



SHOWCASING: NGAGHENYA WOMEN'S GROUP

P.O. BOX 42,
TAVETA, KENYA

PROJECT DOCUMENT NO. 2

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Mahoo Village, Mahoo Sub-location, Chala Location, Taita Taveta District.

Located in the high plains area on the Tanzania border, facing the mountains of Tanzania including Mt. Kilimanjaro; houses fed with piped water from Lake Chala and a borehole from underground springs.

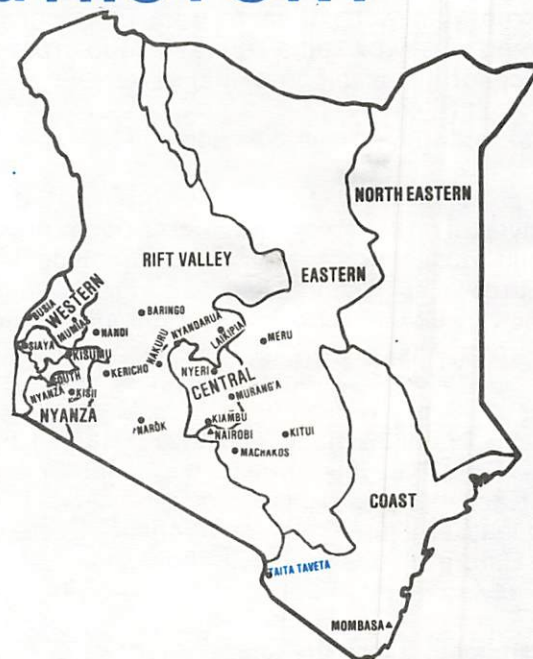
POPULATION: There are 3,700 persons in three villages in the sub-location. Every family has at least one member working outside of the Division, and most in-residence heads of households are women.

AGRICULTURE: Cotton, maize, beans, bananas, cattle, vegetable garden crops.

In 1978, new vision 'dawned' on a group of women in Mahoo Village where a long history of small, unregistered savings scheme groups had reigned. In this arid climate where most male wage-earners were employed in distant cities and the population was mostly women and children, Alice Gibson Kayuga and Martha Mruttu communicated a new vision of service to the community, and registered the Ngaghanya ('it has dawned') Women's Group. The symbol of new beginnings was the opening of a bank account....the funds were intended to grow and be accounted for rather than sit in a drawer.

During the first few years, drought plagued Africa and did not spare Taveta. Members had a difficult time earning their own subsistence for survival, yet the group began construction of their first project, a day care centre near the main road. Through village workdays the foundation and first classroom were completed in 1979-80. Though some members had to temporarily stop their monthly contributions, the classroom was completed through the help of the Ministry of Social Services. This was the beginning of six years of successful collaboration with the Ministry.

Anticipating additional need for funds, Ngaghanya began to risk some new ventures. A member donated two acres of land and an additional five acres were



rented and planted with beans and cotton. Drought killed the beans, but cotton valued at KSh. 4,700 was harvested. Hard work as a team reaped benefits. Because of the success of the group's shamba, the smaller cottage ventures the group had begun earlier, such as tablecloth making, ceased at this time.

In 1984, once again the Ministry of Social Services assisted them with KSh. 5,000/- to finish the second classroom and an American Peace Corps volunteer helped them to build 53 school desks. The school now enrolls 150 students and continues under the support of the Women's Group.

Currently, Ngaghanya is experimenting with breeding and selling rabbits, and is in the process of developing a grade cattle project. They plan to build a guest house for use by visitors to Mahoo, and have secured the blocks for this building. Individual members still receive assistance from the Women's Group in emergency situations and the group pays the local school fees of families in need. Three new registered women's groups have been established through the efforts of Ngaghanya Women's Group. Walking to the Group's cotton fields on the regular Thursday workday, one can see these other groups in their fields, working and singing and heralding each other.

When asked what the keys to their success are, they answer 1) teamwork, 2) the availability of income from their own contributions and outside sources, and 3) the support of the Ministry of Social Services.

The Ngaghenya Day Care Centre began in 1979 with 50 students and one teacher. The Womens Group remembers this day with pride - they had received

little outside help on workdays and even their husbands had pronounced the effort useless. Today 150 students with two qualified teachers enjoy the benefits of this school with 80 entering the near-by Primary School each year. A quarterly fee of KSh. 20/- per student pays all of the schools expenses as well as enabling other village needs to be met.

TODAY'S APPROACHES

How does one launch such a successful project? The following were identified by the group as keys to building the Day Care Centre:

1. Accurately discerning the need

The women of Ngaghenya saw the need of the many children who would benefit from early childhood learning. They picked a central location to provide service for a maximum number of families.

2. Selecting a Catalytic Project

The selection of a Day Care Centre proved to be catalytic. The school starts children out by providing a solid foundation for their education, teaching the habits of going to school and learning. The fees paid to the Day Care Centre create additional income for the group. Mothers whose children are in the Centre are free to do additional work at home or on the shamba. A few women have the opportunity to take nursery school teacher's training and earn an income as teachers. The fees have created a fund which pays the teachers' salaries and provides scholarships so that families in need can send children both to the Day Centre and the Primary School. It also serves as a revolving loan fund.

3. Building a Comprehensive Plan

Pooling the individual experience of members, the wisdom of other groups, and learnings from government seminars, Ngaghenya Womens' Group has learned how to build a comprehensive plan. They did not begin the Day Care Centre until they finished the plan, from site selection to recruitment of the school.

4. Working with an expert Fundi

An expert, trusted fundi was able to guide the group in the creation of its initial plan. He assessed accurately the cost needed for each step, the time required and what materials had to be purchased. He also advised the group about the phases of construction. The Ngaghenya Group built a foundation for two rooms although they only had resources available to complete one. Two years later, the second room was finished. The foresight to lay the entire foundation made the completion of the second classroom a simple task.

5. Trusting the Group's Teamwork

Ngaghenya has learned that all can benefit from working together as a team. Multiple ventures can be sustained through teamwork. In the course of one

day, Ngaghenya may have members cultivating its shamba, selling its produce in the market, feeding its rabbits, or visiting the Social Service Office; another day may see ALL of them at a school workday, helping a member start a new house, or cultivating a neighbor's field for income for the group.

6. Symbolizing Members' Committee Commitment

From the group's 1978 beginning, it asked each member to pay a registration fee and monthly contribution to help carry out the group's plans. This has been used as a loan fund for members and also as capital for new ventures. The Treasurer accounts for the use of the funds. These contributions help the members to symbolize their commitment to the group.

8. Maintaining the Group's Vision, Hope and Determination

Keeping the mind of the group on the need of the community and what the group is trying to do is most important. Rumors have threatened to undermine the group's spirit. They have been ignored or tracked down. Ngaghenya responded to the rumor that the government would take over the Day Care Centre in this manner.



TOMORROW'S SUCCESS

Ngaghenya was born of a vision and has succeeded in accomplishing one of their first major objectives. This accomplishment has given them reason to look forward to their future. If you ask the members of the group about their expectations, you discover a variety of responses, which they prioritize as follows:

- **Rental Property**

A major focus is using some of their hard-earned capital to build a house on a small plot of ground which has been given to them. This house, a permanent building, will be rented and serve as a source of regular income for projects.

- **Grade Cattle**

A down-payment has been made on a grade cow with calf. Arrangements are currently being made to secure land with access to water, and to build a zero-grazing yard suitable for expansion. Few people have grade cattle in this area, so this project will serve as a demonstration of the benefits of zero-grazing grade cattle.

- **Rabbit Raising**

There are plans to expand the existing rabbit hutches, which are now kept at individual members' homes. It is possible that there will be enough space to incorporate this project in the land acquired for cattle.

- **Poultry Keeping**

This, too, is a possibility that could be added to the Grade Cattle project so that it would become an Animal Husbandry Complex.

- **Nursery School**

There are plans to expand the Day Care Centre. The Group hopes to provide daily care for three year olds, as well as the four, five and six year olds, now cared for.

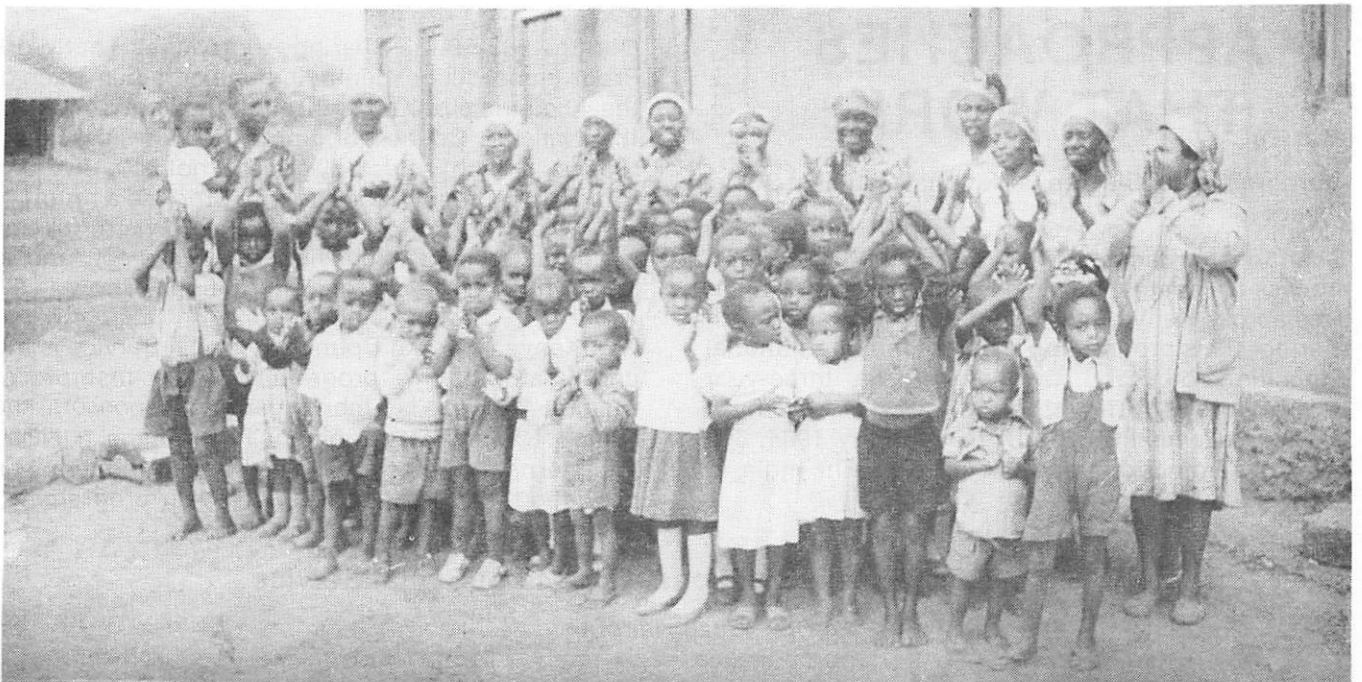
- **Guest House**

Because they have become a demonstration of possibility, this group has begun to host visitors who come to learn from them and share with them. The guest house will allow them to continue to share their hospitality and their successful approaches to local development with others throughout Kenya.

Also, among some of the more expensive dreams are a Fish Farm and a Kiosk. Both of these are within the realm of possibility. The fish farm is possible because the village sits at the foot of Mt. Kilimanjaro and such schemes have been started in similar locations. The kiosk would provide the group with a of directly marketing their produce.

Next Steps:

The rental property is the first attempt to establish an investment which will belong solely to the group. The land, Plot No. 20, has been designated by the County Council and they will shortly receive title to it. The site is near the Timbila Primary and Secondary Schools. There is a constant demand for adequate housing for teachers. So the investment promises to be a wise one which will provide a steady monthly return for them. They currently have enough capital to begin the building. They will get underway with the procurement of materials and laying of the foundation as soon as the survey is completed and the property which has been donated is deeded to them.



PROFILE: Mrs. Martha Mruttu

MRS. MARTHA MRUTTU: "How can I quit.....this is my community, these are my children!"

Martha Mruttu was born 61 years ago in Taveta, then a CPK Mission. As a young woman she was sent by the mission to do a midwifery course in Mombasa which determined a career in the medical profession. She trained at Pumwani Maternity Hospital in Nairobi, and then found herself working with the Child Health Welfare Project with the Kenya Army in Nanyuki.

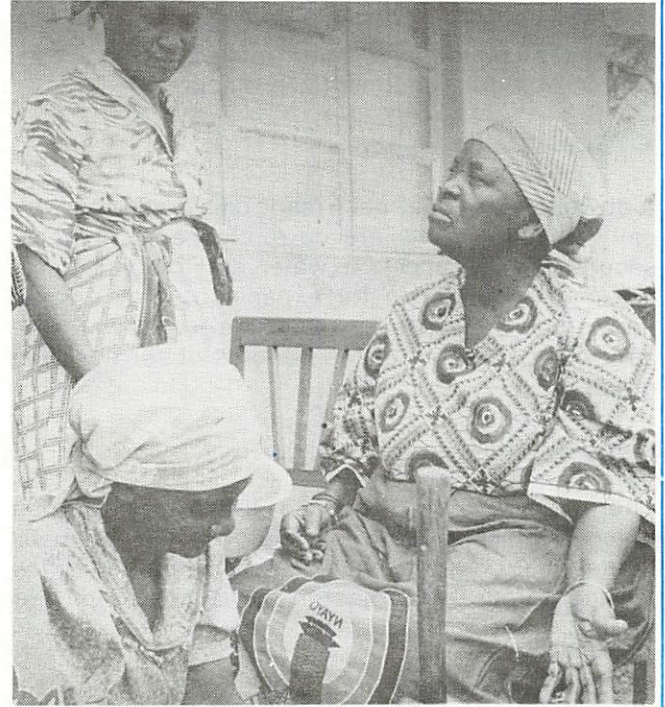
Here she led in forming her first women's group with wives of the askaris and women members of the Army, using a leadership style she had seen in Ms. Serah Serai, who used to come to Pumwani Maternity and encourage the women to participate in a savings scheme. The Nanyuki Women's Group sewed, baked and opened a kiosk. The proceeds were used to help Turkana and Acholi children in the area. Martha's first attempt at the organisation of a group was impressive - at one point the group gave dividends from a bank account of KSh. 10,000/- to its 60 members.

Martha retired after 21 years of midwifery with government hospitals in 1978 and joined Alice Kayuga in founding the Ngaghenya Women's Group. At "retirement", her care turned full-time towards the community.

Since that time, her testimony stands in what one can see the group has achieved in Mahoo Village. These were difficult times, she says. "Differences among people are the hardest thing..... people are just born different. Some will see things going bad and will have good suggestions. Others will just say nothing and watch it get worse!"

How did she learn to organize and lead a group? "I listened to a lot of people, and attended some government seminars, and learned not to get annoyed so fast. I learned how to be a PART of a committee, not the dictator, to let the consensus be spoken from the group, not from me. I never let myself handle the money, I don't sign alone for any money, and nothing financial is secret."

What has been her greatest happiness? Seeing the 150 children going to the Day Care Centre every day. Asked when she will 'retire', she says, "how can I quit, this is my community, these are my children!"



SHARING APPROACHES THAT WORK:

A programme of the Kenya National Council of Social Services.

'Sharing Approaches That Work' is the theme for a process to identify and document grassroots initiatives across Kenya considered replicable and worth sharing. This programme is part of the International Exposition of Rural Development, a three-year programme spotlighting successful self-help projects around the world. In February 1984, 600 delegates from 53 nations met in New Delhi, India, to begin this work.

During 1985-86 the Sharing Approaches That Work Programme will be identifying one project in each of the 40 districts of Kenya through the sponsorship of the National Council of Social Service and other NGO's. Each selected project holds a five-day Project Document Laboratory to produce a report of its project, is given a programme award for the continuation and expansion of its project, and is highlighted at the Nairobi International Show.

The Kenya National Council of Social Service is the coordinator of this programme. The Institute of Cultural Affairs is the organising sponsor; the United Nations Development Programme (UNDP) the international sponsor. The Ford Foundation has provided the funding for this two-year programme.



Kenya National Council of Social Service

P.O. Box 47828 Nairobi
Church House
Tel: 20376



SHOWCASING:

KIRINDINE WOMEN'S GROUP

**P.O. BOX 83,
MAUA, KENYA**

PROJECT DOCUMENT NO. 3

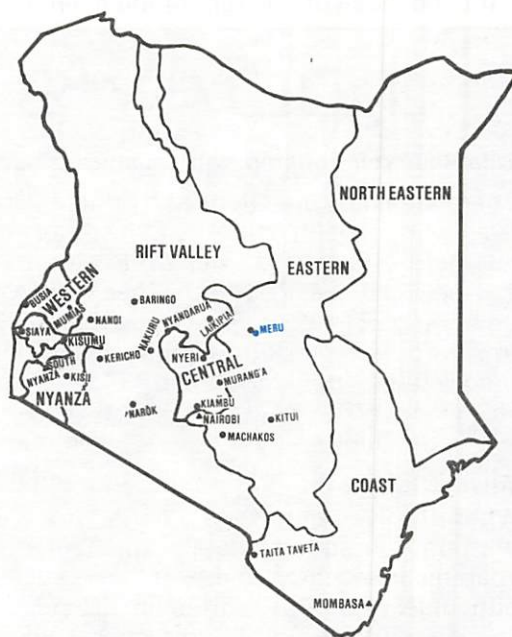
SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Gitumi Sub-location, Kiegoi Location, Igembi Division, Meru District (Located in the Nyambene Hills, very steep slopes but extensive rainfall and many continuously flowing streams)

POPULATION: 500 families, 3,000 people,
Tribe: Meru

AGRICULTURE: Crops grown year-round; maize, carrots, beans, tomatoes, sugar cane, sweet potatoes, cassava, yams, arrowroots, bananas, coffee, tea and miraa, grade cattle, goats, chickens, sheep, rabbits, pigs.



In 1982, 15 women joined together to form the Kirindine Women's Group. They officially registered themselves as a self-help group in September. The purpose in forming the group was to create income-generating schemes and to improve the nutrition of their families. The need for the group was apparent following a visit by Sarah Kainda to the Ahiru Women's Group which was raising fish in their own ponds.

The group selected its leaders and began collecting KShs. 10/- a week from its members. They decided to do workdays twice a week and hold a monthly meeting to plan activities for the next month.

The first activities were kitchen gardens and a tree nursery. These gardens were started in every member's home through training conducted in Home Economics and Cookery by an American Peace Corps Volunteer. Seeds for the trees were received from the forestry officers. The group started a nursery with about 2,000 seeds. Once the seedlings grew, they were transferred to every member's shamba so they could care for them. All the gardens and over a thousand of the trees are still prospering.

The group felt that they were ready to begin on the income-generating side, so they contacted the fisheries ministry about starting ponds in their village. With the ministry's advice, they dug a large pond and redirected a small stream to it. They then purchased 110 Tilapia fingerlings from the Athiru

Women's Group for 50/-. It took the fish six months to mature, and a rotating system for care was designed to let everyone in the group participate. In May 1984, half of the large fish were sold for 100/- to another women's group trying to raise fish. The other half of the larger fish were distributed to the members. Their success at fish sales helped the group to see that so far all they had tried was doing well. They decided to keep going on the three established projects and start three more. With the fish money, they rented an acre of land from the coffee cooperative and working with the Ministry of Agriculture they are establishing a demonstration farm. Also, with their weekly collections they will buy first a chicken and then a goat for every member.

In 1985 again the group began to think of diversification. They have five on-going projects and the group has grown in size to 25 women. The Chief of the Location gave all the women's groups in the sub-location a portion of land to grow crops and demonstrate soil conservation techniques. The Kirindine Group has already planted napier grass and dug the terraces and are preparing to plant about one-half of an acre which is their group's portion.

Everything seemed to be going well for the group until April 1985 when the landowner asked them to vacate the fish pond. They had to move to two smaller ponds. This slowed the growth of the fish. Then, in July, the Ministry of Fisheries representative with whom they had started the project was transferred. This all happened while they were discussing ponds for every member and the selection of a different type of fish known as the common carp. So the group experience a gap between their desires and what they can do now.

These difficulties, along with shortage of tools and limited storage facilities will not block this group from functioning. However, they make things harder for the group to expand its efforts.

The key to the success of the Kirindine Women's Group is that it sees its first responsibility to be caring for people in Aoki whether they are in the group or not. It is because of this reputation even more than

their financial success that they are well known in the area. They have enjoyed financial success with their shambas as well as with fish. They are also willing to try out new things as represented by the rabbits and the kitchen garden.

The group sees itself as a demonstration, that is, they must always stand as a group doing helpful things that others may want to copy. Already, other groups are doing or talking about doing fish and as we walked through one of the shambas, you could see in the next shamba, another family was copying the soil conservation efforts made by the Kirindine Women's Group. This is how you know success at the local level: when others want to do it.

To focus on success, the group will concentrate on the Tilapia Fish Project. This programme began in 1983 and has made a profit for the women as well as beginning to change the diet of the people of this area. The following are eight learnings that the Kirindine Group recommends to others if they wish to try fish farming.

TODAY'S APPROACHES

1. Establish relationship with fisheries expert.

There are many questions and difficulties arising from working with fish. The Ministry of Fisheries has field officers that will work with interested self-help groups. Your group has to be willing to be trained. The Kirindine Group began by going to Athiru Women's Group and seeing their work before even thinking about it on their own. However, you do want to make sure you don't get too dependent on the officers. (see number 7).

2. Always locate the group pond in a public place

When the Kirindine Group began, they located the pond on an individual's land. After about a year, he asked them to move. This caused many difficulties, and in particular it delayed the second harvest until September 1985. Even though the fish were moved to a members land, the pond was smaller. They now can move back to the larger pond, which they will do, even though they know at any time the owner may again say 'move' so they are still vulnerable.

3. Ponds must be the right size for the land

This must be worked through with an expert as to how large your pond needs to be for the purposes you intend. The large pool that was constructed was seven feet deep, 20 feet wide, 30 feet long with three feet retaining walls all the way around. The smaller ponds are about five feet deep by 10 feet by 10 feet with two foot retaining wall all the way around. The retaining wall is constructed by the soil that is dug from the pond. The soil here has a high clay content which is very important.

4. Designating and rotating regular care

The fish need care every day. It is important for the group that this care be the responsibility of all members. This promotes both the care of the fish and enables the group to see how they are doing this together. It also makes sure that all members of the group are capable and have learned the skills required to care for the fish. The Kirindine Group did this by forming five teams of 5 women, and each team took a week and cared for the fish.

5. Fish require a varied diet

In the Kirindine Group, they feed their fish ugali, chopped small bananas, cow manure and leftovers. Of course, you need to make sure that the type of food you have and the type of fish match. This requires again the service of a fisheries officer.

6. Constant water flow

To raise fish you must have a constant flow of water in and out of a pond. Fish will not grow in a stagnant pool. This water needs to be stream water, that is, untreated water, rather than chemically cleaned water. There are several systems for this in these ponds. The small ones are simply filled and drained by a small stream being diverted with grids in key places to keep the fish from going down the drain. In the large tank, the inflow was the same but the drain was an actual pipe to reduce the water level to whatever is necessary.

7. Buy your own nets and equipment

It is usually not possible to purchase all the equipment you need for raising fish very quickly. However, purchasing the equipment should be a high priority because if, as is the case in Kirindine Group, you have no net to catch the fish, then when it is time to harvest you have to wait until the fisheries officer is ready. The more self-sufficient you can be as a group the easier the officer's responsibility is and the faster you can expand your fish-raising capacity.

8. Plant grass around the edge of the tank

Since the tank is simply dug from the ground, you have to take care that the bank is not always falling into you pond. The easiest way to do this is to plant grass around the bank which then holds the soil together even though you are always walking on it.

TOMORROW'S SUCCESS

As a group standing before the successes they have had and the difficulties they face in the future, the Kirindine Group see the need to maintain all the projects they have been doing and also continue to diversify and experiment with new things. As they talked about the future, four major directions became apparent. These are **supporting maize production, livestock expansion, small industries and home improvements.**

The first has to do with storing maize and starting a posho mill. The Maua Council has already agreed to give the women land in the shambas, so they hope to move this way soon. This will include constructing the building large enough for a store, a kiosk and a mill.

The second is livestock expansion. Initially, this has to do with getting more fish and distributing rabbits and goats to each member. Eventually, they hope to raise more chickens and even experiment with zero grazing with grade cows. The goal of the fish raising is to have a small pond for every member on their own shamba.

The third is small industries. This has not yet been started and work would have to be done on training and marketing but they feel that getting a pullover knitting machine and tailoring and selling cloth would all be profitable for the group.

The fourth is home improvement. The group would like to help the 23 women who have no running water in their houses to get it. They would like everyone to

build a permanent house and they would like to continue the improvement on their home gardens.

The key activity immediately is to keep pushing the livestock expansion. They decided that in the next 12 months they will construct six additional small ponds for members and buy a new type of fish called the common carp to try along with tilapia. This activity will start by harvesting the large fish in September or October and transferring the remaining fish to the large pond again.

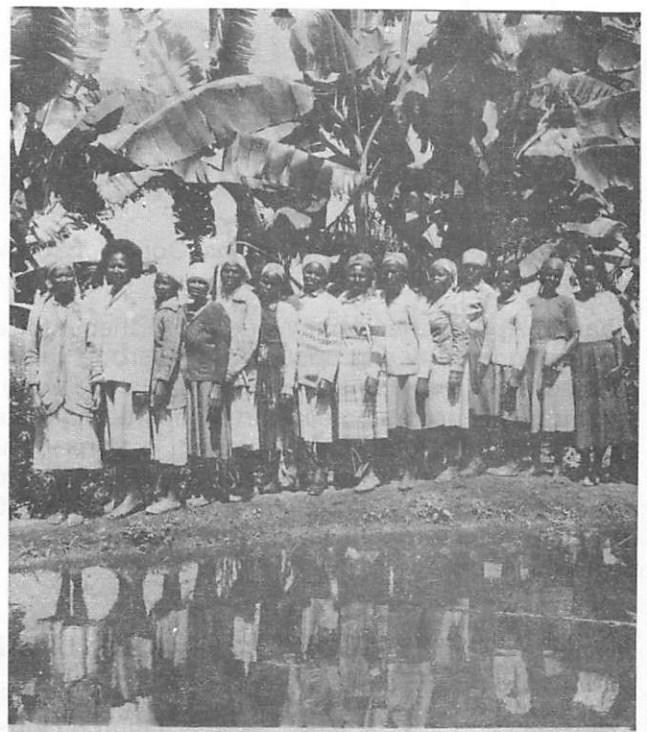
The difficulties of this process are transferring the fish, both the new and the old fish, locating the tools necessary to begin digging the six new tanks, locating the land on each property for the ponds and discovering where the ongoing market is going to be as they produce many more fish.

To start the work requires tools and the assistance of the fish technician. Once the National Council of Social Services award has arrived, the construction of new ponds will begin and proceed over the next two or three years until every member has her own pond on her own land.

Immediately the chief has volunteered to supply tools for their use. Then the women decided to use the award to do three things. The first is to help the fish project through purchasing jembes necessary to build the tank and buying the 100 new common carp they have decided to raise. Meanwhile, all the members missing a goat will get one and 21 more rabbits will be purchased.



This is Sarah Kainda Mutumba, Kirindine Women's Group leader - her 'profile' is on page four.



PROFILE: Sarah Kainda Mutumba

"We see through love that we are all the same, rich and poor, working in town or on the shamba, educated or not, everyone is the same as a part of the group".

This is the response Sarah Kainda Mutumba made when asked what was the key to the Kirindine Women's Group working together. Sarah has been the chairperson of the Kirindine Group since it began in 1982. When asked why she became a leader, she answered, "Because the members selected me." Sarah has other responsibilities besides being a chairperson. She is the mother of four and wife to Francis. She works full time at the Methodist Hospital in Maua as a tailor and is chairperson of the Methodist Women's Fellowship at Aoki Methodist Church.

"Leading is not shameful. As a leader, you know people have different interests and you need to help them see what they have in common. If you do something, everyone must share because then they see the love involved and they are interested in being in the group." She talks of always being ready to learn from whomever you are with, whether it's others in your group or government experts, or seminars you get the opportunity to attend. If you learn from their experiences and your own experiences then you learn more.

"Sometimes being a leader is difficult because people expect more than the leader can give. People expect things to be easy and when you tell them things are not easy, they are not happy. As a leader prepare yourself to be with only a few."

The three most important qualities of leadership are:

To control your heart

That is, control yourself so that your life demonstration, that your character is good. If you do this, it will be apparent in your home and your village.

Look for the Love in the Group

That is, as a leader, you are looking for the unity of the group and do not concentrate on differences.

Hold the Trust of the Group

You must act all the time in such a way that everyone in the group can trust you. In our group this means if one member gets something, eventually, all will receive the same thing. That is, you work together and you receive the benefits together.

It is necessary for a leader to remember the group first. "We allow men to attend our meetings but they are asked to be quiet and they cannot hold any office. They often attend to represent members who cannot come. It is important to maintain and support families so that they in turn will support the women of the group."



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Kenya National Council of Social Service

P.O. Box 47828 Nairobi
Church House
Tel: 20376



SHOWCASING:

KUYU CULTIVATION SELF-HELP GROUP

P.O. BOX 7
MWEIGA, KENYA.

PROJECT DOCUMENT NO. 4

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Watuka Sub-location, Gatarakwa Location, Kieni West Division, Nyeri District, Central Province.

Located on the slopes of Aberdare Mountains next to Uaso Nyiro River.

POPULATION: 4,000 people, 400 families, Kikuyu Tribe, all farmers.

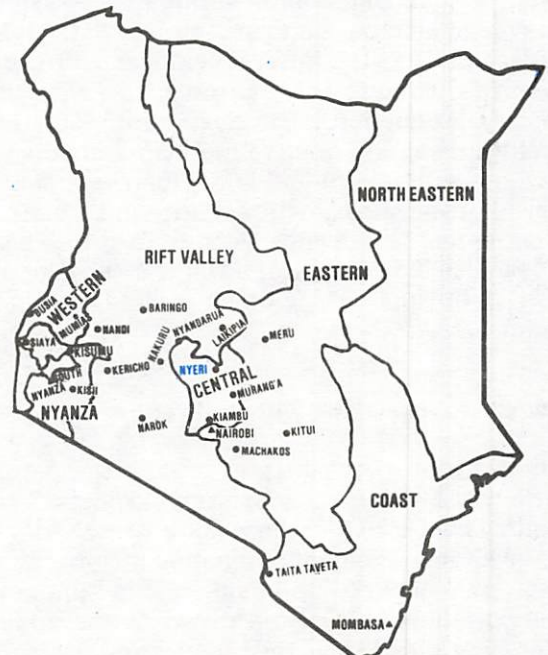
AGRICULTURE: Pyrethrum, wheat, grade cattle, maize, beans, potatoes

The people of Watuka Sub-location, 7,280 feet altitude in the Aberdare Forest of Nyeri District, like to trace their origins to a declaration of Jomo Kenyatta's made shortly before Kenya's Independence in 1963 that before the Kenya flag made it to the top of the flag pole for the first time, he wanted resettlement schemes to start. Watuka Sub-location was one of the first.

A major event for Watuka residents happened on 31 October, 1979 when nine people met to discuss how they could get better prices for their pyrethrum. This event would change the face of the community. The Kuyu Cultivation Self-Help Group has grown from the original nine to 60 registered members and 72 general members who are the children of the registered members.

The group began selling pyrethrum through a neighbouring group which allowed them to function until their own group registered with the Ministry of Social Services, received their Pyrethrum Board permit and opened their own bank account. Early success came from the group's ability to increase income and to keep members involved in their activities.

The group began a savings and loan programme in 1983 which had each member put proceeds from one kilo of pyrethrum a month in a savings account which would be used for loans to the individual members as approved by the Management Committee. The loan programme was started to ensure paying of school fees and to handle difficulties such as preparation of land, sickness in the family, food during drought and cow buying.



The group's solidarity has allowed it to continue through many difficult periods. Because of the world pyrethrum depression in 1982-83, the farmers were not paid and many farmers were forced to uproot their crops to allow for more profitable crops. In 1984, the drought forced production to fall and again disrupted the crop. In 1985, the world market demand increased as many of the side effects of chemical insecticides became known and people around the world turned again to pyrethrum as a safe insecticide. Prices have soared, payments have been regularized and farmers have begun again to expand cultivation.

The Kuyu Cultivation Group has shown the community the power of self-help groups in providing the strength to accomplish large tasks and has given a core leadership the experience and trust to organize the community to tackle a problem. In 1983, using the basic leadership of the Kuyu Group and the income of all families, the community launched a major water project which will bring water to each house through eight large water tanks constructed in collaboration with the Ministry of Water. It is estimated that one-quarter of all money made on pyrethrum goes for community projects such as the new health clinic, two new churches, new school buildings and a polytechnic.

TODAY'S APPROACHES

The Kuyu Cultivation Self-Help Group has many accomplishments to their credit since beginning. They now have 35 acres of pyrethrum under cultivation, 40,000/- in savings and 22,000/- out in 30 loans. The average income per farmer is 400/- per month, the highest individual farmer's income for one month being 4,000/-. Since 1979, they have doubled the income per kilo that members have received for one crop.

Quick Loans for small needs

Every month the proceeds from one kilo of pyrethrum is kept for each member in savings. The savings are always the member's and are returned if the member wishes to leave. The interest belongs to the group. A person may request a loan up to the size of their monthly production. The next month, 50% of their pyrethrum earning goes to the loan and 50% is subtracted each month until the loan is paid. The individual's savings are the security and a loan cannot be larger than the savings. At the end of 10 years, they hope to use their corporate savings for a major project such as buying a large piece of land, a truck or a tractor.

Low Cost Operations with fast return

The group has kept the maximum income going to the farmer by having few operational costs. The only monthly cost is 35/- for the weigher and 35/- for lunch for seven management committee members. These costs plus the cost of banking their money and transportation cost of the pyrethrum is added up, divided by kilos to give the rate to be subtracted from each kilo income. The group is able to deliver the pyrethrum to the Board and pay the farmers in the same month.

Small is Manageable

They have kept their group small and have a simple management system. Seven people are on the Management Committee (elected by members) and they meet monthly. The general membership meets every three months, are presented the accounts and review the deposits and loans. Membership is closed except to the next generation of current members.

Quick Turnover Crop

The Pyrethrum Board has assured the group that the demand for pyrethrum will be high for the next 10 years probably. The flowers are picked twice a month every month of the year and one plant lasts for three years. The size of the crop depends on the rainfall. Pyrethrum provides the farmer who lives at 6,000 to 9,000 feet with a continuous quick profit.

Whole Family involvement

Children and youth are members of this group which increases savings and allows them to learn how the group works. Also they are sometimes given part of a pyrethrum field to cultivate which allows them to learn about farming firsthand. At an early age, the youth learn the importance of savings for the future.

Self-Reliance

The farmers have been willing to challenge accepted policy to increase their profits and have been helped by members of the Pyrethrum Board and the Ministry of Social Services. By providing their own transportation and drying their own flowers, they have changed accepted policy but have shown that it greatly increases profits. They have learned it is profitable to act on their own proven experience.

Men and Women together

Having husbands and wives in the group has insured double savings and has kept both husband and wife involved with the crop which allows the pyrethrum to be cared for if one gets sick or passes away. Also, women in their own groups, men in their own groups, or youth in their own groups argue but altogether there is less conflict and great sharing of ideas.



TOMORROW'S SUCCESS

The Kuyu Cultivation Self-Help Group has as its main concern for the future the increase of income of its members; therefore, the immediate future has to do with the increase of production of pyrethrum. It is envisioned that this increased production will provide the funds for the other income-generating projects planned by the group, such as a newly-initiated trial of selling wool as a total group in Nakuru to by-pass the middlemen, and the construction of a posho mill.

Their long-range plan for increasing production of pyrethrum is as follows:

1. Expansion of their water supply from home consumption to a supply adequate for irrigating their pyrethrum fields will provide maximum production even during the dry season.
2. The purchase of a vehicle for the transportation of the group's pyrethrum will reduce this expense, currently the largest percentage of the cost of growing pyrethrum for the farmer.
3. A permanent store for the collection of the pyrethrum on public land is needed to insure a stable future. The existing one is built on private land.
4. A dream of all the members is to collect enough money in their savings so they can buy a large farm of 10 acres so that the whole group can cultivate pyrethrum.

Over the next 18 months, the group sees that their next substantial accomplishment needs to be building a posho mill. Presently, they have to travel twice a week seven kilometres (14 kilometres roundtrip) to have their wheat and maize ground. They plan to erect a building (20' x 15') out of mud bricks with donated labor except for the hiring of a local fundi at the cost of 20,000/-. During the months of June, July and August, they will have total group workdays once a week to pay for the land (4,000/-), the building (20,000/-) and the machine (30,000/-). The group plans to take two kilos of proceeds from each members monthly pyrethrum sales. Seventy-two members x 34/- per month x 24 months would give the Kuyu Group 58,752/-. This is considered to be a loan to the posho mill, and would be paid back to the membership at 1,000/- per month. Although it will take 58,752/- and 24 months, or until December 1987 to collect the investment, the group is planning to buy the engine and grinder in July 1987 with a loan from the savings.

The Kuyu Self-Help Group. They will rotate one member each day to handle money, but will pay a full-time machine worker. The day's manager is only provided with lunch. Once again, the Kuyu Group proposes to keep the management of the mill within the membership of the group.

Besides assisting the whole sub-location with easy access to a posho mill, the project will earn income for the group which will be applied to the projected irrigation scheme for the pyrethrum fields.



PROFILE: Makara Ngondi

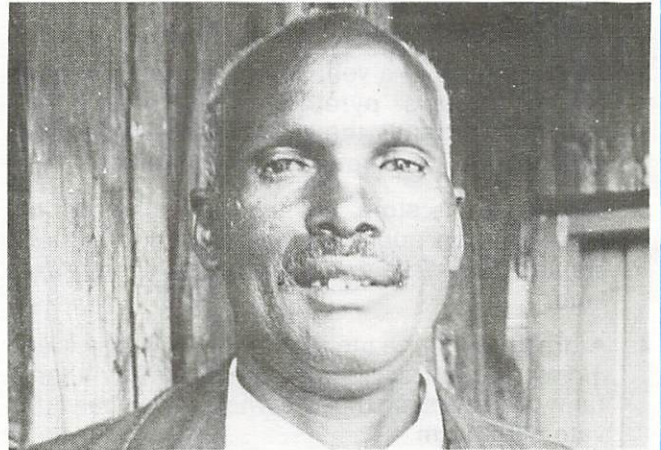
Makara Ngondi is the chairman of the Kuyu Cultivation Self-Help Group. He was born in Menengai, Nakuru District in 1930. He farms 70 acres in the sub-location next to Watuka where the group is mainly based. In 1964, he gave up his work as a mason at Mutito Andei to come to the farm which he had been allocated in the Land Resettlement Scheme. He and his wife have 14 children.

Although as a child, Makara was not able to go to school, he was determined to get some education; finally, as an adult, he gained his C.P.E. through a correspondence course. Education is something he values highly. A major reason why he decided to get involved with the Kuyu Group in the beginning was that he knew if they were successful at getting more profit from their pyrethrum, then he and the other farmers would be able to afford school fees for their children.

When he was asked about the keys to being a successful leader, the chairman mentioned four guidelines to remember. The first is that the leader of the group should not dictate to members but let them make decisions. The second is that the leader should treat all members the same, that is, not to have favourites. A third is that both committee and members should be kept well informed of what is going on. The last, most difficult, but perhaps most important guideline is that a leader who will be successful is one who trusts the members and is trusted by them. A major factor in maintaining this trust is to always deal fairly with money, for instance, to make sure that all members, committee and the chairman have equal access to loans on equal terms and that all are required to repay them promptly.

Makara Ngondi has not found all his work as chairman easy to do. He tells how, especially in the early days, he had to advance his own money to help the group get started, not knowing if later the group would pay him back, which, in fact they did. A few people have spoken against him but he says he sees it as part of his job as leader to just keep going with what you have to do even if you are abused. A good leader has to have courage.

The Kuyu Group has had one big crisis that the chairman feels he played a big part to resolve. This was an occasion when someone who had been given some money to take to the bank used it instead for his own purposes. Makara guessed that if he called a committee meeting to discuss this, the incident would grow so big it would split the group. His decision was to give time for the money to be returned before holding a meeting. He had to wait five months but then it was all repaid and the Kuyu Self-Help Group was able to continue to greater success and greater strength.



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Kenya National Council of Social Service

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Tel: 20376



SHOWCASING:

EAST ALEGO WOMEN'S GROUP

**P.O. BOX 25
SIAYA, KENYA**

PROJECT DOCUMENT NO. 5

SEPTEMBER 1985

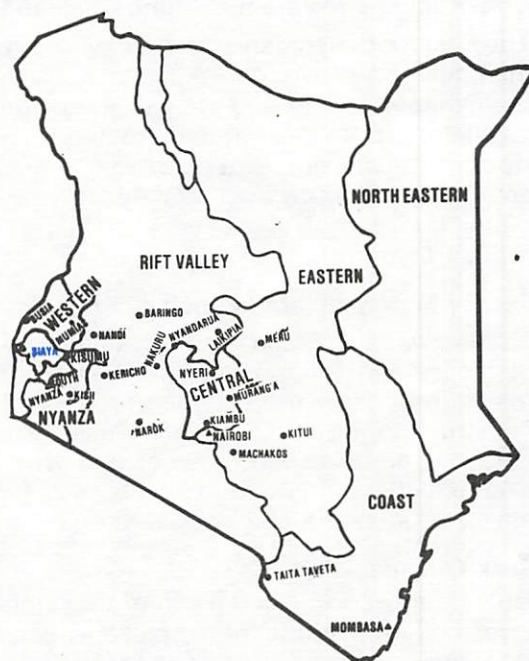
AREA DATA and HISTORY

- LOCATION:** East and South Alego Location
Boro Division
Siaya District
- Alego is near Lake Kisumu and 50 kms west of Kisumu Town. Most families live on three to four acre farms that are well watered by rains.
- POPULATION:** (1979 census) 48,000, 7,000 families, Tribe: Luo
- AGRICULTURE:** Cash crops: sisal, cotton, groundnuts, sugar
Food crops: Cassava, sorghum, maize, beans, millet
Livestock: cows, goats, sheep, chickens, rabbits, pigs

The determination to raise the standard of living for their families spurred 280 women from 16 sub-locations in East Alego to organize themselves and register their group with the Ministry of Culture and Social Services. Each member paid five shillings membership fee, ten shillings annual donation and raised 100 shillings to launch the group. They were registered in 1971.

By 1973, there was enough money saved to buy a quarter acre of land near the Chief's Camp. The group decided to raise chickens using the eggs to provide better nutrition and prevent kwashiorkor, which was a common threat to their families' health. They built a semi-permanent building for a chicken house but heavy rains damaged it so they decided to make bricks and build a permanent building. The permanent chicken house was completed in 1975.

The struggle to build the chicken house exhausted the group and left them with very little money. They were inactive as a group until 1980, when the leaders enlisted the cooperation of the chiefs and sub-chiefs of the location to hold a series of sub-location level womens' meetings encouraging the women to reactivate the group. The District Development Committee gave them 100 chicks to begin again.



The East Alego Women's Group raised the chickens, gave eggs to members and sold eggs for about a year. When egg production fell, the hens were sold. At first the women had cared for the chickens on a rotation system, but as some of them lived far away, two women living near by volunteered themselves to do the work and they were encouraged by getting extra eggs for their families. They also hired a night watchman to guard their property.

The selling of hens brought a prolonged discussion about whether to distribute the money to the members or to buy more chicks. Finally, they decided to buy 200 chicks and concentrate on building up the marketing aspect of the project. Some members left the group, but the spirit of those remaining improved when the new hens began laying eggs. The women then arranged for two harambee fundraising events and received 7500/- from the Ministry of Culture and Social Services. By the time the second hens were sold, the group was able to buy fencing for their compound, and 250 more chicks and they applied for another plot in South Alego where they set up 20 beehives. In July 1985, they were allocated plot #5 in the New Siaya Market area on condition that they build on it within two years.

TODAY'S APPROACHES

The East Alego Women's Group began in 1971 as a self-help group of mature women with absolutely no material resources and has since grown into a group that owns a quarter acre of land where a brick chicken house has been constructed, housing 250 egg producing chickens. In 1984, the group launched a bee project with 20 beehives and their current project is constructing a duka in the New Siaya Market where they will sell their eggs, chickens and honey. The chickens have been their primary project for the past four years and the source of many learnings.

1. Construct and Maintain a Sound Chicken House

The East Alego Women quickly moved to replace their temporary wooden chicken house with a permanent brick house. They ensured adequate ventilation in its design, constructed numerous wooden roosts and saw to it that a sufficient amount of fresh saw dust was regularly provided on the floor for the chickens' "dust baths" which protect them from fleas.

2. Secure Money before Launch of Project

Money was collected and accumulated from members and fundraising activities before the initiation of every project: the purchase of land, construction of the chicken house, arrival of chicks, and the purchase of beehives. For example, it is too late to raise money to care for chickens **after** the chicks have already arrived.

3. Seek Outside Advice

Outside advice was sought from the Ministry of Livestock on health care of chickens, necessary medicines, proper diet and techniques for increasing production. The Ministry sent experts to offer them such advice. Without this information, because of the group's inexperience, their entire project would have been at considerable risk. The Ministry of Culture and Social Services was also invited to assist in strengthening the group's organizational activities.

4. Keep Good Records

It was important for the group to keep comprehensive records for every aspect of their enterprise. This included the health of each hen and its egg production rate, and the number of eggs sold each day. It was also crucial for the group to keep accurate records of the project's income and expenditures and records of members' fulfilment of voluntary work commitments.

5. Hold Regular Meetings

Regular meetings of 330 members of the group are held every other month. In these meetings, progress reports are heard, information is shared on all aspects of the project and future plans are discussed until agreement is reached. The chairperson of the group often visits members individually to ensure that everyone has a clear understanding of what is happening with the project.

6. All Members Share Responsibility

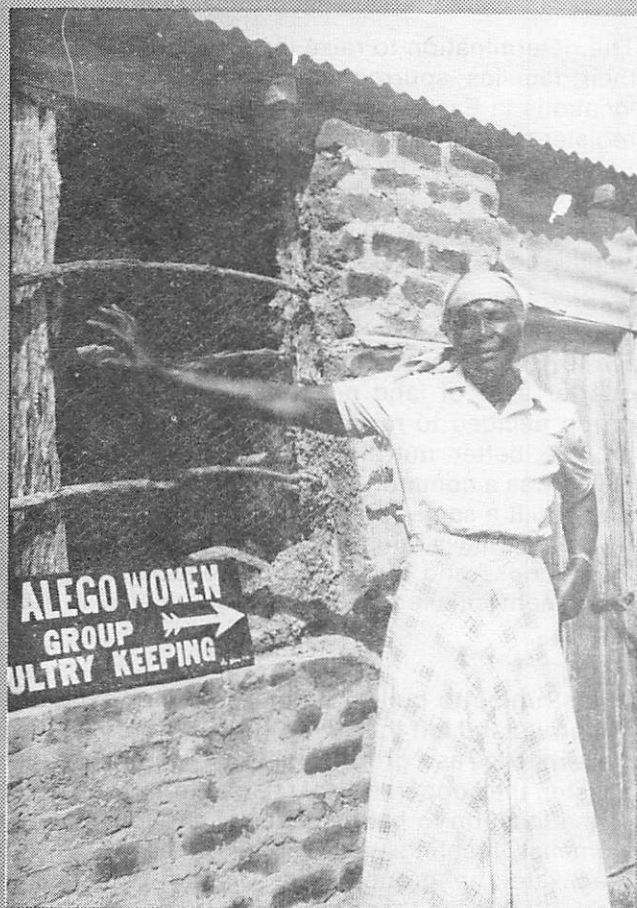
Workdays have always been an important part of the East Alego Women's Groups' activities. When the first chicken house was built, over 300 ladies worked together in mixing and plastering walls with mud. The group takes turns feeding and watering the chickens. They have also begun new projects, such as bees, in places distant from the chicken house to enable all members to contribute to the project by doing work located near their homes.

7. Exchange Information with other Groups

Interchange with other groups has been an important ingredient for the East Alego Women's Group since it began. When the group was still trying to decide on the first project, women of the group made tours to other women's groups to learn from their experience. Now they regularly attend location meetings and share their successes to serve as an example to other groups.

8. Register as an Official Group

The East Alego Women's Group found it necessary to formally register as an official group with the Ministry of Culture and Social Services in order to hold public meetings and to take advantage of the various assistance programmes available to official self-help groups.



TOMORROW'S SUCCESS

The East Alego Women's Group has ambitious plans for the future. They want to build on the success of their chicken and bee projects as well as to expand into new arenas. The four key directions are:

1. The completion of a duka at the New Siaya Market
2. Expansion of their poultry enterprise
3. The initiation of a mabati (iron sheet roofing) scheme.
4. The initiation of zero-grazing milk cows.

The first priority, construction of a duka in the New Siaya Market, will provide an outlet for products from their projects. The Siaya Town Council has already designated a plot for the construction of a duka on one-quarter acre. The group intends to erect a two-storey building that can accommodate their duka and provide rental apartments for six families. Rents will then go to support their newly initiated projects.

The second task, expansion of their poultry business, means the immediate increase in their number of chickens from 250 to 300. They also plan to build another chicken house next to the existing one that is both larger and stronger than the former. This will allow for more than double their current egg production.

The third project, the initiation of a mabati scheme, is intended to raise the standard of living for the entire membership. Most of the families of members still live in homes with thatched roofs. These must be repaired every year and completely replaced every five years. A scheme for assisting families to install iron sheet roofs will secure long term shelter with minimum maintenance.

The fourth project, the keeping of zero-grazing milk cows, will assist in improving the community's ability to upgrade the nutritional status of the local children. Milk is very scarce in East Alego. A zero-grazing project by the women's group will ensure a stable supply of milk to people in the location.

The East Alego Women's Group sees the construction of their building at the New Siaya Market as their next project. There are many difficulties to overcome before this will be accomplished. The Siaya Town Council has granted them ground to construct the building, but has also stipulated that the building must be completed within 24 months of the award. If the women's group does not complete their building by July 1987, the grant will be revoked. This means a huge amount of work has to be completed within a very short time. They have yet to obtain an architect's drawing for their new building. They also have to create a budget and begin their mammoth fundraising effort.

However, they have been carefully developing their plan in the month since they received word of their grant from the Town Council. Several architects have approached the group and two have indicated a willingness to design the building at a sharply reduced price. They intend to have their architectural drawings in hand by September 1985. By the end of October 1985 they will have made detailed financial projections for the construction of the building. By the end of December 1985, a carefully thought through fundraising campaign will be ready for initiation, including special sales of goods, harambee drives and applications submitted to donor organizations. The fundraising campaign will continue throughout the calendar year 1986. Then, in January 1987, the construction phase of the project will begin. It is hoped that this will allow sufficient time for the group to meet the July 1987 deadline.



PROFILE: Mrs. Roslida Auma Okelo

Roslida Auma Okelo was born fifty years ago in East Alego. She married in East Alego, then moved with her husband who was a policeman in Eldoret for two years, in Nairobi for seven years, and then in Mombasa for four years. During this time she was busy raising nine children, six of whom are still living at home.

In 1964, her husband was chosen to be an Assistant Chief, and the family moved back to East Alego. It was a surprise when in 1970, her husband brought home a receipt and told her she was a member of the East Alego Women's Group. With this kind of encouragement she went to the first meeting. In the first balloting for officers, she was chosen treasurer. However, the woman chosen to be chairperson refused to serve. At this point, the group decided to have Roslida be the chairperson. She accepted and she describes this as "when the other woman refused and I was chosen, how could I say NO?" She has now worked hard for the group for 15 years.

Roslida says the hardest part of being a leader is the time she has to spend away from her family. She visits members scattered over 16 sub-locations, attends meetings and workdays, and has had to seek advice and assistance from several ministries. At the same time, she has learned that visiting the members of the group and encouraging their participation is very important. Another key point which she has learned is that it is vital to be able to forgive. A leader cannot block the progress of the group by not being able to forgive a member for something. Roslida says a leader has to say the truth and then give a member time to understand the situation in their own way and to correct themselves. Finally, she says that being a leader requires dedication. To continue to work hard for a long time does not make for an easy life.

Roslida feels that her work with the East Alego Women's Group has built trust among the women and that their children and grandchildren will benefit from the projects started by the group. Already the eggs their chickens have produced have removed the danger of kwashiokor (protein deficiency) from their families, as well as bringing in income from the sale of eggs.

Having launched her public service with the Women's Group, Roslida has grown as a church leader as well. At the local Anglican Church, she teaches a ladies group, is in the choir, and even preaches occasionally on Sundays.

One comment that Roslida made was that she had a great feeling of happiness on hearing about the Women's Conference in Nairobi. She came to understand that the East Alego Women's Group was involved as a practical example of what all those women in Nairobi were talking about at the conference.



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SHOWCASING: EBWALIRO WOMEN'S GROUP

P.O. BOX 158,
MUMIAS, KENYA

PROJECT DOCUMENT NO. 6

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Ebwaliro Village, Ekeru Sub-location, Central Mumias Location Kakamega District, Western Province.

Approximately 6 km from Mumias Town...rolling hills which produce small streams...near a major river called Lusumu.

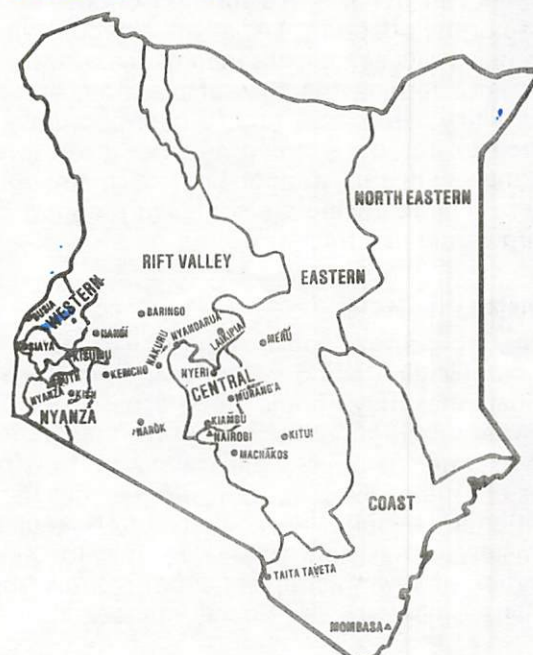
POPULATION: 8,000 people, 1,200 families in the location. Tribe Luhya

AGRICULTURE: Sugar cane, maize, beans, cassava bananas, sweet potatoes, cow peas, sukuma, groundnuts, cattle, sheep, poultry.

In 1979, five women; Pamba Jackson, Nereah Mwanza, Gladis Shisia, Jenifer Kombu and Salome Openda began talking about different activities they could do in the area. They were particularly concerned about how to assist one family whose father had died. They began to organize themselves and to collect money to assist the children of that family. That was the beginning of the Ebwaliro Women's Group. By the end of the year, 14 more members had joined the group and they had made plans to become a formal association.

From 1979 to 1983, their activities were directed towards raising funds for the group and increasing the income of members. First, they started a maize plot of about one acre. The harvest from this crop brought a profit of 1,500/-. Next, they encouraged individual members to cultivate vegetable gardens at their homes. Seeds were bought and distributed to members. Finally, one member, Nerea Mwanza, who had received home craft training in Kakamega, began to teach members how to improve the condition of their homes through sewing tablecloths and seat covers.

The Ebwaliro Women's Group decided to register with the government in order to open a bank account. They were advised by the co-operative officer in Mumias to increase their membership and the amount of contributions became 20/-. In 1983, the



group registered with the Ministry of Culture and Social Services in Mumias and opened a bank account.

After registration, the activities of the group expanded. They became the first group in Mumias Division to receive a donation of materials from the Ministry of Culture and Social Services. In 1983, they received needles, thread, wool, scissors and a tape measure to help them sew subsidized school uniforms. A Harambee fundraising event was held to purchase a second hand sewing machine from Singer Company. Unfortunately, the 3,000/- raised was not enough to buy the machine and it was taken back by the company after a month. This led the women to hire a sewing machine locally to sew 100 nursery school uniforms.

Since 1983, the group has concentrated on two livestock projects. They purchased 40 chickens for egg production but up to the present, 30 of them have either been sold or given to individual members for functions at their homes. The income from the sale of the chickens was 1,800/-. Also, 10 sheep have been purchased with the proceeds from the monthly contributions. Eventually, every member will have a sheep in her compound.

Another service which the group has extended to members is personal loans to cover the cost of school fees.

This year the women have hired a plot of land from a local farmer. They have cleared the land and have

planted sugar cane. After three growing seasons, they expect the harvest will bring an income of 9,000/- to the group.

TODAY'S APPROACHES

One of the major projects presently undertaken by the Ebwaliro Women's Group is the keeping of sheep.

Since 1983, the group has used the monthly contribution of 20/- per member to purchase sheep in the market at Mumias. A member is given 150/- for this purchase and is completely responsible thereafter for the feeding, raising and supervision of the sheep. If the sheep dies, or is taken ill, the member is responsible for replacing the sheep. The individual member can, at her own discretion, choose to sell the sheep or the offspring. Usually this occurs when the member wants some extra income to cover the costs of school fees, a function at her home or for an emergency need. So far, 10 members have been helped to purchase sheep and the group plans to continue with this project until all members have sheep. The following are some learnings which the group would like to share.

Register the Group

As the group grew to its present size of 25 members, the money circulating within it increased. It was decided that they should open a bank account to relieve the burden on the treasurer. They found out that in order to open a bank account, they had to register themselves as an official group. An additional benefit was that after registering themselves, the group was also able to receive a donation of sewing supplies and materials from the Ministry of Culture and Social Services.

Monthly Contributions

Every member of the group has to contribute 20/- per month. If a member is unable to contribute one month, she must make up for it the following month. Some of the women who are not employed, earn the money for this through growing and selling vegetables. The advantage of making these contributions is that the group is able to function without relying on outside assistance.

Sheep can be Grade at Home

One of the major reasons the women's group chose to keep sheep was because sheep can be raised on the compound around the home. They are very inexpensive to keep. All that is needed is a space for grazing, a rope to tie the sheep and someone to look after the sheep during the day. Some women have built pens or sheds with adequate ventilation.

Minimum Care is Needed

In order to raise the sheep, a member ensures that the animal is dipped regularly to protect against ticks. Salt is required to mix in the drinking water on a daily basis. A bag of salt lasts for three to four months. When the government veterinary officer makes his regular visits to the area, he can make available medicines to protect the sheep against worms.

Increasing Income Generation

Raising sheep is a simple way for group members to increase their income. A single female sheep can produce a lamb two to three times a year if a ram is available. The sheep itself can be sold for quick income in an emergency or can be butchered to provide the family with meat.

Locally Purchased Sheep are easy to care for

The Ebwaliro Women's Group buy their sheep locally at Mumias Market, about five kilometres from Ebwaliro. These local sheep are already suited to the area and therefore require less care than sheep which are purchased outside the area.

A Trusted Competent Treasurer

This person is the foundation of a successful group. The women's group has 24 members. All the members know each other. This has helped to build trust among the members. This trust exists particularly among the elected officers. The trusting atmosphere helps members to be confident that the money they contribute will be available for group projects. If there are group members who are secretaries or teachers or have related occupations, their skills at keeping good records can be utilised to assist the group.

Women need an Independent Income Source

One of the major learnings of the Ebwaliro Women's Group is that raising sheep provides an income source that is controlled by the women. This ensures that each member has funds to improve the condition of her home, for her children or for contributing to community activities she thinks are worthwhile.



PROFILE: Mrs. Jenifer Kombu

Jenifer Kombu was born in 1936 in Bunyore Division, Kakamega. She is married with six children aged between 18 and 33.

Jenifer can write and read Luhya, and understands, speaks and reads Swahili. She worked in Mumias Boys' Primary Boarding School for 17 years, washing and feeding the children. This involved walking a distance of five kilometres every day. She received enough money from the job to pay school fees for her children which was helpful as her husband was away working in Uganda from 1965 to 1975. Though she enjoyed the job, she left the position in December 1984. She now farms three acres of land where she grows maize, beans, cassava, bananas, pineapples, vegetables and one acre of sugar cane.

Jenifer has been the only chairperson of the Ebwaliro Women's Group and she was elected because she is strong and can work well with people. She is also good in informing others about what is happening in the group. As the chairperson, she works closely with a sub-committee of either two or three of the members to decide on events or discuss needs of the group. Then she passes the information to the rest of the members at a meeting. For example, when the group needs to hire a plot for planting, she gathers a sub-committee. She also presents agendas to meetings to be discussed, then sums up with a consensus of the day. She says that it is important to hear everybody's views at a meeting.

Jenifer remembers past experiences as a leader when she was chosen to cook for visitors. She talks about the qualities of being a good leader, such as happiness, being cooperative, and having the group members be close friends. "During meetings, as a

leader, one should listen to the wisdom of both the old and the young women."

What problems has she experienced as a leader? She says, "sometimes things get difficult when members are not doing their jobs. It's hard to go through problems if the local administration is not cooperative. People come late to meetings and with an excuse ... I try to listen to them and help them deal with the problem."

The group always comforts its members, shares sorrows and joys together. She explains how she was left to care for her two months old grandchild and how the group has helped her with eggs and clothing. Her greatest joy is in seeing her granddaughter dressed in handmade clothes from the women's group sewing project.



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TOMORROW'S SUCCESS

The Ebwaliro Women's Group has three major plans they would like to implement during the next two years. One plan is to construct and rent houses. The second plan is to expand their existing sewing capabilities by acquiring a second hand sewing machine and broadening the market for their products. A third plan is to complete the sheep-raising project for all their members and to acquire a common grazing plot which is secure.

Their long range plan is to acquire a plot to build homes for rental purposes. This would ensure a regular source of funds for the group account. In order to achieve this they will apply at the County Council Office in Mumias. First, they have to raise 800/- for the application fee for a plot of land. They plan to continue selling their vegetables and sewing products to raise it. When land has been set aside, they will organize the fundraising and the construction of the building.

The expansion of the sewing industry is dependent on securing new markets and the acquisition of a sewing machine for tailoring clothes and embroidery. Once a sewing machine is acquired, the women will submit tenders for school uniforms, will market tableclothes and pillow covers and make clothes.

The group wants to continue purchasing sheep until every member has a sheep. Fifteen more sheep will be bought during the next two years. At present, the women are considering whether or not to

purchase a common plot of land for all the sheep or to continue their practice of assisting individual members. For either plan, chain link fencing will be purchased. Monthly contributions will continue to be collected.

There are several major difficulties confronting the Ebwaliro Women's Group. One is the expense of school fees which tends to be a burden on families with many children. This might divert member's funds and energies away from common projects. Secondly, drought is always a danger, particularly as the vegetable gardens will have to be watered by hand with buckets. Thirdly, women need to acquire the confidence to market their sewing products locally and in the surrounding areas. Finally, the responses to Harambee fundraising campaigns will need to increase in order for the group to meet some of its goals.

Some immediate steps in the next few months for the group include sending a representative to the Nairobi Show with samples of their sewing products. They will advertise their industry in local schools, factories and shops. Women will be assigned from the group to be at all markets in Mumias to sell their products. Also, they will make plans to conduct a Harambee fundraising to purchase the necessary materials and supplies needed. Finally the NCSS programme award will be used to purchase a second-hand sewing machine from Singer Company either in Kisumu or Bungoma.





SHOWCASING:

KOGOLA YOUTH GROUP

**P.O. BOX 17
PAP-ONDITI, KISUMU, KENYA**

PROJECT DOCUMENT NO 8

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Pap-Onditi Market Centre, Kogola Village, East Kabodho Sub-location, Central Nyakach Location, Nyakach Division (54 km. southwest of Kisumu Town, with only one growing season per year).

POPULATION: 1,700 in Kogola Village. Mainly Luo tribe; many men seek employment outside the community.

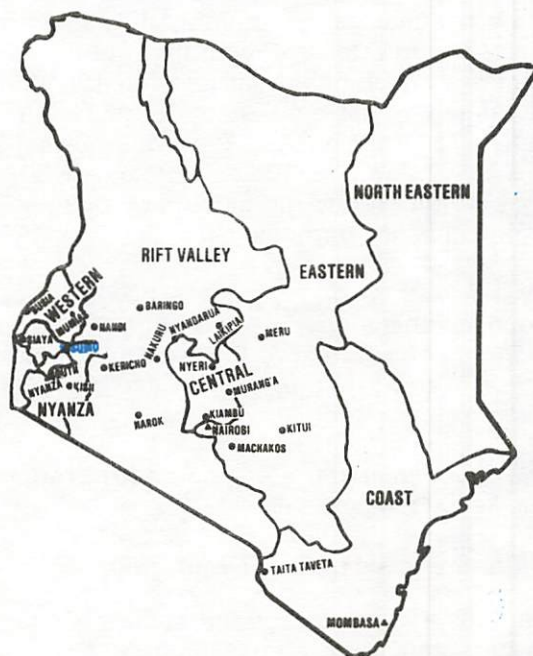
AGRICULTURE: Crops: Cotton, tobacco and groundnuts, maize, sorghum, bananas, cassava and sweet potatoes.
Livestock: Local cattle, goats, sheep and chickens.

In 1981 three young men from Kogola decided to start a youth group. It was conceived as a means of making them self-supporting. The men, Michael Ojuka, Sylvester Juma, and Andrew Okumu, had something co-operative and small-scale in mind. Soon five other people were interested.

At first the group got income from repairing furniture. Andrew Okumu, a certified carpenter, began to instruct the group in carpentry and he shared his tools with them. Their first customers came through contacts with the Catholic Church. Later each member contributed twenty shillings for supplies so that the business could be expanded from furniture repair to furniture construction. Then they began to build chairs and benches. Other activities they tried were farming and collecting rock and sand for sale.

In 1982 they sent three members to receive training in Advanced Carpentry and one to Agricultural Training. The carpentry business progressed slowly. They sold a few chairs and benches and secured a contract to produce desks for the primary school. In 1983 they continued to take advantage of locally available skills training. Two of them attended Management Training and three attended carpentry training offered by the Diocese of Kisumu.

In July 1983 the group was registered. This seemed to enhance the group's identity in the community. It



gave them a regular opportunity to be of service to the community during Harambee Youth Week. For each of the next three years they engaged in community service projects, such as cleaning the market place, and assisting elderly and disabled people in cleaning their compounds and thatching their roofs.

The carpentry business increased slowly. They built low-cost benches and sold them at the church. They were still working with one set of tools on loan to them, but as business increased it became difficult to keep the entire group employed without tools, and so in January 1984 they requested help from the Catholic Diocese of Kisumu. Their request was granted in June when they received approximately 2,000 shillings of materials and tools.

Once they were established, they began to look for a permanent site. The Catholic Church gave them permission to build a temporary building in the church grounds. The framework was erected in 1984, but drought prevented them from collecting thatching material, so it remains incomplete.

Though the most promising business is carpentry, they have continued to engage in their other programmes of self-employment: agriculture and rock and sand collection. Their farming now

includes flowers, sweet potatoes, groundnuts, tomatoes and sukuma wiki but has continued to suffer from either too much, or too little water.

TODAY'S APPROACHES

The Kogola Youth Group was formed as a response to the need of local young men to be self-supporting. It took advantage of rural development resources in both the government and the Catholic Diocese of Kisumu.

Their way to success was providing a service which was non-existing in the Pap-Onditi area, carpentry. Carpentry also promised to be a year-round business. They were determined to take advantage of all the training they could get. This openness to training has made them a highly diversified group, flexible enough to maintain their group until it becomes a substantial business. In 1984-85, they have already built and sold 35 beds, 45 small benches, 75 large benches, 30 coffins, 40 chairs, five doors, 15 windows, 35 stools, 20 tables and 30 boxes. They were pleased to get a contract for 25 benches from the chief's camp this year.

They knew they had succeeded when the CDA announced the registry of their group in a public meeting, when prayers were offered in church for the success of the group and when customers started coming from six kilometres away.

In the experience of the Kogola Youth Group, some of the keys to success are:

Capture the imagination of your group

When jobs are scarce and agriculture is little more than subsistence work, find a need in the community and serve it. There was nowhere for people around Pap-Onditi to get carpentry done. This group filled a vital need and began to generate income for themselves.

Start with your own resources

The group obtained its initial capital with a 20 shilling donation from each of its members. Initially, it depended solely on Andrew for its carpentry tools and training. Michael provided agricultural training and Sylvester and Anton provided management training.

Put profits back into the business

The profits made by the Kogola Youth Group have been put back into the business. This ensures that the business will become firmly established. Then they will be able to pay salaries and expand their business.

Serve the needs of others while taking care of yourself.

In addition to the carpentry business which provides a much needed service in the Pap-Onditi area, the group has given other service to the community.

They take pride in holding Soil Conservation Days, assisting elderly and disabled people in the upkeep of their homes and compounds and cleaning the marketplace. The joining of these two responsibilities has claimed the allegiance of the group and presented a favourable image to the community.

Train the members in needed skills

Each of the members has been willing to undergo training to acquire skills needed to maintain the group. In addition, each of those receiving training then becomes a trainer within the group so that each member can do every job necessary to maintain the group.

Let the Chairperson work alongside the others

The chairperson is responsible to see that every member of the group shares the particular skill he has. When it is time to collect sand and rocks for sale, the chairperson gets an assignment to work just as everyone else in the group.



TOMORROW'S SUCCESS

Ever since its modest beginning, the Kogola Youth Group has succeeded in generating income for its members. The initial source of capital was from the members and they used the tools and skills of one member to produce and repair furniture. They have been able to keep materials in the church, but have had a mobile, open air workshop. The group has, nevertheless, succeeded in establishing two things: a reputation of serving the community and the production of low-cost furniture.

The group has made some plans about what must happen in the future which focus around establishing a workshop centre in the Pap-Onditi Market. They have many reasons for deciding on this. The building will be a workshop where furniture will be built, displayed and repaired and will be a place where materials and tools will be kept safely. It will also serve as a training centre and will be a symbol of permanence and success for the group.

The first project in the new building will be to establish a carpentry class. The class will serve at least four purposes. It will recruit new members to the group; provide locally available training in carpentry skill, increase the group's income and their ability to serve the area's carpentry needs; and serve as a workshop for the Standard six children in the community to receive instruction in carpentry, which has recently been added to the syllabus.

One of the first steps in establishing the workshop centre will be to devise a marketing scheme. They will intensify their direct marketing in the Pap-Onditi

area, and begin looking into marketing in the rest of the location. Initial targets will be hotel, schools, Chief's Camps and churches. If they succeed in developing a growing market, this should create sufficient work for them to be able to complete the workshop centre.

In their longer range future, it is hoped that classes on tailoring, leathercraft, home economics and blacksmithing will be established. The overall long-range objective is to raise the standard of living of the people in the area. Training people in income-earning skills that can be used locally will contribute to reaching this goal since encouraging a centre of commerce in Pap-Onditi will result in people trading at home instead of passing all their hard earned money straight to business men in the nearest town. To create such a centre of commerce is a major undertaking and they realize it will probably take a long time.

The group envisages that the immediate next step towards building the workshop centre is seeking authorisation from local community leaders, the Assistant Chief, Chief and District Officers. The group will also begin negotiating with the County Council for a suitable site in the market-place and will present their plans to their area's Member of Parliament and request permission to schedule a Harambee.



PROFILE: Michael Ojuka

When Michael Ojuka was five years old he was hit by polio. Because of this he was not able to enter school until three years later. Disability seems to have sharpened his determination to make his life one of service to others.

Michael is a member of the Kogola Catholic Church and attends regularly. He was baptized in 1960 and taken into membership in 1963. He got married in 1983 and now has three children.

When Michael finished Form III, his first venture into leadership came when he volunteered to instruct an adult education class. Then, in 1981, frustrated by his inability to find a job, Michael joined with two other young men to form the Kogola Youth Group. Michael has continued his education by taking leadership and management courses offered by the Catholic Diocese of Kisumu and Agriculture Training offered by the Polytechnic.

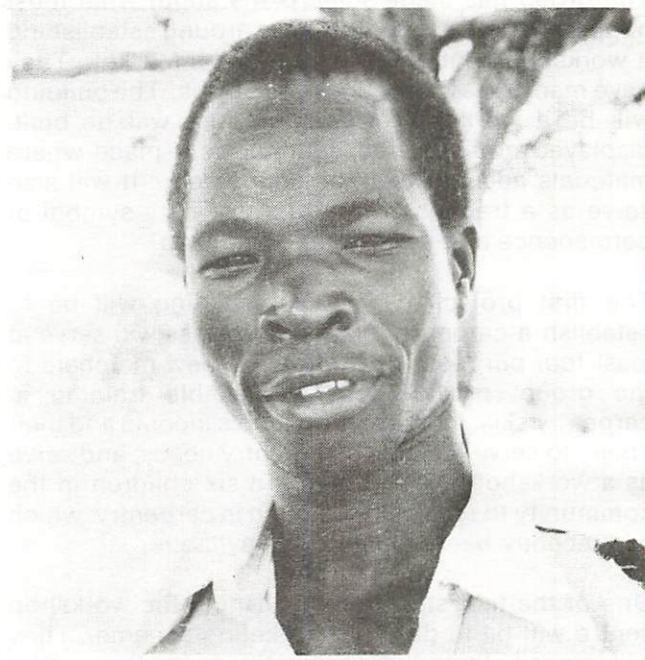
When asked what it takes to be a successful leader, Michael says, "When you get the group doing something, be sure to stop while they're still happy with what they're doing. When introducing a new topic to a group, do it with a story. Bring up issues that the group is able to tackle and wait for them to understand and act on it."

For Michael, the hardest part of being a leader comes when the group is faced with a difficult financial or policy problem. "There are times when the members cannot decide what to do and they just leave the decision in the leader's hands. Then, because they trust you, you must take responsibility for making the decision, and sacrifice whatever is necessary to carry it out."

When asked his secret to keeping the Kogola Youth Group going, he response, "Courage is important. It also helps to keep in constant touch with the members, and it is reassuring when you achieve recognition within the community".

Working as the group's leader has also helped Michael's confidence. Through his work he has learned that he no longer needs to be afraid in public. He now finds he is capable of talking with whoever he needs to in order to make the youth group a success.

His aim for the future is to continue to achieve what he never expected to be able to do.



SHARING APPROACHES THAT WORK:

A programme of the Kenya National Council of Social Services.

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The Kenya National Council of Social Service is the coordinator of this programme. The Institute of Cultural Affairs is the organising sponsor; the United Nations Development Programme (UNDP) the international sponsor. The Ford Foundation has provided the funding for this two-year programme.



Kenya National Council of Social Service

P.O. Box 47828 Nairobi
Church House
Tel: 20376



SHOWCASING:

**NORTH KINANGOP
MAENDELEO
ORGANISATION**

**P.O. BOX 63
NORTH KINANGOP
NYANDARUA, KENYA**

PROJECT DOCUMENT NO. 9

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: North Kinangop, Kinangop Division, Nyandarua District, Central Province

North Kinangop is a location of rolling hills with many streams to the west of the Aberdare Mountains. There is a lot of government-owned forestry in the area. The nearest town is Naivasha.

POPULATION: 10,000 people in the location
Tribe: Kikuyu

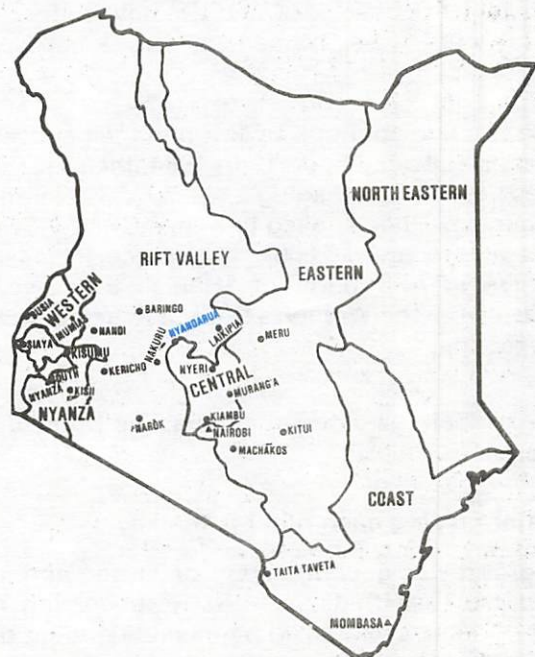
AGRICULTURE: Cash crops: Wheat, pyrethrum, vegetables
Food crops: Potatoes, carrots, onions, cabbage, sukuma wiki.
Livestock: Dairy cattle, grade sheep

Within North Kinangop Location in Nyandarua District, there are many small self-help women's groups. Since 1981, some of these groups have been working together under the name of North Kinangop Maendeleo Organisation (i.e., development organisation). This organisation is not just another self-help group, it is a "group of groups". At present, there are 22 small groups involved with a total membership of about 1,200.

When the organisation was first formed in August 1981, 17 women's groups came together. The intent of the founders was to battle against the shortages of money with which to carry out their individual projects.

Some of the leaders realized that if they were organised together in a single large group, they would be able to attract help from outside. They could try to do a big income-generating project and also a rotating savings scheme to collect large amounts of money together at a time.

During 1981 and 1982, the new organisation set in motion a system where every group contributed 50/- to the central body every month. Of this 50/-, 10/- went to the central organisation's bank account and the remaining money was returned to one of the groups for use on their own project. Each month a different group would get this donation. Later on the



contribution was raised to 70/- per month, which allows a donation of 1,000/- to go to one group each month, plus an extra 1,000/- donation to go to a fourth group at the end of three months.

In 1982, the members started to raise money by making baskets, tableclothes and knitting sweaters.

In 1983, the organisation came to a difficult period. At that time, the members' farms, which are the main source of income, were not producing much due to drought. It became difficult to collect the monthly contributions. But the group wanted to continue so they found ways to get around this. One was that they started to hire themselves out as a group to do cultivation, care for livestock and fetch firewood. They had a hard time finding a market for their tableclothes, so they decided to divide their produce among them and let individual members either sell them or buy the products themselves. For the future the group decided they want to build a kiosk where they can store and sell their products.

They asked their local Member of Parliament (M.P.) to help them raise money for the kiosk. First, they had to raise 22,000/- by themselves, then in July 1983, the M.P. came to be the guest of honour at a Harambee fundraising which raised a further 33,000/-.

During 1984, the drought continued. One way the members helped each other was by arranging loans between some members who had managed to find work outside and those who had not. The building of the kiosk was begun and continued slowly throughout the year. Members continued to sell their produce and the group was also successful in collecting some large donations from outside agencies.

Early in 1985, the kiosk was finished and the organisation bought three knitting machines and three sewing machines. They did not have enough money left to stock the kiosk as they would have liked, but they were able to employ three people. They started to produce and sell school uniforms, sweaters and other clothes. The kiosk was officially opened in March 1985 during a visit by the Provincial Commissioner.

TODAY'S APPROACHES

Many of the accomplishments of the North Kinangop Maendeleo Organisation are to be seen in the accomplishments of the 22 member groups, but as a central body, they have also had some visible successes. They have been able to build a large kiosk at Ndungu Njeri Market, buy six sewing machines, begin to stock the kiosk and employ three young people who were trained at the local village polytechnic.

This has come about partly through their success in attracting outside support. In 1984, their local M.P. helped them by leading a 33,000/- Harambee fundraising. They applied to Kenya Charity Sweepstakes and received 8,000/-. They received 44,000/- from DANIDA through the Danish Embassy and 14,000/- from the Women's Bureau to help purchase the machines.

Some of their learnings that the group would like to share are as follows:

Spirit of helping each other is the key

The group was encouraged to be strong and move ahead because they felt they were helping each other. This is symbolized by members doing quick collections of money to help other members who have an emergency need.

Everyone who benefits should do their share

The Maendeleo Organisation has found that one of the things which discourages the whole group is if some people are not doing their share of work. For example, failure by one or more groups to come up with the monthly contribution creates bad feeling. When they had a problem with marketing their tableclothes, hand-knitted sweaters and baskets, they decided to overcome the problem by giving each member the responsibility for marketing. Their produce was distributed among them and members were asked to sell what they could or buy it themselves.

Clearing rules are helpful

There are certain rules which the group has made to prevent problems which might hold the group back. For example, a member who is always "back-biting" can be fined 200/- or even expelled from the group. Group members who are absent from workdays without good reason are fined, and to encourage promptness and allow the organisation to run smoothly, they have instituted a 5/- fine for being late to meetings.

Collaboration with Government Officials, Politicians and outside Agencies

This group of groups has had great help from these three sectors when they requested it. For example, the Location CDA and Division CDO advised them to ask Charity Sweepstakes and the Danish Embassy for assistance and also gave advice on what machines to buy.

A clear plan agreed on by everybody

The organisation was greatly helped in obtaining outside support and advice because it was able to show a clear, detailed, written plan to people. This showed they were serious about what they were doing. Being clear on their plan also helped the leadership to resist certain influences who suggested that the donated money should be distributed rather than used for its proper purpose of buying machines.

If you help yourselves, others will help you

The area M.P. was willing to help the group with a Harambee fundraising because they were able to show their own financial commitment by producing 1,000/- from each small women's group.

Keep members clear about the financial situation

The organisation tries to keep clear financial records and holds regular meetings so that all will know the financial situation and that they can trust the committee. Representatives from the 22 committees meet once a month and there is a general meeting for members every three months. The group also holds extra meetings when there are particular emergency issues to discuss.



TOMORROW'S SUCCESS

In the immediate future, the North Kinangop Maendeleo Organisation plans to work on consolidating and expanding the sewing and knitting business which started this year. At the moment, the two-room kiosk which they built has only one room stocked with cloth, wool, and the sweaters and uniforms which are ready for sale, so their aim is to stock the second room.

The women have identified some issues which are connected to this aim. A continuing problem is their shortage of cash. They have realized that they are spending too much money on buying materials such as wool and cloth at high retail prices. They therefore want to get some direct connections with factories so that they can buy more cheaply. Another issue which is becoming apparent is that they need to expand their access to markets outside the location.

The group has developed plans to deal with these issues. They will increase the contributions from the small groups to the central organisation. In preparation for stocking the second room, they want to erect sufficient shelves. They have written letters to inquire about buying direct from the factory but have not yet received a reply. If they do not receive a reply soon, they plan to send three members on "research trips" to talk directly to factory managers in Nanyuki, Nakuru and Eldoret.

If they succeed in getting cheaper materials, they plan to reduce their prices which should help boost sales. They are also hoping to begin applying for tenders through the District Commissioner's Office.

In the long term future, the group has some ideas which could keep them as busy as they want. They have already applied for another site at Ndunyu Njeri Market where they want to erect a permanent building. At some time in the future the group might buy a plot and build a kiosk in the nearest big town, Naivasha.

Other income-generating activities they might try are a posho mill, a group bus, purchasing land to keep livestock, and raising pigs, poultry or rabbits.

Money from new activities such as these would continue to help the small groups with their projects. Another idea is that they could put some money aside to give scholarships to some young women from the area.



PROFILE: Mrs. Magdalena W. Kihonyuru

Since the North Kinangop Maendeleo Organisation was started, its chairperson has been Mrs. Magdalena Wambui Kihonyuru. She was born in Rungai Division in Nakuru District in 1928. When she was six years old, her mother died. One struggle in her childhood was how to become educated. She was not able to go to school, but attended a literacy scheme for one hour a day. In this way, by the time she was 15 in 1934, she was able to read and write in her local language. Then her formal education stopped as she had to concentrate on learning the traditional values of her culture and how to live within the family.

In 19854, Magdalena was married to John Mwaura in Elburgon. They have five children. In 1964 she and her family moved to Nyandarua District. At first, they were squatters and had just two acres of land available to them. In 1965, through a government resettlement scheme, they were given the farm of 88 acres in Mukungi Sub-location which she still farms today.

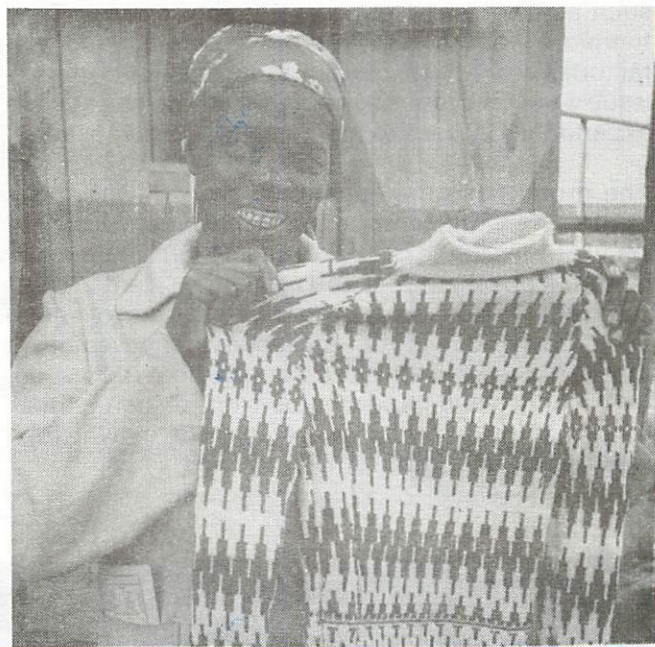
It was in 1964 that Magdalena first became interested and got involved in women's groups. Sixteen other ladies and Magdalena started her local women's group called "Harambee Unity". Working in this group through its ups and downs helped her develop leadership skills.

The Harambee Unity Group's main success has been helping its present 30 members to all have permanent houses. Magdalena thanks it is because of this success that she was chosen as chairperson of the Maendeleo Organisation after her struggle to help the group get authorisation to meet in the first place.

From her 20 years of experience of leading women's groups, Magdalena says three keys to good leadership are: to be honest with money, to continue to work hard for the group even if you don't seem to be reaping a reward, and to follow the real decisions of the group.

When she was asked what keeps her going even when things are difficult, Magdalena replied that the main thing is deciding she is going to win!

Magdalena was thinking about retiring from the chair of the North Kinangop Maendeleo Organisation at the end of September 1985 when the committee will change. However, the members have said, "No". They need her to continue the good job she is doing.



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Kenya National Council of Social Service

P.O. Box 47828 Nairobi
Church House
Tel: 20376



SHOWCASING:

BULEMIA YMCA GROUP

**P.O. BOX 95, BUTALA
VIA BUNGOMA, KENYA**

PROJECT DOCUMENT NO. 10

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Elukari Sub-location, Marachi East Location, Nambale Division, Busia District 35 kms from Busia town at 3,500 fit altitude

POPULATION: 4,000 people, 240 families, Luhya Tribe

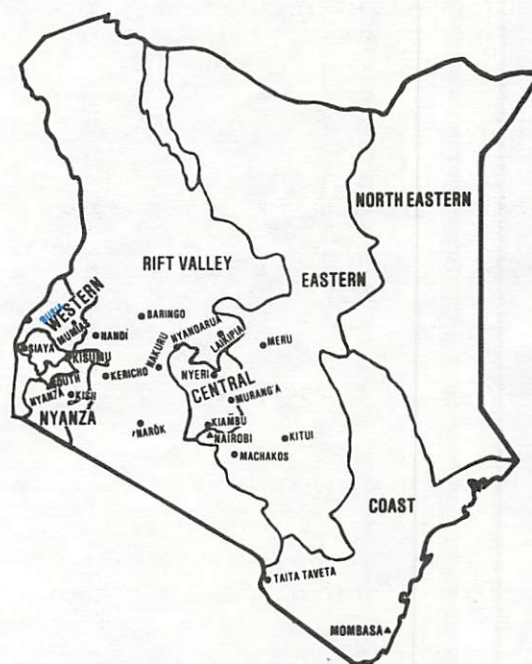
AGRICULTURE: Cotton, groundnuts, maize, cassava, finger millet, potatoes, local cattle.

The Bulemia Young Men's Christian Association (YMCA) project was started in 1982 by two brothers, Gabriel Muyodi and Raphael Muyodi. Five more people joined them and awareness of the project spread.

The idea of the project was to have the community as a whole work to improve its living standard. The hope was to increase the income of 1,500 families. They began meeting under a tree. so the first project was to hold workdays to build a meeting place. The second activity was to hold a harambee fundraising. The funds they collected were used to purchase seeds which were then distributed to every member and demonstration garden plots were planted.

By 1983, the Bulemia membership grew to 525 members and the group was registered with the CDO, Busia District. The reason for the rapid expansion of membership was that they started many new activities for people of all ages. These include: a nursery school with 30 children, a carpentry workshop with six trainees, agriculture group with 26 young trainee farmers, tailoring classes with 15 trainees, and football, volleyball, choir and drama groups.

In 1984, membership grew to a total of 699. There were many improvements in the agriculture project including farmer's training courses attended by 51 young men and women farmers sponsored by the YMCA in Busia. They were taught improved farming techniques with advice from YMCA officers and local members. Young farmers were encouraged to raise crops to sell and several now pay their school fees from their earnings. Also during 1984, the group



participated in, the first part of an exchange programme with a Liverpool, England YMCA. Twelve youth came to Bulemia for two weeks to work on the construction of a semi-permanent building for the community centre. In 1985, youth from Bulemia YMCA visited Liverpool. Another visitor during 1984 was a man from Canada who helped them by demonstrating the making of local bricks.

In 1985, membership reached 726. The movement expanded because of the addition of practical training in home economics and masonry plus more members took training in farming, tailoring and carpentry. The general secretary of the YMCA from West Germany visited this year and a group from Becket, USA YMCA came and helped lay the foundation of a new enlarged community centre. The land for the new centre was donated by the oldest YMCA member in the village, Mzee Thomas Odwari, in exchange for training his two children. The new centre will include enlarged workshop space, an office, a store, a dispensary and a large social hall.

TODAY'S APPROACHES

Out of the membership of the Bulemia YMCA Project today, three-quarters are youth and one quarter adult men and women. At present, there are 71 members actively engaged in training for carpentry, tailoring, agriculture, masonry, home economics and nursery teaching. They meet once a week in their semi-permanent social hall and daily in their small carpentry and tailoring workshop space. The recorder, secretary, vice chairman and chairman volunteer their time to keep the project going while the organising secretary gets a small salary from the branch YMCA in Busia. The Branch Secretary makes regular visits to the workshop and weekly meetings and does farm visitations. He also visits local schools and helps transport produce and materials in the YMCA truck.

If a group wants to utilize the learnings of the YMCA Bulemia group, the following are some of the important steps they recommend:

Begin with what you have

Start with tools and machines already in the village which belong to members. Start a fund of voluntary contributions from members (whatever they can give) to be used corporately for purchase of thread, wood, materials. When you sell your group products use the profit to purchase more materials after giving 10% to trainee, the carpenters, tailors or masons. Borrow materials to begin the project and when money is available, pay for them.

Use volunteer instructors to teach skills for self employment

Encourage members to volunteer their time and skills to train other members. Local members can make regular visits to other members farms to advise on improved farming methods. Keep youth in the village by offering skills that they can use in the village for self-employment. Do not give free training but encourage payment of small fees so that the youth will value their training. Train young farmers to keep records of expenditures, amounts of harvest by weight and sale price of produce. These can be used to evaluate the training in modern methods, to motivate them to keep going even in difficult times.

Know about and use local resources

Do research on what grows well and what is needed before finalizing the project focus. Before introducing new crops, determine the type of soil and what seeds and chemicals are needed. Use nearby training centres to advise on space of seedlings, chemicals for spraying, fertilizers and grafting techniques for citrus. Use group funds to purchase seeds in bulk and then sell seed packets to farmers. Encourage the planting of seed beds every month to have a regular supply of seedlings (up to 3,000 per month). Visit local schools (Standard 8 to Form I) to offer free seeds to students to grow demonstration plots on the school grounds. Require students to keep records of expenditure and earnings.

Find out interests of members

Have active and visible activities like tailoring, carpentry, agriculture, and masonry to encourage new members to join. Tell people the advantages and the disadvantages of the project. Have committed and enthusiastic members recruit other members of the family (even grandmothers and grandsons) or friends. Encourage visitors from outside to come to the project to help with specific building projects. Engagement of youth in a nursery and workshop centre has resulted in project expansion. Involving them in sports, drama and choir competitions has expanded their interest and contact with outside groups.

Encourage Self-Reliance

To educate young children early to grow up with the image of self reliance, you must train young people in leadership skills. Have regular weekly meetings. Youth who earn money in their own project do not depend on parent for pocket money.

Be Sociable

Have the group create a group song and sing it at every meeting to add new hope. Being sociable and engaging instead of giving orders. Encourage young members to utilize their own experiences. Involve young children, youth, women and men in activities they like to do. The project guidelines should fit the people who are involved. Find out what problems people are facing and what is important in their lives.



TOMORROW'S SUCCESS

The Bulemia YMCA Group sees themselves going in the following major directions: increasing food production, teaching skills for self-employment, and encouraging members to be self-reliant.

The first way to increase food production will be by planting fruit trees. They will contact the Branch Nursery at Busia to get budding seedlings to distribute to members. They intend to increase the number of members growing citrus from five to 700 members by the end of two years. They will encourage young farmers who have completed a first planting of one vegetable to add new crops at next planting in order to expand the variety of locally available foods. They will encourage members to raise chickens to increase local egg production and hence improve nutrition. Members will attend a poultry keeping course at the Farmers Training Centre, Busia, next time it is offered.

The second need they see is skills for self-employment. The first step is to send approximately five new trainees to all upcoming seminars at the Farmers Training Centre, Busia. If members show desire and keen interest in learning more animal husbandry, this programme will be intensified to encourage more members to upgrade local cattle. This will be done by scheduling visits of Department of Livestock to groups of local farmers who will bring ready cows to have artificial insemination. After three times of artificial insemination the farmers will have grade cows. More efforts will be made to continue sale of products (tables, chairs, benches, tableclothes, school uniforms and farm produce) to Bungoma Market, local customers, and nearby schools.

The third direction they intend is to move to encourage full engagement of members in group activities. They will continue weekly meetings which

will be held in the community centre to include: social openings (prayers, songs, readings), a training session (one to two hours long, on subjects of interest such as beekeeping, poultry, dairy, etc.), chemicals, and a discussion time.

They will send their volunteer instructors in tailoring, carpentry, masonry, and farming to attend seminars to get additional technical knowledge. They have a vision to train members to be able to take government trade tests. Their larger community centre when it is completed, will have more space for workshops and will operate as a craft centre like the Kaimose Craft Centre. Trainees in tailoring and farming will be increased to 200 in two years.

Difficulties they might face include outgrowing their current workshop space and meeting hall before the new community centre is built. They will use their previous experience of finding available space in nearby shops.

Another difficulty they might face is the slow realisation of a complete centre. They have done a detailed budget on the coast of laying the foundation, the walls, the roof, fittings and painting and equipment which totals 525,394 kShs. This large sum to raise may discourage some members but the group feels that this can be overcome with perseverance. They will seek more assistance from different groups who visit and know their project and will use their own masonry and carpentry instructors, train trainees and other members to complete the centre.

The Bulemia YMCA Group has a broad vision for their whole community in terms of improved village facilities. They see the YMCA project helping to start a permanent hostel for guests, a community hotel, a YMCA dispensary, a Bulemia transport truck and even piped water for the village.



PROFILE: Gabriel Ouma Muyodi

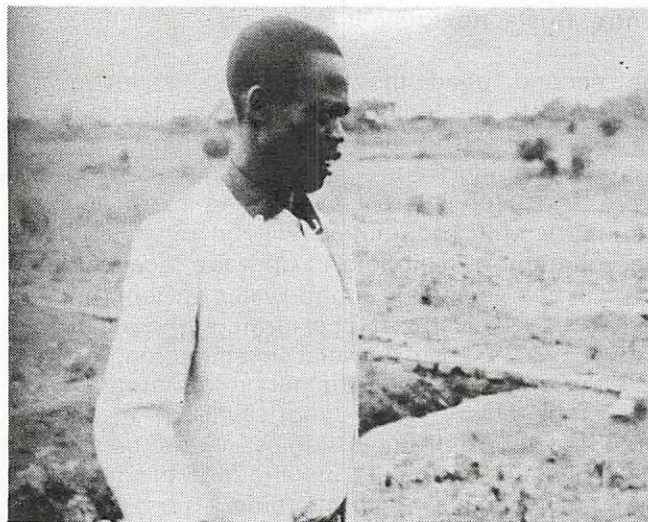
Gabriel Ouma Muyodi was born in Bulemia, Busia District in 1947 and attended Bulemia School to Standard eight (8). At the age of 16 he travelled to Uganda to work and came across the YMCA there. On returning to Kenya, he married and attended Butala Polytechnic to study masonry. He worked in Nairobi and Mombasa and he taught masonry at Mubetha Polytechnic, Kakamega. In 1975 he returned to Bulemia with a Grade III Diploma in Masonry and constructed houses and taught others masonry skills. Meanwhile he was farming a 20 acre plot and raising a family of nine. Today Gabriel usually gets up at 4.00 a.m. to work in his shamba. In 1982 Gabriel was encouraged by a local branch secretary of the YMCA in Busia to start a project in Bulemia. This is because he wanted his people to experience the benefits of a higher standard of living as he had seen while with the YMCA in Uganda. This proved to be a great struggle. It was first mistaken as a political organisation and others thought it was just Gabriel seeking attention or thought he had nothing else to do.

When the membership of the YMCA reached 25, Gabriel as the initiator of the movement was chosen as the chairman. He believes the most important qualities of being a leader are 1) a leader is always ready to be a servant of others, as Jesus was a servant to us; 2) a leader does not forget or ignore those who are less fortunate in terms of education and training but help them instead; 3) a leader is not harsh and does not work for his own benefit, but for the benefit of others.

If you watch Gabriel as he moves about his work, he is a very humble man and has a very cordial and friendly approach to others. He knows all his members, young and old, their interests and

problems and he remembers their efforts. Everyone knows Gabriel and he is often seen laughing and joking with those he visits. He continues to seek wide knowledge through reading, radio and seminars and he speaks six languages: Luhya, Luo, Kiganda, Agole, Swahili and English.

Throughout three years of leadership, Gabriel has faced both success and a number of problems. His perseverance, supported by religion, is founded on a desire to see the complete self-reliance of the youth and prevention of migration of the youth to the surrounding cities, leaving the less able to cultivate the land. Added to this, he works to see a general rise in living standards an increase in trade and in the numbers of teachers, as Bulemia changes from a small village to a small town. Though he believes Bulemia and the YMCA together are only one-fourth of the way there, he is determined to fulfil his dream of his lifetime.



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Kenya National Council of Social Service

P.O. Box 47828 Nairobi
Church House
Tel: 20376



SHOWCASING:

ITUKI ROCK CATCHMENT WATER PROJECT

**P.O. BOX 21, KISASI
VIA KITUI, KENYA**

PROJECT DOCUMENT NO. 11

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Masimbini Sub-location, Kisasi Location, Central Division Kitui District, Eastern Province

A large rock and escarpment on the east side of the Kitui to Kibwezi Road about 30 km from Kitui Town

POPULATION: 4,000 people, 400 families
About 25% of heads of household work outside the community and come home weekly or monthly
Tribe: Kamba

AGRICULTURE: Subsistence farming of maize, beans, pigeon peas, cowpeas, mung beans, cassava, sweet potatoes. The land is semi-arid and prone to soil erosion.

Livestock: Cattle, goats, sheep and poultry.

The Ituki Rock Catchment Water Project is located in an area of low and irregular rains with frequent periods of drought. People have had to carry water 4-8 km from the river. This distance has prohibited planting of crops or trees that requires irrigation and has complicated the construction of any buildings. There are several self-help groups active in the community. They have worked on their individual projects and had also worked together on starting a school. The lack of water available meant that bricks for the school classrooms had to be made at the river and carried six kilometres up to the site at Ituki Rock making construction a slow and exhausting process. In 1982, the assistance chief called a meeting to discuss the issue of water. A committee was formed with representatives from the seven groups.

Ituki Rock is vast with a flat top and edged by an escarpment. The rock has areas of green grass and it was decided to explore one of these areas for a source of water. After removing the soil and rock of one small area, they discovered a deep hollow with impermeable rock which could trap water during the rains. There were visits by the Ministry of Agriculture and ASAL (Arid, Semi-Arid Land) development project which helped determine the feasibility of the



project and the provision of technical assistance. The community proceeded to dig out another larger area which forms a trench. They have built walls on the ends which have formed a dam and dramatically increased its capacity.

The self-help groups organized workdays to work on the project. This involved excavating the site, carrying 16 tons of sand on their backs from the river, carving stones from the rock and actually constructing the walls. The walls are currently over one metre high and are one and a half metres thick. The only outside aid received was a donation of 80 bags of cement, technical advice and a few tools.

In 1985, the first significant rains in two years filled the hollows. As a result, the entire community has had water available much closer to their homes.

Also, the 4-K Club has started a demonstration farm using irrigation to grow tomatoes, sukuma wiki, cabbage and a fruit tree nursery. This has

encouraged other groups and individuals to start vegetable gardens. With water available on the site, the community was able to make 15,800 bricks with each person making an average of 100 instead of four per day when carrying the water. This has allowed

them to complete four rooms of the school and to make bricks for two more classrooms. They have also planted several trees around the compound which have been irrigated for three years with water from the first experimental site.

TODAY'S APPROACHES

The water project has excavated soil and stones from three different areas of Ituki Rock. There are two holes in the rock about six metres deep and two metres in diameter. The third area is a wide trench in the rock and they have constructed two walls forming a dam. The walls are one and a half metres thick and twenty metres long. They are currently about one metre high, but there are plans to increase the capacity of the dam by adding an additional metre. Currently, the first hole is not being used so that the natural rate of water loss can be determined.

Select appropriate sites

Area for potential water catchment were chosen based on the presence of vegetation which remains green during the dry season and were in depressions of the rock. They also considered the flow of water across the rock into the depressions. The first areas chosen have areas of sloping rock directing water into them.

Don't wait for tools to arrive

The community began the work of digging out the site immediately using their own tools and some which they improvised. Sand was carried in sisal baskets. When some tools were donated, there were only enough for five people to work at one time and they have 400 people working by using their own and improvised tools.

Involve everyone in the work

The entire community benefits from the new source of water and this has encouraged everyone to work. Each of the seven self-help groups were assigned tasks during the workdays. Additional help with carrying sand and breaking stone was given by non-group members. About 400 people were involved each week and this resulted in the preparation of the main trench in only eight months.

Representative Committee to coordinate Project

The community decided to work in their existing self-help groups and organized the project through a committee with representatives of each of the groups. The committee developed policies which enabled everyone to understand that they were all contributing to the project although each group had different assigned tasks. The committee was responsible for organizing the work each day, deciding starting and finishing times and delegating tasks to each of the self-help groups.

Registration and Authorization

The involvement of the local government officials and the registration of each of the self-help groups made people aware of the project. In the location there are many events and the Water Project's regular work schedules were known and considered

when other events were being organized. For example, a meeting in the sub-location could be scheduled on a day when the seven groups were already gathering together for a workday.

Obtain Outside Help

The Assistant Chief, Councillor, Community Development Office and Ministry of Agriculture have been involved and helpful in organizing and assisting the project. The Committee has found it necessary to present a clear picture of their plans and needs when approaching people about contributing to their work. They had to find the right people and invite them to visit the site and become involved in the project. The ASAL development project provided technical advice and donated 80 bags of cement after seeing the community's investment of labour and local materials.

Schedule work in the Dry Season

During the rains, the soil and sand become wet and very heavy. They are lighter and easy to carry when dry. The groups found the soil of the top layer in the trench very hard and difficult to remove, but the lower layers were softer and easier to dig. People have more time to participate in workdays because of less work on their own shambas in the dry season.

Keep Accurate Records

The committee are now keeping records of meetings, accomplishments and participation in the project. They did not keep many records at first but found that records were helpful when talking to people about their project. They found that assistance in provided to groups who can document their own efforts in the project.



TOMORROW'S SUCCESS

The construction of the existing dam decreased travel to the river to obtain water for home use. Yet it is not sufficient for livestock or increasing crop irrigation. The people of Ituki wish to increase the amount of water available to the community. Their present plans for this include increasing the height of the existing dam and excavating new areas of the rock. In the future there is potential for building a large dam at the base of the escarpment to serve a wide region. They would also like to see a water treatment and distribution system to provide clean drinkable water in their homes. These would be regional projects requiring the allocation of considerable resources. Over the next two years, the self-help groups have planned two ways for increasing water catchment on the rock.

Extending the Dam

The first method is adding to the retaining walls of the existing dam which will result in increased water capacity. The sloping walls of the trench channel large amounts of water into the dam. Adding one metre to the height of the walls will maximize the amount of water which can be retained. The walls are currently about 20 metres long and when completed, the east wall will be 25 metres and the west wall 30 metres.

The groups plan to continue weekly workdays to carry sand and break the stones necessary for construction. They are experiencing difficulty in obtaining enough cement, the only component they need to purchase. The two-year drought has forced the community to use their financial resources to acquire food. Fund-raising efforts are continuing and the walls will be increased as the cement is secured. Their plan also includes fencing the water catchment area to protect the water from contamination by animals.

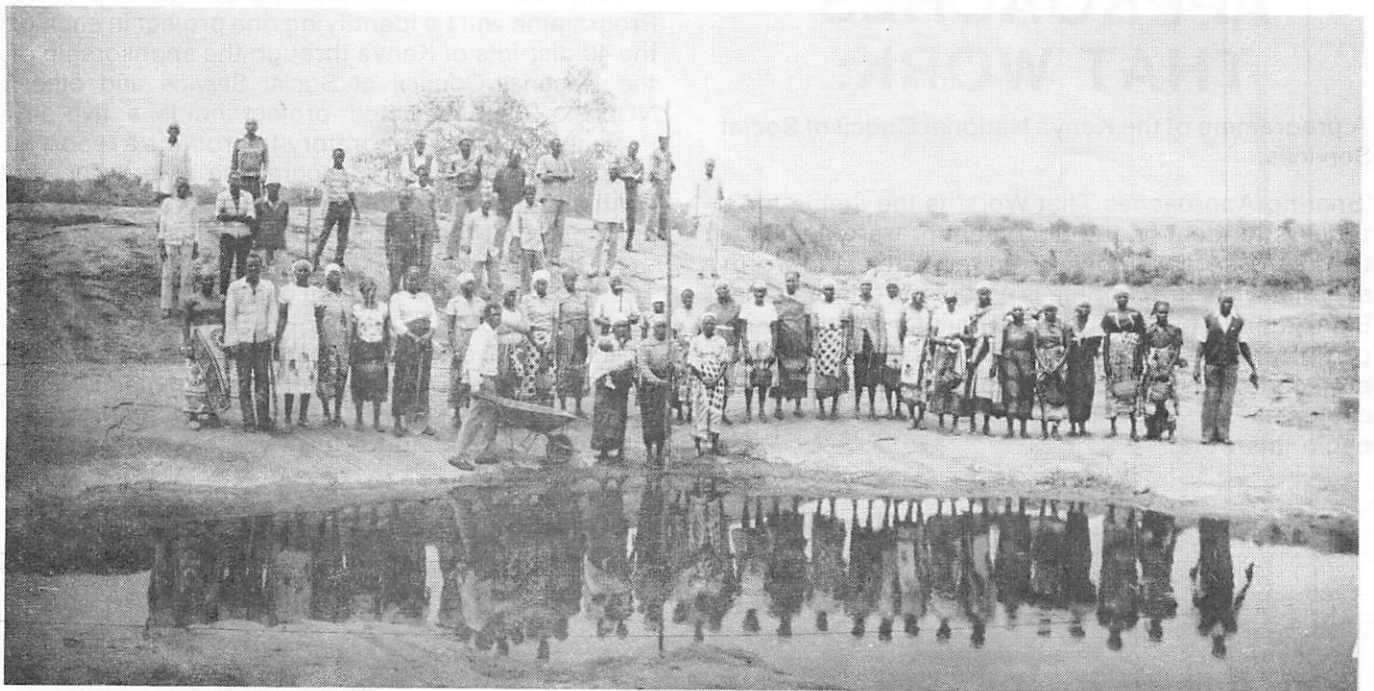
Excavating New Sites

The second method of increasing the water capacity on the rock is to excavate additional areas. There are several potential sites of various sizes. The next area they plan to excavate is on the surface, three times the size of the present area. There is a cluster of trees and bushes which suggests that the hollow might be very deep. If the anticipated depth is realized, a retaining wall will not be an immediate necessity. However, the shape of the surrounding rock would allow a dam to be built if additional capacity is desired and resources are available.

The other outstanding priority for this community is the completion of six classrooms and workshop for the recently established primary school. The making of bricks and construction has been facilitated by having this new source of water available within the compound. The school children's 4-K Club had demonstrated the value of an irrigated vegetable garden within their school compound. The number and variety of vegetables in family gardens is expected to increase as a result of the children's efforts. With the additional dam, water could also be available for irrigating major crops and watering livestock.

At present there are nine groups involved in the Ituki Rock Catchment Water Project, school construction and demonstration vegetable gardens. They are:

- Ikanie Womens Self-Help Group
- Kyeni-Kiukuni Self-Help Group
- Maendeleo Kisavi Self-Help Group
- Ndandini Poultry Women's Group
- Usengyo Women's Group
- Kuthea Women's Group
- Yongela Women's Group
- Ituki 4-K Club
- Utonyi Self-Help Group



PROFILE: Mr. Wambua Mwame

Mr. Wambua Mwame is a very active and involved leader of the Ituki Rock Catchment Water Project. He is a farmer with a wife and three children who has lived adjacent to the rock throughout his life. He says his role as a leader is a gift to him because he enjoys working in groups with other people. He first became involved in self-help youth groups which were planting vegetables. He has been involved with the rock catchment project since the beginning of 1982, and other members say he is the first to start work and the last to leave. He will do whatever is needed to keep the project moving ahead. They have

confidence in him because he spends most of his time serving the community.

Wambua has been instrumental in keeping all of the self-help groups working together. He has maintained participation of all by giving responsibility to other people. If one of the groups becomes weak, you will find him attending their meetings and going from home to home visiting them and encouraging them to participate. He says a key to being an effective leader is knowing how to talk to people. Unless people talk, nothing can be solved.



Mr. Wambua Mwame (extreme left) with project members.

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SHOWCASING:

KWAINDI WOMEN'S GROUP

P.O. BOX 3
SIATHANI, KENYA

PROJECT DOCUMENT NO. 12

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Kamwala Sub-location, Mwala Location, Kangundo Division, Machakos District, Eastern Province

The Miu River flows through this hilly area but during month of August through October it is usually dry.

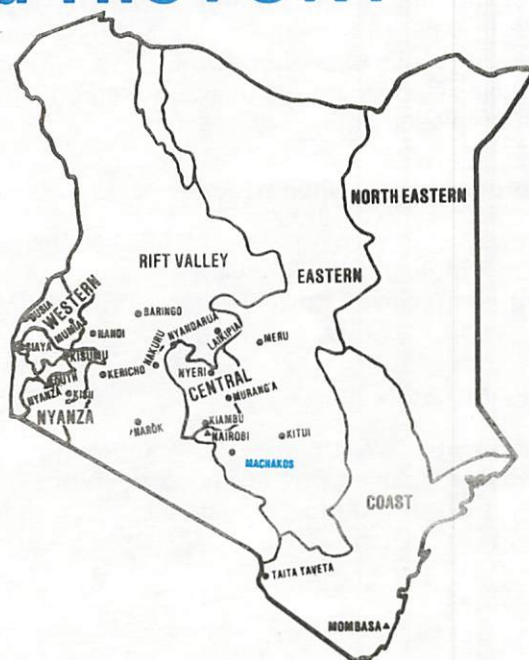
POPULATION: 3,139 people,
Tribe: Kamba

AGRICULTURE: Pigeon peas, cow peas, maize, beans, cotton, fruit trees
Livestock: cows and goats

In 1982, the National Council of Churches in Kenya decided to help the Africa Inland Church in Mwala Market to build a cement water jar. They provided some materials and sent an expert and the women of the church organised workdays to collect local materials and to assist with building the jar. On completion of this first jar, fifteen women from the church decided to form the Kwaindi Womens Group. From the beginning, the aim of the group was to pool their savings by contributing 50/- per month so that each month one of the members could receive a substantial amount of money with which to build a water jar like the one at the church, to supplement their existing tanks. An alternative use for the money would be to use it to plant citrus or other fruit trees. The group decided that their main means of generating income for these projects would be making sisal baskets, something which they were already skilled at doing.

By the end of 1982, the group was quite well established. They had completed three water jars, and had organised workdays when they all worked together on one member's shamba, for instance, to carry manure which was needed for the fruit trees.

They continued their work in 1983, making baskets, building jars (a total of five that year), and doing workdays to dig terraces and other work. During that year a Community Development Assistants office opened in Mwala and this encouraged them to become a registered women's group. Meanwhile, a



few more women who belonged to the African Inland Church were joining the group each year.

In 1984, they built only two water jars, and so far in 1985 have completed another two, but they are now proud that currently all the active members are growing fruit trees, with the number of fruit trees per member ranging from 10 to 200. Their work with citrus trees has been enhanced because several members have been able to receive training at the Kitumani Farmers Training Centre in Machakos in how to cultivate and graft citrus seedlings.

At present the group has 24 active members. They include teachers, nurses, secretaries, church community leaders, some of those active in the Kanu Party, as well as farmers. They estimate that if spouses, children and other relatives were counted, around 400 people are now benefiting directly from the activities of the Kwaindi Women's Group. The wider community has also benefited at times when the group has taken part in other community workdays that have been organised in their sub-location, and also when the group has given assistance to other women's groups, such as the Siathani Women's Group, in starting similar projects.

TODAY'S APPROACHES

Since 1982 the women feel that they have learned a lot about being a self help group, and particularly about building re-enforced cement water jars. Some of their learnings are as follows.

Hold Regular Meetings

The Kwaindi Women's Group meet once a week at the AIC. Regular meetings ensure that every member is fully informed on all activities currently planned, and gives everyone the chance to participate in the groups deliberations.

Everybody participates in workdays

This is an important learning because everybody needs to take pride in the accomplishments of the group. It results in continued momentum for group activities. If a member is unable to attend, she will send a replacement.

Get proper advice when needed

It is always important never to be blocked because of insufficient technical knowledge or advice. The group has received advice from the CDO in Mwala Market and the DAO in Kangundo.

Monthly Contribution

Each member contributes 50/- per month. This ensures a regular and steady income to fund projects and provides monthly assistance to a member without being dependent on external sources of money.

Visible Results

In choosing concrete water jars, basket weaving, and citrus trees as their projects, the Kwaindi Women's Group has accomplished quick visible results over the past three years. This results in continued enthusiasm and motivation to complete other projects.

Mature Leadership

The leadership of the Kwaindi Women's Group is mature, experienced and able. The leadership represents a diversity of backgrounds from a nurse, teacher, housewife and secretary. This has contributed to a sense of stability and continuity which ensures successful completion of chosen projects.

Every member benefits

At present, every member has a citrus garden that is a direct result of the activities of the women's group. Also, 12 members have a concrete water jar, and 12 are waiting their turn to receive the groups assistance. They know that this is forthcoming. This provides the motivation to continue other projects such as the women's group shop, because every member knows that she will benefit.

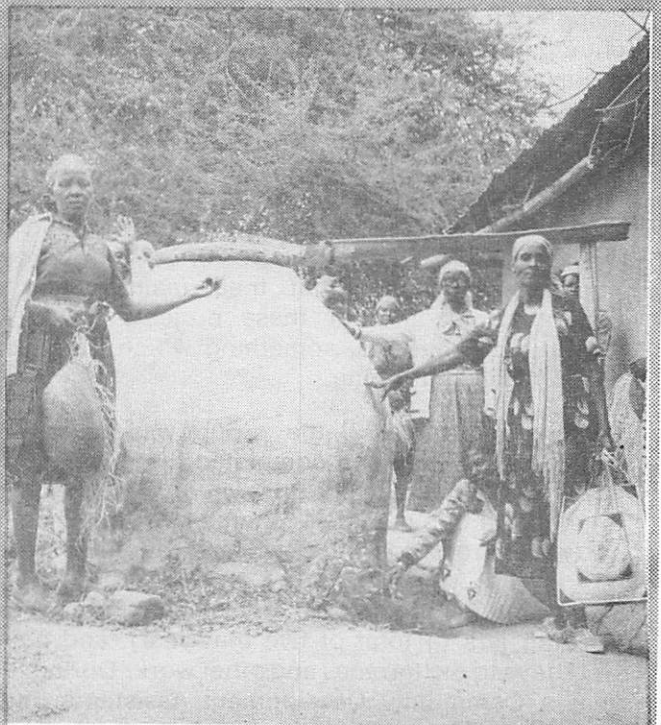
Concrete Water Jar Construction

There are four major steps:

1. Dig a foundation about 3.5 feet deep and three to four feet in diameter. Place a wire mesh and pour in the cement, positioning the plastic pipe and tap. This takes two days and requires another three days to dry.
2. Fill the tarpaulin with sawdust and position it on on the foundation. Secure with sticks along the edges.
3. Mix regular cement with the waterproof cement, place the wire mesh and apply the cement along the surface of the tarpaulin bag. Position the remaining plastic pipe at the top of the jar, for overflow. Make a cover using scrap metal or timber one day.
4. Let dry for three days and remove the sawdust and tarpaulin bag. Immediately fill with water to prevent cracking.

Materials required are five bags of cement, five bags of waterproof cement, seven metres of wire mesh, one tap, two pieces of plastic pipe, 40 bags of sawdust, one heavy duty tarpaulin approximately eight feet diameter, rocks and sand.

Hints: The sawdust can be used for other water jars with fresh sawdust added when necessary. Sawdust can be collected from local carpenters' workshops. Also, experience has shown that the tarpaulin lasts for at least two construction projects before it has to be repaired or replaced. The member whose tank is being built is responsible for purchasing all materials and delivering them to the site, hiring a fundi and collecting sawdust, sand and rocks. When work begins, the whole group joins in workdays at the site and assists the fundi.



TOMORROW'S SUCCESS

The Kwaindi Women's Group has made plans for the future that build very definitely on their past accomplishments.

SHORT TERM FUTURE

More Water Jars

An urgent health need for the area is to have a constant source of pure drinking water. For many families in the area, the only water source is the Miu River, which is dry for three months of the year. The group has found that cement water jars are a major help in this situation, and as they have already completed jars at the homes of 12 of their members, they intend to continue until the 12 other members also have one. With 24 members, the group can contribute 1200/- monthly towards the cost of a tank, which is about 1,500/-, depending on size.

PLANS FOR THE LONGER TERM

A Duka in Mwalla Market

Once the jars are completed, perhaps at the end of two more years, the women think they would like to move their efforts into starting up a duka at their local market. They have purchased 700 seedlings of orange, lemon, banana and papaya trees from nurseries at Masii on Kwakamelo Dam. It is hoped that the seedlings planted back in 1982 will soon be

yielding a substantial crop. The group would like to have a permanent place from which to market the fruit. They would also be able to market sisal baskets at the duka. Since 1982, they have completed 1,500 baskets. Selling the baskets is the way that some of the women have raised their monthly contribution of 50/- and they plan to continue making them.

The women also expect that the duka would give the group a sense of permanence, and would serve as an office where they could hold meetings. They think the duka would serve as a useful base from which they could set out to research possible external markets for their products. For example, they would like to sell sisal baskets in Nairobi.

Some ideas which the women have discussed which might be possible after the completion of the water jars and the duka in Mwalla Market are:

- 1) Poultry
- 2) grade goats
- 3) grade cattle
- 4) beekeeping
- 5) pig keeping
- 6) demonstration cotton farm
- 7) irrigation systems
- 8) petrol station

Their future looks as if it will be busy as new ideas become a focus for activity.



PROFILE: Esther Mutungu

Esther Mutungu is a respected community leader in Kamwala Sub-location. When the Kwaindi Women's Group was formed in 1982, she was elected Chairperson by the voting members. Since that time, she has been the leader of the women's group, providing guidance and experience as they have organised their activities.

She lives near Mwala Market and has eight children. Four have moved away because of jobs and four remain at home. The most enlivening and helpful learning from being a leader of the women's group for Esther is the fact that she gains some new experiences every time the members face a new challenge. During the past three years, she has constantly sought to be an effective leader through

learning all there is to know about leadership. This happens through advice from others both in the group and outside. Secondly, she has learned to respect the unique contributions and gifts of each member.

The hardest moments occurred when the group was expanding in size from 15-24. During this time, she had to teach the new members many practical things about the group such as basket weaving. Also, when she was asking for aid and assistance from governmental agencies, it took a lot of confidence.

From these experiences, Esther Mutungu has developed the leadership capacity to lead the Kwaindi Women's Group.



Esther Mutungu (on far left) with some group members

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SHOWCASING:

MABERA WOMEN'S SELF-HELP GROUP

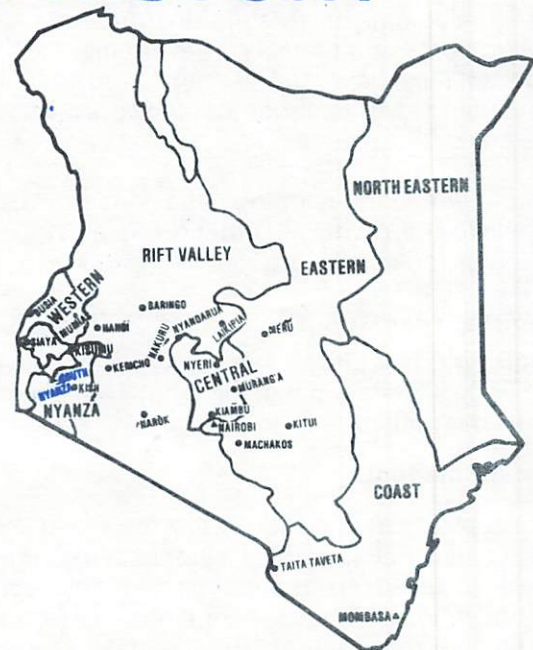
P.O. SUBA-KURIA
SUMA, KENYA

PROJECT DOCUMENT NO. 14

SEPTEMBER 1985

AREA DATA and HISTORY

- LOCATION:** Mabera Village, Mabera West Sub-location, Bugumbe West Location, Kehancha Division, South Nyanza District.
Tribe: Kuria (between Migori & Tanzania on the tarmac - two growing seasons a year).
- POPULATION:** 4,500 people, 400 families
Approximately 20% heads of households work outside the division.
- AGRICULTURE:** Food crops: maize, cassava, finger millet, groundnuts, bananas, sweet potatoes.
Cash crops: coffee, tobacco, cotton, rice.



A decision to start a self-help group for women's income generating activities brought 46 women together on the second of February 1982, to form the Mabera Women's Self-Help Group. This is a group of women from around Mabera Market. Mabera means beggar in Kuria, the local language. The first man to live in the area was named Machira who had nothing so he was forced to beg, hence the name. These women gathered to help themselves through corporate activities. The idea for the group came from Angelina Mariba after she attended a seminar on development groups held at the Kisii Diocese. After the course was finished, she met with Teresia Machoka, Teresita Mwita and Agnes Wanjiro. These four ladies decided to form a group for women's income generating activities.

Financial arrangements were settled with each member donating 21 shillings every other week. These contributions were used to purchase house utensils, to pay school fees and to buy domestic animals. Times were hard and several of the women dropped out of the group because they could not match the discipline required of the group. Some others were asked to leave as they were not fulfilling the commitment they had made to support the group. Agnes, herself, left the group because her husband died and she didn't feel she could manage the work on the shamba and group responsibilities

required. Some of the men also blocked the participation of their wives. It was because of these factors that by the time of registration in 1983, the group was down to 28 members.

After registration of the Mabera Women's Self-Help Group, they began to talk about how they would do more than just collect their own money. They wanted to begin generating income. They decided they wanted to build houses and rent them, so they talked with many different people and were able to arrange a loan from the Catholic Diocese for 1,500/-. This loan together with their own collections and what they earned working on a shamba was enough to complete two rooms. It was this point that they received a grant from the DDC of 3,000/- and built two more rooms.

As a group they sat down and talked through the possibilities and plans for their future. They felt that to really expand their activities they needed additional capital. The group approached their M.P., Mr. Walter Mwita, and asked him to attend a harambee fund-raising event, but rather than have him be the guest of honour, they asked that he select a woman to represent him. He agreed to the suggestion and the harambee was held. Instead of the 4-5,000/- they had hoped for, they raised 16,000/- About one-third of the proceeds came from the

women themselves. With this fund as capital, the group was able to construct four more rooms and to start a new group activity, a fish pond. They were also able to purchase the two shambas that they had been working on.

Other groups have begun around Maberu because of the demonstration of this women's group. The altar

boys at the church started a poultry project, at least four other women's groups are directly related to the Maberu Women's Group, a young couples' group has just been started, and the local church choir is beginning to do small projects. When these new groups were asked why they are doing these activities now, they said "If these mamas can do development, why can't we?"

TODAY'S APPROACHES

The Maberu Women's Group owns two buildings with a total of eight rooms. These two buildings are now known as Mwalimu Estate because all eight rooms are rented to teachers. The plot of land is also owned by the group. The buildings are set back from the road so that the women can construct a roadside building if they wish.

The other accomplishments of the group have been to provide goats and utensils for every member and as a group they have 100 tilapia fish in their fish ponds as well as two shambas totaling approximately one acre.

Following are eight learnings the Maberu Group would like to share with any other group that intends to construct rental buildings.

1. Register Your Group

So the group can be known and can share in available resources, it is important that the group be registered with the government.

2. Secure the Plot

Once the plan was made to build the houses, the group decided they would get a plot near the market. They had to talk to several landowners before they found one who would sell them land. There was a plot of land for rent but they decided that if they were going to build, they must own the land. They bought the plot using the money that they raised and a loan from the Catholic Mission.

3. Locate Appropriate Materials

Once the group had possession of the land they had to decide what kind of building to build. Their decision was to build a permanent building but to use as many local materials as possible. They gathered stone, sand and poles, then purchase nails, cement and iron sheets.

4. Develop Necessary Skills

After all materials were on site, men refused to work for the Women's Group. As they did not have enough money for fundis to do all the work, they were forced to teach themselves how to build a building by doing it. They constructed the first two rooms with no help except that they hired a fundi to put on the iron sheets.

5. Utilize Management Committee

The Maberu Women's Group has a management committee of eight women. They meet twice a month and a general meeting is held every other month.

The committee collects the rent from the rooms and any other revenue from the group's shambas and from members' contributions. All money goes into the group bank account at Kenya Commercial Bank in Migori. Then, at the general meeting the group decides how to spend the money and what the next workdays will be.

6. Raise Capital through Harambee

After the first two rooms were constructed, the group felt blocked because they could see no way to come up with the capital needed for more construction. They approached their M.P., Mr. Walter Mwita and held a fundraising with Mrs. Omolo as the chief guest. This raised 16,000/-. However, as part of this, each group member had to raise 200 shillings. The group itself gave one-third of the money collected. Thus, they used the fundraising as a catalyst for their own giving as well as soliciting outside support.

7. Regular Workdays by the Whole Group

The women organized themselves in such a way that they have two workdays in most weeks. Everyone in the group is expected to attend both workdays. If they cannot attend, they must pay a 10 shilling fine. Some of the members of the group have jobs so they pay 10/- all workdays.

8. Demonstrate Success of Women

As a women's group, one thing the Maberu Group keeps in mind is that many people, particularly men, do not expect you to succeed. So you must prepare yourselves for a hard struggle and demonstrate in whatever you decide to do that women can succeed. They have found that because they succeeded, they have more courage than other groups that are just getting started.



TOMORROW'S SUCCESS

When the Maberu Women's Group were asked about their plans for future, their first thoughts were on their current income generating projects. Of their two shambas, one has just been harvested and one will soon be ready. They will harvest their first fish at the end of 1985, when some will be sold, but a portion will be shared among the members. The "Mwalimu Estate" will also continue to produce income, but they do not intend to expand the number of rooms immediately.

While this work continues, the group has also been doing some thinking about six new projects they might try over the next few years.

A Posho Mill

There is a need in the area of Maberu for an additional posho mill. The group has already prepared 3,000 bricks for burning and the building site has been chosen. The major block facing them is capital for the purchase of the grinding machine. The women think they can once again borrow enough money for the machine and do an additional fundraising for the building. The advantage is that then the loan can be repaid through the profits from the mill. As a first business for the women, a posho mill is relatively simple and will let them gain experience before they try more difficult projects.

Women's Wholesale Shop

Maberu Market is presently composed of small kiosks. The need for a wholesale shop is obvious. If the profit from the posho mill is adequate to pay off the loan and capitalize a new venture, then a shop could be the next appropriate project. However, the women realize that managing a shop is a complex task and they would have to prepare themselves if they are to do it efficiently.

Knitting and Handicrafts

A fairly simple method for the group to increase its money making activities is for them to ask the diocese for a knitting machine. Then the women could make sweaters and other handicrafts for sale and for the benefit of their families.

Women's Group Office

More a hope than an expectation is that some day the group will be busy enough to need its own office. Presently, they use the church or meet outside.

Plot Security

A more immediate concern is how to secure their plots from thieves and animals. There have been difficulties at their shambas as well as in the fish pond. Most of the damage is being caused by animals just wandering in. For this, all that is required is to construct fences. Theft is much more difficult to deal with but the group is working on it.

Livestock Development

The group has not done much work on livestock so far, although early on some members were helped to

purchase goats. They have observed the altarboys' successful egg-selling business, and they may decide to try keeping chickens. Goats, sheep and grade cows are other possible ventures. A rabbit raising project was tried by the altarboys but the rabbits escaped before it was possible to determine whether it would be profitable.

After the group talked through these six directions, they were asked which would be their particular arena of focus immediately and they said the posho mill. They decided that if they can get the loan, then they can build and have the mill operating by June 1986. The financing and construction are the two major things to work out. However, because it is a commercial venture they feel the bank will be willing to extend them the necessary credit. If that is not possible the group will have to reconsider their plan. The group decided to launch their effort toward a posho mill in December with a fundraising event and the preparation of the bricks so that as soon as the funds are available they can begin work. The intricacies of management is something that worries the women but they feel if they keep it simple then they will be able to operate it themselves.



PROFILE: Teresia Nyaboke Machoka

The leadership of the Mabera Women's Self-Help Group is in the capable hands of the chairperson, Teresia Nyaboke Machoka. She is the second chairperson since the beginning of the group's organisation. The first leader was Mrs. Agnes Wanjiru who went back to her shamba after the death of her husband two years ago. Teresia stepped into the leadership gap. Teresia is not originally from Mabera. She moved from Kisii to Mabera with her husband in 1968.

It appears to the casual observer that Teresia has had a hard life because two years ago her own husband also died, leaving her with nine children, seven girls and two boys, to raise and support. Yet Teresia did not give up in the face of adversity. She says it was the Mabera Women's Group that kept her going and gave her the courage to persevere. Teresia has been a farmer all her life since she left school in Standard Three. She has not stopped learning since she left school but has been going to adult classes, and learning additional skills beyond those her mother taught her, such as handicrafts.

Some Important Qualities of a Leader

1. You have to be faithful. You are sure that the group will have a hard time so as a leader you need the courage to keep going.
2. You need to prepare yourself to maintain and find contacts outside the group that can give women wisdom and support the group.
3. Any time you get a chance to attend seminars, go and learn as much as possible. You may not use it at all, but it is helpful to know it.

4. Support the group until they can come to a decision. Once a decision is made then take full responsibility to see that it is accomplished.
5. As a leader, you need to keep your feelings under control so that you can represent the whole group.

In Teresia's experience one of the secrets is to enable people to recover their traditions that support development. In the Mabera Women's Group, this means doing a lot of traditional dancing and singing so that the women enjoy the meetings.

Finally, the group must support each other in hardships. When Teresia's husband died, she could have left and moved back to Kisii, but the group helped her through that difficult time so she could stay and work with them to build a better future for her family and the community.



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A programme of the Kenya National Council of Social Services.

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During 1985-86 the Sharing Approaches That Work Programme will be identifying one project in each of the 40 districts of Kenya through the sponsorship of the National Council of Social Service and other NGO's. Each selected project holds a five-day Project Document Laboratory to produce a report of its project, is given a programme award for the continuation and expansion of its project, and is highlighted at the Nairobi International Show.

The Kenya National Council of Social Service is the coordinator of this programme. The Institute of Cultural Affairs is the organising sponsor; the United Nations Development Programme (UNDP) the international sponsor. The Ford Foundation has provided the funding for this two-year programme.



Kenya National Council of Social Service

P.O. Box 47828 Nairobi
Church House
Tel: 20376



SHOWCASING:

ILKERIN LOITA INTEGRAL DEVELOPMENT PROJECT

**P.O. BOX 128
NAROK, KENYA**

PROJECT DOCUMENT NO. 16

SEPTEMBER 1985

AREA DATA and HISTORY

LOCATION: Loita Location, Osupuko Division, Narok District
Project covers whole location of 2,500 sq. kms. isolated highlands only 16 kms from Tanzania border. Terrain is arid grasslands with water supplied by dams.

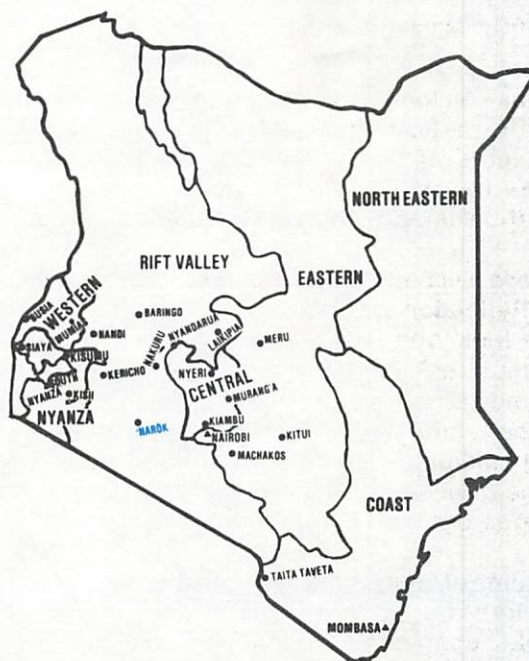
POPULATION: 6,500 people. Tribe: Masai

AGRICULTURE: cattle, sheep, goats, bees, subsistence crops

In 1969, Voshaar began conversations with Chief Kone Ole Sentew to explore the possibility of beginning a development project with the Masai people in the Loita Location. The initial conversations established an integral approach to development. The aim of the project was to establish a foundation from which the community could do its own development.

When the first phase of consultation was completed, it was agreed that the project site should be Ilkerin; an area with no water. The second phase was to establish the project infrastructure. The people cut 19 kilometres of road into the project. Two dam sites were constructed to provide a year-round water supply. A two room primary school and health dispensary was built. A cattle breeding centre was built and members of the community donated 60 heifers to begin the breeding programme.

The third phase, that of conscientisation, began in 1975. An effort was made to assist people in the project to identify their needs and build a plan that would allow them to find a solution to them. A programme of community-based education was established. During this period there were efforts to diversify income production. A shop was established to dispense veterinary medicine, a retail shop was opened and traditional crafts were started. Five dairy cooperatives were started, a tannery was opened and a bio-gas digester was built. This phase also included the initial plan for the development of four sub-centres. These sub-centres would provide Ilkerin with a way to extend its services to other communities within the location.



The fourth phase began in 1980 with the establishment of local leadership. Charles Ole Sonkol became the Deputy Director. In the following year, he became the Director and a Board of Directors was formed. It included representatives from the Loita Location Development Committee, the local and central governments and Catholic Diocese of Ngong. Income-generating projects have been started continuously; 20 pedigreed bulls were sold to Uganda and a beekeeping industry was started.

TODAY'S APPROACHES

Of the many accomplishments achieved in the past 14 years, 10 should be noted. The first of these is the infrastructure: 48 kms of road was cut using manual labour and two dams were built to provide year-round water. Secondly, primary schools were established in all sub-centres with over 200 children now enrolled in primary school. Third, the Stock Breeding Centre raised purebred Sihwal cattle, some cattle having been exported and some sold to the community. Fourth, the community-based education programme was established which has involved over 2,500 participants in workshops, adult literacy and 4-K Club training. Fifth, they established health dispensaries which provided primary health care to the community for the first time. Sixth, Dairy Cooperatives were started to purchase milk and make butter and ghee for local consumption. Seventh, the Craftwork Industry was initiated which tans leather and manufactures Masai artifacts. Eighth, renewable energy resources were tapped with a windmill and bio-gas generator. Ninth, local residents were established as administrative staff and tenth, regular consultations were maintained between the staff and the community in weekly and quarterly consensus-making meetings.

1. Take as long as you need to create commitment from the participants in the project. Ilkerin Loila took four years of consultation before it was ready to begin. It was time well spent in creating a foundation of ownership and participation.

2. Have a schedule that includes Regular Evaluation and Reflection so that all those participating can voice their opinions. Ilkerin has weekly Saturday Community Training and Consultation which has become a sounding board for the community members and staff. Major concerns are aired here and all members are held accountable to each other for the direction of the project. It promotes honest dialogue between community and staff.

3. A time of crisis is always a positive sign of the need for a transition to a new phase of the project. When doubts began to mount that the projects were in the hands of outsiders, it was time to find leadership that came from the local area. Charles Ole Sonkor was hired as Deputy Director and subsequently, as Director. Following that, Mark Ole Karbolo was hired as Deputy Director.

4. Make a plan but never allow yourself to be tied to it if the plan is outdated or if it requires moving faster than your people, revise it. The sub-centres became necessary when the Ilkerin community grew big and centred on itself. The plan to create sub-centres was initiated in 1975, but not all sub-centres were in operation until 1984.

5. Community Action is a Process

Accomplishing an objective and meeting one need may reveal a new need. The need to have local leadership was fulfilled and then it became apparent

that a local governing board was needed, and then it became apparent that a system of financial accountancy was needed.

6. Maintain a Balance (in the continuing conflict) between Providing Service and Making your Programmes Self-supporting

The breeding programme can sell its stock on a sliding scale. Customers from outside the location can pay a commercial rate. This makes it possible to provide subsidy to the people in the project who want to upgrade their livestock. Health services must cost something, but if the community were forced to bear the full cost, the families would probably go without primary medical care.

7. Start with Local and Natural Resources

Avoid building dependency on material resources that cannot be maintained. Ilkerin has followed this principle in using bio-gas for fuel, a windmill for pumping, a tannery to supply leather for its craft programme, bees to take advantage of the forest flowers and oxen plowing. This uses the resources of the community to create capital as opposed to sending capital out of the community to purchase resources.

8. Invest in Human Resources

Ilkerin uses a psycho-social method which plays a key role in motivating the people to identify and solve their own needs.



TOMORROW'S SUCCESS

Ilkerin Loita plans to maintain all of the services they have come to provide for the Loita Location. However, there are special emphases in the future.

The community-based education programme will be extending its workshops to the sub-centres. Special workshops in traditional birth attendance, child care, home economics and agriculture will be offered for women.

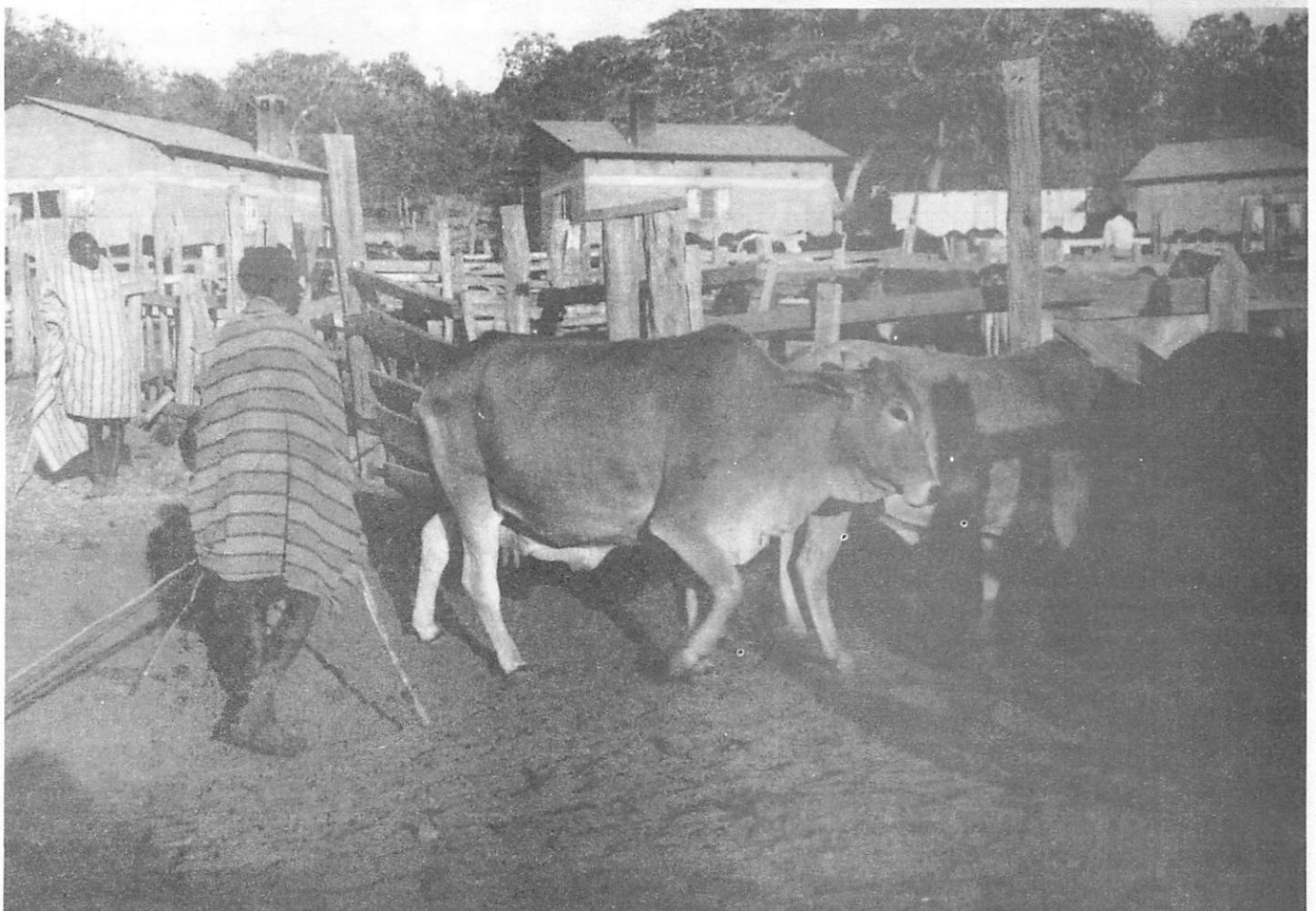
In the move toward self-reliance, the tanning, Masai craftwork, beekeeping and stock breeding industries and the dairy cooperatives will involve more community members and continue to increase in profitability. Two new income-producing ventures will be introduced; an experimental onion farm and a beef steer feeding programme.

Another sub-centre will be opened in October 1985. It will continue the trend of decentralizing Ilkerin's services and bring the number of sub-centres to five.

The livestock programme will receive a major emphasis in the next few years. A full-time veterinarian has been hired. His house is currently under construction at Ilkerin. Within the context of

Integral development, he will help the Loita community further develop their concern to produce quality livestock. Initially, he will be introduced to the community at Ilkerin and the sub-centres. He will learn of the people, their practices, values and customs. He will become acquainted with the stock and the environment in which they are being raised. Then, he will assist the people in designing a series of steps which will serve to strengthen the livestock programme. These steps are likely to include: a preventive health care programme for livestock; an identification and stocking of the vaccines and medicines needed on hand to maintain a preventive and curative health care programme; conducting community-based education at Ilkerin, the sub-centres and the boma; improving the effectiveness of the dips by upgrading the physical structures of the sub-centres' dips and providing a reorientation for the dipattendants.

This herd health emphasis is the next step in a series of steps which have been made since the beginning of the Ilkerin Loita Project. It is developing a strong livestock programme by developing people who can effectively take responsibility for their families and their community.



PROFILE: Charles Ole Sonkoi

Charles Ole Sonkoi, 39 years old, married and father of six children, was born and raised in the Loita Location. He graduated from high school in 1965. He taught at school for a short time and then began a career in the Central Government as a Court Clerk in Narok, Nairobi and Majiado.

He became a Revenue Officer in the Narok County Council in 1971. Here he received training as an accountant. In 1980, he took the position of Deputy Director at Ilkerin Loita.

He was well equipped for the job; he was local. He had experience in the Central and local government. His experience in court had taught him how to be negotiator among his people. It also gave him legal training and the chance to serve in the Trade Union as an office bearer. There he developed the skill of facilitating a group in reaching a consensus. The post as a Revenue Officer gave him experience in budgeting and professional training in accounting.

"Why this job?" He replies "I feel responsible for my land and people. This area is remote. Many people would not consider coming here. These are real people with real needs, and it's a chance for me to serve them".

The most demanding aspect of the job is the many roles required of him. He is administrator, accountant, senior staff member and negotiator--a man set apart. And yet, at the same time, he is a man among his people. There is nothing in the job description to say that when there is danger from a lion he must go.

When asked the most rewarding thing about his job, Charles said, "It is seeing people become aware, waking up to their own potential and capabilities and being able to identify their own needs, creating their own solutions and taking responsibility for putting their solutions into practice."



Charles Ole Sonkoi is the third from the left with other group members.

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Church House
Tel: 20376



SHOWCASING:

MOSOMBOR WOMEN'S GROUP

**P.O. BOX 31
KAPCHENO, KENYA**

PROJECT DOCUMENT NO. 19

SEPTEMBER 1985

AREA DATA and HISTORY

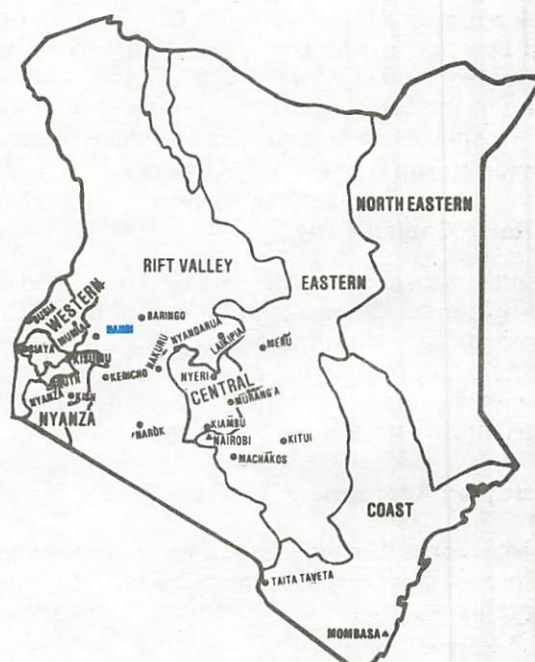
LOCATION: Mosombor Sub-location,
Kaptumo Location, Aldai Division,
Nandi District

This area, 24 km west of Kapsabet, has a high altitude and good rainfall. Hailstones can lie in the shade for two and three days before melting.

POPULATION: 4,000 people, 500 families
Tribe: Nandi

AGRICULTURE: Cash crops: tea, coffee, milk
Food crops: maize, beans, potatoes, finger millet and vegetables
Livestock: dairy cattle, local cattle, goats

INDUSTRIES: coffee factory, tea factory, two posho mills (one under construction) bakery (under construction).



By working together, from 1966 to 1969, the women of Mosombor Sub-location built the Kaptumo Maternity and Health Centre. In 1972, Mrs. Roseline Sambu, while attending a training programme in Machakos, saw what more formally organised women's groups were doing in Kangundo and Machakos Town. After receiving permission, Mrs. Sambu called a meeting with six other women and they formed a committee to create a larger women's group. In 1975, they registered the Mosombor Women's Group. Each member contributed 40/- every month to support group activities. By 1979, they had 150 members and decided to close the membership.

After considering other options, they decided to buy household equipment, farming equipment, iron sheets, dairy cattle and fruit trees for members. At this time, they also raised money for secondary school fees for members' children. In 1975, they purchased five and three-quarter acres of farm land, where they have rotated maize, beans and vegetables. Since 1976, they have operated 10 beehives at Kipsumo Village.

The Mosombor Women's Group conducts classes in nutrition, cookery, handicrafts, sewing, knitting and literacy classes in Nandi and Kiswahili. This has

enabled 42 members to earn literacy certificates. They have produced handicrafts and clothing to sell. They struggled from 1977 to 1979 with poultry keeping and making clay pots but had to drop both of those projects as they were not profitable.

In 1979, the group heard President Moi praising projects being done by women's groups to make money. They decided to reorganise themselves into an association of women's groups. The association would continue the previous programmes of the group involving all members. The women in each village of Mosombor Sub-location would organise and register as separate groups to focus on income-generating enterprises.

After receiving 7,000/- from the Ministry of Social Services, materials from DANIDA (a Danish donor agency) and more funding from Swedish donors, the Mosombor women have completed the walls and roofing of the posho mill and the bakery. They are currently building a brick framework around their huge metal oven at the bakery.

The Mosombor women sent their handicraft products for sale with members attending the UN Decade Conference in Nairobi in July 1985. The women of the Mosombor Association are looking forward to a bright future.

TODAY'S APPROACHES

Having worked together as a group for 11 years and successfully completing many programmes, the Mosombor Women's Group is justifiably proud of their achievements. They have conducted classes in many subjects. They built the Health Centre and Maternity Centre at Kaptumo. They have purchased for their members, jembes, pangas, iron sheets, cows and household utensils and raised money to sponsor their children's education. Their learnings on this enterprise are as follows:

1. One Unifying Idea

Market research by the Mosombor Women's Group showed that as purchasers for 150 families, at least 1,000 of 1,200 loaves of bread sold in Kaptumo every day were sold to their group members. In order to break even in a local bakery, 1,000 loaves of bread must be sold, anything more is profit. Bakeries run by women's groups were visited and families involved in the running of a bakery were interviewed. The Mosombor Women's Group was united in the decision to run a bakery in Kaptumo.

2. Raise Capital Early

When the Mosombor Women's Group agreed on the bakery project, each member contributed 500/- of share capital. Announcing their own commitment, they held harambee fundraising events for the bakery and channeled some of their regular 40/- per month contribution into the bakery project.

3. Buy an Appropriate Business Plot

The Mosombor Women's Group has already owned five and three-quarter acres of land but it was far from where people usually did their shopping. They decided to buy a plot on the Kaptumo street where bread was usually sold. There were other buyers interested in the one plot that was for sale. By proceeding slowly and persuading a lot of men that they could manage the project, they succeeded in buying the plot they wanted.

4. Design the Business Plot Carefully

Once they had the plot, they knew that a bakery would have to be approved and inspected by the Ministry of Health. The Mosombor Women's Group went with the Chief to visit the Ministry to seek advice. The Ministry was able to provide a plan for their plot that would accommodate a bakery and a large shop for selling bread as well as another large shop and three guest rooms that could be rented.

5. Use Workdays to Reduce Construction Costs

Deciding to do as much work as possible themselves, they carried sand, murrum, stones and timber to the building site. They mixed concrete and worked with the fundi. In addition to saving money, they found that the men were intrigued to help them when they saw how hard the women were working and how much progress they were making.

6. Seek Help from Ministries and Donor Agencies

Working with the Chief, the women visited many Ministries seeking assistance. They received funding from the Ministry of Social Service, and the Ministry of Transport and Communication sent architects to supervise and inspect the construction as it progressed.

After asking the District Development Committee, the Mosombor women received materials for the bakery from DANIDA and money from Swedish donors.

8. Discuss details with the whole Group

The 150 Mosombor women hold regular meetings so every member, as an equal shareholder, knows what is happening.



TOMORROW'S SUCCESS

The Mosombor Women's Group is proud of its accomplishments and with 11 years experience in working together, they are clear about their intentions for the future.

Their shamba, which is planted with hybrid maize, is ready for harvest in September 1985. They plan to plow and plant again with potatoes and other vegetables. They will also be planting more fruit trees. To help them celebrate the good harvest, they will buy each member a traditional dancing uniform.

In a longer term project already underway, each member will have a permanent house. They are also building housing to rent including the three guest rooms and four three-room houses on the Kaptumo plot. As part of the District Women's Group Association, they are building on a plot at Kapsabet but the Mosombor Women's Group also want to use their own plot in Kapsabet for commercial buildings.

The Mosombor women plan to buy another shamba for zero grazing of dairy cattle and then they will launch their own dairy cooperative. They intend to buy more beehives and do poultry keeping again in spite of problems with a disease that can kill 100 chickens a day.

The future approach that is most urgent to the Mosombor Women's Group is completing the bakery and buying a delivery vehicle so that they can sell during this year's Christmas season.

In looking toward this victory, the main difficulty they foresee is raising money for the vehicle. They are also

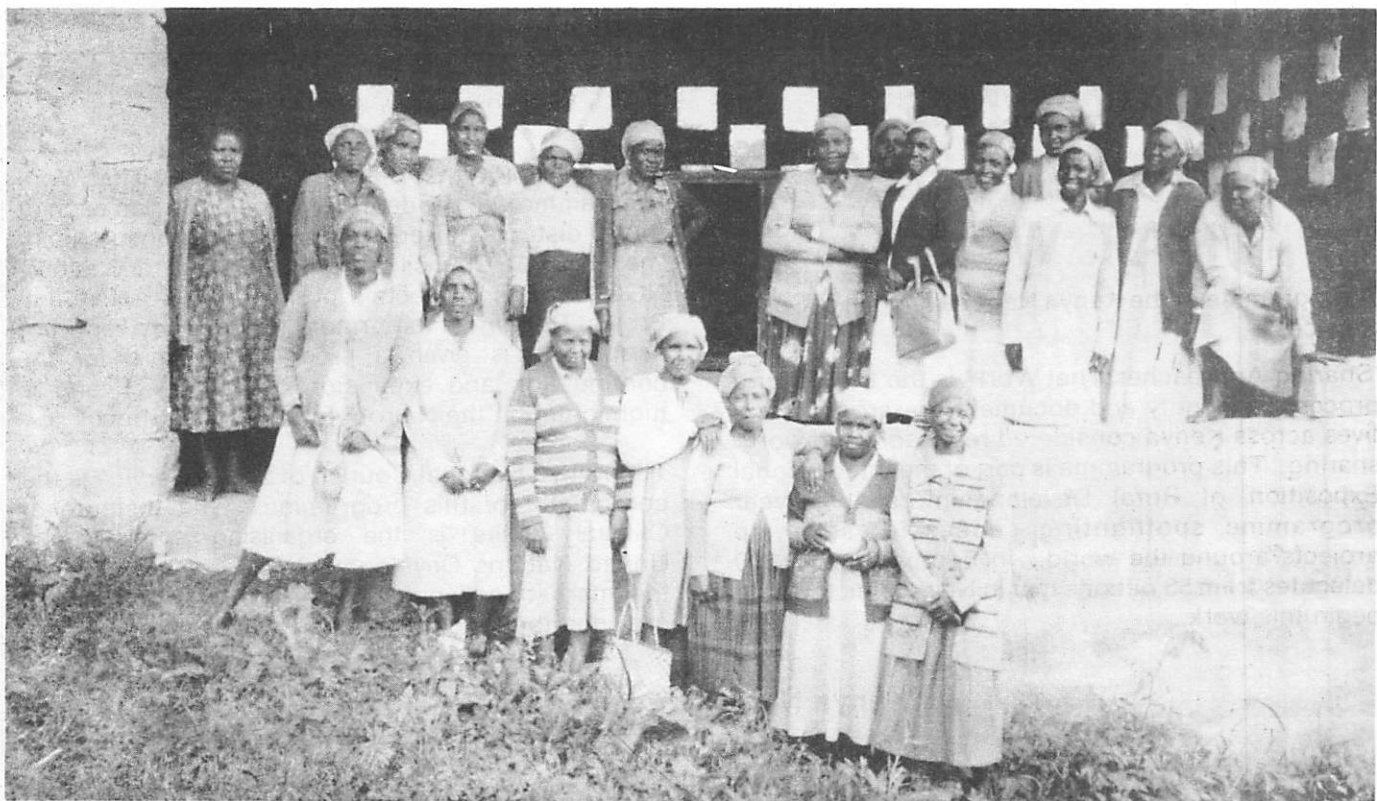
concerned with properly finishing the building and ensuring the best possible management of the whole business, especially proper maintenance of the proposed vehicle.

The Mosombor women will contact the District Development Committee to check on their applications for further assistance. They propose to raise each member's share of capital from 500/- to 1,000/-. With most members growing tea and having dairy cattle, the extra capital is expected to be raised quickly.

In October they expect to receive a permit to buy flour directly from Unga Limited. They will begin baking and selling bread in October while they finish the construction of the building by plastering and painting the walls and by installing doors and windows. The women will do this on workdays while being supervised by their mason and carpenter fundis. They will also have architects make regular inspections.

In November, they have scheduled a harambee fundraising to raise money for the delivery vehicle. They have in mind several rules for the management of this vehicle: The vehicle is to be used only to carry flour to the bakery and to carry bread for sale, it will be driven only by the qualified driver, will be serviced monthly, and it is to be fully insured.

In December, the Mosombor women will buy a thermometer to improve the temperature control in their oven. They will also campaign for more distant customers to whom they can deliver bread.



The Mosombor Women at the site of their Bakery.

PROFILE: Mrs. Roseline Sambu

Mrs. Roseline Sambu, leader of the Mosombor Women's Group, was born in 1937 in Kamoboni Village, Mosombor Sub-location, Aldai Location, Nandi District. She went to local primary schools and graduated from Kapsabet Girl's School in 1954. She taught at Mosombor and Kaminit Primary Schools until 1959. In 1955, she married Mr. Edwin Arap Sambu. They have eight children, three of whom are teachers in nearby primary and secondary schools. One has completed form IV and expects to be employed by the Posts and Telecommunications Office in Kapsabet. She has four younger children attending secondary schools at this time.

While raising her children and teaching primary school, Mrs. Sambu also began teaching handicrafts to women. From 1960 to 1962, she was teaching women's handicrafts full-time. In 1963, she attended a six months training course for nursery school teachers in Kericho. She then taught in a nursery school until 1969. While still teaching at a nursery school and women's handicrafts, she started adult literacy classes in her community. She went for further training in Mosoriot, Kaimosi, Sotik and Gilgaris, graduating from Mosoriot Teacher College in 1967.

Returning to Mosombor, she started adult literacy classes in several nearby villages as well as in Mosombor. In 1972, after three months training in Machakos, she started teaching cookery and nutrition classes as well. As a professional, Mrs. Sambu can teach anything to anyone.

Her current leadership roles includes being secretary of the Christian Women's Fellowship of the African Inland Church, a member of the Board of Governors of Kaptumo Secondary School, Aldai Girls' Boarding Primary School and Governors

School for the Deaf. She is treasurer of the Mosombor Water Project, Chairperson of the Divisional Group Development Committee, Vice Chairperson of District Group Development Committee and Division Chairperson of KANU political party.

Mrs. Sambu's learnings about being a leader are: Have a deep personal commitment to the group's activities; share ideas with other leaders in the group and outside. Do not lose hope because of what people say about you as a leader, you are not there to get compliments; learn the mood of the group, that is, what they like and do not like in the way of leadership roles and styles; be friendly and visit people in their homes, appreciate everyone's ideas when building the group's consensus.



SHARING APPROACHES THAT WORK:

A programme of the Kenya National Council of Social Services.

'Sharing Approaches That Work' is the theme for a process to identify and document grassroots initiatives across Kenya considered replicable and worth sharing. This programme is part of the International Exposition of Rural Development, a three-year programme spotlighting successful self-help projects around the world. In February 1984, 600 delegates from 53 nations met in New Delhi, India, to begin this work.

During 1985-86 the Sharing Approaches That Work Programme will be identifying one project in each of the 40 districts of Kenya through the sponsorship of the National Council of Social Service and other NGO's. Each selected project holds a five-day Project Document Laboratory to produce a report of its project, is given a programme award for the continuation and expansion of its project, and is highlighted at the Nairobi International Show.

The Kenya National Council of Social Service is the coordinator of this programme. The Institute of Cultural Affairs is the organising sponsor; the United Nations Development Programme (UNDP) the international sponsor. The Ford Foundation has provided the funding for this two-year programme.



Kenya National Council of Social Service

P.O. Box 47828 Nairobi
Church House
Tel: 20376