



Agriculture Sector Development Support Programme II

Study Report on Service Delivery for Commercialisation of Value Chains

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Agricultural Sector Development Support Programme (ASDSP II)

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Executive Summary

Background

For a long time, support to agricultural development in Kenya has been mainly focused on primary production with investments skewed towards public extension services, research, and farmer-oriented input subsidies. The other levels of the value chain development including inputs, transportation, trading and processing has been largely ignored. This biased attention to a single aspect of the agricultural value chain development has had the effect of limiting the growth of business orientation. Agriculture Sector Development Support programme Phase two (ASDSP II) institutionalizes the value chain approach as part of initiatives to commercialize agriculture. The programme targets to enhance the capacity of 700, 000 value chain actors (VCAs) in the 29 Priority Value Chains (PVCs) spread across the Country with the aim of transitioning their enterprises from subsistence towards commercial orientation.

Service provision and especially as it relates to capacity enhancement in the agricultural sector has been mainly through public extension services supported by public agricultural research institutions. There has been limited use of private sector service providers despite the agricultural extension policy¹ providing for the inclusion of private extension service providers. The capacity enhancement services by the public extension has mainly focused on technology, innovations, management practices services (TIMPS) and less on business development along the entire agricultural value chain. Lately, there has also been a reduced number of extension service providers and a decreased budget to support the extension services especially at the county level.

ASDSP II's approach is therefore to facilitate a team of identified dedicated service providers from different categories to assist the VCAs to enhance their knowledge, skills and experience not only on TIMPS but the whole aspect of business development on the entire value chain in order to take advantage of the emerging opportunities including technologies, innovations and markets within the value chains to grow and sustain their businesses.

Rationale for the study

From programme's performance reporting, capacity building efforts have made significant progress with 1649 service providers (against a target of 1430) trained on available opportunities. Similarly, 98% of service providers (SPs) have been trained on business development skills through an extensive capacity needs assessment. Engagement with SPs during the Midterm Review (MTR) indicated that they have improved capacity through ASDSP II supported training and from information sharing with other service providers, although there was variation between counties (ASDSP II MTR, 2021). Despite these achievements in SPs training, that capacity has not translated into sustainable commercial enterprises by VCAs. In the area of productivity for example, only 34% of the planned innovations were promoted with an adoption level of 37% while only 26% of targeted VCAs

¹ National Agricultural Sector Extension Policy (NASEP), 2010

adopted the promoted innovations. In addition, only 9% and 18.4 % respectively of the planned climate smart agriculture (CSA) and green growth (GG) technologies were promoted and implemented. In the area of entrepreneurial skills development, the situation was not any better. The programme engagement with private sector SPs to facilitate business development is quite low at 20%. This is further reflected in the low overall number(s) of VCAs with viable business plans at 17.3% and those implemented at 12% of the targeted 700,000 VCAs². Based on that poor prognosis of programme achievements, it was considered necessary to carry out a rapid assessment to understand how the SPs were enhancing the capacities of VCAs so as to commercialize their businesses at respective nodes and within programmes four result areas.

Approach and methodology of the study

The study was carried out in 10 (21%) out of the 47 counties from 28th February to 4th March, 2022. The following were the counties and priority value chains (PVCs) studied: i) Busia - Fish, ii) Kisumu - Indigenous Chicken, iii) Baringo - Honey, iv) Nakuru - Pyrethrum, v) Nyamira - Indigenous Vegetables, vi) Narok - Beef, vii) Kwale - ABEC, viii) Taita Taveta - Cow Milk, ix) Kitui - Green Grams and x) Nyeri - Potato. A total of four SPs and three VCAs were recruited for the study per value chain per county resulting into 70 respondents. Both qualitative and quantitative data collection methods were used.

Key findings

The findings show three categories of service delivery as: i) public sector led service providers; ii) private sector led service providers and; iii) civil society led service providers. The SP's supported service approaches and methods varied from provider to provider but with some commonalities and this casted some doubt and confusion on the SPs including the recipient of their services. Even though ASDSP II prefers the services to be delivered as business bringing income to both the SPs and VCAs, majority (52%) of the SPs are motivated by; institutional responsibility (14%), satisfaction derived from successes demonstrated by VCAs (9%), desire to improve livelihoods (12%), growing VCAs demand (5%), to manage post-harvest losses (1%), professionalism (3%), and lack of business knowledge (8%) to deliver their services. About 22% of the SPs get income and benefit from their service delivery. Classroom and demonstration approaches emerged as the main methods used by the SPs. However, demonstrations (36%) and exchange visits (32%) were presented by the VCAs as most preferred service delivery methods.

The cost of services delivered to the VCAs is still paid by the facilitating organizations. About 94% of the cost of services delivered to the VCAs and or value chain organizations (VCOs) was paid by SP organizations. In terms of service delivery plan development by the SPs, the public sector was at 83% while the private sector at 96%. However, there was a varied understanding on the concept of service delivery plan with guidelines, business plans, training manuals, modules, curriculums, action plans and memorandum of understanding (MOUs) being cited as some of service delivery plans developed. Therefore, the gains made

² ASDSP II Semi-annual Report 2021/22

under such supply driven approaches may not withstand certain challenges especially when the facilitating agency exits the scene.

The private sector service delivery approaches and methodologies include; supply chain credit line for aggregators, service delivery and payment plan, centralized contract farming and local service provider (LSP). All these approaches have an element of aggregation with an objective of mopping up value chain commodities from the core actors mainly by creating a sustainable market demand. In addition, the approaches support “supply chain financing for aggregators” to create a pull effect on the other value chain nodes thus making the entire value chain competitive. The service delivery and payment plan approach ensure a win-win situation for all the VCAs. In this case the VCAs receives quality service and inputs that support the production of quality products that meets the market demands. The SPs is in-turn paid by the beneficiary of his/her services. On the other hand, the local service provider (LSP) approach ensures that the VCAs get quality and timely services to produce quality products for processing.

Several factors were identified that can be attributed to the success of service delivery in a value chain development. These include; collaboration with other service providers and other stakeholders, adequate knowledge and skills and experience on the services to be delivered, availability of institutions and programmes with similar goals, good relationship with the county governments and local communities and political goodwill were some of the factors attributed to the success of service delivery. Conducive policy environment and appropriate facilitating factors are crucial for the success of service delivery.

Service providers face myriad of challenges as they engage in value chain development. These challenges may present as opportunities to be exploited or barriers to overcome. Business support capacity development (43%) was presented as the key challenge to service delivery. Other challenges included; business support infrastructure (33%), financial constraints (5%) and other cross cutting issues.

The study findings indicate that 75% of sampled SPs had been trained on key programme areas of Technologies, Innovations, Management Practices (TIMPs), Business plan and entrepreneurship and market access. Despite this, capacity gaps were reported in the areas on business, entrepreneurship and marketing especially by both adult (men and women) and youth (female and male youth) SPs. This implies that the training received in these areas might not have been adequate or did not match the needs of the recipients. Most of the SPs were also not using any structured capacity enhancement plan, lacked training needs assessments of VCAs and a training plan. Most SPs reacted to what they saw at VCAs' work station and as told by VCAs. In terms of collaborating with other organizations, public SPs were found to have the highest level of collaboration which gave them more opportunity to gain new knowledge and skills and increase their competencies compared to the private and CSO service providers.

In terms of desired changes as a result of services provided, a large majority of SPs (39%) reported increased production of VC. On the other hand, agricultural diversification (20%)

and emerging gender and cross cutting issues (28%) were also mentioned as the positive and negative unintended changes respectively. Demand of SP services by VCAs was mentioned as a success factor by most SPs (33%) while high cost and poor quality of inputs were cited as key challenges in effective service delivery. Women inclusion strategy (66%), and youth empowerment strategy (40%) were cited as the most appropriate towards ensuring enhanced access to services by women and youth. The SPs also gave various suggestions to improve the effectiveness of service delivery.

Key lessons learned: The concept of service provision in programme implementation was not fully understood by implementing institutions; most of the trainings supported by ASDSP II was useful in knowledge and skills upgrading of SPs but needed to be planned well and focused to address the needs of various VCAs and SPs along the VCs; that there was need for proper identification of qualified trainers and SPs; and that engagement of women and youth as SPs and in value chain development is still a challenge despite involvement of many women labourers in the priority value chains.

The study recommends supporting counties review capacity needs assessment for SPs and VCAs, development of curriculum and associated modules, supporting additional and deepening existing innovations and technologies with focus on environment, climate change and biodiversity, and develop monitoring plan on how to track SPs service delivery during the 2022/23 plan, anticipated extended period and during the planned new sector support.

The report is presented in four sections: section one provides the background to the study of service providers. Section two is a presentation of the approach and methodology applied in the study while section three presents and discusses the analysis of the key findings and section four provides the conclusions, lessons learnt and recommendations.

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Abbreviations

AEZ	Agro-Ecological Zones
ASDSP II	Agriculture Sector Development Support Programme II
ASTGS	Agricultural Sector Transformation and Growth Strategy
CASSCOMs	County Agriculture Sector Steering Committees
CEC	County Executive Committee
CPS	County Programme Secretariat
CSO	Civil Society Organization
CSOs	Civil Society Organizations
GPS	Global Position System
ICT	Information Communication Technology
JAS	Joint Agricultural Secretariat
JASSCOM	Joint Agriculture Sector Steering Committee
KALRO	Kenya Agricultural and Livestock Research Organization
KASEP	Kenya Agriculture Sector Extension Policy (Draft)
KEPHIS	Kenya Plant Health Inspectorate Services
KES	Kenya Shilling
Kg	Kilogramme
KMFRI	Kenya Marine and Fisheries Research Institute
LSP	Local Service provider
MOU	Memorandum of Understanding
MTR	Mid-Term Review
NARS	National Agriculture Research Service
NASEP	National Agriculture Sector Extension Policy
NPS	National Programme Secretariat
PD	Programme Document
PVC	Prioritized Value Chain
PVCAs	Prioritized Value Chain Actors
SP	Service Providers
TA	Technical Assistance
TIMPS	Technologies, Innovations and Management Practices
ToR	Terms of Reference
VC	Value Chain
VCA	Value Chain Actor
VCO	Value Chain Organization

1. Background of the Study

This chapter presents an introduction, the rationale for the service provider study, the purpose and the objectives of the study and the scope of the study.

1.1 Introduction

For a long time, support to agricultural development in Kenya has been focused mainly to production with investments skewed towards public extension, research, and other agricultural supportive services. The other levels of the value chain development including inputs, transportation, trading and processing have been largely ignored. This skewed focus on a single aspect of the agricultural value chain has the effect of limiting the growth of business development. Therefore, the overall goal of Agricultural Sector Development Support Programme (ASDSP II) is to contribute to “transformation of crop, livestock and fishery production into commercially oriented enterprises that ensure sustainable food and nutrition security”. The programme targets four key challenges that hinder commercialization of agriculture i.e., low productivity along the entire priority value chains (PVC); inadequate entrepreneurial skills along PVCs and among service providers; low access to markets by Value Chain Actors (VCAs); and, weak and inadequate structures and capacities for consultation, cooperation and coordination within the Sector. These four key challenges reflect the key result areas that the programme interventions are aligned to and in which achievements will be measured against.

The programme targets to reach 700,000 value chain actors in the 29 PVCs spread across the country with the aim of transforming their current subsistence enterprises into commercially viable value chain businesses. To achieve this objective, the programme aimed at building the capacity of a critical mass Service Providers (SPs) so that after they have acquired relevant skills and knowledge, they would in turn assist VCAs to become entrepreneurs and take advantage of available opportunities and technologies in the market to grow and sustain their businesses. The programme recognized that most of the available extension services for small scale farmers are from public service providers and almost none for agro input, transport, trader and processor levels of the VC. Considering the freeze in employment within the public service and coupled with natural attrition, the quality and level of service provision has declined. The low level of service provision to the sector has been exacerbated by the county governments investing less in supporting extension service delivery and instead investing more in short term non sustainable productivity enhancement measures

The programme also recognized that since most of the SPs were from the public sector and were biased towards primary production services, there was a need in capacity buildings efforts to tilt training towards business development. Emphasis was to be placed in building capacity of a critical mass of private sector SPs and especially those who were already engaged in the respective value chains as part of their business for the purpose of sustainability. Therefore, there was need to rapidly undertake an assessment of how the SPs are assisting VCAs to improve their productivity, enhance entrepreneur skills, improve

access to market and take advantage of the prevailing policy and institutional environment for value chain development.

The findings will be shared with the counties for learning and improvement on the implementation of the concept of service delivery in commercializing businesses along a VC

1.2 Rationale for the Study

Various programme reports indicate that substantial progress has been made in building the capacity of SPs and VCAs. Engagement with SPs during the midterm review (MTR) indicated that they have improved their capacity through ASDSP II supported training and from information sharing with other service providers. However, this varied between counties (ASDSP II MTR, 2021)³. Similarly, the program implementation result tracking tool also indicates training of SPs and VCAs has respectively reached 107.3% and 98%. However, these achievements have not translated into significant increase in viable business enterprises. In the area of productivity for example, only 34% of the planned innovations were promoted with an adoption level of 37% while only 26% of targeted VCAs adopted the promoted innovations. In addition, only 9% and 18.4 % respectively of the planned CSA and GG technologies were promoted and implemented. In the area of enhanced entrepreneurial skills, the situation was not any better. The number of VCAs with viable business plans stood at 17.3% while those implemented at 12% of the targeted 700,000 VCAs⁴.

Based on the prognosis of low programme achievements, it was considered necessary to undertake an assessment of how the SPs were assisting to enhance the capacities of VCAs to improve productivity, enhance entrepreneur skills, access markets and take advantage of policy and institutional environment. In addition, there was low programme engagement with private SPs (20%), who are expected to be the pillar of sustainability. A recent assessment of SPs currently engaged in programme's Outcome 2's (enhance entrepreneur skills) activities revealed that 73% of the SPs are from the public sector⁵. Therefore, there was a need to rapidly undertake a study of how the SPs are assisting VCAs improve their productivity, enhance entrepreneur skills, improve market access and take advantage of prevailing policy environment to increase their business gross margin and subsequently improve incomes and assure food and nutrition security.

This study presents a deeper understanding on how the current SPs are delivering the services to the VCAs and recommend actions to be undertaken to reverse the low programme achievement trends witnessed. Besides, this data is critical in informing; policy direction, decisions and the design of future programmes and projects in the sector including learning for improvement on best practice service providers' delivery systems.

³ 2021 ASDSP II Midterm Review Report

⁴ 2021/2022 ASDSP II Semi Annual Report

⁵ 2021 Business Development Service Providers Inventory

1.3 Purpose and Objectives of the Study

The purpose of the study is to find out how the service provider concept is being applied in Results Areas 1, 2, and 3 to enhance the capacities of the VCAs to take advantage of the identified opportunities to increase their productivity, enhance entrepreneurial skills and improve access to market so as to improve their incomes and food security. The specific activities were to:

- i) Profile and categorize existing service providers being used in the programme,
- ii) Identify and describe the factors that characterize effective SPs and those that undermine or inhibit their service delivery to VCAs,
- iii) Find out from VCAs what gaps may exist in service provision,
- iv) Find out from SPs what further capacity enhancements they may require to be effective in their job,
- v) Identify and describe other models being used by other partners,
- vi) Recommend what further actions are needed for up-scaling or improving the effectiveness service providers in assisting VCA to improve productivity and incomes.

1.4 Scope of the Assessment

The study was aimed at developing a deeper understanding of how the current SPs are delivering services to the VCAs in 10 selected counties and recommend actions to be undertaken to improve effectiveness of SPs generally in assisting the VCAs improve their incomes through implementation of prioritized interventions in result areas one, two and three. Specifically, the study covered the following aspects:

- i) Profiling of SPs,
- ii) Services delivery models,
- iii) Capacity of SPs and support systems,
- iv) How the SPs are delivering services to VCAs,
- v) Perceptions of the SPs on their effectiveness,
- vi) Perceptions of the VCAs on effectiveness of SPs.

The key activities for the study were as follows:

- i) Preparation of a detailed methodology and data collection tools and sharing with NPS for inputs,
- ii) Pre testing of data collection tool in selected County(ies),
- iii) Preparation of report outline,
- iv) Data analysis and report writing,
- v) Share draft reports with NPS obtain comments,
- vi) Prepare final report and submit (hard copy and electronic versions in agreed format) to ASDSP Coordinator,
- vii) Share the report with relevant stakeholders.

The deliverables for the study include:

- i) Checklist/ questionnaire, reporting template and time plan,
- ii) List of selected counties,
- iii) Draft rapid assessment report, and iv) Final report.

2. Methodology

This section presents the study design, assessment criteria, sampling strategy, data collection and analysis methods and the limitations in the study design and roll out process.

2.1 Assessment Design

This study was a National Programme Secretariat (NPS) led activity with County programme secretariats (CPSs) assisting the assessment teams reach out to the required respondents. The study was therefore conducted by NPS staff supported by experts from Agricultural Sector Departments and NIRAS Technical Assistance team in the study design, data collection, data analysis and reporting.

A pre-pilot workshop was held with the NPS enumerators and Technical Assistance (TA) for one day where they were given the opportunity to interact with the tools and provided feedback for further improvement of the study tools. The study was piloted in one (Muranga) of the 47 counties on the banana, french beans and cow milk value chains. Data from the pilot study was analyzed and together with feed-back from the pilot enumerators, were used to improve on to the tools and study process.

After the pilot experience, the actual study was carried out in 10 (21%) out of the 47 counties from 28th February to 4th March 2022. The National programme coordinator (NPC) sought the participation of the selected counties from the County Executive Committee Members (CECs) through Joint Agriculture Secretariat (JAS) prior to the due dates for the study. Five teams were formed with each team having an NPS member knowledgeable in the four result areas and gender mainstreaming in the programme. The five groups (enumerators) went through one day training on the study objectives, aim and how to administer the tools through a Global Position System (GPS) enabled android phones. Each member of the groups kept a journal during the data collection. A debriefing session was held by each group to review the data collected at the end of each day's data collection. Complete data was uploaded to the server by the end of each debriefing session by each group. The role of the CPS in the study was to provide support system (s) in the counties of study.

2.1.1 Assessment Criteria

The counties for study were purposively selected based on the following criteria:

- i) Regional/geographic representation,
- ii) 50% representation of 29 priority value chains being supported by the programme.
- iii) Ease of movement between Counties,
- iv) Agro-ecological zones (AEZ)

The value chains for assessment were selected based on the subsectors alignment and dominance among the priority value chains. Table1 shows the priority value chains studied by sampled counties.

Table 1. Priority Value Chain by County

County	Priority Value Chain
Busia	Fish
Kisumu	Indigenous Chicken
Baringo	Honey
Nakuru	Pyrethrum
Nyamira	Indigenous Vegetables
Narok	Beef
Kwale	ABEC
Taita Taveta	Cow Milk
Kitui	Green Grams
Nyeri	Potato

2.1.2 Sampling Strategy

Both purposive and random strategies were used to identify the SPs and VCAs from the SPs and VCAs sample frames respectively for study. The VCAs were recruited in the SPs study in order to identify gaps in service provision. Due to time constraints for the assessment, a total of four SPs per value chain per county were recruited for the study per value chain per county. Each county was given the leeway to select two and one preferred SPs and VCAs respectively from both sample frames presented to the study counties. The rest of the respondents were selected randomly from the sample frames by the NPS. The number of respondents recruited for the study is as shown in table 2.

Table 2. Number of Respondents by County and Value Chain

County	Priority Value Chain	Service Provider (SPs)	Value Chain Actor (VCA)
Busia	Fish	4	3
Kisumu	Indigenous and Chicken	4	3
Baringo	Honey	4	3
Nakuru	Pyrethrum	4	3
Nyamira	Indigenous Vegetables	4	3
Narok	Beef	4	3
Kwale	ABEC	4	3
Taita Taveta	Cow Milk	4	3
Kitui	Green Grams	4	3
Nyeri	Potato	4	3
Total		40	30

2.1.3 Data Collection and Analysis Method

Data for the study was gathered from both primary and secondary sources. Primary data was collected through the administration of both closed and open-ended questions while secondary data relevant to service delivery were identified and reviewed. Open ended questions were included in the study tools to unearth service delivery models and to give an in-depth understanding on how the SPs were delivering services to the VCAs.

Both qualitative and quantitative data analysis methods were used to clean the data, organize and analyze it. Specifically, excel was used to analyze the quantitative data. Frequencies, percentages and descriptions were used to present the quantitative data and meaning created. On the other hand, open ended questions which required much probing was analyzed through thematic and content analyses. In this method, chunks of data aligned to a given question was downloaded from the server, cleaned and organized around given themes most appropriate to the groups/chunks of data organized. The report writers created meaning on what each chunk/group of data is communicating through content analysis. Review and interpretation of documents relevant to the study objective was undertaken.

2.1.4 Limitations of the Methodology and Data

Whereas the study was only limited to one value chain per county, each county was implementing at least two other value chains whose experience could be different from the value chain studied. Besides, the quantitative nature of most of the questions may not adequately address a study whose objectives and aim are majorly qualitative. Additionally, interviewing only three VCAs per priority value chain may not give a true reflection of what is happening or the needs in other nodes if the three respondents happen to come from similar nodes with similar experiences. The main purpose of recruiting, and interviewing VCAs in a SPs study was to identify the gaps in service provision which was a good thing. However, interviewing only three VCAs in a value chain with over 1000 VCAs may not fully represent all the gaps in service delivery in that value chain leave a lone the other priority value chains in other context which were not studied.

3. Findings and Discussions

Chapter three presents the analysis of the findings of the study focusing on three broad areas of the study, i) response rate of the respondents; ii) profile of the service providers which analyses the different categories of the SPs, the age, gender and spread in the surveyed areas; and the service delivery that analysis the capacity and support systems of the service providers; and iii) the service delivery systems used in providing services to the value chain actors including capacity of the SPs, service delivery systems and support systems

3.1. Response Rate

The survey had two types of respondents - the service providers (SPs) and the value chain actors (VCAs). It was planned that 40 service providers and 30 value chain actors will be interviewed. At the end of the exercise, there was 100% response rate as planned for both categories of the respondents. There were however some cases where the sampled respondents were not available at the time of the interviews for various reasons including attending to emergency activities, retired/transferred, ceased to be a value chain actor or simply they forgot. The few who were not found as planned were replaced with alternatives that were also sampled and placed under reserve list from the start.

3.2. Profile of Service Providers

There are different categories of service providers engaged in service provision for value chain development. In the context of ASDSP II, the service providers are those individuals, firms and or organizations involved in building capacity to VCAs across agricultural value chains. The profiling of the service providers considered the categories, administrative spread and characteristics of the sampled service providers.

3.2.1 Categories of Service Providers

The study identified three categories of SPs that were used to enhance the capacity of VCAs to improve productivity, enhance entrepreneur skills, improves access to markets and understand the supportive policy and institutional framework for growth of their businesses. These included; the public (58%), private (32%), and civil society organization (CSOs – 10%) based service providers as shown in figure 1.

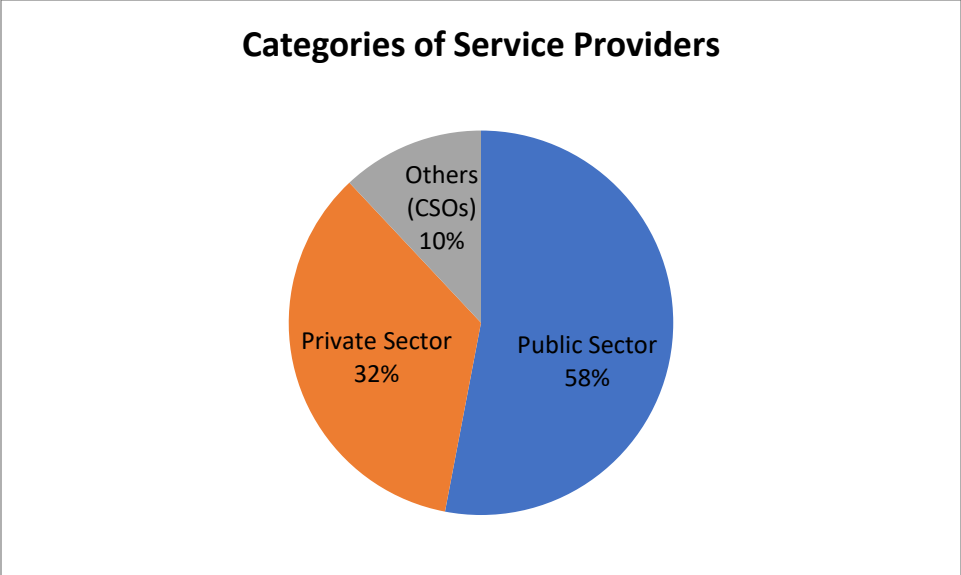


Figure 1. Service providers by Category

i) Public sector service providers

These are those individuals from public institutions who were found to have provided knowledge enhancement to VCAs as part of their core responsibilities of the institutions they represented. The costs of the services provided are financed from public resources and only in few selected services where services are paid for by the recipients. The services offered to programme VCAs by public service providers were not charged. This poses a challenge to sustainability of services after the programme period. Moreover, and as discussed elsewhere in this report, the public sector SPs are strong on TIMS but weak in business development.

ii) Private sector services providers

The private sector SPs was composed of private individuals, private firms or their representatives and cooperative societies found partnering with ASDSP II in enhancing the knowledge among the VCAs for the purpose of developing their businesses. Of the surveyed private SPs, majority of them engaged in profit making businesses in the priority value chains (PVCs). This is aligned to the intention of the programme to build sustainability in service provision in value chain development (VCD).

iii) Civil Society organization service providers

They are the individuals from non-governmental organizations (NGOs) and faith-based organizations (FBOs) who were found to be providing capacity enhancement services to the VCAs as part of their organizational mandate. They also draw most of their support budget from public sources and do not charge their services to the VCAs. Some of them have a dual purpose where they provide knowledge enhancement and other support for enhancement

of knowledge and advocacy. Although the CSOs were expected to provide knowledge to VCAs to develop their businesses, they relied on other SPs such as the public service to assist them in the areas they did not have competency or hired experts to assist in providing the services to the VCAs.

3.2.2 Administrative Distribution of Services by Service Providers

The study indicates that the administrative spread of the Service Provider's support to VCAs is well distributed in the country. The spread of SPs to the wards, sub counties, counties, regional and national levels was 14%, 29%, 31%, 23% and 3% respectively as shown in figure 2. This means 31% of the service provided can be accessed across the County up to the ward level. Only 14% of the service providers are localized at the ward level. Some service providers, mainly the private sector, had national and regional coverage in service delivery that encouraged market linkages and information sharing across the region. There was no service provider with international coverage.

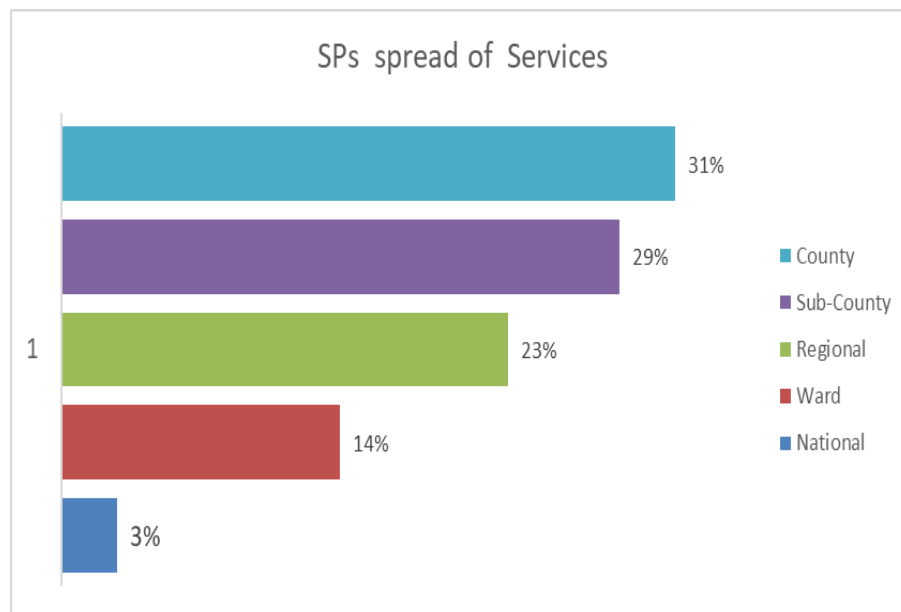


Figure 2. Spread of Service Providers

3.2.3 Service Providers Characteristics

The Service Providers from 10 Counties with a sample size of four SPs per County were profiled by sex and age as shown in figure 3 and 4. The result findings are discussed in this section.

3.2.3.1 Service Providers by Age

The majority (45%) of the SPs were youth (18-35 years) as shown in Table 3. Besides, 23% of the SPs were in the 36-50 years age bracket. This means that majority (68%) of the SPs were in the middle age and could continue providing services to the VCAs after ASDSP II phases out.

Table 3. Service Providers by Age

Age of Respondents in Years	Frequency (n)	Percent (%)
a) <35	18	45%
b) 36-50	9	23%
c) 51-60	13	33%
Total	40	100

The Figure 3 shows that the Private Sector had more youthful Service Providers (53%) as compared to Public Sector (figure 4) with about 1/3 below 35 years of age (39%) implying an aging population in Public sector service providers. Besides the attrition through retirement and death, there has been limited recruitment of extension workers after the devolution of extension services to the counties. Moreover, there has been reduced support for extension services in the counties, demonstrated by low budget allocation and expenditures to agriculture sector in the counties.

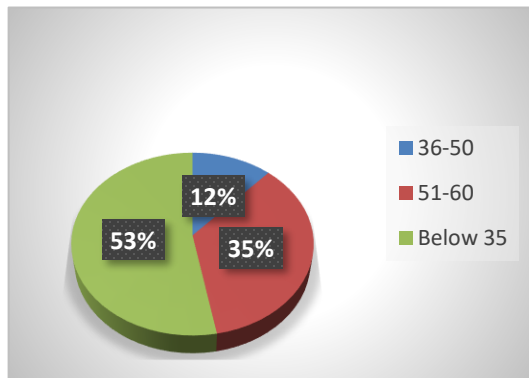


Figure 3. Private Service Providers by Age

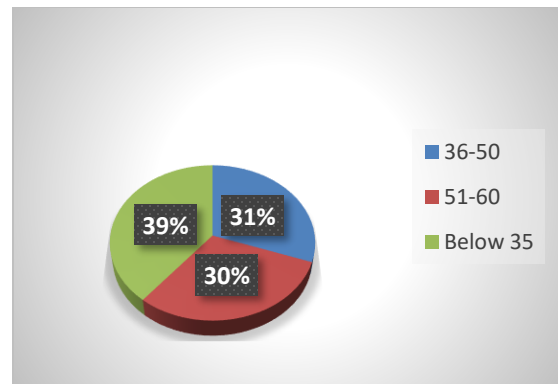


Figure 4. Public Service Providers by Age

3.2.3.2 Service Providers by Sex

There was a fair balance of respondents across both gender with male respondents having a slightly higher percentage 52% while the female counterpart was 48% as shown in the figure 5. Addressing demand for services in such a scenario where there are almost equal number of service providers will ensure women issues are considered.

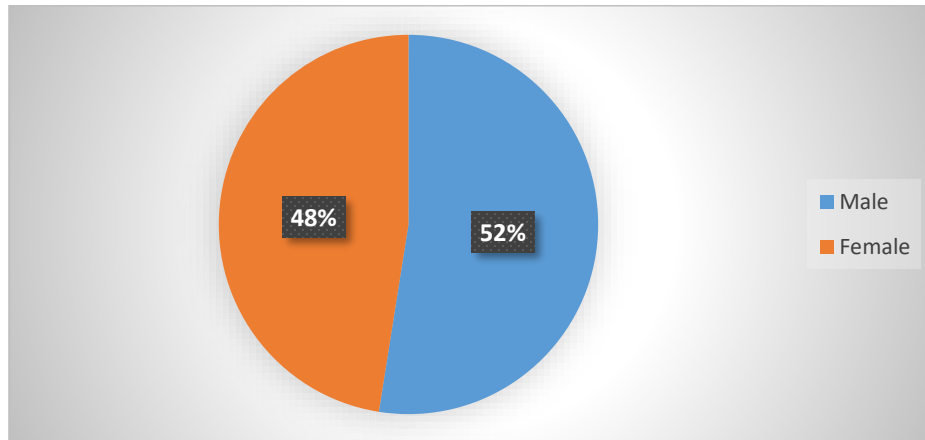


Figure 5. Service providers by Sex

3.3 Service Delivery Systems

To understand how the service providers were enhancing the capacity of VCAs, the study assessed the key drivers for service delivery, capacity of the service providers, delivery approaches and methods used and support systems relied upon.

3.3.1 Drivers for Service Delivery

The different SPs have varying reasons for being engaged in the service provision. The survey sought to know the key drivers for service provision by the SPs. Figure 6 shows the drivers of service provision as business, supplementary income, employment requirement and other factors. The majority (52%) of the SPs interviewed said that they were motivated by other factors namely; institutional responsibility (14%), satisfaction derived from successes demonstrated by VCAs (9%), desire to improve livelihoods of VCAs (12%), growing VCAs demand (5%), to help reduce post-production losses (1%), professionalism (3%), and lack of VCAs business knowledge (8%). Besides, the data shows that although 22% of the SPs get income and benefit from the services they deliver, only 18% of the SPs looked upon the activity as a business. This shows that the business aspect in service provision has not been well understood or adopted by the SPs. Therefore, there is need to come up with strategies to promote service provision as a business, encourage emergence of more private SPs in value chain businesses and to further train SPs on the business concepts.

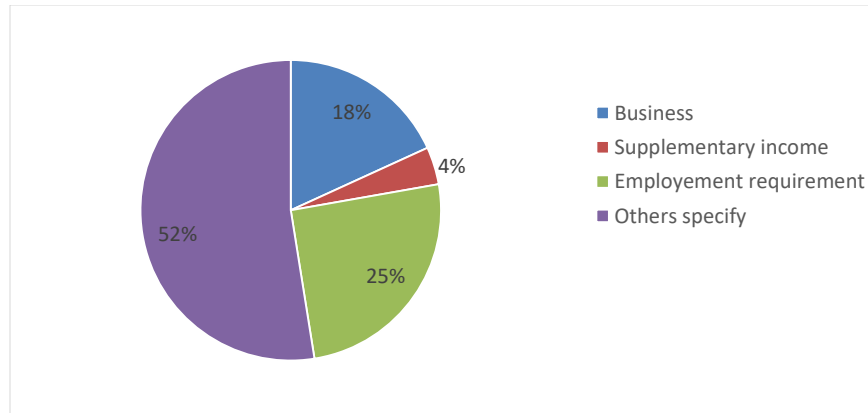


Figure 6. Drivers of Service Provision

3.3.2 Capacity of Service Providers

One of the key factors in enhancing knowledge among VCAs of different literacy levels is the qualification (skills and knowledge) of the SPs in the area of business development, technologies, innovations, management Practices (TIMPS), policy and institutional environment. Of interest in the study is the importance of competencies of SPs to assist the VCAs commercialize their business in the different nodes of the priority value chains (PVCs). This included knowledge and skills in increasing productivity, entrepreneur skills, market access as well as policy and institutional framework for development of the businesses undertaken.

i) Skills and knowledge base

Generally, all the service providers had acquired skills and knowledge mainly in agriculture related fields of training with a few exceptions in the private sector having trained in finance and business management. All SP categories benefited from tailored specific short courses aimed at complementing their skills and knowledge. Analysis by category of the SPs (Figure 7a) shows private sector SPs leading in all the skills and knowledge bases except at the diploma level of education where they had no representation. The public sector had a fair distribution of the SPs at all levels of education except at the master level (0%). Further analysis by the level of education shows that the majority (40%) of the skilled and knowledgeable SPs were first degree holders compared to other levels of education as shown in figure 7b. This is significant to service delivery in Kenya where majority of the graduate and post graduate SPs normally play the supervisory role to the lower cadre SPs who directly interact with the VCAs. This may contribute to low SPs to VCAs ratio leading to inefficiencies in service provision. Therefore, more of the SPs with the required knowledge and skills should be at the base of the pyramid where the VCAs are located to provide the required services.

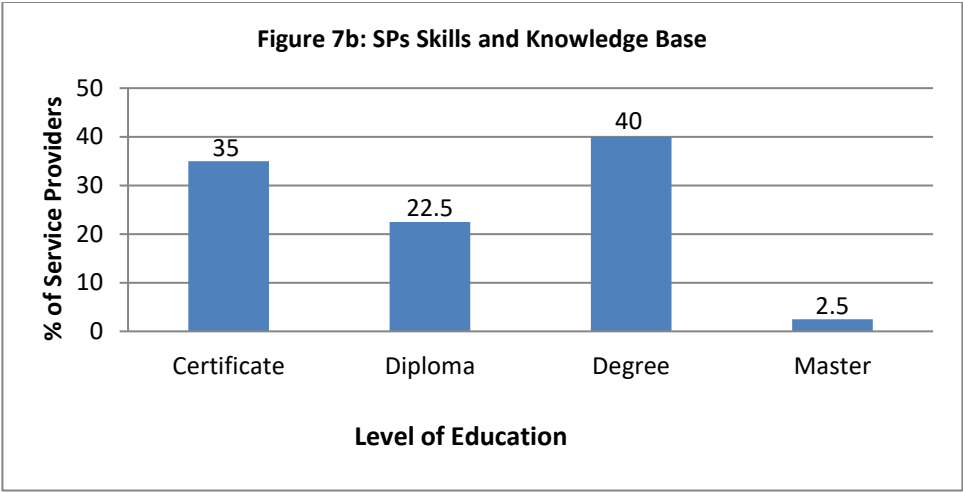
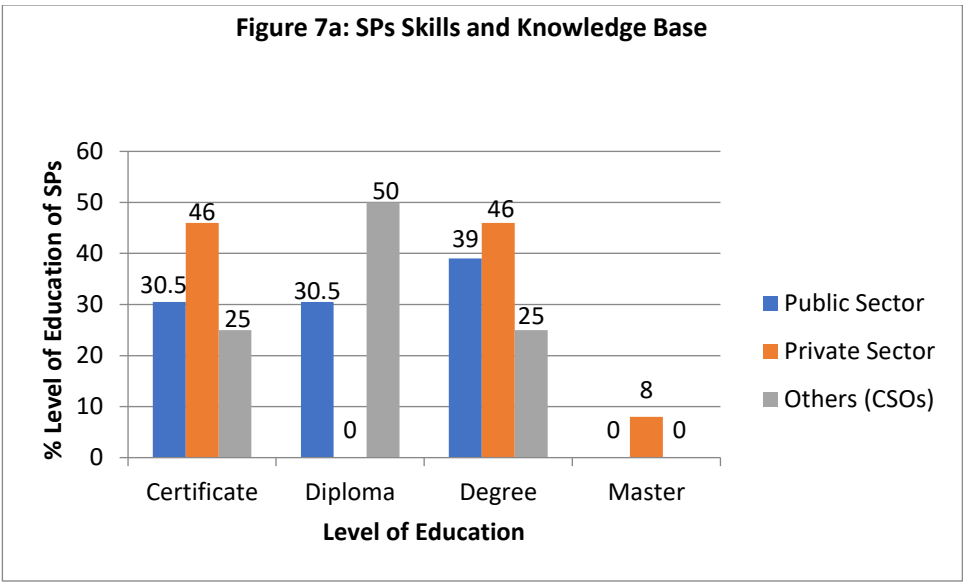


Figure 7. Service Providers' Skills and Knowledge

In terms of capacity development to the SPs, ASDSP II was the main source of training with 30 (75%) out of the 40 SPs having benefitted from ASDSP II supported training as presented in table 4. Among the SPs interviewed 8 (20%) had not received any training either because they possessed the necessary knowledge, skills and experience to address the identified value chain business development gaps or missed the opportunity. About half of these untrained SPs were male youth.

Table 4. Service Providers Trained by Sex and Age

SPs Trained	Overall N =40	Adult Men n = 12	Adult Women n = 10	Youth	
				Male n=9	Female -n=9
Trained by ASDSP	30	10	10	5	5
Trained by others	2	0	0	0	2

Not trained	8	2	0	4	2
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Regarding the assessment on the type of training and skills upgrading received, majority of the SPs received business development related skills and knowledge. Table 5 presents business plan (BP) development and market access as 69%; while BP and market linkages as 56% relative to TIMPS which was at 31%. Across the gender divide, more males (adult and youth) received knowledge and skills upgrading trainings relative to women. The knowledge and skills upgrading received were relevant to the programme's results areas and addressed the key opportunities that had been identified by the VCAs as critical for the growth of their business.

Table 5. Training and Skills Upgrading Received by SPs

Type of Training (Knowledge & Skills Upgrading)	% Proportion of SPs Trained by Sex and Age				
	Overall N=32	Adult (>35 Years)		Youth (18 - 35 Years)	
		Male (n=10)	Female (n=10)	Male (n=5)	Female (n=7)
BP and market linkages	56.3	21.9	9.4	15.6	9.4
Data Collection	6.3	0.0	3.1	0.0	3.1
Gender mainstreaming, M&E systems	12.5	0.0	3.1	6.3	3.1
TIMPs	31.3	9.4	6.3	9.4	6.3
TIMPs, BP & Market access	68.8	12.5	21.9	12.5	21.9
VC identification	6.3	3.1	0.0	3.1	0.0

ii) Experience

The survey further looked at the experience of the SPs in enhancing the capacity among the VCAs. Figure 8 shows that majority (70%) of the SPs had experience of 1- 10 years while only 12.5% had experience exceeding 30 years. In general, public SPs had longer experience than other SP categories. Public SPs with experience of 11-30 years stood at 17.4% and those with 11-30 years at 21.7%. This compares with private SPs who had 17.7% and 15.4% respectively for comparable experience. CSO SPs had the least experience with all of them having 1-10 years. The group with most years of experience would be expected to have a better and deeper understanding of the required knowledge by VCAs with different literacy levels. Moreover, they should demonstrate high level of practical and general knowledge of the business development and foresee risks that the VCAs may experience in undertaking their businesses.

It is also expected that the more experienced SPs have wider network to link the VCAs to specialized skills enhancement programmes including mentorship and incubation. Although the SPs with many years of experience may be an asset, this at the same time poses a challenge if the SPs have not been keeping pace with the emergence of new skills, technologies and innovations towards commercialization of the businesses under development. This is most likely the case with public SPs who despite having longer

experience than the other categories of SPs, there is the finding that they have knowledge and skills gaps in many aspects of business development.

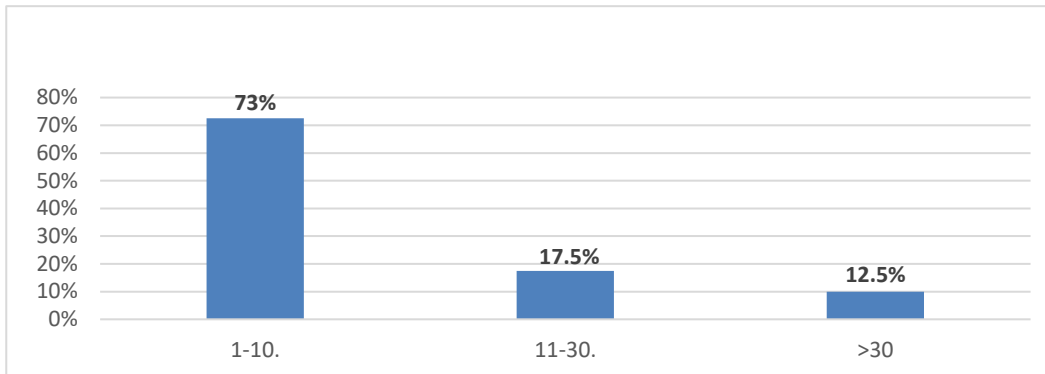


Figure 8. Service Providers Experience in Service Delivery

iii) Service Providers Capacity Gaps

Figure 9 shows that the highest (31%) capacity gaps was on business, entrepreneurship and marketing. This implies that the training received in these areas might not have been adequate or did not match the needs of the recipients or the master trainers were not qualified and experienced or were not using appropriate methodologies in their trainings.

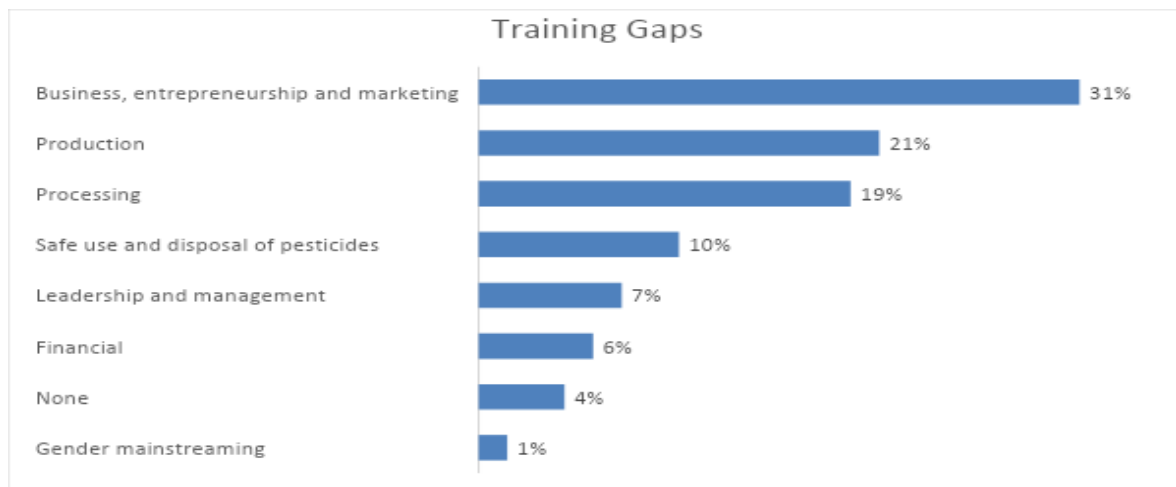


Figure 9. Capacity Gaps and Needs of Service Providers

The study further explored the capacity gaps regarding increased productivity, entrepreneurial skills, market access and policy and institutional environment for development of VCs. Table 6 outlines the frequency distribution of capacity gaps identified by SPs in their categories. The findings indicate that business, entrepreneurship and

marketing as the most frequently cited capacity gap across all SP categories. It was also noted that only the public SPs reported capacity gaps across all training areas. The least reported capacity gap was on gender mainstreaming which was reported by a male SP from a public institution. This could be attributed to the fact that the public sector organizations place high emphasis on gender mainstreaming in all its activities.

Table 6. Frequency Distribution of indicated Gaps in Service Provision by SPs

SPs Knowledge and Skills Gap Category	Private Sector	CSOs	Public Sector
Entrepreneurship Skills (Business, marketing)	4	3	10
Financial	2	0	2
Gender mainstreaming	0	0	1
Leadership and management	2	0	1
Processing	5	1	3
Production	2	2	12
Safe use & disposal of pesticides	0	2	1
None	1	1	1
Number of SPs interviewed	13	4	23

The other aspects of the study involved assessing capacity gaps on the basis of sex and age as shown in figures 10 and 11, where women (adult and youth) SPs had relatively higher capacity gaps on entrepreneurship, business skills, marketing and production compared to men (adult and youth) . Women (adult and youth) SPs did not report any capacity gaps in gender mainstreaming; this could be explained by the fact that most gender duties in the public sector organizations are more often than not assigned to female officers.

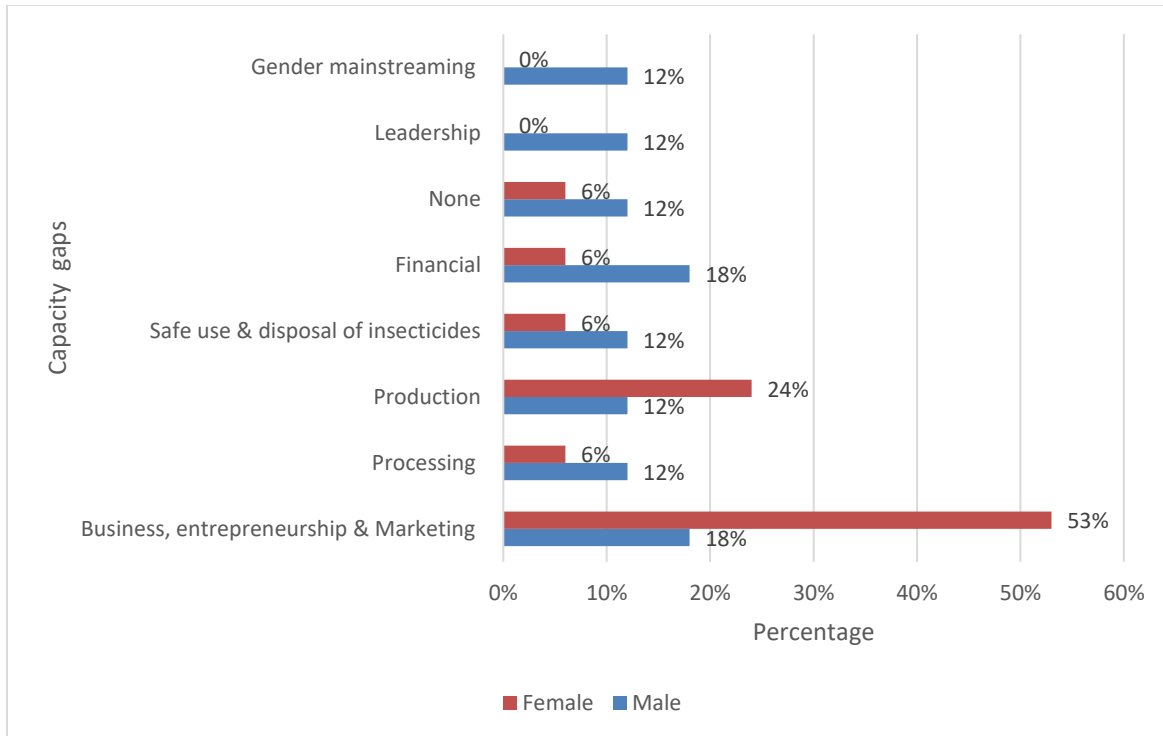


Figure 10. Capacity Gaps of Youth SPS (18-35 years)

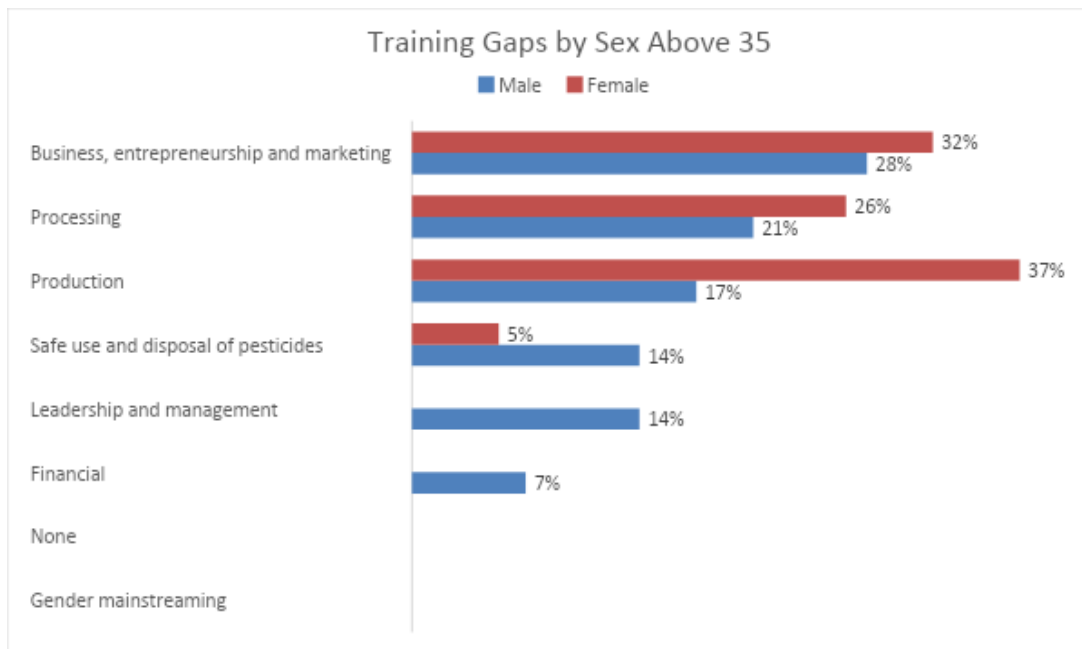


Figure 11. Capacity Gaps of SPs above 35 Years

3.3.3. Service Delivery Methods

A key condition to effective service delivery is the ability of those providing services to have clearly structured delivery methods that fit into the needs of the different VCAs as well as different contexts and situations. For example, a primary producer in the honey value chain has different capacity needs from those of the transporter in the same value chain. The way the capacity needs are assessed and addressed, plays a key role in achieving the objective of service provision.

In understanding the delivery methods, VCAs were interviewed on which categories of service providers provided them with services, what type of services they get from different SPs, the frequency of delivery of those services and the methodologies used in the delivery.

i) Source of Services

The sources of services to the VCAs were the public sector, the private sector and the civil society. Figure 12 shows public service providers as contributing majority (48 %) of services provided relative to the private sector and CSO providers. The public sector providers included; the extension workers, programmes, projects and the universities while the private sector providers were the private firms, private individuals and cooperative societies. The civil society organizations were mainly the non-governmental organizations.

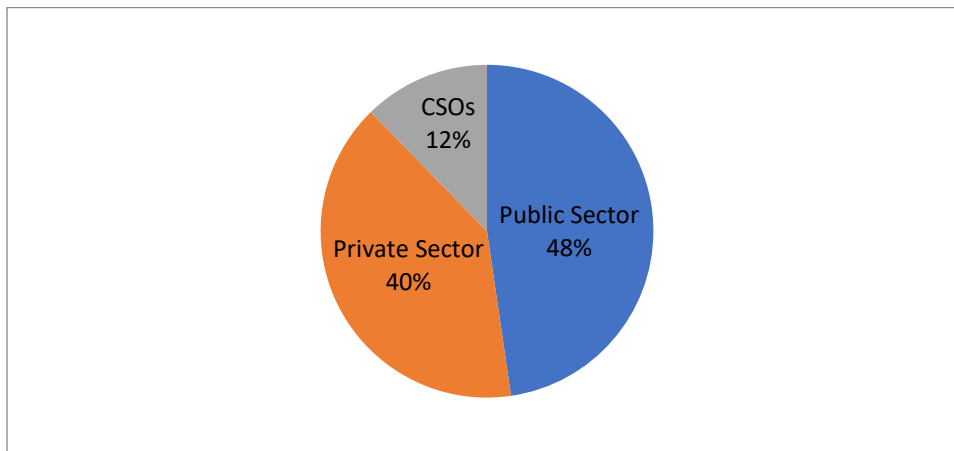


Figure 12. Sources of Service Provision for Value Chain actors

ii) The Type of Services Accessed

The main type of services delivered to the VCAs was related to market access. Figure 19 shows that 49% of VCAs as having received services related to access to the markets followed by 29% reporting receiving services related to increased productivity. The findings that access to markets got highest services contradicts the common trend in agribusiness but this may be due to the fact that the respondents may have been receiving their services from private SPs who have interest in the VCs. This is because there is still a need to target

increased productivity and entrepreneurial development to support and sustain the markets.

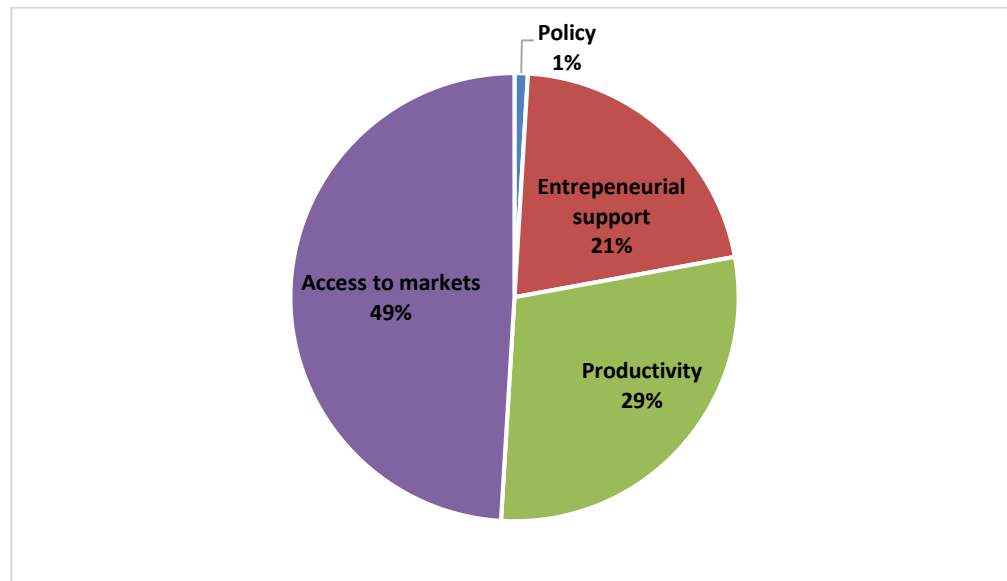


Figure 13. Types of Services Delivered to VCAs

iii) The Frequency of Services Delivery

Figure 14 shows that most (47%) of the VCAs received services on need basis for all the value chains studied while 3% received services on annual basis. - Service delivery on need bases could be the best as the VCA receives the service when they most need it and at an appropriate timing of the production cycle of each value chain. This frequency could improve productivity and incomes since services are delivered timely and addresses specific needs of the VCAs.

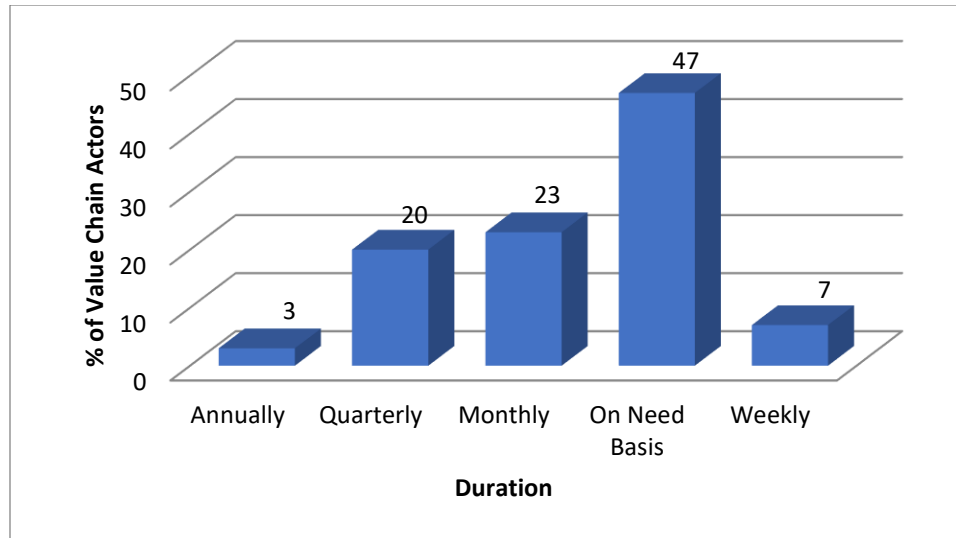


Figure 14. Frequency of Service provision to VCAs

iv) Methodologies used in Service Delivery

The study further sought to know service delivery methods in use by the SPs. Figure 15 presents demonstrations (23%) as the main method of service delivery by the SPs. However, most of the preferred methods for business growth and development ranked least; mentorship (8%), coaching (4%), incubation services (1%). There is need for the programme to come up with strategies on how to embed some of the business oriented methodologies in the service provision.

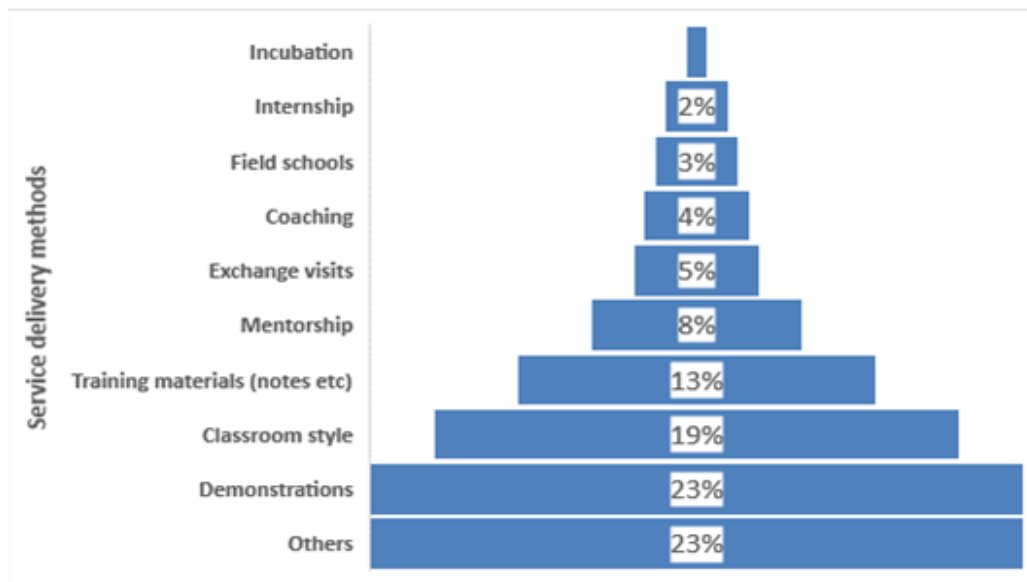


Figure 15. Service Delivery Methods (SPs Perspectives)

The SPs perspectives on their methods of service delivery compares well with the VCAs perspectives on how the services are delivered to them as shown in figure 16, especially with regard to paucity of preferred methods of business development.

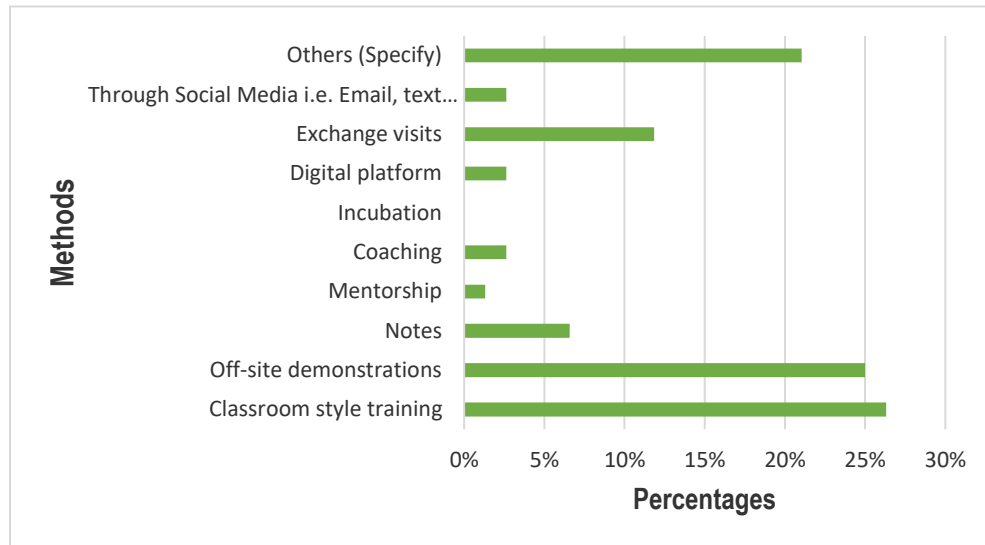


Figure 16. Service Delivery Methods (VCAs Perspectives)

The VCAs were further asked how else they would wish to receive the services. Figure 17 presents demonstrations (36%) and exchange visits (32%) as the most preferred service delivery methods, while manuals and publications were the least preferred methods for the VCAs. These findings are to some extent at variance with how the SPs deliver services to VCAs or what would appear to be best for business development such as mentorship and coaching, and should further be interrogated for effectiveness in service delivery. In addition, there may be need to harmonize the SPs methods in use with VCAs preferred methods and the best practice service delivery methods.

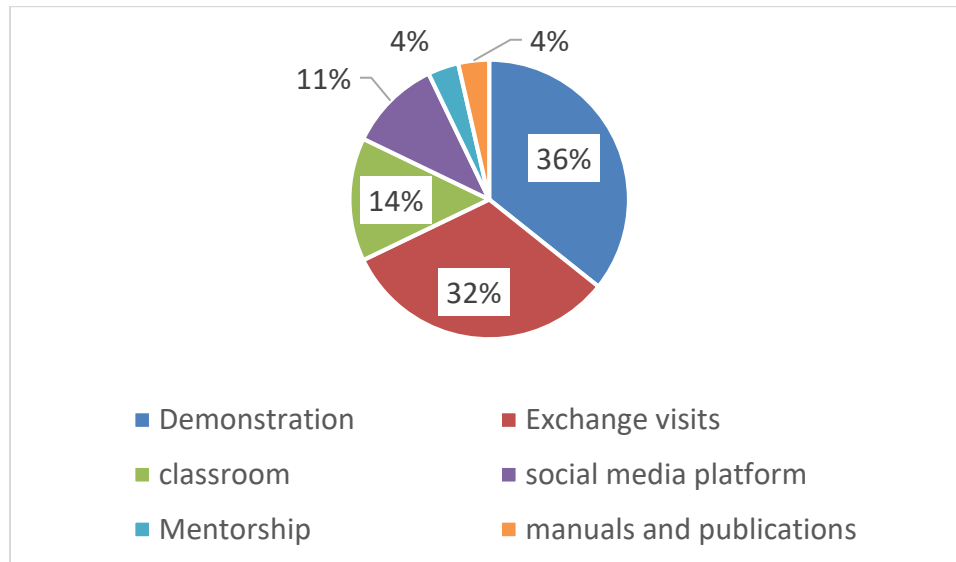


Figure 17. VCAs Preferred Methods of Receiving Services

3.3.4. Service Delivery Support Systems

The study was also to understand the support systems necessary for the effective service delivery by SPs. The various SPs interviewed identified several factors that can be attributed to the success of service delivery in a value chain development ecosystem. These include collaboration with other SPs and stakeholders, ownership of the development initiative, conducive policy environment and the facilitating factors.

i) Collaboration

Collaboration between development organizations is essential to avoid duplication of interventions and contradictory approaches, methods and objectives and to ensure better planning and a more efficient use of resources. By working together, organizations are able to combine knowledge, skills and experiences and can accomplish more than if they worked alone.

Figure 18 shows that SPs from public institutions had the highest level of collaborations at 58% compared to other categories of service providers. Cooperatives as part of the private SPs had the least level of collaborations. Organizations that have high collaboration, have a wide knowledge base thereby increasing their competencies and are able to leverage on new opportunities. For instance, through collaboration with agro chemical companies or research institutions, public SPs are able to get demonstration materials for training of VCAs and are able to get information on emerging technologies, innovations and management practices much more easily. Collaboration is therefore important as it enhances continuous learning and is good for the growth of the institution/individual. It also harnesses talents and resources from the collaboration, reduces duplication of efforts and creates synergies.

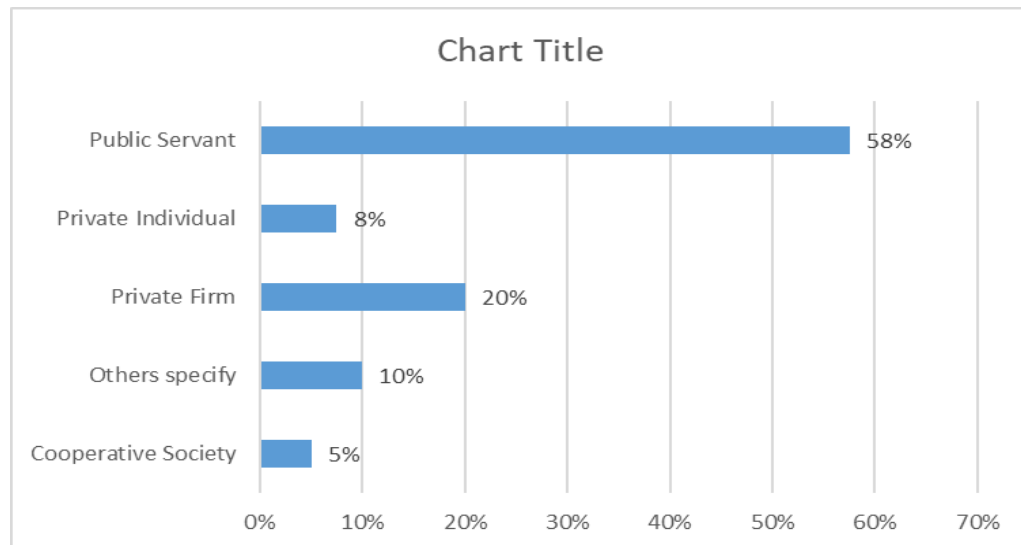


Figure 18. Collaboration with Other Stakeholders

Table 7 outlines the main areas of collaboration between SPs and other institutions that are key in enhancing their skills and knowledge in service delivery while annex 4 depicts the examples of these collaborators.

Table 7. Reasons for Collaboration between SPs and Other Institutions

Category of Service Providers		Areas of Collaboration
Private Sector	Private firms	<ul style="list-style-type: none"> Market access, Input supply, Processing, Knowledge transfer, Soil analysis
	Private individual	Inputs, micro credit, advisory
	Cooperatives	-Inputs, Market access, Aggregation, Transport services
Public Sector		<ul style="list-style-type: none"> Advisory services, market technology development and knowledge transfer, Compliance with regulations and standards, Grants , advisory services, community mobilization
CSOs		<ul style="list-style-type: none"> Community mobilization, Capacity building, lobbying and advocacy, Micro grants,

Figure 19 shows that County Governments provided a wide range of support services as part of collaboration that enhanced service delivery by SPs (36%). Some of the reported support services included transport and office facilities, human resources, mentorship and coaching by the sub county and county teams. Research extension linkages as a support system to SPs was low at only 3%, this could explain why training gaps on production were found to be high especially for women SPs (adult and youth). Overall, collaboration and partnerships which is relevant for achievement of programme objectives was found to be low (16%).

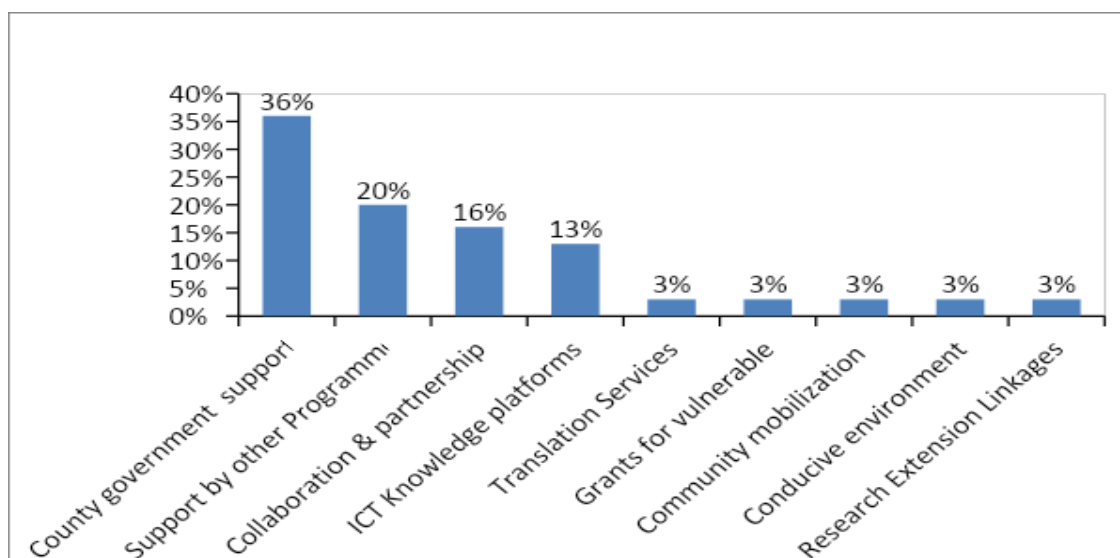


Figure 19. Other Support Systems for Effective Service Delivery

ii) Ownership of the Development Initiative

Value chain development requires a multidisciplinary approach in service delivery. Considering that Kenya is under the devolved system with two tiers of governments; the County and the National Governments, each with specific functions, ownership of any development initiative is paramount. The SPs interviewed were quick to mention that ownership/acceptance of the development initiative and support by County/national governments was critical to their service delivery. Besides, projects, programmes, stakeholders and political goodwill is imperative to service delivery and consequently, the impacts.

Good relationships with local communities, support from line directorates, collaborative ventures with partners is a motivation to deliver quality services. Good ambassadors from fellow VCAs enhance acceptability of projects and thus, service delivery. Cordial relationships with the recipient of the services are based on the past and present experience with the community of practice thus impacting on the service delivery.

iii) Policy Environment

Policy environment is crucial for the success of service delivery, thus enterprise success. Policy environment affect service delivery in two aspects, one, where the policy environment directly affects service delivery and second, is where the policy effect recipients demand of service delivery. The former is where policies in place affect the service providers in ways that they cannot deliver their services timely and efficiently. Some private service providers reported that the public service providers sometimes are in competition with them, that there are contradictory approaches and methods that disadvantage some categories of SPs in their service delivery for the reasons that there are no guidelines in the counties on how service provision needs to be undertaken.

The indirect effect was reported as those policies that hinder VCAs from making use of the skills and knowledge provided by the service providers. Some VCAs reported not utilizing the skills and knowledge provided by SPs due to inadequate support by government and related to inadequate regulatory support in VCAs/ input supply chain and licensing. For instance, there is high operational cost of starting and doing business in Kenya, low enforcement of policy, for instance in potato value chain the regulation recommends that the sales to be in 50 kgs bags but the same has not been enforced. This has caused great losses to the value chain actors due to uneven enforcement of the regulations.

iv) Facilitating Factors

These are other supporting factors and services that catalyze business development along the PVCs. The VCAs and SPs interviewed reported that input supply systems, infrastructure network (roads, energy and water), financial services, research and quality control systems affect both SPs' delivery as well as VCAs use of knowledge and skills imparted to them by SPs.

Both SPs and VCAs reported that there was limited access to finances due to high lending rates, risk averseness of most of the financial institutions on agricultural loans, lack or inadequate collateral, low financial literacy and lack of business plans by Value chain actors

to access credit. The areas likely to have been most affected by poor access to financial services include business expansion and adoption of new technologies and innovations. Therefore, most of the respondents interviewed stated that there was a need for linkages to financial institutions and partners offering startup capital for entry and business growth.

3.4 Effectiveness of Service Delivery

Implementation of any intervention is expected to result in desired changes of the programme objectives. However, some unintended negative or positive changes might also occur as a result of interventions. During service delivery by SPs this scenario is expected and the study sought to document such changes. This section therefore highlights findings on changes realized as a result of services provided, factors that attribute to success, SPs' suggestions on enhancement of services to women and youth, key challenges and suggestions for improvement of service delivery.

3.4.1 Desired Changes Realized by Value Chain Actors (VCAs)

Figure 20 provides an over view of desired changes in VCAs after service delivery. Although increased production was cited as relatively high at 39%, adoption of new technologies was low at 4%. This is attributed to the weak research extension support system mentioned in section 3.3. The case studies in box 1 illustrate the changes as a result of services provided.

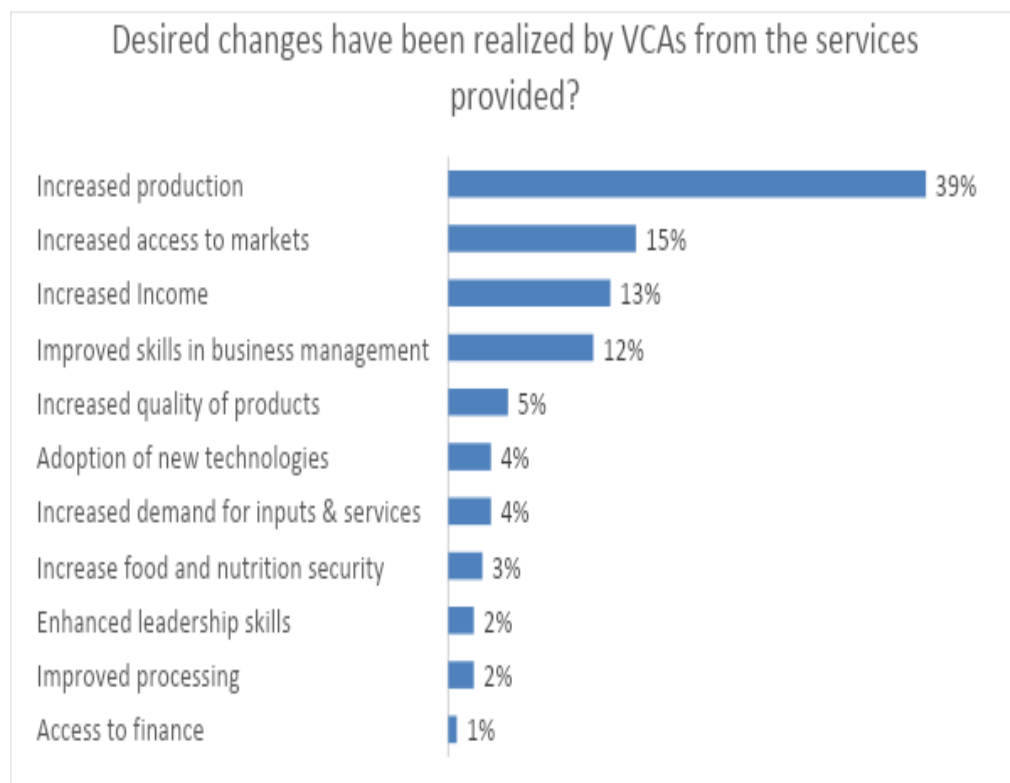


Figure 20. Desired Changes after Service Delivery

Box 1. Desired Changes on After Service Delivery

In Nyeri County, a VCA from Sabeki Cooperative Society used to produce 25 bags (110 kg) of potato per acre. Through ASDSP supported trainings, her production has increased from 25 bags per acre in 2017 to 120 bags per acre in 2022. Her selling price has also increased from KES 400 per bag (110 Kgs) in 2017 to KES 2000 per bag (110 Kgs) in 2022 through produce aggregation. She says “I almost hit a million jack pot for the first time in 2022, I felt like a real woman. I have bought an extra 2 acres of land from the neighborhood and up-scaled my production from one acre to three acres”. She also bought 2 dairy cows which have increased to a herd of 8, 20 Hampshire sheep which has increased to a herd of 54, and a second hand farm pickup at KES 700,000. In 2021, the farm recorded an annual income of KES 2.3 million. She comfortably pays her children school fees, improved her house and installed electricity and fenced off her homestead.

In Baringo County, a VCA narrated that she has improved production of honey from 200 Kgs to 375 Kgs within six months from her 42 hives through adoption of improved traditional hives and management practices. She sells 1 kg of honey at KES 600. On average she gets 375kg of honey twice a year @ KES 600 earning KES 450,000. She can now feed a family of three (3) and pay school fees for her children.

In Busia County, due to the services delivered, a VCA reported improved production through provision of better-quality fingerlings resulting to improved production and incomes. Fish yields per pond have increased from 100 kgs/pond to 200 kgs/pond. New ponds have also been established by VCAs. The multiplier effects are; more children going to school and payment of university fees. Family nutritional status has also improved because of fish intake.

3.4.2 Positive Unintended Changes after Service Delivery by SPs

In the course of service delivery, SPs had anticipated certain changes in line with the programme objective and outcome areas. However, the study findings indicate that there were some unintended but positive changes that arose during service delivery. Figure 22 indicate that diversification to other agricultural enterprises (20%) was the highest positive unintended change prompting the SPs to seek for additional technical information and collaboration with other stakeholders. This was followed by improved school and college retention at 15% whereby, VCAs reported to have enrolled their children into academies, colleges and tertiary institutions while others (7%); reported to have diversified to other non-agricultural income generating streams such as buying motorcycles for transport, opening retail shops and hotels. Empowerment of women was reported as the least positive unintended change at 6%. Some of the positive unintended cases are presented in box 2. Details of unintended positive changes are in Annex 4.

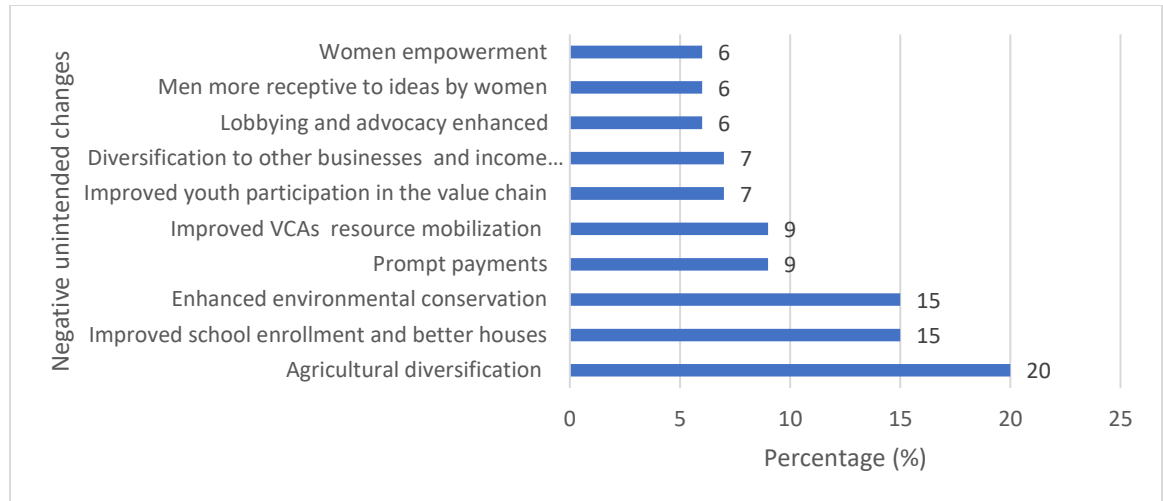


Figure 21. Positive Unintended Changes after Service Delivery

Box 2: Positive Unintended Changes after Service Delivery by SPs

In Narok County, a female VCA reported profits of between KES 8,000 and 10,000 per beef animal after keeping beef animals for between 2 and 3 years but currently getting between KES. 15,000 and 17,000 per animal after keeping them for 3 – 6 months. From the proceeds she has managed to buy 3 dairy cow and paid school fees for her children. At the group level, members have been registered with NHIF and their annual subscription fully paid using profits from beef fattening. In addition, group members share out a dividend of KES. 20,000 per member.

In Nyamira County, one of the female VCAs reported sufficiency in local vegetables leading to better nutritious diet for the family. She is now using the knowledge and skills gained to train other producers especially widows and the youth. She dries the vegetables using a solar drier and supplies the vegetables to Nairobi. From the proceeds of her business, she has bought a dairy cow and three goats and has since gained confidence to speak before large crowds.

3.4.3 Negative Unintended Changes after Service Delivery by SPs

As a result of service delivery, a number of negative unintended changes were reported. Among these (figure 22), was gender based conflicts (22%) resulting from women empowerment, emerging marketing issues (22%) such as adulteration of produce, theft, repackaging and interference on recommended weights. This in effect is posed to have a negative effect on the development of value chain. Box 3 illustrates cases on negative unintended changes as a result of the services delivered. Details of unintended negative changes are in Annex 6.

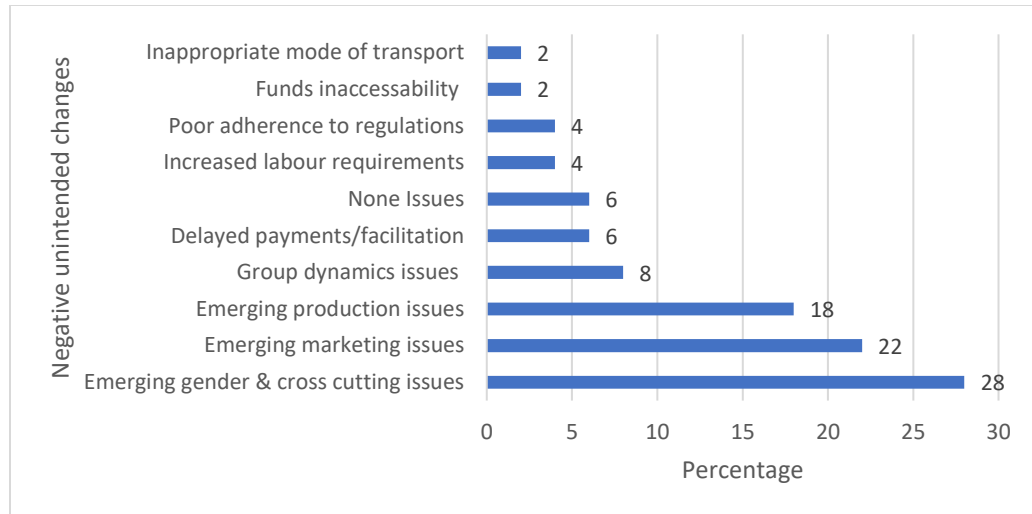


Figure 22. Negative Unintended Issues Arising from Services Delivered by SPS

Box 3: Negative Unintended Changes after Service Delivery by SPS

In Busia County, a SPS reported that there were increased family conflicts arising from improved incomes from fish sales. Other unintended changes were that public service providers, neglected their role and mandate in monitoring and surveillance of fishing activities in the lake which has led to uncontrolled fishing, use of non-recommended nets and interference with fish breeding sites.

In Nyeri County, VCAs are harvesting premature potatoes thus fetching low prices while traders incur high losses due high perishability. Ultimately the expected yields for the season are not attained due to piece meal harvesting. VCAs also tend to use uncertified seed potato since there is ready market for potatoes and unavailability of certified potato seed. This has an overall negative effect on potato productivity

3.4.4 Key Success Factors for SPS Service Delivery

Various factors were attributed to success in service delivery of which, demand of SPS by VCAs (33%) was the highest compared to other factors as illustrated in figure 23. The least factor which indicates a gap in SPS and may need further intervention measures is access to market and finance.

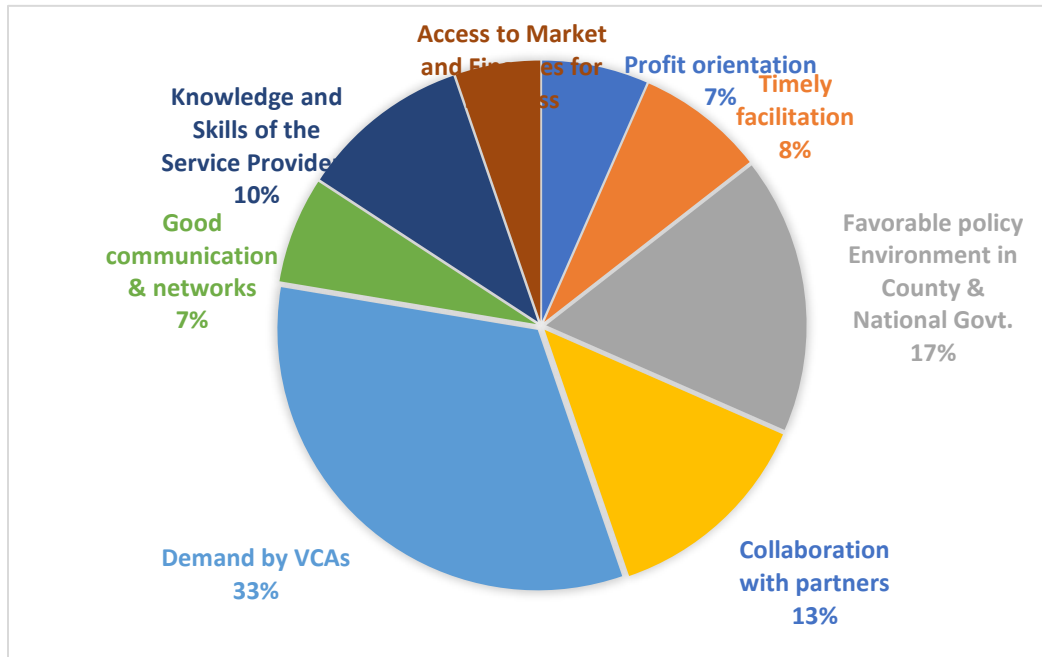


Figure 23. Key Success Factors for Service Delivery

3.4.5 Key Challenges in Service Delivery

Despite the key notable success factors in SPs' service delivery (figure 24), the study found out that the SPs faced various challenges as they delivered services to the VCAs. High cost and poor quality inputs were a major (22%) challenge compared with poor roads (15%) and climate change (13%) issues. Even though emerging pandemics and disasters were cited as least (3%) challenging, they impacted on the value chains through death of some actors and restrictions in service delivery. For instance, the outbreak of COVID 19 resulted in deaths of some group members and restricted movements and gatherings which affected VCAs training. Coupled by inadequate communication infrastructure, - (poor road networks, internet connectivity and ICT infrastructure) curtailed on line trainings which had become a new normal globally. Annex 7 illustrates the details of the challenges faced.

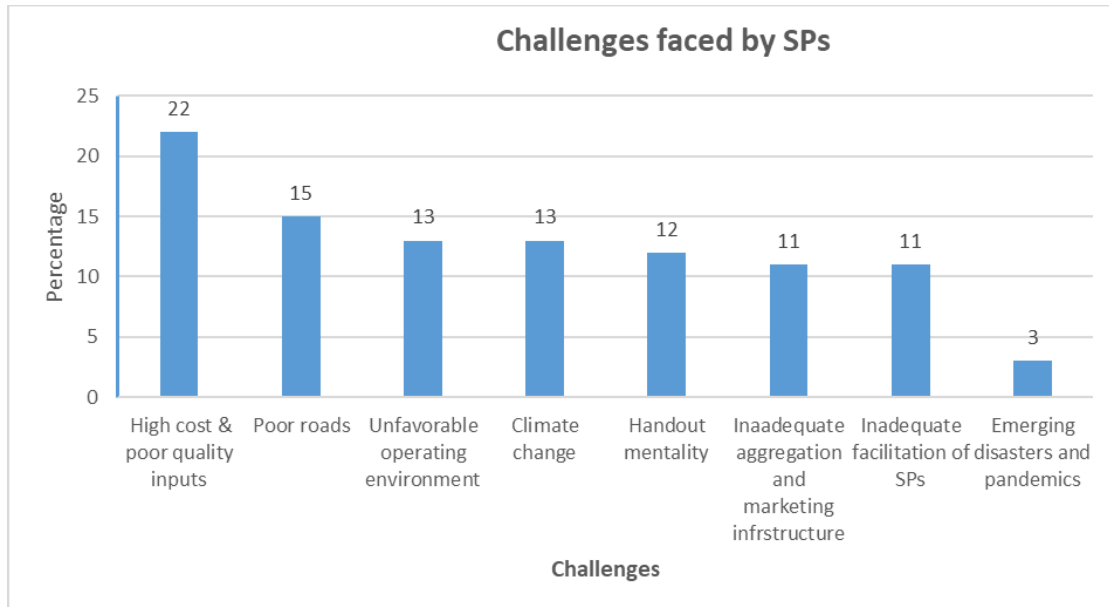


Figure 24. Challenges Faced by Service providers

3.4.6 Suggestions on How More Women Can Access Services

From figure 25, women inclusion strategy (66%) was the most cited by the SPs as appropriate towards ensuring enhanced access to services by women. Some of the specific inclusion actions mentioned were: deliberate targeting, consideration of their daily and seasonal calendar during training, sensitization and involvement of men and elders in the training, ensuring adequate time for mobilization through the local administration and provision of transport facilitation among others.

In relation to women empowerment, financial empowerment through women tailored financial products, inclusion into decision making and leadership positions were other strategies cited. Only 8% suggested promotion of women friendly technologies. These findings thus suggest that women inclusion and empowerment strategies are key in ensuring that they benefit from service delivery.

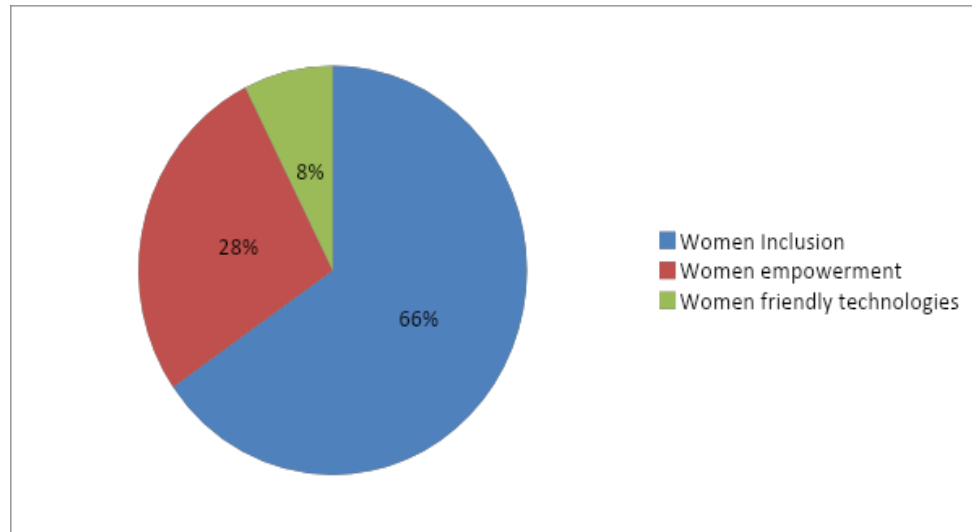


Figure 25. Suggestions on Strategies for More Women to Access SPs Services

3.4.7 Suggestions on How Access to Services by Youth can be Enhanced

Figure 26 presents the suggestions by the SPs that could have more youth included and thus benefit from service delivery. Youth empowerment strategy was the dominant at 40% relative to promotion of youth friendly technologies/innovations and involvement of the youth in specific nodes such as transport and trade nodes tying at 25%. A relatively small number of SPs said that involvement of youth in short term enterprises (5%) and establishment of youth award programme (5%) that would create youth champions would lead to more youth involvement.

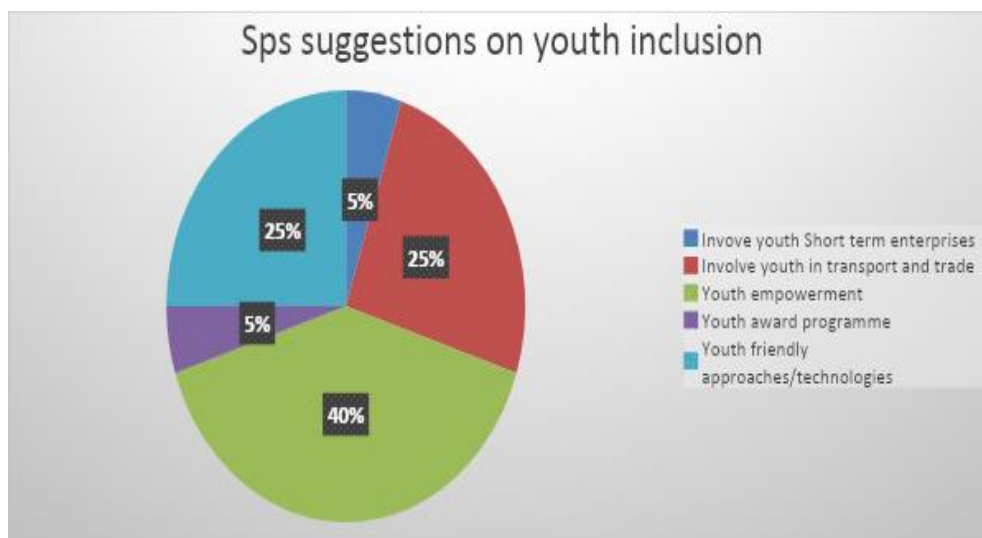


Figure 26. Suggestions on Enhancing Youth Access to SPs Services

3.4.8 Suggestions on How to Improve Effectiveness of Service Delivery to VCAs

The SPs gave various suggestions to improve the effectiveness of service delivery. Figure 27 presents further training (40%) for VCA as the most preferred way of improving service delivery to the VCAs. However, social inclusivity, a high ranking priority area in the Kenya Vision 2030 and ASTGS was ranked as the least preferred approach. This demonstrates that the SPs have either done so well on matters social inclusivity or do not understand the place of social inclusivity in the Country, regional and global initiatives. -

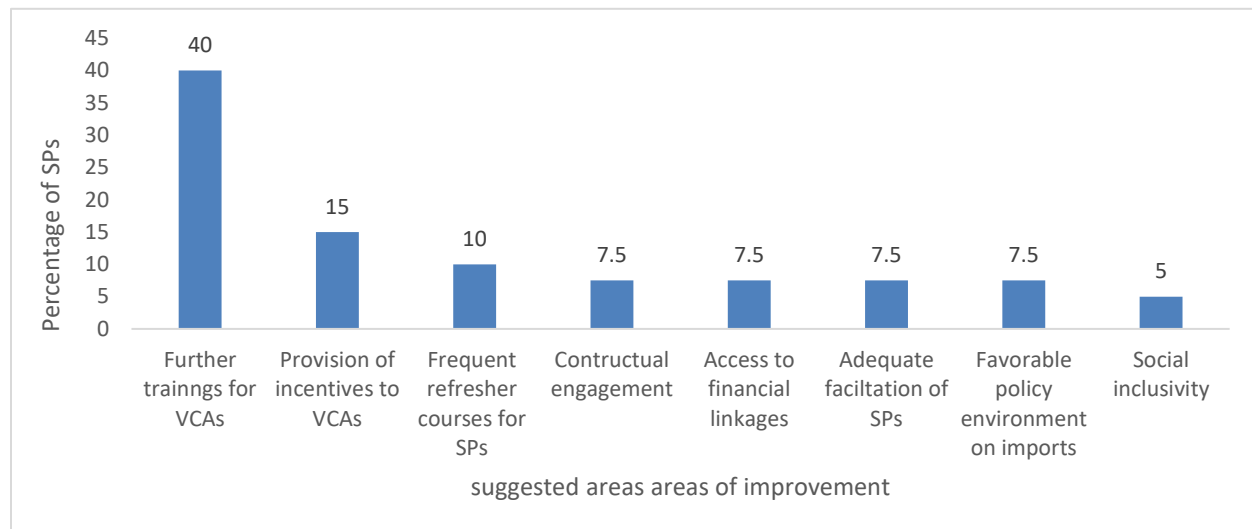


Figure 27, SPs Suggestions on how to Improve Service Delivery to VCAs

Further analysis from the VCAs perspective on additional services they require to improving the effectiveness of services received presents entrepreneurship development and market access (32%) skills as priority areas requiring further capacity development for the VCAs ; figure 28. This finding is consistent with the previous findings which revealed that there are glaring capacity gaps in entrepreneurship development and market access skills. Therefore, inadequate entrepreneurial development and market access skills of the VCAs can be traced back to the capacity gaps in service delivery by the SPs. Whereas service providers reported that further training for VCAs (40%) is a priority, (figure 27), the VCAs think otherwise, with more trainings and bench marking ranking as low as 6%, figure 28. Therefore, the programme should embrace other approaches including imparting business development and technical skills in addition to trainings for improved effectiveness and impacts. There is also a need to match the needs of the SPs to those of the VCAs as the VCAs needs should guide the type of services to be delivered and the delivery approaches and methods.

Other additional services required are financial access and product development skills, priority value chain management skills, skills to operationalize CSA technologies and value chain innovations, figure 28,

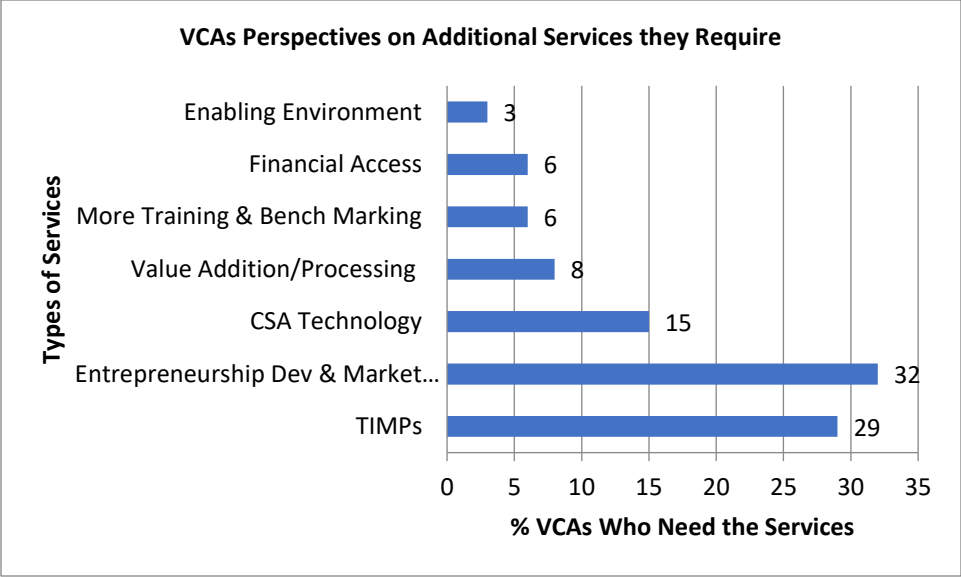


Figure 28. VCAs Perspectives on additional services they require

Resources: Limited access to finances due to high lending rates, risk averseness of most of the financial institutions on agricultural loans, lack or inadequate collateral, low financial literacy and lack of business plans by Value chain actors to access credit. Whereas figure 27 presents access to financial linkages as an important area for consideration, the VCAs in figure 28 firms up financial access as an additional service they require to start and grow the value chain businesses. Therefore, most of the respondents interviewed stated that there was a need for linkages to financial institutions and partners offering start-up capital for entry and business growth.

Enabling Environment: both figures 27 and figure 28 present enabling environment as crucial for the success of service delivery and business growth. The Kenya constitution 2010 provides for two levels of government; National and County. This puts an extra demand on counties to domesticate national policies. The main challenges identified by the SPs were unfavorable business environment due to multiple levies, taxation and poor infrastructural support impact on the demand of services from the SPs. There is also poor quality assurance of services and over importation of some products. For instance, importation of eggs from neighboring countries especially, Uganda requires first aggregation from the importing countries take a period of time thus reducing the shelf life and quality of the product at the consumer. High operation cost of starting and doing business in Kenya, low enforcement of policy, for instance in potato value chain the regulation recommends that the sales should be in 50 kgs bags but the same has not been enforced. This has caused great losses to the value chain actors due to uneven enforcement of the regulations and imbalance in trade.

4. Lessons Learned, Conclusions and Recommendations

This section of the report presents the key lessons from the analyses of the data collected, draws conclusions and makes recommendations aimed at improving programme implementation during the programme period or in future support.

4.1 Lessons Learned

The analysis of the data lead to the following lessons that should inform the planned annual work plan and budget 2022/23, intended programme extension or other future programmes:

- i) The ASDSP Theory of Change on service providers' concept was not well understood among the implementing institutions and this may have led to the disproportionate training of more of public servants as service providers. By the nature of their training, public service providers are more qualified and experienced in areas of improving production and not the other aspects of value chains development. It is not surprising therefore that SPs concentrated their service provision on production at primary producer level (farmers) while little attention was given to promotion of entrepreneurial skills and value addition/processing along the entire VC to include agro inputs, transport, trade and processor nodes. This weakness in the role of SPs continues to plague programme implementation and need to be corrected at every opportunity. In addition, many SPs do not have a deep understanding on many ASDSP II foundational implementation documents such as guidelines, business plans, training manuals, modules, curriculums, action plans and MOUs being cited as some of service delivery plans developed.
- ii) Most of the training supported by ASDSP II was useful in knowledge and skills upgrading for SPs. However, such training needs to be well planned and focused so as to address the needs of the beneficiaries. For instance, the highest capacity gaps for both SPs and VCAs were in business plans, entrepreneurship and market. This indicates that after the capacity needs assessment was conducted, there was need to develop a clearly defined curriculum for both SPs and VCAs and robust monitoring system to ensure that the skills being imparted and the methodologies being applied matched the training needs of the VCAs. This would have avoided the current situation where there is a mismatch of approaches and methodologies adopted by SPs against the expectations of VCAs.
- iii) A key lesson that emerges from the analysis and other anecdotal information is the need for proper identification of qualified trainers and service providers. It is not enough to train a few individuals and expect them to be effective trainers of trainers (TOTs). The selection of persons to become TOTs need to be contextualized and match skills and competences to the skills being developed. Looking at the trainings provided by SPs and methodologies applied, there was little use of internships, incubation, mentorships,

coaching and exchange visits which provide practical experience for business development.

- iv) The effectiveness of SPs is affected by other factors other than skills and competencies. These factors include collaborations with other SPs and programmes, ownership of the programme by stakeholders, and overall policy environment, collaboration in particular enhances continuous learning and is good for the growth of the institution/ individual. It also harnesses talents and resources from the collaboration, reduces duplication of efforts and creates synergies.
- v) The participation of women and youth in value chain development is still a challenge despite presence of women and youth SPs. This bias, is also reflected in training gaps for adult women and female youth SPs who had the highest training gaps in core programme areas. There is need for deliberate targeting of women in all interventions as well as application of women empowerment and women development strategies for access to finance and for minimization of gender conflicts respectively.

4.2. Conclusions

On the basis of the findings and lessons cited above, the following key conclusions are made to inform recommendations for improving programme implementation and results:

- i) The testimony from the VCAs indicates the trainings provided to SPs by the programme has had positive impact on livelihood improvements of some VCAs. This view is also supported by findings from the Rapid Assessment Study in which per capita incomes of VCAs was shown to have increased from Shs103/p/day in 2019 to KES 425/p/day in 2022. However, this is still far below the programme target of KES 1300/p/day considering the programme is in its final year of implementation.
- ii) Despite the extensive training provided by the programme, there are significant capacity gaps on skills and competences of SPs that is undermining transfer of knowledge and skills to VCAs to enhance commercialization of their businesses.
- iii) The large proportion of service delivery by public service SPs (73%) may be compromising the programme commercialisation and sustainability agenda. Of the SPs interviewed only 18% regarded service provision as business. In addition, the large presence of public service in which the government continues to offer free service delivery, tends to crowd out emergence of private sector service delivery. Hence, for sustainability of service delivery to the VCAs, there is a need for the programme to consider engaging more private sector service providers due not only to aging public service but also due to private sector comparative advantage on business development deep knowledge that bring to life the business aspects into the priority value chain enterprises.
- iv) The success of service delivery in a value chain development can be attributed to several factors ranging from adequate knowledge and skills on the services to be delivered to

acceptance of the service provider and services to be delivered to the beneficiary. In particular, availability of institutions and programmes with similar goals, deeper knowledge and skills of the SPs, policy environment, community ownership; and access to markets and finances for business development are key determinants to success in service delivery.

- v) Service providers face many challenges as they engage in value chain development. These include; business support infrastructure (33%), financial constraints (5%) and other cross cutting issues. Unprecedented occurrences such as pandemics, floods, drought, locust invasion and climate change related challenges and different approaches to service delivery may affect service delivery negatively.

4.3 Recommendations and Plan of Action

Recommendations are drawn from three areas of the SP study, profile of SPs, delivery systems used by SPs and effectiveness of the SPs

1) Profile of service providers,

- i) Facilitate emergence and involvement of more private sector service providers by targeting existing VCOs/Cooperatives involved in the priority VCs and deliberately train them on organizational management and business development using a developed training curriculums and modules.
- ii) Where circumstances are not favourable to have a critical mass of private sector SPs including functional VCOs/cooperatives, enhance the capacity of CSOs and or public sector SPs on targeted modules that enhance their capacity on business development, during anticipated extended period and continued to intended new sector support.

2) Delivery systems of service providers

- i) The programme to facilitate the development of a training curriculums and its modules for both service providers and value chain actors during the anticipated extended programme period or earlier, whichever is appropriate.
- ii) Enhance capacity of SPs by providing additional training focusing on business development skills and emerging CSA and GG technologies so that they can in turn reorient VCAs to commercialization of their enterprise and build resilience to climate change during 2022/23 plan and anticipated extended period.
- iii) Identify and enter into MOUs with institutions such as Strathmore Business School that have business orientation to provide deeper business skills to SPs and VCAs during 2022/23 plan, anticipated extended period or planned new sector support.

iv) Support new and deepen existing innovations to facilitate VCAs make use of the skills and knowledge from SPs during 2022/23 plan, anticipated extended period or planned new sector support.

3) Effectiveness of service providers

- i) Develop a monitoring plan on how the SPs are delivering on the training curriculum and its modules during 2022/23 plan,
- ii) Support Counties to review capacity needs assessment for both SPs and VCAs so as to better match the training to the needs of the beneficiaries. This be part of the 2022/23 plan as well as the anticipated extended period.

5. Annexes

Annex 1. Terms of Reference (TOR) on the Study of Service provider

Introduction

The overall goal of Agricultural Sector Development Support Programme (ASDSP II) is to contribute to “transformation of crop, livestock and fishery production into commercially oriented enterprises that ensure sustainable food and nutrition security”. The programme targets four key challenges that hinder commercialization of agriculture i.e. low productivity along the entire PVC; inadequate entrepreneurial skills along PVCs and among service providers; low access to markets by Value Chain Actors (VCAs); and, weak and inadequate structures and capacities for consultation, cooperation and coordination within the Sector. These four key challenges reflect the key result areas that the programme will be measured against.

The programme targets 700, 000 value chain actors in the 29 PVCs spread across the Country with the aim of transitioning their enterprises from subsistence towards commercial orientation. In order to achieve this goal, the programme ‘s approach is to facilitate a team of identified dedicated service providers to assist the VCAs to upgrade their knowledge on technical and business skills in order to take advantage of the emerging opportunities and technologies/ innovations within the value chains.

The MTR findings indicate that though SPs engaged in service delivery had capacities improved through ASDSP supported training and networking with other service providers there was marked variance between counties (ASDSP II MTR, 2021). In addition, a recent assessment of SPs currently engaged in programme’s outcome 2’s activities revealed that 73% are from the public sector, however, in order to catalyze and sustain commercialization of the 29 priority value chains there is need to engage more private SPs in service delivery and ensure they have the needed capacity to support the VCAs needs. Programme information shows that some progress has been made in raising the productivity of VCs especially at primary production level, but the support provided by SPs to VCAs has not translated into significant and sustainable enterprises. Therefore, there is a need to rapidly carry out an assessment of how the SPs are assisting VCAs to improve their productivity and consequently their incomes through implementation of result areas 1, 2 and 3. The findings will be shared with the counties for learning for improvement on best practice service providers’ models.

Objective

To carry out a study on how the service provider concept is being applied in Results Areas 1,2, and 3 to enhance the capacities of the VCAs to take advantage of the identified opportunities to increase their productivity, enhance entrepreneurial skills and improve access to market so as to improve their incomes and food security.

Specific objectives of the study are:

- i. To profile and categorize existing service providers being used in the programme
- ii. To identify and describe the factors that characterize effective SPs and those that undermine or inhibit their service delivery to VCAs
- iii. To find out from VCAs what gaps may exist in service provision
- iv. To find out from SPs what further capacity enhancements they may require to be effective in their job
- v. To identify and describe other models being used by other partners
- vi. To recommend what further actions are needed for up scaling or improving the effectiveness service providers in assisting VCA to improve productivity and incomes.

Scope

The study will be carried out on the application of SPs concept in assisting the PVCAs improve their incomes through implementation of prioritized interventions in result areas 1, 2 and 3 in 11 counties. The study will cover the following aspects

- i. Profiling of SPs
- ii. Services delivery models
- iii. Capacity of SP and support systems
- iv. How the SPs are delivering services to VCAs
- v. Perceptions of the SPs on their effectiveness

Approach and methodology

The assessment will be carried out in 11 (23%) out of the 47 counties. with the counties being purposively selected as per the following criteria

- i) Regional/geographic representation
- ii) 50% representation of 29 VCs
- iii) AEZ

SPs that will participate in the study will randomly selected form a list of SPs from the 11 Counties and operating in the 3 results areas. A total of 8 SPs per County will be interviewed. In addition, in order to identify gaps in service in service provision, 6 value chain actors will also be selected and interviewed in a purposive manner ensuring that each VC is represented.

Data and information for the study will be gathered from both primary and secondary sources. Primary data will be collected through administration of checklists developed for the SPs and VCAs while secondary data relevant to service delivery models will also be identified and reviewed.

Activities

The key activities will be as follows:

- i. Preparation of a detailed methodology and data collection tools and sharing with NPS for inputs
- ii. Pre testing of data collection tool in selected County(ies)
- iii. Preparation of report outline
- iv. Data analysis and report writing
- v. Share draft reports with NPS obtain comments

- vi. Prepare final report and submit (hard copy and electronic versions in agreed format) to ASDSP Coordinator.
- vii. Hold 1 workshop to share results with a wider audience and seek validation of the conclusions of the study.

Study team

The study will be conducted by programme staff supported by experts from Agricultural Sector Departments. Each team should have a member knowledgeable in the four result areas and capacity in gender mainstreaming in the programme. CPS will provide a support system in the counties of study.

Support

This is a NPS led activity with counties assisting the assessment teams reach the SPs and VCAs and other stakeholders. NPC will seek participation of the selected counties with CECs through JAS. NPC will provide other logistical support including transport, ICT and TA teams.

Deliverables

- i) Checklist/ questionnaire, reporting template and time plan,
- ii) List of selected counties,
- iii) Draft rapid assessment report
- iv) Validation workshop
- v) Final report

Timing

The study on how the SPs are supporting VCAs will take 10 working days from 17th January 2022 to 28st January 2021 covering data collection analysis and preparation of report. However, preliminary works will begin earlier such as development of the tools and review of the final study design. The final report incorporating feedback from will be submitted 3-5 days after presentation of the preliminary findings.

SP Tool

Questionnaire Number

Agriculture Sector Development Support Programme (ASDSP II)

I am carrying out a study for Agricultural Sector Development Support Programme II (ASDSP II) on service delivery. The purpose of this study is to find out how the Service Provider concept is being applied in order to deliver on programme's objectives. The information you give us will be kept in strict confidentiality

A. Location of Service Provider

A1. County Name

B. Profiling of Service Providers

B1. Name of Interviewee

B2. Gender of the Interviewee

B3. Age

B4. Name of institution the Interviewee is attached to (Where applicable) If NOT attached to any institution write "Individual"

B5. Category of Service Provider

B5a. Specify

B6. Type of private firm

B6a. Specify

B7. Type of civil society

B7a. Specify

B8. What is the spread of your services?

B9. How many value chains are you supporting in this County?

B10a. Name the value chain

B10b. Name the value chain

C.1 Service Delivery Models

C1. Are you a member of Value Chain Group (VCG)/Value Chain Organization (VCO) to which you provide services?

C2. If yes, specify the name of the VCO

C3. What type of services do you offer VCAs?

C3a. Specify

C4. What skills and knowledge do you bring to the programme? i.e. qualifications

C5. What experience(s) do you bring to the programme?

C6. What triggers your service delivery?

C7. Which methods of service delivery do you commonly use?

C8. Who do you provide services to? (Input suppliers, Primary producers, Traders, Transporters, Processors)

C9. What service(s) did you provide?

C10. What informed you that this is what they needed?

C11. Did you prepare a service delivery plan?

C11a. If yes, explain

C11b. If no, give reason(s)

C12. How do you monitor whether your training or services has helped to improve the capacity of beneficiaries?

C13. What drives your service provision?

C14. How do you cover your costs?

C15. How did you become service provider for ASDSP?

C16. Other than ASDSP who else do you provide services to?

D. Capacity of Service Providers and Support Systems

D1. Have you been trained by ASDSP II?

D1a. If no, from whom did you get the skills and knowledge?

D1b. Specify

D2. If yes, what training or skills upgrading did you receive?

D3. How did the training that you received help you to improve delivery of services to VCAs?

D3a. In which areas?

D4. What further training do you require to be effective in supporting VCAs to increase productivity and incomes?

D5. What other Service Providers do you collaborate with or seek advice from?

D6. Which areas of service delivery have you benefited from other service providers?

D7. What other support system do you have for effective service delivery?

E. Effectiveness of Service Providers

E1. What desired changes have been realized by VCAs from the services provided?

E2a. What are the positive unintended changes that have occurred as a result of the services provided?

E2b. What are the negative unintended changes that have occurred as a result of the services provided?

E3. What are the factors that you would attribute to success in service delivery?

E4. What are the key challenges in service delivery?

E5a. Based on your observations and knowledge in your delivery of services, what needs to be done to ensure that more women access your services?

E5b. Based on your observations and knowledge in your delivery of services, what needs to be done to ensure that more youth access your services?

E6. What suggestions would you make to further improve the effectiveness of service delivery to VCAs?

F1. Geo Reference

F2. Take a picture

F3. Overall observation

THANK YOU FOR YOUR TIME

VCA's TOOL

Questionnaire Number

Agriculture Sector Development Support Programme II (ASDSP II)

I am carrying out a study for Agricultural Sector Development Support Programme II (ASDSP II) on service delivery. The purpose of this study is to find out how the SP concept is being applied in order to deliver on programme's objectives. The information you give us will be kept in strict confidentiality.

A. Location of Value Chain Actor

A1. County Name

A2. Sub-County

A3. Ward

B. Profiling of Value Chain Actor

B1. Name of Value Chain Actor

B2. Gender of VCA

B3. Age

B4. In which Value Chain(s) are you engaged in? (Probe for involvement in other VCs)

B5. What part of the VC are you engaged in?

B6. Do you belong to a Value Chain Organization?

B6a. If Yes in B6 above, what type of VCO?

B6b. Specify

B7. What kind of services do you receive from the VCO?

C. Service Delivery

C1. Where do you get services to develop your business?

C1a. Specify

C2. What type of services do you receive?

C2a. Specify

C3. How are services delivered to you?

C3a. Specify

C4. How often do you get the services?

C5. How have you used the services provided? (To improve production, processing, business plans, market linkages, accessed financesetc.)

C6. How have you benefited from the services provided?

C7. What additional services do you require? (Productivity, business development, market access)

C8. How else would you like to receive these services?

C9. Who pays for the services provided to you?

D1. Geo Reference

D2. Take a picture

D3. Overall observation

THANK YOU FOR YOUR TIME

Annex 3. Example of Collaborators and Areas of Collaboration

Other SPs	Areas of collaboration
Private firms and private individuals	Market access, Input supply , Processing, Knowledge transfer, Soil analysis Chicken basket, Semeki, Seed manufacturing companies, Syngenta, Osho, Seed Co, Twiga, Continental seed, Bayer ES, Ketengera, Farm chem, Soil care, Mavuno, retired extension staff
VCOs	Market access, Aggregation, transport services Nyagorora processors, Jubilee market traders, BMU , Rachiemo Coop, Koreimo Coop, KICOPE, transporters
Semiautonomous government agencies	Input supply, advisory services, market Kenya Forest Service, PPCK, PCPB, KVDA
Research institutions	Input supply, technology development and knowledge transfer KALRO, Universities, ICIPE, KEMFRI, Tegemeo
CSO	Community mobilization, Capacity building, lobbying and advocacy, Micro grants Hand in Hand, world concern, Anglican Development Services(ADS), Kenya Red Cross, Baraka
Regulators	Compliance with regulations and standards KEPHIS, HCD, PCPB, AFA, Self-help Africa
Financial and Business services	Financial , insurance, investment and saving services KCB foundation, UTS, MESPT, Caritas, Equity bank, KWFT, Juhudi kilimo, Panda mabati, mobile loaners Fuliza, WEP
Projects and programmes	Provision of grants for community projects, Trainings KCSAP, NARGIP, USAID, FAO funded projects, SIVAP,
County government	Advisory services and community development projects Dept. of agric, livestock, veterinary, cooperatives, gender, WAOs ,ward administration, public health, social services, education
National	Community mobilization Chiefs, village elders, National Bee Institute,
Private SPs	Advisory services and input Private individuals, Private veterinary and agronomist

Annex 4. Positive Unintended Changes

Positive unintended changes
Diversification to other enterprises (Green house tomatoes)

Diversification to other businesses and income streams (motor bikes, retail shop)
Lobbying and advocacy enhanced
Improved VCAs resource mobilization
Improved school enrollment and better houses
Women empowerment
Enhanced environmental conservation
Improved youth participation in the value chain
Prompt payments
Men more receptive to ideas by women

Positive unintended changes
Diversification to other enterprises (Green house tomatoes)
Improved school enrollment and better houses
Enhanced environmental conservation
Prompt payments
Improved VCAs resource mobilization
Improved youth participation in the value chain
Diversification to other businesses and income streams
Lobbying and advocacy enhanced
Men more receptive to ideas by women
Women empowerment

Annex 5. Negative Unintended Changes

Group became smaller since table banking increased more than the farmers for local vegetables

Increased pests-nematodes & aphids,

Chicken mortality

Competition for VCAs in terms of land area

Processing

Payments Delay

Spouse payment

Funds

Power instability

Inability to do crop rotation hence infestation with bacterial wilt now unable to plant on same farm for next 7years due to small land sizes

Surplus production hence low prices except for the group with storage facilities to counter this intends to have calendar of production especially for those with irrigation facilities

Complains by groups that did not benefit from irrigation facilities by kcsap

Men running away from home with cash generated from sale of potatoes yet its the women who are engaged in production

Increased family conflicts because of increased income leading to divorce and separation.

Increased alcohol and substance abuse.

Increased child labour which has made many children to leave school.

Land for pasture as a gender issue is growing

Leadership squabbles due to increased income all want to be bank signatories

Loss of produce due to untrustworthy agents who divert and sell to others

Theft especially when weighing at farm level hence mistrust

Low production aspects.

High post-harvest losses.

Inadequate deep freezers to preserve fish.

Inadequate facilitation

Men feel threatened as a result of women empowerment

Men fighting for the resources earned

Monopoly of buyer, leaving the producer with little choice of market.

MOU has little say for the producers, should be binding

Conflicts

Neglect on the monitoring and control of the fishing aspects in the lake.

Deterioration of fish and fingerings due to uncontrolled fishing.

None or late payment from traders and other suppliers.

Transportation of birds

Storage facilities due to business expansion

Ready market hence selling before maturity thus affecting quality and reduced earnings

Overproduction leads to exploitation by brokers and who do not follow potato regulations on packaging

Separations and divorce from the women who were empowered. who abuse the powers, Child Labor

Soil issues on the limited Land e.g. bacterial wilt in the soil

Diseases and pests increase, Mites in the modern hives

Men doing most aggregation, Unpaid Loans, Political interference

Youth in drugs, use of uncertified Seeds

Annex 6. Details of Challenges Faced by SPs

Inaccessible funds
Inadequate financial portfolio
Inadequate funds
Low prices of banana prices
Drastic weather and climate changes
Prevalence of pests and diseases
Covid 2019 restrictions affected service delivery
Climate related challenges hence crop failure
Difficult customers hence requiring lots of time and effort
Drought
Erratic rainfall
Insecurity,
Covid 2019 restrictions affected service delivery
Projects are concentrated in a small area and other farmers feel excluded
VCAs attendance to training is poor due to competing enterprises
Some NGOs pay VCAs in terms of cash against ASDSP which does not
Conflict of interest
Inflation hence high costs of inputs
KALRO retirement rates very high with no succession plan hence more work load
Hostility by officers as they own VCAs
Absence of planned activities
Inadequate exposure by farmers
Limited adoption of CSA technologies
Uncertified seeds
Recycling of seeds by farmers
Unstructured markets
Farmers not adopting new technology,
Dependency
Lack of inputs
Change of negative mindset and attitude of VCAs on farming for subsistence, poor, old
Handout mentality from VCAs affects service delivery
NGOs gives VCAs funds as compared to public
Inadequate working capital
Poor seed quality
The business is capital intensive, requires security since deals with lots of cash in remote areas,
Inadequate fumigation and technologies on storage of green grams
Language barrier
Low attendance & participation
Marketing of Produce,
VCAs have inadequate technical know - how
Unavailability of coop leaders who are away on Politics & campaigns
Lack of value addition & gluts

Expectations from farmers of hand outs
 Farmers demand for lunch as some NGOs give lunch
 Lack of facilitation fees
 No posho mill
 Low scale of machine
 Lack of quality seed
 High incidence of crop diseases
 Exploitation by middle men
 Inadequate market linkages
 Inadequate availability of appropriate seed
 High expectations of handouts by VCAs
 Low production
 Poor marketing strategies e.g. failure to use kilos for sales
 When activities are commercialized men take over leaving the women out
 Business Support Infrastructure
 Long distance to source for equipment
 Low facilitation by sponsors- fuel, stationery
 Inadequate availability of ICT materials
 Lack of facilitation - transport and funds
 Inadequate space of aggregation facility
 Lack of adequate finances to move and reach more farmers
 Lack of mechanization of operations, for producing Green grams
 Limits of KES 300,000 on Mpesa limit is constraining in purchasing green grams
 Highly perishable produce
 Expensive traps
 Inaccessible roads
 Poor road network in the county
 Vastness of the county
 Communication barrier
 Transport/mobility issues
 Infrastructure & nature of terrain in the county
 High costs of operations
 High transport costs
 Poor infrastructure
 Inefficient transport for reaching out to the VCAs
 road network,
 Competition for aggregation
 Need for well-established aggregation centres
 Impassable roads
 Poor maintenance of irrigation infrastructure by NIA and County staff shortage
 Silted irrigation canals
 Lack of produce aggregation center

