

gorta
make hunger history



**Achieving a Prosperous Future
through Business Development**



Farmers from Lotima Village, Moshi region in Tanzania with staff from the Selian Agricultural Research Institute (SARI). Maimuna Haji (standing far left) has been supported through the Gorta-SARI partnership to plant improved maize and grain legume varieties which are faster maturing, produce a higher yield and require less irrigation than the local varieties. In turn, she has gone on to train her neighbouring farmers pictured with her.

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Gorta's vision is a world where there is no hunger or poverty and where the poorest communities have the means to create more prosperous futures for themselves and their children.

As a non-governmental organisation (NGO) our approach to development centres on *enhancing local communities' capacity and capability to move towards the achievement of prosperity.*

A Shift in Thinking

Building on nearly 50 years of experience in the area of food and agriculture, Gorta has evolved its development thinking from an emphasis on agriculture productivity alone to one that embraces the belief that *beyond the eradication of poverty and hunger, our communities' potential can be enhanced to achieve prosperity.*

Over the past five years, in pursuing *community economic, social and environmental development*, Gorta has begun to look at its areas of work – *food & nutrition security, water & sanitation, education, health and sustainable livelihoods* – through a business development lens.

Gorta believes that prosperous futures can be achieved through the development of *socio-economic business enterprises*, by appropriately harnessing the potential that lies in the local resource-base to promote health, and well-being. This means investing in human capital development, institutional development, research and extension and enterprise enhancement, while supporting the transition of smallholder farmers to small-business farmers, with particular emphasis on women.

Gorta supports the scaling-up and diversification of agriculture for rural transformation – a process to be accompanied by an ecosystem approach which envisages the integrated management of land, water and living resources to promote the conservation and sustainable use of these resources in an equitable manner. Smallholder farmers are encouraged to strategically engage in enterprise development opportunities and to *manage their farms as businesses*, to improve their food security, nutrition, income, health and education, and ultimately achieve truly sustainable livelihoods.

Through the generation, sharing and application of research-based knowledge, innovative social solutions can be sought to advance *market-oriented farm production and enhance the penetration and management of value chains by small business farmers.*



"The future looks bright ... with the prospects of milk and potato enterprises as proposed by Keringet CSEED Trust, there is hope of my daughter getting a better education than I did myself," Winnie Chepkurui Koskei with her daughter Abigael Chelangat (9 years) in Keringet, Kenya.



Ugandan farmer Mary Biikara with one of her two daughters – Esther (14 years) showing their food storage. Through Gorta's partnership with local NGO, the Emesco Development Foundation, Mary has been trained in improved agricultural practices and increasing soil fertility. Her family are now food secure and her daughters are attending school full-time.

One of the best investments we can make is in **building the human capital of women and girls** - basic education, market information and agricultural extension services are essential building blocks for agricultural productivity and economic growth. Human capital is a major factor in determining the opportunities available to individuals in society and is closely linked to the productive capacity of households and their economic and social well-being.

(The State of Food and Agriculture 2010-2011, FAO, 2011)



A group of farmers hold up a bundle of harvested improved ginger produced as part of a Tanzania Organic Agriculture Movement (TOAM) initiative supported by Gorta in Mnasi, Tanzania.

Time For Business

The challenge: how can a rural community, depending on farm income, be brought into commercial enterprise development?

In a constantly changing environment where many regions in which we operate have benefited from sustained periods of economic growth, **an agri-food sector is now emerging**. This area builds on the opportunities offered by the local food industry and aims at strengthening its suitability and viability through diversification.

The emergence of a new middle class has led to changing food demand patterns, and a growing emphasis on processed foods. Meeting such demand becomes the rationale for strengthening the capacity of rural enterprises and local industries through new business investments and profitable competitive trade opportunities: **trade beyond aid**.

As a result of appropriate training, skills transfer, knowledge, technology and innovation enhancement, it will be possible to seek out rural enterprise development opportunities that promote **the sustainable growth of local agri-food industries** – supporting access to markets and trade – **while protecting household food security**. By investing in **safe, sustainable and responsible industry**, we can achieve economic growth that is inclusive and that thrives on *ethical public-private partnerships*, harnessing the best of each sector.

Small business development initiatives of this kind need to be based on a solid business plan –looking at **economies of scope and scale** and at strategic and meaningful ways of bringing farmers into the value chain. Such initiatives should be inclusive and promote the health and well-being of communities. They should look at developing commercially viable and profitable avenues for local produce, investing in processing, quality control, promotion, and marketing in such ways as to attract competitive prices and solicit foreign investment.

It is essential that these businesses operate within an environment that is conducive to the communities' social and economic development. This will require investing in: institutional development, capacity and capability building, infrastructure development, the introduction

of appropriate technology and training, the protection and enhancement of the natural resource base, and the preservation of indigenous knowledge. **Opportunity diversification is key**.

Further linking of local business initiatives to district development plans and national agenda priorities – which should reflect priorities identified by the communities themselves – can be an additional element of success in bringing people together and leveraging the necessary support.

Public-private partnerships must be part of the equation.

Harnessing the potential of the youth and identifying ways to engage them meaningfully in social and economic development initiatives for gainful employment is a necessary investment.

AGRICULTURAL COOPERATIVES: KEY TO FEEDING THE WORLD

Of the estimated 925 million hungry people in the world today, 70% live in rural areas where agriculture represents the economy's mainstay. With this in mind, the 2012 World Food Day Conference focused on "Agricultural Cooperatives: Key to Feeding the World", making a case for their strengthening and expansion, while calling on policy makers to promote transparent legislation, incentives and opportunities for dialogue, where smallholder farmers can voice their concerns and interests and participate in the governance of local food systems.

“ It is estimated that one billion individuals are members of cooperatives worldwide, generating more than 100 million jobs around the world.”

(FAO, 2012)



(L-R) Regina Chepkemai Korir, Beatrice Chemutai Chepkwony, Julian Chebii Ruto and Evaline Chepkirui Langat in Keringet, Kenya – year on year, the potato farmers need to fill ever bigger sacks in order to get the same small price from the middlemen. The new Keringet CSEED Trust will be able to give the farmers a higher price for their crop as it can provide a guaranteed market.

A 'business model with a social conscience' (FAO, 2012), agricultural cooperatives are social enterprises based on collective action, aimed at enabling farmers to take advantage of market opportunities, mitigate the negative effects of food and other crisis, increase their negotiating power and ultimately influence policy-making processes. This is done through the provision of a range of services (access to natural resources, information, communication, input and output markets, technologies and training), to help farmers innovate and adapt to changing markets.

THE IRISH AGENDA

The Irish Government has acknowledged and proactively responded to this new dynamic, through its Africa Strategy, launched by the Tánaiste in September 2011. This strategy sets up a comprehensive framework for Ireland's business, political and development relations with Africa.

The fight against hunger remains a cornerstone of Ireland's Foreign Policy, as outlined in the Irish Government's 2008 Hunger Task Force Report. Complementing the Hunger Task Force, the Africa Agri-Food Development Fund (AADF) – a joint initiative undertaken by the Departments of Agriculture, Food and the Marine and Foreign Affairs and Trade – was established in March 2012 with the aim of developing partnerships between the Irish agri-food sector and African countries to support sustainable growth of the local food industry, build markets for local produce and support mutual trade between Ireland and Africa.

“ Our development cooperation programme has long recognised that economic and social development in our African partner countries cannot be driven by, or based on, external aid flows alone. Foreign Direct Investment, indigenous enterprise and entrepreneurship, trade, tourism and effective domestic resource mobilisation are crucial ingredients in the economic and social development mix and should be encouraged and facilitated by the Irish Aid programme.”

(Ireland and Africa, Our Partnership with a Changing Continent: An Africa Strategy for the Department of Foreign Affairs and Trade, Sept. 2011)

GORTA'S APPROACH:

A Global Management Approach for Community Economic, Social and Environmental Development (GMA)

First introduced to Gorta by Agnes Gannon, member of Gorta's Programmes Committee, in 2007, the Global Management Approach for Economic, Social and Environmental Development (GMA) has become Gorta's approach to development. The programme has since been adapted to an African context by William Keyah, Gorta Regional Programmes Manager for East Africa, who has led and managed its pilot in Kenya. The programme starts with the identification of a geographical community area, and of groups with an adequate 'level of preparedness' to lead such community on a development path aimed at prosperity. The selected individuals are then taken through a training and community development planning process delivered over a period of 12-17 weeks.

The training and planning process involves problem posing that provides participants with critical awareness and thinking with regard to their individual lives, the lives of their families and that of their community. This process enhances participants' awareness of the existing problems while helping them to develop linkages between the past, present and future scenarios and identify ways through which the community could contribute to these scenarios.

Throughout the training process, the GMA trainees keep engaged with their community by undertaking household surveys and community resource audits. The process supplies data and information which the participants use to develop an area-based development plan which is then examined and validated by the community.

The uniqueness of the GMA approach:

Focus on the Development of People

- It incorporates thematic areas of economic, social, cultural, political, environmental and institutional development.
- It engages in **dialogue-training** wherein the participants and the community set the agenda.
- It facilitates both the participants and the community in planning **their own preferred future** and identifying the 'vision leaders'.
- 'Vision leaders' facilitate the community in becoming part and parcel of the delivery process.
- It appreciates that one cannot change a person but can only facilitate people to change themselves in order to bring about the desired change in their lives.
- Unlike other approaches to capacity building, GMA engages in both capacity and **capability building** and believes in going that extra mile to accompany the community along their new path to their chosen future.
- It emphasizes the role of **management** and of core values as being central to a community's social, economic and environmental development.
- The African concept of community well-being is very much grounded in the philosophy of the GMA where the chosen/preferred future is a state where 'nobody is a nobody', and where nobody is left behind, in need. GMA is a social, economic and environmental development **process** for communities and not just a curriculum or a module to be delivered.
- GMA requires commitment and determination on the part of the target community and its leadership, as well as the facilitating partner/ partners.
- GMA always asks the question **what next?** It looks at opportunity diversification, promotion of gainful employment, community ownership and pride of place, home management, and family cohesion building.



Ms. Eunice Cheptoo Rotich planting a tree at the Keringet CSEED green field site.

Case Study: Keringet Area

Keringet location is in Kuresoi District, Nakuru County (Kenya), some 100km South West of Nakuru town. The area has three sub locations, namely Keringet, Millimet and Siwot, comprising of 3,371 households and a total population of 15,389, 43% of whom live in absolute poverty. Keringet location is currently headed by Chief Nicholas Kering, while the sub location heads are Assistant Chiefs Peter Langat, Richard Chepkwony and James Koskei respectively. Keringet stands at 2200m above sea level, and enjoys highland equatorial climate conditions with an average annual rainfall of 1,270mm. It also lies within the greater Mau water catchment. Keringet town centre is the headquarters for the District of Kuresoi, the division of Keringet and the Keringet location administrative offices. Youth constitute 49% of the population, of which 65% are unemployed. The Molo – Olenguruone tarmac road runs right through the Keringet location, and the area is well served by an underdeveloped feeder road system, most of them being in relatively good condition during the dry seasons but hardly useable on rainy days. Electricity and telephone facilities are available in Keringet centre but mobile phones are widely used.

Keringet health centre is the only public health facility, serving the entire population of Keringet location and nine other locations in the Keringet division. Molo district hospital, situated 30km away, is the first level referral hospital while the nearest regional referral hospital is in Nakuru town, 100km away. One percent of the Keringet population is said to suffer from some form of disability. There are seven public primary schools and four secondary schools. Ninety-seven percent of the children attend school in very basic facilities and some 20% of those attending school drop out altogether. The town centre has more than one hundred small and medium shop outlets, selling a variety of commodities; there are seven butcheries, four pubs; ten eating places and very basic rental housing.

Agriculture is a key socio-economic activity, involving dairy produce, Irish potatoes and other temperate vegetables. These farming activities have attracted migrants from other areas, bringing people in search of on-farm jobs, or renting land for cultivation and/or carrying out micro business in the market centre. Most homesteads own a dairy cow and over 20,000 litres of milk are produced daily, giving an annual turnover of approximately 7 million litres of milk. Some of the milk is consumed within the homesteads and the excess is sold to the Brookside Company Depot,

situated within the Keringet centre, and to the New Kenya Cooperative Creameries situated in Molo town. However, prices fluctuate considerably. Irish potatoes perform well and on average the location produces close to 10,000 tons per season. Sheep, goats and poultry are reared for both meat and eggs, mostly on free range. Donkeys are kept mainly for transporting farm inputs and farm produce. Value addition for agriculture produce is an existing gap.

Water and sanitation remain a challenge for the community in Keringet, a main town and a growing commercial centre which has no sewer and where 75% of the population use unimproved pit latrines, often located in close proximity to shallow water wells. Only 500 households have piped water outside the house. Over 80% of households have at least a corrugated iron sheet shelter as a roof, making it possible for roof water harvesting technology.

Wood fuel is the main source of energy for cooking – used by 98% of households – which has an extremely negative effect on the local woodland. In fact, only four households have biogas for cooking. Twenty seven percent use lanterns for lighting and not more than 4% of the population use electricity, pressure lamps or gas or solar methods for lighting. The majority use tin lamps, or wood for lighting in the evenings.

1. Training - *Engaging people in a dialogue for a prosperous future*

Starting in November 2009, Gorta engaged the Keringet Location community, through the GMA, by providing a 17-week capacity and capability building training course in community socio-economic and environmental development. The outputs of this process have been an area-based development plan for Keringet community and 21 GMA trainees who are already on the ground to facilitate the delivery of the area development plan.

The five year area development plan has the following focus:

- **Institutional development** – putting in place institutional structures to provide management and governance, together with capacity and capability building in the area of human resources.
- **Social economic infrastructure development** – putting in place infrastructure to enhance value addition for milk, potatoes and water, as well as improving road infrastructure to facilitate the delivery of farm produce to the various market outlets and to facilitate access to improved rural housing technology. This also includes support in capacity and capability building of service provision institutions. Other industries include eco-tourism, cultural tourism, business tourism and the development of a service industry.
- **Alternative (renewable) energy for human and environmental health** – to facilitate access to solar and biogas technology. In a community where 98% of households use fuel wood for cooking, this initiative is aimed at facilitating improved human health as well as helping to conserve the forests which are critical to the sustainability of the Mau water tower.
- **Water and Sanitation for health and wellbeing** – 86% of households in Keringet have corrugated iron sheet roofs and 75%

use very elementary pit latrines that are often situated in close proximity to drinking water sources. Roof catchment water harvesting, shallow wells and spring protection, as well as the development of improved human waste disposal infrastructure, aim at making usable water clean and safe for human consumption.

- **Environmental conservation and enhancement** – establishment of 10% of household land holding with household-based farm woodlots and forests. This initiative links with the protection of the environment (forests) as well as making households active participants in forest regeneration.

The GMA facilitating group, with the help of Gorta, has already acquired a 3-acre piece of land for use as an enterprise development site. This will include a leadership development and training centre. These two elements (enterprise development and a leadership development and training centre) will form the economic hub for Keringet location and the surrounding locations.

A hydra form block-making machine has been procured from South Africa to help in the development of the centre and rural housing, using the interlocking block technology.

The implementation of the Area Development Plan has engaged key government departments, private state intuitions and the entire community of Keringet.



Abigael Chelagat with her mother Winny Chepkurui Koskei and grandparents Esther and Jackson Bore. "If we will not be there to see our preferred future, our children and our grandchildren will see it", Esther.

“ I have seen many strategic plans in my working experience with the government. The difference is that here I can see the implementation team is very enthusiastic and passionate about their area development plan . . . ”

Mr. Patrick Musango the District officer One (DO1) - Kuresoi District

2. Area Identification

Keringet location was identified and selected from among six other potential areas. Selection of Keringet location was based on:

- Being easily defined as a geographical and homogeneous community.
- The resident community being engaged in primary agricultural production and at a level that could easily be moved to a second level of development, including value addition. In this regard, the people of Keringet were already at a fairly high level of agricultural production particularly in the production of dairy milk and Irish potatoes, and had potential for involvement in many other possible enterprises that could be developed into socioeconomic industries, such as water bottling and tourism.
- Access to service infrastructure – road, telephone and electricity.
- At the time of this selection, Kenya was still seriously suffering from the aftershock of the 2007/2008 post election violence that rocked the country affecting many communities including Nakuru County where Kuresoi district is located. It was important, therefore, not to engage communities that were still looking for relief or rehabilitation type of work rather than development – an engagement that required a community which was already enjoying relative social stability and peace.

3. Selected Industries

As a result of the GMA training process, a number of potential industry-linked enterprises have been identified:

- 1 **Dairy industry**
– yoghurt, fresh pasteurized milk
- 2 **Potato industry** – potato crisps
- 3 **Water industry** – bottled water
- 4 **Tourism industry** – eco-tourism/cultural tourism including athletics, training (conference) facility

“My hotel business closed . . . now I know where I went wrong and I am preparing to start the same business again in Keringet.”

Edna Ng'eno Assistant secretary to the GMA area development plan coordinating team

4. Preferred future

During the GMA training, the trainees and the Keringet community made a critical and comprehensive resource audit of the location and carried out a SWOT analysis to identify strengths, weakness, opportunities and threats of the location with regard to their past, present and future life. A preferred future (vision) was developed, in the process, as follows: **a social, economic and culturally developed community living in harmony with their environment.**

5. Partnership

The Keringet community appreciates the role and impact of partnerships in development and, in particular, in realizing their preferred future. Local partners include the government, the constituency development fund and Molo dairies. Through Gorta, the Keringet community is endeavouring to engage additional strategic partners to support the implementation of the area development plan.

“It has been a different experience, different learning and different training . . . the future looks great for us in Keringet . . .”

Paul Kirui secretary of the GMA area development plan coordinating team



Magdalene Cheptoo minding her young niece, the ninth child in a family of ten she shares a seat with her youngest sibling Kimutai Festus Koske in front of their parents' house. The siblings explain their preferred future which they have both illustrated in the drawings to William Keyah of Gorta. Key points raised by Magdalene Cheptoo and Festus were “...better housing, better crops, better food, better home, better latrine, better education...” Incidentally, both future perceptual drawings of the siblings had similar themes but from two different minds, age and gender.

A Call For Action

As we move towards an understanding of development that goes beyond pure aid to include business and trade opportunity development, new partnerships come to the fore, where *knowledge sharing, research application, skill & technology transfer and innovation enhancement* become the focus of new profitable ventures.

Moving from a 'donor-recipient' dimension to a **'business to business' dialogue** will open new horizons for local enterprises and new markets for foreign investment.

Eliminating Hunger is Everyone's Business.

Sustainable and gainful livelihoods can be achieved and *innovative, ethical* multi-sectoral engagements sought for profitable businesses and prosperous futures for all.

Gorta encourages interested parties who would like to engage with us in our programmes to view our Corporate Social Responsibility (CSR) brochure on the Gorta website (gorta.org). We also call on parties to contact us directly to discuss how Gorta can help your business to do its part to eliminate hunger and poverty from our world by emailing csr@gorta.org.



The children of Keringet Township Primary School participate in the ownership of the preferred future of Keringet.

Since it was founded in 1965, gorta has been the Irish affiliate of the **Food and Agriculture Organization of the United Nations (FAO)**. FAO aims to help developing countries modernise and improve their agriculture, forestry and fisheries practices, with a particular focus given to developing rural areas.

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“Everyone has the right to an adequate standard of living for himself and his family, including adequate food, clothing and housing, and to the continuous improvement of living conditions.”

International Covenant on Economic, Social and Cultural Rights 1966, Article 11.1

Front Cover

Frank Andrew Kiprotich and Regina Chepkorir are all smiles as they display potato crisps and yoghurt products in front of their rented Keringet CSEED crisps and yoghurt enterprise premises in Keringet, Kenya.

Photo Credits: Ethical Sector Communications.

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