

# NARRATIVE REPORT 2008

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## **ACRONYMS**

CFA	Community Forest Association
HSHC	Help Self Help Centre
EDC	Enterprise Development Centre
CDF	Community Development Fund
NRM	Natural Resource Management
NBE	Nature Band Enterprises
AF	Agroforestry
ICT	Information, Communication and Technology
KSP	Kenya School Projects
ICCO	Interchurch Organization for Development Co-operation
PME	Planning, Monitoring and Evaluation
HIV	Human Immune Virus
AIDS	Acquired Immune Deficiency Syndrome
MP	Member of Parliament
LAFT	Local Authority Trust Fund.
CDTF	Community Development Trust Fund
PACT	PACT Kenya
HBV	Horizon Business ventures

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## 1. Analysis of the Implementation of the Action Plan

The following table shows the planned activities, actual achievements and the explanation against implementation plan for 2008.

### LEVEL OF PROGRAMME IMPLIMENTATION

<b>Projections</b>			
<b>Components and Activities</b>	<b>Planned Action</b>	<b>Actual Achievements</b>	<b>Status of Activity Achievement</b>
1. Baseline survey	Conduct one baseline survey	Data collected and analyzed	Draft Report
2. Business training	20 groups	24	The demand for training exceeded the targeted groups; Some groups even subsidized the training.
3. Capacity building	Six staff members trained in value chain development, marketing, business skills, product development	Only 4 staff members were attended these training	The envisaged training on product development did not take place. It was difficult to identify a suitable institution for this purpose.
4. Market and value chain analysis	Conduct a market and value chain analysis(cape chestnut, sunflower and canola oils)	Completed by February 2008	The report guided HSHC to determine its strategic focus and compile the program of work 2009/2011
Separate the operation of the HSHC with the EDC through legal registration of the business and identification of the investor	Identify and influence an investor to take over horizon oil business.  Develop a business plan	On investor identified Business plan(DRAFT)	Solarix Netherlands was identified as the most serious candidate. During the reporting year Solarix investments included a truck, oil and filtering system. The investment negotiation as share holding currently on-going.
5. Donors	At least influence one donor to co-finance the project	6 call for proposals application completed and submitted. One application is successfully accepted.	Contract signed with CDTF. Another potential lead is established with the Finnish Embassy.
6. Finances	Increase finances by 5% of the previous year	There was a 14% increase	

7. STOP AIDS Now	Train 300 HIV/AIDS affected people in succession planning	287 individuals were trained	A number of people targeted did not respond due to fear of stigmatization
8. Program of work 2009-20011	Develop one program of work for 2009-2011	Completed	Completed by October 2008. Negotiation initiated with partners for financing purposes.
9. IDPS	Support 1000 IDPs with food, clothing and placement	1300 IDPs are assisted with food, clothes and resettlement	By the close of the year, there were no IDPs in the camps having been resettled or relocated in other areas
10. Develop a volunteer program	Attract volunteers internships to HSHC focus areas	The volunteer program attracted 3 internships addressing marketing, technology and horticulture (marketing)	A number of internees registered for this program starting February 2009
11. Strengthen internal financial sustainability.	Implement financial controls Access 1 % of HSHC budget from horizon business	An improved financial manual produced and financial management implemented. Only 0.75% of the total budget came from Horizon	The Horizon business financial contribution to HSHC budget is expected to grow by 3% in 2009.
12. Further improve on PME systems	One baseline survey conducted.  Adjust the PME manual	Draft baseline report  Manual adjusted accordingly	The PME plan was not completed but on-going
13. Facilitate domestication of cape chestnut trees on-farm	4000 seedlings to be planted on-farm	6420 seedlings planted by 240 farmers	Demand for indigenous seedlings was high
14. Staff capacity	Assess staff capacity in the focus areas	Assessment concluded and training in the major areas financial, PME, VCD, project management, investments instituted.	Major staffing gaps identified

The indicators used to arrive at these conclusions included: group records, nursery records, staff reports, field visits, staff and board monitoring reports.

The Project's main achievements were: decision on strategic focus of HSHC to oil value chain, agreement with ICCO on the way forward, development of a program of work (2009-2011), being recognized as strategic partner in a community project funded by CDTF, being recognized by Pact Kenya as a strategic partner in mount Kenya west landscape project, being able to offload some of the tasks in Horizon Business Venture to a potential investor. The other tangible achievements included establishing the Kabaru Forest Management Plan which will strengthen the community involvement in decision making and benefit sharing linking to sustainable forest management.

## **2. Achievement of expected results: effect of the implemented activities**

### **Staff capacity**

There was a marked improvement in the capacity of staff to deal with various organizational and development issues – including financial, PME, VCD and entrepreneurship. The result is demonstrated by the link between work plans and financial plans where the three arms of the organization (financial, management, policy) understand their clearly defined responsibilities in financial issues and this mutual relationship was coordinated quite effectively. There was a marked improvement in financial accounting, (receipts) tracking of finances against work plans and a general appreciation of the link between financial and work plans. The appreciation and the capacity of the staff, management/board in PME is evident in the elaborate program of work 2009/2011, the coordinated implementation of baseline survey and the establishment of the PME Plan. An overall staff/board attitudinal transformation towards PME and VCD is evident and this is demonstrated by the high interest/demand to attend PME/VCD related trainings and workshops. Unlike in the past where the organization struggled to identify participants of these trainings, subsequently the demand always exceeded the requirements by 50%.

### **Attract an Investor**

The organization ability to demonstrate the viability of HBV9 (business plan) as a business entity brought in a serious investor in the name of Solarix which has since been joined by two other investors from USA. Consequently, another two investors have approached the organization for possible partnership. Solarix, HSHC and the other two investors have subsequently registered a business name, Kenya Eco-Energy (KEE). The Horizon will remain the brand name of the business products. Though the investment arrangement is not fully finalized, the measures already undertaken have offloaded the management responsibilities of Horizon from HSHC, income increased by 40% and some of the intractable challenges like transport, delay in payment of seeds and consistence in production has improved by 30%.

## **Farming as business training**

Hundreds of farmers were trained on 'farming as business' concept. There was tangible transformation of farm level production practices evident in the number of individuals who contacted the organization for advice related to business issues such as record keeping, production planning, market forecasting, business plans, and cost/benefit analysis. The number of individuals who requested information on business related issues rose from 48 in 2007 to 234 in 2008. This in comparison of those asking question related to technical issues 403(207), 487(2008). A marked increase of 387.5% in business compared to 20.8% in technical issues.

## **2.4 Biodiversity conservation**

The linkage between income and forest conservation was clearly demonstrated. As a result of the economic opportunities created through the collections of cape chestnut seeds, the community adjacent to the forest have tremendously increased their appreciation of the forest and are more vigilant to its protection. Preliminary investigation, data presented by KFS and confessions from the community illegal logging, charcoal burning and herbal harvesting have recorded a reduction of 30%, for the first time since 1980. This scenario has been reinforced by two other activities facilitated by HSHC-establishing of a FMP and strengthening of the institutional structure of the CFA.

## **2.5 Focus Areas of the Organization**

As a result of internal consultation among the stakeholders, and the outcome of the market and value chain analysis, the role of HSHC in the development was clearly defined; inter alia include value chain development around non-edible oils. A strong backward and forward linkage around these two value chains – including market- led conservation, domestication and value-added products- was recognized as critical. As a result, all future engagements in HSHC (staff, activities) must be linked strongly on the oil VCD and/or supporting efforts to strengthen the chain under consideration.

### 3. New Opportunities or Threats in the External Environment

#### Investments.

As a result of increased visibility and publicity of the business arm, a number of potential investors approached the organization for possible partnership, business takeover, and/or loans. The following table summarizes the various categories of investors.

1. Partnership (shareholding)	Solarix – two individuals from USA
2. Business takeover	Agro-tech Kenya
3. Loans	Acumen Fund, Family Bank of Kenya, Nyeri Farmers SACCO

The publicity profited of the organization in other areas notably. We received a number of donor related institutions – Finnish Embassy, SIDA, One Village One Product (OVOP), MIVA, JICA, CDTF and Switzerland. Further potential partnership was established with – ICRAF, Ministry of Energy and ICRISAT. These created opportunities for funding from CDTF, Finnish Embassy, MIVA and joint proposal with ICRAF.

#### Partners

The ability of the organization to demonstrate with concrete results the principles of Fair Economic Development brought to the fore a number of partners who got interested in co-financing the program. HSHC has managed to secure funding from CDTF both as a strategic partner to a community environmental project and secured funding for a new advocacy project” Mount Kenya west advocacy and management project”. Finances have also been secured from MIVA Switzerland. Discussion on possible funding is currently on-going with Finnish Embassy in Nairobi.

#### Unscrupulous Organization

Due to the perceived innovation of the business initiative vis-à-vis EDC concept and Horizon products, a number of organizations and individuals are masquerading either as partners to HSHC or presenting the initiative as their own, without any reference to HSHC. One individual has actually floated EDC (with all the photos) in the internet as his own.

Another organization has applied for funding and floated a video in the internet as partner in the project. Our good guess is that if these individuals/organizations secure funding, they will cease to exist, but the donors will connect the whole scenario with HSHC. In other words, the organization’s credibility will be at stake.

## **Birds**

Due to the integration of canola and sunflower in the farming system, new species of birds have surfaced in the area. These non-traditional birds have wrecked havoc of especially canola. Since year 2004-2007, the extent of production of canola had increased from 20 – 60% (sunflower from 30 – 40%). The invasion of non-traditional birds is discouraging expansion of canola on-farm and some farmers are considering abandoning the crop altogether. If no solution is found to this problem, this might interfere with our projection of increased acreage under canola and to some extent sunflower.

## **4. New Development in the Organization**

### **Volunteer Program**

The organization reached a milestone through the development of a successful volunteer program. During the year 2 volunteers were hosted and four others were registered with the internship beginning 2009. These volunteers not only bring knowledge and skills but are a source of income, however modest. In addition, the volunteer program helps as to achieve one of the organization strategic objective- internal financial sustainability. It is expected that the volunteer program will bring a net income of KSh 500,000 per annum enough, to cater for 20% of the organization's operational costs vis- a- vis rent, communication, infrastructure and transport.

### **Partnership including Strategic.**

During this reporting period HSHC signed a memorandum of understanding with Jomo Kenyatta University of Agriculture and Technology (JKUAT). The MOU includes among others that HSHC could utilize the university facilities and staff for research and development. HSHC should in return offer opportunities for student internship and Horizon facilities for research, HSHC will also facilitate the linkage of the university with the farmers, for on-farm research. Due to its feasibility within the community in the Mount Kenya region, the credibility of its work and the good relations established with a range of stakeholders, HSHC was selected as a strategic partner in the project "Mount Kenya West Natural Resource Management and Advocacy Project" funded by CDTF. This strategic partnership is worth KSh. 1.6 million for a period of 1½ years. The organization's main role is to offer professional technical advice to the community project, report and monitor progress. This scenario was unique for the year 2008.

### **Record Visitors**

Due to mainly biodiesel concept, the organization received a record number of visitors during the reporting year. They included politicians, professionals' scholars, Government staff, media, universities, Embassy representatives, schools and ordinary individuals. The list shows 831 individuals visited the site by close of the year, as compared to 304 in 2007.

## **Biodiesel**

HSHC was the first organization to produce biodiesel commercially in Kenya. As a result, all the major media houses in the country including some international recorded and transmitted the project. For the months beginning September 2008, the project was shown 11 times in the local TV stations.

## **Eco- Challenge**

Due to its recognition in the work on environment and natural resource management, the organization received the prestigious Eco-Challenge trophy being administered by the Total Kenya.

## **New Name**

Due to the change in development goals and mission focus, both the management and board decided to change the name of the organization. This task has been allocated to one of the volunteer interns who is supposed to consult widely (internally and externally) and recommend a new name and a logo. The new name must reflect the current development theme (Fair Economic Development) and the primary target of the organization - forest adjacent community.

## **New staff**

The organization employed a new staff as an NRM officer. The staff Nicholas Mati has a master's degree in agronomy and has extensive experience natural resource management, PME and statistical analysis.

## **5. Gender specific component**

The number of women who participated in the business and succession planning workshops was 493 compared to men 277. This also compared with the number of individuals who made follow-up inquiries on business, marketing and technological information, 501 women and 220 men. The fact that women made it their business to actively seek technical inquisition is an indicator of how women are increasingly taking control over decisions regarding production systems.

According to data records gathered from the 3 seed collection centres, a total of 1807 individuals delivered seeds of various types, sunflower, canola, cape chestnut, croton and castor. 1347 of these individuals were women and the total amount of seeds delivered – 137 tonnes, those associated with women were 101.83 tonnes. This is another indication of the women control over this increasingly vital seed industry.

This case scenario is in contrast to those individuals, 63 in total, who delivered seeds directly to EDC. Of this total only 17 were women. The logical conclusion of this scenario is that, delivery of seeds to EDC requires tangible investment in transport which is dominated traditionally by men. The impact of seed industry on women is illustrated by two success stories given by two women and attached to this report. The stories provide an insight on how income accessed by women benefits the whole family and is invested in productive assets.

At the organizational level, there are 2 women against 5 men at the professional level. This gap will be narrowed as the two posts of Business Development and Information Officers are filled in 2009. Despite the organization having a clear bias towards a woman candidate in the recruitment of the Natural Resource Management officer, this was not possible as the woman candidate who applied for the post did not meet the selection criteria. Eventually, a man was recruited for the post.

## **6. Relationship with ICCO**

During the reporting period the relationship with ICCO was intensely interactive. The means of interaction included emails, telephone and person to person discussion. Concrete issues that were discussed with tangible results include the following:

- PME trajectory
- VCD trajectory
- Market and Value Chain analysis
- Investment and Horizon Business Ventures
- Program of Work Scenarios, 2008
- Program of Work 2009 – 2011
- Horizon Business Plan:

The result of these discussions culminated in the funding for action plan 2008, agreement for the program of work (2009 – 2011), initiation of PME and VCD trajectory and discussion with KIT as an investor. A general understanding of the development goals and program focus of the organization was consequently agreed upon during these discussions.