ensure that the second sequence of PIDA activities will benefit from experiences gained during the first sequence. The second sequence is scheduled to take place from 22.8.-7.9.94 and will focus on the sub-locations Ngerenya (Bahari Division) and Dungicha (Ganze Division).

1. Short Assessment of the First Sequence

The first sequence of PIDA, which focused on Majajani and Jila were the first activities of this kind ever done in Kilifi District. Members of the communities and personnel from the DAs involved called it an "historic event." In each activity a number of shortcomings have been identified, which should be avoided in the second sequence.

In spite of such shortcomings the following objectives have been achieved:-

- a) In Majajani and Jila integrated development activities have been initiated by a participatory process, which involved different groups of the community. In this process women played an active and important role.
- b) A dialogue between the communities and different DAs has been facilitated in which the personnel of the DAs did not teach, advise, guide or direct the community members, but listened to and learned from the community.

- c) The process resulted in awareness creation, empowerment, the willingness to engage in self-help activities and in plans of action elaborated by the communities.
- d) The personnel of KIWASAP and of other DAs involved in the first sequence assessed the process and the results of the PIDA as successful. They see clear advantages in the PIDA compared to traditional development approaches and are willing and motivated to engage in a second sequence.

2. Detailed Proposals for Improving the Second Sequence

2.1 Proposals with regard to Improving the Training

- a) In the training, all steps of PRA, including the follow up after the village workshop, have to be covered.
- b) Training the PRA team and planning the village workshop for Ngerenya and Dungicha should be integrated.
- c) The trainer has to ensure that every team member is familiar with the basics of the PRA philosophy (for instance ownership and sustainability issue).
- d) Each tool has to be introduced, practised in small groups (not more than 6), presented, corrected and discussed.
- e) It should also be trained how the facilitator and the note-taker by watching the process can get maximum information out of each tool.
- f) It must be made clear, how the PRA team can ensure that the information gathered with one tool is taken into account when using the next tools.
- g) How to plan a PRA, how to analyse the information generated every evening and how to draw conclusions has also to be trained.
- h) Training should include a systematic way to arrive at a Community Action Plan.
- i) 8 personnel from KIWASAP and other development agencies who participated in the first sequence should assist the trainer in practising the tools.

2.2 Proposals with regard to Improving the Logistics and the Preliminary Visit

- a) One person from the leading agency (in this case KIWASAP) should be responsible for all matters related to informing the chiefs and the community and for all logistical preparations related to transport, accommodation, food, water, visualization equipment, lamps etc. Most of these matters should be organized in a preliminary visit of the community, which should take place at least 10 days before the village workshop.
- b) Those participants of the PIDA team, who have never been in the respective community should go there for half a day during the planning meeting to get familiar with the area.

2.3 Proposals with regard to Improving the Planning of the Village Workshop

- a) Planning should aim at finding out needs and potentials as perceived by the community already on the first day of a village workshop.
- b) Key questions related to a better understanding of these needs and potentials and related to finding solutions have to be formulated on the first evening. The tools to be used on the second day have to be chosen in order to generate information related to these key-questions.
- c) Again on the second evening, key questions regarding the solutions identified during the second day have to be formulated and appropriate tools have to be selected to generate information related to these solutions.
- d) This sequence (a,b,c) is proposed to ensure that the community and the PIDA-team have sufficient time to discuss the solutions proposed by the community in more detail and to come up with more consistent recommendations for future action.
- e) Collection of secondary data should be planned to be done before the village workshop.

2.4 Proposals with regard to Improving the Village Workshop

Improved training, logistics and planning will hopefully result in improved village workshops. Therefore only a few proposals have to be added under this paragraph:

- a) Increase the duration of the village workshop from 3 to 4 days.
- b) Discuss the time-table of the village workshop with the leaders of the community immediately after arrival and present a summary to the community on the first day.
- c) Each PIDA sub-team should conduct only one "event" per day. This means, each team should meet only one community group per day and conduct with them one or more tools. Which tools to use should be decided by the sub-team.
- d) The team leader has to ensure that a meeting point and time is fixed at which all community members meet to present the sub-group results to each other.
- e) At 3 pm on each afternoon at the latest, the whole PIDA team should meet to exchange and analyse the information gathered on that day and to draw conclusions. Based on these conclusions, key questions have to be formulated for the next day and it has to be planned which sub-teams will meet which community groups and use which tools in order to get answers to the key-questions.
- f) To make these meetings as effective as possible, the team leader (assisted by another team member) should ensure that all important information collected is visualised in the form of a matrix.
- g) Members of the community and especially their leaders should be integrated in the afternoon meetings as far as possible and there should be time (e.g on the day of arrival) to socialise with the community.

- h) Instead of soft drinks, tea should be prepared to be shared with the community. The community should be informed early that no food will be provided, but that they should bring cups for the tea.
- i) A first-aid kit should be available.

2.5 Proposals with regard to Improving the Report Writing

Improved training and planning as well as improved analysis in the afternoons and evenings during the village workshops should contribute significantly to improving the quality of the PIDA reports. In addition, the following steps are proposed:

- a) Instead of one day, the time for report writing should be extended to 1½ days. The additional half day should focus on recommendations and on planning the follow-up, because these were the weakest points in the reports produced in the first sequence.
- b) The report should contain definite statements on activities, responsibilities and timing of the follow-up. To facilitate this, a format for an action plan should be developed.
- c) The products of the village workshops, which have been produced by the community (maps, diagrams) should not be placed in an annex but should be integrated in the text of the report and well analyzed.

2.6 Proposals for Ensuring Effective Follow-Up

- a) During the whole sequence of PRA activities from the training to the report writing, it has to be emphasised that the follow-up is at least as important as the village workshop. Without an effective follow-up by the DAs no sustainable development impacts can be expected.
- b) The follow-up has to be specified in the PRA report. Responsibilities and timing have to be clearly stated.
- c) One member of the PRA team must be appointed to be responsible for the coordination of the follow-up.

Annex 3: Programme of the workshop on the results of the KIWasAP - CATAD project

Facilitating the Introduction of a Participatory and Integrated Development Approach (PIDA) in Kilifi District

Venue: Kilifi Institute of Agriculture

Time: Tuesday, 18/10/94, 10 a.m. to 5 p.m.

Programme

Morning

- Welcome and introduction of participants
- Presentation of the PIDA - concept
- Presentation of the results of the four PIDA pilot projects in the form of an information-bazaar in which representatives of the four pilot communities will participate.

- Lunch at Institute

Afternoon

Working groups discuss different aspects of the preliminary report and make recommendations. The following groups are envisaged:

- Department heads and their deputies from different development agencies discuss recommendations for institutionalising PIDA in Kilifi District based on chapter 4 to 6 of the preliminary report.
- Participants interested in the practical implementation of PIDA discuss chapter 3 of the preliminary report and the PIDA Manual.
- Guests from other Districts together with members from KIWasAP, other Kilifi development agencies and CATAD compare the results of the pilot projects with experience made in other districts.
- Representatives of the Village Committees discuss their experience and give recommendations on the future use of PIDA.

At the end of the afternoon, all working groups will briefly present the results of their discussion to the plenary.

Annex 4: Minutes of the working group with representatives of DAs

Results of a Discussion with Department Heads and Representatives of Different Development Agencies on the Recommendations Made in chapters 5 and 6 of the Draft Report

The discussion was held during the workshop on October 18th, 1994 and was chaired by the District Development Officer, Mr. Agulo.

(1) There is a strong felt need for introducing PIDA in Kilifi District as it will strengthen the already existing, but not operational, bottom-up and integrated approach because:

- it is an approach which involves the communities right from the start, whereby the proposed projects will come from the whole community and not only from its leaders.
- it enhances the co-operation between the DAs as far as implementation is concerned.
- situation analysis being done by each sector on its own might lead to a bias towards this sector. Working as a multi-disciplinary team gives them the opportunity of being open towards all sectors.

(2) The general impression with regard to the pilot projects is that it is a very good approach which must be continued, as:

- it was beneficial for the communities and as it will make the DAs reduce the scale of their projects and make them appropriate for the communities
- communities neighbouring the pilot communities will also request PIDA activities. They cannot be denied the same opportunities as that would mean denying them development.

(3) It was clearly stated that the District Development Officer (DDO) should play a central role in this approach.

- Communities wishing to conduct a PIDA must approach him directly and he will then initiate the next steps. The development committees at all levels must be informed of the community's initiative.
- A committee which promotes the use of PIDA in the District should be established with the DDO acting as chairman. This committee is seen as a necessary institution which can guarantee the survival of the approach, even if there is frequent turnover in personnel.

(4) The major constraints to introducing PIDA were seen in the lack of resources of governmental agencies, such as funds, and in the insufficient cooperation between DAs. It was also

mentioned that PIDA should not be seen as an approach that requires extra resources but as a way to make better use of existing ones.

(5) The participants realised that the information generated in PRA village workshops and documented in the village workshop reports is also useful for planning and priority-setting at district level.

(6) The District Programme Officer stated that the Coast ASAL Programme was very interested in the introduction of PIDA in Kilifi District.

(7) KIWASAP was urged by all participants to continue providing the services of an organising agency for future PIDA projects. It was, however, realised that this is not a permanent solution. This is why the DDO and the PIDA Coordination Committee should in future also invite other DAs to take over the role of the organising agency.

Annex 5: Comments with regard to the suitability of PIDA for Kilifi District received from officers of development agencies

On 11 October, 1994 copies of the draft report of the KIWASAP-CATAD project were distributed. Attached to the report was a page requesting comments and recommendations for improving the report. One of the questions asked on that page was:

"Do you feel that PIDA is a suitable development approach for the development agencies in Kilifi District?"

The answers to this question received from different officers who had all participated in the pilot projects are given below:

- PIDA approach is really a suitable development approach for the development agencies in Kilifi District. I suggest those extension workers who have not been exposed to this approach should be given a chance.
- PIDA has high prospects in Kilifi, since there is that general feeling in all the DAs operating in Kilifi that the conventional approach currently being practised is a failure. There has been that feeling of change, but probably there was no alternative and therefore no progress towards that direction of change. Since KIWASAP with the help of CATAD, has pioneered the PIDA methodology, I think, the majority of DAs will welcome it.
- PIDA is a suitable development approach.
- PIDA is actually the best development approach not only in Kilifi but also in any other district. I say it is the best because it is a bottom-up process where needs come from the community involved. This will definitely lead to project development and sustainability.
- PIDA is suitable only if all DA's or expatriates work under one roof, such as the KIWASAP programme or else it is difficult to talk of it, if everybody has his/her own plans in the different offices.
- PIDA would be a suitable approach for the development of Kilifi District because its basic concept fits well into the District Focus Strategy for Rural Development.
- I strongly feel that PIDA is a suitable development approach for the development agencies in Kilifi District.

Community Mobilization and Development Unit (CMDU)

The CMDU is to be established at the district level of Tana River, Lamu, Kilifi and Kwale districts to work under the DPO. Their activities will be supervised on a day to day basis by a group trainer seconded by a GOK from the MCS community development staff.

The members are:-

The District Programme Officer - Chairman;
The District Environmental Officer;
The District Social Development Officer - Secretary;
The District Extension Officer;
The District Animal Production Officer;
The District Adult Education Officer;
The District Public Health Officer;
The District Water Engineer;
The District Soil and Water Conservation Officer;
The District Home Economics Officer; and
The District Forest Officer.

The members will be responsible to the District Steering Committee for preparation and implementation of the District Extension Work Plan. A subset of this team, the core CMDU, will be responsible to CMDU for implementation of the CMDU's terms of reference. The Core CMDU is comprised of four officers seconded to the DPO by their line ministries:

The Social Development Officer;
The Agricultural ASAL Extension Officer;
The Livestock ASAL Extension Officer; and
The Public Health Educator.

The Social Development Officer will be in charge of the core CMDU and the secretary to the CMDU. The duties of the core CMDU are such that they will be fully engaged in ASAL project activities as follows:-

- Drawing agenda and convening monthly meetings for CMDU;
- Identifying suitable extension approaches for contact with beneficiaries;
- Keeping the CMDU informed of progress in project implementation; and

- Ensuring that CMDU terms of reference are strictly followed.

Community Mobilization and Development Unit (CMDU) is a sub - committee of the Coast ASAL District Steering Committee (DPSC) in the district. Their terms of reference are:-

1. Identify and discuss possible Focal Development Areas (FDAs) for next project year.
2. Identify beneficiary target groups among communities in the FDAs.
3. Conduct needs assessment surveys to identify extension and technological needs of target groups in the FDAs.
4. Develop, test and demonstrate under arid and semi-arid conditions integrated technologies on water, public health, livestock, crops, forestry, and environmental conservation.
5. Define appropriate extension messages and ensure that these messages are effectively used by line ministry field extension staff among the beneficiary.
6. Design and coordinate integrated extension methodologies that ensure full participation by beneficiaries in the development of technology to gain wide acceptance of that technology among the beneficiaries.
7. Prepare one integrated multi-disciplinary Extension Workplan and submit to DPSC.
8. Maintain contact with beneficiary target groups for monitoring project impact and target group participation in project activities.
9. Train front line extension workers, farmers, pastoralists and other target groups on effective use of the technologies developed.
10. Monitor project implementation and assess the effectiveness of indicators currently used.
11. Prepare and submit periodical reports on the implementation of integrated multi-disciplinary extension work plan to the DPSC.

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Although certain officers will be identified by key line ministries for Coast ASAL Development Project activities, the District Heads of Department will be directly responsible to the District Commissioner for implementation of their departmental component in the project. they will therefore be the ones to discuss and submit the CMDU workplan to the DEC and the DDC for approval.

Meetings

CMDU will be meeting at least once in a month.

Annex 7: Project Planning Matrix of phase III (1994-1996) of KIWASAP

PROJECT PLANNING MATRIX (PPM)			Project: KIWASAP Planning Phase: January 1994 - December 1996 Date of PPM: August 1993																																																																																																							
	SUMMARY OF OBJECTIVES/ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																																																																																						
OVERALL GOAL	DEVELOPMENT OF THE PROJECT AREA IMPROVED																																																																																																									
PROJECT PURPOSE	THE TARGETED COMMUNITIES, GROUPS AND INDIVIDUALS PROVIDE SUSTAINABLE HEALTH SERVICES AND INCREASE OVERALL PRODUCTION	<ul style="list-style-type: none"> - Drug supply revolving fund's annual turnover increasing. - General health situation in project area improved. - No. of people employed by promoted farm and off-farm enterprises increasing. - Annual sales of promoted farm and off-farm enterprises increasing. - Water committee financial reserves increasing: 	<ul style="list-style-type: none"> - village health committee financial records - survey - personnel and financial records of promoted groups, individuals and businesses - water committee financial reports 	- Socio-political stability will be maintained																																																																																																						
RESULTS/OUTPUTS	<ol style="list-style-type: none"> 1. Provision of piped water systems increased 2. Provision of rain-water harvesting systems increased 3. Improved management and O & M of water systems facilitated 4. Community-based primary health care system initiated 5. Promotion of hygiene and sanitation intensified 6. Small-scale farm-based income-earning activities promoted 7. Small-scale private sector enterprises supported 	<table border="1"> <tr> <td></td> <td>1994</td> <td>1995</td> <td>1996</td> </tr> <tr> <td>PIPED SYSTEMS</td> <td>A</td> <td>B</td> <td>C</td> </tr> <tr> <td>PANS</td> <td>D</td> <td>E</td> <td>F</td> </tr> </table>		1994	1995	1996	PIPED SYSTEMS	A	B	C	PANS	D	E	F																																																																																												
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ACTIVITIES	<ol style="list-style-type: none"> 1.1 Continue rehabilitation of Silala - Bamba pipeline 1.2 Select priority areas for piped water supply systems in Bahari 1.3 Design pipeline network 1.4 Assist communities to construct pipelines 1.5 Carry out corrective measures in the existing pipelines to ensure proper pressure control and increased storage capacity 2.1 Upgrade existing machinery, equipment and tools for construction and rehabilitation of water pans 2.2 Train operating and supervisory staff of pan construction machinery unit 2.3 Carry out investigations for pan construction and roof catchments 2.4 Assist communities to construct and rehabilitate water pans 2.5 Demonstrate rain-water roof catchment systems at public buildings 2.6 Explore options for improving quality of water taken from pans 3.1 Assist communities to establish piped water system management committees 3.2 Train communities to operate and maintain water supply systems 3.3 Assist communities to establish water pan management committees 3.4 Involve communities in development of an appropriate environmental protection strategy and approach, focusing on soil and water conservation, reafforestation and erosion control measures 3.5 Assist water committees to mobilise communities for protection of catchment areas 4.1 Assess the health situation of the communities 4.2 Collaborate with the communities to identify project sites/places 4.3 Assist communities to establish sustainable health committees 4.4 Assist health committees to appoint community health workers 4.5 Train health committees and health workers in PHC/BI approach 4.6 Assist communities to establish sustainable basic drugs supply systems 4.7 Monitor and evaluate health care delivery services 5.1 Collaborate with communities to select and train local artisans 5.2 Intensify training of teachers in hygiene education 5.3 Support schools with hygiene and sanitation training and training aids 5.4 Intensify home and personal hygiene education 5.5 Support communities to construct improved houses and pit latrines 6.1 Select areas and small-scale commercial agro-based enterprises for promotion 6.2 Support rehabilitation of selected cash crops 6.3 Assist selected farmers to introduce suitable varieties of cash crops, food crops, fodder crops and small livestock 6.4 Assist selected farmers and organisations to produce small ruminants and poultry 6.5 Select farmers for collaboration and support in animal traction 6.6 Support selected farmers to acquire animals and animal traction gear (ploughs and carts) 6.7 Assist selected individuals and groups to establish tree and fruit tree nurseries 6.8 Promote agro-forestry operations 7.1 Carry out study on constraints and potentials facing enterprise development 7.2 Collaborate with communities to select groups and individuals for promotion of small-scale business enterprises 7.3 Support selected groups and individuals to produce and market animal traction implements and agricultural tools 7.4 Support selected groups and individuals to produce and market concrete prefab and ferro-cement products of interest to the project 7.5 Train selected groups and individuals in small business enterprise management 7.6 Promote collective self-help initiatives towards growth of enterprises 7.7 Collaborate with small-scale business enterprise development agencies 7.8 Involve communities in selection and promotion of stockists of necessary inputs 	<ul style="list-style-type: none"> (1) Communities in Bamba market receive continuous flow of piped water by 12/94. (1) 4000 additional consumers per year served by water pipelines in Bahari. (1+2) Resources spent by women and children when fetching water reduced: <table border="1"> <tr> <td></td> <td>INITIAL</td> <td>AFTER</td> </tr> <tr> <td>AVERAGE TIME</td> <td>Q</td> <td>H</td> </tr> <tr> <td>AVERAGE DISTANCE</td> <td>I</td> <td>J</td> </tr> </table> (2) 3500 additional consumers per year served by water pans in Ganze Division. (3) 7/10 of water pipeline committees functional, so that: <ul style="list-style-type: none"> (a) no more than one shutdown per year, due to non-payment; (b) no more than 7 shutdowns lasting more than 48 hours per year, due to maintenance problems. (3) Water pan committees which have fenced and protected water pans increasing: <table border="1"> <tr> <td></td> <td>YEAR</td> <td>NO.</td> </tr> <tr> <td></td> <td>12/94</td> <td>3/10</td> </tr> <tr> <td></td> <td>12/95</td> <td>5/10</td> </tr> <tr> <td></td> <td>12/96</td> <td>7/10</td> </tr> </table> (3) Water committee decisions reached and made according to constitution. (4) No. of households served by volunteer community health workers increasing: <table border="1"> <tr> <td></td> <td>TYPE OF SERVICE</td> <td>1994</td> <td>1995</td> <td>1996</td> </tr> <tr> <td>A.</td> <td>FAMILY PLANNING</td> <td>K</td> <td>L</td> <td>M</td> </tr> <tr> <td>B.</td> <td>TRAINING ON CAUSES OF DISEASE</td> <td>N</td> <td>O</td> <td>P</td> </tr> </table> (4) Cases successfully treated by 1/2 of the volunteer community health workers increasing: <table border="1"> <tr> <td></td> <td>DISEASE</td> <td>1994</td> <td>1995</td> <td>1996</td> </tr> <tr> <td>A.</td> <td>MALARIA</td> <td>5/10</td> <td>8/10</td> <td>8/10</td> </tr> <tr> <td>B.</td> <td>INTESTINAL WORMS</td> <td>5/10</td> <td>8/10</td> <td>8/10</td> </tr> <tr> <td>C.</td> <td>DIARRHOEA</td> <td>5/10</td> <td>7/10</td> <td>7/10</td> </tr> </table> (4) Cases of non-worthy patient referrals by community volunteer health workers reducing. (4) Distance travelled by patients with simple ailments in Ganze reduced to average of 2 km. (5) Promoted practices adopted in Ganze and Bahari, respectively, increasing: <table border="1"> <tr> <td></td> <td>1994</td> <td>1995</td> <td>1996</td> </tr> <tr> <td>A.</td> <td>PERSONAL HYGIENE</td> <td>Q</td> <td>R</td> <td>S</td> </tr> <tr> <td>B.</td> <td>HOME HYGIENE</td> <td>T</td> <td>U</td> <td>V</td> </tr> </table> (5) Hygiene and sanitation structures constructed by community increasing in Ganze and Bahari: <table border="1"> <tr> <td></td> <td>PIT LATRINES</td> <td>DRYING RACKS</td> <td>REFUSE PITS</td> <td>SCHOOL LATRINES</td> <td>CLASS ROOMS</td> <td>TRAINING SHEDS</td> <td>IMPROVED HOUSES</td> </tr> <tr> <td>1994</td> <td>W</td> <td>X</td> <td>Y</td> <td>Z</td> <td>AA</td> <td>BB</td> <td>CC</td> </tr> <tr> <td>1995</td> <td>DD</td> <td>EE</td> <td>FF</td> <td>GG</td> <td>HH</td> <td>II</td> <td>JJ</td> </tr> <tr> <td>1996</td> <td>KK</td> <td>LL</td> <td>MM</td> <td>NN</td> <td>OO</td> <td>PP</td> <td>QQ</td> </tr> </table> (6) A coordinated, ecologically sound, area specific and community-based draft concept for promoting small-scale commercial, agricultural and livestock activities formulated in collaboration with the target groups by 12/95. (7) A coordinated and target group specific draft concept for promotion of gainful employment and entrepreneurship formulated in consultation with target groups by 12/95. (7) Privatisation of prefab elements manufacture completed by 06/95. 		INITIAL	AFTER	AVERAGE TIME	Q	H	AVERAGE DISTANCE	I	J		YEAR	NO.		12/94	3/10		12/95	5/10		12/96	7/10		TYPE OF SERVICE	1994	1995	1996	A.	FAMILY PLANNING	K	L	M	B.	TRAINING ON CAUSES OF DISEASE	N	O	P		DISEASE	1994	1995	1996	A.	MALARIA	5/10	8/10	8/10	B.	INTESTINAL WORMS	5/10	8/10	8/10	C.	DIARRHOEA	5/10	7/10	7/10		1994	1995	1996	A.	PERSONAL HYGIENE	Q	R	S	B.	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				Precondition: - Ownership of Silala - Bamba pipeline handed over to DWD in good time (1.1)																																																																																																						

Annex 8: Copy of the original Community Action Plan of Majajani

COMMUNITY PLAN OF ACTION:	
	BEGIN: 10.00 AM
	DATE: 13/8/94:
NAME: MAJAJANI VILLAGE COMMITTEE.	
PROJECT: CONSERVATION AND EXPANSION OF THE DAM.	
COMMITTEE MEMBERS PRESENT:	
1	Mohammed Omar - Chairman.
2	Kitsas Kato - Vice Chairman
3	Justus G. Ndaa - Secretary
4	Riziki Mbaruk - Deputy Secretary
5	Hamad Badi - Treasury
6	Rashid Kingi - Member
7	Chai Chivatsi - "
8	Onesmus Kahindi - "
9	Gideon Ngua - "
10	James Shikari - "
11	Amos Katana - "
12	Ngua Chai - "
13	Kuremwa Charo - "
14	Kingi Katana - "
15	Agnes Garama - "
16	Racheat Price - "
17	Chivatsi Katana - "
18	Baya Taura - "
19	Douglas Nyambu - Non-Member (Invited guest)
ABSENT WITH APOLOGY:	
1	Dama Hanga - Member
2	Selina Mwatsuma - "
3	Jared Kaingu - "
PURPOSES OF PROTECTION AND SELECTION	
1	To Preserve and conserve the dam.
2	To get clean water for the

- Consumption of the Community and their animals.

3 To get reliable source of water and sufficient to the community.

4 To get opportunity of high crop production.

5 To enable the community to rear large quantities of fish.

6 To get a tree nursery project.

7 To enable the community to practice irrigation farming.

OUTPUTS:

1 To preserve the dam for future generation.

2 For good health of the community.

3 To assist areas that struck by drought.

4 To get sufficient food and increase income.

5 To get balanced diet food and income.

6 To plant trees to stop soil erosion.

7 To use the water for irrigation farming.

ACTIVITIES:

1 To identify the boundary of the dam.

2 To mark the boundary.

3 To expand and increase the dam's depth.

4 To build ~~tracks~~^{troughs} for the community and animals.

5 Fencing 6. Tree Planting along the dam.

7 Increasing fish in the dam.

MATERIALS:

1 Sketch map of the dam.

2 Sand, Posts, Cement etc.

3 The solution is with the facilitator or donors.

4 We need experts from the facilitator.

5 Wire, Posts, Cement etc.

P.T.O.

- 6 We need advice from "forester".
- 7 We need advice from the Agricultural Ministry and possibly the department of fisheries.

TECHNOLOGY

- 1 To come from the donors of the Project. P.K.A.?

EQUIPMENTS:

- 1 We leave the donors to decide the proper equipment necessary for the expansion and conservation of our dam.

RESOURCES:

- 1 The entire Majafani Community, the Majafani Village Committee and our sincere donors or facilitators.

SECRETARY TO
COMMITTEE:

Project Proposal Majajani

as result of

- the PRA village workshop in Majajani Sub-location of Mavueni/Takaungu Location of Bahari Division in Kilifi District (10th, 11th, 12th and 15th August, 1994)
- the Community Action Plan (CAP) produced by the community committee Majajani
- the discussion within the community committee and the Majajani community

Proposal to be discussed with the development agencies involved in the project and to be sent as project application to the different Development Committees

Coordination of Follow up: Mrs. Agnes Gharama (Community Committee)

Mr. Kingi Chai (Community Committee)

Mr. E. P. Mweri (KIWASAP)

Goals	Beneficiaries
1 Sufficient and clean water available for domestic use and for animals throughout the year on a sustainable basis	<ul style="list-style-type: none"> • People who live near the dam • The rest of Majajani Community • People from areas surrounding Mjajani
2 Increase of food production and higher per capita income	<ul style="list-style-type: none"> • Farmers authorised by the community for irrigation, fish farming and tree nursery • The rest of Majajani Community as consumers
3 Erosion reduced	<ul style="list-style-type: none"> • The whole community

Outputs

1.1 Mrengi pan rehabilitated, expanded, protected, and maintenance organised

1.2 Sanitation around the pan improved

2.1 Small scale crop irrigation near the pan is functioning

2.2 A small scale fish farming scheme is operating

2.3 A tree nursery near the pan is established

3.1 Erosion prone slopes/ areas identified and protected

1.1 Mrengi pan rehabilitated, expanded, protected, and maintenance organised

Activities	Milestone	Time	Responsibility for Activity	Equipment/ Material	Responsibility for Equipment/ Material
1.1.1 Identify and map boundary of pan	map with boundary	Sept.1994	Community	paper, pens	Community
1.1.2 Survey the pan and it's catchment	map	Sept. 1994	Dep. of Water	survey instruments, stationary, car	KIWASAP
1.1.3 Carry out water quality analysis	analysis report	Sept. 1994	Dep. of Water	motorbike, chemicals	KIWASAP
1.1.4 Design expansion/improvement of pan, spillway and troughs	design report with drawings	Dec. 1994	Community, Dep. of Water	stationary, expertise, car/ motorbike	KIWASAP
1.1.5 Agree on constitution and register pan committee	certificate	Oct. 1994	Community / Community Committee, Dep. of Social Services	-	-
1.1.6 Increase the storage capacity (expand and desilt the pan)	deeper and/or expanded pan, map with new boundary	Nov. 1994 - March 1995	Community	handtools	Community, KIWASAP for those handtools, which are not available in the community
1.1.7 Identify and destump unwanted trees	dam and boundary are free from unwanted trees	Nov. 1994 - March 1995	Community	handtools	
1.1.8 Check pipe network, repair/ extend human water fetch facilities and livestock trough	functioning pipe, functioning troughs	Nov. 1994 - March 1995	Community, Dep. of Water	sand: piping, cement:	Community KIWASAP
1.1.9 Repair embankment and spillway	embankment and spillway in good repair	Jan.-March 1995	Community	hand-ox cart, sand: Gabion boxes, cement, concrete Pick up:	Community KIWASAP
1.1.10 Identify, acquire and plant suitable trees and shrubs as fence	life fence is planted	Apr.- May 1995 (or earlier)	Community, Dep. of Forestry	motorbike/ car, Pick up: trees/ shrubs:	KIWASAP Dep. of Forestry
1.1.11 Construct FanyaJuu Terrace and plant grass around the pan and it's catchment	slopes around the pan and it's catchment are terraced, grass is planted	April 1995	Community, Min. of Agriculture	grass, handtools, hand-ox carts	Community, KIWASAP for those handtools, which are not available in the community
1.1.12 Organise and monitor maintenance and operating of the use of the pan	Pan protected from misuse	April 1995	Community, Pan committee		

1.2 Sanitation around the pan improved

Activities	Milestone	Time	Responsibility for Activity	Equipment/ Material	Responsibility for Equipment/ Material
1.2.1 Test for Schistosomiasis in youth aged 8-12 years and treat them	test results and treat reports	March/ April 1995	Min. of Health, KEMRI	test kits, medicines, medical services: car:	Min. of Health KIWASAP
1.2.2 Educate and train the community members in good health and sanitation	training schedule	from Sept. 1994	Min. of Health, KIWASAP	training materials: car:	Min. of Health KIWASAP
1.2.3 Construct improved pit latrines in all homesteads around the pan and it's catchment	slabs purchased and number of pit latrines constructed	from Sept. 1994	Community KIWASAP	slabs, soil blocks: Pickup:	Homesteads/ Community KIWASAP
1.2.4 Construct improved public pit latrines near the pan and organise maintenance	location and number of pit latrines constructed	Jan 1995	Community KIWASAP	slabs, soilblocks: Pickup:	Community KIWASAP

2.1 Small scale crop irrigation near the pan is functioning

Activities	Milestone	Time	Responsibility for Activity	Equipment/ Material	Responsibility for Equipment/ Material
2.1.1 Identify suitable area for irrigation and suitable crops to be grown	map of area, list of crops	Nov./ Dec. 1995	Community Min. of Agriculture	stationary: motorbike:	Min. of Agriculture KIWASAP
2.1.2 Identify and train mandated/authorised farmers	training schedule commitment Community - mandated farmers	Jan. 1996	Community Min. of Agriculture	stationary motorbike	Min. of Agriculture KIWASAP
2.1.3 prepare land, get inputs and plant	growing crops	Jan. - March 1996	mandated farmers Min. of Agriculture (extension advise)	seeds	mandated farmers

2.2 A small scale fish farming scheme is operating

Activities	Milestone	Time	Responsibility for Activity	Equipment/ Material	Responsibility for Equipment/ Material
2.2.1 Check possibility of fish farming in the pan and suitable fish stock	report	Sept. 1994	Community Dep. of Fisheries	motorbike	KIWASAP
2.2.2 Identify and train the fish farming organisation	Agreement Community - fish farming organisation; training schedule	Apr. - June 1995	Community Dep. of Fisheries	stationary: motorbike:	Dep. of Fisheries KIWASAP
2.2.3 Acquire fish and stock, fishing gear and methods	mandated farmers have equipment	Apr. - June 1995	mandated farmers/ Community	fish, stock: gear:	mandated farmers KIWASAP

2.3 A tree nursery near the pan is established

Activities	Milestone	Time	Responsibility for Activity	Equipment/ Material	Responsibility for Equipment/ Material
2.3.1 Identify suitable nursery site near the pan		Apr. 1995	Community, Dep. of Forestry	motorbike	KIWASAP
2.3.2 Identify mandated community members to be involved - agreement within the community about the tree nursery issue		Apr. 1995	Community		
2.3.3 Train mandated community members in nursery management		Jul. 1995	Dep. of Forestry	stationary: motorbike	Dep. of Forestry KIWASAP
2.3.4 Identify and acquire suitable planting materials, implements, tools		Jul. 1995	Community, Dep. of Forestry	plants: handtools, polythene tubes, forest soil, hand-, ox carts: Pickup:	Dep. of Forestry Community KIWASAP
2.3.5 Prepare the nursery and plant		Oct. - Dec. 1995	Community	handtools	Community
2.3.6 Sell the first produce		Apr. - June 1995	Community	handtools	Community

3.1 Erosion prone slopes/ areas identified and protected

Activities	Milestone	Time	Responsibility for Activity	Equipment/ Material	Responsibility for Equipment/ Material
3.1.1 Train community members in soil erosion control	List of participants, training schedule	Nov/ Dec. 1994	Community, Dep. of Agriculture*	training materials: motorbike:	Dep. of Agriculture* KIWASAP
3.1.2 Identify erosion prone slopes/areas	map	Oct. 1994	training participants, Dep. of Agriculture*	motorbike	KIWASAP
3.1.3 Design erosion control measures for these slopes/ areas	map, design drawings	Oct./ Dec. 1994	training participants Dep. of Agriculture	motorbike	KIWASAP
3.1.4 construct terraces and plant grass	terraces	April/ May 1995	Community Dep. of Agriculture* (extention advice)	grass, handtools, hand- /ox carts:	Community, KIWASAP for those handtools, which are not available in the community
3.1.5 Plant trees from tree nursery and other sources	trees, agroforestry	May 1995 - May 1996	Community Dep. of Agriculture *(extention advice)	trees, handtools, hand- /ox carts: trees:	Community Dep. of Forestry

* Dep. of Soil and Water Conservation

PRA VILLAGE WORKSHOP REPORT

Dungicha/Mweza sub-location of Ganze location of Ganze Division in Kilifi District



September 1994

Conducted by:

- **Dungicha/ Mweza Community**
- **KIWASAP**
- **Ministry of Agriculture/Livestock**
- **Coast Development Authority (CDA)**
- **Mwangaza Integrated Project**
- **Public Health Development**
- **Social Services Department**
- **Centre for Advanced Training in Agricultural Development (CATAD)**

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ANNEX

THE EXECUTIVE SUMMARY

Participatory Rural Appraisal (PRA) is a method for investigating and analysing potentials for development of a community, problems and possible solutions in a participatory and rapid way. The purpose of PRA is to base development projects directly on the information, on the analysis and on the priorities of the communities. The role of the Development Agencies (DAs) is to facilitate village workshops during which the communities discuss their needs and plan activities to solve their problems.

PRA is the appraisal phase of a Participatory and Integrated Development Approach (PIDA). PIDA is an approach to start and sustain development at the grass root level and to involve the poor masses in rural areas, who are normally quiet and neglected. PIDA aims to empower all groups of a community to speak and come out with their own plans and to take a leading role in shaping their own future.

This report documents the process and the results of a PRA workshop held in Dungicha from 30th August 1994 to 1st September and on the 5th September 1994. Dungicha is a village in the Ganze location, which is situated some 40 km north-west of Kilifi town. It is part of the semi-arid zone, which forms the dry and poor hinterland of Kilifi District.

The village workshop in Dungicha was facilitated by 12 members from different DAs which formed an interdisciplinary PRA team. KIWASAP acted as the Facilitating Agency for the workshop and will also co-ordinate the follow-up. Approximately 250 members of the Dungicha community - leaders, other men, old and young women, and the youth - participated in the workshop.

The main problems identified during the workshop by the community are: water shortage, poor health facilities, poor roads, not enough food, poor school facilities and witchcraft.

As a result of ranking all these problems the highest priority was given to the lack of water. A number of solutions for the water problem were discussed and consensus was achieved that increasing the number of pans and enlarging the existing pans is the best solution for solving the water problem.

After this analysis and priority setting the community elected a committee which is comprised of 15 men, women and youth. This committee has elaborated a community Action Plan (CAP), which is documented in chapter 7 of this report. The CAP was presented by the committee to the community on 5th September 1994 and no objections were raised.

The PRA team has assessed the CAP, considers it as feasible and recommends that Dungicha should be assisted by the DAs in a follow-up phase. This follow-up should include elaborating a project proposal, getting the proposal approved and funded and implementing the project.

ACKNOWLEDGEMENTS

The PRA-team appreciates the support of the following groups who made the PRA/PIDA exercise a success.

- Foremost is the Dungicha/Mweza Community who participated actively, and willingly gave the first hand information.
- The PRA-team also extends special thanks to the women who assisted in cooking all the meals for the team during the village workshop.
- More appreciation goes to the headmaster of Dungicha primary school for giving the team a place for accommodation and allowing the team to use the school compound and facilities during the village workshop.
- The team is also grateful to the Chief of Ganze location, Mr. Joseph Kenga, and the Assistant Chief of Mweza sub-location, Mr. George Mwangandi for the community mobilisation and their participation during the village workshop.
- The team can never forget the support of the sponsoring agency (KIWASAP) for the transport arrangements and taking care of all the logistic issues.
- Special thanks goes to the heads of departments of the various DAs for allowing their staff to participate in the PRA/PIDA exercise.

The editorial team:

Mr. Mwanduni (Agriculture)

Mr. Kenda (Agriculture)

Mr. Ngoma (KIWASAP)

Mr. Kombe (Agriculture)

Mr. Mweri (CDA)

Mr. Kienzle (CATAD)

Ms. Mausolf (CATAD)

Deserves special mentioning for the tireless effort in coming up with the final report.

- The Secretary KIWASAP (Agneta and Eunice) deserves credit for typing the report.
- To those whom in one way or the other contributed to the success of the Village workshop are highly acknowledged.

Dungicha PRA - Team, September 1994.

1 APPROACH, OBJECTIVES AND PROGRAMME OF THE VILLAGE WORKSHOP

1.1 THE PARTICIPATORY AND INTEGRATED DEVELOPMENT APPROACH (PIDA)

The integrated development approach assumes that mass poverty is a result of multi-causal and interdependent factors. Therefore in most cases sustainable development impacts can not be achieved by mono-sectoral interventions. They require intervention strategies, which consist of well selected and well co-ordinated components. The integrating factors in such an approach are both, the problems of specific target groups in a specific area and their potential for solution. Integrated planning is therefore based on a holistic problem and potential analysis of target groups. It aims at combining sectoral activities in such a way that synergetic effects are achieved. As a result of integrated planning, sectoral Development Agencies co-ordinate their development activities at different institutional and regional levels (community, division, district). An integrated development approach is a dynamic approach in which all partners have to continually check their roles, activities and their common goals.

1.2 OBJECTIVES OF THE VILLAGE WORKSHOP IN DUNGICHA

1. Interaction of the PRA-team with the community to be able to learn and obtain first hand information from the community on their problems, potentials, opportunities and possible solutions.
2. Awareness creation in the community on their problems, potentials, opportunities and possible solutions.
3. Collection of information by the PRA-Team and facilitating that the community develops their own Community Action Plan (CAP).
4. The results and the report of the workshop enables the community and various Development Agencies to interact and ensure the follow-up of the proposed activities stated in the Community Action Plan (CAP).
5. Assignment of responsibilities for the follow-up from both sides (community and Development Agencies).

1.3 THE COMPOSITION OF THE PRA-TEAM

The members of the PRA-team had different skills and background. The different view points of the team members complemented each other and provided a more comprehensive picture. In this way, the team approached the topic of the appraisal from different view points, which gave new and deeper insights. All members of the PRA-team were involved in all aspects of study, design, data collection and analysis.

The team was composed of personnel from the following:

- 1) Ministry of Agriculture and Livestock Development
- 2) Ministry of Water
- 3) KIWASAP
- 4) Ministry of Culture and Social Services
- 5) Ministry of Health
- 6) Mwangaza Integrated Project
- 7) CDA
- 8) CATAD

Ref.: Members list in Annex I

1.4 REASONS FOR SELECTING DUNGICHA COMMUNITY

1. It is an area which is isolated from Ganze centre because of its poor communication network.
2. KIWASAP had already started health and sanitation projects in the area, hence, follow-up would be ensured.
3. Dungicha is a semi-arid area which is affected by frequent and long periods of droughts.
4. Dungicha has a high rate of illiteracy particularly among, women. With the PRA method, this marginalised group could be involved in participation and solving the community problems.

1.5 Summary of the process of the village workshop

The village workshop took place from Tuesday 30th August 1994 to 5th September 1994.

An estimated number of two hundred and fifty community members participated in the PRA exercise. The community was introduced to the PRA-team by the area assistant sub-chief and Chief through the team leader. Having been informed about the objectives of the village workshop, the community split into four sub-groups namely men, women, youth and leaders/others.

The PRA-team consisting of two team members, facilitator and note taker, introduced to each community sub-group the day's tool for the use of situation analysis and for data collection. The tools which were used on the first day were Resource maps and Ranking methods. These tools enabled the sub-groups to identify their main problem. This became the focus for the next days. Every day each community sub-group presented their findings to the whole community.

Each PRA-team used the evenings for analysing the collected information (Data). Preparation and the selection of tools which could answer the key questions was also done. On the second day of the workshop, the community split again into sub-groups (men, elder women, women and youth) and by using other tools such as the Social map (women), Historical profiles (men and elder women), Seasonal calendar (youth), and a

Transect walk (representatives of each sub-group), more data was collected on the focus problem - water.

More tools to probe the problem and possible solutions were used on the third day, these included the use of Semi Structured Interviews (SSI) by women, Venn diagrams (youth and men), and Focus group discussions (elder women and leaders).

After the final presentation on the third day, the election of the community committee took place, which had representatives from all sub-groups (men, women, youth). The PRA-team introduced the purpose of a Community Action Plan (CAP) to all sub-groups. Later, a guideline on how to develop the CAP was presented by the PRA-team in detail and then given to the elected community committee.

The community committee was left to come up with the CAP in three days time, which they presented to the community and the PRA-team on Monday the 7th September 1994.

During this presentation members of the community and the PRA-team were able to question the committee in areas that were not clear.

Finally a date, 7th October 1994, was agreed upon by both the community and the PRA-team for the next meeting.

Ref.: detailed programme of the village workshop in the Annex II.

2 BRIEF DESCRIPTION OF DUNGICHA/MWEZA COMMUNITY

2.1 Position and size

Dungicha/Mweza is one of the four sub-locations in Ganze location of Ganze division in Kilifi District. Being approximately 72 square kilometres, it borders Vitengeni location to the North, Bamba location to the West Petanguo sub-location to the South and Ganze/Tsangalaweni to the East.

2.2 Population

The inhabitants of Dungicha/Mweza sub-location are Giriama. According to the 1989 population census, Dungicha/Mweza sub-location had a population size of 2,364 people (1070 males and 1294 females).

Today the population is estimated to be 3,500 people distributed among the 4 villages: Mweza village having the highest, followed by Dungicha, Muhoni and Migodomani respectively.

2.3 Socio-economic Situation

Socio-economically, Dungicha/Mweza has two main activities pursued by the community, namely crop farming and livestock keeping which engages 95% of the total labour force, leaving the rest to informal and wage earning employment. The main prevailing farming system is small scale subsistence farming and livestock keeping. Palm-wine (Mnazi) is also a source of income to the community.

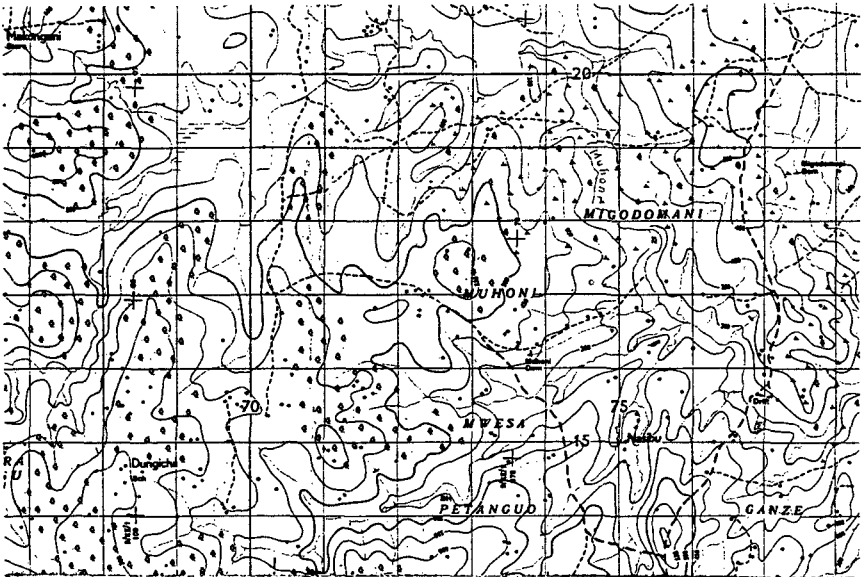
On the side of education the sub-location has only two primary schools, namely:-
Dungicha and Migodomani.

Most of the homesteads are sparsely distributed with traditional grass thatched, makuti thatched and a few roofed houses especially at the trading centre.

2.4 Ecological Zone

Dungicha lies within the low land livestock Millet zone (L5). It has bimodal type of **rainfall**, long rains (from April to June) and short rains (October to December), with an average of not more than 600 mm per year. Dungicha has an annual mean **temperature** of 24.9°C to 26.6°C with a high evapotranspiration rate. **Soil** ranges from sandy soils, loam to clay with few patches of rocky. (Ref.: transect in Annex VII)

2.5 Sketch Map of Dungicha/Mweza



3 HISTORICAL DEVELOPMENT, RESOURCES AND POTENTIALS AS PERCEIVED BY COMMUNITY

3.1 Dungicha Historical Development

Dungicha is one of the oldest villages in Ganze Division. Having been an out station of early missionaries of the Church Missionary Society (Church of England), a primary school was established. This is one of the oldest schools in the area.

The Dungicha community has experienced frequent droughts, famines and unreliable rains for long time. Back to 1934, there was a famine named "Ndugu si mtu" and there was a severe drought which forced people to fetch water from as far as Bale river some 30 km away.

In 1959, another famine and drought plagued Dungicha. The ALDEV (Africa Land Development Agency) through the colonial government took effort to solve the water problem, by constructing five water dams. The names of the dams are Kwa Chombo, Mwanyasi, Malomani, Dungicha and Kilache. The famine was named "Kibaba", because famine relief was offered as food for work while constructing the dams.

After the construction of the dams, heavy rains fell, rivers flooded, pans, ponds and dams filled. People who attempted to cross the rivers drowned, these rains were named "Zombe" (1961), (Zombe, the songs used when carrying dead bodies by the Giriama.)

As a result of the heavy rains, Kwa Chombo dam broke its embankments and the water drained out before the community benefited.

Due to stagnant water, cases of water related diseases, were prevalent, such as malaria, cholera, diarrhoea, elephantiasis etc.

After the heavy rains of 1961, the following years up to 1977, Dungicha had reliable rains, water and food supply was in abundance. Farms produced pineapples, maize, paw paws, cassava, bananas, finger millet and all sorts of food crops. Forests flourished, this was termed as the Canaan days of Dungicha, where milk and honey dripped.

It is reported that in some homes, maize was used as firewood in the evenings (when families came together "Dhome") to create room for the new harvest in the stores.

The newly formed Kenyan Government introduced an immunisation programme covering all schools and health facilities. This reduced the mortality rate hence the population increased considerably.

From 1977, another drought and famine named "Changilo", lasting to 1981 is reported, when all dams and pans dried. There was an outbreak of disease such as tetanus, coughing, diphtheria, scabies etc.

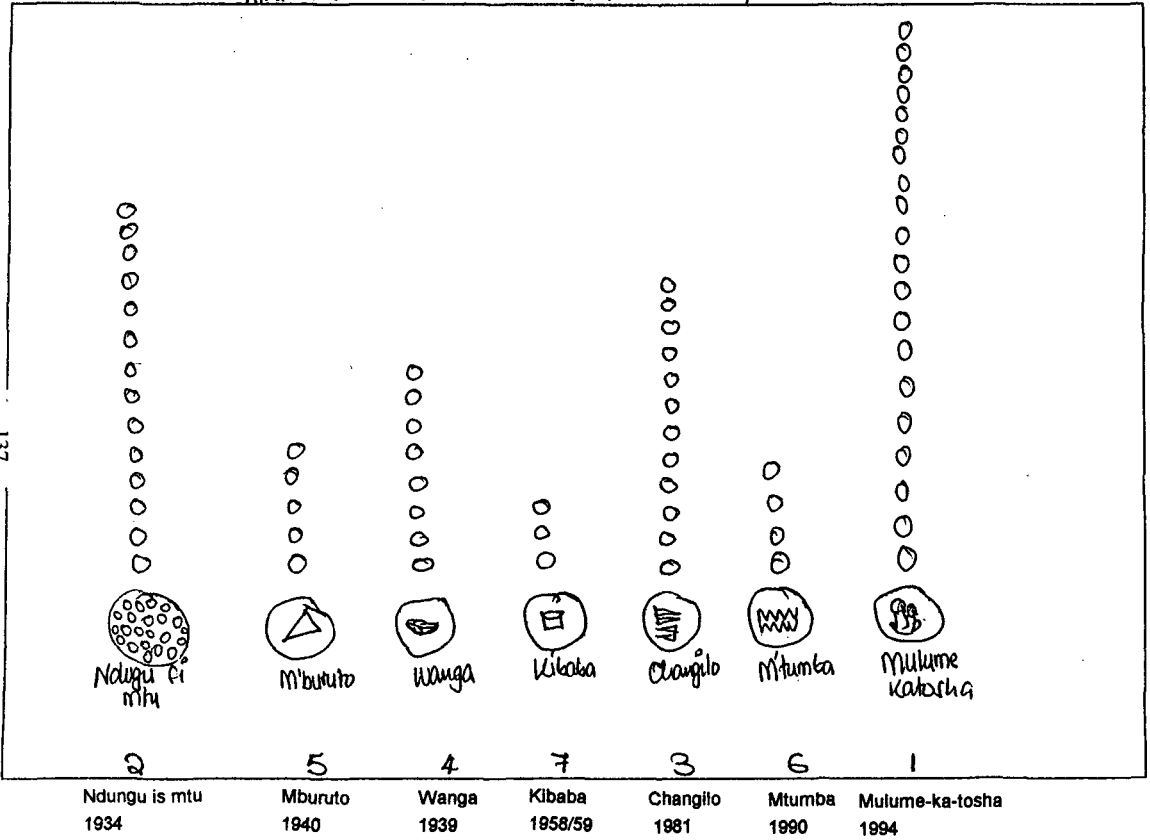
People queued for long at food stores, children were squeezed to death while mothers struggled to buy food. Due to the long drought and famine, people turned to the forests for survival, making charcoal and firewood for sale This destroyed the environment.

Shortage of water and food supply was the order of the day This was reported by men and elder women. Men were able to recall the years while the old women illustrated the famines through the Historical profile as shown in Picture 1 below:-

Picture 1: Historical profile, developed by elder women group

Village workshop in ADNENICH A, day 2 No Wednesday note taker Ngom A. S. Papiwe

MAMULIED WA NZALA (FAMINES as from 1934 - 94)



FAMINES AS ILLUSTRATED BY ELDER WOMEN

1. **Mulume-ka-tosha** (*one bread earner not reliable, single source of money not adequate, Inflation*) - famine was ranked highest because of the duration and money value decreases. And it still continues to date.
2. **Ndugu-si-mtu** (*no brotherhood, Relationships do not matter*) - was second because brothers couldn't share a meal because of the scarcity of food. During this time people hid food when a brother knocks at the door.
3. **Changilo** (*Survival of the fittest*) - came third as there was money in circulation but food was not available in food stores. They were forced to walk for long distances to reach food.
4. **Wanga** (*wheat flour*) - was the first time introduced to the community and because this was not a familiar cereal, people thought they would possibly die if they ate wanga, but later they adopted it.
5. **Mrbruruto** (*Boiled cowpeas*) - came fourth because there were cowpeas in plenty what lacked was maize meal.
6. **Mtumba** (*Second class (old stock)*) - was rated sixth because, maize flour was available in the food store. Business capitulates; maize was not polished, but directly sent to the posho mill, because supply was rare and the demand was very high.
7. **Kibaba** (*Measure for flour or gains equivalent to one kilogram. Enough for one person for a day*) - came seventh because, there was famine relief provided, while constructing the dams, people would work but in the evening they could get food for their families.

3.2 Resources and Potentials

The following resources were derived from Resource maps and a Transect drawn by the Dungicha community (Ref. to Picture 2, Resource map by youth and Transect in Annex VII).

The **land** is mainly used for farming crops. Cashewnuts, coconut, citrus and sisal for cash income and maize, cassava, greengrams and cowpeas for food subsistence.

These resources were mentioned by all Sub-groups (men, youth, women and leaders) as important resources. (Ref. to Transect in Annex VII and Picture 2, Resource Map)

Livestock is kept for sale, and to produce milk for subsistence. Livestock remains an important resource of the area as all members of the community identified it. A crush was mentioned where animals are confined for vaccinations but not very much utilised.

In the area, sites were identified to have round and block **stones**. The round stones are used to make grinding stones while the block stones are used for building. This resource was mainly mentioned by the youth- and men sub-groups. The stones are found in all villages.

Pottery soil exists in two places (Dungicha and Muhoni). One of the sites is presently being used to make pots while at the other site no pot making is going on due to lack of skills. This resource was identified by youth and men sub-groups and proposed that the soil can be used for brick making.

The **water** resource was identified to exist in dams, pans, rivers (seasonal), springs, sandy beds (river) and wells. This resource was not available throughout the year since all the sources dry up during the dry spells, as mentioned by all sub-groups (men, youth, women and leaders). (Ref. to Transect in Annex VII and Picture 2, Resource Map)

Salt was mainly found at Mweza, Dungicha and Muhoni along river beds. The salt was derived after dissolving in water and later filtering it by cloth and evaporating it under the sun. The resource was identified by youth and men.

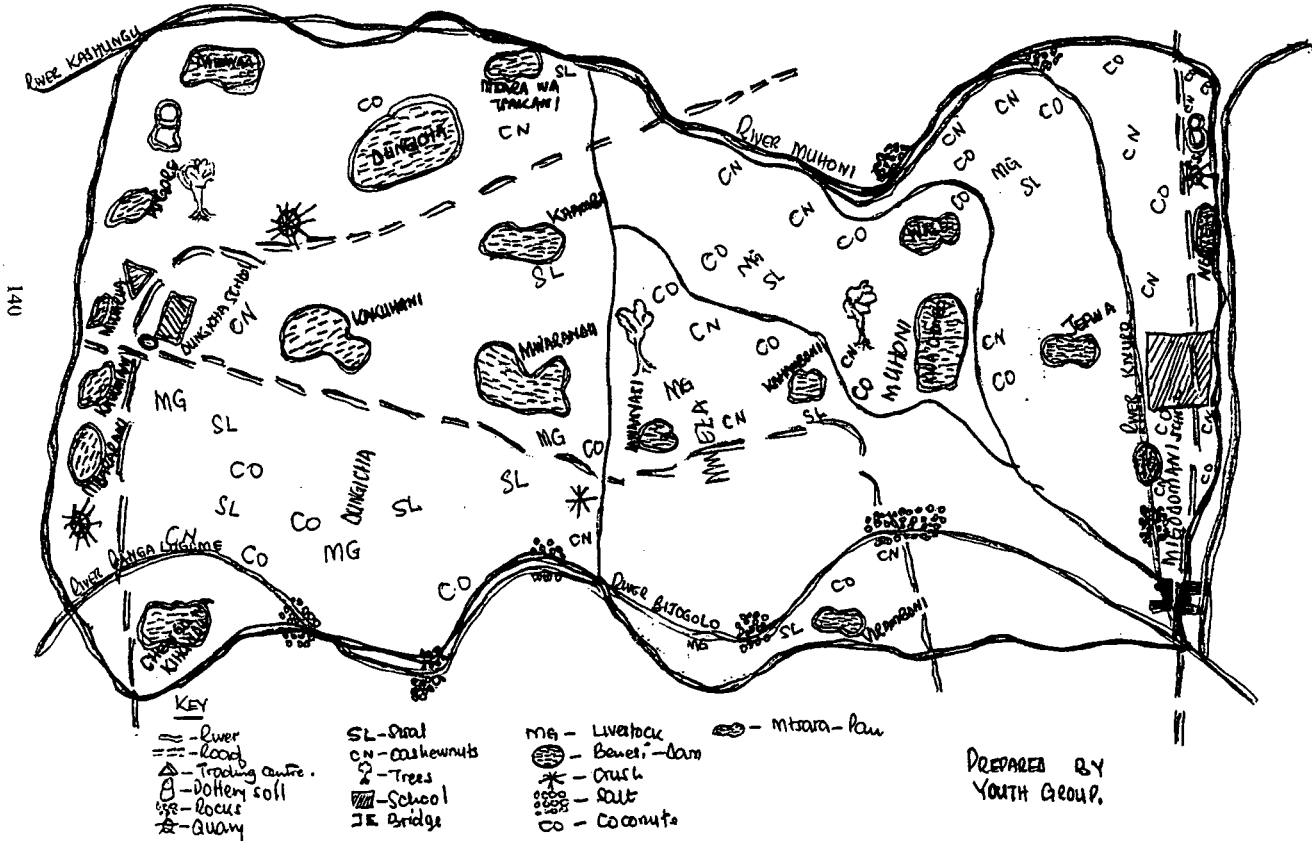
The area has **forest** areas with indigenous trees e.g. 'Mrihi', Acacia used for timber, charcoal and fuel wood supply. This resource was mentioned by all sub-group members. (Ref. to Transect in Annex VII)

The area is served with one main murrum **road** connecting Dungicha to Kilifi-Bamba road. Other minor access paths exist as shown in Picture 2, Resource map.

The area has two primary **schools** as mentioned and indicated by all sub-groups. This resource was mentioned by all the sub-groups.

Mbarara: The area has a big rock surface at Mweza that could be used for rain water harvesting. The youth group identified it.

DUNGICHA RESOURCE MAP



Picture 2: Resource map, drawn by the youth group

4. PROBLEMS AS PERCEIVED BY THE COMMUNITY

4.1 Introduction

The problems discussed in this chapter were as perceived by various sub-groups of men, women, youth and local leaders.

The identified problems were later prioritised by each sub-group through various criteria and methods (tools) as mentioned in this chapter. The priority problem from each sub-group was later discussed in a whole community meeting to conclude the main problem of the area.

4.2 PROBLEMS AS PERCEIVED BY THE MEN SUB-GROUP

The men sub-group identified the following problems:-

- rainfall (unreliable)
- hunger
- poor roads
- scarcity of water
- lack of hospital
- lack of secondary school
- witchcraft

From the above list the different sub-groups came up with their main problem. This was achieved through a lengthy discussion. Reasons were advanced for each problem by different members of the sub-group as to why they thought a given problem was to be ranked as the main problem. After discussing various criteria the ranking was done through voting by members of the sub-group raising their hands

Here below is the ranking of the problems and description of each problem.

1. Water was identified as the main problem as per the following reasons:-

- Availability of water would allow more time for farming and food will then be available.
- Currently water is obtained from far distance and at times pregnant mothers give birth in the process of looking for water.
- When clean water is available other development could follow such as hospital construction. The quality of water in relation to various sources and water related diseases were described by men.
- Groundwater in springs, shallow wells tasted fresh. The colour varied from clear milky to milky.
- Surface water in dams and pans was coloured according to the underlying soil (making the base of the dams). The water quality in these sources was varying from freshness to salty with colloidal suspensions. Algae mosquito larva making it turbid and not clear. Water born related diseases e.g. bilharzia, malaria and elephantiasis were perceived to occur due to the poor water quality.

2. Hospital was ranked second.
 - Sick people at times die while being carried to the nearest dispensary/health centre which is about 10 km (Ganze and Bamba).
 - At times the nearest hospitals do not have drugs.
3. Road was ranked third.
 - If the roads are good, this would open up Dungicha to more development.
 - If the feeder roads are good, marketing of farm products would be improved hence more income for the community.
4. Food was ranked fourth.
 - With the availability of food the community will be strong to carry out other development of the area.
5. Secondary School was ranked fifth.
 - Having a secondary school in Dungicha will reduce the high cost of taking their children to outside secondary schools.
6. Witchcraft was ranked sixth.
 - It created fear in pupils leading to a high number dropping out of school.
 - Teachers are also scared and fear to be posted to the community school.
 - It hinders development in general.

4.3 PROBLEMS GIVEN BY LEADERS/OTHERS

The leaders gave their problems as water, lack of hospital, lack of cattle dip, poor road and lack of enough school. After they had stated these five problems they started a discussion of different criteria to identify their main problem.

The group discussed the following criteria:

- high cost
- most important
- can be started by themselves
- most urgent

Problems and criteria were put in a matrix form. The matrix was drawn on the ground and scoring done as below:-

Table 1: Problem Matrix - scoring of the Leaders/Others group:

criteria	Lack of cattle dip	Lack of enough school	Lack of Hospital	Poor road	Lack of water
High cost	000 00	000 000 000	000 00	000 000 000	00 00
Most important	00 00	000 00	000 00	00 00	00 00
Can be started by themselves	00 00	00	00	00	00 0
Most urgent	000 00	00 0	0000 000	000 000	0000 0000

The 19 group members took 19 stones. For each problem, they distributed the 19 stones against the criteria. The number of stones placed for each criteria was discussed in the group and finally there was a group decision on how many stones were put on each criteria. This scoring was done with all problems.

At the end of this procedure the facilitator asked the group if they had one main criteria, which would they chose? The criteria "most urgent" proved to be their main one. Looking at the stones placed against this criteria the group was able to identify their main problem.

The result of ranking is given as in the table 2 below:

Table 2: Result of the ranking, done by the Leaders/ Others group (criteria: Most urgent):

Problem	Score	Rank
Water	00000000	1
Road	000000	3
Hospital	0000000	2
Cattle dip	00000	4
School	000	5

A further explanation related to the ranking was given as below:-

Rank 1: Lack of enough clean water:

- The community has already identified and discussed two projects (dam, water pipes) in relation to water shortage even before the actual village workshop. This fact underlines the urgency of the water problem.

Rank 2: Lack of dispensary:

- The nearest dispensary is 10 km away from the community.
- It was already in the community development plan.
- The pregnant mothers could die in labour pain while going to the hospital.

Rank 3: Poor roads:

- the main road becomes impossible to pass during the rainy season.
- transportation to the shopping centre is difficult

Rank 4: Lack of cattle dip:

- Most of their cattle die due to diseases

Rank 5: Lack of enough school:

- Present primary schools (2) are located far from the villages, leading Children trekking for long term to get to school.

4.4 PROBLEMS PERCEIVED BY THE WOMEN

The following problems were identified and ranked by the women sub-group

1. Lack of water
2. Lack of health service (hospital)
3. Hunger
4. Lack of telecommunication (Telephone)
5. Poor roads
6. Lack of secondary school
7. Lack of Posh mill.

The following criteria was used by the sub-group to rank water as the main problem:

- With enough clean water they will save time and will be able to do other development activities e.g. farming.
- The women suffer from fatigue due to travelling long distance carrying water.
- If they have sufficient water they can use it for irrigation hence reducing the food problem.
- With water they will be able to construct/build the hospital.
- Since piped water is clean they will reduce the disease brought by dirty water.

Quality of water as perceived by women

The water from the available source was of poor quality in colour, saline taste and contained soil suspensions, insects "wimbi", mosquito lava, frogs, tadpole and vegetative matter. This poor quality of water resulted in health related problems like dysentery, malaria, cholera, hernia, pneumonia, diarrhoea, bilharzia and stomach upsets.

4.5 PROBLEMS AS PERCEIVED BY YOUTH

The youth group mentioned and ranked the following problems:

Table 3: Result of the pair wise ranking by the youth group:

Problem	Score	Rank
a) Inadequate water	7	1
b) Lack of hospitals	6	2
c) Poor roads	5	3
d) Youth Ignored	4	4
e) Lack of technical assistance	3	5
f) Lack of food	2	6
g) Poor school facilities	1	7
h) Lack of telecommunication	0	8

For this ranking the youth group used the Pair Wise Ranking, which can be seen in total in Annex VI.

The Argument behind the ranking:

1. **Water was ranked first because** the community would walk short distances and therefore save time to improve the road, construct hospital, improve school facilities and engage themselves in food production activities.

The quality of water as perceived by the youth was poor. The water in pans and dams coloured milky turbid greenish and dirty due to the colloidal suspension. Vegetative matter, and germs.

This poor quality of water can lead to stomach problems and diarrhoea after consumption.

2. **The hospital was ranked second because** the community would attend their sick cases as quickly as possible. Their health would be improved, enabling them to be engaged in productive work.

4.6 PROBLEMS AS PERCEIVED BY ALL SUB-GROUPS

The four sub-groups gave their main problem as inadequate supply of water. In all groups the hospital and roads were ranked second and third respectively. Unreliable rainfall was mentioned as the major constraint to the exploitation of the resources, especially water harvesting through the construction of water pans.

The youth expressed the need of them being involved in decision making claiming that the elders were slow in adopting new technologies thus delaying development.

Witchcraft was also clearly mentioned as a draw back to development.

5 SOLUTIONS SUGGESTED BY THE COMMUNITY

The following opportunities were identified by the community to solve the shortage of water which was the main problem:-

- Dams (Mabenesi)
- Pans (Mitsara)
- Roof catchment
- Harvesting from coconut trees (Mkinja)
- Piped water (tap water)
- Rivers (Seasonal) and springs.

To utilise the above mentioned opportunities, the following solutions were mentioned by various sub-groups.

5.1 Solutions As Perceived By Women

- i) Construction of dams, where the community will provide labour and contribute available tools (jembe and pangas).
- ii) Installation of piped water, where the community members will contribute money and provide labour when laying pipes and digging trenches respectively for the pipeline.
- iii) Harvesting of roof water in schools and iron roofed houses.
- iv) Rehabilitation of Mweza pan and sinking of more boreholes.
- v) Desilting of pans using locally available tools (Jembes, Spades and pangas).
- vi) Protection of the pans by planting trees and grasses, and to avoid contaminating water during drawing by having stepping stones and long handle drawing devices.

5.2 Solutions As Perceived By Youth

- i) Installation of water pipeline from Silala to Bamba with booster pumps at Ganze.
- ii) Expansion and deepening of pans and dams. The community members would provide labour for clearing and digging all pans and of pipeline trenches. At this time water and relief food should be provided as the community will have no time to look for the same.
- iii) Ensure the reduction of siltation and pollution through planting of grass and trees and installing toilets in homes within the catchment area.
- iv) Provision of relevant technical assistance from the different DAs according to their lines of specialisation.

5.3 Solutions As Perceived By Men

- i) Tractors required from DAs to assist in digging and desilting larger pans.
- ii) Rehabilitation and construction of more pans. The community would clear pan sites and make roads/paths to all new pan sites. In digging the pans the community would require plain jembe, folk jembe, wheelbarrows and spades from DAs.
- iii) Use the local technology to ensure the water is clean by using "Mukuba" tree to clear water¹.
- iv) In roof water harvesting, funds from DAs in form of credit should be provided so that people buy iron sheets for their houses.
- v) The existing borehole (Mweza) should be repaired.
- vi) Expansion of the springs
- vii) Installation of a water pipeline
- viii) Chemicals should be provided by DAs to treat water drawn from pans and dams.
- ix) Hunger is eradicated to ensure people participate in water development.
- x) Use long handle dippers to draw water.

¹ Water samples, from the dam as well as water cleared by the "Mkukuba" tree were taken to the KIWASAP laboratory for examination. The counting of resistant bacteria could not be done, so a new probe will be taken to the Medical Laboratory and to the Government Laboratory in Mombassa to analyse the tree.

5.4 Solutions As Perceived By Elder Women

- i) Scooping of Dungicha's existing three water pans. The community would use the locally available tools (jembe, pangas etc.).
- ii) Protecting the pans by fencing and planting trees.
- iii) Homesteads in the catchment areas should have latrines.
- iv) Use traditional methods to filter and treat water e.g. by using a white clean cloth and the "mkukuba" tree respectively.
- v) Provision of water and sanitation health education.
- vi) Organise public fund raising for purchase of necessary material for roofing hence water harvesting in every homestead.

5.5 Solutions As Perceived By The Leaders (Chief And Men)

- i) Expansion of major pans (i.e. Dungicha, Mwarandu, Mweza, Chombo and Kwangite) and tools to be provided i.e. jembe, wheelbarrow etc.
- ii) Community members to revive the neglected pans through communal work.
- iii) Protect pans by fencing, planting trees and grass.
- iv) To ensure that the water in pans remains clean the drawers are to use long handle dippers and place stones at the entry.
- v) Water should be filtered by use of a white cloth and boiled before use.
- vi) Pans should be maintained routinely.

It should be noted that the above opportunities and solutions were not prioritised at the sub-groups level.

The committee elected to develop a Community Action Plan finally identified the water pans as the main opportunity to solve the water problem (see chapter 7).

5.6 Review Of The Different Solution Found By All Sub-groups

In summary the community during presentations showed different preferences for the solutions to the water problems.

The youth and women (middle aged) sub-groups observed the water pipeline as the best way. The sub-groups mentioned that the community would contribute labour, some money, and tools to dig the pipeline trenches and buy some materials. The pipeline would require surveying, pipes and booster pumps, for this the community would seek for external assistance.

The elder women, chief, leaders and elder men preferred the expansion of pans and dams as the solution to the water problems. These sub-groups identified four main pans (Dungicha, Chombo, Kwangite and Mweza) as the most essential ones for expansion and desiltation. They further suggested that they would provide the available tools and

labour during digging and scooping. The external assistance sought was tractors, more tools and expertise.

To ensure sustainability of good quality water in these sources (dams & pans) there would be need of reducing further siltation and pollution through live fencing.

Provision of toilets and planting grass and trees in the catchment area should be done. Traditional methods like use of long drawing devices, filtering by cloth, clearing water by "Mkukuba" tree and boiling would ensure that people have clean water.

Chemicals to be used for treating water would be requested from external assistance.

6 INSTITUTIONS AND PROGRAMMES WHICH COULD CONTRIBUTE TO THE SOLUTIONS

The community realised that there were some issues that they could solve using the available resources, and some which they could not solve by themselves.

The community decided to seek external assistance from Development Agencies (DAs). The Venn diagram (Chapati), a tool introduced to the community by the PRA-team was of great assistance in identifying the DAs that could assist the community in solving some of the problems (see Venn diagram below).

The institutions and individuals identified by the Dungicha community as per the Venn diagram are:-

i) Institutions

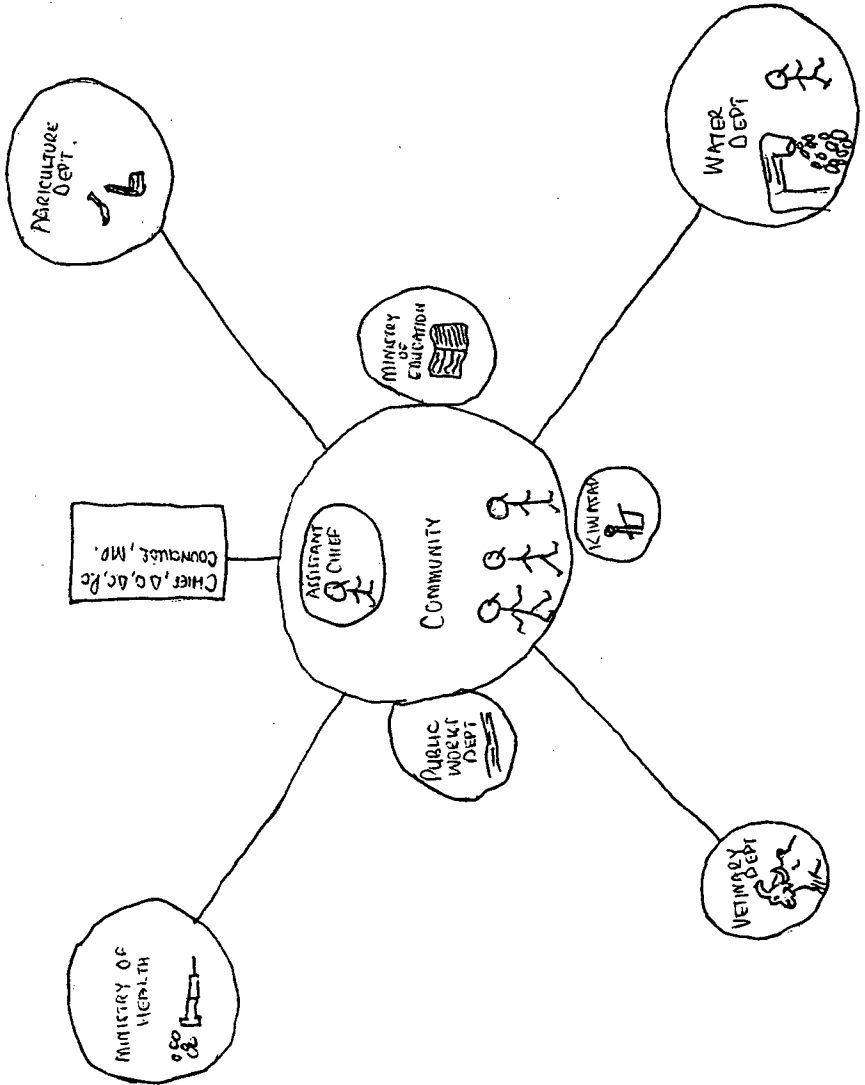
- a) Water dept. (in Ministry of LRRWD)
- b) Health dept. (Ministry of Health)
- c) Ministry of Education
- d) Ministry of Agriculture
- e) Ministry of Public Works
- f) Veterinary dept. (Ministry of Livestock)
- g) Kilifi Water and Sanitation Project (KIWASAP)
- h) Provincial Administration (Assistant-Chief, Chief, D.O, D.C., P.C.,)

(ii) Individuals

Area Councillor

Area member of Parliament (M.P.).

Picture 3: VENN DIAGRAM (CHAPATI), Drawn by the Men group



6.1 RELATIONSHIP BETWEEN THE INSTITUTIONS AND COMMUNITY

The relationship between the community and the identified DAs is elaborated on the Venn diagram. The size and distance of the circles in relationship to the community is as follows:-

1) WATER DEPT.

The circles indicating water dept. has no contact with the community. This implies that the services of water dept. is required in Dungicha, though it has not been rendered. The size of the circles indicates that water is the major problem to the community.

2) HEALTH DEPT.

The Dungicha community travels longer distances up to Garze and Bamba to seek medical attention. This is shown by the distance of the circle from the community.

3) PUBLIC WORKS

The status of roads in Dungicha is not satisfactory though the Public works dept. has been involved in road construction as shown by the contact circles and its size.

4) MINISTRY OF AGRICULTURE

The community is currently experiencing famine (hunger) and one contributing factor is lack of Agricultural extension services, into the use of modern Agricultural techniques. This is shown by the distance of the circle.

5) VETERINARY DEPT

There has been a great loss in livestock numbers due to diseases. The community attributes this to lack of veterinary services as shown by the distance of the circle.

6) MINISTRY OF EDUCATION

The community has only 2 primary schools and no secondary school. There is still need to improve on the education facilities. The distance and size of the circle, indicates that education is available but not adequate.

7) KIWASAP

The community has identified KIWASAP as a very potential DA which has already been involved with the community (construction of VIPs toilets). KIWASAP services are required to assist solving the water problem as shown by the close range of the circle to the community.

8) Provincial Administration

The community identified the provincial Administration (sub-Chief, Chief, D.O, D.C., P.C.) as a channel through which they could forward their request to bring in DAs into assisting the community.

6.2 ONGOING PROGRAMMES:- These were identified by the PRA-team as secondary data.

a) KILIFI EXTENSION PROGRAMME (K.E.P)

This programme is conducted by the technical personnel of the Ministry of Agriculture. Its an approach whereby the members of the community are taught new farming methods in small groups.

b) BAMAKO INITIATIVE/PRIMARY HEALTH CARE

This programme involves training the community on the use of preventive and curative medicine through the election of village health committee as administrators, and the community health workers carry drug kits to treat sick members of the community at an affordable fee.

c) FOOD RELIEF PROGRAMME

The government, through the provincial administration supply maize to supplement food within the community during this dry spell.

d) FOOD PROGRAMME TO PRIMARY SCHOOL

This programme is sponsored by world food programme (WFP). It provides - maize, beans and cooking fats to prepare food for school children.

7 Community Action Plan (CAP)

At the third day of the village Workshop, after the presentation and the discussion of opportunities and solutions of the different sub-groups, the PRA-team introduced the format of a Community Action Plan and its purpose to the Community. Afterwards the community elected a committee. It was decided to form a committee with 15 members Five representatives out of the women sub-groups, five out of the men sub-groups and five out of the Youth. These representatives had been elected in their sub-groups.

The committee was left for three days, to work out their CAP for Dungicha/Mweza community The CAP which was worked out by the committee was present to the community and the PRA-team on Monday the 7th September 1994.

The documented CAP is copied below:

The present CAP is only dealing with the first priority problem - water. CAPs for other defined problems will follow later.

COMMUNITY ACTION PLAN

I Name of the project:- WATER PANS

II Responsibility for the project:

The committee:

- | | | | | |
|----|-----------------|----------------|-----|-----------------|
| 1 | Shikari Ngari - | - Chairman | 8. | Meta Julius |
| 2. | Naumi Mwarua | - V. Chairman | 9. | Kahindi Charo |
| 3. | Samson Kenga- | - Secretary | 10. | Samson Mure |
| 4. | Esther D.Charo- | - V. Secretary | 11. | Kitsao Nzai |
| 5. | Harrison Mangi | | 12. | Kenga Nzai |
| 6. | Mramba Mweni | | 13. | Mary Mangi |
| 7. | Alice Japhet | | 14. | Alice Charo |
| | | | 15. | Kasichana Kenga |



III Rationale of the project. (Why the project has been given priority by the community)

- Women travel long distances looking for water.
- The economic situation has lagged behind due to lack of water in the area.
- To reduce incidence of diseases brought about fatigue.

This project was proposed and endorsed by the committee and it was agreed that action (implementation) to start immediately.

This is how the decision was reached:-

The Dungicha community came together and discussed their problems and how to solve them.

The problems were prioritised as below:

1. Lack of water
2. Lack of health facilities
3. Schools .

IV The communities vision of the project (Objectives)

IV.1 What are the overall goals of the project and who will benefit from reaching these goals?

The objective is to have clean and sufficient water, that the community could use for a long time. The beneficiaries will be the Dungicha/Mweza community made up of four areas:- Dungicha, Mweza, Muhoni and Migodomani.

IV.2 What are the intermediate results (outputs) which have to be reached in order to reach the goals specified under IV.1

1. To look for suitable site(s)
2. To get tools
3. To bring the community together (Baraza)
4. To arrange when the job shall start
5. Clean the identified site(s)
6. To start excavation
7. To fence the area
8. To educate the community on how to use the water.

V Steps (activities) to be done to produce the outputs stated under IV.2

Step 1. Bring the people together (Baraza)

- Meet the Assistant Chief and discuss with him about publicity of the "Baraza".
- During the "Baraza" tell the people the objective of the "Baraza"
- Reach a consensus.

This will be the responsibility of the committee.

Step 2 To get tools

- Request those who have tools within the community to assist.
- The committee will seek for assistance from out side.

Responsible

- Community
- External Assistance.

Step 3 Identification of appropriate site(s).

- Discuss with the elders of the community.
- Carry out field investigation.
- Get clearance from Dept. of water.

Responsible

- Community
- Water department

Step 4 Make a programme for the work. The committee will deliberate on this.

Responsible

Committee

Step 5 Clearing the identified site.

- Gathering the necessary tools
- Begin the clearing.

Responsible

Community

Step 6 To start excavation

Responsible

- Community
- KIWASAP
- Other external assistance.

Step 7 - Cut thorny vegetation for fencing

- Plant trees around the pans.

Responsible

Community

Step 8 Educate the community on how to use the water.

- Use of fetching items that will avoid stepping in the water ("mavuo")
- Put stepping stones for the fetchers
- Those neighbouring the pans (and catchment) to build toilets.

Responsible

- Community
- External assistance

VI Material (inputs) needed to do the activities listed under 5

Tools.

- panga (machet,) Jembe (hoe), shovels, wheelbarrow, pick axe, mattock, karai.

Responsible

- Community
- External assistance.

The plan was produced on 3rd September, 1994 by the elected committee.

8. ASSESSMENT OF THE WORKSHOP PROCESS AND RESULTS BY THE PRA-TEAM

8.1 Assessment of the analysis of resources, potentials, problems and of the choices of solutions done by the community

The Dungicha community that participated in the PRA Workshop was divided into various sub-groups (men, youth, elder women, middle aged women and chief + leaders).

The following aspects advanced by the community were convincing in the analysis of resources, potentials, problems and choice of solutions:-

- a) The water shortage was identified as the main problem by all sub-groups.
- b) Each sub-group had different perception on existing resources, potentials and solutions as shown in the "Kenda result-matrix" (Ref.: Annex III, IV, V) compiled by the PRA-team.
- c) The youth and the middle aged women sub-groups mentioned the water pipeline as the solution of water problem which meant a long term solution. For the elder women, men, chief and leaders sub-groups the expansion of pans was mentioned as the immediate (short term) solution to water problems.

The committee finally adopted the construction and expansion of water pans as the first step.

- d) Commitment by the community to provide labour.
- e) The approach adopted by the community to utilise the available resources such as rivers, pans and groundwater sources to solve the water problems.
- f) Community accepted their responsibility in solving their problem by electing a committee to spearhead the proposed project and liaise with identified DAs.
- g) The elected committee immediately got to work and came up with the first Community Action Plan.

It is the PIDA team's feeling that both approaches to solve the water problem are possible and the long term solution (piped water) should also be addressed by the DAs and community.

However, there are areas that are still not clearly explained, hence remain as questions to be answered by the community such as:-

- a) How many members of the community will carry out the actual digging of the pans?
- b) Which members of the community (men, youth, women) will provide the required labour?
- c) Will the current famine in the area affect the implementation of the project by the community?

The above questions should have been clearly addressed in the CAP which is, from the PRA - team's view, not the case.

8.2 Assessment Of The Community Action Plan (CAP)

The Community Action Plan (CAP) as presented by the elected community committee during the PRA exercise was consistent with the available resources, potentials, problems and solutions (see chapter 7).

The CAP took into consideration the communities resource base which includes land, forest, rivers, springs etc. hence selection of the pan project to solve the identified main problem i.e. water (see chapter 3,4,5).

There are a number of Institutions (DAs) which were identified by the community as shown in the Venn diagram (chapter 6). These institutions are not clearly addressed in the CAP due to the fact that the committee was not able to pinpoint in specific terms the DAs that could come to their aid. It will be the task of the co-ordinator and the community committee to involve other DAs during the follow up, to make sure that the planned projects become integrated. KIWASAP should not be the only agency to co-operate with the community.

There are some ongoing programmes that are mentioned in chapter 6 but not included in the CAP due to the fact that they are not directly related to the problem and solution addressed.

The community committee used a guiding format given by the PRA-team in coming up with the CAP, which they followed step by step.

It is the PRA-team's view that the CAP is realistic and feasible with regard to the capacities of the community (see chapter 7). This view is supported by the communities realistic approach and commitment in solving its water problem (see chapter 4 and 5). On the other hand it is difficult to access how feasible the CAP would be with regard to the capacities of the DAs until it is submitted to them for consideration as a report.

The CAP utilises the communities self-help potential, with the communities commitment and readiness to provide labour, tools etc. to achieve the project objectives. To whatever undertaken activities, it must be clear, that the main responsibility in providing tools and labour is on the community side. The external assistance has to be the second best choice and is only to be taken, when the community is not able to solve their problem itself. (Ref.: Kenda result- matrix, Annex V).

The project once realised will be beneficial to the entire Dungicha/Mweza Community as a realistic solution towards a sustainable water source.

It is the view of the PRA-team that the realisation of this project will to a large extent benefit the women who travel longer distances looking for water and therefore allow them more time to tackle other issues such as farming which is currently neglected.

8.3 ASSESSMENT OF THE PARTICIPATION, AWARENESS CREATION AND MOTIVATION OF THE COMMUNITY

The different community sub-groups had very good and productive participation. Being in smaller groups each member had a chance to speak up their minds on the issues being deliberated.

During the workshop each sub-group was given a chance to present its work to the whole community and each sub-group came up with their own perception of resources, potentials, problems and possible solutions.

In their own sub-group the women, who are normally shy and in most cases marginalized were able to present their ideas, and the youth who are usually ignored in decision making expressed this short coming to the whole community.

The analysis of the resources, potentials, problems and potential resources by the different sub-groups as well as the community at large, and the election of a committee which formulated the CAP (chapter 7) indicates that the approach resulted in awareness creation. This was also indicated by the presentations every day, where each sub-group presented their results and discussed them in the whole community. Even marginalized groups like women took their chance to express their opinions and points of views.

The workshop gave the community an opportunity to analyse their past and present situation and find their course of action based on their perceptions and capabilities. When the CAP was presented to the community by the committee it was endorsed by the community, because it had considered the opinions of all sub-groups and thus there was the act of empowerment which generated willingness and commitment of the community to contribute substantively to the success of the project.

9 NEXT STEPS TO BE DONE BY THE COMMITTEE, KIWASAP AND OTHER DEVELOPMENT AGENCIES

For the follow-up of the plans of the Dungicha community activities, a committee was formed to be responsible for the continuity of the projects. For the co-ordination, Mr. Ngoma of KIWASAP was appointed to liaise with the other DAs.

The co-ordinator was also to act in liaison with the community committee in the preparation of a project proposal and future follow up, to ensure the successful realisation of the identified project. The activities towards the preparation of project proposal by the community committee and adoption of the same by the community is summarised into eleven steps as tabulated below:

See below for the next steps:-

	ACTIVITY	RESPONSIBILITY	TIME
1	Meeting Project Manger/Advisor together with Project Co-ordinator	Project Co-ordinator	22-9-94
2	Meeting community committee together with co-ordinator clarify: •What is PRA •Roles of committee, co-ord, KIWASAP and DAs •Elect representatives •Question the CAP	- do -	28-9-94
3	Draft Project Proposal	Co-ordinator CATAD	29-9-94
4	Meeting representative to discuss draft together with co-ordinator	- do -	30-9-94
5	Revise project proposal	Co-ordinator	3-10-94
6	Presentation to the committee discussion	- do -	4-10-94
7	Revise project proposal	- do -	5-10-94
8	Consult DAs representatives/co-ordinator)	co-ordinator/ representative	6-10-94
9	Revise project proposal	Co-ordinator	6-10-94
10	Committee prepares presentation	Committee	
11	Presentation to the whole community -PRA -Follow-up -Project proposal	Committee/Co-ordinator	7-10-94



Elder women, developing their Historical Profile on the ground



One of the elder women is presenting the Historical profile to the community

ANNEX

- I List of PRA-team members**
- II Detailed programme of the village workshop**
- III Kenda result-matrix; Tuesday 30th August, 1994 (first day)**
- IV Kenda result-matrix; Wednesday, 31st August, 1994 (second day)**
- V Kenda result-matrix; Thursday, 1st September, 1994 (third day)**
- VI Pairwise ranking, done by the youth group**
- VII Transect through Dungicha (South-North)**
- VIII List of Abbreviations**

ANNEX I

List of members of the dungicha PRA-team

	NAME	DESIGNATION	DEPARTMENT	ADDRESS
1	Mr. M.Mwanduni	Soil & Water Conservation Officer	Agriculture	Box 1 Ganze
2	Mr. A.Kenda	Farm Management Officer	Agriculture	Box 19 Kilifi
3	Mr. J.Kombe	Livestock Officer	Agriculture	Box 53 Ganze
4	Mr.Z. Ali	Inspector Water Supplies	KIWASAP	Box 666 Kilifi
5	Mr. R.Dzumbe	Conservation of Water Sources, Bamba	KIWASAP	Box 666 Kilifi
6	Ms. M.Baya	Social Worker	Social Services, Kilifi	Box 4, Kilifi
7	Mr. I.Kalume	Social Worker	Social Services, Kilifi	Box 256, Kilifi
8	Mr. C.Mtawali	Public Health Technician	Health	Ganze
9	Ms.L. Mwaro	Community Worker (MIDP)	Mwangaza Integrated Project	Kaloleni
10	Mr. B.A.M.Mweri	Livestock Officer	C.D.A	Box 1322 Mombasa
11	Mr. M. Ndaa	Agricultural Asst.	Agriculture	Ganze
12	Mr. R.Ngoma	Community Development	KIWASAP	Box 666 Kilifi
13	Mr. J.Majimbo	Crops Officer	Agriculture	Box 1 Ganze
14	Mr.J. Kienzle	Agricultural Engineer	CATAD	Podbielskallee 66, 14195 Berlin, Germany
15	Ms. E.Mausolf	Forest & Anthropologist	CATAD	Podbielskallee 66, 14195 Berlin, Germany

ANNEX II

Detailed Programme of the Village Workshop in Dungicha

Programme of the Village Workshop in Dungicha 29th Aug. to 5th Sept. 1994				
Day	Time	Place	Activities, Tools/ Sources	Responsible
Monday 29th Aug. 1994	3 pm	KIWASAP office	Departure to Dungicha/Vehicle	Ngoma
	5 pm	Dungicha School	Arrival/Reception - Meeting village elders, School Headmaster and Sub-Chief - Familiarisation tour	all
	7 pm	Dungicha School	Dinner - Social Interaction	all
Tuesday 30th Aug. 1994	9 am	Dungicha School	Meeting the community, Introduction by the Sub-Chief, Explanation of the objectives and programme -Split participants into sub-groups	Team-leader
	10 am	Dungicha School	Resource maps, probing the maps and prioritizing the problems	PRA sub-team
	12.30 pm	Dungicha School	Presentation of Sub-groups' results to the community - Appointment for transects	Sub-teams Team leader
	2 pm	Dungicha School	Lunch break	All
	3 pm	Dungicha School	Summarise and document results for presentation to the entire team	Sub-teams
	5 pm	Dungicha School	Presentation and preparation for the next day	PRA team
	7.30 pm	Dungicha School	Supper	All
Wednesday 31st Aug. 1994	8.30 am	Dungicha School	Transect (members of all sub-groups represented)	Sub-team representatives
	9 am	Dungicha School	more detailed information gathering according to the focus	Sub-teams
	12 am	Dungicha School	Presentation of sub-groups' results to the community	Sub-groups
	2 pm	Dungicha School	Lunch	All
	3-7pm	Dungicha School	as previous day	
Thursday 1st Sept. 1994	9 am	Dungicha School	Introduction of community action plan	PRA sub-teams
	11 am	Dungicha School	Presentation by sub-groups	Sub-groups
	12.30 pm	Dungicha School	Election of the community development committee (CDC)	community
	2.30 pm	Dungicha School	Lunch	All
	3.30 pm to 5 pm	Dungicha School	Summarise and document results for presentation to the entire team and preparation for the final day	PRA Sub-teams
Monday 5th Sept. 1994	7.30 am	KIWASAP Office	Departure to Dungicha	All
	9 am	Dungicha School	Final community meeting - introduction - social events - committee chairman presentation - discussion of results by the community	Team leader Sub-chief Chairman All
	12 pm	Dungicha School	Vote of thanks and closure of the meeting	Team leader and chief

ANNEX III: Kenda Result-Matrix; Tuesday, 30th August 1994, (First Day)

Subgroups/ tools key questions	Men (Resource Map)	Women (Resource Map)	Youth (Resource Map)	Others/leaders (Resource Map)
Main problem	WATER SHORTAGE	WATER SHORTAGE	SHORTAGE OF WATER	Lack of enough H ₂ O
Other problems	-Hospital (Lack) -Lack of roads & poor state of existing roads -Lack of enough food (hunger) -Lack of secondary school -Witchcraft	-Hospitals -Lack of secondary school -Lack of enough food -Poor transport system -Lack of posh mill	-Lack of hospital -Poor roads -Youth ignored -Lack of Technical Assistance -Lack of food -Poor Telecommunication	-Poor communication/Transport system. -Lack of hospital -Lack of cattle dip -Poor schools
Constraints In using the available resources	-Unreliable rainfall -No road -Low income -Witchcraft	-Poor roads -Unreliable rainfall -Low income	-Lack of skills for pottery -Lack of skills for making grinding stones -Sisal marketing hampered by introduction of new variety -Salt from shops -Youth not involved -Low attitude of elder people towards new technologies	-Unreliable rainfall -Poor communication -Posts -Law income -Poor/Lack of veterinary services
Resources/ Potential Resources	School, Cattle, Goats, Salt, Firewood, Forest, Roads, Rivers, Crush for Livestock, Coconuts, Murrum, Clay for Pots & Tiles Stones for building & grinding maize	Cashewnuts, Coconuts, Forests, Maize, Cowpeas, Green Gram, Cassava, Sorghum, Millet, Primary school, Rivers, Livestock, Roads, Shop	-Farming-coconut, sisal, mangoes, masala, cashewnut, tangerines -Salt along river beds -Stones round block -Pottery soils -Forest-timber, charcoal -Livestock -milk, live animals -Water Dams Murrum.	-Water pans, wells -Schools, roads, land, manpower, cash crops, Livestock, Roads, forest, rivers, sisal, Rivers, and Wells. Trainings Centres.

ANNEX IV: Kenda Result Matrix, Wednesday 31st August, 1994 (Second Day)

Tools/Subgroups Key Questions	Transect 1) from all subgroups	Historical profile 2) elder men	Historical profile 3) Elder women	Social Map 4) Women	Seasonal Calendar 5) Youth
<u>Sources of Water</u>	-Pans -Dams -Rivers -Roof Catchments -Boreholes -Caves	Big pans-Benesi Small pans-Mitsara Spring-Chemichemi Borehole-Mbarara Rain Roof Catchment wells River Swampy	1. 5 water pans 2. 13 hand dug water pans 3. Seasonal rivers 4. Ponds	• Pans • Dams • Seasonal river/streams	1. Pans 2. Seasonal rivers 3. Mitsara 4. Mbararani 5. Borehole 6. Scooping river bed (sandy)
What is the <u>quality</u> of water in the available sources?	-Fresh -Saline -Turbid -Bitter	Ground water - colour-milky, clear milky. Surface water depends on the soil colour. Taste-salty, fresh <i>Particals-Algae, mosquito larvae</i>	1. Poor quality in colour 2. Containing insect-(wimbi) 3. Mosquito larvae 4. Frogs larvae	• Poor quality in colour and taste • One dam has saline water	• Salinity in pans and Mitsara • Dirtiness due to pollution • Coloured and density high • Gravity water.
<u>Disease</u> and water related health problems	- Minimal incidence noticed	Water Borne - Bilharzia, ear problems <u>Other diseases:</u> malaria, coughs, scabies, colds, tetanus, elephantiasis, kifafa	Dysentery, • Malaria, Cholera, • Hernia, Pneumonia, Diarrhoea, Bilharzia	• Diarrhoea • Stomach upset	• Malaria • Diarrhoea • Coughing • Stomach problems.
What is the <u>quantity</u> of water in the available sources?	-Small Quantities -Lasts 4 months	-VARIES WITH AVAILABILITY OF RAINFALL (unreliable) -H ₂ O sources cannot last a year	1. Enough for human consumption, for six months after the long rains	• Enough only during rain season. Other times water/pans dries up.	• Small Quantities • Last 5 months • Enough in rain seasons • Not for livestock.

ANNEX IVb: Kenda Result Matrix, Wednesday 31st August, 1994 (Second Day)

Tools/Subgroups Key Questions	Transect 1) from all subgroups	Historical profile 2) elder men	Historical profile 3) Elder women	Social Map 4) Women	Seasonal Calendar 5) Youth
Other/additional important information	<ul style="list-style-type: none"> -Most pans and dams are broken and poorly maintained -Soil erosion noticed 	<ul style="list-style-type: none"> -MUKUKUBA - type of tree used to clear the milky colour of water drawn from pans-making it appear clear. -River beds - shallow wells dug to provide H₂O during DROUGHTS 	<ul style="list-style-type: none"> •Sweat water is used for domestic consumption i.e drinking and washing clothes. •Salt water is used for bathing and cleaning utensils. •Water purification methodology, they use clean of cloth or a sieve. •For maintaining hygiene at the pans, water is fetched by using long handle dippers. •Fencing the pans and constructing toilets in the village around the pan can improve the hygiene. •After every ten years (10)there 	<ul style="list-style-type: none"> • Pans dry out very fast. • One dam was destroyed hence can not hold more water • Water in pans are contaminated by animals and run-off 	<ul style="list-style-type: none"> • Most pans are broken thus hold very little quantities. • The ash was used to resettle dirty water i.e. acts as alum. • The seasonal river beds are used to provide water when dug a little during dry periods especially at KIVURO.

ANNEX V: Kenda Result Matrix, Thursday 1st September, 1994 (Third Day)

Tool/ Subgroups Key questions	SSI on 1) Social Map WOMEN	SSI+ CHAPATI Diagram YOUTH	SSI+ 3) CHAPATI Diagram MEN	Focus group 4) Discussion ELDER WOMEN	Focus group 5) Discussion CHIEF + MEN LEADERS
What are the <u>opportunities</u> in solving the water problems	<ul style="list-style-type: none"> • Pan • Tap water 	<ul style="list-style-type: none"> -Pipe water -Dams (Benesi) Dungicha Ngite Chombo, -Pans (Madina), Viramboni, Mwarandu, Kahamboni, Kwawale Kwa Guho) • Dam (Benesi) deepening and expansion •Ensure siltation pollution is reduced through planting grass and trees, and toilets. • Installation of water pipeline from Ganze, with booster pumps. • Expand all pans 	<ul style="list-style-type: none"> -River (Bale) -Pans -Springs -Roof catchment -Tap water 	<ul style="list-style-type: none"> -Water pans -Rivers -Roof catchment -Mkinja (coconut) 	<ul style="list-style-type: none"> -Pans -Roof catchment -Mkinja (Coconut)
What are the <u>possible solutions</u> to the water problems	<ul style="list-style-type: none"> - Construction of dams -Roof catchment -Boreholes 	<ul style="list-style-type: none"> • The community (Youth) were willing to take part in bush clearing and digging of the trenches for the pipes to be laid. • They were ready to dig the pans during the drought days if water could be brought at the site of the pans and be given to the participants. •There was lack of technical assistance from the government ministries. •Hunger was the only big snag in development projects in Dungicha. 	<ul style="list-style-type: none"> -Tractors to dig larger pans -Desilting pans (big & small) -Renovation and construction of more pans -Expansion of spring -Repair of borehole -Piped water -Chemicals to treat H2O 	<ul style="list-style-type: none"> -Scooping of Dungicha pan -3 Existing water pans -Planting trees all around them -Use traditional method to filters and treat water before use 	<ul style="list-style-type: none"> -Expansion of major pans (Dungicha school pan, Mwarandu dam, Mweza dam, Chombo pan and Kwa Ngite. -Fencing the pans -Plant trees and grass at entry -Place stepping stones -Provide long handle drawing containers -Boiling, filtering a white cloth

ANNEX Vb: Kenda Result Matrix, Thursday 1st September, 1994 (Third Day)

Tool/ Subgroups Key questions	SSI on 1) Social Map WOMEN	SSI+ CHAPATI Diagram YOUTH	SSI+ 3) CHAPATI Diagram MEN	Focus group 4) Discussion ELDER WOMEN	Focus group 5) Discussion CHIEF + MEN LEADERS
Other additional important information (general)	<p>-There is rapid siltation of pans</p> <p>-Water obtained from scooping along river is fresh but it will be salty if the scooped portion is not filled up immediately after fetching water</p> <p>-Women are ready to contribute money toward the expenses of pipe water.</p> <p>-Women are ready to provide labour in laying the pipes.</p> <p>-There are few homestead compared to the pans this is because many people migrated to other areas due to the water problem.</p>	<p>-Youth were willing to take part in bush cleaning and digging of the trenches for the pipes to be laid</p> <p>-They were ready to dig the pans during drought day if water could be brought at the site of the pans and be given to the participants</p> <p>- There was lack of technical assistande from the government ministries</p> <p>- Hunger was the only shag in development in Dungicha</p>	<p>Community is able to do the following in solving Water problems:-</p> <p>-Clearing of bushes where pans would be sited</p> <p>-Make roads/clear to the new pan sites</p> <p>-Require tools from DA's for digging the pans i.e Fork jembes, wheelbarrows, panga, etc</p> <p>-Use of local technology to treat water for clear colour-mukukuba tree which was demonstrated to PRA team and community.</p> <p>-No cash for buying iron sheets for roof catchment</p> <p>-Government to assist to eradicate witchcraft.</p> <p>-Require assistance for repair of existing boreholes</p> <p>-Most Governments departments (ministries) are not active in Dungicha as per the Venn Diagram</p> <p>-Roads to be improved</p> <p>-Hunger makes people not to participate fully in development</p>	<p>-Community is too poor to afford water pipe.</p> <p>-All the homesteads along the dams should put up latrines</p> <p>-Scooping - they would use local tools for first (jembes, pangas etc)</p> <p>-They wanted Health Education.</p> <p>-They can afford the roof catchment (most of their houses have no iron sheets.</p> <p>-Want to organise public funds collection for the purchase of materials for putting up a water tank in every home stead</p>	<p>Communities the neglected their water sources should revive them through harambee. (Dzumbe)</p> <p>-Community to be mobilized to remove leaves, grass & mud on routine basis -Tools to be provided (wheelbarrow,)sururu, jembe, gutters.</p>

ANNEX VI: PAIR WISE RANKING, DONE BY THE YOUTH GROUP

Village workshop in DUNGCIHA, day TUESDAY, note taker MAA MISAN GANVIKO

	Water	Lack of Hospital	Poor Roads	Poor Tele Communication	Poor School Facilities	Lack of Food	Youth Ignored	Lack of Technical Assistance
Water	X	Water	Water	Water	Water	Water	Water	Water
Lack of Hospital	X	X	Lack of Hospital	Lack of Hospital	Lack of Hospital	Lack of Hospital	Lack of Hospital	Lack of Hospital
Poor roads	X	X	X	Poor roads	Poor roads	Poor roads	Poor roads	Poor roads
Poor Telecommunication	X	X	X	X	Poor School Facilities	Lack of Food	Youth Ignored	Lack of Technical Assistance
Poor School Facilities	X	X	X	X	X	Lack of Food	Youth Ignored	Lack of Technical Assistance
Lack of food	X	X	X	X	X	X	Youth Ignored	Lack of Technical Assistance
Youth Ignored	X	X	X	X	X	X	X	Youth Ignored
Lack of Technical Assistance	X	X	X	X	X	X	X	X

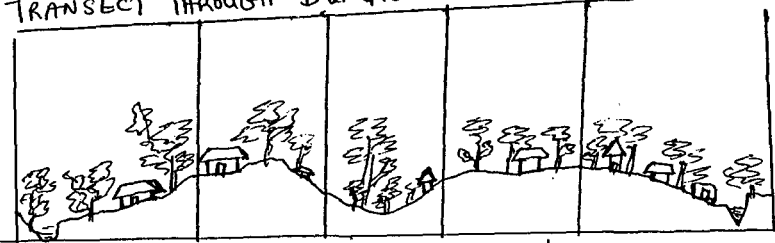
ANNEX VII: TRANSECT THROUGH DUNGICHA (SOUTH - NORTH)

TRANSECT THROUGH DUNGICHA - MUSEZA (South - North)

SOIL	Clay soil and small patches of sandy soil	Sandy soil and small patches of clay loam	clay shallow soils and rocky	Sandy soil	clay soil, small patches of sandy soil rocky patches.
WATER	2 small pans poorly maintained. Roof catchment (2 houses) - door installed	Roof catchment at school poorly kept. One pan poorly kept	Dungicha dam with salty water broken embankment. One pan poorly kept	Shallow wells	1 pan (well maintained). Chambo dam with broken dam. 2 pans poorly maintained. River has fresh water. Dry valley with saline soils.
VEGETATION	Natural bushes, Shrubs, consisting of acacia species (Acacia nilotica, etc). A few hardwood trees - murihhi (indigenous)	Natural bush clear for school and market centre. Trees. Manded eg Azadirachta indica, Eucalyptus, Thevetia peruviana	Natural bush and grass consisting of acacia nilotica & terminalia species	Indigenous hardwood trees (murihhi)	Natural bush and thickets consisting of acacia species
SOCIO-ECONOMIC INDICATION	Majority are peasant farmers. Houses thatched with makuti and grass. Few corrugated iron roofs	School with corrugated iron roofs and the market centre	Mainly grass thatched houses with mud walls	Makuti and grass thatched houses. A few corrugated iron roofs	Grass thatched houses and isolated corrugated iron roofed houses

ANNEX VIII: TRANSECT THROUGH DUNGICHA (SOUTH - NORTH)

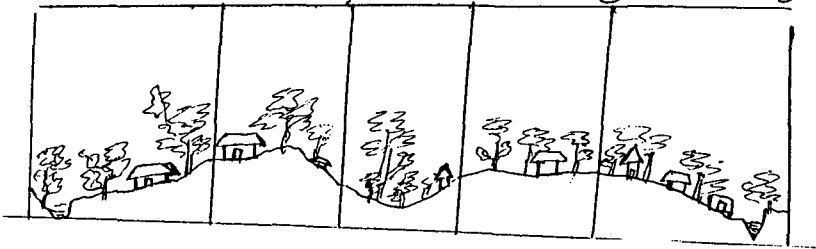
TRANSECT THROUGH DUNGICHA - MUSEZA (South - North)



FOOD CROPS	Maize Pigeon peas, green grams, Cow peas	Maize Cow peas Cassava	Pigeon peas Cow peas water- melons green grams maize	Cow peas maize	maize, pigeon peas, green grams, cow peas.
CASH CROPS	Coconut Cashewnut	Coconut Cashewnut	Coconut Cashewnut	Coconut Cashewnut	Coconut Cashewnut
FOREST/ AGRO-FORESTRY	Mango trees Citrus, papayas minimal tree Nanting eg Azadirachta indica, Thevetia peruviana	Fruit trees - mangoes, citrus, Few Cashewnuts	Mangoes	mainly mangoes	Agro-forestry with mangoes
RESOURCE MANAGEMENT	Soil Conservation. Terracing 3) terraces in 2 farm poorly maintained pans	Terracing at sides of road poorly maintained pans	limited soil conservation poorly maintained pans	Cash crops left in tall grass, poorly maintained pans	One pan well maintained. Overgrazing.
ACHIEVEMENT (last 5 years)	Roo f Catchment Terracing Tree planting	Road muru-mud	Road muru- mud	None	Es tablished pan fund. Bought handtools for pan maintenance

ANNEX VIIc: TRANSECT THROUGH DUNGICHA (SOUTH - NORTH)

TRANSECT THROUGH DUNGICHA - MWEZA (South - North)



PROBLEMS	1	2	3	4	5
PROBLEMS	<ul style="list-style-type: none"> • Inadequate water supply • Lack of dip facilities • Poor ploughing practices 	<ul style="list-style-type: none"> • Inadequate water supply • Inadequate school facilities • Poor transport • Leaching • No health facilities 	<ul style="list-style-type: none"> • Inadequate water supply • Disorganized comm. unity • Food scarcity • Migration of people 	<ul style="list-style-type: none"> • Inadequate water supply • Leaching 	<ul style="list-style-type: none"> • Inadequate water supply • Disorganized community • Community owned land • Wild animals destroying crops • Overgrazing.
OPPORTUNITIES	<ul style="list-style-type: none"> Rehabilitate Mweza dam Rehabilitate Cattle crush Secure tools for dam construction Range establishment 	<ul style="list-style-type: none"> Improve Roof Catchment Rehabilitate Mweza dam Technical Assistance External Assistance 	<ul style="list-style-type: none"> Rehabilitate Dungicha dam Introduce sisal growing (I.G.P) 	<ul style="list-style-type: none"> Rehabilitate Cash crops coconuts and cashew nuts 	<ul style="list-style-type: none"> Rehabilitate 4 pans. Introduce soil conservation Rehabilitate Chambo dam. Siting for pan sites. Sisal growing I.G.P.

ANNEX VIII: LIST OF ABBREVIATION

ALDEV	Africa Land Development Agency
CAP	Community Action Plan
CATAD	Centre for Advanced Training of Agricultural Development
CDA	Coast Development Authority
DAs	Development Agencies
DC	District Commissioner
DO	District Officer
FGD	Focus Group Discussion
LRRWD	Ministry of Land Reclamation, Regional and Water Development
KIWASAP	Kilifi Water and Sanitation Project
KEP	Kilifi Extension Programme
PIDA	Participatory Integrated Development Approach
PRA	Participatory Rural (Relaxed, Rapid) Appraisal
PC	Provincial Commissioner
SSI	Semi Structered Interview
VIP	Ventilated Improved Pit Latrine
WFP	World Food Programme

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4.6 Energisers.....	PRA team
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6 Village workshop

6.1 Programme of the village workshop	PRA team
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6.2.3 Starting the village workshop	PRA team
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6.5.2 Linkage/Flow Diagram	PRA team
6.5.3 The Community Action Plan (CAP)	PRA team
6.5.4 Election of the Village Committee	PRA team
6.6 Final day of the village workshop	PRA team

7 Report writing

7.1 Programme of report writing	PRA team
7.2 Reader-friendly writing	PRA team
7.3 Drafting the report	PRA team
7.4 Editing the report	PRA team
7.5 The report outline	PRA team

8 Evaluation of the PRA phase

PRA team

9 Follow-up

9.1 Itinerary of follow up	Village Committee/ coordinator
9.2 Drafting of project proposal	Village Committee/ coordinator
9.3 Presentation of the project proposal	Village Committee/ coordinator
9.4 Initiate other development activities	Village Committee/ coordinator
9.5 Gathering information and looking for additional support for the community projects	Village Committee/ coordinator
9.6 Application for the project and channelling information	Village Committee/ coordinator

Annex

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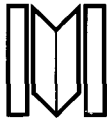
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